



Mahatma Gandhi University, Kerala

മഹാത്മാഗാന്ധി സർവ്വകലാശാല, കേരളം

महात्मा गांधी विश्वविद्यालय, केरल



"The aim of University education should be to turn out true servants of the people, who would live and die for the country's freedom." - Mahatma Gandhi

MASTER OF BUSINESS ADMINISTRATION (FULL TIME)

REGULATIONS

2017 Admissions onwards

Draft Submitted to

**Board of Studies
Faculty of Management Sciences**

Preface

This document was developed with an intention to provide the students, teachers and other stakeholders with essential information on MBA full-time course curriculum, academic and other regulations, which students are bound to follow during their study in any of the affiliated colleges under the jurisdiction of Mahatma Gandhi University, Kottayam. All students who pursue full-time MBA course under this University are required to read this document with utmost dedication.

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1. INTRODUCTION

1.1 MBA full time Programme

The 2 year full time MBA programme of Mahatma Gandhi University is offered under semester system. The objectives of MBA programme are the following:

1.2 Objectives

- ❖ To develop young MBA aspirants into professional managers who can contribute to the growth of business and industry in India and the world
- ❖ To develop astute leaders who can efficiently and effectively manage business amidst of environmental turbulences
- ❖ To nurture entrepreneurial skills among young generation and make them effective change agents
- ❖ To contribute towards better management practices in the country and the world by offering quality management education

1.3 Eligibility

- A pass in any Bachelor's Degree Examination of Mahatma Gandhi University or an equivalent degree of any other Universities duly recognized by M.G. University with not less than 55% marks in Science & Technology subjects and 50% marks in other subjects in the aggregate for all parts of examination or a Master's Degree examination with 55% marks in aggregate.
- For SC/ST students: A pass in any Bachelor's Degree examination is needed for SC/ST candidates

1.4 Admission Procedure

The admissions to the MBA full time programme shall be strictly on the basis of merit as determined by the entrance examinations KMAT Kerala / CMAT / CAT, and Group Discussion and Personal Interview conducted at the institution level. All affiliated colleges are bound to follow the guidelines and time schedule provided by Mahatma Gandhi University and Admissions Supervisory Committee (ASC) appointed by Govt. of Kerala.

The rank list shall be prepared by affiliated institutions on the basis of sum of following components:

Table 1
Admissions – Components of Rank List

Component	Weight
Entrance Examination Score	70%
Group Discussion	15%
Personal Interview	15%

Based on the score in the entrance test, candidate shall be short-listed for Group Discussion and Personal Interview. While preparing the rank list, if there is same index marks for more than one candidate, he/she will be ranked on the basis of actual marks obtained in the qualifying exam. Even after this, if there is a tie, they will be ranked on the basis of date of birth; i.e. the elder person is to be ranked higher. Based on the performance on the written test, group discussion and interview, merit list will be prepared and published by the college.

The Reservation Rules are applicable as per the Government norms.

1.5 Fees Structure

The fees structure decided by Fee Regulatory Committee (FRC) appointed by Govt. of Kerala is applicable to all private self-financing colleges. Any form of CAPITATION is strictly prohibited.

1.6. Course Duration & Academic Calendar

The academic calendar has been designed to ensure that the course will be completed within the stipulated two years time. The date of commencement of the course will be notified by the University. The academic calendar published by the University should be strictly followed by all affiliated colleges in order to ensure timely completion of the course, conduct of examinations, project work and declaration of results. A meeting of Directors / Principals and Heads of all affiliated MBA Colleges is to be convened before the commencement of MBA Programme every year in the month of June in order to ensure adherence to the academic calendar.

Table 2
ACADEMIC CALENDAR OF MBA PROGRAMME

Semester	Duration & Month/s	Month of University Examinations / Project
S1	July to November	3 rd week of November
S2	December to April	3 rd week of April
S2	May	Organization Study
S2	Second Week of June	First Year Viva
S3	June to October	2 nd week of October
S4	November to March	2 nd week of March
S4	April - May	Summer Project
S4	First Week of June	Comprehensive Viva

1.7 Information – Teaching Staff

Within a week after the commencement of classes of the first semester MBA, Head of each institution should forward the list of faculty members working in the college / institutes along with their qualifications and years of teaching experience, specialization and other relevant details to the University. Head of each institution shall ensure the availability of sufficient number of regular Faculty Members having experience and qualifications as per AICTE guidelines in the Institution.

2. MBA PROGRAMME SCHEME

The MBA Programme of Mahatma Gandhi University enables the candidates to acquire conceptual, technical and human skills to meet the requirements of industry business and society. It prepares the candidates with knowledge, skills, and strategic perspectives essential for business leadership. The MBA Programme consists of 29 subject courses, Organization Study and 1 project work. There are 2 viva voce for MBA programme, comprehensive subject viva in first year and comprehensive viva in second year. All theory courses carries 100 marks each, out of which 40 marks for continual evaluation and 60 marks for comprehensive evaluation by University. The first and second semesters have 800 and 900 marks respectively. The third and fourth semesters have 900 and 700 marks and the total marks for the MBA Programme is 3300.

All semesters are of 20 weeks duration out of which 16 instructional weeks, which comprises of 5 days a week and 5 hours per day, are provided for class work. The

remaining 4 weeks are intended for examinations and other extracurricular activities (Refer the Course Duration & Academic Calendar for MBA Programme – Clause 1.6).

2.1 Core Courses

There are 23 core courses for the MBA Programme which comprises of 19 core subjects, Organization Study, 1 Project Work and 2 Viva voce. The first and second semesters have 16 core subjects and one comprehensive Viva voce of first and second semesters together. The third semester has 2 core subjects and Organizations Study Report. The final semester have 1 core subject, summer placement project and comprehensive viva voce for third and fourth semesters and summer placement project. All core courses are compulsory and carry 100 marks each. The abbreviation shall be “CC” for the coding purpose.

2.2 Elective Courses

There are 10 elective courses out of which 6 are in the third semester (3 courses each from 2 functional areas) and 4 in the fourth semester (2 courses each from 2 functional areas). The students are required to select 5 elective courses each from 2 functional areas of management only (e.g. Finance & Marketing). The electives offered in the third and fourth semesters shall be on the basis of preference and aptitude of students, availability of Faculty Members and required infrastructure and facilities in the Institution. The abbreviation shall be “EC” for the coding purpose.

List of Electives

Table 3
List of Electives

Sl. No.	Name of Functional Area
1.	Finance
2.	Marketing
3.	Human Resources Management
4.	Production / Operations Management
5.	International Business
6.	Information Systems

FINANCE ELECTIVES

Sl. No.	Elective Course	Semester
01.	Cost & Management Accounting	S3
02.	Security Analysis & Portfolio Management	S3
03.	Corporate Restructuring	S3
04.	Bank Management	S3
05.	Financial Derivatives	S3
06.	International Finance & Forex Management	S3
07.	Corporate Taxation	S4
08.	Management of Financial Services	S4
09.	Rural Economy & Micro Finance	S4
10.	Risk Management & Insurance Services	S4

MARKETING ELECTIVES

Sl. No.	Elective Course	Semester
01.	Agro-Business & Rural Marketing	S3
02.	Integrated Marketing Communications	S3
03.	Product & Brand Management	S3
04.	Retail Business Management	S3
05.	Services Marketing	S3
06.	Digital Marketing	S3
07.	Consumer Behaviour	S4
08.	Customer Relationship Management	S4
09.	Marketing of Hospitality & Tourism	S4
10.	Marketing Research	S4

HRM ELECTIVES

Sl. No.	Elective Course	Semester
01.	Training & Development	S3
02.	Performance & Talent Management	S3
03.	Competency Mapping	S3
04.	Managing Organisational Change & Development	S3
05.	Compensation Management	S3
06.	Global Human Resources Management	S3
07.	Counseling Skills for Managers	S4
08.	Industrial Relations & Labour Law	S4
09.	Managing Interpersonal & Group Process	S4
10.	Human Resources Information System	S4

PRODUCTION / OPERATIONS MANAGEMENT ELECTIVES

Sl. No.	Elective Course	Semester
01.	Supply Chain Management	S3
02.	Total Quality Management	S3
03.	Materials & Purchase Management	S3
04.	Advanced Project Management	S3
05.	Management of Technology & Innovation	S3
06.	World Class Manufacturing	S3
07.	Service Operations Management	S4
08.	Industrial Safety & Occupational Health	S4
09.	Global Operations & Logistics Management	S4
10.	Operations Strategy	S4

INTERNATIONAL BIUSINESS ELECTIVES

Sl. No.	Elective Course	Semester
01.	International Economics	S3
02.	International Financial System	S3
03.	International Marketing	S3
04.	Import / Export Policies & Procedures	S3
05.	Global Trade Practices	S3
06.	International Human Resource Management	S3
07.	International Economic Organisations	S4
08.	International Logistics & Supply Chain Management	S4
09.	International Trade Promotion Strategies	S4
10.	World Economic Geography	S4

INFORMATION SYSTEMS ELECTIVES

Sl. No.	Elective Course	Semester
01.	System Analysis & Design	S3
02.	E-Business	S3
03.	Enterprise Resource Planning	S3
04.	Information Security Management	S3
05.	Software Quality Management	S3
06.	Cloud Computing	S3
07.	Decision Support System	S4
08.	Software Project Management	S4
09.	Database Management	S4
10.	E-Business Strategy	S4

2.3 Organisation Study – First Year

Every student has to undergo an Organisation Study and produce a report on the functioning of an organisation from the managerial perspective. This study and the report will be treated as full course carrying 100 marks. The internal marks for the Organisation Study will be awarded by means of Report Presentation and Viva voce conducted by a Board of Faculty Members appointed for this purpose by the Faculty Council of the respective Institute. Students are permitted to do their Organisation Study only in Organisations listed in Securities and Exchange Board of India – SEBI business for a period not less than 4 weeks. No student from the same college is permitted to undergo Organisation Study in such Organisation where a student from the same college is admitted for an academic year. A certificate from the Internal Guide of the business Organisation should also be obtained by the student after the successful completion of the project and the same should be attached with the project report. While selecting the Organisation students should make sure those four functional areas such as Finance, Marketing, Human Resources Management, and Production / Operations Departments are available in Organisations.

2.4 Summer Project

At the end of the fourth semester, the students are required to do a Project Work on a problem centered study and a Report of the same is to be submitted before the University and Comprehensive Viva voce Board. The students will have to identify a relevant managerial problem related to organisation / industry and basic research work has to be conducted to study the problem in detail. The students are required to use proper statistical tools (Descriptive & Inferential Statistics) in their project work. The total duration of this project study is 8 weeks and total marks for the dissertation is 100. Project work should be done in a National or Multi-National Business Organisation. Students are expected to select the topic of study from any one of the functional areas that they have opted as their specialisation.

2.5 Viva Voce

For the conduct of comprehensive Viva voce 1 and 2, the Viva Voce Board will conduct both viva voce at the Institution. Sufficient number of external members (outside Mahatma Gandhi University) should be inducted in Viva Voce Board.

List of courses mentioned in the MBA Regulation (Full Time) 2012 is replaced and modified by the list of courses appended in the new scheme and syllabus 2017.

**MASTRER OF BUSINESS ADMINISTRATION
LIST OF COURSES**

(With Effect from Academic Year 2017-18)

**Table 4
Semester I Core Courses**

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
CC01	Principles and Practices of Management	40	60
CC02	Business Communication	40	60
CC03	Managerial Economics	40	60
CC04	Accounting for Management	40	60
CC05	Quantitative Techniques for Management	40	60
CC06	Business Law	40	60
CC07	Environment Management	40	60
CC08	Business Ethics & Corporate Governance	40	60
Total Marks		320	480

**Table 5
Semester II Core Courses**

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
CC09	Financial Management	40	60
CC10	Marketing Management	40	60
CC11	Human Resources Management	40	60
CC12	Operations Management	40	60
CC13	Operations Research	40	60
CC14	Management Information Systems & Cyber Security	40	60
CC15	Organisational Behaviour	40	60
CC16	Entrepreneurship and Project Management	40	60
CC 17	Comprehensive Viva Voce (First & Second Semester)	40	60
Total Marks		360	540

Table 6
Semester III Core Courses & Elective Courses

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
CC18	Business Analytics	40	60
CC19	Research Methodology	40	60
EC01	Elective Course 1 (Specialization Area 1)	40	60
EC02	Elective Course 2 (Specialization Area 1)	40	60
EC03	Elective Course 3 (Specialization Area 1)	40	60
EC04	Elective Course 4 (Specialization Area 2)	40	60
EC05	Elective Course 5 (Specialization Area 2)	40	60
EC06	Elective Course 6 (Specialization Area 2)	40	60
CC20	Organization Study	40	60
Total Marks		360	540

Table 7
Semester IV Core Courses & Elective Courses

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
CC21	Strategic Management	40	60
EC07	Elective Course 7 (Specialization Area 1)	40	60
EC08	Elective Course 8 (Specialization Area 1)	40	60
EC09	Elective Course 9 (Specialization Area 2)	40	60
EC10	Elective Course 10 (Specialization Area 2)	40	60
CC22	Summer Internship Project		100
CC23	Comprehensive Viva Voce (Third & Fourth Semester and Project)		100
Total Marks		200	500

Table 8
Course Framework Summary

Total Courses	Total Marks
TOTAL NUMBER OF COURSES 33 (23 Core Courses including Project Works and Viva Voce & 10 Elective Courses)	3300

Note: CC stands for Compulsory Course and EC for Elective Course

3. TEACHING, EVALUATION & ASSESSMENT

3.1 Teaching Methods

Since the MBA Programme is a professional course, the teaching methods shall be carefully designed at the Institution level. The teaching methods in MBA programme ideally include the following components:

- ❖ Class room lectures with participation from students
- ❖ Case Studies
- ❖ Practical Illustrations & Simulations
- ❖ Role Plays
- ❖ Quizzing
- ❖ Class seminars & presentations

The above components are not comprehensive and Faculty Members are free to develop the teaching methods with more elements.

3.2 Student Evaluation

The evaluation of students comprises of continual evaluation at the Institution level and comprehensive evaluation by University.

3.2.1 Continual Evaluation

Continual Evaluation or internal assessment shall be conducted throughout the semester. It shall be based on internal examinations and various types of assignments as decided by the Faculty Member who is handling the course. Assignments include homework, problem solving, group discussions, quiz, term projects, spot tests, role play, software exercises etc. Details of assignments in every semester shall be submitted by the Faculty Members in an assignment book to the Principal / Head of the Department. This is to facilitate uniformity in the internal evaluation process. The distribution of continual evaluation shall be as follows:

Table 9
Components of Continual Evaluation

Sl. No.	Component of Continual Evaluation	Marks	Percentage
1.	Test Papers (Subject to a Minimum of 3 tests for each course)	24	60%
2.	Assignments – Minimum of 2	8	20%
3.	Seminar & Projects	4	10%
4.	Attendance & Class Participation	4	10%

The internal assessment marks shall be awarded by the concerned Faculty Member in charge of the course based on the guidelines mentioned in Table No. 9. A systematic record for the award of continual evaluation marks shall be maintained in the Department duly signed by the concerned Faculty Members and counter signed by the Head of the Department. It should be placed in the notice board seven days before the commencement of University Examinations.

In case a candidate fails to secure the required minimum of 50% marks in internal continual evaluation, he / she may secure it by repeating the course altogether in a regular class or by taking the course with a Faculty Member assigned by the Head of the Department in a subsequent semester provided that the candidate has failed to obtain the 50% marks in the first instance, but such improvement in continual evaluation in the same paper cannot be attended more than once.

3.2.2 Comprehensive Evaluation

- The comprehensive evaluation will be done by the University through end-semester examinations which is of 3 hour duration for all subject courses.
- The marks required for a pass is 50%. There is separate minimum for all courses in continual and comprehensive evaluation (University Examinations).
- No student shall be permitted to appear for the University (comprehensive evaluation) examinations unless he/she secures at least 50% marks in the internal continual evaluation in each course.

- Candidates who have secured not less than 60% marks in the aggregate of total marks for all papers in four semesters (both continual and comprehensive evaluation together) in the examination shall be declared to have passed the MBA Degree Examination in First Class.
- Candidates who obtain not less than 75% of the total marks shall be declared to have passed the MBA Degree Examination with Distinction.
- Candidates shall be allowed to improve the result of any course /subject along with the examinations of their immediate junior batch. There will be no supplementary examination.

3.2.3 Semester Promotion

Candidates for the MBA Degree shall be eligible to undergo the courses of study in the next semester and appear for the examination of that semester, irrespective of the results of the examinations of the previous semester provided they have completed all the formalities of attendance, payment of all fees due to the University and registration for the examinations in the earlier semesters.

3.2.4 Maximum Duration of Course

The candidates should complete the two year MBA Programme within a period of 5 years from the date of admission.

4. Academic Administration in Affiliated Colleges

4.1 Registration & Attendance Norms

Every candidate should register for all subjects of the end semester examinations of each semester. A candidate who does not register will not be permitted to attend the end semester examinations. He / she shall not be permitted to attend the next semester.

- ❖ No student shall be allowed to appear for the University examinations (written and viva-voce), if he/she has not secured 75 % attendance for each course.
- ❖ For a student to claim specialisation in any functional area he/she must have taken minimum of 5 courses in that area of specialisation.

4.2 Class Committee & Functions

Head of Institution shall form a Class Committee for each batch at the beginning of semester classes. This Committee shall be in existence throughout for the concerned semester. The Class Committee shall consist of Head of Department as Chairperson of the Committee, Faculty Advisor of the class, a Senior Faculty Member of the Department and three Student Representatives. At least one Student Representative in the Class Committee should be a lady. There should be at least two meetings of the class committee every semester. It shall be the responsibility of the Head of Department to convene meetings. The functions of Class Committee are the following:

- To review periodically the progress and conduct of students in the class.
- To ensure syllabus coverage within the stipulated time
- To discuss any problems related to any course in any semester.
- Maintain strict vigil AGAINST RAGGING.
- Any other relevant issues related to the conduct of MBA Programme at the Institution

4.3 Examination Monitoring Cell

Head of the Institution should constitute an Examination Monitoring Cell (EMC) at the Institution for the conduct and supervision all examinations, especially the internal examinations. This Cell with a Senior Faculty Member as Convener shall consist of minimum three Faculty Members and one Member shall be a lady. A clerical Staff Member having computer skills shall be assigned for assisting the Examination Monitoring Cell.

The following are the responsibilities of Examination Monitoring Cell:

1. Schedule and conduct all internal examinations
2. Act as the examination squad to keep a vigil on all internal and University Examinations
3. To receive any complaints from students regarding issues like out of syllabus questions, printing mistakes etc. of end semester examinations. The Cell shall investigate these complaints and if necessary forward the same to University with specific comments.

4. To receive complaints from students regarding internal examinations, award of marks and any allegation of victimization. The Cell shall enquire such incidents and give a report to the Principal for necessary action.
5. To function as a wing of the University Office of Controller of Examinations at the Institution level.

MBA DEGREE PROGRAMME SYLLABUS APPENDED

FIRST SEMESTER

CORE PAPERS

(CC 01 – CC 08)

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
CC01	Principles and Practices of Management	40	60
CC02	Business Communication	40	60
CC03	Managerial Economics	40	60
CC04	Accounting for Management	40	60
CC05	Quantitative Techniques for Management	40	60
CC06	Business Law	40	60
CC07	Environment Management	40	60
CC08	Business Ethics & Corporate Governance	40	60

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
CC 01	PRINCIPLES & PRACTICES OF MANAGEMENT	Basic	S1 Core Course

Course Objectives	
01.	To introduce Profession of Management and help the students gain understanding of the functions and responsibilities of the manager
02.	To provide participants tools and techniques to be used in the performance of the managerial job, and enable them to analyze and understand the environment of the organisation.

Module 1 Introduction

Management - Meaning, Definition and Nature; Evolution of Management – Management Thoughts - Early - Modern - Post modern; Contributions of F.W. Taylor - Henry Fayol – Hawthorne Studies- Behavioural School of Management Approach. Levels of Management, Skills required for a manager, Managerial roles. Management Lessons from Indian Philosophy – Vision, Effectiveness, Efficiency and Teamwork.

Module 2 Planning

Functions of Management: POSDCORB; Characteristics of Management; **Planning:** - Meaning – nature – importance -Levels of planning. Objectives – setting objectives – Policies – Planning premises, Types of plans - Process of planning - Decision Making; MBO; Principles in Planning

Module 3 Organizing & Staffing

Organising: - Nature-Purpose-Principles-Organisational Structure and types - Departmentation - Centralization vs. Decentralization - Span of control- Delegation of Authority – Principles in Organising – Line Vs Staff Authority – Networking and Virtual Organizations **Staffing:** - Meaning, Principles in Staffing, Staffing Functions

Module 4 Leadership & Modern Trends

Directing: - Leadership – Leadership Traits – Leadership Styles – Principles in Directing –Emerging Trends in Management; Management of Creativity & Innovation – Creative Process – Managing E-Business World – Challenges – Management in Globalized Era – Organizational Social Responsibility

Module 5 Management Control

Control:- System and process of Controlling - Requirements for effective control - The Budget as Control Technique - Information Technology in Controlling – Control Techniques- Control and planning- Types of Control– Reporting - Co-ordination; Principles in Control and Co ordination

Recommended Books:

1. K.Asathapa, "Essential of Business Administration", Himalaya Publishing House
2. Harold Koontz & Heinz Weihrich, "Essentials of Management", Tata McGraw-Hill, 1998
3. JAF Stomer, Freeman R. E and Daniel R Gilbert, "Management", Pearson Education, Sixth Edition, 2004.
4. Stephen P. Robbins and Mary Coulter, "Management", Prentice Hall of India, 8th edition.
5. Tripathy PC and Reddy PN, "Principles of Management", Tata McGraw-Hill, 1999.
6. Y.K. Bhushan, "Fundamentals of Business Organisation & Management"; Sultan Chand & Co., New Delhi.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
CC 02	MANAGERIAL COMMUNICATION	Basic	S1 Core Course

Course Objective	
01.	To give students a comprehensive view of communication, its scope and importance in business, and the role of communication in establishing a favorable outside the firm environment, as well as an effective internal communications program.
02.	To build an understanding of different organizational cultures, business practices, and social norms to communicate more effectively in domestic and cross-cultural business contexts.
03.	To develop an awareness of the importance of concise written expression to modern business communication and utilize electronic presentation software.

Module 1 Introduction to Communication – Managerial Communication

The Concept and Significance of Managerial Communication - Internal Communication and External Communication - Objectives of Managerial Communication - Effective Communication Skills - 7C's and 4 S's (Shortness , simplicity, strength sincerity) - Communication Environment and Communication Process

Module 2 Communication Barriers

External, Organizational and Personal Factors - Making Communication Effective

Module 3 Written Communication

Letters for different occasions- accepting/declining invitations, congratulating, consoling, conveying information – Social Communication - Blogs, Reviews (films, books), posting comments, tweets, cross-cultural communication. Work Place Communication – Minutes, Proposals, Memorandums, Press releases, Presentations, Profile of institutions, Speeches, Responding to enquiries and complaints, Resumes, Applications. Commercial/Business Letters and Principles of Effective Writing - Sample Letters.

Module 4 Verbal and Non Verbal Communication

Introduction - Public Speaking Skills - Role of audio visual aids and computers in oral presentations - Tele Conference - Video Conference. Interviewing – Placement Interviews, Discipline Interviews, Appraisal - Interviews and Exit Interviews. Listening skills -Mannerisms - Body language – Kinesics – Professional Dressing – Conducting meetings, seminars and conferences - Group discussion

Module 5 Negotiations and Report Writing

Introduction - Phases of a Negotiation - Characteristics of Negotiation - Opening Negotiations - Legal Aspects of Communication – Reports: Writing reports of different kinds –Long & short reports -Formal & Informal reports Annual report, Status report, Survey report.

Recommended Books:

1. Courtland L. Bovee, John V Thill, Business Communication Today, Prentice Hall International
2. Raymond V Lesikar et. al., Connecting in a Digital World, 13e,Tata McGraw Hill, New Delhi.
3. Guffey Mary Ellen, Business Communication, South-Western Collage publishing
4. Meenakshi Raman, Sangeetha Sharma, Technical Communication- Principles and Practice, Oxford
5. Argenti Paul A, Irwin, Corporate Communication, McGraw Hill.
6. Atkinson, Reynolds, Business Writing & Procedures, American Book Co.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
CC 03	MANAGERIAL ECONOMICS	Basic	S1 Core Course

Course Objective	
01.	To familiarize the participants concepts and techniques in Economics
02.	To make the participants appreciate the applications of core concepts in economics for managerial decision making
03.	To sensitize the participants how economic environment affects Organizations

Module 1 Introduction to Managerial Economics

Micro & Macro Economics, Managerial Economics – Definition – Nature & Scope, Fundamental concepts in Managerial economics for decision making: Incremental Principle, Opportunity Cost, Discounting Principle, Time Concept, Equi-Marginal Principle – Illustrations, Decision Making – Process and Conditions – Difference between Risk & Uncertainty.

Module 2 Demand Analysis and Forecasting

Meaning of Demand – Types of Demand – Law of Demand & its Exceptions, Elasticity of Demand – Price Elasticity, Income Elasticity, Cross Elasticity, Promotion Elasticity, Applications of the concepts of Elasticity, Demand Forecasting – Process – Statistical & Non-Statistical Techniques, Utility Analysis & Consumer Behaviour – Equilibrium of the consumer using Cardinal & Ordinal Utility (Indifference Curve) Theories.

Module 3 Supply & Production

Theory of Production – Meaning of Production function, Production function* with one variable input – Law of Variable Proportions – Returns to Scale, Production function with two variable inputs – Iso-quants – Producers' Equilibrium, Economies of Scale – Types – Economies of Scope, Theory of Costs – Classification of Costs - Short Run & Long Run Cost Curves, Revenue Curves.

Module 4 Market Structure

Market – Meaning & Elements, Classification of Markets – Markets based on Competition, Theory of Firm – Profit Maximization Rules, Price & Output Determination under Perfect Competition, Price & Output Determination under Monopoly – Monopoly Price Discrimination, Price & Output Determination under Monopolistic Competition, Price & Output Determination under Oligopoly – Kinked Demand curve model only.

Module 5 Macro Economic Concepts

National Income Concepts – Measurement of National Income, An overview of Financial System in India, An overview of Fiscal & Monetary Policies in India, Balance of Payments: Causes of Disequilibrium & Remedies, Inflation in India – Causes & Remedies. Free Market Economy & Need for Government Intervention – An appraisal of Economic Reforms in India

Recommended Books:

1. Dwivedi D.N, Managerial Economics, Vikas Publications (ISBN 8125910042)
2. P.L. Mehta, Managerial Economics Analysis, Problems and Cases – Sultan Chand & Sons (ISBN 81-7014-386-1)
3. K.K. Dewett, Modern Economic Theory: Micro & Macro Analysis – Orient Book Distributors, New Delhi.
4. V.L. Mote, Managerial Economics – Tata McGraw Hill, New Delhi
5. Gaurav Dutt & Aswani Mahajan, Dutt & Sundaram's Indian Economy – Sultan Chand

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
CC 04	ACCOUNTING FOR MANAGEMENT	Basic	S1 Core Course

Course Objective	
01.	To familiarize the students with financial statements, principles of accounting and develop their skills in reading annual reports.
02.	To provide foundations for developing the skills in interpreting financial statements for managerial decisions.
03.	To acquaint the students with the intricacies of Financial Accounting and Management Accounting

Module 1 Introduction

Book keeping and Record Maintenance. The concept of Double Entry. Accounting equations and Type of accounts - Rule of recording business transactions - Preparation of basic accounts - Journal, Ledger, Trial Balance - Cash book , Bank reconciliation statement - Final Accounts: Trading and Profit & Loss Account and Balance Sheet.

Module 2 Insight to Accounting

Generally Accepted Accounting Principles (GAAP) - Accounting Concepts and Conventions – International Accounting Standards – IFRS – Responsibility accounting.

Module 3 Financial accounting and Management Accounting

Objects, Functions, Advantages and Limitations of Financial Accounting. Nature, Meaning, Functions, Scope, Objectives, Tools and Techniques of Management Accounting - Management Accounting Benefits and Limitations - Management Accounting Vs Financial Accounting

Module 4 Financial Statement Analysis

Financial Statements - Methods of Financial Analysis - Comparative Statements, Trend Analysis, Common size Statements. Advantages and Limitations of Financial Statement Analysis.

Module 5 Ratio Analysis

Meaning and Significance of Ratios - Advantages and Limitations of Ratio Analysis - Classification of Ratios - Income Statement Ratios, Inter Statement Ratios, Liquidity Ratios, Profitability Ratios, Turnover Ratios, Solvency Ratios, Leverage Ratios – Du Pont Analysis.

Recommended Books:

1. Arora M.N, Accounting for Management, Himalaya Publishing House, New Delhi.
2. Gupta R.L, Advanced Accounting, Sultan Chand & Sons .
3. Maheswari S.N and Maheswari S.K, Advanced Accounting, Vikas Publishing House, New Delhi.
4. Shashi K. Gupta, Management Accounting, Kalyani Publishers, New Delhi.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
CC 05	QUANTITATIVE METHODS FOR MANAGEMENT	Basic	S1 Core Course

Course Objective	
01.	To familiarize the participants with Mathematical models and Statistical techniques applied in Management.
02.	To provide essential concepts for practical analysis and develop analytical skills necessary to make Business decisions

Module 1 Quantitative Techniques and Business Management

Quantitative Techniques and Business Management: Matrices – Multiplication, Inverse and solving systems of equations –Arithmetical operations involving matrices. Determinants, Inverse of a matrix. Solution of simultaneous equations using matrices.

Module 2 Basic Probability concepts

Basic Probability concepts – Addition and multiplication theorems of Probability, Marginal, Joint and Conditional Probability - Baye's theorem and its business applications. Probability distributions – Binomial, Poisson, Normal, Business applications.

Module 3 Correlation and Regression analysis

Correlation and Regression analysis: Correlation: Different types of correlation –Karl Pearson's correlation coefficient - Spearman's Rank correlation coefficient – Concurrent deviation method – Coefficient of Determination. Regression analysis: Line of best fit, Least square method- Business applications.

Module 4 Time Series analysis

Time Series analysis – Different components of time series- Application of Time series in Business forecasting. Index Numbers – Different types of Index Numbers. Business applications of Index Numbers.

Module 5 Hypothesis testing

Hypothesis testing – Confidence level & Significance level- Parametric & Non Parametric tests. Tests involving one population mean and two population means, z – test, t – test, chi – square test, F test. ANOVA – One way and Two way ANOVA. Basic concepts of Multivariate statistical techniques- Multiple regressions

Recommended Books:

1. Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
2. Donald R.Cooper and Pamela S.Schindler, Business Research Methods, Tata McGraw Hill, India
3. Gupta S.C., - Fundamentals of Statistics – Himalaya Publishing House

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
CC 06	BUSINESS LAW	Basic	S1 Core Course

Course Objective	
01.	To provide the participants basic framework of Laws applicable to Business
02.	To provide basic insights into provisions of business laws

Module 1 Introduction to Law & Contracts

Introduction to Legal System: Sources of Law – Classification of Law – The Indian Contract Act 1872 - Nature and Classification of contracts Essential elements of a valid contract - Offer and Acceptance Consideration - Capacity of Parties - Provisions relating to free consent, void agreements - Provisions Relating to Performance and Discharge of Contracts - Quasi contracts – Breach of Contract and its remedies.

Module 2 Sale of Goods Act

Sale of goods Act, 1930 - Contract of sale of goods - Meaning essentials of a contract for sale - Formalities of a Contract of sale - Provisions relating to Conditions and Warranties - Provisions Relating to Transfer of Property or Ownership - Provisions Relating to performance of contract of sale - Rights of unpaid Seller - Rules as to delivery of Goods.

Module 3 Negotiable Instruments

The Negotiable Instruments act, 1881, Negotiable Instruments, Meaning, characteristics, types, parties - holder and holder in due course - Negotiation and types of endorsements, Dishonour of negotiable instruments - noting and protest - liability of Parties on negotiable instrument, Indian Partnership act, 1932 - Important features - Formation of partnership firms, Kinds of partners - Rights and duties of partners - Dissolution of partnership.

Module 4 Companies Act

The companies act, 1956 - Company definition, meaning, features and types of Companies. Incorporation of a Company - Memorandum of Association, Articles of Association and Prospectus - Share Capital - Management and Meetings - Winding up of companies

Module 5 Laws Related to Business

Consumer Protection Act 1986 – Foreign Exchange Management Act 1999 – GST: An overview – IT Act 2000 – Competition Act, 2000 – Intellectual Property Rights

Recommended Books:

1. Gulshan S. S. & Kapoor G. K., Business Law Including Company Law, Twelfth Edn., New Age International (P) Ltd.
2. Kuchchal M. C., Business Law, Fifth Edn., Vikas Publishing House, New Delhi.
3. Moshal B. S, Modern Business Law, Second Edn., Ane Books Pvt Ltd.
4. Bagrial A. K, Company Law, Twelfth Edn., Vikas Publishing House, NewDelhi.
5. Pylee M V, An Introduction to the Constitution of India, Fifth Edn., Vikas Publishing House, NewDelhi

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
CC 07	ENVIRONMENT MANAGEMENT AND SUSTAINABLE DEVELOPMENT	Basic	S1 Core Course

Course Objective	
01.	To make students understand the importance of Environment and Sustainability
02.	To make students familiar about the various policies and regulation

Module 1 Environment and Ecosystem

Importance and Sustainability - The Brundtland Report. Eco-system : Components – Biotic and abiotic components . Biodiversity - Definition, Principles, Bio-diversity in India.

Module 2 Natural resources and Energy management

Depletion of natural resources - Fossil fuels. Energy sources: Conventional sources - Renewable sources - Energy management techniques - Energy Audit, Global Warming - Ozone depletion - Carbon credit - Climate change.

Module 3 Disaster management & resilience

Society - Its Development and Governance Environmental Degradation, Industrial Pollution – Types and Impacts – solution, Waste Management - Developing Recycling Technologies.

Module 4 Sustainable development

Dimensions of sustainable development, The Earth Charter; Human health - Human mobility ; Population , Urban challenge - Triple Bottom line.

Module 5 Environment Politics

Policies and Legislations, Governmental Institutions for Environmental Management - United Nations Commission for Sustainable Development, ISO 14000, Business Start-Ups and Environment policies.

Recommended Books:

1. Bala Krishnamurthy – Environmental Management: Text and Cases, PHI.
2. Arindita Basak – Environmental Studies, Pearson Education.
3. Kaushik and Anubha – Environmental Studies, New Age International.
4. Betz and Fredrick – Managing Technology, Prentice Hall, Englewood cliffs, New Jersey.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
CC 08	BUSINESS ETHICS & CORPORATE GOVERNANCE	Basic	S1 Core Course

Course Objectives	
01.	To make students understand the importance of Ethics
02.	To make students aware of good Business and Corporate Governance

Module 1 Introduction to Ethics

Ethics and morality – Ethics and law – Business Ethics – Concepts – Importance and benefits – Ethical theories – Values & Value based Management – A brief study on the relevance of Karmic effect

Module 2 Ethical Aspects

Ethical leadership – Ethical Decision Making – Ethics and Cultural issues – Ethical Dilemma – Ethical Displacement

Module 3 Ethics in Functional Areas

Ethical issues in Finance – Ethical issues in Marketing – Ethical issues in HR – Ethical Issues in Operations – Ethics in Information Technology – Trans-cultural issues

Module 4 Corporate Governance

International Commission and Committees on Corporate Governance – Corporate Governance initiatives in India – Various Committees and Commissions – Corporate Governance Theories and Models – Corporate Disclosure

Module 5 Corporate Social Responsibility

Corporate Social Responsibility & its Significance in Business – Concept of Social Audit & its Relevance – Whistle blowing – Privacy Trade Secrets – IP rights – Scams & Scandals in Corporate Governance: Case Studies

Recommended Books:

1. Manisha Paliwal – Business Ethics, New Age International Press, New Delhi.
2. Patyrick J. A. & Quinn J. F. – Management Ethics, Response Publishing, New Delhi.
3. Sherlekar – Ethics in Management, Himalaya Publishing, New Delhi.

SEMESTER II CORE PAPAERS

Course Code (CC 09 – CC 16)

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
CC09	Financial Management	40	60
CC10	Marketing Management	40	60
CC11	Human Resources Management	40	60
CC12	Operations Management	40	60
CC13	Operations Research	40	60
CC14	Management Information Systems & Cyber Security	40	60
CC15	Organisational Behaviour	40	60
CC16	Entrepreneurship and Project Management	40	60

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
CC 09	FINANCIAL MANAGEMENT	Working	S2 Core Course

Course Objective	
01.	To familiarize participants with fundamentals of Financial Management in an Organization
02.	To provide the participants various techniques in Financial Management
03.	To give an overview of the emerging financial issues facing an Organization

Module 1 Introduction to Finance

Introduction to Financial management: Business Finance- Concept, types and scope. Financial management: objectives, functions and scope - Interface of financial management with other functional areas. Role of finance manager- Financial forecasting - Financial planning. Risk and Return concept: - Relationship between risk and return - Risk Diversification.

Module 2 Time Value of Money & Investment Decisions

Time Value of money and Investment Decisions- Process of compounding - Process of discounting - Future value of Single cash flow and annuity - Present value of a single cash flow and annuity. Investment Decisions: - Capital budgeting - Process of capital budgeting - selection of projects - Estimation of cash flows - Payback and Discounted payback period - Accounting rate of return- NPV - IRR - Capital Budgeting decisions under risk - Capital Rationing - Project selection under rationing.

Module 3 Finance Decisions

Financing and Capital Structure Decision: Sources of Finance: External and Internal financing. Cost of different sources of capital -Weighted average cost of capital (WACC) and Marginal cost of capital. Capital structure decisions - meaning and pattern- Theories of capital structure- Net income approach - Net operating income approach- Traditional approach-MM approach - Optimum capital structure. Leverage - operating, financial and composite leverage.

Module 4 Dividend Decisions

Dividend Decisions: Dividend policy - dividend and its forms - objectives of dividend policy - relevance and irrelevance. Theories of dividend decisions: Walter's Approach - Gordon's Approach - MM Approach

Module 5 Working Capital

Management of Working capital: Meaning and Need of Working capital - factors affecting composition of working capital - Inter dependence among components of working capital - Estimation of working capital - Cash management- Cash flow statement and fund flow statement - Receivables management.

Recommended Books:

1. Brealey, Richard A and Stewart CMyers. *Principles of Corporate Finance*. McGraw Hill India, 2012.
2. Chandra Prasanna, *Financial Management- Theory & Practice*, Tata McGraw Hill, 2014..
3. James C Vanhorne, John M Wachowicz Jr, *Fundamentals of Financial Management*, Pearson Education Limited, New Delhi.
4. Lawrence J Gitman, *Principles of Managerial Finance*, Pearson Education limited. New Delhi.
5. Pandey IM, *Financial Management*. Vikas Publishing House, 2009.
6. Reddy, G Sudarsana, *Financial Management*, Himalaya Publishing House, 2011.
7. Van Horne James, *Financial Management Policy*, Prentice Hall India

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
CC 10	MARKETING MANAGEMENT	Working	S2 Core Course

Course Objective	
01.	To introduce the core functional Area of Marketing to participants
02.	To provide the modern conceptual framework of Marketing
03.	To impart key insights into the practical aspects of Marketing to participants

Module 1 Introduction to Marketing

Marketing: Meaning, Nature & Scope as the key business function in Organizations – Marketing for New Realities – Holistic Marketing Concept – Extended Marketing Mix – Key Customer Markets: Consumer, Business, Global, Non-profit & Government – Market Space – Meta Markets. Concept of Value chain – Marketing Environment – Internal and External environment – Introduction to Marketing Research & Modern Marketing Information System – Concept of Big Data – Marketing Intelligence Market Strategic Planning – Elements of Marketing Plan

Module 2 Buyer Behaviour

Customer Relationship Management – Loyalty Programmes. Types of Consumer Buying Behaviour – Factors affecting Buyer Behaviour - Buyer Roles – Consumer Buying Decision Process: The 5 Stage Model. Organizational Buying Decisions – Buying Center – Tapping Global Markets. Segmentation, Targeting & Positioning – Strategies. Competitor Analysis – Competitive Market Strategies – Leaders, Challengers, Followers & Nichers

Module 3 Product & Pricing Decisions

Creating Value: The Product – Goods & Services Continuum – Classification & Levels of Product – Product Decisions: Product Mix and Product Lines – Concepts. Product Life Cycle Strategies – Brand Concepts – Marketing of Services – Extended Marketing Mix for services – Packaging & Labeling Decisions – Warranties & Guarantees – New Market Offering – Types of new Product – New Product Development: Stages – New Product Success & Failure – Diffusion of Innovation – Pricing Policies & Strategies – Factors affecting Price Determination – Steps in Setting the Price

Module 4 Distribution & Promotion Decisions

Distribution as a part of Value Delivery – Multi-channel marketing – Role of Marketing Channels – Channel Functions & Flows – Channel Levels – Channel Design Decisions – Channel Management Introduction to Retailing & Wholesaling – Franchising –Teleshopping – Shopping through Internet. Communicating Value – Marketing Communication Mix – An overview of Advertising, Sales Promotion, Personal Selling, Direct Marketing, Public Relations – Managing Integrated Marketing Communications – Managing Holistic Organization – Internal Marketing

Module 5 Marketing Control & Modern Trends in Marketing

Concept, Process & Types of Marketing Control – Marketing Audit –Marketing Challenges in Globalized Era – Marketing through Social Network & Digital platforms – Social Marketing – Elements of Social Marketing Plan – Green Marketing – Consumerism – Introduction to Marketing Analytics

Recommended Books:

5. Kotler Philip, Keller Kevin, Koshy Abraham & Jha Mithileshwar, MARKETING MANAGEMENT – A South Asian Perspective – Pearson Education 15th edition
6. Ramaswamy V.S. & Namakumari S, MARKETING MANAGEMENT – Global Perspective, Indian context – MacMillan 4th edition
7. Rajan Saxena - MARKETING MANAGEMENT – Tata McGraw Hill – 4th edition
8. Kotler Philip & Armstrong Gary, Principles of Marketing (15th Edition) – Pearson Prentice Hall
9. Etzel,MJ, BJWalker andWilliam J Stanton., Marketing (Fourteenth Edition).McGraw Hill, 2007.
10. Neelamegham, S., Marketing in India: Text and Cases (4/e). Vikas Publishing House, 2012.
11. Panda, TapanK., MarketingManagement: Text and Cases Indian Context. Excel Books India, 2009.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
CC 11	HUMAN RESOURCES MANAGEMENT	Working	S2 Core Course

Course Objective	
01.	To provide participants a synthesized framework of Human Resources theory & practice
02.	To impart fundamentals of HR Practices in Organizations
03.	Learn to align HR systems with the strategic business objectives of a firm.

Module 1 Introduction to Human Resources Management

Introduction to Human Resource Management-Importance-Scope and Objectives. Evolution. Line and Staff aspects of HRM, Line managers; Duties of Human Resources Managers-Human capital management.

Module 2 Job Analysis

Job analysis: Methods for collecting Job Analysis Information,. Human Resource Planning and Recruiting: The Recruitment and Selection process- Planning and Forecasting, Internal and External sources of candidates, Writing Job Description& Job Specification, Managing HR in challenging times- Testing and Selection: Basic testing concepts, Types of Tests. Interview: Process and Types, Guidelines for Interviews.

Module 3 Training & Performance Management

Orientation, Training Process, Training Needs Analysis, Training Techniques- On -the-Job & Off-the -Job Training Methods, OJT Process, Training Evaluation. Management Development Programs: Case Study and other Modern Training Methods. Performance Management & Appraisal: Process and Techniques. Career Planning and Management Concepts.

Module 4 Compensation

Establishing Pay Rates: Steps, Job Evaluation –Wage and Salary administration- Steps and factors affecting, Incentives Benefits and services: Statutory Benefits - Non-statutory Benefits - Insurance Benefits -Retirement Benefits, Flexible Benefits Programs. ESOPs, QWL.

Module 5 Industrial Relations & Trends in HR

Industrial relations: Significance, Objectives, Approaches. Industrial Disputes- Causes, Forms, Preventive Machinery. Collective Bargaining: Basic Concepts. Long term settlements: Cases in India. Trade unions: Definition, Objectives, Functions Social Security in India, Employee welfare, Grievance Handling and Discipline-Sources and forms of Grievances -Grievance Procedure, Disciplinary Procedure. Participative Decision making process – Role of quality circle in TQM. Strategic Human Resources Management, Strategic HRM tools. An over view of HR Analytics

Recommended Books:

1. Gary Dessler & Biju Varkkey, Human Resource Management, Pearson.
2. VSP Rao, Human Resource Management: Text and cases, Excel Books, New Delhi.
3. Mizra S. Saiyadain, Human Resources Management, 4th Ed, Tata McGraw Hill.
4. K. Aswathappa, Human Resource & Personnel Management – Tata McGraw Hill
5. Raymond Noe, Employee Training and Development, Tata McGraw Hill.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
CC 12	OPERATIONS MANAGEMENT	Working	S2 Core Course

Course Objective	
01.	To provide basic understanding of the Production / Operations Management function in Organizations.
02.	To sensitize the participants about efficiency & effectiveness in Operations function

Module 1 Introduction to Production & Operations Function

Introduction to Production and Operations Functions – Scope of Production and Operations Management – Interaction of Operations Management with other functional areas of Management – Manufacturing and Non Manufacturing operations and their Classifications – Operations Strategy: Elements of Operations Strategy – 5Ps of Operations.

Module 2 Production & Operations Planning, Manufacturing System, Layout

Production & Operations Planning and Control, Role of Production Planning & Control in Operations Management – Plant Location & Layout: Steps in location selection – Factors influencing Layout – Principles of Layout - Layouts by Products and Process – Hybrid Layout – Design of Operations Systems: Aggregate planning and Master Scheduling, MRP, CRP. Line Balancing & Sequencing – Capacity Planning

Module 3 Materials Management & Vendor Management

Material Handling: Material Handling Principles – Types – Selection & Design of Material Handling System. Materials Management – Functions – Material planning and Budgeting – Value Analysis – Purchase functions and Procedure - Inventory control – Types of Inventory – Safety stock – Inventory Control Systems – Economic Order Quantity (EOQ) – Perpetual – Periodic – Just In Time (JIT) – Managing Vendors; Vendor Analysis, Rating and Selection – Procedure and Criteria.

Module 4 Work Study & Maintenance

Work study, Time and Method study: Definition – Importance – Aims and Procedures – Implications on Productivity – Work measurement – Work sampling – Work environment – Industrial safety – Value analysis. Basics of Maintenance Management – Maintenance Decisions

Module 5 Supply Chain Management & Lean Systems

Supply Chain Management – Concept of Supply chain, Stages and flows in Supply chain, Terminology in Supply chain management –Supply chain disruption- Bull Whip effect. Lean Systems – Basic understanding about Lean concepts- Pull and Push systems, Jidoka, Poke-Yoke, 5S, Total Preventive Maintenance (TPM), Toyota Production System, Kanban System.

Recommended Books:

1. Lee J. Krajewski et al, *Operations Management, Process and Supply chains*. 11th Edition Pearson India Education Services Ltd. India
2. Russel & Taylor, Wiley, *Management, Quality and Competitiveness in a Global Environment*, Fifth Edition, India Edition
3. Buffa Sarin, Wiley, *Modern Production and Operations Management*, India Edition

4. Kanishka Bedi, *Production and Operations Management*, Oxford University Press.
5. Aswathappa K and Shridhara Bhat K, *Production and Operations Management*, Himalaya Publishing House, Revised Second Edition, 2008.
6. Pannerselvam R, *Production and Operations Management*, Prentice Hall India, Second Edition, 2008.
7. Mahadevan B, *Operations Management Theory and Practice*, Pearson Education, 2007.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
CC 13	OPERATIONS RESEARCH	Basic	S2 Core Course

Course Objective	
01.	To familiarize the participants with the scope and applications of Operations Research in Managerial decision making
02.	To expose the students use of various Scientific tools and Models in OR for Business analysis

Module 1

Introduction to Operations Research, Concept of Optimization, Decision making through Operations Research, Models and Modeling in OR, General methods for solving OR models, Application and Scope of OR – Basic OR models.

Module 2

Linear programming- Formulation of LPP, Graphical method, Simplex method, Maximization problems – Minimization problems, Problems involving artificial variables. Concepts of- Duality, Sensitivity analysis, Degeneracy in LPP. Integer Programming Problems, Gomory's cutting plane algorithm, Introduction to Branch and Bound Techniques (Theoretical aspects only)

Module 3

Transportation problems: Formulation, Methods of finding initial solution (North West Corner Rule, Least Cost Method and Vogel's Approximation Method), Test for optimality (MODI Method), Unbalanced Transportation Problems, Maximization Transportation Problems. Assignment Problems: Formulation, Methods of solution, Hungarian method, Unbalanced problems, Maximization problems.

Module 4

Network Analysis: CPM and PERT-Time estimation-Critical Path, Basic Concepts of Crashing. Replacement Problems: Replacement of assets that deteriorate with time, Replacement of assets that fail completely.

Module 5

Decision theory: Concepts of decision making, Decision making environments, Decision making under uncertainty, Decision making under risk, Decision tree analysis – Game Theory: Concept of game, Two-person zero-sum game; Pure and Mixed Strategy Games, Saddle Point, Probability Method-Dominance Method and Linear Programming Method for solving Mixed Strategy Game.

Recommended Books:

1. Sharma, J K. Operations Research: Theory and Applications (5/e). New Delhi: Laxmi Publications, 2013.
2. Taha, Hamdy A. Operations Research: An Introduction (9/e). Prentice Hall, 2010.
3. Ravindran, A and Don T Phillips. Operations Research: Principles and Practice. John Wiley & Sons, 1987.
4. Vohra, N D. Quantitative Techniques for Management. Tata McGraw Hill Education, 2015

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
CC 14	MANAGEMENT INFORMATION SYSTEM & CYBER SECURITY	Basic	S2 Core Course

Course Objective	
01.	To understand the importance of Information System in business
02.	To make the participants familiarize with the technologies and methods used for effective decision making in an organization.
03.	To learn to use Information Technology to gain competitive advantage in business.

Module 1 Foundation to Information System

Basics - Data, Information, Information Technology- basic functions, Information System

Roles of information systems, System concept and Organization as a system – Components of Information Systems and IS activities, Emergence of Digital Firm, Types of IS

Module 2 Information System in Business

Business Information systems – Marketing Information System, Financial Information System, Manufacturing Information System, Human resource Information System, Transaction Processing System, Office automation system, KWS and GIS, ERP

Module 3 Management & Decision Support System

Decision Support Systems – Types – Web based DSS – GDSS, Management Information Systems – MIS Implementation. Expert systems – Knowledge based expert systems and Executive Information Systems – Artificial Intelligence Technologies –Data Mining and Data Warehousing

Module 4 Strategic Role of Information System

Strategic Uses of Information Technology –IT in the value chain –Business change models- Business Process Re-engineering (BPR) – BPR versus continuous improvement – Seeking and gaining competitive advantage –Drivers of IT investments-Measuring the value of IT investments-Justifying IT investments – Challenges of Strategic Information System – Enterprise wide systems E- Business Applications and E-governance

Module 5 Cyber Security

Securing Information Systems – System vulnerability and abuse – Wireless security challenges – malicious software –hackers and cyber vandalism – computer crime and cyber terrorism. Business values and ethics of security and control – Firewalls – Intrusion – Detection systems – Anti-virus software. Securing wireless networks – Encryption and public key infrastructure – ensuring system availability. Security issues for cloud computing and the mobile digital platform.

Recommended Books:

1. James A O'Brien, George M Marakas and Ramesh Behl, Management Information Systems, Ninth edition, Tata McGraw Hill Education Private Ltd, 2012
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.
3. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
4. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
5. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
6. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
CC 15	ORGANISATIONAL BEHAVIOUR	Basic	S1 Core Course

Course Objective	
01.	To impart basic knowledge into Organisation Structure & Dynamics
02.	To provide insights into Individual & Group Behaviour and its implications in modern Organizations
03.	To provide basic knowledge of Organisation Culture and its role in Management

Module 1 Introduction – Individual Behaviour

Definition of Organisation Behaviour – Nature & Scope – Challenges & Opportunities for Organisation Behaviour – Individual behavior: Personality – Myers Briggs Type Indicator, Big Five Model. Sixteen Personality Factor – Values, Attitudes & its components, Perception – Factors influencing perception – Perception & Individual Decision making; Learning – Theoretical overview

Module 2 Motivation

Motivation – Meaning, Definitions – Early Theories of motivation – Needs Hierarchy theory, Theory X & Y, Two-Factor theory; Contemporary Theories of motivation – Goal Setting Theory – Reinforcement Theory – Expectancy Theory – Applications of Motivation – An overview of Employee Involvement and Employee Participation.

Module 3 Leadership & Power

Leadership: – Leadership Theories: Trait Theories – Behavioural Theories – Contingency Theories: Fiedler Model – Path Goal Theory – Contemporary Leadership: Charismatic Leadership & Transformational Leadership – Power: Bases of Power – Power Tactics

Module 4 Group Behaviour & Teams

Group Formation and Development; Group Dynamics; Team Building, Structure of Groups; Group Efficiency; Group Norms; Cohensiveness; Group Effectiveness; Group Decision Techniques; Application of Fundamental Interpersonal Relations Orientation – (FIRO-B); Kinesics-Body Language.

Module 5 Organization System & Dynamics

Organization Structure: Span of Management – Centralization & Decentralization – Organizational Culture – Organizational Change – Resistance to Change – Managing Change - Stress: Sources and Consequences, Stress Management Emotional Intelligence, Emotional Labor, Conflict, Transactional Analysis & Johari Window

Recommended Books:

1. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organisational Behaviour – Pearson Education 15th edition,
2. Fred Luthans - Organisational Behavior - McGraw Hill
3. Kavitha Singh, Organisational Behaviour: Text & Cases – Vikas Publishing
4. Aswathappa K., Organisational Behaviour – Himalaya Publishing House

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
CC 16	ENTREPRENEURSHIP & PROJECT MANAGEMENT	Basic	S2 Core Course

Course Objective	
01.	To provide the participants a basic understanding about the role of small business in an economy
02.	To impart necessary knowledge and skills for project formulation and project management relevant for business.

Module 1

Entrepreneur: Definition and Functions; Characteristics of Entrepreneur; Innovation and entrepreneur; Role of entrepreneur in economic development; Floating of small business: Features of small business; Advantages of small business; Setting up small scale industrial unit; Government regulatory framework for small business.

Module 2

Identification of business opportunities for small business: project ideas, screening of project ideas; Environment scanning and opportunity analysis; Market demand analysis; Demand Forecasting; technical analysis: materials and inputs; production technology; product mix; Plant location and layout; selection of plant and equipment.

Module 3

Concept of Project : Generation and screening of project idea-- Project formulation-market demand and situation analysis-- technical analysis; financial analysis, analysis of project risk, firm risk and market risk, cost benefit analysis, social cost benefit analysis—Environmental appraisal of projects – stress on environment--a project report preparation.

Module 4

Project planning-- Developing project teams – Setting goals and getting commitment—Project Scheduling – Resource Management – Project Implementation-- Using micro soft project for project management: Major features of MS project and their application in project management.

Module 5

Project Implementation---Project Management Organization--Importance of Project Management in organization---monitoring and control of projects--parameters for monitoring and control--process of monitoring- Computer based Project Management.

Recommended Books:

1. Prasanna Chandra: Projects – Planning, Analysis, Selection, Financing, Implementation and Review – CFM-MHE Professional Series in Finance, 8th Edition
2. Bhavesh M Patel : Project Management, Vikas Publications
3. R. Gopal, Pradip Manjrekar -Entrepreneurship & Innovation Management – Abe Books
4. Desai, Vasant – Entrepreneurship Management: Passion, Works, Wonders, Himalaya Publishing House

SEMESTER III CORE PAPERS

(Code: CC 18 – CC 19)

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
CC18	Business Analytics	40	60
CC19	Research Methodology	40	60

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
CC 18	BUSINESS ANALYTICS	Basic	S3 Core Course

Course Objective	
01.	To introduce Analytics as a tool for Business Decision Making
02.	To provide basic insights into application of Analytics to Management Functional areas

Module 1 Introduction to Business Analytics

Business Analytics – Meaning & Evolution – Definitions – Characteristics – Types of Analytics – Emergence of Business Analytics as a Competitive Strategy – Concept of Big Data – Characteristics of Big data – Applications of Big data in management – Data Visualisation – Concept of Big Coin

Module 2 Analytics Domains & Cloud Computing

Applications of Business Analytics: Financial Services Analytics – Marketing Analytics – Pricing Analytics – Retail Sales Analytics – Supply Chain Analytics – HR Analytics – Talent Analytics (Theoretical overview only). Cloud Computing – Meaning and Basic Concepts

Module 3 Descriptive Statistics & Artificial Intelligence

Measures of Central Tendency – Measures of Dispersion – Karl Pearson & Spearman's Correlation – Simple & Multiple Regression Analysis. Artificial Intelligence (AI) – Concept – Basic Applications – Limitations of Artificial Intelligence – Potential Risk of AI

Module 4 Decision Theory

Introduction – Steps of decision making process – types of decision-making environments – Decision-making under uncertainty – Decision-making under Risk – Decision tree analysis (only theory).

Design of Experiments: Introduction – Simple comparative experiments – Single factor Experiments – Introduction to factorial designs

Module 5 Analytical Tools

Cluster Analysis: Introduction – Visualization techniques – Principal components – Multidimensional scaling – Hierarchical clustering – Optimization technique – Factor Analysis: Introduction – Exploratory factor analysis – Confirmatory factor analysis Discriminant Analysis: Introduction – Linear Discriminant analysis (Basic concepts only)

Recommended Books:

1. James R. Evans, Business Analytics: Methods, Models & Decisions, first edition, Prentice Hall
2. Purba Halady Rao, Business Analytics: An Application Focus, PHI Learning
3. Gupta, S.C., Fundamentals of Statistics, Himalaya Publishing House

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
CC 19	RESEARCH METHODOLOGY	Basic	S2 Core Course

Course Objective	
01.	To familiarize the participants with concepts and process of research
02.	To make the participants understand the application of research in business decision making
03.	To expose the participants to the tools and techniques in business research

Module 1 Introduction to Research

Research – Meaning - Definitions – Characteristics – Nature & Scope of Research – Types of research – Research Approaches: Quantitative Vs Qualitative – Research Process – Problem Formulation: Steps – Value & Cost of Information – Preparation and Contents of Business Research Proposal – Application of Research in Business: An overview – Ethics in Business Research

Module 2 Research Design

Definition – Features of a good Research design – Contents of Research Design –Types of Research Designs: Exploratory Research – Features – Methods of Exploratory Research: Literature Search – Focus Group Discussion & Expert Opinion Method – Comprehensive Case Method. Descriptive Research: Types of descriptive research – Cross sectional studies and longitudinal studies

Module 3 Sampling & Data Collection

Statistical Population – Sample – Sampling Frame – Characteristics of good sample design – Determination of Sample Size – Probability Vs Non-Probability Sampling Techniques – Sampling Error. Data Collection: Primary & Secondary Sources – Primary data collection methods: Observation Method – Types of Observation. Interview Method – Types of Interview. Qualitative Data Collection Methods: Case Study Method & Content Analysis – Reliability and Content Validity of Research instruments

Module 4 Measurement Scales & Data Analysis

Measurement Scales: Basic measurement scales – Nominal, Ordinal, Interval, & Ratio Scales – Attitude measurement. Preparation of data – Editing, coding, classification, tabulation, validation of data. Formulation of Hypotheses – Parametric & Non-Parametric Tests – Basics of Multivariate Analysis – Factor Analysis & Discriminant Analysis (Theory) – Use of Statistical Software in Business Research

Module 5 Research Report Writing

Research reports - Different types of reports – Different formats of research reports – Use of information technology in research – Research Citation – Citation styles –Oral presentations of reports. Research applications in functional areas of management

Recommended Books:

1. Kothari C.R, Research Methodology: Methods and Techniques, New Age International Publishers
2. Cooper and Schindler, Business Research Methods, 12th Ed. Tata McGraw Hill
3. Krishnakumar K.N., Sivakumar Appa Iyer, Mathirajan M., Management Research Methodology, – Pearson Education
4. Paneer Selvam, Research Methodology, Prentice Hall India
5. Naresh K Malhotra – *Marketing Research: An Applied Orientation*, Pearson Education, New Delhi.

**SEMESTER IV
CORE PAPER**

(Code: CC 21)

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
CC 21	Strategic Management	40	60

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
CC 21	STRATEGIC MANAGEMENT	Working	S4 Core Course

Course Objective	
01.	To expose students to various perspectives and concepts in the field of Strategic Management
02.	To help participants develop skills for applying Strategic Management concepts to the solution of business problems
03.	To enable to students to use traditional and contemporary analytical tools of Strategic Management

Module 1 Introduction to Strategic Management

Introduction to Strategy – Concept of Strategy -Strategic Management Process –Vision & Mission – Characteristics of good mission statements - Objectives and Goals – 7S Framework – External Environmental Analysis –Macro Environment and Industry Analysis – Porter’s Five Forces Analysis –Internal Analysis - SWOT Analysis –Resource Based View – Value Chain Analysis - Strategic Analysis

Module 2 Types of Strategies

Levels of Strategy – Business level strategies – Generic Strategies - Cost leadership – Differentiation – Focus – Corporate level strategies- Stability strategies, Expansion strategies – Intensification, Integration, Diversification strategies – Mergers, Acquisitions, Strategic Alliances, Turnaround, Divestment and Liquidation Strategies – Strategies for Stable and Dynamic markets – Global strategies – Functional Strategies

Module 3 Strategy Implementation and Control

Strategy Implementation – Resource Allocation – Leadership in Strategic Management – Strategy, Structure and Organisation Culture – Strategies for Managing Change – Portfolio Analysis – BCG Matrix, GEC Model, Product-Market Evolution Matrix, TOWS Matrix, etc, Review &Strategic Control - Evaluation Strategy – Use of Balanced Score Card - Controls – Premise, Surveillance, Implementation and Strategic Alert Control

Module 4 Corporate Management and Governance

Corporate Management and Corporate Governance – Role and Functions of Board of Directors - Role and Skills of Top Management – Innovation and Creativity – Innovation Culture – Learning Organization – Corporate Social Responsibility – Sustainability and Strategic Management – Integrating Social & Environmental Sustainability issues in Strategic Management – Triple Bottom Line

Module 5 Recent Developments in Strategic Management

Core Competence as the Root of Competitive Advantage – Blue Ocean Strategy – Difference between Blue Ocean & Red Ocean – Strategy Canvas, Value Curve & Four Actions Framework – New Business Models for Digital Economy – Ecommerce Business Models – Strategies for Small and Medium Enterprises – Strategies for Non Profit Organisations

Recommended Books:

1. Hill, Charles W.L. and R. Jones, Gareth – Strategic management: An integrated Approach, Cengage
2. AzharKazmi, StrategicManagement – Tata McGraw Hill
3. Srinivasan R – Strategic Management: The Indian Context, Prentice Hall of India
4. Srivastava RM – Strategic Management: Concepts, Skills and Practices, Prentice Hall of India.
5. Mason Carpenter, Gerard Sanders, Prashant Salwan – Concepts and Cases Strategic Management: A Dynamic Perspective, Pearson Education, India

FINANCE ELECTIVES

Code: EC F01 – EC F10

Sl. No.	Elective Course	Semester
01.	Cost & Management Accounting	S3
02.	Security Analysis & Portfolio Management	S3
03.	Corporate Restructuring	S3
04.	Bank Management	S3
05.	Financial Derivatives	S3
06.	International Finance & Forex Management	S3
07.	Corporate Taxation	S4
08.	Management of Financial Services	S4
09.	Rural Economy & Micro Finance	S4
10.	Risk Management & Insurance Services	S4

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC F01	COST AND MANAGEMENT ACCOUNTING	Working	S3 Elective

Course Objectives	
01.	To familiarize the students with cost records/ statements and principles underlying them to develop their skills in understanding and appreciating cost information.
02.	To sensitize them in brief with Cost and Management Accounting Mechanism, process and systems but emphasis is laid on sound concepts and their managerial implications
03.	To develop an appreciation about the utility of cost information as a vital input for management information and decision making process.

Module 1

Introduction to Cost Accounting: Nature and Scope of Cost Accounting - Meaning of Cost Accounting and Cost Accountancy - Objectives of Cost Accounting - Advantages and Limitations of Cost Accounting - Distinction between Financial Accounting, Cost Accounting and Management Accounting.

Module 2

Costing for Management: Costing as an aid to Management – Principles of Cost Accounting - Characteristics of an Ideal Costing System - Methods of Costing – Types of Costing - Elements of Cost – Cost Sheet or Statement of Cost.

Module 3

Marginal costing and Absorption costing: Meaning, Advantages and Limitations of Absorption Costing - Meaning and Features of Marginal Costing – Cost Volume Profit Analysis – Management uses of Break Even Analysis.

Module 4

Standard Costing: Meaning and uses of Standard Cost - Procedures of setting Standards - Variance Analysis - One way and Two way Analysis of Variance - Overall Cost Variance - Material Variance, Labour Variance, Overhead Variance, Material Price Variance, Material Usage Variance, Material Yield Variance, Material Mix Variance, Labour Cost and Time Variance, Labour Mix and Yield Variance, Overhead Volume and Expenditure Variance.

Module 5

Budgetary Control: Meaning and Need for Budgets - Budget, Budgeting and Budgetary Control - Objectives of Budgetary Control - Budgetary Control and Accounting - Preliminaries of Budgetary Control - Budget Manual - Different types of Budgets: Fixed Budget, Flexible Budget, Cash Budget, Sales Budget - Advantages and Limitations of Budgetary Control.

Recommended Books:

1. Maheswari S N & Mittal, Advanced cost accounting
2. Arora M N, Cost and management accounting, Himalayan publications
3. Prasad N K, Advanced cost accounting.
4. Maheswari S N, Cost and management accounting,

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC F02	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	Working	S3 Elective

Course Objectives	
01.	To have an in depth knowledge of the theory as well as practice of investment decision making
02.	To Know the theory and practice of portfolio management

Module 1

Investments. Concepts, types of investments, Objectives of investments, types of investors. Types of investors – Speculation, gambling – security and non security form of investments – source of information for investments- Investment instruments.

Module 2

Stock markets – Financial markets – Primary and Secondary Markets – Trading and settlement process in stock markets- BSE and NSE – On line trading – Dematerialization – Depository services

Module 3

Risk and return Risks - factors contributing to risks – types of risks- risk and risk aversion – Behaviour of risks market prices – Measurement of risks – Capital Asset Pricing Model (CAPM)

Module 4

Security Analysis - Fundamental, technical, Industry , Company, analysis – Theories – Dow theory, Elliot wave theory , Random walk theory

Module 5

Portfolio Analysis –Theories , Markowitz theory – Efficient frontier, Sharpe single index, Multi index models – Portfolio performance evaluation – Sharp and Treynor and Jensen's measure – Portfolio strategy

Recommended Books:

1. Francis J.C. – Investment Analysis and Management, McGraw-Hill, New York.
2. Prasanna Chaandra – Investment Analysis and Portfolio Management, Tata McGraw Hill,
3. Avadhani, V.A. – Securities Analysis and Portfolio Management, Himalaya Publishing House, Mumbai
4. Kevin S. – Portfolio Management, Prentice Hall India Publishing, New Delhi
5. Bhalla V.K. – Investment Management, S. Chand & Co., New Delhi
6. Markowitz, Harry – Portfolio Selection, Journal of Finance

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC F03	CORPORATE RESTRUCTURING	Working	S3 Elective

Course Objectives	
01.	To know the regulatory framework of mergers and acquisitions
02.	To know the procedural and practical aspects of Restructuring

Module 1

Corporate Restructuring – Meaning, Need, Objective, Types of Restructuring – Mergers, Acquisitions and Takeovers – Causes – Theories of Merger.

Module 2

Mergers and Acquisitions – Legal, Procedural, Economic, Accounting, Taxation and Financial aspects of Mergers and Acquisitions – Interests of small investors. Amalgamation of Banking companies and Government Companies – Concept of Corporate demerger and Reverse Merger – Modes of Demerger.

Module 3

Takeovers: Meaning and Concept, Types, Legal aspects – Bail out Takeovers, Takeover of Sick Units – Takeover Defences – Cross border Takeovers - Funding of Merger and Takeover.

Module 4

Regulatory frame work for Mergers and Acquisitions: Indian Companies Act 1956, Competition Act 2002, Income tax Act 1961, SEBI (substantial Acquisition of shares and Takeovers) Regulations 2011.

Module 5

Post Merger Integration – Success factors for Post Merger Integration, Ingredients of Integration, Timing and speed of Integration, Challenges in Integration – Steps for Successful Integration.

Recommended Books:

1. Rajesh Kumar B, Mergers and Acquisitions, Tata McGraw Hill Education Pvt. Ltd, New Delhi, 2002
2. Jay M. Desai and Nisarg A. Joshi, Mergers and Acquisitions, Bizantra, New Delhi 2012
3. Sharma L.M., Amalgamaion, Mergers, Takeovers, Acquisitions – Principles & Practices & Regulatory Frame work: Company Law Journal, New Delhi
4. Verma J.C., Corporaste Mergers, Amalgamations & Takeovers, Bharat Publishing House, New Delhi
5. Patrick A. Gaughan, Mergers, Acquisitions and Corporate Restructurings, Fifth Edition, Wiley India 2011
6. Sridharan & Pandian, Guide to takeovers & Mergers, Wadhwa and Company Law Publisher, Nagpur

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC F04	BANK MAANGEMENT	Working	S3 Elective

Course Objective	
01.	The objective of this course is to equip the students with working knowledge of the theoretical and practical aspects of Banking in the context of new economic scenario.
02.	To provide insights into the impact of digitization in Banking Services

Module 1

Overview of Banking System in India: Evolution of banks – Structure of Banking in India – Whole sale banking – Retail banking – Fund based and Non Fund Based Income – Ancillary Services – Agency Services – Credit Creation – Priority Sector Lending – Regulatory Provisions governing Banks, Important Provisions of Banking Regulation Act and RBI Act.

Module II

Functions of Commercial Banks- Agency Services – General utility services-Credit Creation- Banker – Customer Relationship-Bankers as a Trustee & an Agent-Appropriation of Payment- Right of Lien &Set off–Garnishee Order-Law of Limitation.

Module III

Technology in bank operation: Bank computerization, Banking Software, Core Banking – Opportunities and Challenges, Any Where Banking, ATM, Cashless Banking – Tele Banking, SMS Banking, Internet Banking and Mobile Banking, ECS, CTS Cheque , Plastic Money, Remittance Facilities & Clearing System, Fund Transfer – NEFT/RTGS/SWIFT.

Module IV

Evaluating Banking Performance – ROE Model – CAMEL Rating-GAAP Probability Analysis- Balance Score Card-Asset Liability Management- Non Performing Assests (NPA) – BASEL Norms. CIBIL Rating, Know Your Customer (KYC) Norms and Anti Money Laundering Act.

Module V

Recent trends in Indian Banking Sector: Financial inclusion- Branchless banking, Universal Banking, Small Finance Banks and Payment Banks, White Label ATM, Fee Based Income - Banking: changing dynamics in banking industry - E wallet

Recommended Books:

1. Gorden E and Natarajan K – Banking Theory, Law and Practice, Himalaya Publishing House.
2. IIBF, Central Banking, McMillan Publishers.
3. Indian Institute of Banking & Finance – Principles and Practice of Banking, McMillan Publishers, New Delhi.
4. Kaptan S. S & Choubey N.S. – Indian Banking in Electronic Era, Sarup & Sons Publishers (2003).
5. Muraleedharan D. – Modern Banking: Theory and Practice, PHI Learning Pvt. Ltd.
6. Shekhar K C & Lekshmy Shekar –Banking Theory and Practice, Vikas Publication House, New Delhi.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC F05	FINANCIAL DERIVATIVES	Working	S3 Elective

Course Objectives	
01.	Derivatives are important class of Financial Instruments which have a dramatic growth in recent years. To make the students understand about Financial Derivatives such as Forwards, Futures, Options & Swaps and providing the skills for valuing these financial instruments.
02.	To Provide guidelines for useful treatment of these financial instruments.

Module 1 –Introduction to Derivatives

Introduction – Meaning of Derivatives evolution of Derivatives – Origin of Derivatives Trading – Significance and limitations of Derivatives – Derivatives trading in India – Derivatives in Indian context – Trading Infrastructure.

Module 2 Basics of Forwards

Introduction –Advantages and limitations of forward contracts – Determination of Forward Prices – Simple Interest Method – Continuous Compounding – Currency Forwards.

Module 3 –Fundamentals of Financial Futures

Future contracts – Features – Uses of futures – Long and short position – Stock Futures and Index Futures – Interest Rate Futures - Currency futures – Designing future contracts – Hedging positions in futures.

Module 4 – Basics of Options

Option terminology- Basic properties of Options – Stock Index and Currency Options – Exotic Options – Binomial option pricing – Black – Scholes Model of pricing.

Module 5 - Swaps

Fundamentals for Swaps – Financial Swaps – Meaning – Importance – Types of Financial Swaps – Accounting and administration of Derivatives – Regulation of Derivatives.

References

1. Kevin S – “Commodity and Financial Derivatives “- PHI Learning (P)Ltd.
2. Kumar SSS – Financial derivatives, PHI Learning (P) Ltd. – New Delhi
3. John C Hull – Fundamentals of Futures and Options Market, Pearson Education

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC F06	INTERNATIONAL FINANCE & FOREX MANAGEMENT	Working	S3 Elective

Course Objective	
01.	To understand the significance International Financial Management and its importance in Business
02.	To gain knowledge on Forex markets, Determination of Exchange Rate and Interest Rate and their Forecasting
03.	To define and measure Forex Risks and to manage Forex Risk

Module 1 International Financial Environment & International Sources of Finance

International financial environment – Framework overview of international economic institutions – Regional economic integrations, Bond financing – Loan financing – Securitized financing – Equity financing

Module 2 International Financial Market

Creation of Euro – Euro Currency Market – European Monetary System – Basic concept of International Monetary market – International money market instruments – Forex Market – Spot Market - Future & Option market – International Stock Markets and Bond Markets

Module 3 International Investment Decisions

International Investment Decisions - Foreign Direct Investment, International Portfolio Investment, International Capital Budgeting, Evaluation and Management of Political Risk. International Financing Decisions: Financial Choices for an MNC, Capital and Money Market Instruments.

Module 4 Forex Management

Origin and concept of Foreign Exchange – Difference between fixed and floating rate – Exchange rate movements – Factors influence exchange rate – Purchasing power parity – Real interest parity – parities conditions and managerial implication – Time sources forecasting model – International Fisher's effect

Module 5 Currency Derivatives

Forex transactions and derivatives instruments traded in Forex market such as Forward, Future, Swaps and Option (Currency Future market and Currency Options market)

Recommended Books:

1. Buckley Adrian Multinational finance – PHI, New Delhi
2. Shapiro A C, Multinational financial management – PHI, New Delhi
3. Levi D, Maurice, International finance – Routledge
4. Krugman Paul R, Obstfeld, Maurice and Melitz Marc, International economics – Pearson India

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC F07	CORPORATE TAXATION	Working	S4 Elective

Course Objectives	
01.	To acquaint the students with the corporate taxation laws in the country
02.	To gain enough knowledge to manage corporate taxes

MODULE 1

Income Tax Act – Basic concepts and definitions; Income; Agricultural income; Assessee; Person; Average rate of tax; Assessment year; Previous year; Residential status; Residence and Incidence of Tax - Heads of Income.

MODULE 2

Computation of income under the head Profits and Gains from Business or Profession; Chargeability; Deductions expressly allowed; Expenses allowable under certain restrictions; Expenses expressly disallowed; Maintenance of Accounts; Compulsory audit of accounts; Computation of profits and gains; Problems on Computation of Income from Business or Profession.

MODULE 3

Computation of Total Income; Set off and carry forward of losses; Deductions from total income applicable to corporate assesses. Assessment of companies: Definition of Company; Indian Company; Domestic Company; Foreign Company; Obligation of companies; Computation of Taxable Income; Determination of tax liability

MODULE 4

Tax planning: Tax avoidance; Tax evasion; Tax management; Tax planning with reference to specific managerial decisions like make or buy decisions, own or lease decisions, Repair or Replace decisions and Shut Down or Continue Decisions.

MODULE 5

Tax planning with respect to managerial remuneration, mergers and acquisitions, Foreign Collaborations and Joint Ventures, Implications of avoidance of double taxation agreements.

RECOMMENDED BOOKS

1. Ahuja, G.K. and Gupta, Ravi: Systematic Approach to Income Tax, Bharat Law House, Allahabad 1999.
2. Singania, Vinod K.: Direct Taxes: Law and Practice, Taxman, Delhi 1991.
3. Prasad, Bhagavati: Direct Taxes: Law and Practice.
4. Sreenivas, E.A.: Handbook of Corporate Tax Planning, Tata McGraw Hill, New Delhi 1986.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC F08	Management of Financial Services	Working	S4 Elective

Course Objective	
01.	The objective of this course is to equip the students with working knowledge of the theoretical and practical aspects of Banking in the context of new economic scenario.
02.	To provide insights into the impact of digitization in Banking Services

Module-1 Basic Theoretical Framework

The financial system and its technology; The factors affecting the stability of the financial system; Development finance vs. Universal banking; Financial Intermediaries and Financial Innovation; RBI- Central Banking.

Module-2 Financial Institutions

Brief historical perspective of Financial Institutions – An update on the performance of IDBI, ICICI, IFCI and SFCs, LIC and GIC – The Banking Institutions: Commercial Banks – Public Vs Private sectors – Structure and comparative performance. The problems of competition; Interest rates, Spreads – Structure and NPAs. Bank capital- adequacy norms and Capital Market support.

Module-3 Non-banking Financial Institutions

Evolution, control by RBI and SEBI- A perspective on future role. Unit Trust of India and Mutual Funds, Reserve Bank of India Framework for/Regulation of Bank Credit, Commercial Paper: Features and advantages, Framework of Indian CP Market, effective cost/interest yield.

Module-4 Insurance

The Economics of Insurance – Life Insurance; Reinsurance; Insurance Industry and its Regulation. Efficiency and the structure of the Insurance Industry; Pension Funds; Pension Plans

Module-5 Financial Services

Asset/Fund based financial services – Lease Finance, Consumer Credit and Hire Purchase Finance, Factoring: Definition, Functions, Advantages, Evaluation and Forfeiting, Bills Discounting, Housing Finance, Venture Capital Financing. Fee-based/Advisory services: Stock Broking, Credit Rating.

Recommended Books:

1. Bhole L.M and Jitendra Mahakud,, Financial Institutions and Markets: Structure, Growth and Innovations, Tata McGraw Hill Publication Limited, New Delhi.
2. Khan M.Y., Financial Service, Tata McGraw Hill Publication Limited, New Delhi.
3. Roshna Varghese & K. Sreeranganadhan, Corporate Disclosure by Indian Companies, Serals Publications, New Delhi.
4. Shanmugham R, Financial Services, Wiley India Pvt. Ltd., New Delhi, 2010.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC F09	RURAL ECONOMY & MICROFINANCE	Working	S4 Elective

Course Objectives	
01.	To understand the role of microfinance in rural development
02.	To learn microfinance in detail
03.	To understand the various aspects of rural banking

Module 1

Features of Rural India - Economic, Demographic and social – Causes of rural poverty – Rural development policy of the Government since 1947 – Five year plans – Impact of economic reforms, demonetisation on rural Economy.

Module 2

Role of RBI and NABARD in the rural economy – Rural Financial services – Rural Credit Institutions – Role of Indigenous bankers – Role of information and communication technologies – Role of Grameen banks, scheduled banks – rural lending by scheduled banks - problems of rural branches of scheduled banks - Microcredit - Group lending – Repeat lending etc. – Subsidy linked programs of the Government.

Module 3

Microfinance as a development strategy - Evolution of microfinance – Microfinance as an industry – Models of microfinance operating in India – Role of self help groups – Gender issues – opening new areas of operation

Module 4

Intermediaries for microfinance – Lead Bank program – various forums of coordination (DCC, Sc & DLRC) - service area approach – Financial inclusion and rural development – Implementation of Social Banking

Module 5

Financial Evaluation of Microfinance institutions in India – Financial Statement Analysis of Microfinance Institutions – Analysis of financial performance ratios – Rating of Microfinance Institutions.

Recommended Books:

1. Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India,
2. Pai Panandikar & Mehra NC, National Institute of Bank Management, Pune
3. Indian Institute of Banking and Finance, Microfinance : perspectives and Operations, Macmillan India Limited, 2011
4. Bandyopadhyay, S C, Rural Banking
5. Desai Vasantha, Indian Banking – nature and Problems, Himalaya Publishing
6. Datt, Sundaram, Indian Economy. S Chand & sons,
7. Amithabh Bhattacharya, Indian Economic Problems, Metropolitan Publications

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC F10	RISK MANAGEMENT & INSURANCE SERVICES	Working	S4 Elective

Course Objectives	
01.	To introduce the concept of risk management.
02.	To understand the conceptual framework of risk management and its applications in insurance business

Module 1 Introduction to Risk Management

Introduction to Risk – Meaning of Risk and Uncertainty, Types of Risk- Sources of risk identification & Risk Measurement. Risk Management Process- Objectives of risk management- importance of risk management in business organisation- overview of tools for risk management.

Module 2 Insurance Business

Concept of insurance, Need for insurance, Legal aspects of insurance contracts, Objectives of insurance contract- Structure of insurance industry- Property & liability coverage- Classification of policies- Annuity- Pension Fund- ULIP- Institutions for insurance & reinsurance.

Module 3 Life Insurance

Life insurance – Types of life insurance – Premium – Factors determining premium –Life Insurance Corporation of India, Other Life insurance companies. Actuaries- Actuarial science – Functions of actuaries – Property & liability coverage

Module 4 General Insurance

General insurance: Wealth insurance, Fire insurance, Marine insurance, Motor insurance, Theft insurance, Travel & other insurances. GIC & other General insurance providers.

Module 5 Indian Insurance Industry

Growth & Development of Indian insurance industry- Government Regulations in insurance sector. Insurance Act 1938 and IRDA – Globalization of Indian Insurance sector. Foreign Insurers India. Insurance and Tax planning. Recent trends in Insurance Business.

Recommended Books:

1. Dr. P K Gupta: Insurance and Risk management, 1st Edition, Himalaya Publishing House
2. Risk Management & Insurance: Scott Harrington and Gregory Niehaus, Tata McGraw Hill, 2nd edition 2004
3. Risk management and insurance: Arthur C Williams and Richard M Heins: Mc Graw Hill
4. Prof. K S N Murthy & KVS Sharma: Modern law of Insurance in India, N M Tripathi (P) Ltd, Bombay

MARKETING ELECTIVES

CODE: EC M01 to EC M10

Sl. No.	Elective Course	Semester
01.	Agro-Business & Rural Marketing	S3
02.	Integrated Marketing Communications	S3
03.	Product & Brand Management	S3
04.	Retail Business Management	S3
05.	Services Marketing	S3
06.	Digital Marketing	S3
07.	Consumer Behaviour	S4
08.	Customer Relationship Management	S4
09.	Marketing of Hospitality & Tourism	S4
10.	Marketing Research	S4

Course Code	Course Title	Level of Knowledge	Type of Course & Semester
EC M01	AGRO BUSINESS AND RURAL MARKETING	WORKING	S3 Elective

Course Objectives	
01.	To familiarize the participants concepts and themes in marketing to rural markets
02.	To understand the fundamentals of rural marketing concepts needed for application in business management scenarios

Module 1 Introduction to Agro-Business

Marketing of Agro-products – Features, Nature, Scope, Objectives, Methods, Challenges, Opportunities – Agricultural Markets – Scope of Agro based Industries in India

Module 2 Rural Markets

Rural markets – Definition- Evolution - Current Scenario – Structure of Rural markets - Urban Vs Rural markets –Rural Environment – Demographic, Physical, Social, Political, Economic, Technological – Profile of Rural Consumer – Consumer Buying Behaviour

Module 3 Rural Marketing Decisions – Product & Price

Segmenting, Targeting and Positioning – Product Decisions – Product and Branding Strategy, Marketing of Services – Pricing Decisions – Challenges, Pricing Strategy in Rural Market

Module 4 Rural Marketing Decisions – Place & Promotion

Distribution Decisions – Channel Behaviour, Challenges, Distribution Models – Promotion Decisions – Process, Challenges, Methods, Media mix, ICT in Rural markets

Module 5 Future of Agro Business and Rural Marketing

Rural Boom- New Opportunities in Rural markets – Focused Marketing Strategies – Market Research – Inclusive Marketing - E-Rural marketing – Innovations in Consumer Finance – Innovations in Distribution, Retailing

Recommended Books:

1. Kashyap, P., Rural Marketing – Pearson, New Delhi.
2. Krishnamacharyulu C.S. & Ramakrishnan L., Rural Marketing-Text and Cases – Pearson, New Delhi.
3. Arora R.C., Integrated Rural Development – McGraw Hill, New Delhi
4. Badi & Badi Rural Marketing – Himalaya Publishing New Delhi.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC M 02	INTEGRATED MARKETING COMMUNICATIONS	Working	S3 Elective

Course Objective	
01.	To provide key insights and working knowledge to participants on Marketing Communications
02.	To provide the conceptual frame of Marketing Communication Elements
03.	To discuss modern practices on promotion with respect to digital and online platforms

Module 1 Introduction to Integrated Marketing Communications

Marketing Communication: An Integrated Approach – Characteristics of IMC campaign – Managing IMC Process: Planning an IMC campaign – Process of achieving integration – Integrated Marketing Communication Mix – Organisational approaches and barriers to integration – Value addition through IMC

Module 2 Advertising Strategies in Modern Marketing

Fundamentals of Advertising Campaigns – Brand Positioning through Advertising – Unique Selling Propositions – Brand Image Creation through Advertising – Types of Media & Advertising – Celebrity Endorsements & Ethics in Advertisement – Pros & Cons of Advertising

Module 3 Sales Promotion Strategies, Direct Marketing & Personal Communication

Consumer Promotion – Elements – Trade Promotion – Objectives & Types – Exhibitions & Event Management – Creating Word of Mouth – Direct Marketing & its integration with IMC – Personal Selling – Database marketing – Managing Big Data – Promotion through Customer Relations

Module 4 Managing Integrated Marketing Communications

Budgeting for Marketing Communication – Objectives of IMC Campaign: Objectives – Corporate objective, Marketing objective, Sales objective, Communication objective – DAGMAR approach – Communication Models – Budgeting for MARCOM – Steps in developing and evaluating effective Marcom – Objectives – Designing a Message – Copywriting – Measuring Communication Effectiveness, Conducting research to measure Communication Effectiveness.

Module 5 Promotional Agencies & Ethics in Promotion

Advertising Agencies – Sales promotion Agencies – PR Firms & Interactive Agencies – Ethics and social responsibility in IMC Campaigns – Impact of technology on MARCOM – Introduction to International marketing communications, Relevance and challenges

Recommended Books:

1. Kenneth Clow, Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003. Mitchell, W. M. (2016).
2. Advertising and IMC Principles and Practices. Pearson. Shah, D. (2009).
3. Advertising and Promotions - An IMC approach. Tata Mcgraw Hill. Shimp, A.
4. Advertising, Promotion and other aspects of IMC (9 Ed.). Cengage. Shrimp.
5. Advertising and Promotions - An IMC approach. Cengage Learning. Sirgy, R. (2001).

Course Code	Course Title	Level of Knowledge	Type of Course
EC M03	Product & Brand Management	Working	S3 Elective

Course Objectives	
01.	The objective of this course is to familiarize the participants with the concepts and strategies involved in Product Management and Branding for effective Brand Building.
02.	To provide a framework within which participants will be able to identify and understand the variables that drive the success of Brands
03.	To provide practical tools for the participants to develop and implement winning Product and Brand Strategies in an array of competitive contexts.

Module 1 Introduction to Product Management

Product Management – Product – Definition, Levels of Product; Meaning of Product Management, Scope and Importance; Role of Product Manager; Product Mix – Product Line Strategies; Challenges in Product Management

Module 2 Marketing Planning Process

Category Attractiveness Analysis, Competitor Analysis, Consumer Analysis – Sales Forecasting, Developing Product Strategy – Setting Objectives, Selection of Strategic Alternatives, Differentiation and Positioning.

Module 3 New Product Development

Categories of New Product; Adoption Process; Diffusion of Innovation – Stages in New Product Development – New Product Demand Forecasting Models – New Product Launch Strategies; New Product Success & Failures- Indian cases

Module 4 Understanding the role of Branding & concepts of Brand

Introduction to Brands: Products v/s Brands, Anatomy of a Brand, Overview of Brand Building Process – Customers and Brands: Understanding brands from the customer's perspective – Brand Positioning – Brand Identity: Brand Essence, Brand Personality, Brand Customer Relationships – Importance of Branding – Basic branding concepts – Brand Image, Brand Identity, Brand Equity and Brand Loyalty; Product Vs Corporate Branding: Major Branding decisions

Module 5 Elements of Brand

Sensory Branding – Emotional Branding – Brand Architecture – Brand Equity & Customer based Brand Equity – Brand Portfolio – Brand Communication – Brand Valuation Methods, Brand Revitalization, Brand Audit, Global Brands – Successful Indian Brands & Reasons for Success

Recommended Books:

1. Kevin Lane Keller – Strategic Brand Management, Pearson Education, India.
2. U.C. Mathur – Product management, Excel Books, New Delhi, India.
3. K S Chandrasekar – Product Management: Text and Cases, Himalaya Publishers
4. Kapferer – Strategic Brand Management, Kogan Page, New Delhi, 2012
5. Subrato Sen Gupta – Brand Positioning, Tata McGraw Hill, Delhi

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC M04	RETAIL BUSINESS MANAGEMENT	Working	S3 Elective

Course Objectives	
01.	The objective of the course is to lay the foundation for an understanding of the various dimensions of Retail Management
02.	To update the participants the applications of Various concepts in Retailing
03.	To sensitize the participants about store management perspectives

Module 1 Introduction to Retailing

Retailing – Meaning – Theories of retailing- management of service & quality in retailing, world Retail scenario- retailing in developing countries- Indian retail scenario and its future prospects – Organised Vs Unorganised Retailing - Classification of Retail Stores- Growth of Retail formats –High street and Malls- Mall management – Multi Channel Retailing : Meaning, the evolution toward multi channel retailing – Franchising : Types, advantages, challenges, Franchising in India.

Module 2 Understanding Retail Consumers

Store formats – Store location – Location analysis – Store positioning - Store design and Visual Merchandising – Breakdown of Retailing as a product – Role of private labels – Retail Pricing: Approaches, Influencing Factors, Price Sensitivity and Mark down Policy – EDLP

Module 3 Store operations management and Retail Strategy

SCM – Supplier Relations – Logistics in retailing – Merchandise buying and management – Warehousing – Inventory control – Franchisee operations – International retailing-motives, reasons and typologies for international expansion – Building a sustainable competitive advantage, customer loyalty, location, Human resource management, Distribution and information systems, unique merchandise, Vendor relations Multiple sources of advantages : Strategic Retail Planning Process

Module 4 Store management

Responsibilities of Store Managers Store Planning, Location Planning – Store Design & Retail image mix, Space mix – Effective retail Space Management, Store layout, Floor space management and Visual Merchandising and Displays

Module 5 Retail promotions- Impact of Information Technology in Retailing

Integrated Systems and Networking – EDI, Bar Coding, RFID, Customer Database Management, Electronic Retailing – Role of Web, Online Retailing, Future Trends – CRM – Retail finance – Retail Statutory Obligations – Consumerism & Ethics in retailing – Corporate Social Responsibility

Recommended Books:

1. Michael Levy, Barton Weitz, Retail Management, McGraw Hill
2. Chetan Bajaj, Rajnish Arya, Nidhi Varma Srivatava, Retail Management, Oxford Publishing, India
3. Barman, Evans & Mathur, Retail Management- A Strategic Approach, Pearson Publications
4. Retailing Management, Gibson C Vedamani, Jaico Publishing House, Mumbai
5. Retail Strategies- understanding why we shop, Jim, Jaico Publishing House, Mumbai
6. Retail Management, Dunne Lusch, South Western Cengage Learning
7. Store Management, K.S. Menon, Macmillan India Ltd.,

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC M05	SERVICES MARKETING	Expert	S3 Elective

Course Objectives	
01.	To provide key insights and working knowledge to participants in marketing of services
02.	To provide the conceptual frame of services marketing
03.	To discuss marketing practices in key service industries

Module 1 Introduction to Services Marketing

Services Marketing – Characteristics – Tangibility Spectrum – Classification of Services – Growth of Services in Indian economy – Influencing Factors – Goods Vs Services Marketing – Challenges for Service Organizations

Module 2 Buyer Behaviour & Selecting Service Markets

Consumer Decision Making Process in Services – Customer Expectations & Zone of Tolerance – Determinants – Segmentation, Targeting & Positioning – Service Strategy – Managing Demand and Capacity

Module 3 Elements of Services Marketing Mix

Inadequacy of 4 Ps – Extended Services Marketing Mix – Service Product Development – Role of Customer & Value Creation – Branding of Services – Pricing of Services – Strategies – Educating & Promoting Services – Managing People for service advantage – Mediocrity & Success – Process in Services – Services Blueprinting – Service Environment – Servicescapes – Physical Evidence & Challenges

Module 4 Managing Relationship & Service Quality

Customer Relationships in Services – Loyalty – Managing Service Quality – GAP & SERVQUAL MODELS – Measuring Service Quality – Strategies to improve Service Quality

Module 5 Services Industries in India

Marketing of Tourism, Travel & Transportation Services – Marketing of Financial Services: Banking, Insurance & Mutual Funds. Communication & Information Services: Telecom & Postal Services, Courier. Marketing of Professional Services: Healthcare, Consultancy, Information Technology, Promotion Services – Marketing of Educational Services – Charities & Social Services Marketing

Recommended Books:

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee – Services Marketing: People, Technology, Strategy – 6th Ed. – Pearson
2. Harsh V. Varma – Services Marketing – Text & Cases – 2nd Ed. – Pearson
3. Marie J. Bitner, Valarie A. Zeithaml – Services Marketing – Tata McGraw Hill
4. Helen Woodruffe – Services Marketing – Longmen Group
5. Adrian Payne – The Essence of Services Marketing – Prentice Hall India

Course Code	Course Title	Level of Knowledge	Type of Course
EC M06	Digital Marketing	Working	S3 Elective

Course Objectives	
01.	The objective of the course is to provide the participants with the basics of Digital Marketing
02.	To develop the capability to form Digital Marketing strategy
03.	To enable the participants to use new media such as Search Engine and Social Networking

Module I

Introduction -Introduction to marketing in the digital environment, Types of web presence, website development and management issues, common e-commerce business models, pure play, hybrid and multi-channel options. Media options online, Fulfillment options and strategies, Introduction to payment gateways and PayPal

Module II

Web Analytics- Audience profiling and segmentation, Internet usage patterns , Post Internet consumer behaviour and understanding buyer behaviour online, pillars of direct marketing, Online research and behaviour tracking methods, Introduction to behavioural targeting. Online surveys, blog mining, data mining, Building customer profiles using navigation and sales data, Competitor analysis online, Integrating online and offline strategies

Module III

Search Engine Marketing- Email campaign creation and management, Google Ad words, search and display on search engines, pricing models online, Introduction to page rankings, Google Ad words analytics, Search Engine Optimization, Process and methodology, Long tail in SEO, Link building, Key word analysis, process and optimization. Search Engine Marketing – Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo - Search Methodology. Copy writing for Online Advertisements.

Module IV

Social Media and e-PR- Social Media Platforms - Face book, LinkedIn, Twitter, YouTube, Content guidelines for online communications, Social Media measuring, monitoring & reporting, Tracking & Monitoring platforms. Content seeding, How to use blogs, forums and discussion boards, Blogs, forums and communities, Viral campaigns and the social graph. Online PR and Reputation Management.

Module V

Integrating Online Communication into IMC Process - Online Advertising – Email Marketing - Viral Marketing – Affiliate Marketing – Participatory Communication Networks – Social Media Communities – Consumer Engagement – Co-Created Content Management – Interactive Digital Networks – Customer led Marketing Campaigns – Legal and Ethical aspects related to Digital Marketing

Recommended Books:

1. Ted Schadler, Josh Bernoff, and Julie Ask, The Mobile Mind Shift: Engineer Your Business to Win in the Mobile Moment (ISBN 978-0991361007)
2. Jeff Hasen, The Art of Mobile Persuasion: How the World's Most Influential Brands are Transforming the Customer Relationship Through Courageous Mobile Marketing (ISBN 978-0986148330)
3. The Big Data-Driven Business: How to Use Big Data to Win Customers, Beat Competitors, and Boost Profits - Russell Glass, Sean Callahan, John Wiley and sons Inc.
4. Deepak Bansal , A Complete Guide To Search Engine Optimization , B.R Publishing Corporation, Ist Edition, 2009
5. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH,The Consumer Decision Journey, McKinsey Quarterly, No3, 2009)

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC M07	CONSUMER BEHAVIOUR	Working	S4Elective

Course Objectives	
01.	To impart expert level of knowledge about modern Consumer Behaviour
02.	To provide the conceptual frame of Consumer Behaviour
03.	To discuss the impact of changing behavioural patterns on Marketing activities

Module 1 Introduction to Consumer Behaviour

Consumer Behaviour – Nature & Relevance of Consumer Behaviour studies in marketing decisions
Factors influencing consumer behaviour – Consumer buying decision process with illustration – Buyer roles assumed by consumers – Levels of consumer decision making

Module 2 Psychological Influences on Consumer Behaviour

Role of Self Image & Personality – Personality Theories & Behaviour of Consumer – An overview – Personal values & Consumption – Modern Trends in Lifestyles of Consumer – Memory, Learning & Perception – Its impact on Consumer Behaviour – Role of Motivation in Consumer Behaviour – Beliefs & Attitudes and its impact on Consumer Behaviour

Module 3 Sociological Influences on Consumer Behaviour

Culture & its impact on Consumer Behaviour – Impact of Government & Laws on Culture – Promotions & Communication by marketers based on Culture in India – Case Studies – Cross Cultural Perspectives – Sub-Culture: Influence of sub-culture on Consumer Behaviour – Sub-Culture based on Geographic Region & Religion – Its impact on Consumer Behaviour – Social Class in India – Applications to Consumer Behaviour

Module 4 Group Influences on Consumer Behaviour

Reference Groups & Its impact on Consumer Behaviour – Consumer relevant groups – Factors affecting Group Influence – Household as a consumption unit – Family: Role of family in buying decisions – Family Life Cycle & Its impact on Consumer Behaviour

Module 5 Consumer Rights & Protection

Consumerism: Concept & Evolution – Consumer Rights in India – Consumer Protection – Provisions
Recent Trends in Consumer Rights Protection

Recommended Books:

1. Schiffman L.G. and Kanuk L.L. (2006), Consumer Behaviour, Latest Edition, Pearson Education, New Delhi.
2. RamanujMajumdar, Consumer Behaviour, Prentice Hall of India, New Delhi, 2011
3. Jay D. Lindquist, M. Joseph Sirgy (2009), Consumer Behaviour, Latest Indian Edition, Cengage Learning
4. Loudon and Della Bitta, Consumer Behaviour: Concepts and Applications, Tata McGrawHill. New Delhi
5. Assael, H. Consumer Behaviour and Marketing Action, Ohio, South Western.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC M08	CUSTOMER RELATIONSHIP MANAGEMENT	Working	S4 Elective

Course Objectives	
01.	To familiarize the participants concepts and techniques in Customer Relationship Management
02.	To make the participants appreciate the applications of core concepts in CRM for managerial decision making
03.	To sensitize the participants how CRM augments the Business

Module 1 Introduction to Customer Relations Management (CRM)

Consumer, Client & Customer – Differences – Customer Relations: Meaning –Strategic CRM, Operational CRM, Analytical CRM, Collaborative CRM, Misunderstandings about CRM, CRM Constituencies – Models for CRM

Module 2 Understanding Relationships

Relationship Quality, Customer satisfaction, Loyalty and business performance, Reaching the satisfaction – profit chain, Relationship management theories, Planning & implementing CRM Projects

Module 3 Customer Database

Developing, managing and using customer related databases, developing a customer related database – Data integration, Data ware housing, Data access & interrogation, Data mining, privacy issues, Customer Portfolio Management (CPM), Basic discipline of CPM, Market segmentation, Sales forecasting life time Value estimation.

Module 4 Customer Relationship Management Expenses

Customer relationship management and Customer expenses – Experimental marketing strategies and tactics, Features of CRM software applications that influence customer experience, Creating value for customers, Customer acquisition, Customer retention and development

Module 5 Managing network for customer relationship management performance

Managing investor and employee relationships, IT for CRM, Sales force automation, marketing automation, service automation, Organizational issues and CRM

Recommended Books:

1. Francis Buttle, Customer Relationship Management: Concepts and Technologies – Routledge, New Delhi
2. V.Kumar & Werner Reinartz, Customer Relationship Management: Concepts, Strategy & Tools – Springer
3. Mullick N.H., Customer Relationship Management – Oxford University Press

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC M09	MARKETING OF HOSPITALITY & TOURISM	Working	S4 Elective

Course Objectives	
01.	To explain the marketing concepts applicable to hospitality industry
02.	To sensitize the participants on functions of marketing related to hospitality industry
03.	To help the students develop a marketing career in hospitality industry

Module 1 Introduction to Tourism & Hospitality Marketing

Characteristics of Hospitality Service Product – Hospitality and tourism marketing environment – Concept, Hospitality and travel marketing system, Eight P's of hospitality marketing; Hospitality and tourism customers

Module 2 Understanding Hospitality Tourism Market

Characteristics of hospitality and tourism marketing, Strategies to manage hospitality & tourism services, Consumer markets and buying behaviour, Organisational buyer and Group market, Destination marketing, Conference and event marketing, Market segmentation, Targeting and positioning in Hospitality industry – Preparation of Marketing Plan

Module 3 Hospitality Products

Development of new products in hospitality industry – Designing and managing products- Core products, Facilitating products, Supporting products, Branding, Internal and interactive marketing, Marketing mix strategies

Module 4 Pricing & Distribution in Hospitality & Tourism Industry

Pricing of hospitality products – Pricing strategies – New product pricing, Existing product pricing, Psychological pricing and promotional pricing. Other pricing considerations. Distribution channels, Nature and importance of distribution system, Marketing intermediaries – Travel agents and tour wholesalers

Module 5 Communication & Promotion in Hospitality & Tourism Industry

Communication and promotion policy- Advertising, direct marketing, sales promotion, personal selling – Viral marketing, Building customer loyalty in Hospitality industry

Recommended Books:

1. Philip Kotler, John Bowen and James Makens, Marketing for Hospitality and Tourism:
2. Shoemaker, S., Lewis, R., Yesawich. Marketing Leadership in Hospitality & Tourism (4th. Ed).
3. Alastair M. Morrison, Hospitality and Travel Marketing (2ed) : (Cengage publishing)
4. Jagmohan Negi, Marketing and Sales Strategies for Hotels and Travel Trade:
5. A. K Bhatia, Tourism Management and Marketing: (S. Chand & Co)
6. Ratandeep Singh, Tourism Marketing- Principles, Policies and Strategies

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC M10	MARKETING RESEARCH	Working	S4 Elective

Course Objectives	
01.	To make the participants aware of the role and importance of Marketing Research
02.	To provide the conceptual frame of Research in Marketing
03.	To provide key insights and working knowledge in Marketing Research

Module 1 Introduction to Marketing Research

Introduction, Definition, Need, Relevance and Scope of Marketing Research, Types of Research - Qualitative and Quantitative Research, Steps in Research Proposal, Limitations – Cost & Time Constraints, Industrial Vs Consumer Marketing Research, Ethical Issues in Marketing Research. Marketing Research Organizations in India, Role of Information in Marketing Research, Use of Internet in Marketing

Module 2 Marketing Research Process

Marketing Research Process, Research Problem Identification, Research Objectives, Literature Review, Identification of Variables, Hypothesis Formulation, Research Design.

Module 3 Data Collection & Survey

Sources of Data, Population and Sampling Frame, Sampling Concepts and Methods, Units of Study, Measurement Scales, Methods of Data Collection, Data Collection Tools, Questionnaire Design, Interview Techniques, Survey Methods.

Module 4 Data Analysis & Presentation

Coding and Tabulation of Data, Data Presentation, Data Analysis Techniques, Hypothesis Testing, Application of Software Packages for Data Analysis, Report Writing and Report Presentation: Steps in Report Writing, Documentation and Referencing, Interpretation of MR Reports. Case Studies in Marketing Research.

Module 5 Applications of Marketing Research in Business

Market Segmentation Studies, Market Potential Studies, New Product Research, Brand Positioning Research, Brand Perception Research, Brand Equity Research, Advertising Research, Consumer Behaviour Research, Pricing Research, Distribution Effectiveness Studies, Effectiveness of Promotions, Customer Satisfaction and Perception Studies.

Recommended Books:

1. G.C.Beri, *Market Research*, Pearson Education, New Delhi.
2. Naresh K. Malhotra, *Marketing Research: An Applied Orientation*, TMH, New Delhi.
3. Cooper & Schindler, *Marketing Research, Concept & Cases*, Tata McGraw Hill, India

HUMAN RESOURCES MANAGEMENT ELECTIVES

CODE: EC H01 to EC H10

Sl. No.	Elective Course	Semester
01.	Training & Development	S3
02.	Performance & Talent Management	S3
03.	Competency Mapping	S3
04.	Managing Organisational Change & Development	S3
05.	Compensation Management	S3
06.	Global Human Resources Management	S3
07.	Counseling Skills for Managers	S4
08.	Industrial Relations & Labour Law	S4
09.	Managing Interpersonal & Group Process	S4
10.	Human Resources Information System	S4

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC H01	TRAINING & DEVELOPMENT	Working	S3 Elective

Course Objectives	
1.	To develop an understanding of the skills, abilities and practical elements of employee development and performance improvement in organizations.
2.	To learn to design and conduct needs analyses and to plan, implement and evaluate training programs.

Module1 Introduction

Concept of Training & Development, Importance of Training & Development in Organizations- Objectives of Training- Linking Training & Development to company's strategies, Requisites of effective training- -Problems of training- Benefits of training to Employees and Organization-Learning theories and principles-Learning outcomes-Learning style- VAK Model-Principles of Learning.

Module 2 Training Needs Assessment & Analysis

Meaning & purpose of Training Need Analysis- Process of training-Training Needs Analysis at different levels- Organizational Analysis, Requirement Analysis, Individual Analysis-Methods used in Training Needs Analysis , Output of Training Needs Analysis -Motivation for training-Trainee readiness.

Module 3 Training & Development Methods

Overview of Methodologies, Criteria for method selection-Designing training program- Qualities of a good Trainer, Use of audio visual aids in training, Internal Training Vs External Training, Training Methods: On the Job & Off the Job, Induction training, Cross cultural training, Team building training- Development methodologies: Case study, In- basket exercise, Games, Multiple Management Programs, Action Maze, Role Play, Experience Learning and Discovery Learning, Sensitivity training.

Module 4 Evaluation of Training & Development

Training Evaluation Process, Reasons for evaluating Training and Development, Constraints in Training Evaluation--Models of Evaluation: Kirkpatrick's ,Kaufman's, CRO'S and Philip's Models- Methods used for collecting data for training evaluation- Cost Benefit Analysis, ROI on training

Module 5 Career Management

Human Resource Development Concept- Sub-Systems of Human Resource Development, Role of Human Resource Development Function, Concept of Career, Career stages, Career Planning and Development, Need , Steps in Career Planning, Methods of Career Planning and Development, Career development Actions and programs, Career Problems & Solutions, guidelines for Career Management, Management Development : Concept, Need and importance of Management Development, Methods of Management Development, Models of Management Development, Technology based training- Emerging trends in Training & Development- Case studies.

Recommended Books:

1. Goldstein Irwin L, Training In Organizations-Needs Assessment, Development & Evaluation, Wordsworth Publication.
2. Lynton & Parekh, Training for Development, Sage Publication.
3. Rao TV, Readings in HRD, Oxford & IBH.
4. Robert L.Craig, ASTD Training and Development , McGraw Hill Publication.
5. Dugan Laird- Approaches to Training and Development, Basic Books

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC H02	PERFORMANCE & TALENT MANAGEMENT	Working	S3 Elective

Course Objectives	
1.	To apprise the participants about the importance of Performance Management in Organizations and impart an understanding of the process of managing performance to achieve the organization's current and future objectives.
2.	To give insights on how to identify, integrate & retain talent in an organization to deliver high performance.

Module 1 Concept of Performance Management

Performance Management: concept & process-Objectives & importance of Performance Management System in Organizations- Prerequisites and characteristics of Effective Performance Management- Organizational, functional and individual key Result Areas, Key Performance Indicators.

Module 2 Performance Management System

Performance Management and Performance Appraisal, difference between performance appraisal & potential appraisal, Performance appraisal methods: traditional & modern methods, Designing appraisal forms-Performance measurement and evaluation- Appraisal communication: feedback, counseling and coaching, Performance linked reward system.

Module 3 Implementation & Issues in Performance Management

Developing, implementing & maintaining Performance Management System, Performance measurement issues, Role of HR professionals in performance management, Performance Management as a tool for employee empowerment-Technology and e-PMS, Performance Management.

Module 4 Talent Management

Talent Management: Concept & approaches, Scope & objectives of Talent Management-Talent Identification, Integration & Retention ,Consequences of Failure in Managing Talent, Tools for Managing Talent, Effective Talent Management System, Building Blocks of Effective Talent Management System in Public and Private organizations.

Module 5 Practices & Process of Talent Management

Factors and aspects of Talent Management, Talent Management Practices in India, Talent Management System, Critical Success Factors to Create Talent Management System, Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process.

Recommended Books:

1. Armstrong M & Baron, A, Performance Management and Development , Jaico Publishing House, Mumbai.
2. G K Suri, C.S Venkataraman, N K Gupta, Performance Measurement and Management, Excel Books (P) Ltd.
3. Robert B, Performance Management, McGraw Hill Education India.
4. Berger L.A and Berger D.R, The Talent management handbook, McGraw Hill Education India

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC H03	COMPETENCY MAPPING	Working	S3 Elective

Course Objectives	
1.	Make the student understand the concept and importance of competency mapping.
2.	Give conceptual and practical insights in to the process and models of competency mapping.

Module 1 Understanding Competency Mapping

Introduction, History and Origin of Competency Mapping, Reasons for popularity of competency mapping, Definitions and components of Competency, skill, knowledge and motive-traits of self-concept.

Module 2 Competency Mapping – Procedures & Steps

Determining objectives and scope, clarifying implementing goals and standards, create an action plan, define performance effectiveness, tools for data collection, data analysis, validating competency model, mapping future jobs and single incumbent jobs, using competency profiles in HR decision.

Module 3 Competency Categories

Threshold competency – Differentiating competency – Generic Vs Key competency – Functional or Technical competency – Leadership competency – Managerial competency.

Module 4 Leading and Managing Competency Mapping

Acceptance of competency mapping, causes for resistance, recommended action to address resistance, Delphi technique, 360 degree feedback, HR generic competency mapping, supervisory generic competency mapping.

Module 5 Competency Assessments and Uses

Strategies to address the gaps, competency recruitment & selection, competency based appraisal, competency based appraisal, competency based succession and career planning, competency based compensation and benefits, competency based training and development, Core competencies PCMM – concept, benefits, HR score card.

Recommended Books:

1. Seema Sanghi, The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Sage Publications (P) Ltd.
2. Sahu R.K, Competency Mapping, Excel Publications.
3. Mukherjee, Sraban, Competency mapping for superior results, , Tata McGraw Hill.
4. Paul R Bernthal, ASTD Competency Study: Mapping the Future, ASTD Press.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC H04	MANAGING ORGANISATIONAL CHANGE & DEVELOPMENT	Working	S3 Elective

Course Objectives	
1.	To make students understand the meaning of Change and need for Organizational Change
2.	To provide the participants intricacies of Change Management

Module 1 Organisational Change

Meaning- Necessity for Change- Classification of change-factors affecting change-Model of Organizational change- Kurt Lewin Three Stage Model and Force Field Analysis- Systems theory, 7 Stage models, Burke-Litwin model, Porras and Robertson. Change Agent-Role and Skills of a change Agent.HR Role as change agent, Resistance to Change and minimizing the resistance: Impact of change on Human Resources Planning; quality consciousness as an emerging catalyst for change.

Module 2 Organizational development

Concept and evolution-nature and characteristics- First order and second order Change - Foundations of Organizational Development: Conceptual frame work of Organizational development –Action Research Model-Positive Model-John Kotter’s eight-stage process Model, Parallel learning structures- Process of organizational development –Organizational Diagnosis

Module 3 Human Process Interventions

T-group, process consultation, third party interventions, team building; organizational confrontation meeting, coaching and mentoring, role focused interventions. HRM Interventions- Performance Management & Human Resource Development.

Module 4 Structural Interventions

Restructuring organization, BPR Vs TQM, employee involvement, work design. Strategic Interventions – Organization and environment relationships, competitive and collaborative strategies, organization transformational strategies.

Module 5 Contemporary Issues & Applications

Organizational development in global context, organizational development in service sector, OD Practitioners – role, competencies requirement, professional ethics and value and experiences; Trends in Organizational development

Recommended Books:

1. Cummings, Thomas G. and Christopher G. Worley, Organization Development and Change, Thomson Learning.
2. W Warner Bruke, Organizational Change: Theory and Practice, Sage.
3. Ramnarayan S., T.V. Rao and Kuldeep Singh, Organization Development Interventions and Strategies, response Books, New Delhi.
4. French, Wendell L. and Lecil H. Bell, Organization Development, PHI, New Delhi.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC H05	COMPENSATION MANAGEMENT	Working	S3 Elective

Course Objectives	
1.	To provide insights into the key HR Function of Compensation in Organizations
2.	To understand Wage structures, Legislations and trends in Compensation Management.

Module 1 Introduction

Compensation: Concept of Wage & Salary, factors affecting Compensation, Base and Supplementary Compensation, Wage Components: Minimum wage, Fair wage, Living wage, Wage theories, Types of Wages: Time rate, Piece rate, Debt method and Wage differentials.

Module 2 Job Evaluation

Job Evaluation: Nature & Scope, Methods of Job Evaluation, Computer Aided Job Evaluation, Industry Compensation Differentials: Concept of Internal Equity & External Equity-Pay Surveys, Types of Pay Structures

Module 3 Compensation Components

Different components of compensation package: Fringe benefits-Definitions, Objectives, types of fringe benefits, Individual and Group Variable Compensation: Pay for performance, Pay by seniority, Group piece rate, Production sharing plan, Employee Stock Ownership

Incentives-Definitions, types of incentives-Individual incentives: measured day work, piece work, standard hour, Gain sharing-advantages & disadvantages- Organization wide incentives- Scanlon Plan, Kaiser Plan, Profit sharing, Non financial incentives. Allowances- types, computation of CPI & dearness allowance-Retirement benefits- Voluntary Retirement Scheme (VRS)-Executive compensation- Expatriate compensation.

Module 4 Laws Related to Compensation

Statutory provisions related to wages- Social Security Laws-Welfare Legislation: Payment of Bonus Act, Minimum Wages Act, Payment of Wages Act, Maternity Benefit Act, Objectives & Scope of Reward system like Wage boards, Pay on Central & State Government.

Module 5 Emerging Issues & Trends in Compensation Management

Components of Pay-Pay structure for Startup Organizations, Pay Restructuring in Mergers and Acquisitions-Alliances and Turnarounds, Board room pay-Compensation Management in public, private and emerging sectors-Emerging issues in Compensation Management- Future trends.

Recommended Books

1. Belchor, David W. "Compensation Administration", Prentice Hall, Englewood Cliffs.
2. Milkovich.G; Newman.J and Ratnam, C.S.V, Compensation, Tata Mc Graw Hill, Special Indian Edition.
3. Armstrong, M. & Murlis, H. Reward Management: A Handbook of Salary administration, London: Kegan Paul.
4. Bhattacharya, Compensation Management, Oxford Press.
5. Henderson, R.I. *Compensation Management in a Knowledge Based World*. New Delhi: Pearson Education.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC H06	GLOBAL HUMAN RESOURCES MANAGEMENT	Working	S3 Elective

Course Objectives	
1.	To give exposure to the students to International Human Resource Management
2.	To make students understand various issues in Global Human Resource Management

Module 1 Introduction

Defining International Human Resource Management, Differences between International Human Resource Management and Human Resource Management, The organizational context of International Human Resource Management, The path to global status, Talent Management, International Talent Management Cycle.

Module 2 Managing & Supporting International Assignments

Linking international assignments with Organizational Strategy, Staffing international operations, Recruiting and selecting for international assignments, International training and development, the role of Expatriate, Repatriation process and career issues.

Module 3 Key Areas on International Human Resources

Importance of pre departure training, developing staff through international assignments, Components of an international compensation, Approaches to international compensation, , Performance management in multinational, Performance management of international employees, Appraisal of International employees.

Module 4 Managing HR in Virtual Organization

Meaning, Types of virtual organization, Difference between traditional & virtual organizations, Advantages and disadvantages of virtual organizations, Features of virtual organization , Managing HR in virtual organization.

Module 5 International Labor Organization (ILO) and International Labor Relations

Trade unions and International HR, The response of Trade unions to multinationals, the issue of social dumping, impact of digital economy – Various Agreements on International Labor Standards.

Books Recommended:

1. N. Sengupta & Mousumi S. Bhattacharya – International Human Resource Management - Excel Books.
2. Dowling, P.J and Welch, D.E – International Human Resource Management, Cengage Learning, Thompson.
3. Paul Sparrow., Chris Brewster and Hillary Harris – Globalizing Human Resource Management. Rout ledge Taylor & Francis Publication.
4. P.L. Rao – International Human Resource Management, Excel Books.
5. International Human Resource Management by K.Aswathappa and Sadhana Dash, Tata Mc Graw Hill.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC H07	COUNSELING SKILLS FOR MANAGERS	Working	S4 Elective

Course Objectives	
1.	To aid the students in having a clear understanding about the concepts, methods, techniques and issues involved in counseling and comprehensive learning of using various strategies and skills in counseling to deal with employees

Module 1 Introduction to Counseling

Meaning, Functions and Type of Counseling, Goals of Counseling Emergence and Growth of Counseling Services; Approaches to counseling ,Counseling Skills, Verbal & Non- Verbal communication, Listening Barriers, Counselor Qualities

Module 2 Counseling Process

Beginning, Developing and terminating a Counseling Relationship and follow up – Counseling Procedures, The Counseling Environment, Intake, Referral procedures, Guidelines for Effective Counseling

Module 3 Counselor's Attitude & Skills for Counselors

Counselors – Client Relationship – Understanding Client's Behavior – Assessing Clients problems – Counseling Therapies- Insight Oriented Therapy. Behavior Therapy

Module 4 Selecting Counseling Strategies & Interventions

Adaptive strategies – Changing Behavior through Counseling In the Educational Settings – Special Areas in Counseling – Handling Situations of Strikes, Disputes through Counseling

Module 5 Special Problems in Counseling

Need of Counseling Cell in the Organization, Application of Counseling to Organizational situations with a focus on Performance counseling. Organizational Application of Counseling Skills in Change management, Downsizing, Mentoring and Team Management / Conflict Resolution.

Recommended Books:

1. Kavita Singh – Counseling Skill for Managers, Pears Education, 2007.
2. Robert S Feldman – Understanding Psychology., McGraw Hill, 2007.
3. Narayan Rao S. – Counselling & Guidance, Tata McGraw Hill, 1997.
4. JeffreyKotter A. – Counselling Theories and Practices, Cengage Learning, 2011.
5. Robert Carson C. – Abnormal Psychology, Tata McGraw Hill, 2007

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC H08	INDUSTRIAL RELATIONS & LABOUR LAW	Working	S4 Elective

Course Objectives	
1.	To give students insights in to the Industrial Relations scenario in India
2.	Make students understand important Laws governing Industrial Relations
3.	Create an understanding about the role of Government, society and trade unions in HR

Module 1 Introduction

Concept of Industrial Relations, Nature & various approaches to Industrial Relations: Human relations approach, Gandhian Approach and Dunlop's System approach, Unitary, Pluralistic, Marxist perspectives of Industrial Relations, Evolution of Industrial Relation in India, and Industrial relations scenario in India.

Module 2 Industrial Dispute Resolution

Industrial Relation policies and its evolution in India- Industrial Disputes Act 1947: Objects of the Act & Important Definitions, Types of Industrial disputes-Strikes, Lockouts, Layoff, Retrenchments, Reference of Disputes to boards, courts, or tribunals- Procedures for dispute resolution- Unfair labor practices, Salient features of Industrial Employment Standing Orders Act 1946

Module 3 Trade Unions & Participative Management

Trade unions: Objectives & Importance- Trade Unions Act 1926- Rights & liabilities of registered trade unions, Participative Management: forms & levels of participation- Process of negotiation, Collective Bargaining, prerequisites of a collective bargaining, Tripartite and Bipartite bodies ,Joint Management Council, Conciliation, Mediation, Arbitration and Adjudication.

Module 4 Labour Laws

The Employees Provident Fund & Miscellaneous Provisions Act 1952: Definitions and schemes: provident fund scheme, pension scheme, deposit linked insurance scheme.

Employees State Insurance Act 1948: objectives, definitions: personal injury, factory, manufacturing process, wages, partial and permanent disablement, standing committee & medical benefit council, adjudication of disputes and claims

Factories Act 1948: definitions, authorities, health safety, welfare, provisions related to hazardous process, working hours for adults, employment of young persons, annual leave with wages, penalties & procedures.

Module 5 Labour Laws

Payment of Gratuity Act 1972: Applicability & non applicability of the Act, Definitions: Employee, employer, continuous service, payment of gratuity, forfeiture of gratuity, employer's duty to determine & pay gratuity, recovery of gratuity, penalties

Employee's Compensation Act 1923: definitions: dependent, employer, partial & total disablement, workmen, injury, accident, employer's liability for compensation, amount of compensation

Recommended Books:

1. Venkataraman, C.S – Industrial Relations: Text and Cases, Delhi, Oxford University Press.
2. P.Subba Rao – Human Resources Management & IR, S. Chand, New Delhi.
3. Malik K.L. – Industrial Laws and Labour Laws, Eastern Book Company, Lucknow.
4. Srivastava S.C. – Industrial Relations & Labour Laws, Vikas Publishing House (P) Ltd.
5. Sharma J.P. – Industrial Laws, Ane Books Pvt. Ltd. New Delhi

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC H09	MANAGING INTERPERSONAL & GROUP PROCESS	Working	S4 Elective

Course Objectives	
1.	To provide understanding regarding interpersonal and group processes in Organizations
2.	To help participants acquire skills related to team & people management

Module 1 Nature of Groups at Work

Group: Definitions, Importance of groups in Organizations – Types of Groups – Group formation – Structure & Dynamics of Work Groups – Group cohesiveness

Module 2 Groups Vs Teams

Concept of Teams – Distinguishing Teams from Groups – Types of teams – Dysfunctions of Groups and Teams – Dynamics of Informal Groups

Module 3 Effective Team Performance

Team building –Team effectiveness – Training in team skills- Developing successful Teams. Team development and team functioning, Conflict collaboration and competition, Intervention Techniques – Sensitivity training – Counseling techniques- Grid management – Grid Management

Module 4 Individual Performance in Groups

Interpersonal Behavior & Influence Processes - Nature- Interpersonal communication-Factors affecting Interpersonal Communication- Johari window- Individual awareness, Social facilitation, Social Loafing- Interpersonal Trust- Interpersonal conflicts- Group Decision making , Group synergy.

Module 5 Organizational Process

Organizational process- An overview of major concepts on emerging trends-power, politics, authority, Integration and control, Organizational climate and culture, Organizational effectiveness

Recommended Books:

1. VSP Rao, Organizational Behaviour: Excel Books
2. Stephen.P.Robbins, Organizational Behaviour: Prentice Hall
3. P.G. Aquinas, Organizational Behaviour: Concepts, Realities, Applications and Challenges, Excel Books.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC H10	HUMAN RESOURCES INFORMATION SYSTEM	Working	S4 Elective

Course Objectives	
1.	To learn fundamental principles of Human Resource Information System.
2.	Developing specific Human Resource Information System skills, competencies needed by professionals.

Module 1 Introduction to Human Resource Information System

Evolution of Human Resource Information Systems, the role of Information Technology, database concepts and applications in Human Resource Information Systems, systems considerations in the design of Human resource Information systems, planning for implementation.

Module 2 Human Resource Information System Needs

Human resource information systems need Analysis, systems design and acquisition, HR Metrics and workforce Analytics, cost justifying Human Resource Information systems investment.

Module 3 Human Resource Information System Implementation & Acceptance

Human Resource Information Systems Project management, Change Management, implementation, integration and maintenance of Human Resource Information Systems.

Module 4 Human Resource Information Systems Applications

Human Resource Administration and Human Resource Information System, Talent Management,, Job analysis and Human Resource Planning, Recruitment and Selection in an internet context, training and development: issues and Human resource Information systems applications, Performance Management, Compensation , benefits, payroll and Human Resource Information Systems, International HR and Human Resource Information Systems.

Module 5 Recent Trends in Human Resource Information System

Information security and privacy in Human Resource Information Systems, The future of Human Resource Information Systems, Emerging Trends in Human Resource Management and Information Technology.

Recommended Books:

1. Dr. Michael Kavanagh and Dr. Mohan Thite ,Human Resource Information Systems-Basics, Application, Future and direction.
2. P.K Gupta and Sushil Chhabra ,Human Resource Information System, Himalaya Publishing
3. Gary Dessler , Human Resource Management, Pearson Publication.
4. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page

PRODUCTION / OPERATIONS MANAGEMENT ELECTIVES

CODE: EC POM01 to EC POM10

Sl. No.	Elective Course	Semester
01.	Supply Chain Management	S3
02.	Total Quality Management	S3
03.	Materials & Purchase Management	S3
04.	Advanced Project Management	S3
05.	Management of Technology & Innovation	S3
06.	World Class Manufacturing	S3
07.	Service Operations Management	S4
08.	Industrial Safety & Occupational Health	S4
09.	Global Operations & Logistics Management	S4
10.	Operations Strategy	S4

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC POM 01	SUPPLY CHAIN MANAGEMENT	Working	S3 Elective

Course Objectives	
01.	To gain a working understanding of logistics principles and to expose students to the basic concepts the language of logistics and supply chain management.
02.	To refine applied data analysis skills by analyzing and using supply chain data to evaluate supply chain performance and to make business decisions
03.	To understand current challenges faced by supply chain professionals and to provide a basis for thinking through these challenges

Module I

Supply Chain – Participants, Stages, Flows, Processes, Decision phases Views –Cycle, Push pull, Key concepts – Bull Whip Effect: Causes and Solution, Implied demand uncertainty, Strategic capabilities, Strategic Fit, Issues and obstacles in achieving Strategic fit, Efficient and responsive supply chain, Supply Chain Drivers – Facilities, Inventory, Transportation, Information, Sourcing, Pricing. Role of SC Drivers in supply chain, Decisions and Trade off in SC decisions regarding these Drivers, Supply chain Risk- Supply chain vulnerabilities, Risk mitigation and resilience.

Module II

Procurement Planning & Implementation - Procurement Policies, Supplier selection, Reverse auction, Spend analysis, Kraljic's Matrix, Supplier performance assessment. Contract negotiation and management, Strategic sourcing, Out sourcing Benefits and risks, Global sourcing – Do's and Don'ts. (case studies), E-Procurement- Types of E-markets, Framework for matching E-Procurement strategies with Type of goods purchased, Procurement fraud- detection and prevention, Best Practices in Procurement.

Module III

Logistic management and how it creates value, Functional areas of logistics and their interrelationship, Types of logistical arrangements, Logistics partnerships 3PL, 4PL and emergence of 5 PL. Reverse Logistics, Global logistics- Basic concepts, Terms of Sale in global trade- INCOTERMS, Uniform Commercial code, Key Global Documentation, Warehousing - Strategic Warehousing and its role in logistical system, Principles of warehouse design, type of warehouses, Warehouse design considerations, Warehouse decisions, Security Safety and Maintenance of warehouse, transportation – Role of transportation in a supply chain, Modes of transportation and its choice, Design options for transportation networks, Tradeoffs in Transportation design.

Module IV

Designing Distribution Networks – Role of distribution in supply chain, Factors influencing Distribution network design, Design Options in Distribution network. E business and Distribution networks, Designing supply chain Network – Design Decision in supply chain network, Factors influencing network design. Frame work for Network design decisions, Designing Global Network – Off shoring decisions- total cost considerations, Risk management in Global supply chains, Practical aspects of global supply chain design decisions.

Module V

Market categorization supply chain measurement categories, Frame work for measuring supply chain performance, SCOR Model and Supply chain performance metrics and diagnostic Measure, Current topics –Virtual supply chains, Green Logistics, Agile – the new lean supply chain, Closed loop or Cradle to Cradle supply chain, Omni channel supply chain. Postponement Strategies in supply Chain.

Recommended Books:

1. Supply Chain Risk Management, Vulnerability and Resilience in Logistics, Donald Walters
2. Manufacturing Operations and Supply Chain Operations, The Lean Approach, David Taylor and David Brunt.
3. Donald J Bowersox, David J Closs, M Bixby Cooper, Supply chain Logistics Management
4. David Simchi- Levi, Philip Kaminsky, Edith Simchi – Levi, Designing & Managing the supply chain concepts strategies & Case studies.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
ECPOM 02	TOTAL QUALITY MANAGEMENT	Working	S3 Elective

Course Objectives	
01.	To familiarize the participants concepts and techniques in Total Quality Management.
02.	To develop skills to use Quality control tools and techniques in solving quality problems.

Module I

Quality Management – Concept, Features, Dimensions of Quality, Key elements of total quality, TQM strategies, Customer satisfaction, Employee Participation, Quality Gurus – Deming’s Principles on Total Quality Management, Juran’s Trilogy, Crosby’s principles on Quality Management.

Module II

Statistical Quality Control (SQC) Concepts, Acceptance Sampling by variables and attributes Control Charts for variables, fraction defectives and defects. Seven Tools of Analysis –Control Chart, Pareto Diagram, Ishikawa Diagram, Histogram, Flow Charts, Scatter Diagram, and Stratification – New Seven Analysis tools.

Module III

Benchmarking - Types, Reasons, Process. Quality Function Deployment (QFD) –Benefits, QFD Process, House of Quality. Failure Mode and Effect Analysis (FMEA). Taguchi Quality Loss Functions. Total Productive Maintenance (TPM) – Concepts, Objectives, Fundamental Elements, Total Preventive Maintenance, Components.

Module IV

Six Sigma-Origin, Goals of six Sigma, Root cause Analysis, Need for six sigma, Role of Six Sigma green belts, Black belts, Master black belts, Champions in Six sigma implementation, Competitive level- concept of world class, Six Sigma Methodology-DMAIC Approach, SIPOC concept, Voice of Customer, concept of sigma rating, Six sigma in Service sector-Successful implementation of six sigma in global companies. Cost of Quality – Quality planning – Quality information feedback– Internal customer concept.

Module V

Quality awards – Rajiv Gandhi National Quality Award, Deming Application Prize, European Quality Award, and Malcolm Baldrige National Quality Award. ISO 9001, ISO 14000, Future of quality system audit, Audit objectives, Types of Quality audit, Quality Auditor, Audit performance.

Recommended Books:

1. Dale H Besterfield, *Total Quality Management* Pearson Education, New Delhi
2. Juran Joseph M, *Total Quality Management*, Mc Graw Hill.
3. Jain, *Quality Control and Total Quality Management*, Tata McGraw Hill.
4. Thomas Pyzdek, *Six Sigma Handbook*, McGraw Hill Education India Pvt Ltd., 2015.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC POM 03	MATERIALS AND PURCHASE MANAGEMENT	Working	S3 Elective
Course Objectives			
01.	To familiarize the participants concepts and techniques of Materials Management		
02.	Provide an understanding to the advanced concepts and practices in Purchasing and Material Planning		

Module I

Introduction to Materials Management, Concept significance and strategic role of Integrated Materials Management. Materials planning and forecasting, Material Handling: Material Planning – Factors affecting Material planning – Techniques of material planning Materials Requirement Planning (MRP).

Module II

Inventories – Definition-Classification of Inventories- Need for inventories, Inventory Planning and Control Models –EOQ Model, Quantity Discounts, Reorder point – Lead Time Analysis – Safety stocks – Q System – P System – S System. Classification, Codification, Universal product Code, RF Id System, ABC analysis –VED, GOLF, FSN, HML.

Module III

Purchasing Fundamentals , Make or Buy, Source Selection , Vendor Rating and Vendor Development , Value Analysis, Purchase Negotiations, Purchase Timing Purchase Contracts, Purchase Insurance , Purchasing Capital Goods, Seasonal Goods, Imported Goods. Deferred Payment Schemes – Lending Institutions Leasing Trends.

Module IV

Stores Management Concepts, Location and layout of Warehouses – Different typical models, Stores Procedures and Records for Receipt, Inspection, Issue, Reorder checking. Materials handling Equipments Cranes, Tower cranes, Lifting equipment, Series lifting equipment, Lifting platforms, Continuous mechanical handling equipment, Monorail conveyors, Belt, chain and overhead conveyors, Industrial trucks.

Module V

Stores audit. Management of dead stocks, surplus stocks and scraps, Systems & Procedures for disposal and Control.

Suggested Readings

1. Gopalakrishnan P & Sundarasan M, *Materials Management: An Integrated Approach*, Prentice Hall of India
2. Datta A.K, *Materials Management Text and Cases*, Prentice Hall.
3. J.R.Tony Arnold & Stephen N. Chapman, *Introduction to Material Management*, Pearson Education
4. Gopalakrishnan P, *Handbook of Materials Management*, Prentice Hall.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC POM 04	ADVANCED PROJECT MANAGEMENT	Working	S3 Elective

Course Objectives	
01.	To introduce the students to a blend of contemporary academic theory and techniques to provide crucial insights and practical tools in managing projects, portfolios and complex systems.
02.	To empower the students to Conduct project planning activities that accurately forecast project costs, timelines, and quality. Implement processes for successful resource, communication, and risk and change management
03.	To develop Analytical skill in students to apply project management theories and practices to the management of real life projects

Module I

Projects- Defining Projects, Characteristics of projects, Projects vs Operations, Types of Projects, Project life cycle, Determinants of Project Success. Project stakeholders. Project Management- Defining Project Management, Project Manager- Project managements Skills& Leadership traits, Understanding terms Program Management and Portfolio management.

Module II

Generation and screening of project idea, Project Selection- Theoretical knowledge in the Non-Financial techniques of Project Selection- Check list method, Simplified Scoring model, Analytical Hierarchy Process, Profile Model. Project Planning – Elements of Project Plan, Project Organization Structure- Project organization and matrix organization advantages and limitations. Planning for Project Risks – Analysis of project risk, Firm risk and Market risk, Cost benefit analysis, Steps in Risk management, Methods of Mitigating risks.

Module III

Project implementation: Estimating Project Budgets, Process of cost estimation, Scheduling: Gantt Charts – Constructing Gantt charts, Advantages and limitation of Gantt charts. Network Techniques PERT and CPM, Risk analysis using simulation, CPM - Crashing of projects –Typical reason to crash a project, Options for accelerating activities, Time cost Tradeoff for Crashing Projects.

Module IV

Monitoring and information systems: Information needs and the reporting process, computerized PMIS, Earned value analysis, Planning - Monitoring - Controlling cycle, Project control: types of control processes, Project Evaluation – Project performance evaluation Tools- S Curve, Milestone analysis, Conceptual knowledge of Earned value management method. Project auditing: Construction and use of audit report, Project audit life cycle, Essentials of audit and evaluation.

Module V

Project Termination –Types of termination, Natural Termination- The Closeout process- Handing over, gaining acceptance, harvest benefit, Review, recordand Disbanding team. Hindrance to effective close out. Early Termination – Decision rules for early termination, shutting down projects, Emotional issues, Claims disputes and protections available to organizations. Project Final Report- Objectives and importance of Final report, Elements in Final report.

Recommended Books:

1. A Guide to the Project Management Body of Knowledge: PMBOK® Guide (Fifth Edition)
2. Project Management – Achieving Competitive Advantage, Jeffrey Pinto
3. Advanced Project Management- A Structured approach , Frederick Harrison and Denis lock
4. Project Management – A Systems Approach to Planning Scheduling andControlling, Harold Kerzner.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
ECPOM 05	MANAGEMENT OF TECHNOLOGY & INNOVATION	Working	S3 Elective
Course Objectives			
01.	Utilizing the skills acquired in the course in the effective management of Technology and Innovation to build strategic capabilities that result in sustainable competitive advantage		
02.	Monitoring the waves of Technology Innovation and effectively predict future innovations.		

Module 1

Meaning & Importance of Technology and Innovation, Process & importance of management of Technology and Innovation, Technology – Market Pull theory, Technology push theory, Measuring technology change Stages in strategic technology life cycle.

Module 2

Significance of MTI in Strategic Management, Integrating MTI and Strategy – Capabilities: the Building blocks of strategy, Technology and Competitive Advantage. – Analysis of Technology- Continuous, Radical, Offensive, Defensive Technology, Technology Life cycle - S-curve

Module 3

Innovation Planning- when to innovate or not, Types of Innovation, Innovation planning process, Factors that help innovation planning, Technology stages and planning, Internal Innovation: Implementation- Issues in Implementation- Leadership, Engagement, Extension and Alignment, Innovation:- Evaluation and Control- Evaluation and Control Process, Types of Control, Advantages and disadvantages, Innovation Project Management and New Product Development.

Module 4

Obtaining Technology: Planning – Alliances, Merger & Acquisition, Technology acquisition, Obtaining Technology: Implementation – Key Implementation issues in acquisition of technology, Key elements in acquisition of technology, Characteristics and types of acquisitions, Execution of technology acquisition. Obtaining Technology: Evaluation and Control- Places where evaluation and control occur- Evaluation of capabilities, Due Diligence before technology acquisition, negotiating the deal, Integrating the new technology in the system, Ongoing evaluation & control, Metric for evaluation and gap analysis.

Module 5

Managing Platform and Portfolio of Technology- Technology Innovation complexity and its management, Product platforms and Platform strategy, Portfolio management- Characteristics of Portfolio management, Building strategic success through technology and Innovation- Building capabilities, Sustainable competitive advantage and strategic decisions, Organizational learning and knowledge management – Learning activities, types of learning, Impact of structure on learning, Dimensions of Knowledge management, creating a fit between organization components and

knowledge management, Innovation waves and predicting future- Waves of Technology innovation, Methods of viewing future, Predicted future technologies.

Recommended Books:

1. Strategic Technology Management, Frederick Betz. – McGraw Hill
2. Strategic Management of Technology and Innovation, Margaret A. White & Garry D. Bruton – South Western Education Publishing
3. The Management of Innovation & Technology, John Howells – Sage Publishing

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC POM 06	WORLD CLASS MANUFACTURING	Advanced	S3 Elective
Course Objectives			
01.	Get an in depth appreciation of the “state-of-the-art” philosophy, disciplines and techniques available to enable every manufacturing enterprise to perform at <i>world-class</i> level		
02.	Gain insights into seamlessly integrating the philosophy and practices of World class manufacturing with the daily manufacturing routine.		
03.	Understand the importance of Total Employee Involvement, Labour and Human resource aspects of WCM.		

Module 1

Information Age and Global Competitiveness – World Class manufacturing and Information age competition, Manufacturing Challenges of Information age- Time based competition, Problems in manufacturing- Problem of Coordination, Gaining competitive edge through World Class Competition, Cutting Edge Technologies Hall's framework of Value added manufacturing, Schonberger's Framework of WCM, Gunn's Model of WCM.

Module 2

Evolution of WCM, First Principles of WCM, Practices in WCM – World Class practices in the factory, Production leveling , Cellular Manufacturing, PP Systems, New product development, Quality in WCM- Deming's, Shingo's Approach to quality management, Toyota production System (TPS)- Waste elimination -The 7+1 non value adding wastes in Business, The culture behind TPS: The 14 Principles.

Module 3

Information Management tools – Product and Process design tools-CAD, CAE, CAPP, PDM, Lean Production Tools – JIT, KANBAN, SQC,TPM & OEE, Decision support execution and business tools-MRP, ERP, MES, SCM, Data warehousing and data mining, Material Processing and Handling tools – FMS, CNC machines, Industrial robots, AGV , AS/RS, Lean Production tools- SMED, Poke Yoke, Rapid Prototyping, Manufacturing Strategic Intent Framework, Strategic use of IT in manufacturing, Value Stream Mapping, validation, recommendations, Benchmarking: Definition, mission and objectives, managing benchmarking process, training and code of conduct, future scope and benchmarking process.

Module 4

Business Strategy and Global competitiveness, Generic manufacturing strategies for Information age – Innovation, Mass Production, Mass Customization, and Continuous Improvement Strategies, Strategic Thinking in Manufacturing & Issues in Strategic Planning for WCM, Strategic Planning Methodology for WCM, Implementing WCM Plan, Performance measurement – The PO-P system, TOPP System, AMBITE System, Cycle time and Delivery Performance and Customer service, Financial performance, Balance Scorecard.

Module 5

HR dimensions in WCM, Morale and team work, High employee involvement, Cross functional teams, Human Integration Management, Total Employee Involvement and the factors that affect the involvement of the people, Manufacturing strategic Intent Classification (MANSI)- World class

players, Transitional Players, Inertia Players License regime survivors, Translating Manufacturing Strategic Intent to Action.

Recommended Books:

1. Learning to See: Value Stream Mapping to Add Value and Eliminate MUDA.
Rother, M., Shook, J.
2. World Class Manufacturing – A Strategic Perspective, BS Sahay, KBS Saxena
& Ashish Kumar. – Macmillian India
3. The Toyota Way: 14 Management Principles, Jeffrey K. Liker
4. World Class Manufacturing – The Lesson of Simplicity, Richard J Schonberger

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC POM 07	SERVICE OPERATIONS MANAGEMENT	Working	S4 Elective
Course Objectives			
01.	To increase students' understanding of the nature and importance of the service sector in the economy of any country.		
02.	To aid students in effective decision making in the management of a service organization		
03.	To give students a conceptual knowledge on the various service operations practices in services industries across the globe.		

Module 1

Characteristics of services, Classifications, Types of Service & Service Processes, Service Concept, Service Encounter, Service experience, Strategies for Service Capacity Planning Service and Economy.

Module 2

Service design framework- Technology: Its impact on services and their management, Service delivery system, Design and development of Services, Designing New Service – New Service development process, Tools for decision making in new service design, Designing the Service layout strategies, Product Layout, Process Layout, Office layout, Analyzing Processes, Service Blueprinting, Service Quality, Off shoring and Outsourcing Services.

Module 3

Service Delivery – Service processes, Service people, Resource utilization, Network technology and information, Service Capacity Planning – strategies for service capacity planning, Managing Service Experience, Managing waiting lines and queues, Revenue and Yield management, Global Service Systems International Trade in Services, Customer as the focus in Global service management, Service strategies for competitiveness in global markets.

Module 4

Purpose of performance measurement, Targets and rewards, Benchmarking, Service performance networks, World Class Service, Approaches to operation improvement, Service recovery and Service guarantee, Data Envelopment Analysis and Scoring System.

Module 5

Strategic Positioning and Service Strategy, Supply chain in Services- Characteristics and Management, Internet Strategies, Environmental Strategies, Sustainable service Operation, Leadership and teams in service operations, Not for profit and public service operations, Electronic Service Operations Management, Survey of Service industry practices in- Airlines, Hospitality, Healthcare, Financial services, Entertainment, IT, Communication, Education and Environmental Services.

Recommended Books:

1. Successful Service Operations, Richard D Metters. Cengage Learning India Private Ltd
2. Service Operations Management – The total experience, David Parker.
3. Service Management: Operations, Strategy, and Information Technology James A. Fitzsimmons, Mona J. Fitzsimmons – McGraw Hill

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC POM 08	INDUSTRIAL SAFETY & OCCUPATIONAL HEALTH	Working	S4 Elective
Course Objectives			
01.	To provide the students a basic understanding of Industrial safety, Hygiene and Occupational Health.		
02.	To provide conceptual knowledge to the various aspects of Industrial Hygiene and Occupational health that would enable them to appreciate and motivate them to make the work place a better place for all employees.		
03.	To plan and execute productivity improvement initiatives through reduction in human error and improvement in safety		

Module 1

Understanding the importance of safety at work: Concept of Safety-Applicable areas- Recognition, evaluation and control of physical hazards- Hazard Analysis, Human Error and Fault Tree Analysis- Emergency Response-Hazards and their control in different manufacturing and processing industries.

Module 2

Industrial Accidents: Causes and effects of Industrial accidents-Impact of accidents on employees, union, management and society- Organization's Role and Responsibility in the Prevention of Accidents- Different models.

Module 3

Standard of Safety Norms-Indian scenario Safety Protection, Safety Policy, Personal safety, Responsibilities of management in health and safety, Functions of National Safety Council, Concept of health and occupational health, Spectrum of health, Occupational and work related diseases, Levels of prevention, History of occupational health, Characteristics of occupational diseases, Essentials of occupational health service, personal protective equipment (respiratory and non-respiratory)

Module 4

Concept of workplace and its design, Improving safety and productivity through work place design control measures, Technical and engineering control measures. Control measures against human error, Preventive maintenance. Role of Preventive maintenance in safety and health, Safety and good housekeeping, Typical accidents due to poor housekeeping, Clean-up campaigns, Inspections and check-list. Result of good housekeeping, Plant safety observation, Plant Safety Inspections, Safety sampling, Safety Surveys, Safety Inventory System, Product Safety, Permit to work systems, Safety tag systems.

Module 5

Accidents in work place-Types, Investigation methods, Analysis, Reporting and Recording, Injuries - First aids- Health problems in different types of industries – construction, textile, steel, food processing and pharmaceutical, Fire- Causes, Types of fire, Extinction of fire, Prevention of fire.

Recommended Books:

1. Dr.Naseer Elahi, Industrial Safety Management, Gyan Publication, New Delhi.
2. L.M. Deshmukh, Industrial Safety Management, Tata Mc Graw Hill.
3. R.K.Trivedi, Pollution Management in Industries, S Chand Publishing, New Delhi.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC POM 09	GLOBAL OPERATIONS & LOGISTICS MANAGEMENT	Working	S4 Elective
Course Objectives			
01.	Have a very good understanding of the terminologies, concepts and tools needed to analyze global operations.		
02.	Be able to analyze the risks associated with operations and logistics in global context and effectively manage it.		
03.	Be able to objectively measure and evaluate the performance of global logistics and develop effective structure to achieve excellence in global operations.		

Module 1

Global Operations & Logistics Evolution and design – Forces of globalization, integrative approach to managing flows in Global operations, Globalization of Operations Strategies – Introduction, Global operation strategies, a conceptual framework-four driving forces of globalization process, Global markets, Technological forces, Global cost forces, Political and macroeconomic forces, current and future challenges, Global Marketing strategies- Geographical Integration- Global versus Local market.

Module 2

Supplier Network Development- Evolving concept of Outsourcing, A framework of Analysis, Physical distribution –Architecture of a physical distribution Network in a global operations approach, Logistics Service firms and 3PL, Global operations Strategy – Basic concepts, Difference between International Operations management and International operations strategy, Basic principles of Global operations Strategy- Integration, Coordination, trade off and focus, Globalization of Operations of a firm, Globalization of manufacturing, service, why globalize-Theories and frameworks of globalization, Benefits of globalization.

Module 3

Domestic to Global Supply chains- complexities and uncertainties, Vertical Integration Issues in Global Supply chain, Managing productivity & quality, Materials & Sourcing, Technology, HR in global operations, the Cultural impact on global Operations, Global network configuration, Orienting International Facilities- Trade Offs.

Module 4

Operations Exposure to exchange rate: Risk and its management, Managing Operations exposure, Pricing strategies for exporting firms, Global sourcing strategies under exchange rate risks.

Module 5

Information Management for global operations – Characteristics of Logistics information and Telecommunication system(LITS), Logistics organization and its relationship to LITS, Developing sectoral LITS: Role of information systems, Performance Measurement and Evaluation in global Logistics- Performance information, Measuring performance in functional and sectoral integration, Organization structure for Global Logistics Excellence – New organizations related to manufacturing and logistics Operations, sectoral logistics cooperation, International factors in Global organizations, Socially responsible global operations and sustainable global operations.

Recommended Books:

1. Global Operations Texts and Cases – Phillippe-Pierre Dornier, Richardo Ernst, Michel Fender, John Wiley and Sons(p) ltd.
2. Managing Global Operations – Cultural and Technical success factors, Scott T Young, and Winter Nie. Quorum books UK.
3. Global Operations Strategy, Fundamentals and Practice, Yeming Gong, Springer

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC POM 10	OPERATIONS STRATEGY	Working	S4 Elective
Course Objectives			
01.	Be able to develop an understanding of how to design a company's operations model so as to meet the competitive strategy of the company while employing the resources in the most efficient way.		
02.	Provide knowledge to formulate the strategy in terms of the capacity, supply networks, process technology, New product and service development		
03.	Demonstrate knowledge and skill in formulation and successful implementation of Operations strategy that leads to sustainable competitive advantage of the firm.		

Module 1

Operations Strategy- Importance and Linkage with Corporate strategy, Strategies and values, Competing through operations. Operation strategy in global economy-Strategic alliances and production sharing, Fluctuations of international financial conditions and international companies. Changing nature of world business. Quality, Customer service and cost challenges.

Module 2

Value as business concept – strategic issues in manufacturing – Value Chain concept Focus, core competence and distinctive capabilities – stake holders & strategy, Checking markets, Outcome of Market debate – Linking manufacturing to Markets – strategic integration –Order Winners, Order Qualifiers.

Module 3

Technology strategy Issues in New Product development Time to market – strategic nature of process– Business implication of Process choice – Hybrid Process. Change management and Sustainability Procedure – company or plant based profiles – decisions for product reallocation – downsizing – Capacity decisions Progression & Regression. Evaluating various tradeoffs alternatives – Focused manufacturing – Product or process focus –value chain approach

Module 4

Humanistic aspects of operations strategies, Strategic quality management: TQM, Quality policy, goals, objectives and audit, Total Productivity Management, Strategic aspects of Environment Management System (EMS) and Social Accountability (SA) Standards, Leveraging IT for strategic management of Operations.

Module 5

Sustainable alignment- sustaining alignment over time, Formulation of strategy, Formulation models for alignment, Operations strategy formulation challenge, New approaches to Operations strategy- TQM, Lean, Business process re-engineering, ERP Six sigma, Purpose of Implementation0- Strategic context, Point of entry, The process of operations strategy deployment-The methodological context, Project – delivery context, participation – Operational context.

Recommended Books:

1. Operations Strategy, Nigel Slack, Pearson Education limited
2. Operations strategy, David Walters. Palgrave Macmillan.
3. Operations Management by Terry Hill, Palgrave, 2nd Edition.

INTERNATIONAL BUSINESS ELECTIVES

CODE: EC IB 01 to EC IB 10

Sl. No.	Elective Course	Semester
01.	International Economics	S3
02.	International Financial System	S3
03.	International Marketing	S3
04.	Import / Export Policies & Procedures	S3
05.	Global Trade Practices	S3
06.	International Human Resource Management	S3
07.	International Economic Organisations	S4
08.	International Logistics & Supply Chain Management	S4
09.	International Trade Promotion Strategies	S4
10.	World Economic Geography	S4

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IB 01	INTERNATIONAL ECONOMICS	Working	S3 Elective

Course Objective	
01.	To provide an introduction on basic concepts and theories on international economics
02.	To familiarize the participants concepts of international monetary system.
03.	To familiarize the participants on trends in India's foreign trade.

Module 1 Introduction to International Economics

Meaning, Scope & Importance Inter-regional and international trade. Importance of International Trade. Theoretical Aspects of Economic Integration: Free trade area, customs union and common market; Theory of customs union; Trade creation and Diversion effects.

Module 2 Theories of International Trade

Theory of Absolute Cost Advantage, Theory of Comparative Cost Advantage. Intra – Industry Trade. Gains from Trade, Measurement of gains, static and dynamic gains. Terms of trade – Importance & Types, Detrainment's of Terms of trade, Causes of unfavorable terms of trade to less developed countries.

Module 3 Trade policy & Exchange Rate

Free trade policy – case for and against, Protections – case for and against, Types of Tariffs and Quotas, Determination of Exchange rate, Fixed & Flexible Exchange Rate – Merits and Demerits.

Module 4 Balance of Payments

Balance of trade and Balance of payments; Current Account Deficit (CAD) – Concepts and Components Equilibrium and Disequilibrium in Balance of Payments; Causes and Consequences, Measures to correct deficit in the Balance of Payments. International Monetary System, Devaluation; - Merits, Demerits and Limitations, Appreciation and depreciation; Foreign Trade Multiplier; - Concept and Limitations, IMF, World Bank – Objectives, Functions & Performance.

Module 5 Foreign Trade in India

Recent changes in the composition and direction of foreign trade; Causes and Effects of persistent deficit in the Balance of Payments; Measures adopted by the Government to correct the deficit after 1991; WTO & India Export Promotion measures, Export Promotion – Contribution of SEZ; Foreign Trade policy 2015-20, Role of Indian Multinational Corporations.

Recommended Books:

1. Krugman P.R and M. Obstfeld , International Economics : Theory and Policy, Pearson.
2. D.Salvatore, International Economics, Wiley India.
3. Bo Sodersten and Geoffrey Reed, International Economics, Macmillan Press Ltd.
4. Cherunilam Francis, International Economics, TATA McGraw-Hill Publishing Company Ltd, New Delhi.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IB 02	INTERNATIONAL FINANCIAL SYSTEM	Working	S3 Elective

Course Objective	
01.	To provide an introduction about international financial system to the participants.
02.	To familiarize the participants concepts of exchange rate determination and foreign exchange markets.
03.	To familiarize the participants on international financial markets, instruments and debt crisis.

Module 1 Introduction to International Financial System

International Monetary System: Features and requirements; System of exchanging currencies – From Bretton Woods system to free float and convertibility; Pegging of currencies – target zone arrangement; European monetary system; International liquidity.

Module 2 Exchange Rate Determination

Exchange rate determination in spot and forward market – Interest Rate Parity (IRP), Purchasing Power Parity, Fisher open equation Monetary and portfolio balance approaches; Shortrun demand and supply theory, BOP theory, and Growth theory; Forecasting Exchange Rate.

Module 3 Foreign Exchange Markets and its Activities

Exchange rate quotations and practices; Foreign exchange market activities; Forex Exposure and Risk Management. Arbitraging, hedging, forward contracts, forfeiting and speculation.

Module 4 International Financial Markets and Instruments

Changing scenario; International capital and money market instruments; International development banking; Euro – currency markets; International securities markets and instruments – Bond and notes market; equity market, GDR, ADR, EDR and IDR; Integration of financial markets and approach; Role of financial intermediaries.

Module 5 International Debt crisis

Causes and impact on the developing and developed countries; challenges of International debt crisis.

Recommended Books:

1. Levi, Maurice, International Finance, McGraw Hill Inc., New York.
2. Shapiro C, Alan, Multinational Financial Management, Wiley India.
3. Sharan V, International Financial Management, Prentice Hall of India Private Ltd, New Delhi.
4. Seth A.K., International Financial Management, Rutledge.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IB 03	INTERNATIONAL MARKETING	Working	S3 Elective

Course Objective	
01.	To familiarize the participants basic concepts of international marketing.
02.	To familiarize the participants on factors deciding international product and it's pricing.
03.	To familiarize the participants basic concepts of various international promotional strategies.

Module 1 Introduction to International Marketing

Nature, importance and scope of international marketing – International market orientation and involvement, International marketing management process – an overview. Influence of physical, economic, socio, cultural, political and legal environments on international marketing, operations; Scanning and monitoring global marketing environment; International marketing information system.

Module 2 International Market Segmentation and Positioning

Screening and selection of markets; International market entry strategies. International Product Planning: Major Product and Services decisions. Product standardization vs. adaptation; Managing product line; International product life cycle (IPLC); New product development.

Module 3 Pricing for International Markets

Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing. International Distribution Decisions: Distribution channel strategy – International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics inventory management transportation, warehousing and insurance.

Module 4 International Promotion Strategies

Communications across countries complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; Developing international promotion campaign; Planning for direct mail, sales literature, trade fairs and exhibitions.

Module 5 International Marketing Planning, Organising and Control

Emerging trends in International Marketing; International Marketing through Internet; Ecological concerns and International Marketing ethics..

Recommended Books:

1. Rakesh Mohan Joshi, International Marketing, Oxford University Press, New Delhi, 2005.
2. Francis Cherunilam, International Marketing, Himalaya Publishing House, Mumbai.
3. J. S. Rathor & B. S. Rathor, Export Marketing, Himalaya Publishing House, Mumbai, 2016.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IB 04	IMPORT/EXPORT POLICIES & PROCEDURES	Working	S3 Elective

Course Objective	
01.	To familiarize the participants basic concepts of import/export formalities.
02.	To familiarize the participants on important international trade terms.
03.	To familiarize the participants processing of an import/export order.

Module 1 Registration formalities for Exports/Import

IEC Code, DGFT, CB, Regional Licensing authorities, export Promotion Councils, Tax, Excise Authorities. Various types of Exports: Merchant/Manufacture, Government regulation on Export/Import - Banned, prohibited, canalized, restricted items; status house holders-benefits.

Module 2 International Trade Terms

INCOTERMS 2010-FOB, CIF, EXW etc; UCPDC - UCP 600; Trade contract and trade elements; Export Payment Terms: Credit risk management and payment terms; Main features of payment terms - Advance payment, open account, documentary credit; Letter of credit and parties involved; Types of LC; – Documentary bills for collection –DP and DA; Marine and Credit insurance; Export finance – pre-shipment and post-shipment; Price computation - FOB, CFR & CIF.

Module 3 Import

Preliminaries, Procedures & Policies, Government regulations on import - Negative lists; Categories of importers - Actual/Non-actual user license, Special schemes for importers - EPCG, Duty exemption and remission, DFIA, DBK, EOUs, SEZ, STPs etc; Import Documentation - transport documents, bill of entry, airway bill, certificate of inspection, certificate of measurement, freight declarations.

Module 4 Packing and labeling of Export Consignments

Central Excise Rules, Cargo Insurance and Claim Procedures, Declaration of Exports and forms GR/SDF/PP/SOFTEX, Custom Clearance of Export Cargo; Quality Control and Pre-shipment Inspection; EIA/EIC ; ISO 9000/BIS 14000.

Module 5 Processing of an Export order

Documents – ADS - commercial and regulatory documents; Transport Documents, Invoices, Bill of exchange, B/L, Shipping bill, certificate of origin - GSP, customs house agent; Pre-shipment Export Documents, Letter of Credit, Documents relating to it, Export Incentives, Export Houses Basics.

Recommended Books:

1. J. S. Rathor & B. S. Rathor, Export Marketing, Himalaya Publishing House, , Mumbai,2016.
2. Khushpat S. Jain,Export Import Procedures & Documentation,Himalya Publishing House, Mumbai, 2015.
3. Ministry of Commerce, Handbook of Procedures, Volumes I and II, Government of India, New Delhi.
4. Ram Paras, Exports: What, Where and How?, Anupam Publications, New Delhi

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IB 05	GLOBAL TRADE PRACTICES	Working	S3 Elective

Course Objective	
01.	To familiarize the participants concepts of international trade.
02.	To familiarize the participants on India's foreign trade and policies.
03.	To introduce participants about Indian Government role in fostering international trade in India.

Module 1 International Trade

Need and importance of international trade – leading countries – Pattern and structure of global trade, Major Trade Blocks: NAFTA, EEC, ASEAN, Tariff and non-tariff barriers; Recent trends in world trade.

Module 2 India's Foreign Trade and Investments

Pattern and structure of India's foreign trade; Terms of trade; Foreign investment flows - FDI; India's balance of payments account and correction policies.

Module 3 India's Foreign Trade Policy

FTP 2015-20 highlights - MEIS, SEIS etc. – Export promotion – Import Policy and control – Foreign investment policy – Policy Framework for FDI in India; Nature and characteristic features of Exim documents; EDI and documentation; EXIM Policy Framework: DGFT, Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions.

Module 4 Role of Government in India's Foreign Trade

DGFT – FEMA - EPC; EOU – EPZ – SEZ in India, Government support for International Trade - Schemes and incentives; Credit Risk Management: Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements.

Module 5 International trade bodies and regulations

WTO, WIPO - TRIPS, TRIMS, GATS, GSP; India's Trade relationship with major Trade Blocs in the world – India's Trade agreements with various blocs.

Recommended Books:

1. Francis Cherrunilam, International Trade and Export Management, Himalya Publishing House, 2009.
2. H. Elhanan, International trade and trade policy, MIT Press.
3. Ministry of Commerce, Handbook of Procedures, Volumes I and II, Government of India.
4. Ram, Paras, Exports: What, Where and How?, Anupam Publications, New Delhi.
5. Salvatore D, International Economics, John Wiley & Sons.
6. SubbaRao P, International Business, Himalya Publishing House

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IB 06	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	Working	S3Elective

Course Objective	
01.	To provide an introduction on global HR management challenges.
02.	To familiarize the participants techniques for taking up global assignments.
03.	To familiarize the participants concepts on practices and programs for global HR management.

Module 1 HR and Global Business Challenge:

The differences between domestic and international Human Resources – The Various perspectives and approaches of International Human Resource Management.

Module 2 The role of cultural understanding

Culture and HR functions in a global subsidiary Planning Recruitment and Selection, Staffing Policies, Performance Management of international employees, Performance Appraisal in a global context. Recent innovative methods in HRM.

Module 3 Orienting and training employees for global assignments

Approaches to training - Integrating business strategy with international training & development. Compensation - various approaches – Factors affecting compensation systems. Benefits – the adjustments and incentives.

Module 4 ILO and International Labor Relations

Key issues, Various Agreements International Labour standards, Safety and fair Treatment, Repatriation: Process, Problems and Solutions.

Module 5 MNC's and HR Policies

Human Resources Practices and Programs adopted in USA, European and Major Asian countries (Japan, China and India).

Recommended Books:

1. Dowling PJ and Welch DE, International Human Resource Management, Cengage Learning, Thompson.
2. Pawan Budhwar, Managing Resources in Asia-Pacific, Rutledge Taylor & Francis Publication.
3. Paul Sparrow, Chris Brewster and Hillary Harris, Globalizing Human Resource Management, Routledge Taylor & Francis Publication.
4. P.L Rao, International Human Resource management, Excel books.
5. Randal Schuler & Susan Jackson, Managing Human Resources in Cross-Border Alliances, Rutledge Taylor & Francis Publication.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IB 07	INTERNATIONAL ECONOMIC ORGANISATIONS	Working	S4 Elective

Course Objective	
01.	To provide an introduction on relevance of international economic organizations.
02.	To provide an introduction on important international trade agreements and economic integration.
03.	To familiarize the participants on important regional trade blocs and its impact on India's global trade.

Module 1 International Organisations

International Monetary Fund (IMF): World Bank Group - International Bank for Reconstruction and Development (IBRD), International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA).

Module 2 International Agreements on Trade & Service

General agreement on Tariffs and Trade (GATT); World Trade Organisation (WTO); WTO Agreement, Tariff and Non- Tariff restrictions, Investment and transfer of technology, Quota restriction and anti- dumping, permissible regulations, Dumping of discarded technology and goods in International Markets. United Nations Conference on Trade and Development (UNCTAD); International Labour Organisation(ILO).

Module 3 Economic Integration and Cooperation

Meaning and Scope, rationale and objectives, Forms of Integration, Integration Theory. Benefits and Disadvantages of RIAs. Economic Integration of Developed Countries and Developing countries.

Module 4 Selected Regional Blocks

NAFTA, EU, ASEAN, SAARC, SAPTA, Indo-Lanka Free trade, Indo - Singapore CECA Globalization vs. Regionalization.

Module 5 India and International Economic Organisations

India's Trade relationship with major Trade Blocs in the world – India's Trade agreements with various blocs; India and Regional cooperation; Impact of international economics organisations in Indian's trade and service – WTO, WIPO etc.

Recommended Books:

1. Cherunilam Francis, International Economics, TATA McGraw-Hill Publishing Company Ltd, New Delhi.
2. Krugman P.R and M. Obstfeld , International Economics : Theory and Policy, Pearson.
3. Salvatore D, International Economics, Wiley India.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IB 08	INTERNATIONAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT	Working	S4 Elective

Course Objective	
01.	To provide an introduction on concepts and relevance of logistics and supply chain management in international trade.
02.	To familiarize the participants concepts of various modes of transport and warehousing of merchandise goods.
03.	To familiarize the participants concepts of supply chain drivers.

Module 1 Marketing Logistics

Concept, objectives and scope; Relevance of logistics in international marketing; International supply chain management and logistics; Concept of customer service; Third and Fourth Party Logistics, Total cost approach to Logistics.

Module 2 General Structure of Shipping and Air transport

Characteristics, liner and tramp operations; Code of conduct for liner conferences; Freight structure and practices; Chartering principles and practices; UN convention on shipping; Air transport – Air freight – IATA – Cargo handling; freight structure and operations; Carrier consignee liabilities.

Module 3 Developments in Ocean Transportation

Containerization - types; CFS and ICD; Dry ports; Multi-modal transportation and CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents, Ship owner and shipper consultation arrangements. Inventory control and Warehousing: Inventory management – concepts and application to international marketing; Significance and types of warehousing facilities.

Module 4 Supply Chain

Definition – scope and importance of supply chain – supply chain drivers and metrics - Designing supply chain network: Distribution network – Factors influencing distribution - Transportation decision in supply chain management.

Module 5 Forecasting and planning in supply chain management

Measuring Logistics Costs and Performance - Co-ordination in supply chain management - Role of IT in supply chain management. Global Merits of Logistics Management

Recommended Books:

1. Branch Alan, Global supply chain management and International logistics, Routledge, 2009.
2. David P, International Logistics, Biztantra, New Delhi , 2006.
3. K. ShridharaBhat, Logistics and Supply Chain Management, Himalaya Publishing House, Mumbai, 2014.
4. Sudalaimuthu S, Raj S. Anthony, Logistics Management for International Business: Text and Cases, Prentice-Hall of India Pvt. Ltd.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IB 09	INTERNATIONAL TRADE PROMOTION STRATEGIES	Working	S4 Elective

Course Objective	
01.	To familiarize the participants concepts of international advertising, media planning and analysis.
02.	To familiarize the participants on international sales promotion and information on international trade promotion organizations.
03.	To familiarize the participants on Government regulations/incentives on import/export of promotional materials.

Module 1 Global advertising

Global market segmentation and advertising strategy advertising media, branding, selecting of advertising agency; Branding decisions in International trade-brand piracy.

Module 2 Media planning and analysis

Tactical considerations, specific media information, media limitation legal and tax consideration, language limitation, cultural diversity production and cost limitation, international control of advertising.

Module 3 Sales promotion

Sales management for exporters, export sales organizations; Government regulations for import and export; Export salesman – characteristics, recruitment and training, routing of salesman, foreign language skills, sales promotion restrictions.

Module 4 Export promotion

Export promotion organization, Foreign Embassy support, ITPO, DGFT, DGCI&S, CGPDTM, SEZ, APEDA, FIEO, IIFT, MPEDA, Commodity Boards and Export Promotion councils.

Module 5 International agencies for Trade Promotion

Major Global Trade Fairs/Exhibitions-Commodity/Sector, Government support for trade promotion - incentives, Use of Internet for trade promotion; Emerging trends in International trade promotion.

Recommended Books:

1. Francis Cherunilam, International Marketing, Himalaya Publishing House, Mumbai.
2. Rakesh Mohan Joshi, International Marketing, Oxford University Press, New Delhi, 2005.
3. Rathor J S & Rathor B S, Export Marketing, Himalaya Publishing House, Mumbai, 2016.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IB 10	WORLD ECONOMIC GEOGRAPHY	Working	S4 Elective

Course Objective	
01.	To provide an introduction on basic concepts of economic geography and commercial activities.
02.	To familiarize the participants on various natural resources and its commercial implications.
03.	To familiarize the participants on concepts of industrial distribution and international logistics management.

Module 1 Main Concepts of Economic Geography

Meaning, Scope and Approaches to Economic Geography, Meaning of environment, physical or natural environment and cultural or manmade environment; Commercial activities: Primary, secondary, tertiary and quaternary activities; Factors affecting commercial activities of man; Physical or natural factors: Location, climate, physiography, soil, minerals, vegetation, water bodies.

Module 2 Mineral & Agri Resources

Iron Ore & Bauxite, Power Resources: Coal, Petroleum & Hydro Electricity, Resource Conservation, Principal Crops: Wheat, Rice, Sugarcane & Tea, Commercial grazing, plantation agriculture, truck farming, Green revolution in India, Legal aspects - TRIPS, TRIMS, Geographic Indication, Patent Laws.

Module 3 Animal resources

World distribution of cattle, sheep rearing, pig farming, poultry, Sericulture, Marine resources: Major fishing regions of the world, Pisciculture and blue revolution.

Module 4 Industrial Distribution

World distribution of iron and steel industries, cotton textiles, petrochemical industries, ship building and Information Technology (IT).

Module 5 International Trade

Major Trans-Continental Railways, Sea & Air Routes, International Trade: Patterns & Trend, Major Trade Blocks: NAFTA, EEC, ASEAN; Tariff and Non-tariff barriers; Effect of Globalization on Developing Countries.

Recommended Books:

1. Paul Knox, John Agnew and Linda McCarthy, The Geography of the World Economy, Oxford University Press, USA.
2. Saxena H M, Indian and World Geography: Physical, Social and Economic, Rawat Publications, 2016.
3. World Bank Inc, World Development Report, Reshaping Economic Geography, World Bank Publications.

INFORMATION SYSTEMS

ELECTIVES

CODE: EC IS 01 to IS 10

Sl. No.	Elective Course	Semester
01.	System Analysis & Design	S3
02.	E-Business	S3
03.	Enterprise Resource Planning	S3
04.	Information Security Management	S3
05.	Software Quality Management	S3
06.	Cloud Computing	S3
07.	Decision Support System	S4
08.	Software Project Management	S4
09.	Database Management	S4
10.	E-Business Strategy	S4

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IS 01	SYSTEM ANALYSIS & DESIGN	Working	S3 Elective

Course Objective	
01.	This course is designed to provide a clear insight to students on system analysis and design, which is the foundation of business systems development and implementation.

Module 1

Overview of System Analysis and Business modeling; System components, Business profile, business process models, Business Systems Concept; Systems Development Life Cycle; Project Selection; feasibility Study. Impact of internet, web based system development, Guidelines for System development, Roles and responsibilities of a Business Analyst.

Module 2

System analysis: Systems documentation consideration: Principles of Systems Documentation, Types of documentation, Requirement gathering techniques: Interviews, Group, Communication Questionnaires, Presentations & Site Visits, SRS documentation. Tools for Analysis and Design of Business System: modelling, prototyping, CASE tools; Methodologies: Structured analysis, Object oriented analysis, agile methods. System analysis activities, techniques: JAD, RAD, Agile methods. Modelling tools: DFDs, Functional decomposition diagrams, CASE tools, UML; Data and process modelling: DFDs, Data Dictionaries; Process description tools: Decision Analysis; Decision Trees and Tables.

Module 3

Business Modelling with UML, Components of UML used in Business Modelling, RUP, IDEF, and BPMN 2.0 basics. Object modelling: Object oriented analysis, Object modelling with UML: Class diagram, Object diagram, State chart diagram, Activity diagram, Sequence diagram, Collaboration diagram, Use case diagram, Component diagram, Deployment diagram

Module 4

Output and User interface design: Output design, input design, user interface design, File Design ,Data design concepts, DBMS components, ER diagrams, Documentation Tools ; Testing Techniques Available ; Systems control and Audit trails ; Systems Administration and Training ; Conversion and Operations Plan.

Module 5

Systems Control and Quality Assurance: Hardware and Software Selection , Hardware Acquisition ; Bench marking , Vendor Selection , Operating System Selection , Language Processors. Performance and Acceptance Testing Criteria, Preparing User Manual. Maintenance Activities and Issues.

Recommended Books:

1. Elias M. Awad, System Analysis & Design, Galgotia Publications. India
2. Senn, Analysis & Design of Information Systems, McGraw Hill International.
3. Shelly, Rosenblatt, System Analysis & Design, Cengage Learning, Eighth edition.
4. Hoffer, Modern System Analysis & Design, Pearson Education.
5. Rumbaugh, Jacobson, Booch, UML- Reference Manual, Pearson.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IS 02	E-BUSINESS	Working	S3 Elective

Course Objective	
01.	This course is aimed at developing an understanding of e-business, with reference to various issues and concerns imperative to implementation of e-business strategies

Module 1

Introduction To E Business: Origin - Overview of E-Business - Need and factors affecting Electronic Business - Features of Electronic Business. Electronic business Framework - Enablers of e-business, Information Services; Interpersonal Communication; Shopping Services; Virtual Enterprises, Web 2.0 and Social Networking, Mobile Commerce, S-commerce, T-Commerce, Economic and social impacts of e-business.

Module 2

E Commerce Business Models: Business to Consumer (B2C) - Business to Business (B2B) - Consumer to Consumer (C2C) - Peer to Peer Business Models, M-Commerce Business Models - Sharing economy - Value Proposition - Revenue Model, Market Opportunity - Competitive Environment - Competitive Advantage, Market Strategy, Organizational Development, Management Team.

Module 3

Electronic Payment Systems: Electronic Data Interchange - Paying via the Net - Payment Protocols - Payment Gateways - Payment and Content Management, Role of Application Service Providers (ASPs) in Payment via the Internet, Electronic Payment Systems (Cash, Check, Credit Card, Stored Value, Accumulating Balance), Working of Online Credit Card.

Module 4

Business Applications: E-Commerce and retailing - On-line retail industry dynamics - On-line mercantile models from customer perspective; Management challenges in on-line retailing, E-Commerce and on-line publishing - On-line publishing approach from customer perspective.

Module 5

Legal, Privacy Issues, Security and Future: Web security Introduction - Firewalls and transaction security. Knowledge management in the e-Commerce Era - Search Engine Optimization (SEO), Indian e-Commerce Scenario; IT Act, Legal issues in E commerce, Indian Convergence Bill; Cyber Appellate and public key infrastructure (PKI), Hype Cycle, Attribution Modelling

Recommended Books:

1. Bharat Bhaskar, E-commerce: Framework, Technologies and applications. McGraw Hill Education (India) pvt ltd, 4th Edition.
2. Harvey M.Deitel, Paul J.Deitel & Kate Steinbuhler, E-business and E-commerce for Managers, Pearson, 2011.
3. Kalakota R- Electronic Commerce - Frontiers of E-Commerce, Pearson Education, 2007, 3rd Ed.
4. Kenneth C. Laudon and Carol Guercio Traver, E Commerce: Business, Technology, Society, Pearson Education, 3rd Ed.
5. Krishnamurthy S, E-Commerce Management: Text and Cases, Cengage South-Western, 2006.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IS 03	ENTERPRISE RESOURCE PLANNING	Working	S3 Elective

Course Objectives	
01.	To understand the business process of an enterprise.
02.	To grasp the activities of ERP project management cycle.
03.	To understand the emerging trends in ERP developments.

Module 1

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.

Module 2

ERP Solutions and Functional Modules: Information Systems – Overview of ERP software solutions - Small, medium and large enterprise vendor solutions - ERP Functional modules, BPR and best business practices - Business process Management.

Module 3

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.

Module 4

Post Implementation: Maintenance of ERP - Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

Module 5

Emerging Trends on ERP: Extended ERP systems and ERP add-ons -CRM, SCM. Business analytics - Future trends in ERP systems-web enabled - Wireless technologies, cloud computing.

Recommended Books:

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
3. Mahadeo Jaiswal and Ganesh Vanapalli, ERP, Macmillan India, 2009
4. Mary Sumner, ERP, Pearson Education, 2008
5. Rajesh Ray , Enterprise Resource Planning, Tata McGraw-Hill, 2011
6. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012
7. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IS 04	INFORMATION SECURITY MANAGEMENT	Working	S3 Elective

Course Objective	
01.	To identify and discuss the benefits of implementing an information security management system in an organization.
02.	Be able to identify assets and threats, and assess risks.
03.	To plan and implement a information security management system (ISMS) in an organization

Module 1

Introduction to Information Security: The business need for security - Confidentiality, availability, integrity et al. Components of an information system - Software, hardware, data, people, procedures. System and security development lifecycles.

Module 2

Risk Management: Risk Management terminology - Agents, threats, vulnerabilities, etc. Risk Identification, assessment (quantitative and qualitative) - Risk appetite and residual risk - Selecting a risk control strategy - Risk management frameworks – NIST, ISO 31000.

Module 3

Planning for Security: Methodologies for Information Security Evaluation and Assurance - ISO 27000, Common Criteria, NIST Framework - Security education and training - Business Continuity strategies.

Module 4

Security Technologies: Firewalls and VPNs - Intrusion detection, scanning and analysis tools - Penetration testing approaches and tools - Physical security controls.

Module 5

Implementing Information Security: Information security project management - Technical aspects - Non-technical aspects.

Recommended Books:

1. Eric A. Fisch ,Gregory B. White, Secure Computers and Networks: Analysis, Design, and Implementation , CRC Press
2. Harold F. Tipton and Micki Krause, Information Security Management Handbook, Sixth Edition, , Auerbach Publications.
3. Michael E. Whitman and Herbert Mattord, Principles of Information Security, 4th Edition, , Cengage Learning (2012)
4. Ron A. Weber, Information Systems Control and Audit, Pearson Education India (2002)

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IS 05	SOFTWARE QUALITY MANAGEMENT	Working	S3 Elective

Course Objective	
01.	To provide a sound knowledge about software quality among management students
02.	To know software quality tools and testing processes in software development environment

Module1

Software Quality: Meaning and definition of Software Quality. Quality control v/s Quality Assurance, Quality Assurance in Software at each Phase of SDLC. QMS in an organization. Need for SQA group. Software CMM and other Process improvement Models.

Module 2

Software Quality Measurement and Metrics: Product Quality Metrics: Defect Density, Customer Problems Metric, Customer Satisfaction Metrics, In-Process Quality Metrics: Defect Arrival Pattern, Phase-Based Defect Removal Pattern, Defect Removal Effectiveness, Metrics for Software Maintenance: Backlog Management Index, Fix Response Time, Fix Quality.

Module 3

Basic Quality Tools : Ishikawa's Diagram, Pareto Diagram, Histogram, Run Charts, Scatter Diagram, Control Charts, Cause & Effect Diagram, Relations Diagram

Module 4

Six Sigma Methodology: Define Six sigma. Tracking Xs and Ys. Six ingredients of Six Sigma. Three ways to Six Sigma – Process Improvement, Process Design/Redesign, Process Management. Organizing for six sigma – Leadership Group, Project Sponsors & Champions, Implementation leader, Master Black Belt, Black Belt, Team, Process owners. DMAIC Vs DMADV process.

Module 5

Software Verification, Validation & Testing: Objectives and Limits of Testing, Value Vs Cost of testing, Test Planning, Static Testing, Functional Testing, Structural Testing, Performance Testing, Testing Environment, Automated Testing Tool, Analysing and Interpreting Test Results.

Recommended Books:

1. Nina S Godbole, *Software Quality Assurance*: Narosa Publishing House Pvt. Ltd
2. Stephen H. Kan, Kan, *Metrics and Models in Software Quality Engineering*, Second Edition, Pearson Education, Inc.
3. Gerald D. Everett, Raymond McLeod, *Software Testing- Testing Across the Entire Software Development Life Cycle*, John Wiley & Sons , Inc Publication.
4. Pankaj Jalote, *CMM in Practice. Processes for Executing Software Projects at Infosys*, Pearson Education

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IS 06	CLOUD COMPUTING	Working	S3 Elective

Course Objective	
01.	This course is aimed at developing an understanding about the basics of Cloud Computing for Business Management

Module 1

Introduction to Cloud Computing: Evolution - Cloud Computing, Hardware, Internet and Software, Virtualization. Cloud service Attributes: Access to the cloud, Cloud Hosting, Information technology support. Characteristics of Cloud Computing: Rapid Elasticity, Pay per use, Independent Resource Pooling, Network Access, Web Services on Cloud

Module 2

Cloud Services Applications: Cloud Delivery Models- Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service. Cloud Categories: Public Cloud, Private Cloud, Hybrid Cloud, Community Cloud. Applications – Online Planning and Task Management –Event Management – CRM. Cloud service development tools -word processing, databases, storing and file sharing on cloud.

Module 3

Cloud Computing For Managers: Centralizing Email Communications – Collaborating on Schedules - To-Do Lists, Contact Lists. Online Community development, Online collaboration tools for projects, Cloud Computing for Business

Module 4

Cloud Management: Privacy and its relation to Cloud-based Information Systems. Security in the Cloud: Data Security and Control, Provider Loss, Subpoenaed Data, Lack of Provider Security, Encryption. Common Standards in the Cloud, End-User Access to the Cloud Computing, Legal and Ethical dimensions, Cloud Pricing Models.

Module 5

Virtual Office Management: Web-based communication tools, Web Mail Services, Web Conference Tools, Social Networks and Groupware, collaborating via blogs and Wikis, IBM, Amazon Ec2, Google Apps for Business.

Recommended Books:

1. John W. Rittinghouse and James F. Ransome, Cloud Computing Implementation, Management and Security, CRC Press, Taylor & Francis Group, Boca Raton London, 2010.
2. Kumar Saurabh, Cloud Computing – Insights into new era infrastructure, Wiley India, 2nd Edition,
3. Michael Miller, Cloud Computing: Web-Based applications That Change the Way You Work and Collaborate Online, Que Publishing, 2009
4. Haley Beard, Cloud Computing Best Practices for Managing and Measuring Processes for On-demand Computing, Applications and Data Centers in the Cloud with SLAs, Emereo Pty Limited, July 2008.
5. Alfredo Mendoza, Utility Computing Technologies, Standards, and Strategies, Artech House INC, 2007
6. Bunker and Darren Thomson, Delivering Utility Computing, John Wiley & Sons Ltd, 2006.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IS 07	DECISION SUPPORT SYSTEM	Working	S4 Elective

Course Objective	
01.	The objective of the subject is to understand the components of Decision Support System and its relevance for effective information decision making.

Module 1

Introduction: Management Support systems - Decision making, Models. DSS Overview - Data – Model. Knowledge – Types - Defining Knowledge Management – Evolution of KM.

Module 2

Data - Data Collection, Data Warehousing and Data Mining. Data visualization – Modeling - Static and dynamic. Optimization - Simulation. Multidimensional modeling.

Module 3

Group Support Systems, Enterprise Decision Support Systems and Knowledge Management Systems: Group support system (GSS) meaning - Technologies, Enterprise DSS, Knowledge Management – concepts – basic KM discipline and emerging trends, Knowledge management methods, Technologies and Tools.

Module 4

Knowledge Based DSS : Artificial Intelligence - Knowledge management relationship with AI - AI methods used in KMS, Knowledge Acquisition and validation - Knowledge representation - Inference techniques.

Module 5

Advanced Intelligent Systems: Neural Computing - Fuzzy Logic - Intelligent Agents – Implementation – Integration - Intelligent DSS

Recommended Books:

1. Efraim Turban and Jay E. Aronson, Decision Support System and Intelligent Systems, Prentice Hall International, 9th Edition 2010.
2. Elias M. Awad and Hasan M. Ghazri ,Knowledge Management, Pearson Education.
3. George M Marakas, Decision Support System, Prentice Hall International, Paperback Edition, New Delhi, 2003.
4. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.
5. Janakiraman V. S and Sarukesi K, Decision Support Systems, Prentice Hall of India, 6th Printing 2006.
6. Thothathri Raman A, Knowledge Management – A resource book ,Excel Books, 2004.
7. Vahid Lotfi, Decision Support System for Operation Management and Management science, McGraw Hill Inc, International Edition, New Delhi 1996.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IS 08	SOFTWARE PROJECT MANAGEMENT	Working	S4 Elective

Course Objective	
01.	To equip the students with the tools and techniques of Software Project Management
02.	To support the student community to design and implement information system with

Module 1

Software engineering and management: Functions of management, Need for software management, Conventional software management. Evolution of software Economics .Improving software Economics, conventional and modern software engineering.

Module 2

Software development as a process: Building the software development team - Team building as a process, The Apollo syndrome, Management Styles, A maturity model for software project management, Process of team building ,Developing and maintaining project plan – Software development plan, using the work break down structure, optimizing the project plan using the design structure matrix, risk management.

Module 3

Management Methods and Technology: Selecting a software development life cycle model – the software quality life cycle, modeling process, life cycle models, selecting a software development life cycle , Modeling the target system – requirements modeling methods, requirements analysis using self interaction matrices, realtime systems. Estimating project size, cost and schedule – costing and sizing software projects, software lifecycle management, 3D function point method, cost variance method ,Tracking the software project plan – tracking schemes, Earned Value Management (EVM), precedence diagramming for cost and schedule control, tracking remedial action.

Module 4

Managing software professionals: Improving team performance – basics, relative importance of workplace, models of motivation, managing high performance teams-Evaluating software development team – classic techniques for valuating individuals, Strategy Based Evaluation methods (SEM), the SEM process, traditional performance evaluation methods, evaluating the software development team.

Module 5

Future of software management: Modern project profiles, Next generation software economics, Modern process transitions Agile, SCRUM approaches of project management.

Recommended Books:

1. Lawrence J Peters . Getting results from software development teams, Microsoft Press
2. Walker Royce, Software project Management, Addison-Wesley
3. Sanjay Mohapatra, Software Project Management – Cengage Learning

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IS 09	DATABASE MANAGEMENT	Working	S4 Elective

Course Objective	
01.	To help the student validate skills in building and implementing databases across Organisations
02.	To be aware of recent trends in database management
03.	It aims at providing the participants an opportunity to study the hands-on implementation of a data base in corporate environment

Module 1

Introduction: Data, database – meaning, DBMS – DBMS models. Querying data with SQL, Developing SQL Databases. Manipulating Data using data manipulation language (DML) Expressions - Reporting .Normalization- types and need for Normalization

Module 2

Database Implementation: Query Processing basics and optimization. Transactions Models, Concurrency Control – Recovery, Security and Authorization – Storage, Indexing and Hashing – ISAM (Indexed Sequential Access Method), B-Trees – Kd Trees – X Trees, Dynamic Hashing.

Module 3

Distributed Databases: Meaning – Architecture - Advantages, Optimization Access Strategies, Distributed Transactions Management, Concurrency Control – Reliability.

Module 4

Object Oriented Databases: Object Oriented Concepts – Data Object Models –Object Oriented Databases. Issues in OODBMS - Object Oriented Relational Databases – Object Definition Languages – Object Query Languages.

Module 5

Emerging Trends: Data Mining – Data warehousing – Star, Snowflake, Fact Constellation. Open source database systems. Scripting Language, JDBC (Java Database Connectivity), ODBC (Open Database Connectivity), Big data analytics.

Recommended Books:

1. Peter Rob and Carlos Coronel, Database System and Design, Implementation and Management, 7th edition, Cengage Learning.
2. Ramez Elmasri and Shamkant B. Navethe, Fundamentals of Database Systems, 4th , Pearson Education, 2004.
3. Jeffrey A Hoffer et al, Modern Database Management, 10th Edition, Pearson Education, 2012.
4. Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 5th Edition, McGraw Hill
5. Thomas M. Connolly and Carolyn E. Begg, Database Systems – A Practical Approach to Design, Implementation and Management, 3rd edition, Pearson Education, 2003.

Course Code	Course Title	Level of Knowledge	Semester & Type of Course
EC IS 10	E-BUSINESS STRATEGY	Working	S4 Elective

Course Objective	
01.	To describe and evaluate predominant e-business models and strategies as well as to describe activities involved in formulating and implementing e-business strategies.
02.	To describe the challenges and business opportunities of mobile commerce and social networks.
03.	To develop strategic plan for e-business initiatives.

Module 1

Introduction to E-Business Strategy: overview of e-business and e-business strategy - External and internal analysis- Five Forces analysis - SWOT analysis, segmenting/targeting markets, value chain and value networks; Sustaining competitive advantage - building up barriers to imitation, dealing with threats of disruptive innovations in E-business.

Module 2

Strategy Options in E-Business Markets: Strategy fundamentals, e-business revenue models, fit between strategy and value chain; Exploiting new market spaces - value curve, new value creation, early mover advantages/disadvantages; Strategy for internal organization: make-or-buy decisions, organizational structure for e-business activities.

Module 3

Strategy for Interaction with Suppliers: E-procurement, e-SCM, B2B business models, B2B marketplaces and portals, auctions; Enhancing E-service collaboration with enforcement and relationship management.

Module 4

Strategy for Interacting with Customers: Consumer behavior and market segmentation, e-CRM, e-marketing, social networking strategies; Market research, role of intermediaries.

Module 5

E-Business Implementation: Creating effective web presence- customer-centric website design, website usability testing/evaluation frameworks, examples of winning e-business websites; Technology infrastructure -Web 2.0 Environment and Social Networks; M-Commerce, cyber trust, ethics, security and privacy.

Recommended Books:

1. Dave Chaffey, E-Business and E-Commerce Management: Strategy, Implementation and Practice, Prentice Hall.
2. Efraim Turban, Jae Lee, Michael Chung and David King, Electronic Commerce: A Managerial Perspective, Pearson/Prentice Hall
3. Mayer R, Chaffey D., Ellis-Chadwick, F and Johnston, K, Internet Marketing: Strategy, Implementation and Practice, Prentice Hall

MODEL QUESTION PAPER APPENDED

The following pattern of questions is suggested for Comprehensive evaluation by the University:

The total numbers of questions for all subjects are restricted to 6. (6 × 10 marks)

From each module, 2 questions are to be included in the University Examination; i.e.

Part One

1(A) Or 1 (B), 2 (A) Or 2 (B), 3 (A) or 3 (B), 4 (A) Or 4 (B), 5 (A) Or 5 (B)

Part Two

Compulsory Question

Case Study (Case Lets may be included) Or Practical Illustrations

For Problem based papers, one problem which justifies the allotted marks.

Depending on the nature of the subject, either part of one question in **Part One** can be short notes.

For example,

Write short notes on:

- (a) Consumer Equilibrium
- (b) Indifference Curves
- (c) National Income
- (d) Monopoly (4 × 2.5 = 10)
