

KADI SARVA VISHWAVIDYALAYA GANDHINAGAR

MASTER OF BUSINESS ADMINISTRATION (MBA)
PROGRAMME

HANDBOOK 2014

Structure and Syllabus for
MBA Programme
(Semester I & IV)

For the Students Admitted from the
Academic Year 2012-13

Curriculum

The course curriculum and syllabus for MBA of Kadi Sarva Vishwavidyalaya is devised considering the norms of AICTE. This syllabus has endeavored to strike a balance between theory and practice and classic and contemporary concepts. The MBA programme will be conducted on a semester basis with four semesters spread over two academic years. The duration of each semester will be around 15 weeks.

The courses in the first year of MBA are as follows:

SEMESTER – I

Course Code	Subject name
CC 101	Economics For Managers
CC 102	Accounting for Managers
CC 103	Managerial Communication
CC 104	Organizational Behavior
CC 105	Principles Of Management
CC 106	Quantitative Techniques for Managers
CC 107	Information System For Managers
CC 108	Winter Project

SEMESTER – II

Course Code	Subject name
CC 201	Cost & Management Accounting
CC 202	Environment for Business
CC 203	Financial Management
CC 204	Human Resource Management
CC 205	Marketing Management
CC 206	Production and Operations Management
CC 207	Business Research Methods

SEMESTER – III

Course Code	Subject name
CC 301	Entrepreneurship Development

CC 302	Management Control Systems
CC 303	Strategic Management
CC 304	Comprehensive Project - I

MARKETING SPECIALIZATION

MS 311	Integrated Marketing Communication
MS 312	Sales And Distribution Management
MS 313	Consumer Behavior

FINANCE SPECIALIZATION

FS 321	International Financial Management
FS 322	Security Analysis And Portfolio Management
FS 323	Management Of Financial Services

HUMAN RESOURCE SPECIALIZATION

HS 331	Compensation Management
HS 332	Management of Industrial Relations & Labor Legislations
HS 333	Change Management And Organizational Development

INFORMATION SYSTEM SPECIALIZATION

IS 341	Information Technology & Business
IS 342	System Analysis And Design
IS 343	Data Base Management System

SEMESTER – IV

Course Code	Subject name
CC 401	International Business
CC 402	Project Management
CC 403	Comprehensive Project - II

MARKETING SPECIALIZATION

MS 411	Services and Relationship Marketing
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MS 412	International Marketing
MS 413	Product and Brand Management

FINANCE SPECIALIZATION

FS 421	Derivatives & Risk Management
FS 422	Corporate Finance & Restructuring
FS 423	Banking and Insurance

HUMAN RESOURCE SPECIALIZATION

HS 431	International Human Resource Management
HS 432	Strategic Human Resource Management
HS 433	Human Resource Development

INFORMATION TECHNOLOGY SPECIALIZATION

IS 441	E-Business
IS 442	Enterprise Resource Planning
IS 443	Software Project Management

The courses in the first year of MBA are as follows:

SEMESTER – I

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Mid term exam	End term exam
CC 101	Economics For Managers	4	30%	30%	40%
CC 102	Accounting for Managers	4	30%	30%	40%
CC 103	Managerial Communication	4	30%	30%	40%
CC 104	Organizational Behavior	4	30%	30%	40%
CC 105	Principles Of Management	4	30%	30%	40%
CC 106	Quantitative Techniques for Managers	4	30%	30%	40%
CC 107	Information System For Managers	4	30%	30%	40%
CC 108	Winter Project	2	50% Internal Evaluation		50% External Evaluation

SEMESTER – II

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Mid term exam	End term exam
CC 201	Cost & Management Accounting	4	30%	30%	40%
CC 202	Environment for Business	4	30%	30%	40%
CC 203	Financial Management	4	30%	30%	40%
CC 204	Human Resource Management	4	30%	30%	40%
CC 205	Marketing Management	4	30%	30%	40%
CC 206	Production and Operations Management	4	30%	30%	40%
CC 207	Business Research Methods	4	30%	30%	40%
CC 208	Summer Project	4	50% Internal Evaluation		50% External Evaluation

SEMESTER – III
COMPULSORY COURSES

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Midterm exam	End term exam
CC 301	Entrepreneurship Development	4	30%	30%	40%
CC 302	Management Control Systems	4	30%	30%	40%
CC 303	Strategic Management	4	30%	30%	40%
CC 304	Comprehensive Project - I	4	50% Internal Evaluation		50% External Evaluation

SPECIALIZATION COURSE

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Midterm exam	End term exam
MS 311	Integrated Marketing Communication	4	30%	30%	40%
MS 312	Sales And Distribution Management	4	30%	30%	40%
MS 313	Consumer Behavior	4	30%	30%	40%
FS 321	International Financial Management	4	30%	30%	40%
FS 322	Security Analysis And Portfolio Management	4	30%	30%	40%
FS 323	Management Of Financial Services	4	30%	30%	40%
HS 331	Compensation Management	4	30%	30%	40%
HS 332	Management of Industrial Relations & Labor Legislations	4	30%	30%	40%
HS 333	Change Management And Organizational Development	4	30%	30%	40%
IS 341	Information Technology & Business	4	30%	30%	40%
IS 342	System Analysis And Design	4	30%	30%	40%
IS 343	Data Base Management System	4	30%	30%	40%

**SEMESTER – IV
COMPULSORY COURSES**

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Midterm exam	End term exam
CC 401	International Business	4	30%	30%	40%
CC 402	Project Management	4	30%	30%	40%
CC 403	Comprehensive Project - II	4	50% Internal Evaluation		50% External Evaluation

SPECIALIZATION COURSES

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Midterm exam	End term exam
MS 411	Services and Relationship Marketing	4	30%	30%	40%
MS 412	International Marketing	4	30%	30%	40%
MS 413	Product and Brand Management	4	30%	30%	40%
FS 421	Derivatives & Risk Management	4	30%	30%	40%
FS 422	Corporate Finance & Restructuring	4	30%	30%	40%
FS 423	Banking and Insurance	4	30%	30%	40%
HS 431	International Human Resource Management	4	30%	30%	40%
HS 432	Strategic Human Resource Management	4	30%	30%	40%
HS 433	Human Resource Development	4	30%	30%	40%
IS 441	E-Business	4	30%	30%	40%
IS 442	Enterprise Resource Planning	4	30%	30%	40%
IS 443	Software Project Management	4	30%	30%	40%

EVALUATION:

- (a) The objective of evaluation in the MBA Programme is not only to measure the performance of student but also to motivate them for better performance. Students are to be evaluated on the basis of class tests, quizzes, class participation, home assignments, project reports and Mid-semester and End-semester examinations. The method of evaluation as well as weightage to be assigned to different types of tests will be determined by the faculty teaching the course within the frame work of the Department's policy. The evaluation scheme of each course is to be announced to the candidates by the faculty for each course in the beginning of the semester.
- (b) At the end of each semester, the performance of students will be evaluated in terms of letter grades and reports which have the following equivalent grade points and connotations:

(i)	Letter Grades	Grade Points
Passed	A+	4.001 to 4.300
Passed	A	3.701 to 4.000
Passed	A-	3.301 to 3.700
Passed	B+	3.001 to 3.300
Passed	B	2.701 to 3.000
Passed	B-	2.301 to 2.700
Passed	C+	2.001 to 2.300
Passed	C	1.701 to 2.000
Failed	C-	1.301 to 1.700
Failed	D+	1.001 to 1.300
Failed	D	0.701 to 1.000
Failed	D-	0.001 to 0.700
Failed	F	0.00

(ii)	Reports	Connotations
	I	Incomplete
	S	Satisfactory
	U	Unsatisfactory

- (c) The student is required to fulfill the following conditions:

To maintain minimum grade of C or more in each component i.e. Mid Sem Exam (Out of 30 Per Cent), Continuous Evaluation Component (Out of 30 Per Cent) and End Sem Exam (Out of 40 Per Cent) of each Semester. The range of grade "C" is equivalent grade Point of "1.701-2.000".

PROVISION FOR PROMOTION IN NEXT SEMESTER:

1. The student will be promoted from first semester to second semester provided his/her term is granted for first semester and he/she has cleared CEC Component with requisite grade.
2. The student will be promoted from second semester to third semester provided his/her term is granted for second semester and he/she has cleared CEC Component with requisite grade.
3. The student will be promoted from third semester to fourth semester provided:(1) his/her term is granted for third semester and he/she has cleared CEC Component with requisite grade, **and** (2) the student need to clear all the components of semester-I with requisite passing grades.

AWARD OF DEGREE:

- (a) If the student clear all the components for all subject in all four semesters with requisite grade, he/she will be awarded MBA Degree otherwise his/her result of Semester – IV will be withheld until he/she clears earlier components in all subject/s with requisite grade.
- (b) If a student has not been able to complete any course, he/she will be given ["I"] report implying **incomplete**. This grade will have to be removed within a specific time period as allotted by the College / Department, failing which he/she will be given "**F**" grade.
- (c) Besides a satisfactory performance in various courses during the first year, the student will also have to complete satisfactorily the summer project in an organization arranged by the Institute and submit a project report which shall be evaluated on the basis of Grade Point.
- (c) After the successful completion of the two-year programme as per the requirements laid down as above, the University will issue a consolidated transcript of all the semesters and a student will be awarded Master Degree in Business Administration (M.B.A.).

Since the MBA Programme is a professional course wherein the students will be subject to a continuous evaluation throughout the duration of the programme, no class/division will be awarded. The students shall be recommended for the award of MBA Degree, only after satisfactory completion of all the requirements of the programme as laid down by the each Department. Hence, there shall be no provision in the programme with regard to gracing and/or condonation in any form.

No candidate will be allowed to reappear at any semester examination which he/she has already passed.

ATTENDANCE:

Candidates shall be required to attend at least 75% of the total class room sessions separately under each of the courses offered to them during the semester. In case a candidate fails to meet the minimum requirement, he/she will have to repeat the respective semester.

CONVERSION OF GRADES INTO PERCENTAGES:

The University has a policy of awarding letter grades and the overall performance of a student is indicated in terms of Cumulative Grade Point Average (CGPA). No class is awarded for the degree of Master of Business Administration (M.B.A.)

The minimum passing standard is “C” Grade or equivalent to **1.701** Grade Point. The maximum C.G.P.A. is 4.30 which is equivalent of 91.00 percent while the lowest C.G.P.A. is 0.01 which is equal to 5.00 percent. Considering this normal distribution between 5.00 percent (CGPA=0.01) and 91.00 percent (CGPA=4.30), the conversion factor for each additional 0.01 C.G.P.A. is equal to 0.20 percent.

Accordingly, the CGPA and its equivalent percentage shall be as under:

EXAMPLE: If a student gets 2.98 C.G.P.A. for the complete program, its equivalent percentage will be worked out by two different styles as under:

Example Style No. 1			Example Style No. 2 (Easier Way)	
2.95 (Refer Table)	=	64.00	= (Obtained Grade X 20) + 5	
+ 0.03 = (3 x .20)	=	00.60	= (2.98 X 20) + 5	
----	=====		= 64.60 Per cent	
2.98	TOTAL=	64.60 Per cent		

C.G.P.A.	Percentage	C.G.P.A.	Percentage	C.G.P.A.	Percentage
0.01	5.00	2.40	53.00	3.40	73.00
0.25	10.00	2.45	54.00	3.45	74.00
0.50	15.00	2.50	55.00	3.50	75.00
0.75	20.00	2.55	56.00	3.55	76.00
1.00	25.00	2.60	57.00	3.60	77.00
1.25	30.00	2.65	58.00	3.65	78.00
1.50	35.00	<u>2.70 B-</u>	<u>59.00</u>	<u>3.70 A-</u>	<u>79.00</u>
1.75	40.00	2.75	60.00	3.75	80.00
1.80	41.00	2.80	61.00	3.80	81.00
1.85	42.00	2.85	62.00	3.85	82.00
1.90	43.00	2.90	63.00	3.90	83.00
1.95	44.00	2.95	64.00	3.95	84.00
<u>2.00 C</u>	<u>45.00</u>	<u>3.00 B</u>	<u>65.00</u>	<u>4.00 A</u>	<u>85.00</u>
2.05	46.00	3.05	66.00	4.05	86.00
2.10	47.00	3.10	67.00	4.10	87.00
2.15	48.00	3.15	68.00	4.15	88.00
2.20	49.00	3.20	69.00	4.20	89.00
2.25	50.00	3.25	70.00	4.25	90.00
<u>2.30 C+</u>	<u>51.00</u>	<u>3.30 B+</u>	<u>71.00</u>	<u>4.30 A+</u>	<u>91.00</u>
2.35	52.00	3.35	72.00		

Explanation of Grade, Grade Points, Equivalent Percentage and Percentage Bracket

Table No. 1.1						
Explanation of Grade, Grade Points, Equivalent Percentage and Percentage Bracket						
Grade	Grade Points			Equivalent Percentage	Percentage Bracket	Marks out of 30
	From	to	To			
A+	4.001	to	4.3	91	85-91	27.914
A	3.701	to	4	85	79-85	25.821
A-	3.301	to	3.7	79	71-79	23.030
B+	3.001	to	3.3	71	65-71	20.937
B	2.701	to	3	65	59-65	18.844
B-	2.301	to	2.7	59	51-59	16.053
C+	2.001	to	2.3	51	45-51	13.960
C	1.701	to	2	45	39-45	11.867
C-	1.301	to	1.7	39	31-39	9.077
D+	1.001	to	1.3	31	25-31	6.984
D	0.701	to	1	25	19-25	4.891
D-	0.001	to	0.7	19	5-19	0.007
F	0		0	5	0-5	0.000

EVALUATION SYSTEM

- (a) There is a continuous evaluation system under which each student's performance is evaluated over the entire semester for all the courses.
- (b) For each course various components of evaluation with their respective weight shall be as follows:

Continuous evaluation components: 30 %

Mid-term Examination: 30 %

End semester examination: 40 %

The continuous evaluation shall cover test elements like case discussions, seminar presentations, quizzes, assignments, projects etc. The teacher concerned shall announce the weightage for each of the above components according to the need of the course within the overall limit of 30 %. The detailed course outline covering the above elements with weightage including session plan shall be prepared by him and shall be distributed to all the students in the beginning of the semester.

(c) The instructor will evolve the criteria for grading individual component/question and the grades will be awarded from F to A+. For the purpose of determining result of the course, all the grades of individual element/question will be assigned grade-points from the grade conversion table provided in **Table – A**. The illustration showing calculation to determine the grade for the entire course is provided in **Table - B**.

(d) In order to arrive at the final grade for a semester /year, the grade as well as grade point determined as above for each course will be taken as a base and the cumulative grade point average will be determined based on simple average method.

TABLE: A

Grade	Range	100%	1%	2%	3%	4%	5%	6%	7%	8%	10%	15%	20%	25%	30%	40%	60 %
A+	4.001 – 4.300	4.3	0.043	0.086	0.129	0.172	0.215	0.258	0.301	0.344	0.43	0.645	0.86	1.075	1.29	1.72	2.58
A	3.701 – 4.000	4.0	0.040	0.080	0.120	0.160	0.200	0.240	0.280	0.320	0.40	0.600	0.80	1.000	1.20	1.60	2.40
A-	3.301 – 3.700	3.7	0.037	0.074	0.111	0.148	0.185	0.222	0.259	0.296	0.37	0.555	0.74	0.925	1.11	1.48	2.22
B+	3.001 – 3.300	3.3	0.033	0.066	0.099	0.132	0.165	0.198	0.231	0.264	0.33	0.495	0.66	0.825	0.99	1.32	1.98
B	2.701 – 3.000	3.0	0.030	0.060	0.090	0.120	0.150	0.180	0.210	0.240	0.30	0.450	0.60	0.750	0.90	1.20	1.80
B-	2.301 – 2.700	2.7	0.027	0.054	0.081	0.108	0.135	0.162	0.189	0.216	0.27	0.405	0.54	0.675	0.81	1.08	1.62
C+	2.001 – 2.300	2.3	0.023	0.046	0.069	0.092	0.115	0.138	0.161	0.184	0.23	0.345	0.46	0.575	0.69	0.92	1.38
C	1.701 – 2.000	2.0	0.020	0.040	0.060	0.080	0.100	0.120	0.140	0.160	0.20	0.300	0.40	0.500	0.60	0.80	1.20
C-	1.301 – 1.700	1.7	0.017	0.034	0.051	0.068	0.085	0.102	0.119	0.136	0.17	0.255	0.34	0.425	0.51	0.68	1.02
D+	1.001 – 1.300	1.3	0.013	0.026	0.039	0.052	0.065	0.078	0.091	0.104	0.13	0.195	0.26	0.325	0.39	0.52	0.78
D	0.701 – 1.000	1.0	0.010	0.020	0.030	0.040	0.055	0.060	0.070	0.080	0.10	0.150	0.20	0.250	0.30	0.40	0.60
D-	0.001 – 0.700	0.7	0.007	0.014	0.021	0.028	0.035	0.042	0.049	0.056	0.07	0.105	0.14	0.175	0.21	0.28	0.42
F	0.000-0.000	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

TABLE: B

Suppose a student is getting the following grades for each of the three major components in a subject, his grade for that subject will be determined as follows:

Continuous Evaluation 30 %			Internal Test 30%			Uni. Examination 40%		
ELEMENT	GRADE	GP	ELEMENT	GRADE	GP	ELEMENT	GRADE	GP
QUIZ-1 5%	A	0.200	QUE:1 5%	A	0.200	QUE :1 8%	A+	0.344
QUIZ-2 5%	B	0.150	QUE:2 10%	C+	0.230	QUE : 2 8%	A	0.320
PRESENT 5%	B+	0.165	QUE:3 10%	B+	0.330	QUE : 3 8%	B+	0.264
SEMINAR 5%	C	0.100	QUE:4 5%	D+	0.065	QUE : 4 8%	C	0.160
ASSIGN 5%	B-	0.135				QUE : 5 8%	B-	0.216
PROJECT 5%	A-	0.185						
TOTAL 30%	B+	0.935	TOTAL 30%	B	0.825	TOTAL 40%	B+	1.304

Overall grade for the course will be calculated as follows:

COMPONENT	GRADE	GRADE – POINT
A: CONTINUOUS EVALUATION	B+	0.935
B: INTERNAL TEST	B	0.825
C: UNIVERSITY EXAMINATION	B+	1.304
OVERALL GRADE – POINT		3.064
OVERALL GRADE		B+

TABLE: C - SEMESTER: I

Sr. No.	Subject	Grade	Grade point
1	CC 101	B+	3.270

2	CC 102	A-	3.425
3	CC 103	B	2.850
4	CC 104	B-	2.555
5	CC 105	C+	2.215
6	CC 106	C	1.928
7	CC 107	B+	3.100
8	CC 108	B+	3.100
		TOTAL	22.443
		C.G.P.A	2.805
		GRADE	B
		EQ. PERCENT	61.11%

CALCULATION OF CUMULATIVE GRADE – POINT AVERAGE FOR THE YEAR:

C.G.P.A. SEMESTER : 1	2.763	SEMESTER : 3	2.890
C.G.P.A. SEMESTER : 2	2.677	SEMESTER : 4	2.780
	-----		-----
TOTAL	5.449	TOTAL	5.670
	=====		=====
C.G.P.A. FOR YEAR-1	2.720	C.G.P.A. FOR YEAR-2	2.835
	=====		=====
GRADE FOR THE YEAR	B	GRADE FOR THE YEAR	B

C.G.P.A. FOR THE M.B.A. DEGREE = $[2.720+2.835]/2 = 2.778$

FINAL GRADE FOR THE M.B.A. DEGREE = B

Semester I

Name of the Subject: ECONOMICS FOR MANAGERS
Course Code and Subject Code: CC 101, EFM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Management of business and industrial enterprises involves some basic functions to achieve the objectives of the organizations through well planned decisions on a variety of business issues. In this context training in economics provides a systematic and logical way of analyzing business decisions that focuses on economic forces that shape both day to day decisions and long run planning decisions. It also serves to develop and strengthen overall analytical skills of students of all majors. The course brings together topics in microeconomics and macroeconomics that can be applied to business decision making to create a valuable way of thinking about markets and decisions.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 - 5	Ten principles of economics Thinking like an economist	5%
6 - 12	Market Demand and Elasticity Demand, Supply and Market Equilibrium	15%
13 - 18	Consumers , producers and the efficiency of markets Production and Cost Analysis	10%
18 - 21	Firms in Competitive Markets	10%
22 - 25	Monopoly Monopolistic competition	10%

26 - 29	Oligopoly	10%
30 - 33	Measuring a Nations' Income Measuring the cost of living	10%
34 - 37	The monetary system Money growth and inflation	10%
38 - 44	Open-economy macroeconomics – Basic concepts Aggregate demand and aggregate supply	10%
45 - 50	The influence of monetary and fiscal policy on aggregate The short-run trade-off between inflation and	10%

Text Book:

1. Economics- Principles and Applications, N Gregory Mankiw, Cengage Learning
2. Additional Study Material will be provided macroeconomics topics.

Reference Books:

1. Managerial Economics- Principles and World Wide Application, Dominick Salvatore, Oxford Publication
2. Managerial Economics –Concepts and Applications, Christopher R. Thomes & S. Charles Maurice, 8th edition, Tata McGraw Hill
3. Managerial Economics, Craig Petersen and W.Cris Lewis, Pearson/PHI
4. Managerial Economics- Theory and Application, D M Mithani, Himalaya Publishing House
5. Economics, Samuelson and Nordhaus, Tata McGraw Hill
6. Managerial Economics, Atmanand, Excel Books
7. Managerial Economics- Concepts & Cases, Mote, Paul and Gupta, Tata McGraw Hill

Name of the Subject: ACCOUNTING FOR MANAGERS
Course Code and Subject Code: CC 102, AFM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Financial Accounting is known as the language of business. It measures, translates and sums up the impact of all business activities into financial terms in the form of financial statements and facilitates an enterprise to analyze and assess periodically whether it is running profitably and enjoys a sound financial health or not. Based on this financial information, a business formulates its strategies for revenue enhancement, cost economies, efficiency improvements, restructuring of its operations and further expansion / diversification for creating and enhancing the wealth of the shareholders.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Sessions	Topic	Percentile weightage
1-4	Financial Accounting & Economic Decisions: Introduction, Purpose, Definition, Scope & Coverage Concepts, Conventions and Terms	10%
5-9	Processing Transactions: Accounting Process, Classifying Business Transactions	5%
10-16	Measurement of Business Income: Income Measurement, The Profit & Loss Account	10%
17-22	Completing the Accounting Cycle: Adjustments, Profit & Loss Account and Balance Sheet	15%
23-26	Valuation of Inventories : Inventory Valuation Methods	10%

27-31	Valuation of Fixed Assets : Meaning, Significance, Scope and Coverage and Disclosures Depreciation of fixed assets	10%
32-36	Shareholders' Equity : The Corporate Organisation, Share Capital, Reserves, Buy Back of Shares and Treasury Stock, Bonus Shares Stock Based Compensation, Earning Per Share	10%
37-42	Financial Statement Analysis: Classification, Structure, ROI, Solvency, Liquidity Ratios, etc. Core Ratios	15%
43-47	Analysis of Cash Flow Statement: Introduction, Analysis of Cash Flow, Management Discussion	10%
48-50	Generally Accepted Accounting Principles: Sources, ICAI's Standard on Accounting Policies, Changes in Policies IFRS Window dressing	5%

Text Book:

1. Financial Accounting: A Managerial Perspective, R. Narayanaswamy PHI Learning Private Limited

Reference Books:

1. Financial Accounting for Management: - An Analytical Perspective, Ambrish Gupta, Pearson Education
2. Accounting for Management, S.K Bhattacharya and John Dearden, Vikas Publishing House
3. Financial Accounting-A Managerial Emphasis, Ashok Bannerjee, Excel Books
4. Basic Accounting for Management, Paresh Shah, Oxford Higher Education
5. A Text Book of Accounting for Management, S.N Maheshwari and S.K Maheshwari, Vikas Publishing House
6. Financial Accounting for Management, N Ramchandran and Ram Kumar Kakani, TMH
7. Financial Accounting: Concepts, Methods and Applications, Carl S Warren, James M Reeve, Cengage Learning
8. Financial Accounting, Maheshwari & Maheshwari, Vikas Publishing House
9. Gupta & Gupta, Principle of Accountancy, Sultan Chand & Sons
10. Essentials of Financial Accounting, Leslie Chadwick, Prentice Hall of India
11. Financial Accounting for Managers, T. P. Ghosh, Taxmann publication

Name of the Subject: MANAGERIAL COMMUNICATION
Course Code and Subject Code: CC 103, MC
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Communication is a very essential skill for the managers to be successful in their professional Career. The objective is to acquaint the students with the basic concepts and techniques of Communication that is useful in developing skills of communicating effectively.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Sessions	Topic	Percentile weightage
1 – 4	Concepts of Communications: Definition, Objectives of Communication, Characteristics of Communication, Process of Communication, Forms of communication, Roles of a Manager, Communication Roadblocks and Overcoming them, Overcoming Communication Barriers, Effectiveness in Managerial Communication Case Study: - Goodwill Corporation Ltd.	10%
5 – 9	Role of Verbal & Non-verbal Symbols in communication : Forms of Non-verbal Communication, Interpreting Non-verbal messages, Tips for effective use of non-verbal Communication Case Study:- Charisma Corporation	10%
10 – 14	Listening: Definition, Anatomy of poor Listening, Features of a good Listener, Meaning of EL, Types of Listening skills, strategies, Barriers to effective Listening. Spoken Communication : Oral Presentation: Planning presentation, Delivering presentation, Developing & displaying visual aids, Handling questions from the audience , Telephone, Teleconferencing, Challenges and etiquette Case Study:- The Farewell Speech	10%

15 – 19	Group Discussion & Interviews : Methodology of Group, Role Functions in Group Discussions, From of Group, Characteristics of Effective Groups, Group Decision –Making , Group Conflict, Types of Non-functional Behavior, Fundamental principles of Interviewing, Types of Interviewing Questions, Important Non-Verbal Aspects, Types of Interviews, Style of Interviewing. Mock Interviews, Introduction, Greetings and Art of Conversation, Dressing and Grooming, Norms of Business Dressing. Case Study:- Career Counseling	10%
20 – 23	Meetings: Ways and Means of conducting meeting effectively, Planning a Meeting, Meeting Process, How to Lead Effective Meeting, Evaluating Meeting, Writing Agenda and Minutes of meetings , Web Conferencing Case Study:- A Special Meeting of the Executive Committee	5%
24 – 30	Forms of Communication in Written mode: Written Business Communication, Basic Principles, Tips for effective writing, The Seven Cs of Letter writing, Planning steps for effective writing , Persuasive written messages , Writing Business Reports (Short & Long), Kinds of Business Letters, Tone of writing, inquiries, orders & replying to them, sales letters, Job application Letters, Writing Effective Memos, Format and Principles of writing Memos. Case Study:- Missing Briefcase	15%
31 – 33	Job applications & Resume: Identifying potential career opportunities, Planning a Targeted Resume, Preparing Resumes, Supplementing a Resume, Composing Application Messages	5%
34 – 39	Writing E-mail, Business Reports, Business Proposals : Effective E-mail, E-mail Etiquettes, Writing Business Reports and Proposals, Purpose of Business Reports, Parts of Report, Format of Business Proposals, Practice for Writing Business Reports.	20%
40 – 50	Practical work Analysis: Project presentations	15%

Text Book:

1. Basic business Communication, Raymond V. Lesikar & M. E. Flatley, TMH
2. Cases will be provided from Meenakshi Raman and Prakash Singh, Business Communication, Oxford University Press

Reference Books:

1. B. Com (Business Communication), Lehman, Cengage
2. Business Communication Today, Bovee, Thill & Schatzman, Prentice Hall
3. Effective Business Communication, Murphy, Hildebrandt & Thomas, TMH
4. Business Communication Strategies, Monipally, TMH
5. Essentials of Business Communication, Mary Ellen Guffey, South-Western Educational
6. Business Communication Asha Kaul Prentice Hall of India
7. Professional Communication Aruna Koneru Tata McGraw-Hill

Name of the Subject: ORGANIZATIONAL BEHAVIOUR
Course Code and Subject Code: CC 104, OB
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Organization Behaviour provides framework to the students to understand the human behaviour dynamics in work organisations through the study of the individual, the group and the organisational system. Organization is composition of human beings and their behaviour. In order to manage the people in organization, it is essential to understand individual attitudes and behaviour in an organizational context. It does this by reviewing psychological theories as they apply to organizations; demonstrating the contribution of a psychological perspective to understanding human behaviour at work; and critically evaluating the empirical evidence.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Sessions	Topic	Percentile weightage
1- 4	General orientation for OB field, introduction, what managers do, Other fields related to OB, Challenges and opportunity ,OB models	5 %
5-8	Foundation of OB: Ability- intellectual and physical ,biographic characteristics – Age, gender, race, tenure etc, shaping – managerial tool, reinforcement theories , Theories of learning	5%
9-11	Values, Attitude and Job Satisfaction	5%
11-13	Personality and its determinants, traits theories, linking individual’s personality and values to workplaces	10 %
14-17	Perception definition, attribution theory , shortcuts , specific application, Perception and decision making , rational model , assumption of model , three components, bounded rationalities , Transactional analysis, Johari Window	10 %
18-20	Motivation definition , early theories, contemporary theories, Self efficacy theory, reinforcement theory, equity theory,	10 %

21-25	Expectancy theory, Job characteristics model , job rotation, enrichment, enlargement, Alternative arrangement in job , Employee involvement, Rewarding employee	5 %
26-27	Group Development, group decision making, group behavior, understanding difference between team and group, Team Building	5%
28-30	Leadership- awareness and general discussion, trait theories , Behavioral theories, Contingency theories, Inspirational approaches ,	10%
31-33	charismatic, transformational and transactional leadership, Ethics and leadership , trust and leadership, three types of trust, Contemporary roles, challenges , finding and creating leaders	5 %
34-35	Contrasting leadership and power, bases of power , dependency , power tactics, politics , causes and consequences of political behavior, the ethics of behaving politically	5%
36-40	Culture definition , some of the aspects , general discussion, Functions of culture , creating and sustaining culture ,how employee learn culture, Creating customer responsive culture , culture and nation	5%
41-44	Transitions in conflict thought, the conflict process, negotiation process	10 %
45-47	Introduction to change management, Change Dynamics, Forces for change, planned change, resistance to change.	5 %
48-50	Approaches to managing organizational change, creating a culture for change, work stress and its management.	5 %

Text Book:

1. Organizational Behaviour by Stephen Robbins, Timothy Judge and Seema Sanghi, 14th Edition, Pearson Education

Reference Books:

1. Understanding organizational behaviour by Udai Pareek ,4th edition , 2004 , Oxford press
2. Organizational Behaviour –by Parikh and Gupta, 1st edition, TMH Publication
3. Organizational Behaviour by Fred Luthan , Tata Mc-Graw hill publication

Name of the Subject: PRINCIPLES OF MANAGEMENT
Course Code and Subject Code: CC 105, POM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

This course presents a thorough and systematic coverage of management theory and practice. It focuses on the basic roles, skills and functions of management with special attention to managerial responsibility for effective and efficient achievement of goals. The objective is to help the students understand the fundamental concepts of principles of management; the basic functions of management like planning, organizing, controlling and leading. It is also intended to give an overview of the historical development, theoretical aspects and practical application of managerial process.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Sessions	Topic	Percentile weightage
1-3	Managing and Managers: Organizations and Need for Management, Management Levels and Skills, Challenges of Management, Management Process, Types of Managers	5 %
4-6	The Evolution of Management Theory: Early Thinking about Management, Neo-Classical Theories, Classical and Modern Management Theories	5 %
7-9	Social Responsibility and Ethics: Changing concept of Social Responsibility, Shift to Ethics, Tools of Ethics Case: Union Carbide	5 %
10-11	Globalization and Management: Globalization and Competitiveness, Changing International Scene, Global Business Practices	5 %
12-14	Decision Making: Nature of Managerial Decision Making, Problem and Opportunity Finding, Deciding to Decide, Rational Model in Perspective, Rational Model in Perspective (Continue)	5%
15-17	Planning and Strategic Management: Planning an Overview, Strategic and Operational Plans, Concept of Strategy, Levels of Strategy	7.5 %

18-21	Strategy Implementation: Matching Structure and Strategy, Institutionalizing Strategy, Operationalizing Strategy, Using Procedures to facilitate Implementation Case Study: Edmunds Corrugated Parts and Services	7.5 %
22-24	Organizational Design and Organizational Structure: Building Blocks, Organizational Design, Downsizing, Types of Organizational Structures	5 %
25-27	Power and the Distribution of Authority: Power, Authority, Line and Staff Authority, Centralization and Decentralization	5 %
28-30	Human Resource Management: HRM Process, HRM and Strategy	5 %
31-34	Managing Organizational Change and Innovation: Planned Change, Model of Change Process, Organizational Development Case Study: Southern Discomfort	5 %
35-28	Motivation: Motivation Theories, Motivational Theories and Managerial Implications Case: Kimbel's Department Store	7.5%
39-42	Leadership: Different Approaches to Leadership, Future of Leadership Theory Case Study: Acme Minerals Extraction Company	7.5 %
43-44	Communication and Negotiation: Improving Communications Process, Communications in Organizations, Negotiating to Manage	5 %
45-48	Effective Control: Meaning, Importance and Process of Control, Designing Control Systems, Auditing, Financial Controls, Budgetary Control Methods	10%
49-50	Information Systems: Information System and Control	10%

Text Book:

1. Management , James A .F. Stoner, R. Edward Freeman, Daniel R. Gilbert, Sixth Edition, Pearson

Reference Books:

1. New Era of Management, Richard L. Daft, 10th Edition, Cengage Learning
2. Management, Robbins & Coulter, Pearson Education
3. Principles of Management, Koontz, Tata McGraw Hill
4. Essentials of Management, Massie, Joseph L, PHI
5. Fundamentals of Management: Essential Concepts and Applications, Robbins S. P. and Decenzo David A, Pearson Education
6. Principles of Management, P C Tripathy & P N Reddy, Tata McGraw-Hill
7. Principles of Management: Concepts & Cases, Rajesh Viswanathan, Himalaya Publishing

Name of the Subject: QUANTITATIVE TECHNIQUES FOR MANAGERS
Course Code and Subject Code: CC 106, QTM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Statistics is used to make inferences related to situations. Various Statistical methods can be applied to different situations to arrive at meaningful results. This subject aims to familiarize students towards perceiving and analyzing modern business & economic numerical and apply statistical techniques for arriving at sound management decisions. On completion of this course, students would be able to acquire an understanding of descriptive statistical tools like measures of central tendency & measures of variation and apply these tools to real life situations. Course helps in identifying and establishing relationships between real life variables using tools like correlation and regression and comprehend the concepts of probability & probability distributions. Course also discusses the concept of sampling & sampling distributions and enables identifying application of sampling methods for real life situations. The Course also helps in developing hypothesis for different situations & makes use of tools like Chi-square test and ANOVA at primary level.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Sessions	Topic	Percentile weightage
1 - 2	Introduction to Statistics: Basic concepts, Statistics in business, Data measurement, Uses	5%
3 - 5	Descriptive Statistics: Measure of Central Tendency Mean, Median, Mode, Percentiles, Quartiles, Numerical	5%
6 - 9	Descriptive Statistics: Measures of Variation Range, Inter-quartile range, Mean Absolute Deviation, Variance and Standard deviation, Numerical	5%
10 - 12	Descriptive Statistics: Measures of Association Correlation, Methods of Correlation study - Karl Pearson's coefficient of correlation, Rank correlation, Numerical	5%

13-16	Simple Regression Analysis: Introduction to regression analysis, regression lines, Residual analysis, Standard error of estimate, Coefficient of Determination & Estimation, Develop Trend line	10%
17-20	Sampling and Sampling Distribution: Sampling, Random Sampling Techniques, Nonrandom Sampling Techniques, Sampling Errors & Non-sampling Errors, Sampling Distribution of mean and proportion	10%
21-24	Probability: Introduction, Methods of assigning probabilities, Structure of probability, Marginal, Union, Joint and Conditional probabilities, Addition and Multiplication Laws, Baye's Theorem	10%
25-28	Probability Distributions: Discrete Distributions –Binomial Distribution, Poisson Distribution, Continuos Distributions - Normal Distribution	10%
29 - 31	Statistical Inference: Estimation for Single Populations Estimation population mean using z statistic (known), Estimating population mean using t statistic (unknown), Estimating population proportion, Estimating Sample Size,	5%
32 - 36	Statistical Inference: Hypothesis Testing for Single Populations Introduction to hypothesis testing, Testing hypothesis about a population mean (Standard deviation – Known and Unknown), Testing hypothesis about a proportion, Numerical	10%
37 - 42	Statistical Inference: Hypothesis Testing for Two Populations Hypothesis testing and Confidence Intervals about difference in two means using z statistic (Population Variances Known and Unknown), Statistical inferences for two related populations,	10%
43 - 46	Analysis of Variance (ANOVA): One-way ANOVA, Reading F table, Numerical, Learning on the Computer	5%
47 - 50	Analysis of Categorical Data: Chi-Square- Test of Independence, Test of Goodness of Fit, Numerical, Learning on the Computer	10%

Text Book:

1. Business Statistics for Contemporary Decision Making, Ken Black, 5th Edition, Wiley Publications (India Edition)

Reference Books:

1. Statistics for Management, Levin and Rubin, 7th Edition, Pearson
2. Statistics for Business and Economics, Anderson, Sweeney and Williams, 11th Edition, Cengage Learning
3. Statistics for Management, T. N. Srivastava and Shailaja Rego, 2nd Edition, TMH
4. Business Statistics in Practice, Bruce Bowerman, Richard T. O' Connell and Emily Murphree, 5th Edition, Tata McGraw hill
5. Statistics for Managers, Levine, Stephan, Krehbiel and Berenson, 5th Edition, PHI
6. Statistical Methods, S. P. Gupta, 34th Edition, Sultan Chand & Sons

Name of the Subject: INFORMATION SYSTEMMEM FOR MANAGERS
Course Code and Subject Code: CC 107, ISM
Course Credit: FULL

Course Description

Information System for managers includes introduction to basics of computers so as to help student learn about the computers, programming and various applications. With the help of this training students can develop and strengthen overall computer skills. The aim of the second half of the course is to introduce the student to the evolution, role, function and impact of Information Technology (IT) and Information Systems (IS) in international business operations. It will develop the students’ ability to identify sources of information and how these can be used in the decision-making process by leveraging IT and networking.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Computer applications/ problems
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 - 4	Types of Computers, concept of hardware and software, Memory, Input and Output devices	5%
5 - 7	Secondary Storage devices, Software-Application programs, operating systems	5%
8 - 10	Introduction to Networking, Internet, intranet, extranet, Network topology	5%
11 - 14	MS Word	5%
15 - 17	MS PowerPoint	5%
18 - 21	MS Excel (introductory)	5%
22 - 26	MS Excel (advanced)	10%
27 - 30	Information Systems in Global Business Role of Information systems – perspectives of IS, what is an IS?	10%

	Contemporary approaches to IS	
31 - 34	How businesses use IS Business processes – efficiency and transformation Types of business Information systems	10%
35 - 38	Ethical and social issues in IS Ethics in an Information society – ethical, social and political issues Moral dimensions of Information systems	10%
39 - 42	Enterprise applications Enterprise systems – enterprise software, business value of Enterprise systems Supply chain management systems Customer Relationship Management systems	10%
43 - 46	Managing knowledge Dimensions of knowledge Types of knowledge management systems	10%
47 - 50	Enhancing decision making Types of decisions Decision making process DSS	10%

Text Book:

1. Information Technology for Management, 2nd edition, Ramesh Behl, Mc Graw Hill
2. Management Information Systems: Managing the Digital Firm, 11th Edition, Ken Laudon, Jane Laudon and Rajanish Dass, Pearson Education

Reference Books:

1. Microsoft office 2007, Gary Shelly, Thomas Cashman, Misty Vermaat, Cengage Learning
2. Management Information Systems - W.S Jawadekar, Second Edition, TMH Publishing
3. Management Information Systems, S Sadagopan, PHI
4. Introduction to Information Technology, ITL Education Solutions Limited, Pearson Education

Semester II

Name of the Subject: COST & MANAGEMENT ACCOUNTING
Course Code and Subject Code: CC 201, CMA
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Management of business and industrial enterprises involves some basic functions to achieve the objectives of the organizations through well planned decisions on the critical issues of cost. In this context training in cost accounting provides a systematic and logical way of analyzing business decisions that focuses on the very important part of business. It will acquaint students with various concepts of costing and highlight the decision making and control focus of managerial accounting.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 - 2	Overview of Cost Management Accounting Definition, Scope and functions Of Management Accounting and difference between Management Accounting and Financial Accounting, Strategic Decisions and The Management Accountant, Decision making, Planning and control, Cost-Benefit Approach, The Chief Financial Officer and The Controller	5%
3 - 4	An Introduction to Cost Terms and Purposes Costs And Cost Terminology, Direct Costs and Indirect Costs, Cost Allocation, Variable Costs and Fixed Costs, Cost Drivers, Relevant Range, Total Costs and Unit Costs, Inventoriable Costs and Period Costs, Prime Cost and Conversion Cost, Relationship Of Types Of Costs	5%
4 - 7	Cost-Volume Profit Analysis Essentials of CVP analysis, CVP assumptions, Breakeven point and target income, CVP analysis for decision making, Sensitivity analysis and Margin	5%

	of safety, cost planning and CVP, Effects of sales mix on income, Contribution margin Vs Gross margin	
8 - 11	<p>Job Costing</p> <p>Building block concepts of costing system, Job costing and Process costing, Evaluation and implementation of Job costing, Indirect cost rates, Normal costing, Actual costing, Budgeted indirect costs and End-of-Accounting-Year adjustments, Multiple overhead cost pool</p>	8%
12 - 16	<p>Activity Based Costing</p> <p>Simple costing using single indirect cost pool, Activity Based Costing System, Cost Hierarchies, Comparing alternative costing system, Using ABC Systems for improving cost management and profitability ,</p>	10%
17 - 22	<p>Master Budget and Responsibility Accounting</p> <p>Budgets and the budgeting cycle, advantages of budgets, developing operating budget, sensitivity analysis, responsibility accounting, responsibility and controllability, budgeting in multinational companies, human aspects of budgeting</p>	10%
23 - 25	<p>Flexible Budgets, Direct Cost Variances, and Management Control</p> <p>Static budget and variances, Flexible budget, Flexible budget variance and sales volume variances, Price variance and Efficiency variance, Management use of variances</p>	10%
26 - 30	<p>Flexible Budgets, Overhead Cost Variance And Management Control</p> <p>Variable and fixed overhead costs, developing budgeted variable and fixed overhead cost rates, variable overhead cost and spending variance, integrated analysis of overhead cost variance, production volume and sales volume variance, variance analysis and ABC,</p>	10%
31 - 33	<p>Decision Making and Relevant Costs</p> <p>Information and the decision process, The concept of relevance, insourcing Vs outsourcing, make Vs buy, Opportunity cost and outsourcing, product mix decision with capacity constraints, customer profitability-ABC- and relevant costs, equipment replacement decision, decision and performance evaluation</p>	8%
34 - 37	<p>Pricing decision and cost management</p> <p>Short run pricing, long run pricing, target costing and target pricing, value engineering, cost plus pricing, additional decision for pricing consideration</p>	10%
38 - 40	<p>Sales variance analysis</p> <p>Sales variances, Sales mix variance and Sales quantity variance</p>	5%
41 - 43	<p>Cost Allocation: Joint Products & By-Products</p>	7%

	Allocating joint costs, Approaches to joint costs, Irrelevance of joint cost for decision making, Accounting for By-products	
44 – 46	Process costing Physical units and Equivalent units, Weighted average method, FIFO method, Transferred-In Costs in process costing, Hybrid costing system	5%
47	Contemporary Issues Kaizen costing, Target costing, Life Cycle costing, E-Budgeting	2%
48 – 50	Revision	

Text Book:

1. Cost Accounting - A Managerial Emphasis, 14th Edition, Hongren, Datar & Rajan, Pearson

Reference Books:

1. Cost and Management Accounting , 7th Edition, Colin Drury, Cengage
2. Cost And Management Accounting And Control, Hansen & Moven, Thomson
3. Cost Accounting, Rajshekar & Lalitha, Pearson
4. Cost Management Accounting, Ravi Kishore, 5th Edition, Taxxman
5. Cost Accounting Principles & Practices, Nigam & Jain, Latest Edition, PHI
6. Management Accounting, Khan & Jain, Latest Edition, TMH
7. Management Accounting, R C Sekhar & A V Rajagopalan, Oxford Uni. Press
8. Managerial Accounting, Bamber, Braun & Harrison, Latest Edition, Pearson
9. A Textbook on Cost and Management Accounting, M. N. Arora, 10th Edition, Vikas Publications
10. Cost Accounting, K Alex, Pearson
11. Management Accounting, Paresh Shah, Latest Edition, Oxford Uni. Press

Name of the Subject: ENVIRONMENT FOR BUSINESS
Course Code and Subject Code: CC 202, BE
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Today’s environment is very dynamic and it continuously throws challenges and opportunities to business firms. To fight against these challenges and to grab the opportunities one has to be aware about the environmental factors. This course helps the students to understand these environmental factors.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1-3	Introduction to Business Environment	5%
4-15	Economic Environment Fiscal Policy & Union Budget; Industrial Policy & Economic Reforms	15%
16-18	Economic Environment Types of Economic System & Policies related to Business	5%
19-20	Social Environment Introduction; Significance; Business & Society; Consumer Protection Act	15%
21-23	Social Environment Corporate Governance in India	5%
24-29	Technological Environment	15%

	Introduction; Significance; Technology Transfer Process ; Implication of Technological environment on Business and economy; ISO, BIS; IT Evolution & Business Environment; India & Intellectual Property Rights	
30-42	International Environment Introduction; Significance; Globalization, MNC and Foreign capital in India; Foreign Trade Policy ;	10%
30-42	International Environment FERA & FEMA; Bilateral trade, Multilateral Trade, India and WTO; The World Bank Group; The International Monetary Fund	15%
43-48	Natural Environment Overview, Environmental Protection; Waste Management and Pollution Control; Environmental Risk Management; India's Environment Policy; Ecological Implication on society	15%
49-50	Revision	

Text Book:

1. Business Environment, A. C. Fernando, latest Edition, Pearson Publication

Reference Books:

1. Business Environment: Text & Cases, Francis Cherunilam, Latest Edition, Himalaya Publishing House
2. Business Environment: Text & Cases, Paul, Justin, Latest Edition, Tata McGraw Hill
3. Business Environment, Shaikh Saleem, Pearson Publication
4. Business Environment, Vivek Mital, Excel Books
5. Business Environment, Suresh Bedi, Excel Books
6. International Business Environment, Francis Cherunilam, Latest Edition, Himalaya Publishing House
7. International Economics, D.M.Mithani, Latest Edition, Tata McGraw Hill

Name of the Subject: FINANCIAL MANAGEMENT
Course Code and Subject Code: CC 203, FM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The primary objective of this course is to explore concepts, approaches to financial management and its applicability in the corporate finance. This course is extended to the learning with case studies. There are four basic decisions of Finance, i.e. Investment, Financing, Working Capital and Dividend Decision. In addition, instructor focuses on foundation in finance principles and the related mathematical tools that are necessary for students to understand how financial decisions are made. The instructor also focuses on the teaching theory with practical aspects. This course helps students to inculcate corporate finance problems. However emphasis will be placed using Microsoft Excel to solve financial problems.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 - 2	Financial Management; Definition, Scope, Goal, Function, Agency Theory, Financial System, Functions, Structure, Players.	5%
3 - 7	Concepts of Time Value, Compounding & Discounting, Annuities, Sinking and Capital Recovery Factors. Discussing, Solving of Numerical Examples & Cases	6%
8 - 12	Valuation of Bonds and Shares. Discussing and Solving of Numerical Examples	10%
13 - 14	Principles of Working Capital Management and Formulating Working Capital Policy.	5%
15 - 19	Estimation of Working Capital Requirements and Operating Cycles. Discussing, Solving of Numerical Examples & Cases	8%
20 - 21	Cash Management and Tools of Managing Cash. Discussing, Solving of Numerical Examples & Cases	5%

22 - 23	Receivables Management. Discussing, Solving of Numerical Examples & Cases	5%
24 - 25	Inventory Management. Discussing and Solving of Numerical examples	5%
26 - 27	Sources of Working Capital Finance; Regulation of Bank Finance, Committees, Maximum Permissible Bank Finance.	5%
28 - 32	Investment Decision; Introduction and Techniques of Investment Selection, DCF and non DCF methods. Discussing, Solving of Numerical Examples & Cases	10%
33 - 36	Cost of Capital. Discussing, Solving of Numerical Examples & Cases	6%
37 - 40	Estimation of Cash Flows. Discussing, Solving of Numerical Examples & Cases	6%
41 - 43	Concepts of Leverage, Operating and Financial Leverages, Risk Return Analysis. Discussing and Solving of Numerical Examples	6%
44 - 46	Capital Structure Theories Relevance and Irrelevance of Capital Structure, and Arbitraging. Discussing and Solving of Numerical Examples	6%
47	Sources of Long-Term Finance; Shares, Debentures and Term Loans, Venture Capital	5%
48 - 49	Dividend Theory; Various Models of Relevance and Irrelevance Approaches Towards Discussing and Solving of Numerical Examples	5%
50	Formulation of Dividend Policy & Practice, Methods of Payments and Other Considerations.	2%

Text Book:

1. Financial Management, I. M. Pandey, Latest Edition, Vikas Publication
2. Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, Franklin Allen and Pitabas Mohanty, Latest Edition, Tata McGraw Hill, 2007

Reference Books:

1. Financial Management, Srivastava & Misra, Oxford University Press, New Delhi.
2. Financial Management – Theory and Practice, Chandra, Prasanna, Latest Edition, Tata McGraw-Hill Publishing Company, New Delhi
3. Fundamentals of Financial Management, Van Horne & Wachowicz Jr., latest edition, Pearson Education, New Delhi
4. Fundamentals of Financial Management, Briham & Houston, Latest Edition, Thomson Business Information India (P) Ltd., New Delhi.

Name of the Subject: HUMAN RESOURCE MANAGEMENT
Course Code and Subject Code: CC 204, HRM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The course of human resource management is developed to learn the practices and procedures adopted in organization. Therefore, this course espouse a novel approach to understand the various aspects of human resource management such as job analysis, recruitment , selection, training and development , appraisal , keeping in view the requirement of the management students.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 - 3	Introduction to HRM & why HRM useful to all managers, Line & staff aspects of HRM, changing environment , HR's strategic challenges	10%
4 - 6	The Strategic Role of Human Resources Management, Job analysis & its meaning, Job analysis & its steps, methods, uses	10%
7 - 9	personnel planning & Recruitment, planning & forecasting & sources of recruitment, forecasting the supply of internal candidates & outside candidates	5%
10 - 16	Employee testing & selection, Interviewing candidates: basic testing concepts, Types of test & Types of interviews, Training & development, Orienting Employees & the training process, methods	10%
17 - 20	Managing organizational change & development, performance appraisal & career management, Basic concepts & introduction to appraisal performance & the appraisal interview, Basic concepts & introduction to appraisal performance & the appraisal interview, Establishing strategic pay plans, Determination pay rates & competency based pay	10%

21 - 23	Determination pay rates & competency based pay, pay for performance & financial incentives Money & motivation & incentives for team sales people	5%
24 - 28	Managers executives & employees, Managing global human resources, Managing global human resources, HR & internationalization of business, global differences & similarities in HR practices	10%
29 - 35	Industrial Relations, Definitions & main aspects of industrial relation, Trade union legislations, background & efforts at amendments, Trade union act, 1926, Methods of settling industrial disputes in India	10%
36 - 40	Machinery for the prevention Settlement of industrial dispute in India, Collective bargaining , meaning importance units & levels & factors influencing, International labor organization, Labor management cooperation	10%
41 - 45	workers participation in management : meaning & goals, Payment of wage legislation, wage legislation objectives & payment of wages act, 1936, Minimum wage legislation, wage legislation objectives & payment of wages act, 1936, Minimum wage legislation	10%
46 - 50	Objectives & minimum wages act, 1948, Equal remuneration legislation act, 1976	10%

Text Book:

1. Human Resource management, Garry Dessler Latest Edition Prentice Hall India
2. Industrial Relations, Trade Unions and Labour Legislations, Sinha, Sinha and Shekhar, Latest Edition, Pearson Education.

Reference Books:

1. Human Resource Management, , John M. Ivancevich, 9th edition, Tata McGraw hill publication
2. Managing Human Resources, Gomezmejia, Balkin and Cardy, 3rd edition, Pearson education.
3. Industrial Relations and Labour Laws Revised Edition, S.C.Srivastav, Vikas Publishing House

Name of the Subject: **MARKETING MANAGEMENT**
Course Code and Subject Code: **CC 205, MM**
Course Credit: **FULL (50 SESSIONS OF 60 MINUTES EACH)**

Course Description

In the era where the firms have surmount the fundamentals of STP and have now moved towards more of integrated means in all of its mix. Nowhere is the old mass advertisement, today customers have turned more demanding and companies intend to give more opportunities of customized type and micro based for their survival. Even explored new forms of communication such as experiential, Entertainment and viral based. Thus the course intends to familiarize the students with the marketing concepts and practices and develop their analytical skills, conceptual abilities and substantive knowledge in the aforesaid field. It seeks to achieve the objective by helping the participants to undergo meaningful exercises in decision making in a variety of real life situations. This course is intended to be a foundation course for those who plan to do further in marketing and also designed to serve as a terminal course for those not intending to specialize in marketing.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 - 5	<p>PART I - UNDERSTANDING MARKETING MANAGEMENT</p> <p>CHAPTER: Defining Marketing for the 21st Century</p> <p>Introduction, Basics of Marketing & Market, Importance, Scope, Company orientation towards market place, Fundamental Marketing Concepts. Trends, Tasks</p> <p>Case Discussion</p>	5 %
6 - 11	<p>CHAPTER: Developing Marketing Strategies and Plans</p> <p>Marketing & Customer Value, Corporate & division strategic planning, Business unit strategic planning, Product planning, Product strategy</p> <p>Case Discussion</p>	15 %

12 - 16	<p>PART II- CAPTURING MARKETING INSIGHTS</p> <p>CHAPTER: Gathering Information and Scanning the Environment</p> <p>Components of Modern Marketing, Internal Records & Marketing Intelligence, Analyzing the Macro environment, The Demographic Environment, other Major Macro environment</p>	10 %
17 - 20	<p>CHAPTER: Conducting Marketing Research</p> <p>Marketing Research System, Marketing Research Process, Measuring Marketing Productivity.</p>	15 %
21 - 25	<p>PART III - CONNECTING WITH CUSTOMERS</p> <p>CHAPTER : Creating Customer Value, Satisfaction, and Loyalty</p> <p>Building Customer Value, Satisfaction, Loyalty, Maximizing customer Lifetime Value, Cultivating Customer relationships, Insight: Progress and priority in the customer Equity Management, CRM Implications and Live insights</p>	5 %
26 - 29	<p>CHAPTER : Analyzing Consumer Markets</p> <p>What influences Consumer Behavior, Key Psychological Processes, The buying Decision Process-The five Stage Model</p>	5 %
30 - 32	<p>CHAPTER : Analyzing Business Markets</p> <p>What is Organizational Buying, Participants in the business buying process, The Purchasing/Procurement process, Stages in the buying Process, Managing B2B Customer Relationships, Institutional & Government Market</p>	5%
33 - 36	<p>CHAPTER : Identifying Market Segments and Targets</p> <p>Levels of Segmentation, Experiential Marketing. Levels of Segmenting Consumer Markets, Bases for segmenting business markets, Market targeting</p> <p>Case Discussion</p>	5 %
37 - 39	<p>PART IV - BUILDING STRONG BRANDS</p> <p>CHAPTER : Dealing with Competition</p> <p>Competitive Forces, Identifying Competitors, Analyzing competitors, Competitive strategy for Market leaders Other competitive strategies, Balancing Customer & Competitors orientations</p>	10 %
40 - 41	<p>CHAPTER: Developing and Managing Brands</p> <p>Brands brief understanding , Features and importance of brand</p> <p>Case Discussion</p>	5 %
42 - 44	<p>PART V - COMMUNICATING VALUE</p> <p>CHAPTER: Setting Product Strategy and Introducing New Market Offerings</p>	5 %

	Product Characteristics and Classifications, Product Services differentiation, Marketing \Luxury Brands, Product & Brand relationships (product hierarchy, product systems and mixes, Product Line and length analysis), Introducing new product offerings	
45	CHAPTER: Developing Pricing Strategies & Programs Understanding pricing, Setting the price, Adapting the pricing, Pricing for rural, Initiating and responding to price change	5%
46 - 47	CHAPTER: Designing & Managing Integrated Marketing Channels Marketing Channels and value networks, Role of marketing channels, channel design decisions, channel management decisions, channel integration and systems. CHAPTER : Designing and Managing Integrated Marketing Communication Role of Marketing Communication, Developing Effective communications, Developing Effective communications, Deciding on the marketing communications Mix, Managing the IMC Case Discussion	5 %
48 - 50	CHAPTER : Contemporary Issues in Marketing – Latest trend This section is purely student oriented segment wherein students will discuss their views and observations. Case Discussion	5 %

Text Book:

1. Marketing Management, Philip Kotler & Kevin Lane Keller & Abraham Koshy & Mithileshwar Jha, 14th edition, Pearson
2. Marketing, Baines, Fill, Kelly Page, Indian Edition, Oxford

Reference Books:

1. MKTG, Lamb, Hair, Sharma, McDaniel, Cengage Learning
2. Great Marketing Turnarounds, Rapp Stan Collins, Prentice Hall

Name of the Subject: PRODUCTION & OPERATIONS MANAGEMENT
Course Code and Subject Code: CC 206, POM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

World Class performance in delivering high quality, cost competitive products and services is essential to survival in today’s global economy. Operations Management is the function that is uniquely associated with the design and management of the transformation process. The continuous change in the approach towards operations function reflects the manner in which ‘Operations’ impact the organization. Operations strongly influence how the funds of the organization are utilized. Efficient processing is the basis for the value creation logic of world class organizations.

This Course on Operations Management introduces issues related to strategic decision making, design, and planning and operations control in the domain of operations to achieve competitiveness and be a world class performance.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 - 2	<p>Introduction to Operations Management</p> <p>Definitions, Difference between Products and Services, Ten critical decisions in OM, Exciting new trends in OM, productivity challenge</p> <p>Case: Kishore Biyani and Big Bazaar</p>	10%

3 - 6	Operations Strategy Global view of operations, developing missions and strategies, Achieving competitive advantage through operations, Issues in operations strategy, strategy development and implementation	
7-10	Design of goods and services: Goods and services selection, generating new products, Product Development, Issues for Product Design, Defining Product., Documents for production, Service Design	5%
11-14	Process Strategy: Four Process strategies, Process analysis and design, service process design, selection of equipment and technology, Technology in services, Process redesign, Ethics and environmentally friendly processes	5%
15-19	Facility Location: Decisions related to logistics, Factors affecting location, methods of location like factor rating, centre of gravity, transportation model, with Examples, Case: Tata's "Dream Car" Plant Location	15%
20-23	Facility Layout: Strategic importance of layout, Types of layout – office layout, retail layout, Warehousing and storage layouts, fixed position layout, Process-oriented layout, Work cells,, Repetitive and product oriented layout including assembly line balancing	
24-26	Operations Scheduling:: Importance of Scheduling, Scheduling issues, Assignment method of loading jobs, Sequencing jobs, personnel scheduling in services	5%
27-31	Project Management: Importance, Meaning and types of projects with differences and applications, Work breakdown structure, Gantt Chart, network models, time-cost model with problems with understanding of Network Crashing Case: E. Sreedharan and Delhi Metro Rail Project	15%
32-34	Material Requirement Planning (MRP): Dependent inventory model requirements, MRP structure, management and lot sizing techniques, Extensions of MRP and MRP in services	5%

35-39	<p>Inventory Management: Types and functions of inventory, Inventory management, Inventory models, Inventory related costs, Probabilistic models and safety stock, fixed period systems, with Examples</p> <p>Case: Pantaloon – Revolutionizing Inventory Management in Indian Retailing</p>	15%
40-44	<p>Managing quality Defining quality, International quality standards, TQM with its tools, Six sigma – DMAIC cycle, TQM in services, Statistical process control, Acceptance sampling</p>	10%
45-48	<p>Supply chain Management: Meaning and strategic importance of supply chain, Supply Chain economics, Supply chain strategies and management, E-procurement, Vendor selection, Logistics management, Measuring performance</p>	10%
49-50	<p>JIT and Lean Management: Meaning of JIT, JIT layout, JIT inventory, JIT Scheduling, JIT Quality, Toyota production system, Lean operations, including services</p>	5%

Text Book:

1. Operations Management, Heizer, Render and Jagdish Rajsekhar, 9th Edition, Pearson Education

Reference Books:

1. Operations management for Competitive Advantage, Chase, Aquilano, Jacobs and Shankar, 12th Edition, Tata Mcgraw Hill
2. Production and Operations Management, Kanishka Bedi, 2nd Edition, Oxford
3. Operations Management Along the Supply Chain, Roberta S. Russell, and Bernard W Taylor, Wiley India
4. Operations Management: Theory and Practice, B. Mahadevan, 2nd Edition, Pearson Education
5. Operations Management, William Stevenson, 9th Edition, Tata Mcgraw Hill Publication
6. Production and Operations Management, R. Paneerselvam, 3rd Edition, Prentice Hall

Name of the Subject: BUSINESS RESEARCH METHODS
Course Code and Subject Code: CC 207, BRM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Management of business and industrial enterprises involves some basic functions to achieve the objectives of the organizations through well planned decisions on a variety of business issues. For better decision making it is required to have sufficient information about the particular business area as information reduces the uncertainty in decisions. In this context research helps in developing the information about the various business areas and this way it also assist the managerial decision making. The course includes the understanding of various concepts of research methodology, some illustrations of their practical usage and understanding of some data analysis software.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1	Introduction to the Research Industry & Career Scope	10%
2 - 3	Introduction, Objectives & Application Nature and Scope of Business Research, Research Process at Glance, Decision Making and Marketing Research	
4	Discussion on Illustrative Research Proposals	
5 - 7	Quantitative Research Designs Types of Research Designs and its applications	15%
8	Identifying the Research Problem	
9 - 11	Specifying Data and Acquisition Methods Data Types, Data Source, Primary Data & Secondary data, Comparison Between Various Data Actualization Method	10%
12	Illustrative Case Study	
13 - 15	Qualitative Research design	5%
16 - 18	Measurement and Scaling: Fundamentals and Comparative Scaling	10%

	Commonly Used Scales in Business Research, Reliability and Validity of Scale	
19	Research Paper Discussion: A Paper Contains Development & Validation of Scale	
20 - 22	Questionnaire Designing Steps in Designing Questionnaire, Pitfalls in Questionnaire Designing	10%
23	Developing & Using Online Questionnaire	
24 - 26	Sampling Design and Procedure Sampling Method Procedure and Sample Size Decision	10%
27 - 32	Define Research Question And Framing & Testing Of Hypotheses Developing the Hypothesis, Testing of Hypothesis; Type – I and II Errors, One Tailed and Two Tailed Test of Significance. Parametric and Nonparametric Tests of Univariate and Bivariate Data (Nonparametric Tests: Kolmogorov Smirnov Test, Sign Test, Wilcoxon Matched Pairs Test, Kolmogorov Smirnov Two Sample Test, Mann Whitney U Test)	20%
33 - 36	Test of Association and Research report writing Regression (Introduction only), Preparing a Research Report and Communicating the Research Results (Includes APA style of reporting the results and referencing), Evaluation of Research Result	10%
37 - 42	Statistical Package for Social Services (SPSS) *Will be used in future projects	
43 - 50	Revision & Remedial Sessions	

Text Book:

1. Business Research Methods, Cooper, Schindler & Sharma, Tata McGraw Hill
2. Business Research Methods, Bryman & Bell , Oxford University Press India

Reference Books:

1. Research Methods for Business, Uma Sekaran, Wiley
2. Business Research Methods, Zikmund, Babin, Carr, Adhikari & Griffin, Cengage Learning
3. Business Research Methods, Naval Bajpai, Pearson
4. Marketing Research, Malhotra & Dash, Pearson Education
5. Marketing Research, Luck & Rubin, Prentice Hall Publication
6. Marketing Research, Beri, Tata McGraw Hill
7. Research Methods for Management, S.Shajahan, Jaico Books
8. Advanced Marketing Management, Pandya & Jayswal, Books India Publications
9. SPSS Explained, Hinton, Brownlow, Mc Murray and Cozens, Tata McGraw Hill
10. SPSS for Windows Step by Step, George & Mallery, Pearson Education

Semester III

Name of the Subject: ENTREPRENEURSHIP DEVELOPMENT
Course Code and Subject Code: CC 301, ED
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Entrepreneurship is the most powerful economic force to humankind. The process of transforming creative ideas into commercially viable businesses continues to be our major challenge. Successful entrepreneurship requires more than merely luck and money. It is a cohesive process of creativity, risk taking, and planning. Business students today need courses and programs that set forth a basic framework for understanding the process of entrepreneurship.

Evaluation pattern:

Class participation and Attendance	10%
Presentations and Assignments	08%
Business Plan Report & Viva Voce	12%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Subject Project
- Assignments

Session	Course Content	Percentile weightage
1 - 3	Entrepreneurship & Entrepreneurial Mindset Nature & Development of Entrepreneurship, Entrepreneurial Process, How Entrepreneurs think, Ethics & Social Responsibility, Role of Entrepreneurship in Economic Development	5%
4 - 6	Entrepreneurial Intentions & Corporate Entrepreneurship Intention to act Entrepreneurially, Entrepreneur Background & Characteristics, Role Model & Support Systems, Promoting Entrepreneurship in India: MSME route, Entrepreneurial intentions within existing organization, Managerial Vs. Entrepreneurial Decision Making, Establishing Corporate Entrepreneurship in Organization	5%
7 - 9	Entrepreneurial Strategy: Generating and Exploiting New Entry Opportunities New Entry, Generation of New Entry Opportunity, Entry Strategy for new entry Exploitation, Risk Reduction Strategies for new Entry Exploitation	5%

10 - 13	<p>Creativity & the Business Idea Ideas from Trend analysis, Common Sources of New venture ideas, Methods of Generating Ideas & Solving Problems, Creativity & Entrepreneurship, Entrepreneurial Innovation, Opportunity Recognition, Product Planning and Development process, e-Commerce & Business Start-up</p>	10%
14 - 17	<p>Identifying & Analysing Domestic & International Opportunities Opportunity Recognition & Opportunity Assessment Plan, Information Sources, Nature of International Entrepreneurship, International Vs. Domestic Entrepreneurship, Technological Environment, Culture, Available Distribution Systems, Motivations & Strategic Effects of Going Global, Foreign Market Selection, Entrepreneurial Entry Strategies, Entrepreneurial Partnering, Barriers to International Trade, Implications for Global Entrepreneur</p>	8%
18 - 19	<p>Protecting the Ideas & Other Legal Issues for entrepreneurs Intellectual Property, Need for a Lawyer, How to Select a Lawyer, Legal Issues in Setting Up the Organization, Patents, Business Method Patents, Start Up Without a Patents, Trademarks, Copyrights, Trade Secrets, Licensing, Product Safety & Liability, Insurance (Additional resources from Internet to be provided)</p>	5%
20 - 24	<p>The Business Plan: Creating & Starting the Venture Planning as Part of the Business Operation, Business Plan, Who Will Write the Plan? Scope and Value of the Business Plan? Who Reads the Plan? How Do Potential Lenders and Investors Evaluate the Plan? Presenting the Plan, Information Needs, Using the Internet as a Resource Tool, Writing the Business Plan, Using and Implementing the Business Plan. Why Some Business Plans Fail CASE: Mithailite Business Plan- Sugarfree Sweet Sweets Retailing Business</p>	10%
25 - 27	<p>The Marketing Plan Industry Analysis, Marketing Research for the New Venture, Preparing the Marketing Plan, Characteristics of a Marketing Plan, The Marketing Mix, Steps in Preparing the Marketing Plan</p>	10%
28 - 29	<p>The Organizational Plan Developing the Management Team, Legal Forms of Business, Tax Attributes of Forms of Business, Limited Liability company, Designing the Organization, Building the Management Team and a Successful Organization Culture, The Role of a Board of Directors, The Board of Advisors, The Organization and Use of Consultant</p>	5%
30 - 34	<p>The Financial Plan Operating and Capital Budgets, Pro Forma Income Statements, Pro Forma Cash Flow, Pro Forma Balance Sheet, Break-Even Analysis, Pro-Forma Sources and Applications of Funds, Software Packages CASE: Vegetrom Ltd.</p>	10%

35 - 37	<p>Sources of Capital An Overview, Personal Funds, Family and Friends, Commercial Banks, Role of Government Agency in Small Business Financing, Research and Development, Limited Partnerships, Government Grants, Private Placement, Boot Strap Financing</p> <p>(Additional Resources from Internet to be provided)</p>	7%
38 - 40	<p>Informal Risk Capital , Venture Capital & Going Public Financing the Business, Informal Risk-Capital Market, Venture Capital, Nature of Venture Capital, Valuing Your Company, Deal Structure, Going Public- Timing & Underwriter Selection, Registration Statement & Time Table, Legal Issues in India</p> <p>CASE: Make My Trip</p>	5%
41 - 42	<p>Strategies for Growth & Managing the Implications of Growth Growth Strategies, Economic Implications of Growth, Implications of Growth for the Firm, Overcoming Pressures on Existing Financial Resources, Financial Control, Overcoming Pressures on Existing Human Resources, Overcoming Pressures on the Management of Employees, Overcoming Pressures on Entrepreneurs Time, Implications of Firm Growth to the Entrepreneur</p>	5%
43 - 44	<p>Accessing Resources for Growth from External Sources Using External Parties to Help Grow a Business, Franchising, Investing in a Franchise, Joint Ventures, Acquisitions, Mergers, Leveraged Buyouts, Overcoming Constraints by Negotiating for More Resources</p>	5%
45 - 46	<p>Succession Planning & Strategies for Harvesting & Ending the Venture Exit Strategy, Succession of Business, Options for Selling the Business, Bankruptcy, Law for Companies in India, Strategy during Re-organization, Keeping the Venture Going, Warning Signs of Bankruptcy, Reality of Failure, Business Turnarounds</p>	5%
47 - 50	<p>Project: Students are required to prepare a business plan in a group of 4 which includes, introduction of the business, marketing plan, operational plan, financial plan and organization plan etc.</p>	

Text Book:

1. Entrepreneurship, Hisrich, Peters and Shepherd, TMH Publication, 8th Special Indian Edition

Reference Books:

1. Entrepreneurship-Creating and Leading an Entrepreneurial Organization, Arya Kumar, Pearson Education
2. Projects Planning, Analysis, Financing, Implementation and Review, Prasanna Chandra, Tata McGraw Hill Publication
3. Entrepreneurship, Rajeev Roy, Oxford University Press
4. Entrepreneurship: New Venture Creation, David Holt, Prentice Hall Publication
5. Entrepreneurship – Theory, Process, Practice, Kuratko & Hodgetts, Cengage Publication

Name of the Subject: MANAGEMENT CONTROL SYSTEMS
Course Code and Subject Code: CC 302, MCS
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Every organization is meant for achieving pre-set goals and objectives. Well thought-out strategies are being implemented for this purpose. Execution of these strategies assumes as much importance as formulation itself. Management control systems are designed in order to implement these strategies successfully. The process of implementation of the strategies and the dilemma faced by managers are the main focus of this course. It envisages strategic planning, budgeting, resource allocation, performance measurement, evaluation, and reward/ responsibility centre allocation. Thus, the main objective of this course is to equip the students with the skills for effective implementation of strategies and resolving the attendant problems.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes	10%
Case Presentations	10%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Group Discussions

Session	Course Content	Percentile weightage
1 - 3	The Nature of Management Control Systems	5%
4 - 6	Understanding the concept of Strategy Corporate Level Strategy Business Unit Strategy	5%
7 - 9	Behaviour in Organizations : Goal Congruence Internal Factors that influence Goal Congruence The Formal Control System and types of organizations	5%
10 - 13	Responsibility Centers, Revenue Centers, Expense Centers Administrative and Support Centres Research and Development Centers Marketing Centers	10%
14 - 17	Profit Centers- General Considerations Business Units and Profit Centers	10%

	Other Profit Centers Measuring Profitability	
18 - 21	Transfer Pricing - objectives of Transfer Prices Transfer Pricing Methods Pricing Corporate Services	10%
22 - 24	Measuring and Controlling Assets Employed EVA versus ROI Evaluating the Economic Performance of the Entity	10%
25 - 27	Nature of Strategic Planning Analysing Proposed New Programmes and Ongoing Programmes Strategic Planning Process	5%
28 – 31	Budget Preparation Process Behavioural Aspects Quantitative Techniques	10%
32 - 36	Analyzing Financial Performance Reports Calculating Variances and Limitations of variance analyses	5%
37 – 40	Performance Measurement Systems Interactive Control	5%
41 – 43	Management Compensation- Characteristics of Incentives Compensation Plans Incentives for Corporate Officers and Business Unit Managers Agency Theory	5%
44 – 45	Controls for Differentiated Strategies Corporate Strategy, Business Unit Strategy, Top Management Style	5%
46 – 48	Service Organizations: General Professional Service Organizations Financial Service Organizations Health Care Organizations and Non Profit Organizations.	5%
49 – 50	Multinational Organizations Management Control of Projects	5%

Text Book:

1. Management Control Systems, Robert Anthony and Vijay Govindarajan, McGraw Hill Publication, 12th edition.

Reference Books:

1. Management Control Systems, Pradip Kumar Sinha, Excel Publication, Latest Edition.
2. Management Control Systems, N Ghosh, PHI Publication, Latest Edition.
3. Modern Management Control Systems, Kenneth A Merchant, Pearson Publication, Latest Edition.

Name of the Subject: STRATEGIC MANAGEMENT
Course Code and Subject Code: CC 303, SM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The content of this course is designed to provide an integrated view of the functional areas and to acquaint them with the strategic management process. The subject would thus offer students the opportunity to exercise qualities of judgment and help them to develop a holistic perspective of the management of organizations. The specific objectives of this course are; To familiarize the learners with the concept of strategic management and understand the significance of managing the business strategically in the current business environment; To familiarize the learners with the strategies at corporate, business and functional levels; To understand and analyze the firm’s external environment, the resources and thus carrying out SWOT analysis for strategy formulation; To understand the process of strategy implementation and the challenges of managing a change; To understand strategic control system to monitor the strategy implementation process; To get acquainted with various strategies adopted by firms to successfully compete with their rivals.

Evaluation pattern:

Class participation and Attendance	10%
Quiz	10%
Assignments and Presentations	10%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Assignments and Management Games

Session	Course Content	Approx. Percentile weightage
1 - 5	Introduction to Strategic management, Vision, Mission, Objectives Strategic Making Process	10%
6 - 9	Business Model and strategy: The I/O Model and Resource-based Model of Above Average Return	5%
10-17	External Analysis: PESTEL, Five Force Model, Key Success Factor and Driving Forces	10%

18-22	Internal Analysis: Internal Assessment, SWOT and Value Chain Analysis	10%
23-26	Five Generic Strategies – Business Level Strategies	5%
27 – 30	Resource Based View, VRIO framework	5%
31-34	Strengthening Company’s Competitive Position: Offensive and Defensive Moves, Strategic Alliances, Integration and Outsourcing	10%
35 - 37	Corporate Level Strategies	10%
38-39	Strategy Execution	15%
40-42	Managing Internal Operation	10%
43-45	Strategy Review, Evaluation and Control	10%
46-50	Case study	-

Text Book

1. Crafting and Executing Strategy, Thompson , Peteraf,Gamble,Strickland and Jain, 18th edition.

Reference Books:

1. Exploring Corporate Strategy, Gerry Jonhson, Kevan Scholes, Richard Whittington, Pearson Education, 7th Edition.
2. Management of Strategy: Concepts and Cases, Michael Hitt, Robert Hoskisson and Duane Ireland, Cengage Learning, latest edition.

Marketing Specialization Subjects

Name of the Subject: INTEGRATED MARKETING COMMUNICATION
Course Code and Subject Code: MS 311, IMC
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The objective of the course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme. It provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Live projects

Session	Course Content	Approx. Percentile weightage
1-10	An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour Case Study	20%
11-19	Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model Case Study	20%

20-27	<p>Planning for Marketing Communication (Marcom): Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget.</p> <p>Case Study</p>	20%
28-36	<p>Developing the Integrated Marketing Communication Programme: Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC.</p> <p>Case Study</p>	25%
37-44	<p>Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR</p> <p>Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI</p> <p>Case Study</p>	15%
45-50	Revision & Remedial Sessions	

Text Book:

1. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill

Reference Books:

1. Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press
2. Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, Tata McGraw Hill
3. Advertising Management, Aakar, Batra and Myers, Prentice
4. Advertising & Promotions, S H Kazmi and Satish K Batra, Excel
5. Advertising; Principles and Practice, Wells, Moriarty and Burnett, Pearson
6. Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning

Name of the Subject: SALES AND DISTRIBUTION MANAGEMENT
Course Code and Subject Code: MS 312, SDM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

This course is meant to make students understand fundamentals of Sales Management and Distribution Management. Since many students with Marketing Specialization start their career in sales, business development, retailers, wholesalers and distributors handling, it is essential to study basics of personal selling, sales management, distribution dynamics, various channels of distribution etc. Through this course, students will be equipped with basic skills required in sales and distribution management.

Evaluation pattern:

Class Participation and Attendance	10%
Quizzes and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Field Project
- Case Study
- Assignment

Session	Course Content	Percentile weightage
1-16	Introduction to Sales Management, The Selling process Managing Sales Information, Sales Organization, Managing of sales territory, Management of Sales Quota	25%
17-26	Recruitment and Selection of Sales force, Training the sales force, Sales force motivation, Sales force compensation, Evaluating and controlling sales force	25%

27-38	Distribution Channel Management, Evolution of Marketing Channels, Retailing, wholesaling, Measuring Wholesale Performance, Franchising	25%
39-50	Channel Design and Planning Process, Channel Management, Channel Information System, Logistics and SCM, IT and Logistics & SCM, Performance Measures	25%

Text Book:

1. Sales & Distribution Management (Latest Edition), Panda Tapan K., Sahadev Sunil, Oxford University Press
2. Sales & Distribution Management – Text & Cases (2nd Edition), Krishna K. Havaladar, Vasant M. Cavale, Tata McGraw-Hill

Reference Books:

1. Sales Management: Decisions, Strategies & Cases, Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Pearson Education, Latest Edition
2. Sales Management: Concepts Practice, and Cases, Johnson F.M., Kurtz D.L., Scheuing E.E., Tata McGraw- Hill, Latest Edition
3. Selling & Sales Management, David Jobber, Geoffrey Lancaster, Pearson Education, Latest Edition
4. Sales Management, Tanner, Honeycutt, Erffmeyer, Pearson Education, Latest Edition
5. Sales Force Management, Mark W. Johnston, Greg W. Marshall, Tata McGraw-Hill, Latest Edition
6. Sales Management, William L. Cron, Thomas E. DeCarlo, Wiley, Latest Edition
7. Sales & Distribution Management, Dr. S. L. Gupta, Excel, Latest Edition

Name of the Subject: CONSUMER BEHAVIOR
Course Code and Subject Code: MS 313, CB
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

An essential component of marketing is consumer insight – both the obvious needs and wants that are on the surface of conscious thought, but also the deeper, possibly unconscious motives that drive human behavior at an implicit level. Psychological science has produced numerous theoretical and technological advances in recent years that offer unprecedented access to the inner workings of the mind, and allow for new ways to assess opinion, test new products, evaluate packaging, predict emerging needs, design promotion and advertising executions, and map out overall marketing strategy.

This course gives an overview of psychological knowledge as it pertains to capturing consumer insight, and includes a consideration of how the brain works, what factors influence consumer choice, and a critical evaluation of psychological assessment tools (including such diverse methods as online surveys, brain imaging, computerized reaction time assessment, and eye-tracking). The course also reviews a range of “levers” that can influence purchase behavior in unexpected ways and at efficient cost. The course is organized around a model of human cognition rooted to sequential mental processing steps (e.g., awareness, interpretation, attitude, etc.) that intervene between the marketing mix (input) and purchase behavior (output). The course uses a mix of large cases, mini-cases, and lectures to advance these concepts.

Evaluation Pattern:

Project	10%
Assignment	10%
Quiz	05%
Class Participation & Attendance	05%
Mid-Semester Exam	30 %
End-term Examination	40 %

Pedagogy:

- Lectures
- Projects
- Case study
- Role plays

Session	Course Content	Percentile weightage
1 - 3	Introduction to the Study of Consumer Behavior Defining Consumer Behaviour - Scope of Allocation of Consumer Behaviour - Why Study Consumer Behaviour	10 %

	<ul style="list-style-type: none"> - Evolution of Consumer Behaviour as a Field of Study and Its Relationship with Marketing: Behaviour Dimension - The Interdisciplinary Nature of Consumer Behaviour 	
4 - 8	<p>Marketing Research and Consumer Behaviour</p> <ul style="list-style-type: none"> - Relevance of Marketing Research with Consumer Behaviour - Approaches to Consumer Behavior Research - Quantitative Research - Qualitative Research 	10 %
9 - 10	<p>Market Segmentation and Positioning</p> <ul style="list-style-type: none"> - Market Segmentation - Basis for Segmentation - Alternatives available for Segmentation - Positioning 	6 %
11 - 14	<p>The Consumer Decision Making Process</p> <ul style="list-style-type: none"> - What is Consumer Decision - Consumer Decision Making Process - Levels of Consumer Decision Making - Models of Consumers: Four Views of Consumer Decision Making - Types of Decision Process 	6%
15 - 18	<p>Models of Consumer Behaviour</p> <ul style="list-style-type: none"> - The Economic Model - Learning Model - Psychoanalytic Model - The Sociological Model - The Howard Sheth Model of Buying Behaviour - The Nicosia Model - The Engel-Kollat-Blackwell Model - Engel, Blackwell and Miniard (EBM) Model 	20 %
19 - 29	<p>Psychological Influence on Consumer Behaviour</p> <ul style="list-style-type: none"> - Personality and Self-Concept - Motivation - Consumer Learning - Consumer Perception 	15 %

	-Consumer Attitude - Consumer Communication	
30 - 41	Sociological Influences on Consumer Decision Making - Consumer Reference Groups - Family and Life Cycle - Social Class - Culture - Subculture - Cross Culture - Personal Influence - Diffusion of Innovation	10 %
42 - 45	Organizational Buying - Nature of Organizational Buying - Influences on Organizational Buying Behavior - Organizational Buying Decision	8 %
46 - 50	Consumer Behavior Analysis and Marketing Strategy - Consumer Behaviour and Product Strategy - Consumer Behaviour and Pricing Strategy - Consumer Behaviour and Distribution Strategy - Consumer Behaviour and Promotion Strategy	15 %

Text Book

1. Consumer Behaviour, Schiffman Kanuk and S. Ramesh Kumar, Pearson, Latest Edition
2. Consumer Behaviour, Concepts and Applications, Loudon and Bitta, TMH, Latest Edition
3. Consumer Behaviour and Marketing Strategy, Peter, J.P. and Olson, TMH, Latest Edition.

Reference Books

1. Consumer Behavior - Insights from Indian Market Majumudar Ramanuj, PHI, 2nd Edition.
2. Consumer Behavior, Blackwell and Engel, Cengage Publication, Indian Edition.

Finance Specialization Subjects

Name of the Subject:INTERNATIONAL FINANCIAL MANAGEMENT

Course Code and Subject Code: FS 321, IFM

Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Corporates, these days are going global. With respect to this, it becomes important for the students of MBA to understand the structure of international finance market and management. Various parameters of international finance like understanding the flow of fund in the international market, foreign exchange rate behavior and risk exposures associated with it. This subject also discusses the various financing tools available to the corporates while operating in the international market. Students will get the knowledge of currency derivatives, which helps the firm manage their funds in the international market. They will also come to know how the firms manage the exchange rate risk while operating globally.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 – 3	Multinational financial Management - overview	5%
4 – 6	International flow of funds Balance of payment, international trade flow, factors affecting international trade flows, correcting a balance of trade deficit, international capital flows, agencies that facilitate international flows	5%
7 – 10	International Financial markets Motives for using international financial markets, foreign exchange market, Eurocurrency market, eurocredit market, Eurobond market, international stock markets	10%

11 – 13	Exchange rate determination Measuring exchange rate movements, exchange rate equilibrium, factors influencing exchange rate,	10%
14 – 17	Currency derivatives Forward market, currency futures, options, call and put options market, conditional currency options, European currency options	5%
18 – 22	Government influence on exchange rates Exchange rate systems, single European currency, government interventions, intervention as a policy tool, How intervention can affect MNC's value	5%
23 – 25	International Arbitrage and Interest Rate Parity Types of International arbitrage, interest rate parity theory	10%
25 – 28	Relationships among inflation, interest rates and exchange Rates Purchasing power parity theory, international fisher effect, comparison of IRP, PPP & IFE theories, impact of foreign inflation on the value of MNC	10%
29 – 31	Forecasting exchange rates Why firms forecast exchange rates, forecasting techniques, services, evaluation of forecast performance, exchange rate volatility, how exchange rate forecasting affects an MNC's value	10%
32 – 40	Measuring exposure to exchange rate fluctuations Is exchange rate risk relevant? Types and management of exposure – transaction, economic and translation exposure, impact of exchange rate fluctuations on MNC's value	10%
41 – 42	Direct foreign investment	5%

	Motives for direct foreign investment, benefits of international diversification, decisions subsequent to DFI, Host Government views on DFI, Impact of the DFI on MNC's value	
43-46	Country risk analysis Why country risk analysis is important, political risk factors, financial risk factors, types of country risk assessment, techniques to assess country risk, measuring country risk, reducing exposure to host government takeovers, impact of an MNC's country risk analysis on its value	5%
47-48	Long term financing Long term financing decision, assessing exchange rate risk, reducing exchange rate risk, floating rate bonds, impact of an MNC's long term financing decision on its value	5%
49-50	Short term financing decision Sources of short term financing, internal financing by MNCs, why MNCs consider foreign financing, determining the effective financing rate, criteria considered for foreign financing, financing with a portfolio of currencies, impact of an MNC's short term financing decision on its value	5%

Text Book:

1. International Financial Management; Jeff Maruda; Cengage publication; Latest Edition

Reference Books:

1. International financial management; Eun & Resnick; TMH; Latest Edition
2. International financial management; V V Sharan; PHI EEE; Latest Edition
3. Multinational financial management; Alan Shapiro; John Wiley Publication; Latest Edition
4. International financial management; P G Apte; PHI; Latest Edition

Name of the Subject: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
Course Code and Subject Code: FS 322, SAPM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

This course is designed to teach the fundamentals of investments along with the analysis and strategies to become successful investor. It will start from the investment introduction to the performance Evaluation of securities and portfolio. To understand deeper how market works, students will be taught the stock market fundamental. It discusses the risk return tradeoff of an individual investor, it also persist how investment in securities market is evaluated based on Fundamental and Technical analysis. It also discusses application of Modern Portfolio Theory, analysis of active and passive investment strategies, and measurement of portfolio performance. This course will also emphasize students to learn forces that affect security market.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Session	Course Content	Approx. Percentile weightage
1	Investment Alternatives and Objectives	5%
2 - 5	Introduction to Risk – Return Tradeoff, Measures, Analysis, Determinants of Required Rates of Return and Relationship between Risk and Return, Risk-free rate and its influencing factors and Risk Premium	10%
6 - 7	Organization and Functioning Securities Markets, Primary and Secondary Markets, Types of Markets, Types of Orders	5%

8 - 11	Introduction to Indian Stock Markets, Stock Market Indices, Indices Calculations	5%
12 - 13	Economic Analysis – Macroeconomic activities and security markets, The Cyclical Indicator Approach, Monetary Variables	5%
14 - 15	Industry Analysis – Business Cycles and industry sectors, Evaluating Industry life cycle, analysis of industry competition and industry rate of returns	5%
16 - 17	Company Analysis, SWOT Analysis, Analysis of Financial Statement and Stock Valuation	10%
18 - 21	Technical Analysis – Assumption, Advantages, Challenges, Types of Charts, Technical Trading Rules and Indicators	5%
22 - 25	Introduction to Efficient Market Hypothesis, Random Walk Model, Forms of EMH, Empirical Evidences	5%
26 - 27	Introduction to Portfolio Management – Measurement of Expected Risk and Returns of Portfolio, Alternative measures of Risk	5%
28 - 32	Markowitz Portfolio Theory	5%
33 - 36	Capital Assets Pricing Model, Overview and Assumptions, Capital Market Theory, Security Market Line and Capital Market Line, Zero Beta Model	5%
37 - 39	Multifactor Models and risk Estimation – Arbitrage Pricing Theory, Sharpe’s Single Index Model, Lagrange Multiplier Theory	5%
40 - 41	Equity Portfolio Management Overview and Strategies, Passive and Active Management, Index Portfolio Construction techniques, Value versus Growth Investing	5%
42 - 44	Bond Fundamentals, Valuation and Bond Yield The Analysis and Valuation of Bond – Determinants of Interest Rates, Term structure Interest Rates Theories, Bond Theorems	5%

45	Bond Portfolio Management Strategies - Overview and Strategies, Passive and Active Management	5%
46 - 47	Introduction to Mutual Funds	5%
48 - 50	Evaluation of Portfolio Performance – Treynor, Sharpe, Jensen and Fama Net Selectivity, Application of Portfolio Performance Measures	5%

Text Book:

1. Investment Analysis and Portfolio Management by Reilly and Brown, Cengage Learning, India Ed.

Reference Books:

1. Investment Analysis and Portfolio Management by Prasanna Chandra
2. Investments by Zvi Bodie, Alex Kane, Alan Marcus and Pitabas Mohanty
3. Security Analysis and Portfolio Management by Donald Fisher and Ronald Jordan

Name of the Subject: MANAGEMENT OF FINANCIAL SERVICES
Course Code and Subject Code: FS 323, MFS
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Financial markets have been increasingly influenced in recent times by financial innovations in terms of products and instruments, adoption of modern technologies, opening up of the market to the global economy, streaming of the regulatory framework and so on. Many innovative financial products are introduced to cater to the varied requirements of both corporate and individual customers. In this changing financial scenario, students of management need to learn about broad framework of financial system, its constituents, their linkages and the regulatory mechanism under which it operates. The course content includes a study of the financial markets, financial intermediation and different financial services.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Projects

Session	Course Content	Percentile weightage
1-10	Overview of Financial Services: nature, scope and importance Financial System and Markets: Types, Constituents and functioning, SEBI- Role and functions Overview of Foreign Markets Financial Sector Reforms in India Introduction to Banking and Insurance services; RBI – Role and functions	25%
11-22	Primary and secondary markets and their intermediaries: Introduction of Primary & Secondary Markets (BSE, NSE & OTCEI), Money market Merchant banking services including new issue management- Prospectus of Public Offering, Book Building, IPO and FPO, Greenshoe Option, Underwriter, Registrar and Share Transfer Agent Stock broking Depositories	25%

	Custodial services and short selling and securities lending and borrowing services	
23-33	Mutual Fund organization; Meaning, status, types Leasing and Hire purchase Venture capital financing Credit Rating Services Factoring and Forfeiting and Bill discounting	25%
34-50	Consumer Finance Plastic Money (Debit, Credit & Smart Card) Housing finance Securitization in India: concept, nature, scope and their implications Management of Non-Banking Financial Companies and Microfinance	25%

Text Book:

1. The Indian Financial system – Market, Institutions and Services, Bharti V Pathak, , Pearson, Latest Edition

Reference Books:

1. Financial Services, M.Y Khan, TATA McGraw Hill, 7th Edition
2. Financial Services & Systems, S Gurusamy, TATA McGraw Hill, Latest Edition
3. Financial Services, Tripathy and Nalini Prava, PHI, Latest Edition
4. Financial Services in India, V.A Avdhani, Himalaya, Latest Edition
5. Financial services, Dr. R Shanmugham, Wiley, Latest Edition
6. Management of Banking and Financial Services, Justin Paul and Padmalatha Suresh, Pearson, Latest Edition
7. Financial Markets and Financial Services, Vasant Desai, Himalaya, Latest Edition
8. Financial Services and System, K Sasidharan & Alex K Mathews, TATA McGraw Hill, Latest Edition
9. Financial Services, Goel and Sandeep, PHI, Latest Edition
10. Financial Markets, Institutions, And Financial Services, Gomez and Clifford, PHI, Latest Edition

Human
Resource
Specialization
Subjects

Name of the Subject: COMPENSATION MANAGEMENT
Course Code and Subject Code: HS 331, CM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Course is designed to provide the student with a thorough knowledge of various methods and practices of Compensation Management. It enables students to understand and perform job evaluation for various job positions of different fields. It also serves to develop and strengthen overall analytical skills of students Related to various HR Functions.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Session	Course Content	Approx. Percentile weightage
1 - 5	The reward system Reward system : compensation & non compensation dimension, system for non compensation	5%
6 - 12	Job analysis Planning a job analysis program, Collection and description of job data, designing of custom made job analysis questionnaire , Guidelines for conducting a job analysis interview	10%
13 - 18	Job Description Broad , generic job (class descriptions versus Narrow, specific job (Position) descriptions, A job contract, Planning, operations and control, elements of the job description, Job summary ,other ways of describing job facts	10%
18 - 21	Job evaluation Job requirements and pay, whole job ranking, position classification- Predetermined grading Approach, a market pricing approach, a maturity curve method, Development and use of compensable factors,. Weighting and rating of compensable factors	15%

22 - 29	Designing a Base pay structure Pay structure architecture, Determining a pay policy line, the need for more than one pay structure, displaying job data, identifying lowest and highest rates of pay, developing pay grades, single rate pay grade, two tire wage plan, multiple point pay structure, range or spread dimension, pay grade width, determining pay grade minimum and minimum rates of pay, internal design consideration, spread of range and steps, pay grade overlap, broad banding	20%
30-33	Measuring and paying for performance Merit pay, performance appraisal: cost- effectiveness analysis, designing a job content-based performance appraisal program, Rating scale design and development, performance standards, maintaining an employee documentation File	10%
34 - 37	Point factor method of job evaluation Combining point factor and factor comparison methods, job evaluation committee, Using FES to determine job worth, Factor evaluation system position evaluation statements	10%
38 - 44	Short term incentives Premium and differentials, pay for unit produced, individual based bonus and rewards, organization wide short term incentives, Scanlon plan, lincon's incentive system	10%
45 - 50	Long term incentives Designing a long term incentive and deferred compensation plan, Qualified deferred compensation arrangement, Social security, retirement plan, pension plans, profit sharing plan, stock bonus plan, ESOP ,employer benefits and employer costs for ESOP, Individual retirement account, Savings incentive match plan for employees	10%

Text Book:

1. Compensation Management in a knowledge- based world, Richard I. Henderson, Pearson Education

Reference Books:

1. Compensation planning, George T Mulkovich & Jerry Newmann, Mc Graw Hill Publication
2. Compensation and reward management, B. D. Singh, Excel Publication

Name of the Subject: MANAGEMENT OF INDUSTRIAL RELATION & LABOUR
LEGISLATION
Course Code and Subject Code: HS 332, MIRLL
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

Course is designed to provide the student with a thorough knowledge of legal implications in Human Resource Management. It will help students to understand and handle Industrial Relation. The students would also be able to appreciate the importance and applications of industrial relations and different legislations related the same.

Evaluation Pattern:

Class participation and Attendance 10%
 Quizzes, presentation and Assignments 20%
 Mid Term Examination 30%
 End Term (University) Examination 40%

Pedagogy:

Lectures
 Case Study
 Minor Projects

Sessions	Course Content	Percentile Weightage
1-9	Philosophy of Industrial Relation Industrial Disputes Act, 1947	20%
10-20	Trade Unions and Trade Unions Act, 1926 Industrial employment standing order Act 1946	15%
21-23	Shops and Establishment Act, 1948	5%
24-26	Factory Act 1948	5%
27-32	Contract Labour (Regulation and Abolition) Act, 1970	15%

	Collective Bargaining	
33-35	Worker's Participation In Management	5%
36-40	Assessment of WPM in India	5%
41-45	Discipline Code of Discipline in India	20%
45-50	Grievance Handling	10%

Text Book:

1. Industrial Relations And Labour Laws, B.D.Singh, Excel
2. Labour and Industrial Laws, P.K.Padhi, PHI

Reference Books:

1. Industrial Relations- Conceptual & legal framework, A M Sarma, Himalaya Publication
2. Industrial Relations and Labour Laws, S C Srivastava, Vikas Publishing House Pvt Ltd Delhi
3. Industrial Relation, C.S.Venkataratnam, Oxford 2006 Edition
4. Dynamics of Industrial Relation, C.B.Mamoria, Himalaya Publication

Name of the Subject: CHANGE MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT
Course Code and Subject Code: HS 333, CMOD
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

This course is designed to teach and assist students in understanding the strategies and techniques of OD and moves from the more basic elements to more complex. The five important parts wherein they will have an idea are: Anticipating Change, Understanding the OD process, Developing Excellence in individual, Developing High performance in Teams, and Developing Success in organizations.

Evaluation Scheme:

Class participation and Attendance 10%
 Quizzes, presentation and Assignments 20%
 Mid Term Examination 30%
 End Term (University) Examination 40%

Pedagogy:

Lectures
 Case Study
 Minor Projects

Sessions	Course Content	Approx Percentile Weightage
1-9	Organization development and Reinventing the Organization Organizational renewal and Challenge of	15%
10-20	Change of the Organizational Culture OD Practitioner Role, Styles, Diagnostic Process Overcoming Resistance to Change	15%
21-23	Process Intervention Skills	10%

	Strategies for OD Intervention	
24-26	Empowerment and Interpersonal Intervention Interventions for Team Development	5%
27-32	Goal Setting for effectiveness organizations Work team development	10%
33-35	High Performing Systems	5%
36-40	Learning Organizations Organizational Transformation	10%
41-45	Strategic change Management	20%
45-50	Changing the culture OD for Future	10%

Text Book:

1. Industrial Relations And Labour Laws, B.D.Singh, Excel
2. Labour and Industrial Laws, P.K.Padhi, PHI

Reference Books:

1. Industrial Relations- Conceptual & legal framework, A M Sarma, Himalaya Publication
2. Industrial Relations and Labour Laws, S C Srivastava, Vikas Publishing House Pvt Ltd Delhi
3. Industrial Relation, C.S.Venkataratnam, Oxford 2006 Edition
4. Dynamics of Industrial Relation, C.B.Mamoria, Himalaya Publication

Information
System
Specialization
Subjects

Name of the Subject: INFORMATION TECHNOLOGY & BUSINESS
Course Code and Subject Code: IS 341, ITB
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

The main objective of this course is to make the students aware about the best use of technology to make the business potent. As it is an established fact that technology can become one of the key success factors for the company, enhanced knowledge of technology and advanced computer applications can give added advantage to new generation managers. The entry of big multinationals in Indian market also makes it pertinent for managers to have proficiency in latest technologies so that they can gain an edge over other professionals. This course is designed to provide proper support to the students for better understanding of technology and its application in business today.

Evaluation pattern:

Quiz	10%
Assignments / Projects	10%
Class participation	10%
Mid Semester Examination	30%
End Term Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 - 4	Information Technology's Role in Business and its Basics	15%
5- 10	Identifying Competitive advantages through technology, Supportive organizational structure for Strategic Initiatives	15%
11 - 17	Strategic Initiatives using IT : SCM, CRM and ERP, Measuring the success of Strategic Initiatives	15%

18 - 25	Extending the organization, Building a Customer Centric Organization, Integrating Organization	15%
26 - 32	Organizational Information, Accessing Organizational Information, Creating Innovative Organizations	10%
33 - 41	Teams, Partnerships and Alliances, Building Software to support an agile organization,	15%
42 - 50	Outsourcing Development, Ethics in using IT, Emerging Trends and Technologies	15%

Text Book:

1. Business Driven Technology by Haag/Baltzan/Philips, 2nd ed Tata McGraw Hill Publication.

Reference Books:

1. Enterprise Systems for Management by Luvai Motiwalla, Guido Tabellini, Jeffrey Thompson, Pearson Education
2. e-Business 2.0 Roadmap for Success by Dr. Ravi Kalakota, Marcia Robinson, Pearson Education
3. Management of Information Technology by Carroll W. Frenzel and John C. Frenzel, fourth Edition, Thomson Press
4. E-commerce – A Managerial Perspective by P. T. Joseph, Prentice Hall India Publications.
5. Marketing of High-Technology Products and Innovations, 3/e by Jakki J Mohr, Sanjit Sengupta, Stanley Slater, Pearson Education.

Name of the Subject: SYSTEM ANALYSIS AND DESIGN
Course Code and Subject Code: IS 342, SAD
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

The objective of the course is to provide the necessary background and experience in developing a System so that a student can enter in the professional community in the capacity of a system analyst or programmer. This course provides the student with a practical approach to systems analysis and design using a blend of traditional developments and current technologies. The student will learn how to apply established and evolving methodologies for the analysis, design, and development of an information system.

Evaluation pattern:

Quiz	15%
Assignments / Projects	10%
Class participation	05%
Mid Semester Examination	30%
End Term Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 - 6	Foundations For Systems Development: Modern approach to System analysis and design, system development life cycle, system development process, different approaches to improving development	15%
7 - 10	Origins of software: Systems acquisition, managing IS projects, representing and scheduling project plans	10%

11 - 18	System Planning: Identifying and selecting systems development projects, assessing project feasibility, building and assessing the baseline project plan.	15%
19 - 26	System Analysis: Performing requirements determination, methods for requirements determination,	15%
27 - 34	Structuring system process requirements: Process modeling, Data flow diagramming	15%
35 - 42	System Design: Database design, designing forms and reports, designing interfaces and dialogues, designing distributed and internet systems	15%
43 - 50	System Implementation and maintenance: System implantation, software application testing, installation, documentation, training and supporting users, maintaining Information system, conducting systems maintenance	15%

Text Book:

1. System Analysis and Design, Hoffer, George, Valacich, PHI, 6th Edition

Reference Books:

1. Analysis, Design of Information System, Rajaraman, PHI Management
2. Analysis & Design of Information System by James A. Senn
3. System Analysis and Design by Elias M. Awad
4. System Analysis & Design Hand Book, V.K. Jain, Wiley Dreamtech

Name of the Subject: DATA BASE MANAGEMENT SYSTEM
Course Code and Subject Code: IS 343, DBMS
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

This course is meant to make students understand fundamentals of Data base Management system. This course introduces the basics of database systems, as well as the modeling, design and manipulation of relational databases. The students will gain the required knowledge to describe databases, their characteristics, and functions. The course will enable the students to create and manipulate databases on MS-Access database management system.

Evaluation pattern:

Quiz	10%
Assignments	05%
Mini Projects	10%
Class participation	05%
Mid Semester Examination	30%
End Term Examination	40%

Pedagogy:

- Lectures
- Practical sessions in Computer lab
- Minor projects

Session	Course Content	Percentile weightage
1-3	Introduction to Database systems, basic concepts and definitions: Data, information, Data Warehouse, Fields, Records, Files. Data Dictionary, Data base, Database system	25%
4-7	Data administrator- Functions and responsibilities of Data base Administrator (DBA), File-oriented system vs. Database system, Advantages and Disadvantages of DBMS, Evolution of Database systems	
8-12	E-R Data Model: Introduction, Basic E-R Concepts-Entities, relationship, attributes & constraints. Conversion of E-R model into relations, E-R Model symbols, problems with E-R Diagrams. Relational Database Management Systems (RDBMS)	25%
13-16	Types of Database systems: centralized database systems, parallel database systems, client/server database systems, Distributed database systems.	

17-19	Creating a database, navigation pane, ribbon, other relevant features and Practice	35%
20-23	Creating a new table, naming the fields, table design, changing the table design, insert and delete a field	
24-28	Understanding unique values, choosing and Setting primary key, creating composite primary keys, indexing	
29-33	Manipulating the table in database, (renaming, deleting, copying in database), adding records	
34-38	Performing operations (insert, delete, update) Sorting and filtering the data	
39-43	Creating queries, selecting fields, and running queries, joins, use of operators in Access	
44-46	Connecting the data: one-to-one, one-to-many, many-to-many, understanding keys, creating and viewing relationships	15%
47-50	Data Normalization: Introduction, Normalization, First normal form (1NF), second normal form (2NF).	

Text Book:

1. Database Systems Concepts, Design and Applications, S K Singh, Pearson
2. Microsoft Office Access 2007-Bible, Groh, Stockman, Powell, Prague, Irwin, Reardon, Wiley, Latest Edition

Reference Books:

1. Data Base Management Systems, Majumder & Bhattacharyya, Tata McGraw- Hill, Latest Edition
2. Access Database Steven Roman O'relly, Latest Edition
3. Microsoft Office Access 2003 (Step by step) Microsoft Press
4. Data Base System Concepts Silverchatz, Korth & Sudarshan, McGraw Hill
5. Database Systems Design, Implementation and Management Peter Rob, Carlos Coronel Cengage

Semester IV

Name of the Subject: INTERNATIONAL BUSINESS
Course Code and Subject Code: CC 401, IB
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The course is intended to provide a basic understanding about the finer aspects of international business to the students. It is aimed at making the students realize that International Business is a combination of multiple disciplines brought together in a systematic manner. The integration of General Management, Operations, Financial Management, Marketing Management as well as Human Resources Management in an international perspective is essential to International Business.

Evaluation pattern:

Class participation and Attendance	10%
Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Subject Project
- Assignments

Session	Course Content	Percentile weightage
1-4	Globalization and International Business	25 %
5-14	The Cultural Environments facing business. The Political and Legal Environments facing Business, The Economic Environments facing business. Globalization and Society.	
15-24	International Trade and Factor-Mobility Theory. Government Influence on Trade. Cross-National	20 %
25-30	Cooperation and Agreements. Global Foreign-Exchange Markets. The Determination of Exchange Rates	

31-35	The Strategy of International Business. Export and Import Strategies. Direct Investment and Collaborative Strategies.	20 %
36-42	Marketing Globally. Global Manufacturing and Supply Chain Management. International Accounting Issues. The Multinational Finance Function. Human Resource Management.	25 %
43-45	Country Evaluation and Selection, Emergence of BRIC and Asian Countries	10 %
46-50	Case Study	

Text Book:

1. International Business-Environment and Operations by John Daniels, Lee Radebaugh, Daniel Sullivan, and Prashant Salwan, Pearson, Latest Edition

Reference Books:

1. International Business by Charles Hill & Arun Jain, Tata McGraw- Hill, New Delhi
2. Global Business by Mike W. Peng, Deepak K. Srivastava, Cengage Learning
3. International Business:Theory & Practice by Ajami, PHI
4. International Business:Test & Cases by P. Subba Rao, Himalaya

Name of the Subject: PROJECT MANAGEMENT
Course Code and Subject Code: CC 402, PM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The subject emphasizes on imparting the knowledge, skills, tools and techniques involved in carrying out project activities so as to ensure that projects are delivered within budget and schedule. Upon successful completion of the course, the student will be able to understand how to Devise strategy and plan for the project and Design the project and its schedules and overall framework.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Case Presentations	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Assignments

Session	Course Content	Percentile weightage
1 - 8	Introduction Introduction to Project Management, Structures and Frameworks of Project Management	15%
9 - 20	Defining the Project Project Definition, Strategy and Project Management	25%
21 - 32	Designing the Project Time planning, Critical Chain Project Management, Cost and Quality Planning, Plan Analysis and Risk Management	25%
33 - 44	Deliver and Executing the Project	25%

	Project Organization: Structures and Teams, Management and Leadership, Control of Projects, Supply Chain Issues, Problem-solving and Decision-making	
45 - 50	Develop Project Completion and Review, Improving Project Performance	10%

Text Book:

1. Project Management, Harvey Maylor, Pearson Education, 3rd edition.

Reference Books:

1. Projects, Prasanna Chandra, Tata McGraw Hill
2. Project Management, Pinto, Pearson
3. "Project Management- A Managerial Approach", Jack Meredith, Samuel J. Mantel Jr., John Wiley and Sons
4. Project Management – The Managerial Process, Clifford F. Gray & Erik W. Larson, Tata McGraw Hill

Marketing Specialization Subjects

Name of the Subject: SERVICES AND RELATIONSHIP MARKETING
Course Code and Subject Code: MS 411, SRM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The objective of this course is to acquaint the students with concepts and techniques for marketing of service business, so that they will be able to handle the unconventional challenges of services marketing.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Projects

Session	Course Content	Approx. Percentile weightage
1-5	Basics of Services Marketing: Definition of Services and rationale for study; Role of services in the economy; Distinctions between Services and Goods; Services Marketing Mix, Services and Technology - technology in service encounter, emergence of self service, automation in services	20%
6-7	Case Study	
8-12	Customer Behaviour in Service Encounter: Four Categories of Services – People-Processing, Mental-Stimulus Processing, Possession-Processing, and Information-Processing;; Customer Decision Making – Pre-purchase Stage, Service-Encounter Stage and Post-Encounter Stage; Customer Expectations and Perceptions of Services – Zone of Tolerance;	20%
13-14	Case Study	
15-25	Services Marketing Mix: Product – Core and Supplementary Elements, Branding Service Products ; Price – Role of Non-monetary Costs, Pricing Strategy Pricing and Revenue Management, Yield Management, Place – Service Distribution, Role of	20%

	Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies; Promotion – Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication	
26-27	Case Study	
28-34	Expanded Marketing Mix: People – Employees’ Role in Service Delivery, Service Leadership and Culture, Process – Service Blueprinting, Service Process Redesign Physical Evidence - Servicescape, Service Environments, Managing Capacity and Demand: Understanding Capacity, Demand Patterns, Strategies for Matching Capacity and Demands	20%
35-36	Case Study	
37-43	Service Quality and Relationship Management Services Quality: Gaps Model; Measuring and Improving Service Quality; Relationship Management: Defining Customer Relationships; The Basics; External Relationships; Supplier Relations; Internal Relationships Relationship Marketing Customer Retention; Customer Loyalty; Strategies for reducing Customer Defections; and Customer Relationship Management	20%
44-45	Case Study	
46-50	Revision & Remedial Sessions	

Text Book:

1. Services Marketing – Text and Cases, Rajendra Nargundkar, 3rd Edition, Mc Graw-Hill

Reference Books:

1. Services Marketing, Zeithaml, Bitner, Gremler & Pandit, 5th Edition, Mc Graw-Hill
2. Services- Marketing, Operations, and Management, Jauhari & Dutta, Oxford
3. Services Marketing, R. Srinivasan, PHI Learning

Name of the Subject: INTERNATIONAL MARKETING
Course Code and Subject Code: MS 412, IM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Organizations are easily going global and the understanding of marketing concepts only for single country is not sufficient in today's time. The course is intended to provide a basic understanding about the various aspects of marketing activity on international front to the students. The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of International Marketing. It is aimed at making the students realize that International Marketing is a blend of multiple disciplines brought together in a systematic manner.

Evaluation pattern:

Class Participation and Attendance	10%
Quizzes and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Project
- Case Study
- Assignment

Session	Course Content	Percentile weightage
1-4	Introduction, Challenges And Opportunities	25%
4-14	Trade Theories And Economic Development, Trade Distortion And Market Barriers, World Market	
15-24	Environment: Political, Legal & Cultural	20%
25-30	Consumer Behavior In The International Context & Business Customs	
31-35	Marketing Research In The International Context : Information System, Market Analysis And Foreign Market Entry Strategies	20%

36-42	Product Strategies: Basic, Product Planning, Branding & Packaging Decisions, Distribution Strategies & Documentation	25%
43-45	Promotion Strategies: Personal Selling, Publicity, Sales Promotion & Advertising, Pricing Strategies, Sources Of Financing And International Money Market	10%
46-50	Case Study	

Text Book:

1. International Marketing – Analysis & Strategy by Sak Onkvisit, John J Shaw PHI, Latest Edition

Reference Books:

1. International Marketing, Philip R. Cateora, John L. Graham & Prashant Salwan, Tata McGraw- Hill
2. International Marketing Strategy Analysis, development and Implementation, Isobel Doole and Robin Lowe, Thomson Press Publications
3. International Marketing, Vern Terpstra and Ravi Sarathy, Thomson South Western.
4. International Business- competing in the Global Marketplace, Charles W. L. Hill, Tata McGraw-Hill

Name of the Subject: PRODUCT AND BRAND MANAGEMENT
Course Code and Subject Code: MS 413, PBM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

The objective of this course is to learn fundamentals of Product and Brand Management. The aim of Product Management Part is to make participants understand competition at product level as well as brand level. Two broadly important aspects namely Product Management from competition point of view and Product Management from New Product Development and Innovation point of view are to be covered. The objective of Brand Management is to make students understand principles of Branding, role of brands, elements and components of brands, brand equity etc. The main aim for Brand Management is to make sure that students understand implications of planning, implementing and evaluating Branding Strategies.

Evaluation Pattern:

Class Participation and Attendance	10%
Quizzes and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Projects
- Case study

Session	Course Content	Percentile weightage
1 - 8	Introduction to Product: Competition & Product Strategy, product in theory & in practice, Product life cycle, product portfolio	20%
9 - 16	Product Management & New Product Development: New product development process, New product strategy, commercialization, managing Growth, Managing the mature Product	20%
17 - 18	Case: Samsung's Mobile Business	
19 - 30	Branding & Brand Management	30%

	The concept of Brand Equity, Creating brands in a competitive market, Brand Positioning and Brand Associations, Using Brand Elements to create brand equity, Leveraging Secondary Brand Associations	
31- 32	Case: Intel: Building a Technology Brand Case: Brand Elements of Parle-G Biscuit Brand	
33- 50	Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Managing brands overtime and Geographic boundaries. Developing a Brand Equity Management System. Measuring Sources of Brand Equity and Brand Equity measurement approaches	30%

Text Book

1. Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Second Edition.
2. Strategic Brand Management, Kevin Lane Keller, M.G. Rameswaram and Isaac Jacob, Pearson Education, Third Edition.

Reference Books

1. Product Management, Donald R. Lehmann and Russell S. Winer, Fourth Edition, TMH
2. Innovation Management and New Product Development, Paul Trott, Fourth Edition, Pearson
3. Strategic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited
4. Building Brand Value : Five Steps of Building Powerful Brands, M. G.Pameswaran, 2006, New Delhi: Tata McGraw Hill
5. Brand Management, , H. V. Verma, 2004, New Delhi: Excel Books
6. Branding, A reference guide to solving your toughest branding problems and strengthening your market position, B. VanAuken, 2007. Jaico Publishing House
7. Managing Indian Brands-Concepts and Strategies, S Ramesh Kumar, 2001, Vikas Publications
8. Successful Branding, Prank K Chaudhary, University (India) Press Limited, Hyderabad, 2001

Finance Specialization Subjects

Name of the Subject: DERIVATIVES AND RISK MANAGEMENT
Course Code and Subject Code: FS 421, DRM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Upon successful completion of the course, the student will be able to: Equip with the ability to apply stock market basics to Indian Derivative market. , Learn valuation, analysis and application for hedging, speculation and arbitrage for Financial Derivatives. , Learn the mechanics, valuation and trading strategies of derivative market; develop their own trading strategies in the volatile market

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 - 2	Derivative- An Introduction Introduction, Managing Risk, Types of Business Risks, Derivatives, Products, Classification, participant, Evolution, Functions	6 %
3-6	Forward & Future Introduction, Forward Contract, settlement of Forward Contract, Futures contract, Specifications of Futures contract, difference, Pricing, Arbitrage, Convergence, Relationship of futures price & expected spot price	6%
7-10	Commodity Futures Introduction, benefit, commodity futures & economy, Difference of commodity & financial futures, Pricing, hedging, Perfect & imperfect hedge, Basis & Basis Risk, Optimal Hedge Ratio, Spread strategies	7%

11-14	<p>Stock & Index Futures</p> <p>Index Futures, forward contracts & stocks, Future contract on indices & individual stocks, Features, specifications, pricing, Hedging, Speculation & arbitrage with stock index futures</p>	7%
15-20	<p>Currency Forwards & Futures</p> <p>Foreign exchange markets, Foreign exchange risk, FOREX rates, transactions, Arbitrage, Hedging, Speculation & arbitrage, NDF – Evolution, Growth, Features, Interest rate parity, Currency future – Trading, settlement, pricing, Hedging, Speculation & arbitrage</p>	10%
21-23	<p>Interest rate Forwards & Futures</p> <p>FRA – Introduction, settlement, Pricing, Hedging, Speculation & Arbitrage with FRA and T-Bills, Euro dollars, Treasury bond futures, Pricing T-Bonds, Duration & Modification, Interest rate futures in india</p>	8%
24-26	<p>Interest rate & currency swaps</p> <p>Features of Swap, Need, swap dealer, Applications, Rationale, Types, hedging, Features, Valuing Interest rate and currency swap, Commodity swaps, equity swaps</p>	8%
27-28	<p>Options –Basic</p> <p>Terminology, call, Put, Quotations, Trading & settlement, Margins, Adjustment for corporate actions, Options other than stocks/indices, Difference options & futures/ forwards</p>	4%
29-31	<p>Option Pricing-1</p> <p>Intrinsic value & time value, Boundary conditions for option pricing, arbitrage based relationship of option pricing, Put call parity</p>	8%
32-37	<p>Option Pricing-2</p> <p>Binomial Option Pricing Model, Equivalent portfolio approach for option valuation, Multi period Binomial Model, Binomial Model for Index options, Binomial Tree, Factors affecting option price, Black &</p>	10%

	Scholes Option Pricing Model – Assumption, Interpretation, Implied volatility	
38-39	Options-Sensitivities Delta & Delta Hedging, Theta, Gamma & Neutrality, Greek Letters	5%
40-42	Options-Applications Hedging strategies with Options, Income generation with options, Option trading strategies	9%
43-45	Exotic Options Forward start option, Binary or digital option, Chooser option, Shout option, Barrier options, Asian options, Other Exotics	4%
46-48	Credit Derivatives Introduction & Meaning, Types of credit risks, Assessment of credit risk, Credit default swaps, Total return swap, Credit linked notes, collateralized debt obligations	4%
49-50	Other derivatives Payoff of options on futures, Binomial model for future options, Valuation of futures options- Black's Model, Interest rate options, Cap, Floor, Collar	4%

Text Book:

1. Derivatives & Risk Management, Rajiv Srivastava, 4th Edition, Oxford Publication House

Reference Books:

1. Futures and Option Markets, John C. Hull, Pearson Education
2. Risk Management & Derivative, Rene M. Stulz, Cengage

Name of the Subject: CORPORATE FINANCE AND RESTRUCTURING
Course Code and Subject Code: FS 422, CFR
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The course aims to facilitate understanding of corporate merger and acquisition activity, restructurings and corporate governance. The focus will be on fundamental concepts of valuation and analytical tools of corporate finance related to restructuring. The aim of the course is for the students to understand the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units. It combines applied theoretical approach with the case study method through detailed analysis of domestic and global restructuring cases. The course is designed so as to create an interface or link between the academic and the practitioner perspectives of various dimensions of corporate finance and restructuring process.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 - 12	Overview of Corporate Finance & Restructuring Financial Strategy and Planning, Risk Evaluation and Capital Budgeting, Dividend and Retention Policies, Designing Capital Structure, Introduction to corporate restructuring, different forms, motives & applications of corporate restructuring,	25%
13 - 22	Dimensions of Mergers and Acquisitions Mergers & acquisitions concept, types and process, Accounting for Mergers & Demergers, Regulatory framework of mergers and acquisitions. Due	25%

	diligence for M&A, Cross-Border Mergers & Acquisitions. Take-over and Defense Tactics	
23 - 34	Valuation Aspects of Corporate Restructuring Methods of payment for M & A and Calculations of exchange ratio, Fundamental and methods of business valuation, Calculations of financial synergy and return, Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation	25%
35 - 44	Dimensions of Corporate Restructuring Financial Restructuring & Divestiture, Funding Options for M&A. Strategic Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts	5%
45 - 50	Case Study Presentations	

Text Book:

1. Corporate Restructuring, Bhagaban Das and Debdas Raskhit, Himalaya, Latest Edition
2. Financial Management, M Y Khan & P K Jain, TATA McGraw Hill, Latest Edition

Reference Books:

1. Mergers & Acquisitions, B Rajesh Kumar, TATA McGraw Hill, Latest Edition
2. Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford, Latest Publication
3. Mergers & Acquisitions, Kamal Ghose Ray, PHI, Latest Edition
4. Mergers, Acquisitions and Corporate Restructuring, Prasad Godbole, Vikas, Latest Edition
5. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam, Pearson, Latest Edition
6. Takeovers, Restructuring, and Corporate Governance, James J. Fred Weston, Mark L. Mitchell, J. Harold, Pearson, Latest Edition
7. Mergers, Acquisitions & Corporate restructuring, Patrick Gaughan, Wiley, Latest Edition
8. Mergers, Acquisitions and business valuation, Excel books, Ravindhar Vadapalli, Latest Edition
9. John C. Michelson, Restructuring for Growth, TATA McGraw Hill, Latest Edition
10. Financial Management, I M Pandey, Vikas Publication, Latest Edition
11. Financial Management, Prasanna Chandra, TATA McGraw Hill, Latest Edition
12. Strategic Financial Management, Ravi M. Kishor, Taxmann, Latest Edition
13. Corporate Finance, Ashvarath Damodaran, Wiley India, Latest Edition
14. Principles of Corporate Finance, Brealey& Myers, TATA McGraw Hill, Latest Edition

Name of the Subject: BANKING AND INSURANCE
Course Code and Subject Code: FS 423, BI
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The GDP of most of the developed countries of the world come from the service sector. Financial sector is also one of such sectors which provide large employment opportunities. Banking and Insurance sector in India had seen a dramatic change after liberalization. This subject will offer the students to understand one of the fastest growing sectors in financial services and will be able to make them competitive for the same industry.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Projects

Session	Course Content	Percentile weightage
1 - 12	Introduction to banking system Introduction to Banking, Role of Commercial Banking in the Economy, Structure, Growth and Development of Banking in India	20%
13 - 27	Profitability and Fund management in Banks Banks' balance sheet, Profit and loss account, treasury and fund management in banks Risk Management Risk management in banks, Asset Liability Management	30%
28 - 37	Regulators Reserve Bank of India (RBI), Insurance Regulatory and Development Authority (IRDA) Current development	25%

	BASEL II implications for Indian bank, Asset reconstruction companies, Securitisation Act 2002	
38 - 48	<p>Introduction to insurance Introduction to Insurance (Life and Non-life), Growth and Development of Insurance in India</p> <p>Product & Services in Insurance Various Life and Non-life insurance policies and their types</p> <p>Fund Management Fund Management in Insurance Sector</p>	25%
49 - 50	Revision	

Text Book:

1. Banking and Insurance; O P Agarwal; Himalaya Publishing House

Reference Books:

1. Principles of Banking; Indian Institute of Banking Finance; Macmillan
2. Principles and Practice of Non Life Insurance; P K Gupta; Himalaya Publishing House
3. Insurance – Fundamentals, environment and procedures; B S Bodla, M C Garg, K P Singh; Deep and Deep Publications

Human
Resource
Specialization
Subjects

Name of the Subject: INTERNATIONAL HUMAN RESOURCE MANAGEMENT
Course Code and Subject Code: HS 431, IHRM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The course is intended to provide a basic understanding about the finer aspects of international business to the students. It is aimed at making the students realize that International Business is a combination of multiple disciplines brought together in a systematic manner. The integration of General Management, Operations, Financial Management, Marketing Management as well as Human Resources Management in an international perspective is essential to International Business.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1-5	Defining international HRM, Difference between domestic and International HRM, Organizational Structure in MNC	20%
6-12	International staffing, The role of an expatriates, The role of non expatriates, The role of the corporate HR functions	
13-15	Recruiting and selecting staff for International assignments- Introduction, Issues in staff selection	25%
16-20	Training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments	

21-25	Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity	25%
26-30	Expatriation and Repatriation	
31-36	Performance Management: Introduction, performance management of International employees, performance appraisal of International employees	20%
37-40	Industrial Relations in International Context	
41-45	Managing people in International Context	10%
46-50	Case Study	

Text Book:

1. International Human Resource Management – Text and Cases P. L. Rao, Excel Books (Latest Edition)

Reference Books:

1. International Human Resource Management, Peter Dowling and Denise Welch, Cengage Learning
2. International Human Resource Management, Tony Edwards, Pearson Education
3. Global Human Growth Model, M.N Rudrabasavaraj, Himalaya
4. International Human Resource Management, Monir Tayeb, Oxford

Name of the Subject: STRATEGIC HUMAN RESOURCE MANAGEMENT
Course Code and Subject Code: HS 432, SHRM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

This course presents a thorough and systematic coverage of issues related to strategic human resource management, this course is basically for the students who are specializing in the field of Human resource management. This course will help the students to think strategically and integrate the activities of HR with the organizations goals.

Evaluation Pattern:

Class participation and Attendance 10%
 Quizzes, presentation and Assignments 20%
 Mid Term Examination 30%
 End Term (University) Examination 40%

Pedagogy:

Lectures
 Case Study
 Minor Projects

Sessions	Course Content	Percentile Weightage
1 - 10	<p>An Investment Perspective of Human Resource Management : Adopting an Investment Perspective, Valuation of Assets, Understanding and measuring Human capital, Factors influencing how “Investment Oriented” an organizational Is.</p> <p>Challenges in strategic Human Resource Management: Impact of technology, HR issues and challenges related to technology, Ethical Behavior, Workforce Demographic changes and diversity</p>	20%
11 - 20	<p>Strategic Management: Models of strategy, the process of Strategic management, A Strategic approach to manpower acquisition – recruitment and selection, Strategic development of human resources, Analysis of environment , Organizational Self- Assessment, Establishing Goals and objectives, importance of strategic planning for business success, Setting strategy- Corporate Strategies, Business unit Strategies, An introduction to market driven strategy, Resource driven strategy.</p> <p>The Evolving/ Strategic Role Of Human Resource Management: Strategic HR versus Traditional HR, Barriers to Strategic HR, Strategic approach to management structure, job design.</p>	20%

21 – 30	<p>Human Resource Planning:</p> <p>Objectives of Human resource planning, Types of planning: Aggregate planning, Succession Planning.</p> <p>Design and Resign of Work Systems :</p> <p>Design of work systems, Job rotation, Redesign of work systems, Strategic work redesign in Action, Mergers and Acquisitions, Understanding change, Managing Change.</p>	20%
31 - 40	<p>Employment Law :</p> <p>Scope of laws, Federal Antidiscrimination Laws, Racial Discrimination, Employees with disabilities, Enforcement of federal Laws under EEOC, Executive Orders, Affirmative Action, Sexual Harassment.</p>	20%
41 - 50	<p>Staffing :</p> <p>Recruiting, Temporary versus Permanent Employees, Internal versus External Recruiting, when and how extensively to recruit, method's of Recruiting, selection, Interviewing, Testing, Diversity.</p> <p>Training and development:</p> <p>Benefits, Planning and strategizing training, Need Assessment, Objectives, Design and delivery, evaluation.</p>	20%

Text Book:

1. Strategic HRM, Jaffrey A Mello, Cengage Learning

Reference Books:

1. Strategic Human Resource management, Das Pulak, Cengage Learning
2. Strategic Human resource management, Charles R. Greer, Pearson

Name of the Subject: HUMAN RESOURCE DEVELOPMENT
Course Code and Subject Code: HS 433, HRD
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

To help students understand the concept of Human Resource development and understand the ethical dilemmas in HRD. The students would be able to appreciate the importance and applications of Human Resource developments activities by learning various training, learning and development, and also the peoples processing models.

Evaluation Scheme:

Class participation and Attendance 10%
 Quizzes, presentation and Assignments 20%
 Mid Term Examination 30%
 End Term (University) Examination 40%

Pedagogy:

Lectures
 Case Study
 Minor Projects

Sessions	Course Content	Percentile Weightage
1 - 12	<p>Introduction to HRD :</p> <p>The evolution of HRD, The relationship between HRD and HRM, HRD functions, challenges to organizations and to HRD professionals</p> <p>Influence of employee Behavior :</p> <p>Models of employer behavior, external influences on employee behavior, Motivation.</p> <p>Learning and HRD:</p> <p>Learning and Instructions, Maximizing learning, Individual differences in the learning process, learning strategies and styles, recent developments in instructional and cognitive psychology.</p>	25%
13 - 27	<p>Assessing HRD needs :</p> <p>Definitions, purpose of needs, levels of need analysis, prioritizing HRD needs, Strategic/organizational analysis, task analysis, person analysis</p> <p>Designing effective HRD programs :</p> <p>Selecting the trainer, make or buy decision, selecting the training methods and media, scheduling the HRD program</p>	25%

	<p>Implementing and evaluating HRD programs :</p> <p>Training Delivery methods, on-the job training methods, classroom training approaches</p> <p>Evaluating HRD Programs :</p> <p>Training delivery method, OJT Methods, Classroom approaches Media and Methods, Issues concerning training program implementation.</p>	
28 - 39	<p>Career Management and Development:</p> <p>Definition of career development, models of career development, stages of life and career development, process of career management, roles in career management, issues and delivering effective career development systems.</p> <p>Management Development:</p> <p>Describing the Manager’s job, making management development strategic, management education, training and experiences, Approaches to develop Managers, Designing effective MDP.</p> <p>Organizational development and change</p> <p>OD Theories and concepts, model of planned change, designing an intervention strategy, types of interventions</p> <p>HRD and Diversity:</p> <p>Diversity Training and Beyond.</p>	25%
40 - 50	<p>Employee Socialization and Orientation:</p> <p>Socialization, Various perspectives, the realistic job Preview, Employee Orientation Program.</p> <p>Skills and Technical Training:</p> <p>Basic workplace competency, basic skills, Technical training, Interpersonal skills training, Role of labour unions in skill and technical training programs, Professional development and education.</p> <p>Coaching and Performance Management:</p> <p>Need, coaching and performance management, maintaining effective performance and encouraging superior performance, skills necessary for effective coaching, the effectiveness of coaching.</p> <p>Employee counseling and wellness services</p>	25%

	Need for ECS, Overview of employee counseling service, Stress management interventions, Employee wellness and health promotion programs, Issues in Employee Counseling.	
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Text Book:

1. Human Resource Development, John M Werner & Randy L DeSimone, Cengage Learning

Reference Books:

1. Designing and managing human resource systems, Udai Pareek & T.V.Rao, Oxford & IBH Publication
2. Human Resource Development, Uday kumar Haldar, Oxford publication
3. Human Resource Development , Industrial Relation, Charles R. Greer, Pearson education

Information
System
Specialization
Subjects

Name of the Subject: E-BUSINESS
Course Code and Subject Code: IS 441, EB
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

The course imparts understanding of the concepts and various application issues of e-business like Internet infrastructure, security over internet, payment systems and various online strategies for e-business.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, presentation and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 - 10	Introduction to e-business: Electronic Business, Electronic Commerce, Types of Electronic Commerce, Benefits, Limitations and Barriers of E-commerce, Electronic Commerce Models, Value Chains in Electronic Commerce, E-Commerce in India.	20%
11 - 20	Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.	20%
21 - 25	Security Issues in e-business Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Securing E-commerce Networks	10%
26 - 33	Electronic Payment System Concept of e-Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards, Stored Value cards and Electronic Payment Systems	15%

34 - 36	B2B Electronic payments, Infrastructure Issues in EPS, Electronic Fund Transfer.	10%
37 - 45	e-Business Applications & Strategies Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce	15%
46 - 50	Strategies for E-Commerce, Internet based Business Models; Legal, Ethical and Societal Impacts of E-Commerce.	10%

Text Book:

1. E-Business and E-Commerce Management- Strategy, Implementation and Practice , Dave Chaffey, Prentice Hall
2. Electronic Commerce- Framework, Technologies and Applications, Bharat Bhaskar, Tata McGraw Hill.

Reference Books:

1. Electronic Commerce - A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, 4th Edition, Pearson Education.
2. Electronic Commerce- From Vision to Fulfillment, Elias M. Awad, PHI Learning.
3. Electronic Commerce Strategy, Schneider Gary P. and Perry, James T, Cengage Learning

Name of the Subject: ENTERPRISE RESOURCE PLANNING
Course Code and Subject Code: IS 442, ERP
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

This course aims to highlight the integration of business processes and computer applications across business functions and also demonstrates how organizations are represented in an ERP system very broadly. This course studies Enterprise Resource Planning (ERP) systems, its scope, implementation issues and the organization’s motivation for implementation such systems. The topics include ERP concepts, implementation methodologies, evaluation of ERP Systems, and the various ERP Modules. The students will comprehend the implementation process and will be able to play a pivotal role in an ERP implementation.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, presentation and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 - 4	Introduction to ERP, Basic Concepts of ERP	5%
5 - 8	Justifying ERP Investments, Risks of ERP , Benefits of ERP	5%
9 - 12	ERP Implementation Challenges, ERP Implementation (Transition) Strategies	5%
13 - 17	ERP Implementation Life Cycle, Pre-implementation Tasks, Requirements Definition	10%
18 - 20	Implementation Methodologies, Package Selection, ERP Project Teams	8%

21 - 23	Process Definition, Vendors and Consultants, Dealing with Employee Resistance	5%
24 - 28	Contracts with Vendors, Consultants and Employees, Training & Education	10%
29 - 33	Data Migration, Project Management & Monitoring, Post Implementation Activities, Success & Failure Factors of an ERP Implementation	10%
34 - 36	Operation and Maintenance of the ERP System, Measuring the Performance of the ERP System. Maximizing the ERP System	5%
37 - 41	Finance Module of an ERP Package Manufacturing Module of an ERP Package	10%
42 - 44	Human Resources Module of an ERP Package Materials Management Module of an ERP Package	7%
45 - 50	Quality Management Module of an ERP Package Marketing Module of an ERP Package Sales, Distribution & Service Module of an ERP Package	5%

Text Book:

1. ERP Demystified Alexis Leon, 2nd Edition Tata McGraw Hill Education Pvt. Ltd

Reference Books:

1. Enterprise Resource Planning, Mary Sumner, Pearson Education
2. ERP Concepts and Planning, Garg & Venkitakrishnan, PHI
3. Enterprise Resource Planning, Rajesh Ray, Tata McGraw Hill Education Pvt. Ltd

Name of the Subject: SOFTWARE PROJECT MANAGEMENT
Course Code and Subject Code: IS 443, SPM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

This course examines the defining characteristics of IT projects, especially involving the development of software intensive systems, and introduces the student to a variety of project management techniques that can be applied in an IT project context. While IT projects are similar in some ways to other types of projects, they pose unique challenges for the managers and organizations that undertake them. IT project management is particularly challenging because of several factors including: (1) the rapid pace of technological changes occurring in the IT field, (2) the invisible nature of software, (3) the ever-present pressure to add new features and functionality to systems, and (4) the difficulty of managing the organizational changes that accompany most IT implementations. In spite of the advanced technology that surrounds computer-based information systems, IT project management in most organizations is not very disciplined.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, presentation and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

- Lectures
- Case study
- Minor projects

Session	Course Content	Percentile weightage
1 - 4	Introduction to Software Project Management Importance, Project, Software Projects Vs Other Projects, Contract Management, and technical project management, Activities, Plan, Methods, and methodologies, some ways to categorizing software projects, management	5%
5 - 9	Step wise – an overview of project planning Introduction to stepwise project planning, select project, identify project scope and objectives, identify project infrastructure, analyze project characteristics, identify project products and activities	10%
10 - 14	Programme management and project evaluation Programme management, managing the allocation of resources within programmes, strategic programme management , evaluation of individual	10%

	projects, technical assessment, cost benefit analysis, cash flow forecasting, cost benefit evaluation techniques, risk evaluation	
15 - 19	Selection of an appropriate project approach Choosing technologies, technical plan contents list, choice of process models, structure versus speed of delivery, the waterfall model, V-process model, the spiral model, prototypes, incremental delivery	10%
20 - 22	Software efforts estimation Where Estimate done? Problems with over and under estimates, the basis for software estimating, software effort estimation techniques, Expert judgment, estimating by analogy, Albrecht function point analysis, function points mark II, COSMIC full function points, COCOMO : a parametric model,	5%
23 - 27	Activity Planning The objectives of activity planning, When to plan, Project schedules, Project and activities, Sequencing and scheduling activities, Network planning models, Formulating a network model, Adding the time dimension, The forward pass, The backward pass, Identifying the critical path, Activity float, Shortening the project duration, Identifying critical activities.	10%
28 - 32	Risk management Risk, Categories of risk, A framework for dealing with risk, Risk identification, Risk assessment, Risk planning, Risk management, Evaluating risks to the schedule	10%
33 - 35	Resource allocation The nature of resources, Identifying resource requirements, Scheduling resources, Creating critical paths, Counting the cost	5%
36 - 38	Monitoring and control Creating the framework, Collecting the data, Visualizing progress, Cost monitoring, Earned value, analysis, Prioritizing monitoring, Getting the project back to target, Change control	10%
39 - 41	Managing contracts The ISO 12207 approach to the acquisition and supply of software, The supply process, Types of contract, Stages in contract placement, Typical terms of a contract, Contract management, Acceptance.	5%
42 - 45	Managing people and organizing teams Understanding behavior, Organizational behavior: a background, selecting the right person for the job, Instruction in the best methods, Motivation, The Oldham-Hackman job characteristics model Working in groups	10%
46 - 50	Software quality The place of software quality in project planning, The importance of software quality, Defining software quality, ISO 9126, Practical software quality measures	10%

Text Book:

1. Software Project Management, Bob Hughes & Mike Cotterell, 4th Edition, Tata McGraw Hill

Reference Books:

1. Software Project Management, Pankaj Jalote
2. Effective Software Project Management, Robert K. Wysocki, Wiley