

काशी हिन्दू  
विश्वविद्यालय



BANARAS HINDU  
UNIVERSITY

An Institution of National Importance Established by The BANARAS HINDU UNIVERSITY ACT XVI of 1915

## SYLLABUS

**MASTER OF BUSINESS ADMINISTRATION  
(INTERNATIONAL BUSINESS) – MBA(I.B.)**

**( Session 2012-13 onwards )**

*Offered by*

**FACULTY OF MANAGEMENT STUDIES  
BANARAS HINDU UNIVERSITY  
Varanasi – 221005**

## COURSE STRUCTURE OF MASTER OF BUSINESS ADMINISTRATION – INTERNATIONAL BUSINESS (MBA- IB)

Students of the two-year (four-semester) MBA - IB shall be examined in the following Courses in accordance with the syllabi or course prescribed in the following Ordinances.

### I Semester

S.No.	Name of Paper	Credits	Paper Code
1	Principles and Practice of Management	4	IB-111
2	International Economics	4	IB-112
3	Global Business Environment	4	IB-113
4	Statistical Methods for Decision Making	4	IB-114
5	Accounting and Financial Analysis	4	IB-115
6	Marketing Management	4	IB-116
7	Human Resource management	4	IB-117
8	Foreign Language	2	IB-118
	<b>Total</b>	<b>30</b>	

Add-On Course: Soft Skills Development 02 Credits IB-AOC-I

### II Semester

S.No.	Name of Paper	Credits	Paper Code
1	Organizational Behaviour	4	IB-211
2	Business Research Methods	4	IB-212
3	Operations Research	4	IB-213
4	Management Accounting and Control	4	IB-214
5	Financial Management	4	IB-215
6	Operations Management	4	IB-216
7	Management Information Systems	4	IB-217
8	Export Procedure and Documentation	2	IB-218
9	Minor Project	2	IB-219
10	Term End Viva –Voce	4	IB-220
	<b>Total</b>	<b>36</b>	

Add-On Course: Business Ethics 02 Credits IB-AOC-II

### III Semester

S.No.	Name of Paper	Credits	Paper Code
1	Comparative International Management	4	IB-311
2	International Business Law	4	IB-312
3	Transnational Strategic Management	4	IB-313
4	Elective I (Core)	4	(annexed)
5	Elective II(Core)	4	(annexed)
6	Elective III(Core)	4	(annexed)
7	Elective IV (Open)	4	(annexed)
8.	World Trade Organization	2	IB-314
9.	Summer Internship	8	IB-315
	<b>Total</b>	<b>38</b>	

Add-On Course: Knowledge Management 02 Credits IB-AOC-III

### IV Semester

S.No.	Name of Paper	Credits	Paper Code
1	Elective V (Open)	4	(annexed)
2	Elective VI(Open)	4	(annexed)
3	Transnational Business Policy	4	IB-411
4	Dissertation	8	IB-412
5	Comprehensive Viva-Voce	4	IB-413
	<b>Total</b>	<b>24</b>	

Add-On Course: Social Entrepreneurship 02 Credits IB-AOC-IV

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## Notes and Explanations:

- i. Add on Courses are provided in each semester. The opting student would attend the lectures but would not undergo the examination for them.
- ii. Having chosen a specialization area, for example Finance, Operations, Marketing the student is to compulsorily undergo first three electives (called Electives- Core). He/She is then given a choice to opt for next three electives (called Electives-Open) out of nine papers. These nine papers are arranged in three categories/bunches. Each category/bunch has three papers of which the student is required to choose one.

## Elective Courses for Program:

The students shall have to select any one of the following elective groups available in the particular program being pursued by the student.

1. Finance
2. Global Business Operation
3. Human Resource Management
4. Information Technology
5. Marketing
6. Operations Management

**Minimum credit requirements for the program = 128 credits.**

## FINANCE

S. No.	Paper Name (Core Elective)	Credits	Code
1.	Corporate Financial Decisions	4	IB-FC-31
2.	International Financial Management	4	IB-FC-32
3.	Security Analysis and Portfolio Management	4	IB-FC-33
	<b>(Open Elective IV) (any one)</b>		
4.	International Business Taxation	4	IB-FO-31
5.	International Accounting and Financial Reporting	4	IB-FO-32
6.	International Banking and Financial Services	4	IB-FO-33
	<b>(Open Elective V) (any one)</b>		
7.	Financial Inclusion	4	IB-FO-41
8.	International Capital Markets and Regulations	4	IB-FO-42
9.	Behavioural Finance	4	IB-FO-43
	<b>(Open Elective VI) (any one)</b>		
10.	Financial Derivatives	4	IB-FO-44
11.	Insurance and Risk Management	4	IB-FO-45
12.	Corporate Valuation and Mergers	4	IB-FO-46

## GLOBAL BUSINESS OPERATIONS

S. No.	Paper Name (Core Elective)	Credits	Code
1.	International Marketing Management	4	IB- GC-31
2.	International Financial Management	4	IB- GC-32
3.	International Trade Laws	4	IB- GC-33
	<b>(Open Elective IV) (any one)</b>		
4.	International Marketing Logistics	4	IB- GO -31
5.	International Financial Institutions and Instruments	4	IB- GO -32
6.	International Banking and Financial Services	4	IB- GO -33
	<b>(Open Elective V) (any one)</b>		
7.	Foreign Trade Policies and Management	4	IB- GO -41
8.	Geopolitics and World Trading System	4	IB- GO -42
9.	International Shipping and Trade Operations	4	IB- GO -43
	<b>(Open Elective VI) (any one)</b>		
10.	e-Business	4	IB- GO -44
11.	Entrepreneurship Development and Project Management	4	IB- GO -45
12.	Globalization and Sustainable Development	4	IB- GO -46

## HUMAN RESOURCE MANAGEMENT

S. No.	Paper Name (Core Elective)	Credits	Code
1.	International Labour Organization and International Labour Laws	4	IB-HC-31
2.	Cross Cultural Management	4	IB-HC-32
3.	International Human Resource Management	4	IB-HC-33
	<b>(Open Elective IV) (any one)</b>		
4.	Employee Welfare and Compensation Management	4	IB-HO-31
5.	Performance Management	4	IB-HO-32
6.	Human Resource Information Management System (HRIMS)	4	IB-HO-33
	<b>(Open Elective V) (any one)</b>		
7.	Management of Change	4	IB-HO-41
8.	Stress Management	4	IB-HO-42
9.	Knowledge Management	4	IB-HO-43
	<b>(Open Elective VI) (any one)</b>		
10.	Group Dynamics	4	IB-HO-44
11.	Organization Development	4	IB-HO-45
12.	Industrial Relations	4	IB-HO-46

## INFORMATION TECHNOLOGY

S. No.	Paper Name (Core Elective)	Credits	Code
1.	Data Base Management System	4	IB-IC-31
2.	Business Intelligence and Data Mining	4	IB-IC-32
3.	Enterprise Resource Planning	4	IB-IC-33
	<b>(Open Elective IV) (any one)</b>		
4.	Software Project Management	4	IB-IO-31
5.	e-Governance	4	IB-IO-32
6.	Digital Inclusion for Development	4	IB-IO-33
	<b>(Open Elective V) (any one)</b>		
7.	Information Security and Cyber Laws in Business	4	IB-IO-41
8.	Artificial Intelligence for Business Applications	4	IB-IO-42
9.	e-Business	4	IB-IO-43
	<b>(Open Elective VI) (any one)</b>		
10.	IT Infrastructure Management	4	IB-IO-44
11.	Information Systems Analysis and Design	4	IB-IO-45
12.	Managing IT-Enabled Services	4	IB-IO-46

## MARKETING

S. No.	Paper Name (Core Elective)	Credits	Code
1.	International Marketing Management	4	IB-MC-31
2.	Integrated Marketing Communication	4	IB-MC-32
3.	Overseas Buyer Behaviour	4	IB-MC-33
	<b>(Open Elective IV) (any one)</b>		
4.	Services Marketing	4	IB-MO-31
5.	Customer Relationship Management	4	IB-MO-32
6.	International Marketing Logistics	4	IB-MO-33
	<b>(Open Elective V) (any one)</b>		
7.	Sales and Distribution Management	4	IB-MO-41
8.	International Brand Management	4	IB-MO-42
9.	e-Marketing	4	IB-MO-43
	<b>(Open Elective VI) (any one)</b>		
10.	International Retail Management	4	IB-MO-44
11.	Strategic Marketing	4	IB-MO-45
12.	International Marketing Research	4	IB-MO-46

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## OPERATIONS

S. No.	Paper Name (Core Elective)	Credits	Code
1.	International Logistics and Supply Chain Management	4	IB-OC-31
2.	Operations Planning	4	IB-OC-32
3.	Material Management	4	IB-OC-33
	<b>(Open Elective IV) (any one)</b>		
4.	Computer Aided Design and Manufacturing	4	IB-OO-31
5.	Productivity Management	4	IB-OO-32
6.	Managing Technology and Innovation	4	IB-OO-33
	<b>(Open Elective V) (any one)</b>		
7.	Total Quality Management	4	IB-OO-41
8.	Inventory Management	4	IB-OO-42
9.	Business Process Reengineering	4	IB-OO-43
	<b>(Open Elective VI) (any one)</b>		
10.	Advanced Operations Research	4	IB-OO-44
11.	Work System Analysis and Design	4	IB-OO-45
12.	Maintenance Management	4	IB-OO-46

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<b>IB</b>	<b>AOC</b>	<b>I</b>	<b>SOFT SKILLS DEVELOPMENT</b>
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**Course Objective:****Total Periods: 20 (2 Credits)**

The course seeks to encourage an all round development of students by focusing on soft skills. It aims to make student aware about the importance, the role and the content of soft skills through instruction, knowledge acquisition, and practice. The course has the objective to develop and nurture the soft skills that help develop student as a team member, leader, and all round professional. Students are encouraged to follow these skills as self study and self driven process.

**Course Structure:**

- Self Development and Assessment, Self-Assessment, Self-Awareness, Perception and Attitudes, Values and Belief System, Personal Goal Setting, Career Planning, Self-Esteem, Building of Self-Confidence,
- Components of communication, Principles of communication barriers, listening skills Verbal Communication, Includes Planning, Preparation, Delivery, Feedback and Assessment of activities like Public speaking, Group Discussion, Oral Presentation skills, Perfect Interview, Listening and observation skills, Body language
- Written Communication, Technical Writing–Technical Reports, Project Proposals, Brochures, Newsletters, Technical Articles, Technical Manuals, Official/Business Correspondence, Business letters, Memos, Progress report, Minutes of meeting, Event reporting, Use of style, Grammar and Vocabulary for effective technical writing, Use of: Tools, Guidelines for technical writing, Publishing,
- Use of Presentation graphics, Use of Presentation aids, Study of communication.
- Ethics and Etiquettes, Business Ethics, Etiquettes in social as well as Office settings, Email etiquettes, Telephone Etiquettes, Managerial ethics and ethics as a management professional, Civic Sense.
- Other Skills: Managing time, Meditation, Understanding roles of manager and their Responsibility, Exposure to work environment And culture in today’s job Places, Improving Personal Memory, Study skills that include Rapid reading, Notes taking, Complex problem solving, creativity.

**REFERENCE**

1. You Can Win : Shiv Khera, Macmillan Books
2. 7 Habits of Highly effective people : Stephen Covey, Free Press
3. Business Communication, Building Critical Skills: Kitty Locker & Kaczmarek, McGraw-Hill/Irwin
4. John Collin : Perfect Presentation, Video Arts Marshal
5. Jenny Rogers : Effective Interviews, Video Arts Marshal
6. Raman Sharma : Technical Communications, Oxford
7. Sharon Gerson, Steven Gerson : Technical Writing Process And Product, Pearson, Education Asia, LPE
8. R.Sharma,K.Mohan, : Business Correspondence& Report Writing, TAG McGraw Hill
9. Video For Technical Education Catalog: National Education and Information Films Ltd., Mumbai.
10. Management Training & Development Catalog: National Education & Information Films Ltd. Mumbai.
11. XEBEC, Presentation Book 1,2,3: Tata McGraw-Hill
12. Tim Hindle : Reducing Stress, Essential Manager Series DK, Publishing
13. Sheila Cameron : Business student Handbook, Pitman Publishing
14. Dr. R. L. Bhatia : Managing time for competitive Edge Lorayne Lucas, “Memory Book”
15. Robert Heller : Effective leadership, Essential Manager series D K, Publishing Newstrom
16. Keith Davis : Organizational Behavior Tata McGraw-Hill

IB 111	PRINCIPLES AND PRACTICE OF MANAGEMENT
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**Course Objective:**

**Total Periods: 40 (4 Credits)**

This course intends to develop the basic awareness of management functions and various dimensions of organizational life. It also attempts to provide exposure of the ethical dilemma in management practices.

**Course Structure:**

- **Introduction-** Concept of Goals, Resources, Efficiency & Effectiveness; Introduction to Management discipline and activity, Managerial Roles and Skills
- **Management Thought and Thinkers-**Details: Scientific Management (F.W.Taylor, Gantt, Gilbreths.); Classical Organization Theory (Henry Fayol, C.I.Barnard, M.P.Follet, Max Weber); Neo-Classical Theory (Human Relations Movement & Hawthorne Experiments, Behavioural Theory, Social Systems Theory- Niklas Luhmann) Systems Approach; Contingency Approach
- **Decision Making-** Phases, steps of Decision Making; Nature of managerial decision making and its types; Conditions of Certainty, Risk and Uncertainty; Bounded rationality (Herbert Simon); Barriers to decision making; Individual and Group Decision making.
- **Management Process (A)- Planning** (its Nature & Scope; Steps; Principles; Types of plans);
- **Organizing** (Structural and Systemic dimensions; Authority, Responsibility & Accountability; Work division; Span of Management; Delegation; Decentralization; Coordination; Formal & Informal Organizations; Forms of Formal Organizational Structures, Importance of Direction)
- **Management Process (B)- Communication** ( its Importance; Types; Process; Channels; Barriers; Communication Network in organizations-vertical, horizontal, diagonal & informal)
- **Controlling** (its Meaning, Steps, Importance, Sources, Designing the control process, Effectiveness of Control Systems)
- **Issues of Relevance-**Transnational environment and perspectives of business, Quality Management – basic insights of prominent thinkers, Quality of Work Life ( QWL); Japanese Management, Search for Excellence. Human Values in Management –Indian perspectives, values for managers, ethical dilemma in Management, Self –development, lessons from Ancient Indian traditions.

#### REFERENCE

1. James F.Stoner,et al : Management, Pearsons Education Delhi
2. Harold Koontz Heinz Weihrich : Management, Tata McGraw Hill Pub. Co., Delhi
3. R.N.Singh : Management Thouht & Thinkers, S.C.& Co., Delhi
4. S.K.Chakraborty : Management By Values, Oxford Univ. Press, Delhi
5. Amitai Etzioni : Modern Organizations, PHI, New Delhi
6. D.R.Prasad, V.S.Prasad & P.Satyanarayana: Administrative Thinkers, Sterling Pub. Delhi
7. Principles of Management : George R. Terry & S.G. Franklin, AITBS, Delhi
8. Essentials of Management : Joseph L. Massie, PHI, New Delhi

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) ; Write up, Presentation and Participation	30
Total Marks	100

<b>IB 112</b>	<b>INTERNATIONAL ECONOMICS</b>
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**Course Objective****Total Periods: 40 (4 Credits)**

The basic objective of this course is to familiarize the students with the broad principle and policies of International Economics and International Economic Cooperation so that they are able to appreciate the foundations of international trade between different nations and the basic mechanism thereof.

**Course Structure:**

There are two sections in this course – Section (A) and Section (B). Section (A) deals with the fundamentals of Managerial Economics, whereas Section (B) deals with the various aspects of International Economics. Approximately, 40% of the time will be devoted for Section (A) and 60% for Section (B). The students are expected to get questions in the Examination in the same proportions.

<b>Section (A)</b>	<b>Managerial Economics</b>
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- **Definition and Scope of Economics**-Micro Economics and Macro Economics. Managerial Economics and its Fundamental Principles. Incremental/Marginal Principle. Opportunity Cost Principle. Principle of Time Perspective, Discounting Principle, Equi-Marginal Principle. Economic Decisions in the National and International Context.
- **Demand and Revenue Analysis**-Characteristics and types of Demand. Demand Forecasting Techniques. Price and Income Elasticities of Demand and their measurement. Average Revenue, Marginal Revenue and Elasticity of Demand.
- **Indifference Curve and its Properties** - Income Effect. Substitution Effect and Price Effect. Income Consumption Curve and Price Consumption curve.
- **Concept of Cost and Cost Classification**-Accounting Cost and Economic Cost. Cost-Output relationship under Short-run and Long-run. Laws of Returns – Increasing Return. Diminishing Return and Constant Return. Production Function and ISO –Cost Curves.
- **Market Structure and Product Pricing**-Pricing under Perfect Competition and Monopoly and Oligopoly. Price Discrimination.

<b>Section (B)</b>	<b>International Economics</b>
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- **Nature and Scope of International Economics**-Theoretical basis of International Trade. Importance of the study of International Economics in Business. Advantages of International Trade. Inter-Dependence of International Trade and Domestic Trade.
- **Theories of International Trade**-Adam Smith's Theory of Absolute Cost Advantage. Ricardian Theory of Comparative Cost Advantage. Haberler's Theory of Opportunity Cost. Heckscher-Ohlin Theory of International Trade.
- **International Trade and Factor Prices**-Samuelson's Factor-Price Equalization Theorem Liontier's Paradox. Terms of Trade. Factors influencing Terms of Trade. Terms of Trade and Developing Countries. Marshall-Edgeworth Offer Curves.
- **Concept and Importance of Balance of Trade and Balance of Payments**-Balance of Payments on Current Account and Balance of Payments on Capital Account Adjustment mechanism. Disequilibrium in Balance of Payments and Method to correct Disequilibrium. A review of the Balance of Payments accounts of developing and developed countries. India's Balance of Payments Account and its main features.
- **Meaning and Importance of Foreign Exchange**-Determination of Foreign Exchange Rate. Demand for and supply of Foreign Exchange. Mint Parity Theory and Purchasing Power Parity Theory. Balance of Payments Theory. Stable and Flexible Foreign Exchange Rates. Exchange control policy and Methods of Exchange Control. Direct and Indirect Methods of Exchange Regulation.
- **Current Global Economic Issues.**

**REFERENCE**

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|---|--|
| 1. Thomas & Maurice : Managerial Economics-Concepts and Applications, Tata McGraw Hill. | 6. Dominik Salvatore : International Economics, Prentice-Hall      |
| 2. Haynes, Mote & Paul : Managerial Economics, McGraw Hill Publication                  | 7. Varshney & Maheshwari: Managerial Economic, Sultan Chand & Sons |
| 3. Gupta G.S. : Managerial Economics, Tata McGraw Hill                                  | 8. Stonier & Hague:A Text Book of Economic Theory, Pearson         |
| 4. Koutsoyiannis A : Modern Micronomics, Macmillan.                                     | 9. Kindleberger, Charles P :International Economics                |
| 5. Cherunilam Fransis : International Economics   | 10. Krugman Obstfeld :International Economics                      |

<b>PATTERN OF EXAMINATION:</b>	<b>Marks</b>
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB 113</b>	<b>GLOBAL BUSINESS ENVIRONMENT</b>
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**Course Objective:**

**Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with various aspects of global business environment. This will help them in gaining a deeper understanding of the environmental factors affecting global business.

**Course Structure:**

- **Introduction to Global Business Environment**-Meaning and scope of international business. Stages of internationalization, distinguishing features of international business environment. Commercial policy and its instruments.
- **International Economic Environment**-World monetary system. Role of IMF in world monetary system, objectives, functions and organization of IMF, IBRD, IDA, IFC and ADB. Economic Integration among countries: Rationales behind economic integration. Levels of economic integration – the Free Trade Area, the Custom Union, the Common Market, The Economic Union. Global Economic Alliance: UNCTAD and WTO – Their genesis, objectives and achievements. Regional Economic Alliance: EU, MERCURSOR, NAFTA, ASEAN, OPEC – their objectives, functions and achievements.
- **International Cultural and Political Environment**-Nature and contents of international cultural environment and their influence on international business. Different political systems and their impact on international business. Trade relationship amongst developed and developing countries.
- **International Legal & Technological Environment**-Role of international law in International Business. Technology Transfer – Meaning, source and modes. Significance of technology transfer for the developing countries.
- **Emerging issues in Global Business Environment**-Global transformations in the services sector. Macro responses to problems in international services trade. Recent developments in global business environment.

#### REFERENCE

1. Francis Charunilam : International Business, Prentice Hall of India
2. Heinz Weihrich & Harold Koontz : Management A Global Perspective, Tata McGraw Hill Publishing
3. Anant K. Sundaram & J Stewart Black : International Business Environment, Prentice Hall of India
4. C.M. Korth : International Business – Environment and Management, Prentice Hall
5. M.L. Jhingan : International Economics, Jain Publications
6. J.D. Daniels, L.H. Radebaugh & Sullivam :International Business – Environment & Operations, Pearson Education
7. P Subba Rao : International Business, Himalaya Publishing House
8. K Ashwathapa : International Business, Tata McGraw Hill Publishing

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

IB 114	STATISTICAL METHODS FOR DECISION MAKING
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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

**Course Structure:**

- **Statistics: An Overview**-Importance for learning statistics for managers. Statistical thinking and analysis, Types of Statistical Methods, Importance and scope of statistics, especially in Business Management
- **Fundamentals of Probability**-Concept of probability, Definition of probability, Counting rules for determining the number of outcomes, Rules of probability and algebra of events. Probability tree diagram, The Bayes' Theorem
- **Probability Distributions**-Probability distribution function, Cumulative probability distribution function, Expected value and variance of a random variable, discrete probability distributions – Binomial and Poisson, Continuous probability distribution – Normal, Approximation of Binomial and Poisson distribution of Normal distribution
- **Statistical Decision Theory**-Steps in decision theory approach. Types of decision making environments, decision making under uncertainty, Decision making under risk, Posterior probabilities and Bayesian analysis, Decision tree analysis
- **Measure of Central Tendency**-Objectives of averaging. Requisites of measure of central tendency. Mathematical averages – arithmetic mean (simple and weighted), geometric mean, harmonic mean. Averages of position-median and mode. Partition values- quartiles, deciles and percentiles. Relationship between mean, median and mode. Comparison between measures of central tendency.
- **Measure of Dispersion**-Significance of measuring dispersion (variation). Classification of measure of dispersion. Distance measures- range and interquartile range or deviation. Average deviation measures- mean absolute deviation, Variance and standard deviation. Chebyshev's theorem. Coefficient of variation. Skewness, Moments and Kurtosis: Measures of Skewness, Moments – moments about mean, moments about arbitrary point, moments about zero or origin. Measures of Kurtosis.
- **Importance of Index Numbers in business studies:** Different methods of constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers. Problems of reversibility in Index Numbers.
- **Analysis of Time Series:** Components of a Time Series. Determination of secular Trend and Seasonal Variations in business data. Least Squares Method as a Tool for Forecasting.
- **Test of Significance and its Designing:** Null Hypothesis and Level of significance. Concept of Standard Error of Mean. Confidence Limits.
- **Tests of Variables and Proportions:** Student's 't' test in small samples. Application of  $X^2$  test. Testing of coefficients of Correlation. Analysis of Variance, Latin Square Design.
- **Correlation and Regression Analysis:** Karl Pearson's Co-efficient of Correlation and Spearman's Coefficient of Correlation by Ranking Method. Concept of Regression and the difference between Correlation and Regression. Lines and Equations of Regression. Regression as a Predicting Tool.
- **Analysis of Qualitative Data.** Yule's Coefficient of Association.

**REFERENCE**

1. Alan Bryman, Emma Bell : Business Research Methods, Oxford University Press
2. Donald R, Cooper, Pamela S Schindler : Business Research Methods, Tata McGraw-Hill Education
3. Mark Saunders, Philip Lewis, Adrian Thornhill: Research Methods for Business Students, Prearsons Education India
4. Levin R I & Rubin D.S.. : Statistics for Management, PHI, New Delhi
5. Davis & Pecar : Business Statistics using Excel , Oxford University Press
6. Sharma J.K. : Business Statistics, Pearson, New Delhi
7. Beri : Statistics for Management, TMH, New Delhi
8. Gupta S.P. & Gupta M.P. : Business Statistics, S Chand & Sons, New Delhi.

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB 115</b>	<b>ACCOUNTING AND FINANCIAL ANALYSIS</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of a firm. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. These tools and techniques form an important part of management planning and control systems. Thus, the course does not intend to make the students expert accountant.

**Course Structure:**

- **Financial Accounting**-Definition, Nature and Scope of Accounting. Accounting Principles. Accounting Concepts – Business Entity, Money Measurement, Going Concern, Cost Periodicity, Matching and Realization, Accounting Conventions – Consistency, Full Disclosure, Conservatism and Materiality. Difference between accounting concepts and conventions. Indian Accounting Standards. Difference between traditional and modern accounting.
- **Orientation in Accounting**-Double Entry System and Recording of Transactions into the Journals. Posting Transactions into Ledger. Sub-division of Journals. Preparations of Trial Balance. Capital and Revenue. Preparation of Annual Accounts – Profit and Loss Account and Balance Sheet. Adjustment Entries. Form of Company Annual Accounts as per Companies Act. Segment Reporting. International Financial Reporting Standards. (NO QUESTION TO BE ASKED AT THE EXAMINATION FROM THIS PART. BUT MAY FORM PART OF CLASS TESTS/QUIZZES).
- **Analysis of Financial Statement**-Financial Statements – Meaning, Nature and Limitations. Meaning of Financial Analysis. Significance of Financial Analysis to Different Parties. Vertical vs. Horizontal Analysis. Internal Vs. External Analysis. Trend percentages and Common size statement.
- **Techniques of Financial Analysis**-Accounting Ratios – Meaning, Significance and Limitations. Classification, Computation and interpretation of Liquidity Ratios, Leverage Ratios, Activity/ turnover Ratios and Profitability Ratios. **Du-point Analysis**. Funds Flow Statement – Meaning and Need. Preparation and Interpretation. Cash Flow Statement – Meaning, Need, Preparation and Interpretation.
- **Valuation of Assets**-Valuation of Shares – Need and Methods. Asset Backing and Yield. Valuation of Goodwill – Need and Methods. No. of years Purchase of Average Annual Profit. No. of Years Purchase of Average Annual Super Profit, Capitalization of Super Profit and present Value of expected Super Profit. Valuation of Inventory – Need and Methods. First in First out (FIFO). Last in First out (LIFO). Average cost. Special Identification.
- **Price Level Changes and Accounting**-Problems created by changing price level. Introduction to approaches to price level adjustments – Current Purchasing Power/Index Number and Current Cost.
- **Current Issues**-Forensic Accounting, Money Laundering, Financial intelligence.

**REFERENCE**

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|--|--|
| 1. H.G.Guthman :Financial Statements Analysis, PHI                                 | 8. Jain & Narang :Advanced Accountancy, Kalyani Publishers                       |
| 2. Myer :Financial Statements Analysis PHI   | 9. Khan & Jain : Management Accounting, Tata McGraw-Hill Education               |
| 3. Robert Anthony & Reece :Management Accounting – Text & Cases, Richard D. Irwin, | 10. Bhandari & Kulshrestha :Essays in Accounting, Sahitya Bhawan                 |
| 4. Morton Backer :Modern Accounting Theory, PHI                                    | 11. Roy G.D. : A Survey of Accounting Ideas , Alpha Pub. Concern                 |
| 5. Roy, A.Foulke :Financial Statement Analysis, McGraw-Hill                        | 12. Sehgal A., Sehgal D. :Taxman's Financial Accounting                          |
| 6. Shukla & Grewal : Advanced Accounts , S. Chand & Company Limited                | 13. Bhattacharya S.K. & Dearden John :Accounting for Management, Vikas Pub House |
| 7. Mukherjee & Roy : Studies in Accounting Theory, World Press Pvt. Ltd. Calcutta  |  |

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB 116</b>	<b>MARKETING MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

This course intends to provide an experienced-based approach to marketing theory and its practical application. The course is designed to enable the students to learn the basic of marketing. Topics of the syllabus shall be addressed and discussed from an application oriented perspective.

**Course Structure:****Conceptual Framework of Marketing:**

Concept, Meaning, definition, nature, scope and importance of marketing; Marketing concept and its evolution;

**Core concepts of marketing –**

- Need, Want, Desire, Benefits, Demand, Value, Exchange,
- Goods – Services Continuum, Product, Market
- Customer Satisfaction, Customer Delight.
- Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relational. Concept of Marketing Myopia. Selling versus marketing.
- Holistic Marketing Orientation & Customer Value
- Adapting marketing to new liberalised economy - Digitalization, Customization, Changing marketing practices

**Market Analysis and Selection:**

- Nature, Process and Contents of Marketing Plan - Marketing environment – macro and micro components and their impact on marketing decisions; The changing marketing environment, Controllable and Uncontrollable factors effecting marketing decisions, Analyzing needs and trends in Political , Economic, Socio-cultural and Technical Environment – PEST Analysis, Micro Environment – Industry & Competition. Concept of Market Potential & Market Share
- Concept, Characteristics of consumer and organizational markets, Buyer Behaviour, 5 step Buyer decision process
- Definition, Need & Benefits. Bases for market segmentation of consumer goods, industrial goods and services. Segment, Niche & Local Marketing, Effective segmentation criteria, Evaluating & Selecting
- Target Markets, Concept of Target Market and
- Positioning and differentiation strategies, Concept of positioning – Value Proposition & USP.
- Marketing Information System, Strategic marketing planning and organization.

**Marketing Mix:**

- **Product Decision-** Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.
- **Price Decision-** Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and strategies; Discounts and rebates.
- **Place Decision-** Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.
- **Promotion Decision-** Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.
- Emerging Concepts in Marketing Management:

**REFERENCE**

- |   |  |
|---|--|
| 1. Philip Kotler : Marketing Management, Pearson Education/PHI.                                   | 10. Etzel Walker : Fundamentals of Marketing Stanton, Tata- McGraw Hill, New Delhi |
| 2. Stanton : Fundamentals of Marketing, McGraw Hill   | 11. McCarthy E.J : Basic Marketing: A managerial approach, Irwin, New York         |
| 3. Rajan Saxena: Marketing Management, Tata McGraw Hill.  | 12. Bovee and John Thill : Marketing, McGraw-Hill                                  |
| 4. Philip Kotler and Gary Armstrong : Principles of Marketing 12th Edition, Pearson Education,PHI | 13. Kotler, Lilien & Moorthy: Marketing Models, Prentice-Hall of India             |
| 5. Ramasamy & Namakumari: Marketing Management, Macmillan India.                                  | 14. H.Kaushal : Case Study Solutions Marketing, Macmillan Publishers India Ltd.    |
| 6. S.Jayachandran : Marketing Management, Tata McGraw Hill  | 15. William D. Perreault Jr: Basic Marketing, McGraw-Hill Companies,Inc            |
| 7. Rampal and Gupta : Case and Simulations in Marketing, Golgatia, Delhi                          |  |

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB</b>	<b>117</b>	<b>HUMAN RESOURCE MANAGEMENT</b>
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**Course Objective:**

**Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with various aspects of HRM. It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, latest techniques, ever changing procedures & practices in the field of HRM in a comprehensive way.

**Course Structure:**

- ↳ **Human resource management;** Meaning, definition, scope, Objectives and functions of Human Resource Management, Evolution of HRM, relevance of study of HRM, Personnel Management vs. Human Resource Management, Challenges of HRM, HRM environment; Strategic HRM.
- ↳ **Human Resource Policy-** Meaning, definition, importance, characteristics of good HR Policy.
- ↳ **Human Resource Planning-** Meaning, definition, importance, characteristics of good HR factors affecting HR Planning, barriers of HR Planning, HR Planning process
- ↳ **Job Analysis And Design-** meaning, definition, process of job analysis, problems in job analysis, job design; factors affecting job design, process of job design, contemporary issues in job design.
- ↳ **Human Resource Acquisition**
- ↳ **Recruitment;** meaning, definition, importance, factors governing recruitment, recruitment process.
- ↳ **Selection;** meaning, definition, stepwise selection process, barriers to selection, selection in Indian context,
- ↳ **Placement;** meaning and purpose, problems in placement
- ↳ **Internal Mobility:** Promotions, transfers and separations; purpose, principles, types, reasons, of promotions and transfers. Lay-off, resignation, dismissal or discharge, retrenchment and VRS
- ↳ **Orientation;** meaning and purpose, typical orientation programs, requisites, evaluation and problems of orientation
- ↳ **Training and Development:** Nature of Training and Development; Inputs in Training and Development; Gaps in Training; Training and Development as source of competitive Advantage, Training Process; Deriving Instructional Objectives, Designing, Implementation and Evaluation of the Training Program.
- ↳ **Performance Appraisal-** Performance Appraisal; Meaning and Definition & Objectives; Performance Appraisal and Competitive Advantage; Appraisal Process;
- ↳ **Job Evaluation;** Scope, Process and Methods of Job Evaluation, Pitfalls of Job Evaluation; Alternative to Job Evaluation
- ↳ **Employee Remuneration;** Components of Remuneration ; Wages and Salary Incentives ; Fringe Benefits ; Perquisites ; Non Monetary Benefits ; Importance of an Ideal Remuneration System ;Factor Influence Employee Remuneration ;External Factors ; Internal Factors; Remuneration Plans and Business Strategy ; Devising a Remuneration Plan ; Challenges of Remuneration ; Wage Policy in India ; Concepts of Wages ; Minimum Wages ; Fair Wages ;Living Wages
- ↳ **Incentive payments;** Incentives Payments ; Meaning and Definition ; Importance ; Prerequisites for an Effective Incentives System ; Scope of Incentives System ; Types of Incentives System; Employee benefits and services; meaning, definition, types, significance, administration and future of employee benefits and services.
- ↳ **Human Resource Management and Ethics;** nature, importance and relevance of HRM ethics, ethical issues in HRM, HR Audit; nature, benefit, scope and approaches to HR Audit
- ↳ **Employee Welfare;** Meaning and Definition, Merits and Demerits of Welfare Measures, Types of Welfare Activities; Welfare Measures Inside the Work Place, Welfare Measures Outside the Work Place, Intra-mural Facilities, Extra-mural Facilities, Welfare Facilities by the Government, Welfare Activities by the Trade Unions, Welfare Work by Voluntary Agencies, Statutory and Non- statutory, Statutory Provisions, Non-statutory Benefits.

#### REFERENCE

1. V S P Rao : Human resource Management, Excel Books, New Delhi
2. K Ashwathappa : Text & Cases in Human Resources Management, Tata McGraw Hill
3. Arun Monappa : Managing Human resources, McMillan
4. Kesho Prasad : Strategic Human Resource Management, Prentice Hall India
5. Ronald R.Sims : Human resource Management, Indian Associated Press
6. Gary Dessler : Human resource Management, Pearson Education India
7. Wayne Mondy : Human resource Management, Tata McGraw Hill

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB 118</b>	<b>LANGUE FRANÇAISE (FRENCH LANGUAGE)</b>
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**Course Objective:****Total Periods: 20 (2 Credits)**

The short course in French Language seeks to provide basic proficiency in the French language which the learner should find useful in international business affairs.

1. Introduction to French Language
2. Getting Started
3. Accents, Vowels & Consonants
4. Articles
5. Les salutations (Greetings), les formes de politesse (Etiquette)
6. Les presentations (Introduction)
7. Noms (nouns) and Expressions;
8. Masculin, □eminine ;
9. Singulier (le, la), pluriel (les)
10. Simple Questions and answers (Qu'est-ce que c'est ?)
11. Affirmative and negative forms
12. Expressions Est-ce que and ce sont
13. Check your progress
14. Les nombres de 1 á 20(un , deux etc)
15. Adjectifs ; couleurs (colour names)
16. Les mois (months)
17. Les saisons (seasons), jours de la semaine(days of the week)
18. Prepositions (devant, derrière)
19. La famille (the family)
20. Les souhaits (best wishes)
21. Short Paragraph writing
22. Check your progress

**REFERENCE**

-Le Bon Usage

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>AOC</b>	<b>II</b>	<b>BUSINESS ETHICS</b>
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**Course Objective:****Total Periods: 20 (2 Credits)**

The objective of this course is to provide students a fundamental understanding in the field of ethics and business ethics. The present seeks to prepare the learner to comprehend the functioning of businesses as a part of the society. It would also orient them to carry normative perspective in issues of business.

**Course Structure:**

- ↪ Understanding the foundations of Ethics; its relation with morality .Value and structural framework of a society. The concept of business environment. The relationship and harmonization of business and society. Concept of responsible and ethical behaviour of businesses. The formation of objectives of the business in normative perspective. Significance of business ethics
- ↪ Businesses and their responsibilities towards its different stakeholders. Business ethics in the context of competition.
- ↪ Ethics and ICT- issues in business, Issues of ethics in management of public sector.

**REFERENCE**

1. Norman E. Bowie & Ronald F. Duska :Business Ethics, Prentice Hall, NY
2. Francis Cherunilam :Business Environment, Himalaya Publishing House, Delhi.
3. Foundations of Ethics in Management :Bani.P. Banerjee, Excel Books, New Delhi.
4. L.G.Gawthrop, Bloomington :Public Sector Management , Systems, and , Ethics, Indiana University Press.
5. Information Security & Ethics :Social and Organizational Issues, M,Quigley, IRM Press , Hersjey, PA.

<b>IB 211</b>	<b>ORGANIZATIONAL BEHAVIOUR</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims to develop the interpersonal abilities in the students. It aims to develop an intimate understanding of the individual and group behavior.

**Course Structure:**

- **Understanding Organization, Behaviour & OB**-Organization as a Social Unit, Concept of Learning Organization, Roles & Skills of Managers. Knowing Behaviour- approaches to understand it (Cognitive, Behaviouristic & Social Cognitive) Field of OB: Individual, Groups & Systems as building blocks, contributing disciplines, Challenges & Opportunities of OB.
- **Bases of Individual Behaviour**-Basic individual differences (ability & biographical characteristics); **Personality:** Meaning, "Big -Five" Personality Traits, MBTI. **Perception:** Meaning, Role of Object, Environment and Observer; Judging Others. **Learning:** Meaning, Theories: Classical Conditioning, Operant Conditioning & Social Learning; Methods to shape Behaviour (reinforcement, punishment, & extinction), OB Mod.
- **Individual Behaviour in Organization-Attitudes:** Components, functions, changing attitudes, work attitudes (Job satisfaction & Organizational Commitment) **Motivation:** Concept, Content Theories (Maslow, Herzberg, McClelland, McGregor); Process Theories (Vroom's Model); Contemporary Theories: (Equity Theory, Attribution Theory). **Creativity:** Nature, process and its facilitation on organization.
- **Groups in Organization-Groups;** Types, their development stages, concept of role, status, norms size and cohesiveness. Group decision making techniques, Group Think & Group Shift ; Transactional Analysis; Four Life positions. **Influence, Power & Politics:** Concept of influence, bases of power, political behavior: concept & contributing factors. **Stress & Conflict:** meaning & causes of stress, types of conflicts (intra individual & interactive), coping strategies for stress & conflict; negotiation skills. **Communication:** Process, types, barriers; Grapevine
- **Leadership & Organizational Change**-Concept, Trait, Behavioural and Contingency (Fiedler, Hersey & Blanchard) theories; leadership styles, successful & effective leadership.
- **Organizational Change:** concept, resistance to and managing change.

**REFERENCE**

1. Laurie J. Mullins : Essentials of Organizational Behaviour, Pearson Learning
2. Ian Brooks : Organizational Behaviour, Pearson Learning
3. Stephen P Robbins : Organisational Behaviour, Prentice Hall Inc.
4. L. M. Prasad : Organisational Behaviour, Sultan Chand & Sons
5. Kieth Davis : Organisational Behaviour, McGraw Hill
6. Fred Luthans : Organisational Behaviour, McGraw Hill

<b>PATTERN OF EXAMINATION:</b>		Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.		70
Sessionals: Class Test/Quizzes (average of 2 best out of 3)	Write up, Presentation and Participation	30
Total Marks		100

<b>IB 212</b>	<b>BUSINESS RESEARCH METHODS</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

This course gives a comprehensive introduction to the subject of business research methods. The objective of this course is to develop the research skills of the students in investigating the business problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports. Further, acquainting students with all modern and universally applied research concepts, tools and techniques and encouraging them to apply their acquired theoretical knowledge to real-life situations are paramount course objectives.

**Course Structure:**

- **Introduction to Business Research**-Meaning and Significance of Research in Business; Different Approaches to Research – Scientific Methods and Non-scientific Methods; Types of Business Research; The Research Process; Ethics in Business Research.
- **The Research Problem and Design**-Formulation and Definition of Business Research Problem; Formulation of Research Hypotheses, Business Research Design – Meaning and Formulation; Research Design Classification – Exploratory Research Design (Secondary Data & Qualitative Research), Descriptive Research Design (Survey & Observation) and Causal Research Design (Experimentation); Potential Sources of Errors in Research
- **Sampling Design and Measurement Techniques**-The Sampling Design Process; Types of Sample Design – Probability and Non-probability Sampling Designs; Size of Sample; Sampling Errors; Concept of Measurement and Scaling; Important Scaling Techniques – Comparative and Non-comparative; Reliability and Validity of Measurement.
- **Data Collection Tools and Data Processing**-Questionnaires and Observation Forms; Questionnaire Design Process; Collecting Primary Data through – Observations, Semi-structured Interviews, In-depth Interviews and Questionnaire; Processing of Research Data – Editing, Coding, Classification and Tabulation
- **Analysis of Data**-Exploring, Displaying and Examining Data; Basic Data Analysis – Descriptive Statistics; Univariate Statistics – Hypotheses Testing; Bivariate Analysis – Test of Differences and Measures of Association; Multivariate Analysis.
- **Business Research Report**-Importance of the Report & Presentation; Business Report Format; Report Writing; Oral Presentation; Research Follow-up
- **Research Project**-The student or group of students needs to apply this course learning in a real research project of their interest area with submission of research project report and class presentation of the same.

**REFERENCE**

1. Cooper and Schindler : Business Research Methods, Tata McGraw Hill, New Delhi
2. Malhotra N.K. : Marketing Research – An Applied Orientation, Pearson Education, New Delhi
3. William G. Zikmund : Business Research Methods, Cengage Learning, New Delhi
4. Saunders, Lewis & Thornhill: Research Methods for Business Students, Pearson Education, New Delhi
5. Panneer Selvam : Research Methodology, Prentice Hall of India, Delhi
6. Beri G.C : Marketing Research, Tata McGraw Hill, New Delhi
7. Karlinger, Fred N. : Foundations of Behavioural Research.
8. Mohsin, S.M. : Research Methods in Behavioural Research.
9. Tull & Hawkins : Marketing Research, Prentice Hall of India, Delhi

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB 213</b>	<b>OPERATIONS RESEARCH</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

This paper intends to acquaint the student with the management of different operational aspects of organizations especially with respect to the manufacturing, assembling and servicing processes with numerical and quantitative technical value addition.

**Course Structure:**

- **Introduction to Operation Research**-Managerial Decision Making and, Different Models of Operation Research: Principles and Types, Nature and Scope of Related to other Functional Area of Business, Duties and Responsibilities of Personnel.
- **Introduction to Linear Programming**-Formulation of Linear Programming Problems Graphical Solution to Two Variable Problems, Simplex Method and Its Applications, Duality in linear programming, Primal and dual LP problems
- **Transportation problems**-Introduction, Initial Basic Feasible Solution: North West corner rule, Least Cost method, Vogel's Approximation method. Optimality test, Modified Distribution (MODI) Method and Stepping Stone Method
- **Assignment Problem**-Introduction to the Assignment Model, Hungarian Assignment Algorithm, Solution to the Assignment Problem: Maximization and Minimization Cases.
- **Construction of a Network Diagram**-Application of Networks in Project Management: Program Evaluation and Review Technique (PERT) Model, Determination of Critical Path. Distribution of Project Completion Time, Critical Path Method (CRM) Model, Application of CPM and PERT Models
- **Game Theory** : Introduction, Technology, Classification, Payoff Making, Maximin and Minimax Strategies, saddle Point, Mixed Strategies – Games without Saddle Point.
- **Waiting Line** : Introduction, Basic Characteristics, Input/Arrival Process, Service Facility / Mechanism, Depulori / outlet, Terminology and Notions, M/M/1 Model.
- **Replacement** : Introduction, Replacement Policies for equipment or assets with deteriorating operational efficiency over time.

**REFERENCE**

1. Thompson W.W. : Operations Research Technique, Coloumbus, Ohio, C. E. Merrill Books (1967)
2. Acoff & Susoni M. : Operations Research
3. Levin R. I., Rubin D. S. & Stinson J.P. : Quantitative approaches to management, Mcgraw, Hill
4. Bierman H., Bonini C. P. & Houseman W. H.: Quantitative analysis for business Decision, Richard D. Irwin Inc ('65)
5. Hiller F. S. & Lieberman G. J. : Introduction to Operations Research
6. Taha H. A. : Operations Research an Introduction, Prentice Hall of India Pvt. Lts., New Delh
7. Gupta PK and Hira DS : Operations Research, S.C. Chand
8. Shenoy G V, Sherma S. C. & Srivastava U. K.: Operations Research for management

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB 214</b>	<b>MANAGEMENT ACCOUNTING AND CONTROL</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. Having been introduced to these techniques and having acquired the ability to understand accounting language, the students should be in a position to make effective use of accounting information in resolving the problems, which they may face as managers. Applied side of the subject will be given more emphasis and attention as compared to its conceptual aspect. Consequently, case-method of teaching will be used besides class lectures.

**Course Structure:**

- **Introduction**-Meaning, Functions, Scope and Limitations of Management Accounting, Financial Accounting vs. Management Accounting
- **An orientation to Cost Accounting**-Purpose of Cost Accounting, Elements of cost, Kinds of costing, Classification of Costs, Methods of Cost variability
- **Break-Even Analysis**-Meaning, Graphic presentation, Preparation of break-even charts and their interpretation, Managerial uses of Break-even analysis,
- **Marginal Costing**-Meaning of Marginal Cost, Analysis of Incremental costs and revenues, Management Application of Marginal Income Accounting
- **Activity Based Costing**-Concept, main activities and their cost drivers, developing ABC System.
- **Budgeting**-Definition of a budget, Kinds of budgets, Preparation of a Budget, Budgetary Control, Flexible Budgeting, Zero Base Budgeting, Performance Budgeting
- **Standard Costing**-Meaning, Types of Standard and their revision, Difference between budgeting and standard costing. Kinds of Variances, Their use in making appraisal and fixing responsibility, Procedure of setting standard cost – Material, Labour and Overhead.
- **Responsibility Centres**-Cost Centres, Profit Centres and Investment Centres, Inter divisional transfer pricing – concept and methods.
- **Current issues**-Social Accounting, Human Resource Accounting, Balance Score Card
- **Discussion of real life business Cases.**

**REFERENCE**

1. Anthony Robert N. & Reece James S : Management Accounting, Irwin
2. Anthony Robert N & Welsch Glenn A: Fundamentals of Management Accounting, R.D. Irwin
3. Hongren Charles T. : Introduction to Management Accounting, Pearson Education India
4. Bhattacharya S.K. & Dearden John : Accounting for Management, Tata McGraw-Hill Pub.Co.Ltd., ND
5. Hingorani N.L., Ramanathan A.R. & Grewal T.S.: Management Accounting, Sultan Chand & Sons.
6. Khan M.Y. and Jain P.K. : Management Accounting Tata McGraw-Hill Publishing Co. Ltd., New Delhi
7. Kishore Ravi M. : Taxman's Advanced Management Accounting

<b>PATTERN OF EXAMINATION:</b>	<b>Marks</b>
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB 215</b>	<b>FINANCIAL MANAGEMENT</b>
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**Course Objective:**

**Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with the skills related to basic principles, tools and techniques of financial management.

**Course Structure:**

- **Concept of finance**-Scope and objectives of finance, Functions of Financial Management, Role of Finance Manager, Financial Planning & Strategies. Forms of Business Organization and Financial Considerations underlying the choice of form of business organization.
- **Concept & Principles of Capital Structure**-Leverage Analysis – operating, financial and combined leverage and its implications, Indifference point.
- Long term Sources of Fund – equity share, preference shares, debentures, bonds, warrants, venture capital and ploughing back of profits. Short Term Sources of Funds – Commercial Paper, Certificate of Deposit, Treasury Bills.
- **Financial Markets**-Nature and Significance of Primary and Secondary Markets, objectives and functions., indices of BSE, NSE and OTCEI and its calculation.
- Financial Institutions – Nature, Types and Functions, Investment Bank, Investment Companies, Commercial Banks.
- **Time Value of Money**-Risk and return analysis, Concept and significance of cost of capital and its computation Concept and Significance of Capital Budgeting, Appraisal Techniques for Risk Free Projects.
- **Working Capital Management**-Meaning, Significance & factors influencing the level of working capital management .Management of cash, receivables and inventory.
- **Dividend Decision**-Ploughing back of profits, forms of dividends, factors affecting dividend policy, dividend payout decisions.
- **Issues of Relevance**-Shareholders value and its calculation, EVA/VAR, Financial reengineering, Derivatives, Venture capital financing, stock Market Index calculation,

#### REFERENCE

1. J Fred Weston & Eugene F. Brigham : Managerial Finance, Akrov Publications
2. Franklin R. Edwards & Cindy W. Ma :Futures and Options, McGraw-Hill, Inc.
3. James Van Horne : Essentials of Financial Management, Prentice Hall
4. Walker E. W. : Essentials of Financial Management, Prentice Hall
5. Srivastava, R. M. : Financial Management, Sterling Publishers Private Limited, New Delhi
6. Srivastava, R. M. : Essentials of Business Finance, Himalaya Publishing House
7. Prasanna Chandra : Financial Management, Tata McGraw-Hill
8. Pandey, I. M. : Financial Management, Macmillan India

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB 216</b>	<b>OPERATIONS MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

This course intends to develop familiarity with the concepts of production systems, their constraints and linkages with the overall strategic perspectives. Designing the process, analysis and improvement, operating the system and making product and preparing for success and sustainability. Interface of operations management with other managerial areas.

**Course Structure:**

- **Introduction**-Production and Operations Management, Systems Approach, Differentiating between Goods and Services, Production Management Vs Operations Management, Input-Output Profit (Business) Model, Stages of Development, Career Opportunities for Operations Management Organizational Positions.
- **Productivity**-Concept and definitions, Factors contributing to productivity improvement, Techniques for productivity improvement.
- **Process Configuration Strategies**-What is Process, classifying the Process, Types of Process Flows, Best (Process) Practice, Work Process Configuration Types, Intermittent Flow Shop, Flexible Process Systems, Shifting work Configuration Types, Process Analysis and Process Redesign.
- **Factors Governing the Location of a Plant**-Different Types of Plant Layout, Principles of Materials Handling, Materials Handling Equipments and the uses.
- **Materials Management in the Supply Chain**-Materials Management, Materials Management Information System, The Purchasing Function, Receiving, Inspection and Storage, Requiring Bids before purchase, MM of critical Parts, ABC classification – The System Context, Certification of Suppliers.
- **Operations Planning and Control**-Aggregate Production Planning, Master Production Scheduling (MPS), Materials Requirement Planning (MRP), Capacity Requirements Planning (CRP), Distribution Resource Planning (DRP), Weaknesses of MRP, Manufacturing Resource Planning (MRP II), Emerging Power of ERP; Loading, Sequencing, Routing, Scheduling, Dispatching and Expediting, Line balancing, Cycle-Time Management (CTM), Time-Based Management (TBM), Just-in-Time Delivery (JIT), JIT II, Push Vs Pull – Process Discipline.
- **Maintenance Management**-Maintenance objectives, concepts, advantages & limitations of Break down Maintenance & Preventive Maintenance, Maintenance costs and the problem of their Minimization, Total Productive Maintenance (TPM).
- **Inventory Management**-Types of Inventory Situations, Costs of Inventory, Order Point Policies (OPP), Economic Order Quantity (EOQ) Models – Batch Delivery, Economic Lot Size (ELS) Models, Perpetual Inventory Systems, Periodic Inventory Systems, Quantity Discount Model, Inventory Classification Systems.
- **Arrow Diagramming and Network Analysis**- PERT Model, Determination of Critical Path, Distribution of Project Completion time, CPM Model, Time/Cost Relation, Crashing of a Project. Multiple Project Management.
- **Statistical Quality Control**-Objectives of SQC, Process Control charts for Variables and Attributes, Operating Characteristic (OC) curves. Total Quality Management (TQM), Mapping Quality Systems.
- **Environment, Ethics, Technology and Contingency Planning**-Adapting to External Forces, Greening the Environment: Maintenance, Greening the Environment: Design for Disassembly (DFD), Ethics and P/OM, Preparing P/OM for future conditions. Environmental Quality: ISO 14000 / 14001, Vision of a Fully Integrated Global Company.

**REFERENCE**

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| <ol style="list-style-type: none"> <li>1. Chase Richard B, et al : Production and Operations Management: Manufacturing and Services, Tata McGraw-Hill Pub. Co., New Delhi</li> <li>2. Mahadevan B : Operations Management; Theory and Practices, Pearson Education, Delhi</li> <li>3. Buffa Elwood S &amp; Sarin Rakesh K: Modern Production / Operations Management, John Wiley &amp; Sons, Singapore</li> <li>4. Adam Everett E &amp; Ebert Ronald J: Production &amp; Operations Management: Concepts, Models &amp; Behavior, PHI, New Delhi</li> <li>5. Hill T :Operations Management, Palgrave Macmillan, England</li> <li>6. Levin, McLaughlin, et al : Production/Operations Management: Contemporary Policy for Managing Operating Systems, McGraw-Hill Book Company, New York.</li> <li>7. Monks Joseph G: Operations Management: Theory and Problems, McGraw-Hill Book Company, New York.</li> </ol> | <ol style="list-style-type: none"> <li>8. Plossl G W &amp; Wight O W : Production &amp; Inventory Control. PHI, Englewood Cliffs, NJ.</li> <li>9. Riggs James L: Production Systems: Planning, Analysis &amp; Control, Wiley, New York</li> <li>10. Juran J M &amp; Gryna F M : Quality Planning &amp; Analysis, Tata McGraw- Hill, New Delhi.</li> <li>11. Nahmias S : Production &amp; Operations Analysis, Englewood Cliffs, N J, McGraw-Hil Int. edition</li> <li>12. Holt C C, et al : Planning, Production, Inventories &amp; Workforce, PHI, Englewood Cliffs, NJ.</li> <li>13. Meredith J R &amp; Mantel S J : Project Management: A Managerial Approach, John Wiley &amp; Sons, New York</li> <li>14. Waters Donald : Inventory Control &amp; Management, John Wiley &amp; Sons, England.</li> <li>15. Chary S N: Production &amp; Operations Management, Tata McGraw-Hill, New Delhi.</li> </ol> |
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<b>PATTERN OF EXAMINATION:</b>	<b>Marks</b>
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB 217</b>	<b>MANAGEMENT INFORMATION SYSTEMS</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of the course is to introduce students to Management Information System, designing decision support system and appropriate applications of information management, strategic advantages, and effective decision making with data and people in global and complex business organizations.

**Course Structure:**

- **Introduction to MIS** - MIS and Information System Concepts, Decision and Management, MIS as an evolving concept, MIS and Decision Support Systems, MIS and Information Resource Management, MIS Professional, Computer System Concept, Conversion of Manual to Computer-Based Systems
- **Role of MIS** - Strategic advantage with MIS; Systems approach to problem solving; Business Process Reengineering (BPR); Internet worked enterprise in MIS; Internet, Intranet, Extranet; Enterprise communication and Collaboration.
- **Decision Support Systems**-MIS support for decision making; Decision Support Systems; Components of DSS ; Tools of business support systems; what if analysis, sensitivity analysis; goal seek analysis, optimization analysis, data mining for decision support, DBMS.
- **Developing MIS Systems**-System Development Life Cycle; Investigation Phase; System Analysis; System Design (DFD and ER diagrams); System Implementation.
- **Applications**-Cross-functional MIS; ERP; CRM; SCM; Transaction processing; Artificial intelligent technologies in business; Neural Network; Fuzzy logic, Genetic algorithm, Virtual reality; Executive Information System; Expert Support Systems; Security and Ethical Challenges.
- **Contemporary Issues in MIS**

**REFERENCE**

1. C.S.V Murthy : Management Information Systems, Himalaya Publishing House, New Delhi.
2. Laudon K C & Laudon J P : Management Information Systems: Managing the Digital Firm, Prentice-Hall.
3. O'Brien J : Management Information Systems, Tata McGraw-Hill, Galgotia
4. Oz E : Management Information Systems, Vikas Pub.
5. Jawedkar W S : Management Information Systems, Tata McGraw-Hill,
6. Mudrick R G : An information system for modern management, Pearson.

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB 218</b>	<b>EXPORT PROCEDURE AND DOCUMENTATION</b>
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**Course Objective:****Total Periods: 20 (2 Credits)**

The present course aims to familiarize the students about the essential aspects of export procedure and documentation.

**Course Structure:**

- **Introduction:** Role of exports and imports in economic development, Export-Import Policy of India, composition of India's foreign trade, FEMA: Its rationale and implications.
- **Export Procedure:** Registration of exporters, Export documentation, General excise clearance, Custom clearance, Insurance cover, Role of ECGC, Quality control and pre shipment inspection, HS System of classification and coding, Application of EDI in export documentation.
- **Export Finance:** Pre and post shipment finance, Finance for exports on deferred payment terms, Role of EXIM bank, Mode of payment in international trade, UCP 600, Export pricing, INCOTERMS 2000.
- **Export Promotion:** Infrastructural facilities, EPC, RCMC, EPZ, SEZs, DEPB scheme, EPCG scheme, Export oriented organizations: FIEO, APEDA, Role of DGFT, Categorization of export houses.
- **Overseas Trade Logistics:** Mode of international transport, Air transport, Ocean transport and their comparison, Indian shipping: Its growth and problems, Indian shipping policy, Technological development in international transport, Containerization and its phases of development, Role of ICDs, Advantages and disadvantages of containerization.
- **Intermediaries and Ports in India:** Freight forwarders (Forwarding and clearing agencies), Port and overseas marketing logistics, Role of ports in India's export efforts, Major ports and minor ports in India, Problems and prospects, Traffic handling at major ports in India.

**REFERENCE**

1. Usha Kiran Rai: Export Procedure & Documentation, PHI, New Delhi
2. Nabhi: Export Manual
3. Phillip R. Cateore and John M. Hess: International Marketing Management
4. Van Buytenen P. M. : Business Logistics

<b>PATTERN OF EXAMINATION:</b>	<b>Marks</b>
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>219</b>	<b>MINOR PROJECT</b>	<b>( 2 Credits )</b>
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**Objective:**

The Minor Project is to be carried out by the student to acquire an understanding about the simple applications of the learning gained in different areas of Management by him /her till far. It is expected that on completion of the project the student should be able to draw a match between the things learned in the classroom with the everyday on goings around him/her. The scope for doing the project is hence kept wide enough so as to let the student choose a neatly defined area (howsoever small) and feel the creative applications of the learning he/she has received. The idea is to nurture a feeling of usefulness of the knowledge gained in the lectures. Further, the student is then to shape the understanding gained thus far. His/her thoughts, lastly, are required to be arranged in the frame of Research Methodology.

**Procedure:**

1. It is suggested that the student should chalk out any area from a roughly **small lot of the topics /issues** which have attracted his/her attention. The area could be pertaining to the varied dimensions of the subject of Management which includes General Management, areas planned to be pursued as specializations and the like. As a word of caution, the linkages observed by the student with the learned subjects should not go out of focus.
2. If required, he/she could **consult the faculty- mentor** (teaching in the second semester) whom he/she chooses and the other faculty members in finally narrowing down upon his area of work.
3. The work has to begin with a **careful initial observation in the area** now chosen by the student. This has to be noted down and submitted to the faculty-mentor concerned. The faculty mentor would assess the awareness gained by the student on the topic chosen by him.
4. The student then would **submit stage –wise reports to the faculty-mentor**. This faculty-mentor would guide the students to understand the application of chapter-wise learning received in the subject of Research Methodology. The student, thus, should gradually understand the application of the research method to his work.
5. A Final Report, in the end, has to be submitted by the student to the faculty-mentor **one week before the commencement of the Final exam**. It would contain around 30 pages that would contain the chapters as mentioned in the Annexure.
6. It may be noted that the project has to be completed within 25 hours spread across the second semester without disturbing the schedule of the lectures. Saturdays and Sundays may preferably be devoted for the project.
7. The **timely completed Project Report duly forwarded by the faculty –mentor would be evaluated** by the faculty-mentor.
8. Proforma of the Table of Contents
  - (a) Introduction
  - (b) Review of literature
  - (c) Research Method
    - Project Objectives
    - Research Design
    - Data Collection
    - Data Tabulation and Analysis.
  - (d) Findings and Conclusion
  - (e) Suggestions
    - Bibliography
    - Annexure
    - Appendix

<b>IB</b>	<b>220</b>	<b>TERM END VIVA-VOCE</b>	<b>(4 Credits)</b>
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<b>IB</b>	<b>AOC</b>	<b>III</b>	<b>KNOWLEDGE MANAGEMENT</b>
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**Course Objective:****Total Periods: 20 (2 Credits)**

The objective of this course is to provide students an introduction to the field of knowledge management. The present course is about Knowledge: how to capture it, how to transfer it, how to share it and how to manage it.

**Course Structure:**

- **Knowledge Economy**-Concept of Knowledge; the Data-Information-Knowledge-Wisdom Relationship (Knowledge Hierarchy); Organizational Knowledge; Characteristics of Organizational Knowledge; Components of Organizational Knowledge (Tacit vs. Explicit Knowledge).
- **Transformation of an Enterprise through Knowledge Management**-Concept of Knowledge Management; Characteristics of Knowledge Management;
- **Creating Knowledge Management System in Organizations**-Need for a Knowledge Management System; the Knowledge Management Process Framework; Knowledge Management Process; Knowledge Life Cycle.
- **The Knowledge Organization**-Knowledge Organization; Characteristics of Knowledge Organization; Knowledge Management and Organizational Learning; Knowledge Management Strategy and its Development; The Knowledge Managers.
- **Enabling Knowledge Management through Information Technology**-Role of Information Technology in Creating Knowledge-Management Systems;
- **Organizational Culture for Knowledge Management**-Need for Organizational Culture for Knowledge Management; Ways to Develop Knowledge-Sharing Culture
- **Looking Ahead: Future of Knowledge Management**-Challenges to Knowledge Management; Future of Knowledge Management.

**REFERENCE**

1. Amrit Tiwana :The Knowledge Management Toolkit , Orchestrating IT, Strategy, and Knowledge , Platforms, Pearson Education Limited.
2. Daryl Morey, Mark Maybury and Bhavani Thuraisingham(ed): Knowledge Management (Classic and Contemporary Works), Universities Press , (India) Limited.
3. Ratnaja Gogula : (ed) Knowledge Management – A New Dawn, The Institute of Chartered Financial Analysis of India , (ICFAI) Press.
4. Elias M. Awad, Hassan M. Ghaziri : Knowledge Management, Pearson Education , limited.
5. Ganesh Natrajan & Sandhya Shekhar : Knowledge Management (Enabling Business , Growth, Tata McGraw-Hill Publishing Company , Limited, New Delhi.
6. Guus Schreiber, Hans Akkermans, Anjo Anjewierden, Robert de Hoog, Nigel Shadbolt, Walter Van de Velde and Bob Wielinga : Knowledge Engineering and Management, Universities Press (India) Limited.
7. Harish Chandra Chaudhary : Knowledge Management for Competitive Advantage (Changing the world through Knowledge), Excel Books.
8. Madanmohan Rao : Leading with Knowledge (Knowledge Management Practices in Global Infotech , Companies), Tata McGraw-Hill Publishing Company Limited New Delhi.
9. O. P. Goyal : Knowledge Management (Analysis Design for Indian Commercial Banking Sector), Kalpaz Publications, Delhi
10. Wendi R. Bukowitz and Ruth L. Williams:The Knowledge Management Fieldbook, Pearson Education limited.

<b>IB 311</b>	<b>COMPARATIVE INTERANTIONAL MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The present course is aimed at familiarizing the participants with concepts of comparative management and international management for the efficient management of multinational corporations. Class participation will be fundamental to understanding of management practices in different environments.

**Course Structure:**

- **Comparative International Management**-Meaning of Comparative & International Management. Models of Comparative Management - Richman-Farmer Model & Koontz model.
- **Comparative Study Of The Management Practices** in U.S.A & Japan.
- **Cultural Environment of International Management**-Meaning of cultural differences, values critical to international management effectiveness.
- **Planning in Global Settings**-Concept of planning, environment of global planning and steps involved in developing global corporate strategy.
- **Organizing for International Business**-Basic organizational design of international enterprises, organizational structures of multi-national corporations with special reference to USA & Japan.
- **Staffing for International Business**-Meaning of International staffing, sources of recruitment, selection of managers for foreign assignment, preparing managers for foreign assignment.
- **Control mechanism for International Business**-Managerial Control Process, Problems of control in International business, designing an effective international control system.

**REFERENCE**

1. Bely Jane-Punnalt, Knootz : Experiencing International Management
2. Malcolm Trevor, Jochen Schendel, Bernhard Wilpert : The Japanese Management , Development System Generalists And Specialists In Japanese Companies Abroad, Wolfeboro, N.H
3. A.V.Sreenivasan : The Japanese Management -The Indian Context, Tata , McGraw-Hill
4. S.Shiva Ramu : Multinational Firms: Strategies & Environments,
5. Harold Koontz: Management : A Global Perspective, McGraw-Hill
6. A.R.Negandhi : International Management,Prentice Hall

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB 312</b>	<b>INTERNATIONAL BUSINESS LAW</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with various aspects of International Business Law. It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, last technique, ever changing procedures and practices in the field of law and business in a comprehensive way.

**Course Structure:**

- **International Law-** Concept. Sources. Public law and private law. Sovereignty. Introduction to Countervailing Duty. Anti -dumping Law and Anti-Trust Law.
- **International Law-**States as International Persons-Consent Of State and Sovereignty- Recognition of States and Governments –Rights and Duties of States in International Law.
- **Sources of International Law-** United Nations Commission On International Trade Law (UNCITRAL)- The Law Merchandise(Lex Mercatoria)- The International Chamber Of Commerce(ICC)- Uniform Custom and Practice on Documents(UCP)
- **International Business Contract-**Legal Provisions- Payment Terms-The Contract for the sales of International Sales of Goods: Concept. Formation of the contract-offer. Acceptance Form of Sales Agreement- Obligations of seller. Obligation of the buyer. Seller’s remedies for breach of contract. Rejection of the goods. Non-performance by the seller.
- **Commercial Arbitration for Settlement of International Disputes:** Concept. Role. Arbitration. Salient features of the Arbitration and Conciliation Act 1996, Enforcement of Foreign Arbitral Awards, Recognition and effects of non-recognition, Enforcement of Contract and Dispute Settlement.
- **Representation Abroad:** Forms. Legal aspects. Essential clauses in Agency Agreements. Rights and duties of Agents and Distributors.
- **Tariff and Non Tariff Barriers-**GATT,TRIPS, TRIMS.
- **Regulation Relating to Licensing** – Forecasting- Joint Ventures, Patents and Trade Marks- Technology Transfer- Telecommunications.
- **Indian laws on International Business-**FEMA- Taxation of Foreign Income.
- **Foreign Investments-** Setting up Offices and Branches Abroad

**REFERENCE**

1. Robert W. Emerson : Business Law
2. Roger Le Roy Miller, Gaylord A. Jentz: Fundamentals of Business Law, South Western Pub
3. Jeffery F. Beatty, Susan S. Samuelson: Introduction of Business Law, South- Western College
4. John E. Adamson, Amanda Morrison: Law For Business And Personal Use, Cengage Learning,
5. Alix Adams : Law For Business Students, Pearson Education, Limited

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB 313</b>	<b>TRANSNATIONAL STRATEGIC MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with the important role that transnational strategic management plays in an international business's success and enables them to develop analytical and conceptual skills. The centre of attention is the *total enterprise* – the industry and competitive environment in which it operates its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success. Class participation and case discussion will be fundamental to the development of these skills.

**Course Structure:**

- **Introduction**-Concept of Strategy, & Transnational Strategic Management, Difference between Global Strategy, Multinational Strategy, International Strategy & Transnational Strategy, Transnational Strategic Management Model, Different levels of Strategies, Relevance of Transnational Strategic Management in 21<sup>st</sup> Century.
- **Strategic Intent**-Vision & Mission Statement, Organisational Objectives, Setting objectives, Organisational Values & its impact
- **External Environment & Analytical Tools**-Evaluating the global company's strategic environment, Globalization: Drivers, Pros and Cons, Global Competitiveness, Transnationality Index, SWOT Analysis, PESTEL Analysis, Competitive Analysis: Porter's Five Force Model.
- **Internal Assessment**-Strategic Capability: Fit & Stretch Concept, Porter's Value Chain Analysis, Core Competencies, Organisational Capabilities, Resource Analysis and Synergy.
- **Strategies in Action**-Multi Country Competition & Global Competition, Country-Attractiveness Ratings, Key Success Factors, Mode of Entry, Priority, Competitive Strengths vs Country Attractiveness, Value Chain Configuration, Core Competency Leveraging.
- Exporting, Counter Trade and Contract Management, Licensing and Franchising, Management Service Contracts, Turnkeys, Ownership, Location, & Internationalization, Localised Multicountry Strategy.
- Global Strategic Alliance and Collaboration, Acquisition, Mergers & Joint Venture
- Portfolio and other Analytical Models: The BCG Matrix, GE/McKinsy Matrix, Corporate Parenting, CIT & CASCADE
- **Strategy Evaluation and Implementation**-Evaluation of Strategy- Suitability, Acceptability and Feasibility.  
Transnational Division: Organisational Structure, Factors and Costs, Global Area Structure.  
Global Product: Knowledge and Technology Transfer, Product, Process and Personnel, Barriers to Technology Transfer, Learning Organization, Global Branding.  
Cultural Dimensions and Cross-cultural Management  
Controlling Off-Shore Strategy-Control Systems, Adaptation to Local Conditions, Performance Variables, External Factors, Non- Financial Measurements, Strategic Intent, Parent Subsidiary Relationship.
- **Survival, Adaptation and Transformation: Lessons from Financial & Economic Crisis and Responses, The Swing of the Pendulum to the East.**

**REFERENCE:**

1. Basil W. Denning : Corporate Planning: Selected Concepts, McGraw-Hill
2. Malville C.Branch : The Corporate Planning Process, American Management , Association
3. Barnard Taylor and John R.Sparket : Corporate Strategy & Planning
4. Andrews : Concept of Corporate Strategy, Irwin
5. Russel and Ackoff : Concept of Corporate Planning, New York: Wiley Interscience
6. Glueck : Business Policy, McGraw-Hill
7. Y.N.Chang & Filemon : Business Policy and Strategy, Goodyear Publishers
8. Newmann & Legman : Strategy, Policy and Central Management, South-Western Pub. Co
9. David E.Hussey : Introduction to Corporate Planning, Pergamon Press
10. R.M.Srivastava : Business Policy & Strategic Management, Himalaya
11. Mc Carthy and Others : Business Policy and Strategy, R. D. Irwin
12. Michael E.Porter : Competitive Advantage, The Free Press
13. Wright, Pringle and Kroll : Strategic Management, Prentice Hall
14. Rober J Allio & Malcolm W Pennington : Corporate Planning: Techniques and Applications, University of Michigan.
15. Arthur A. Thompson Jr. & A.J. Strickland: Strategic Management, Irwin / McGraw Hill
16. Ansoff, H. Ighor : Implanting Strategic Management, Prentice Hall
17. G. Hamel and C.K. Prahalad : Competing for the future, Tata McGraw Hill
18. Fred R. David : Strategic Management, Pearson Education
19. Thompson, Strickland, Gamble & Jain: Crafting and Executing Strategy, McGraw Hill
20. Hit, Ireland & Hoskisson : Strategic Management, Thomson Learning
21. Wheelen, Hunger & Rangarajan : Strategic Management and Business Policy, Parson Education
22. Hills & Jones : Strategic Management, Bletantra
23. Upendra Kachru : Strategic Management, Excel Books
24. Pearce & Robins : Strategic Management, AITBS
25. Johnson & Scholes : Exploring Corporate Strategy, Prentice Hall India
26. Richard Lynch : Corporate Strategy, Pearson Education

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB 314</b>	<b>WORLD TRADE ORGANIZATION</b>
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**Course Objective:**

**Total Periods: 20 (2 Credits)**

The basic objective of this course is to familiarize the students with the role of world trade organization in the development of international trade and to comprehend the agreements of world trade organization.

**Course Structure:**

- **Introduction to WTO and GATT**-Origin of WTO, Objectives and functions of WTO, organization structure, Membership, ministerial conferences, Principles of trading system, Decision Making procedure
- **Agreement on Agriculture( AoA) -** Objectives of AoA, Market Access , Domestic Support, Export Subsidies, Non Trade Concerns, issues of export competitiveness of selected products, Agriculture negotiations, Cotton Sub-Committee GATT & the Goods Councils, Goods schedules, Import Licensing
- **Trade Related Investment Measures (TRIMS)-** Background of TRIMS agreement, Local content, Trade balancing, Foreign exchange balancing, Export restrictions, aid for Trade Development, Enhanced integrated framework, Trade Facilitation. Trade monitoring.
- **Trade Related Aspect of Intellectual property (TRIPS) -**General provisions and basic principles, Standards concerning the availability, scope and use of intellectual property; copyrights and related rights, Trademarks, Geographical indications, Industrial designs, Patents, layout designs, Protection of undisclosed information, Control of anticompetitive practices in contractual license.
- **Agreement on the Application of Sanitary & Phytosanitary Measures**-Basic SPS Rights, Harmonization, Equivalency, Risk Assessment, Pest- or Disease-Free Status, Transparency, Sanitary and Phytosanitary Committee, Dispute Settlement
- **Agreement on Technical Barriers to & Safeguards Trade**-Understanding the Technical Barriers to Trade Agreement – a more Technical explanation or TBT Agreement. Decisions and recommendations of the TBT Committee, Rules of Procedure of the Committee, Principles for development of International Standards, Safeguard Measures
- **Agreement on Textile & Clothing**-The Cotton Arrangements (1961-73), The Multifibre Arrangements (1974-94), Product Coverage, Programme for Integration, Progressive Liberalisation of the Restraints through Improved Growth Rates, Treatment of Quantitative Restrictions (other than MFA Restraints), Transitional Safeguard Mechanism, Textiles Monitoring Body
- **General Agreement on Trade In Services (GATS)**- Introduction to Service trade and the GATS.Service negotiation.
- **WTO and Developing Countries**-India and WTO

#### REFERENCE

1. Amir Ullah Khan & Debashis Chakraborty : The WTO Deadlocked: Understanding the Dynamics of International Trade, Sage Publications Pvt. Ltd
2. Palle Krishna : WTO text & Cases, Jain Book Depot
3. Appleton, Arthur E. Plummer, Michael G. (Eds.): The World Trade Organization-Legal, Economic & Political Analysis, Springer
4. Arup, Christopher :The World Trade Organization Knowledge Agreements Cambridge University Press
5. Berman, George A. & Mavroidis, Petros C. (eds):WTO Law & Developing Countries Cambridge University Press
6. Mads Tnnesson Andens: WTO- Law and Process, British Inst of Intl & Comparative

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>MB 315</b>	<b>SUMMER INTERNSHIP</b>	<b>(8 Credits)</b>
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<b>IB</b>	<b>FC</b>	<b>31</b>	<b>CORPORATE FINANCIAL DECISIONS</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

To equip the students with the knowledge and skills needed by the finance professionals in addressing practical problems in corporate finance. From a finance professional's point of view, a good understanding of Corporate Finance is crucial to assist a company.

**Course Structure:**

- **Introduction-** The objectives of the firm, finance function, Role of finance within the firm, Corporate financing-meaning, patterns and sources, Linking Corporate and Financial Strategies-Assessing business risk, Financial risk, Correlation between business risk and financial risk, Role of Financial Markets and Financial Intermediation, Corporate governance, Financial engineering.
- **Long-Term Investment Decision-** Definition and Classification of investments, Stages in the analysis of investments, *Evaluation of investments (Fundamental evaluation)*-role of taxes, amount of investment, Net Cash Flows, Investment's Terminal Value; *Economic Evaluation of a Investments-* Net Present Value and Internal Rate of Return, Relevant Cash Flows, Payback and Accounting Rate of Return, Risk analysis in investment, Sensitivity Analysis.
- **Long-Term Financing Decision-** External Financing: Equity capital- equity markets, rights issues and private equity; Long-Term Debt- Bank Financing, the capital markets, private placements, medium-term notes, commercial paper, and corporate bonds; Internal Financing: Retained Earnings, Amortization, Provisions; Other Financing Sources: Intercompany funding, Trade finance, Project finance, Asset backed finance, Leasing, Islamic financing.
- **Financial Distress and Bankruptcy Cost-** Financial distress: Meaning, Causes, and Evaluation of financial distress with help of various model (Beaver Model, Wilcox Model, Blum Marc's Failing Company Model, Altman's Z score Model, L.C. Gupta Model); Bankruptcy cost- direct and indirect cost, bankruptcy process, liquidation and reorganisation.
- **Value Based Management-** Shareholder value, Earnings-based management, Creating value, Value Strategy, Measuring the value creation: Accounting indicators- EPS, ROE, ROCE, Economic indicators- cash flow, Shareholder value analysis, Economic profit and Economic Value Added, Cash Flow Return on Investment, Market indicators or Entire firm value measurement-Total shareholder return, Wealth added index, Market Value Added, market to book ratio, Tobin Q).
- **Financing Decision and Market Efficiency-** Efficient Markets Hypothesis, Evidence for and against Market Efficiency, Joint Hypothesis problem, Market Anomalies and the Financial Manager, Implications to Corporate finance- Firm size & liquidity, book-to- market effects, reaction to corporate financial policy.

**REFERENCE**

1. Breale, Myers, Marcus : Fundamentals of Corporate Finance, McGraw-Hill
2. Bodie, Zvi, Kane, Alex, Marcus Alan J. : Essentials of Investments, McGraw Hill/Irwin
3. Ross, Westerfield, and Jordon : Essentials of Corporate Finance, Irwin
4. Ross, Westerfield, and Jordon : Fundamentals of Corporate Finance, Tata McGraw-Hill Education
5. Robert Parrino, David S. Kidwell : Fundamentals of Corporate Finance, John Wiley & Sons

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>FC</b>	<b>32</b>	<b>INTERNATIONAL FINANCIAL MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The main objective of this course is to familiarize the students with the international financial environment and the special decision variables underlying the discharge of finance function in a multinational corporation.

**Course Structure:**

- **Global Financial Environment:** Objective of financial management in a multinational corporation, functions of international financial management. Special decision variables in international financial management. International monetary system
- **Forex and Financial Derivatives:** Foreign exchange markets, exchange rates, exchange rate theories – Mint parity, Purchasing Power Parity (PPP), Balance of Payments theory, Stable and flexible exchange rate, An integrated framework of exchange rate, interest rate and inflation rate Fischer Effect, International fisher effect. Forward contracts, currency futures and currency options. Currency swaps and interest rate swaps.
- **Management of exposure & risk:** Concept of exposure and risk. Types of exposure – transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies.
- **International Portfolio Investment:** Economic determinants. The national FDI policy framework. Benefits of inter-national equity and bond investing. International capital asset pricing model (ICAPM)
- **International Capital Budgeting:** The basic framework for analysis. Issues and strategic considerations in international capital budgeting. The adjusted present value approach (APV). Financial risk and cost of capital. Exchange risk and cost of capital. Political risk and cost of capital. Impact of hedging on cost of capital. Tax consideration – Branch vs. subsidiary, withholding tax. Foreign sales corporations, 80-20 subsidiaries and tax havens.
- **International working capital management:**
  - i) International cash management: The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral netting. Intra corporate transfer of funds. Transfer pricing, problems of international cash management.
  - ii) International Receivables management: Domestic v/s International receivables management. Letter of credit. International factoring & Accounts receivables.
  - iii) International inventory management: Advance inventory purchases. Stockpiling.
- **International Financing Decisions:**
  - i) Euro-money and Eurobond Markets. Size of the Euro currency market. Growth of Euro Dollar market. Instruments and rate of Euro Currency Markets. Creation of Euro deposits. Syndicated Eurocurrency loan Market. International Bond Markets, Multi-currency bonds and their types. Rationale for multi currency bonds.
  - ii) International Equity markets: Foreign equity market and their comparative performance. Recent developments and innovations in international capital markets. Recent developments in the Euro bond market.

**REFERENCE**

1. Alan C. Shapiro : Foundations of Multinational Financial Management, Wiley
2. P.G. Apte : Global Financial Management, Tata McGraw- Hill Education
3. Abdullah Faud A : Financial Management for the Multinational Firms, Prentice-Hall
4. Zenoff David B. & Zwick Jack : International Financial Management, Prentice- Hall
5. Maurice D. Levi : International Finance, Taylor & Francis
6. Eiteman David K & Stonehill Arthur I: Multinational Business Finance, Addison-Wesley Pub. Co
7. Buckley Adrain : Multinational Finance, Financial Times Prentice Hall,
8. Nehrt Lea C. : International Finance for Multinational Business, Intext Educational Publishers
9. Ian H. Giddy : Global Financial Markets, D.C. Heath

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>FC</b>	<b>33</b>	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>
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**Course Objective:**

**Total Periods: 40 (4 Credits)**

The objective of this course is to expose the students to the concept, tool and technique applicable in the field of Derivatives as a tool of investment and Derivative analysis.

**Course Structure:**

- **Introduction to Investment and Securities**-Meaning of investment, Investment and speculation, Investment and gambling. Investment objectives. The investment process, investment alternative-Negotiable securities, equity shares preference shares, debenture, bond, government securities, money market securities-Treasury bills, commercial paper, certificate of deposits. Non-negotiable securities- Bank deposits , post office deposits, NBFC deposit, Tax sheltered schemes, PPF,NSS, NSC, LIC, UTI, Mutual fund, real estate, art and antiques.
- **Primary Market and Secondary Market**-Relationship between primary and secondary market. Function of primary market, Parties involved in new issues \_ Managers, Registrars, underwriters. Bankers, statutory agencies. Private placement bought out deals. Book building. Function of stock exchanges. Share groups- group A,B and B. Settlement cycle. Carry forward system. Over the counter exchange of India (OITCEI). Listing of securities.
- **Regulatory Framework**-Securities and Exchange Board of India\_ Origin, function, organization and activities. Dematerialization process and re-materialization process. National securities depository Ltd (NSDL) AND Central depository services Ltd. (CDSL). Stock market indices-BSE sensex , NSE 50 (NIFTY). S& P CNX 500.
- **Risk Definition**-Types- systematic-market risk, interest rate risk, purchasing power risk, unsystematic risk- Business risk, financial risk. Measurement of risk.
- **Valuation of Securities**-The three steps process of valuation- economic analysis, industry analysis, and company analysis. General framework of valuation. Value- price relationship. Valuation of fixed income securities. Valuation of preference share and valuation of equity shares.
- **Efficient Market Theory**-Fundamental Analysis- Economic analysis, industry analysis, company analysis financial analysis. Earning of company, Growth in earnings. Technical analysis. Tools of technical analysis. Dow Theory, trend – primary intermediate and short term trends. Indicators – volume of trade, breadth of market, short sales. Odd lot trading. Moving average. Oscillators. Relative strength index (RSI). ROC, Charts- Point and figure charting, Bar charting, efficient market theory. Random walk theory, Weak form of EMH. Semi strong form and strong forms of EMH. Market inefficiencies
- **Portfolio Analysis:** Traditional portfolio analysis. Effects of combining securities. Markowitz Risk- returns optimization.
- **Portfolio Selection**-Risk and investor preference, constructing the best portfolio. Sharpe simple portfolio optimization. Significance of 'Beta' in portfolio, traditional portfolio selection.
- **Capital Market Theory**-Capital market theory (CAPM). CAPM and the real world. Arbitrage pricing theory.
- **Portfolio Revision**-Meaning of portfolio revision. Need of portfolio revision. Portfolio revision strategies. Portfolio revision practices. Constraints in portfolio revision

#### REFERENCE

1. Fischer Donald E, & Jordan Ronald J : Security Analysis and Portfolio Management, Prentice-Hall
2. Pandian Punithavathy : Security Analysis and Portfolio Management, Himalaya Publishing House Pvt Ltd
3. Van Horne : Financial Management & Policy, Prentice-Hall
4. Weston J.F. & Brigham E.F. : Essentials of Managerial Finance, Hinsdale, IL: The Dryden Press
5. Walker E.W. : Essential of Financial Management, Prentice-Hall
6. Gitman & Joehuk : Fundamentals of Investing, Pearson Addison Wesley

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB</b>	<b>FO</b>	<b>31</b>	<b>INTERNATIONAL BUSINESS TAXATION</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The course is designed to provide an overview of international tax concept, issues, planning opportunities and risks that affect corporations in today's global business environment. It seeks and to raise the awareness of students concerning Cross-border business and transactions.

**Course Structure:**

- **Introduction**–Global business and International Taxation, The rise of business taxation, Taxing resident on Income from all sources, Taxing the profits of a business establishment.
- **The Companies against International Double Taxation**-National and International Taxation, Origin of Model Tax treaties.
- **The Tax Treaty System**-Post war development of the Bilateral Treaty Network, The role International Organizations.
- **International Tax Avoidance**-The legal Regulation of Economic Relations, Taxation of Revenue and Opportunities for Avoidance, Tax planning, International Investment and Tax Avoidance.
- **Multinational Transfer Pricing**– Objectives of transfer pricing, Transfer pricing methodology, transfer pricing & government relations, transfer prices in theory and practice.
- **The Internationalization of Tax Administration**-The development of Tax administrative co-operation, Information exchange under Tax Treaties, Simultaneous Examination and Co-operation in Assessment, Co-ordinating Treaty Interpretation and Application, Assistance in Collection.
- **Multinational Transfer Pricing**–Objectives of transfer pricing – selecting a transfer price – internal revenue code and transfer pricing

**REFERENCE**

1. Choi Frederick D.S. et Mueller Gerhard G. : International Accounting. Prentice Hall
2. Sol Picciotto : International Business Taxation: A Study in the Internationalization of Business Regulation, Weidenfeld & Nicholson
3. Frederick D S Choi : International Finance & Accounting Hand Book – John Wiley
4. James A Schweikart : International Accounting: A Case Approach, McGraw Hill
5. Belkaoui Ahmed : International & Multinational Accounting: The Dryden Press
6. Nobes Christopher & Parker Robert (ed) : Comparative International Accounting. Prentice
7. Hall Brian Arnold & Michael J. McIntyre : International Tax Primer. Kluwer Law International

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>FO</b>	<b>32</b>	<b>INTERNATIONAL ACCOUNTING AND FINANCIAL REPORTING</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

To Understand and explain the structure of the international professional and conceptual framework of accounting & Apply relevant financial reporting standards to key elements of financial reports .To Identify and apply disclosure requirements for companies relating to the presentation of financial reports and notes .Prepare financial statements of single entities and account for their key elements complying with specified International Financial Reporting Standards and other related pronouncements

**Course Structure:**

- ↳ **Introduction** – Causes of international differences – some major differences in financial reporting
- ↳ **International classification of financial reporting** – international harmonization of accounting – the requirements of international accounting standards
- ↳ **Financial reporting** in USA, UK, Australia and France
- ↳ **Financial reporting** in Germany, Netherlands, Japan and Third world countries with special emphasis on legal issues, accounting standards and consolidation of accounts
- ↳ **Issues in International accounting** – Consolidation – foreign currency translation – segmental reporting – foreign exchange risk management
- ↳ **Harmonization in Financial reporting** – Standardization and Harmonization – role of international accounting bodies (IASB) in harmonization
- ↳ **Multinational Transfer Pricing** – Objectives of transfer pricing – selecting a transfer price – internal revenue code and transfer pricing
- ↳ **Ethical issues in international accounting** – Incidence and implications of window dressing (cases)

**REFERENCE**

1. T. Douppnik & H. Perera : International Accounting, McGraw Hill International
2. C. Nobes & R H Parker : Comparative International Accounting, Pearson/PHI
3. Frederick D S Choi : International Finance & Accounting Hand book – John Wiley
4. James A Schweikart : International Accounting: A Case Approach – McGraw Hill
5. Kwabena Anyane-Ntow : International Handbook of Accounting Education & Certification, Pergamon Publishers
6. Paul E Holt : International Accounting, Dame Publications

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>FO</b>	<b>33</b>	<b>INTERNATIONAL BANKING AND FINANCIAL SERVICES</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The paper will discuss the concepts and broad activities of international banking and financial services which will help the students to understand the mechanics and application of International Financial system.

**Course Structure:**

- **Introduction**-Importance of the study of Banking Systems. Developed and Less developed Money Markets, Their Characteristics. Importance of Developed Money Market in a Banking System. English Banking System – Bank of England, Origin and growth, organizational Structure, Functions, London Money Market, and EURO Currency.
- **Federal Reserve System**-Origin, Organizational Structure and Working, Unit Banking and factors for its growth in USA. German Banking System: Deutsche Bundes Bank ‘German Central Bank’ Organization, structure and functions. Bank of Japan- Structure and Working, Commercial Banking system of Japan, Reserve Bank of India: Functions, Monetary and Credit Policy-its evaluation; Achievements and failures of R.B.I.
- **Factors determining exchange rates**-national / international, political and economic -Direct and indirect quotations - Spot rates, forward rates premium and discount and cross rates. **Basics of Derivatives** - forward Exchange Rates, Contracts, Currency options, Swaps and Interest rate swaps.
- **Major Recommendations**-of the various Expert Group on Forex Markets. Various facilities to Exporters and Importers including forfeiting and factoring. Correspondent Banking - Bank Accounts - NOSTRO and VOSTRO accounts - SWIFT, CHIPS, CHAPS, FEDWIRE.
- **Introduction to International Financial Services**-Products and Services Cash Management Treasury Trade Securities Funds

**REFERENCE**

1. W. Mullineux, Victor Murinde : Handbook Of International Banking Edward Elgar Publishing,
2. Rupnarayan Bose :Fundamentals Of International Banking Macmillan Publishers India
3. IIBF : International Banking Operations Macmillan, Publishers India
4. Sayers, R.S. : Modern Banking, Clarendon P
5. Basu, S.K. :A Survey of Contemporary Banking Trends, Book Exchange
6. Ian F. G. Baxter : International Banking And Finance, Carswell
7. Machenize, K. : Banking Systems of Great Britain, French, Germany and U.S.A., Macmillan and Co
8. S.L.Hayes Financial Services : Perspective & Challenges Harvard Business School
9. Jain, Peyrard & Yadav : International Financial Management Macmillian India
10. Murice D.Levi : International Finance Tata McGraw Hill

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB</b>	<b>GC</b>	<b>31</b>	<b>INTERNATIONAL MARKETING MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of the paper is to acquaint the students with the tools and techniques of international marketing research so as to develop a rational marketing strategy in the area of international trade.

**Course Structure:**

- **Introduction :** Nature and scope of marketing research; marketing research in international context-importance, complexities and issues; Organizational framework for international marketing research; International Marketing Information System (IMIS)
- **Marketing Research Process:** An overview; problem identification and definition; Preparing research proposal; Exploratory, descriptive and experimental research designs; international secondary data sources; Primary data collection methods and complexities of data collection in international marketing research; Online data sources and research.
- **Questionnaire preparation:** Ethic and emic dilemma; Sample design- sampling methods and sample size determination; Fieldwork and data collection; Sampling and non sampling errors.
- **Multi-country Data Analysis and Interpretation:** Data editing and coding preliminary data analysis, Univariate and multivariate data analysis techniques-Discriminate analysis, factor and conjoint analysis: (including application software). Issues in multi-country data analysis-Data comparability and validity problems; Report preparation and presentation.
- **Cross-cultural Consumer research:** Attitude measurement and scaling techniques; Product research; Advertising research; International market opportunity analysis; Ethical issues in international marketing research.

**REFERENCE**

1. Aaker, David A, V. Kumar arki George S Day, Marketing Research, John Wiley and Son.
2. Douglas, S.P. and C. C. Samuel, International Marketing Research, Prentice Hall of India Private Ltd., New Delhi
3. Kumar, V. International Marketing Research, Prentice Hall.
4. Malhotra, Naresh K., International Marketing Research- An Applied Orientation, Pearson.
5. Sak Onkvisit and John Shaw : International Marketing-Analysis and Strategy : Taylor & Francis
6. Varshney & Bhattacharya : International Marketing Management , Sultan : Chand & Sons,
7. S.C. Jain : International Marketing Management, Kent: Publishing Company,.
8. Svend Hollensen : Global Marketing-A Decision Oriented Approach, Prentice Hall,
9. Warren J. Keegan : Global Marketing Management, Pearson Education India.
10. Czinkota, M.R. : International Marketing, Cengage Learning
11. Fayerweather, John : International Marketing, Prentice Hall Inc,.
12. Sarathy, R and V. Terpstra : International Marketing, Dryden Press,
13. Bhattacharya, B. : Export Marketing Strategies for Success, Global Business Press, New Delhi.

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>GC</b>	<b>32</b>	<b>INTERNATIONAL FINANCIAL MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The main objective of this course is to familiarize the students with the international financial environment and the special decision variables underlying the discharge of finance function in a multinational corporation.

**Course Structure:**

- **Global Financial Environment**-Objective of financial management in a multinational corporation, functions of international financial management. Special decision variables in international financial management. International monetary system.
- **Forex and Financial Derivatives**-Foreign exchange markets, exchange rates, exchange rate theories – Mint parity, Purchasing Power Parity (PPP), Balance of Payments theory, Stable and flexible exchange rate, An integrated framework of exchange rate, interest rate and inflation rate Fischer Effect, International fisher effect. Forward contracts, currency futures and currency options. Currency swaps and interest rate swaps.
- **Management Of Exposure & Risk**-Concept of exposure and risk. Types of exposure – transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies.
- **International Portfolio Investment**-Economic determinants. The national FDI policy framework. Benefits of international equity and bond investing. International capital asset pricing model (ICAPM)
- **International Capital Budgeting**-The basic framework for analysis. Issues and strategic considerations in international capital budgeting. The adjusted present value approach (APV). Financial risk and cost of capital. Exchange risk and cost of capital. Political risk and cost of capital. Impact of hedging on cost of capital. Tax consideration – Branch vs. subsidiary, withholding tax. Foreign sales corporations, 80-20 subsidiaries and tax havens.
- **International Working Capital Management**-International cash management: The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral netting. Intra corporate transfer of funds. Transfer pricing, problems of international cash management. International Receivables management: Domestic Vs. International receivables management. Letter of credit, UCP 500 & 600. International factoring & Accounts receivables
- **International Financing Decisions**-Euro-money and Eurobond Markets, Growth of Euro Dollar market. Instruments and rate of Euro Currency Markets. Creation of Euro deposits. Syndicated Eurocurrency loan Market. International Bond Markets, Multi-currency bonds and their types.
- International Equity markets: Foreign equity market and their comparative performance.
- Recent developments and innovations in international capital markets.

**REFERENCE**

1. Alan C. Shapiro : Foundations of Multinational Financial Management. Wiley,
2. P.G. Apte : International Financial Management, Tata : McGraw-Hill Education
3. Abdullah Faud A : Financial Management for the Multinational Firms. : Prentice-Hall,
4. Dennis J.D. Connor & Albert T Bussco : International Dimensions of Financial Management
5. Zenoff David B. & Zwick Dack : International Financial Management, Prentice-Hall, :
6. Maurice D. Levi : International Finance, Taylor & Francis
7. Eiteman David K & Stonehill Arthur I : Multinational Business Finance. Addison Wesley
8. Folks William R. Jr. & Raj Agrawal : International Dimensions of Financial : Management
9. Buckley Adrain : Multinational Finance, Financial Times Management
10. Saxena R.B. : Management of International Financial Institutions, Discovery,
11. Brick John R. Baker H. Kant & Hastem John. A.: Financial Markets, Instruments & Concepts.
12. Advani V.A : International Finance: Theory and Practice
13. Seth Jagdish & Eshghi A. : Global Financial Perspectives, South-Western Pub. Co.
14. George Abraham M. & Giddy Ian H. :International Finance : Handbook Vol. 1 & 2
15. Henny Charles N. Piggot William & Scott R.H.: International Financial Management.
16. Nehrt Lea C. : International Finance for Multinational Business. Intext , Edu. Publishers,
17. Ian H. Giddy : Global Financial Markets, D.C. Heath, - Business , & Economics

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB</b>	<b>GC</b>	<b>33</b>	<b>INTERNATIONAL TRADE LAWS</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

This course is designed to impart knowledge of International Trade Law with special reference to sale of goods, insurance, patents, and the likes. It seeks to create an awareness and understanding as regards the legal regime that got created in the post WTO era.

**Course Structure:**

- **International Contracts of Sale of Goods Transactions :** Overview of International Sale, Types of International Sale of Contracts, Essentials of Sales Contracts, Performance of the Contract, Uniform Law on Formation of Sales Contracts, Incoterms, Interpretation of Commercial Terms, Documents of Title, Bill of Lading or Charter Party, Letters of Credit.
- **International Trade Insurance :** Cargo Insurance for Land, Air and Marine Movement of Goods, General Rules of Liability, Marine Insurance, Exports, Imports Customs—Valuation and Rules of Origin.
- **Patents :** The Patent Law, Object and Value of Patent System, International Framework On Patents – Paris Convention, Patent Cooperation Treaty and WTO – TRIPS, Subject Matter Of A Patent, Patentability Criteria, Inventions not Patentable, Procedure for Grant of A Patent, Patent Opposition: Rights and Obligations Of Patentee, Transfer of Patent Rights, Revocation, Patent Infringement And Remedies, Compulsory Licensing under International Norms, Filing of International Patent Applications, Bio Patents, Software Patents, Patent & Public Health Issues, Patent Law and Competition Rules
- **Trademarks :** The Trademarks—Nature And Justification of Trademarks, International Legal Instruments on Trademarks, Trademark and Domain Name, Subject matter of Trademark Classification of Trademarks, Registration of Trademark, Revocation of Trademark, Infringement of Trademark and Passing Off, Trademark Defenses, Assignment and Licensing, Domain Names and Cyber Squatting.
- **Copyright And Neighbouring Rights :** Copyrights- Conceptual Foundation, Theories of Protection, Author's rights – Economic and Moral, Neighbouring Rights, International Convention / Treaties on Copyright and Neighbouring Rights.
- **Plant Variety Protection, Traditional Knowledge, Bio-Diversity, Geographical Indications :** Plants Breeders Rights and Farmers Rights, Patents on Life Forms and Agriculture, Goals of *Sui Generis* Protection, Flexibility under the TRIPS Agreement. Concept of Traditional Knowledge, Impacts of IPR claims on Traditional Knowledge, Existing International Protection and Proposed Initiatives Concerning Traditional Knowledge.

**REFERENCE**

1. Andreas Lowenfeld, *International Economic Law* 2nd rev ed (Oxford: Oxford University Press, 2008), ISBN: 9780199226948
2. Asif H. Qureshi and Andreas R Ziegler, *International Economic Law* 3rd Ed. (Sweet & Maxwell 2011) ISBN: 978-0-414-04615-3
3. Barfield, C. E. (2001) *Free Trade, Sovereignty, Democracy: The Future of the World Trade Organization*, Washington, D.C.: AEI Press.
4. Barton, J. H., Goldstein, J. L., Josling, T. E. and Steinberg, R. H. (2006) *The Evolution of the Trade Regime*, Princeton: Princeton University Press.
5. Bernard Hoekman and Michel Kostecki, *The Political Economy of the World Trading System* (Oxford: Oxford University Press, 1995)
6. Cameron, R. E. (1993) *A Concise Economic History of the World: From Paleolithic Times to the Present*, 2nd ed., New York, NY: Oxford University Press.
7. Essermann, S. and Howse, R. (2003) 'The WTO on Trial', *Foreign Affairs* 82, 1: 130-140.
8. Jeffrey J. Schott, *The Uruguay Round: An Assessment* (Washington: Institute for International Economics, 1995), 3-39.

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>GO</b>	<b>31</b>	<b>INTERNATIONAL MARKETING LOGISTICS</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The course aims to develop understanding for the students towards the core international Logistical operations and their significance in International Marketing.

**Course Structure:**

- **Introduction-** Historical Development of International Logistics, International Logistics Definition, Components of International Logistics Management, The economic importance of International Logistics
- **Methods of Entry into Foreign Market-**Introduction, Indirect Exporting, Active Exporting, Production abroad, Parallel Imports, Other issues in Methods of Entry
- **International Contracts-**International Sales Contracts and CISG, Agency Vs Distributorship Legal Issues, Elements of an Agency or Distributor Contacts, Termination, Arbitration
- **Terms of Payment-**Alternative Terms of Management, Cash in Advance, Open account, Letter of Credit, Documentary Collection, Purchasing cards, Trade Cards, Bank Guarantees
- **International Commercial Documents and Insurance-**Export Documents, Import Documents, Transportation Documents, Electronic Data Interchange, Insurance and Perils of Sea, Perils of Air, Marine Insurance policies, Coverage under a Marine Cargo Insurance
- **Packaging for Export-**Packaging Objectives, Packaging for, Ocean Cargo, Air transport, Road and Rail transport, Security, Hazardous Cargo
- **Custom Clearance and Logistics Infrastructure-**Duty, Non Tariff Barriers, Custom clearing process, Foreign Trade Zone, Transportation Infrastructure, Communication Infrastructure, Utilities Infrastructure.

**REFERENCE**

1. Pierre David : International Logistics, Biztantra, New Delhi.
2. S Sudalaimuthu, S Anthony Raj :Logistics Management for International Business, Text & Cases, Prentice Hall of India.
3. Michael R. Czinkota, Ilkka A. Ronkainen: International Marketing, Cengage Learning
4. Justin Paul International Marketing : Text And Cases, Tata McGraw Hill.
5. Douglas C. Long, International Logistics: Global Supply Chain Management, Springer.

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>GO</b>	<b>32</b>	<b>INTERNATIONAL FINANCIAL INSTITUTIONS AND INSTRUMENTS</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

To provide students the knowledge of international financial institutions, markets and operations, and also to acquaint them with the macro environment in which the international financial transactions are conducted.

**Course Structure:**

- **Introduction to International Financial System**-International Monetary System, Foreign Exchange, Balance of Payments, Current and Capital Account, Exchange Rate, Adjustment Processes, Long-term Capital Management: Understanding the Firm's Perspective.
- **International Financial Institutions**-International Banking and Central Banks, International Financial Order and the role of the IMF, Financial Institutions and Developing Domestic Economies, Rebuilding International Financial Institutions In Crises
- **International Financial Instruments**-International Securities Markets, Bond and notes market; equity market, GDR, ADR, EDR and IDR; Integration of financial markets and approach; Role of financial intermediaries; Financial swaps. Basics of derivatives, futures and options,
- **International Debt Problem**- Problem of debt servicing and developing countries (with special reference to India).

**REFERENCE**

1. Apte, P. G. : Multinational Financial Management, Tata -McGraw Hill, New Delhi
2. Baker, J.C. : International Finance: Management, Markets and Institutions, Prentice Hall
3. Levi, Maurice : International Finance, McGraw Hill Inc.
4. Seth, A.K. : International Financial Management, Galgotia Publishing Company
5. Shapiro, Allen C. : Multinational Financial Management, Prentice Hall India Pvt Ltd.,
6. Sharan, V. : International Financial Management, Prentice Hall of India Private Ltd.

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>GO</b>	<b>33</b>	<b>INTERNATIONAL BANKING AND FINANCIAL SERVICES</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The paper focuses on the activities of international banking and financial services which help the students to understand the mechanics and application of International Financial system.

**Course Structure:**

- **Introduction:** Importance of the study of Banking Systems. Developed and Less developed Money Markets, Importance of Developed Money Market in a Banking System. English Banking System – Bank of England, Origin and growth, organizational Structure, Functions, London Money Market.
- **Federal Reserve System:** Origin, Organizational Structure and Working, Unit Banking and factors for its growth in USA. German Banking System: Deutsche Bundes Bank ‘German Central Bank’ Organization, structure and functions. Bank of Japan- Structure and Working, Commercial Banking system of Japan, Reserve Bank of India: Functions, Monetary and Credit Policy-its evaluation; Achievements and failures of R.B.I.
- **Major Recommendations** - of the various Expert Group on Forex Markets. Various facilities to Exporters and Importers including forfeiting and factoring. Correspondent Banking - Bank Accounts - NOSTRO and VOSTRO accounts - SWIFT, CHIPS, CHAPS, FEDWIRE, international bank wire.
- **Introduction to International Financial Services** - Products and Services, Cash Management

**REFERENCE**

1. W. Mullineux, Victor Murinde : Handbook of International Banking Edward Elgar , Publishing
2. Rupnarayan Bose : Fundamentals of International Banking Macmillan Publishers India
3. IIBF : International Banking Operations Macmillan , Publishers India
4. R.S Sayers : Modern Banking Oxford. University Press
5. S.K Basu, : Contemporary Banking Trends, Calcutta: Book , Exchange
6. OP Agrawal : International Banking And Finance , Himalaya, Publishing House
7. Machenize, K. : Banking Systems of Great Britain, France, Germany and U.S.A., Macmillan
8. S.L.Hayes : Financial Services- Perspective & Challenges , Harvard Business School
9. Jain, Peyrard & Yadav : International Financial Management Macmillan , India
10. Murice D.Levi : International Finance Tata McGraw Hill

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

**IB HC 31 | INTERNATIONAL LABOUR ORGANIZATION AND INTERNATIONAL LABOUR LAWS****Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the students with various aspects of International Labour Organisation. It aims at providing the contemporary knowledge about international labour standards in the form of Conventions and Recommendations.

**Course Structure:**

- **International Labour Organisation** –Introduction, Conventions, fundamental principles and rights at work, international policies and programmes aimed at promoting fundamental human rights, improving living and working conditions and developing employment opportunities.
- **International labour standards:** International labour standards aimed at directing national action towards the implementation of fundamental principles and rights at work .Labour and employment intensive programmes for infrastructural development Promotion of Social Security and Mutual Health Insurance Schemes, Poverty eradication through employment programmes, Small and micro-enterprise development ,Skills development and strengthening of vocational training institutions. Elimination of child labour, Promotion of Social Security and Mutual Health Insurance Schemes, Poverty eradication through employment programmes, Small and micro-enterprise development, Skills development and strengthening of vocational training institutions .
- Labour laws and Legislation ,Tripartism and Social dialogue, Capacity building for labour relations institutions, opportunities for women and men to secure decent employment and income, effectiveness of social protection for all
- International Programme on the Elimination of Child Labour (IPEC) national initiatives on child labour, with priority given to the urgent elimination of the worst forms of child labour.

**REFERENCE**

1. Robert W. Emerson : Business Law, Barron's Educational Series
2. Roger LeRoy Miller, Gaylord A. Jentz : Fundamentals of Business Law, South-,Western Pub
3. Jeffrey F. Beatty, Susan S. Samuelson : Introduction to Business Law, Cengage Learning
4. John E. Adamson, Amanda Morrison : Laws for business , and personal use
5. Alix Adams : Law for business students

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>HC</b>	<b>32</b>	<b>CROSS CULTURAL MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

Present course Aims at developing the understanding of cross cultural issues, its economical relevance for business and helps them to become familiar with ways to effectively understand, anticipate and address the impacts of cross-cultural differences on various management functions to ensure the organizational and individual success.

**Course Structure:**

- **Introduction**-The genesis and concepts of culture, Dimensions and determinants of organizational Culture, Importance of cross cultural management in globalized business environment.
- **Various Scientific approaches to the Cross Cultural Issues:** Theory of Hall, Trompenaars, Geert Hofstede and John Mole. Mapping cross-cultural differences within and across nations,
- **Implications of Cross-Cultural Management** - in Globalization, Diversity, culture shock, Technology, Organizational change, mergers and acquisitions and Quality management system ( BPR, TQM, Lean and Six sigma.).
- **Training of the Specific Skills** – Cross cultural decision making, staffing, expatriation and repatriation; communication and cooperation in an international team, Managing culturally appropriate leadership style, Designing result oriented motivational tools, Intercultural negotiation and conflicts management.
- **Ethical Issues and Values in Cross Cultural Management:** Cultural clustering of individual countries, Case Studies.

**REFERENCE**

1. Dileep Kumar Bhattacharya : Cross cultural management, Text and cases.
2. G. Hofstede, Cultures and Organizations : Software of the Mind, McGraw-Hill, Professional
3. Gallois, C, Callan, V. J. : Communication And Culture : A Guide For Practice, Wiley
4. Gatley, S., Comparative Management: A Transcultural Odyssey, London, McGrawHill
5. Puffer, S., : Management Across Cultures. Insights from Fiction and Practice, M.E. Sharpe
6. Schneider, S. C, Barsoux, J. : Managing Across Cultures , Prentice Hal
7. McFarlin, D.B., Sweeney, P.D. : International Management. Strategic Opportunities and Cultural Challenges, Biztantra
8. Deresky Helen : International Management: Managing Across Borders And Cultures, Pearson
9. Esenn Drlarry, Rchildress John : The Secret Of A Winning Culture: Building High-Performance Teams, Prentice Hall India

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>HC</b>	<b>33</b>	<b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>
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**Course Objective:**

**Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with various aspects of HRM on international level. It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, latest technique, ever changing procedures & practices in the field of HRM in a comprehensive way.

**Course Structure:**

- **Introduction to IHRM**-Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model, Models of SHRM in Multinational Companies, Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management
- **Strategies for International Growth**-Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization Managing alliances and joint ventures- meaning, need, different kinds of alliances, planning and negotiating alliances, implementing alliances, supporting alliance learning, the evolving role of alliances
- **Recruitment, Selection And Staffing In International Context**-International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.
- **Performance Management**-A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country specific performance management practices.
- **Training And Development In International Context**-Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.
- **International Compensation**-Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.
- **International Labour Relations**- Key issues, response of labour unions to MNCs
- **HRM Practices in Different Countries**- Japan, USA, UK, Middle East, India and China.

#### REFERENCE

1. The Global Challenge : Framework for International Human Resource Management, Evans, Pucik, Barsoux, Tata McGraw-Hill Irwin.
2. International Human Resource Management: Peter J Dowling, Denise E Welch, Cengage Learning
3. International Human Resource Management : K Aswathappa, Sadhna Das, Mc Graw Hill Companies
4. International Human Resource Management: Tony Edwards, Chris Rees, Pearson Education
5. International Human Resource Management: Monir H Tayeb – Oxford University Press.
6. International Human resource Management :PL Rao, Excel Books

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB</b>	<b>HO</b>	<b>31</b>	<b>EMPLOYEE WELFARE AND COMPENSATION MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security.

**Course Structure:**

- **Compensation Management**-Compensation management process, Basis of compensation management, motivation and financial and non -financial compensation, compensation philosophies of compensation process, Assessing job values & relativities; Pay structures; Paying for performance, skills and competence.
- **Employee Benefits**-Employee benefits and total remuneration, Special aspects of compensation mergers and acquisitions and compensation policies for new and start up organization, Provisions governing different components of compensation and working of different institutions
- **Legal Aspects of Compensation**-Objectives, structure and provisions of legislations on wages and bonus i.e. the minimum wages Act, 1948, the Payment of wages Act, 1936: The Payment of Bonus Act, 1976. Determination of wages D.A. and other monetary benefits through Industrial Tribunals, Case law, recent trends, and working of these laws
- **Recent Developments in Compensation Management**-Innovations in the area of compensation management in Indian and MNCs operating in India and abroad

**REFERENCE**

1. S. N Mishra : Labour Laws, Jain Book Agency
2. S. C Srivastava : Social Security and Labour Laws, Eastern Book Company
3. Madhavan Pillai : Labour and Industrial Laws, Jain Book Agency
4. V. V Giri : Labour problems in Indian Industry, India Asia Publishing House
5. N. D. Kapoor : Elements of Mercantile Law, Sultan Chand and Sons

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB</b>	<b>HO</b>	<b>32</b>	<b>PERFORMANCE MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The course has been designed for presenting giving Human Resource practitioners an idea of Performance Appraisal, Demands of the organization and how the Environmental factors affect performance.

**Course Structure:**

- **Introduction:-** Understanding Performance Management, Nature and scope of Performance Management System, Process and elements of Performance Management, Effectiveness in Performance Management, Relationship between Organizational Structure and Performance; Importance of documenting employee performance
- **Performance Appraisal-** Performance Management Vs Performance Appraisal, Need for Performance Appraisal, Realistic appraisal, Steps and Methods of Performance Appraisal: Graphic Rating Scale, Alternative Ranking, Paired Comparison, Forced Distribution, Critical Incident, Narrative Forms, Computerized and Web-based, Problems in appraisal, Supervisor's role in appraisal.
- **Organizational Demands and Performance Management-**Organizational Strategy and Performance Management, Organizational Culture & Performance Management, Employee concerns-perceptions of procedural and distributive justice, employees' responsiveness to performance feedback, achieving work/life balance.
- **Environmental Influences and Performance management-**Influence of Labour force trends, Technology, Globalization and Ethics on performance management, Employee perceptions of the Performance Management system, employee reactions to surveillance and monitoring.

**REFERENCE**

1. Performance Management : Herman Aguinis Pretince Hall New Delhi
2. Performance Management System and Strategies: Dipak Bhattacharyya Pearson Education New Delhi
3. Performance Management : Robert Bascal McGrawHill
4. Strategies for Performance Management: Excel Books New Delhi
5. Human Resource Management : Garry Dessler, Pearson Education, New Delhi
6. Human Resource Management : David Lepak & Mary Gowan, Pearson Education, New Delhi

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>HO</b>	<b>33</b>	<b>HUMAN RESOURCE INFORMATION MANAGEMENT SYSTEM (HRIMS)</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The course will critically explore how human resource information systems are applied in organizations to support organizational strategy, improve efficiency and flexibility, increase productivity and performance, and ensure compliance with employment law. The focus will be on merging computer technology with a strategic human resource management perspective in order to maximize the performance of business.

**Course Structure:**

- **Introduction**-Information and management, Characteristics, types and attributes of information, Traditional structure of an organization, Business systems, Interdependence between organizations and information systems, Data & Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Programming Dimensions & HR Manager with no technology background; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens];
- **Fundamentals of Human Resource Information systems (MIS)-HRIS-** HRIS Basics, Human resource policies and practices enabled by HRIS, Applications of HRIS: Data Management for HRIS: Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design; HRM Needs Analysis- Concept & Mechanics; Standard Software and Customized Software; HRIS – An Investment;
- **HRDL Cycle**–Human Information systems development, Methodologies, Approaches to systems development, Stages of the SDLC, Prototyping, HR responsibility in each phase of HRIS development, Pre implementation stage of HRIS, HRIS planning, HRIS expectation, Productivity through HRIS , HRIS cost-benefit value analysis. HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System's support for Planning & Control
- **HRI Systems**-Systems for leave accounting, Payroll, ICT, Incentives, **Performance appraisal**, Group Decision Support Systems (GDSS) in HRIS, Enterprise Resource Planning (ERP). Emerging Trends in HRIS –Organization Structure & Related Management Processes including authority & Responsibility, Flows, and Communication Process; Organization Culture and Power – Data Capturing for Monitoring & Review; Behavioral Patterns of HR & other Managers and their place in information processing for decision making
- **Requirement analysis and tasks for requirements analysis-** Overview of design of an Human Resource Information System, Gathering, Roles of people in software, Systems analysts, General model of MIS, System development, Model, Role of System Analyst and Business Analyst. Data Collection Methods - Obtaining data for marketing decisions, Collecting data, Types of data, Primary research methods, Types of research, Additional data collection methods, Database, Database lifecycle (DBLC), Concept of database management system

**REFERENCE**

1. K. C. Laudon & J. P. Laudon : Management Information Systems– Managing the Digital Firm, Prentice-Hall India, New Delhi
2. James A O'Brien and George M Marakas : Management Information Systems, McGraw-Hill, New Delhi
3. Vincent R. Ceriello and Christine Freeman : Human Resource Management Systems: Strategies, Tactics, and Techniques, John Wiley & Sons, New York
4. Michael J. Kavanagh and Mohan Thite : Human Resource Information Systems: Basics, Applications, and Future Direction, Sage, UK
5. Teresa Torres-Coronas and Mario Arias : Encyclopedia of Human Resources Information Systems: Challenges in E-HRM, Oliva idea Group Inc (IGI), UK
6. Henry C. Lucas : The Analysis, Design and Implementation of Information Systems, McGraw-Hill, New Delhi
7. Michael Armstrong : A Handbook of Human Resource Management Practice, Kogan Page/Elizabeth Houldsworth and Dilum Jirasinghe: Managing and Measuring
8. Employee Performance : Understanding Practice, Kogan Page.
9. Jack J Phillips : Accountability in Human Resource Management, Gulf Professional Publishing.

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>IC</b>	<b>31</b>	<b>DATABASE MANAGEMENT SYSTEM</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The course has been designed to introduce the students with the applications of systems designed to manage the data resources of organizations. It provides the students an opportunity to study the hands-on implementation of a database in corporate environment.

**Course Structure:**

- **The Foundation of Database Management System**-Data Processing Concepts; Data Structures; File Processing and Access Methods; Taxonomy of Data Management Systems; Various Data Base Management Models; Evaluation of Commercially Available Software, Systems with Managerial Emphasis on Tradeoffs among Cost, Capacity and Responsiveness.
- **Database Environment**-Functions of Transaction Processes and Their Communications Interface with Database Management Systems; Distributed Data Processing Systems and a Need for Database Environment for Such a System; Normalization and Logical Design
- **Types of DBMS**-Physical Database Structures; Structured Query Language; Relational Database Management Systems for Successful Implementation of Distributed Systems; Distributed Database Systems; On-line Data Bases; Object-oriented Data Bases.
- **DBMS Administration**-Managerial Issues Related to DBMS; Evaluation Criteria; Performance Analysis; Recovery Issues; Re-organization Problems; Implementation and Maintenance Issues.
- **Contemporary Issues in SCM**-The content of the unit depends upon the recent developments in the field of DBMS such as Cloud Computing etc, which would be specifically declared by the respective faculty during the coverage of syllabus.

**REFERENCE**

1. Coad, Peter & Edward Y. : Object Oriented Analysis, Englewood Cliffs
2. Kroenke, David M.: Database Processing: Fundamental Design Implementation, MacMillan Press
3. McFaden, Fred R. & Hoffer J.A. : Database Management, Benjamin/Cummings Pub. Co
4. List of cases and specific REFERENCE including research papers, articles and books will be announced in the class.

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>IC</b>	<b>32</b>	<b>BUSINESS INTELLIGENCE AND DATA MINING</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

To provide you with a theoretical and practical understanding of core data mining concepts and techniques; and to provide you with hands-on experience in applying these techniques to practical real-world business problems using commercial data mining software.

**Course Structure:**

- **Introduction to data Mining**-Overview, goals of data mining, Myths about data mining, The Data Mining process
- **Data Extraction and Manipulation**-the Relational Data Model and Relational DBMS, Enterprise Reporting, Relational Algebra, SQL: The Relational Query Language
- **OLAP and Multidimensional Data Analysis**-Data warehousing and Multidimensional Databases, Data Quality, Summarization and Data Cubes, OLAP Tools and Pivot Tables
- **Data Exploration and Dimension Reduction**-Data Summarization and Visualization, Association & Market-Based Analysis, Frequent Item set and Association Rule Mining, Sequential patterns
- **Classification and Predictive Modeling**-Decision Tree induction, Model Evaluation and Interpretation, Predictive Modeling Using Neural Networks, Introduction to Neural Networks, Neural Networks vs. Regression, Using XL Miner for Association Rule Mining, Finding clusters with XL Miner, Using XL Miner to build decision trees

**REFERENCE**

1. Ali ABM Shawkat and Wasimi Saleh A : Data Mining; Method and Technique, Cengage Publication
2. L. T., Moss, S. Atre, A. Wesley : Business Intelligence Roadmap: The Complete Project Lifecycle for Decision-Support Applications, Information, Technology Series.
3. Ralph Hughes : Agile Data Warehousing; Delivering World-Class Business Intelligence Systems Using Scrum and XP, Ceregenics Inc.
4. S. Rizzi & M. Golfarelli : Data Warehouse Design; Modern Principles and Methodologies, Tata McGraw-Hill Education.

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>IC</b>	<b>33</b>	<b>ENTERPRISE RESOURCE PLANNING</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of the course is to introduce students to enterprise system applications appropriate for knowledge management, a strategic resource allocation process, involving transactions, interactions and relationships among data and people with global, complex business organizations.

**Course Structure**

- **Introduction to ERP**-Overview and Evolution of ERP-II through MRP, MRP-II & ERP; Opportunities and Problems of ERP; Identifying Benefits of ERP; Conceptual Model of ERP; ERP and the Competitive Advantage.
- **Understanding Business Processes**-Concept of Business Process; Rethinking of the Processes; Emergence of Re-engineering Concept; Identification of Re-engineering Needs; Preparing and Conducting Business Process Re-engineering
- **ERP Implementation**-ERP Implementation Lifecycle; Implementation Methodology; Hidden Costs; Organizing the Implementation - Vendors, Consultants and Users; Contracts with Vendors, Consultants and Employees; Project Management and Monitoring; Pre & Post ERP Implementation Issues
- **Modules of ERP**-Introduction to Basic Modules of ERP System: HRD - Personnel Management; Training and Development; Skill Inventory; Material Planning and Control - Inventory; Forecasting; Manufacturing – Production Planning; Production Scheduling; Production Control; Sales and Distribution; Finance; Resource Management in global scenario; Add-on Modules – SCM, CRM, TMS etc.
- **The ERP Market**-Issue of Standard Vs. Customized ERP Solution; ERP Packages at Market – Introduction to SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards World Solutions Company, System Software Associates, Inc. (SSA), QAD etc.; A Comparative Assessment and Selection of ERP Packages and Modules.
- **Contemporary Issues in ERP**-The content of the unit depends upon the recent developments in the field of ERP, which would be specifically declared by the respective faculty during the coverage of syllabus.

**REFERENCE**

1. Alexis Leon : ERP Demystified, Tata McGraw Hill, New Delhi
2. Garg V.K. & Venkitakrishnan N K : Enterprise Resource Planning – Concepts and Practice”, PHI, New Delhi
3. Rahul V Altekar, P. : Enterprise Resource Planning, Theory and Practice, Prentice Hall of India
4. Applegate, L.M., Austin, R.D. & McFarlan, F.W.: Creating Business Advantage in the Information Age, McGraw-Hill
5. Monk, E.&Wagner, B.: Concepts in Enterprise Resource Planning, Thomson Course Technology
6. Olson, D.L. : Managerial Issues of Enterprise Resource Planning Systems, McGraw-Hill
7. Sandoe, K., Corbitt, G. & Boykin, R.: Enterprise Integration, John Wiley & Sons, Inc.
8. John Antonio : The SAP/3 Handbook, Tata McGraw Hill, New Delhi

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>IO</b>	<b>31</b>	<b>SOFTWARE PROJECT MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The aim of this paper is to acquaint the students of MBA Program specializing in Information technology with various aspects of Software Project Management

**Course Structure:**

- **Introduction**-Fundamentals of Software Project Management (SPM), Need Identification. Vision and Scope Document, Project Management Cycle, SPM Objectives, Management Spectrum SPM Framework
- **Software Project Planning**-Steps in Project Planning, Software Project Planning, Planning Objectives, Types of Project Plans, Projection and Estimation, Software Project Management Plan, Creating the Work Breakdown Structure. Identifying the Tasks and Activities, Estimating Duration and Cost, Manpower Planning, Project Quality Planning,
- **Project Organization**-Software Development Process, Assigning Resources, Choosing an Organizational Form Software Architecture, Management Strategies and Techniques
- **Project Scheduling**-Activity Sequencing, Network Diagram, Schedule Development. Schedule Compression Techniques. Software Project Scheduling Tools
- **Project Monitoring and Control**-Software Metrics, Software Testing, Software Quality Assurance, Software Configuration Management, Measure Productivity, Taking corrective Actions, Senior Management Review Meetings, Projects Audit and Review,
- **Project Risk**-Risk Assessment, Risk analysis- Qualitative and Quantitative, Prioritization of Risks Risk Response Planning Monitoring the Risk
- **Case Studies**

**REFERENCE**

1. R. T. Futrell, D. F. Shafer, and L. I. Shafer : Quality Software Project Management, Pearson Edu. Ltd.
2. P. Jalote : Software Project Management in Practice, Pearson Education Asia Limited & Tsinghua University Press
3. R. B. Kelsey : Software Project Management; Measures for Improving Performance, Management Concepts Pub.
4. Software Project Management: From Concepts to Development, Coriolis Group
5. B. B. Agarwal, S. Dhall, S. P. Tayal :Software Project Management, University Science Press
6. A. Singh and K. K. Singh : Software Project Management, Umesh Publications
7. G. P. Sudhakar : Elements of Software Project management, PHI

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>IO</b>	<b>32</b>	<b>e-GOVERNANCE</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims to develop an understanding of the importance of IT (Information Technology) in bringing about developments in the affairs of public life. It intends to develop an awareness of the e-governance technology, being used for delivering public services and the issues concerning the Cyber security.

**Course Structure:**

- **Introduction**-Overview of e-Government and e-Governance, Stages of e-Governance, National E-Governance Plan (NeGP), Mission Mode Projects and their implementation status
- **e-Governance Systems**- e-Governance Systems Development Practices, Business Process Reengineering in Government, e-Governance success stories and implementation challenges
- **e-Governance Practices**- e-Governance Project Management Practices, Models of e-Governance Projects, Security threats and Cyber Forensics
- **Cyber Security**-Symmetric and Asymmetric cryptography (including Credit Card/Electronic data capture), Establishing security norms in cyberspace [ISO 270001], Cyber security and cyber audit implications for e-governance
- **Contemporary Issues**-Change Management Issues, IT Act 2000 and the related cases in India

**REFERENCE**

1. Gupta, M.P. (ed.) : Promise of e-Governance, Tata McGraw Hill,
2. Bhattacharya J. (ed.) : Technology in Government, GIFT Publishing,
3. Bagga, R.K. and Gupta P. (ed.):Transforming Government: e-Governance Initiatives in India, ICFAI Press, Hyderabad,
4. B. A. Forouzan : Cryptography And Network Security, Tata McGraw Hill,
5. Gupta, M.P., Kumar P., and Bhattacharya, J.: Government Online, Tata McGraw-Hill,
6. H. Richard : Implementing and Managing e-Government, Sage Publications,
7. V. Sharma : Handbook of Cyber Laws, Macmillan India Ltd.

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB</b>	<b>IO</b>	<b>33</b>	<b>DIGITAL INCLUSION FOR DEVELOPMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The aim of this paper is to acquaint the students of MBA program specializing in Information Technology with digital inclusion projects in developing countries and, in particular focuses on processes of institutionalization of such projects.

**Course Structure:**

- ↪ **Introduction**-Meaning of Digital Inclusion, Bridging the Digital Divide, Connecting People in Rural Communities
- ↪ **Means of digital inclusion**-Rural Kiosks in India, Models of Community e-Centers for the Poor, Conducive Environment for Promoting Community e-centers, Digital Inclusion: Public Private Partnership
- ↪ **Case studies**

**REFERENCE**

1. S. Krishna and S. Madon (Ed.): The Digital Challenge Ashgate Publishing Ltd.,
2. C. Avegeron : Information Systems and global Diversity, Oxford University Press
3. M. Castells : End of Millennium, Blackwell, Publishing
4. O. Manzer : Digital Inclusion for Development: South Asia's Best e-contents, Digital Empowerment foundation
5. Building e-Community Centers for Rural development: Report of the Regional Workshop, Bali, Indonesia, 8-14 December, 2004

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB</b>	<b>MC</b>	<b>31</b>	<b>INTERNATIONAL MARKETING MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

This paper deals with a broad conceptual focus on the marketing management problems, techniques and strategies necessary to incorporate the marketing concept into the framework of the world market place. The present course explores those aspects of marketing which are unique to international business.

**Course Structure:**

- **Importance and Challenge of International Marketing**-Definition of International Marketing; Domestic Marketing Vs. International Marketing; Categories of International marketing Involvements; International Marketing Task; Nature of International Marketing Management;
- **Analysis of International Marketing Environment and Identifying Foreign Markets** - Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions; Competitive Conditions; Legal and Financial Influences.
- **International Marketing Intelligence and Research**-Analysis of World Market; Market analysis; Purposes and Methods; Marketing Intelligence; International Marketing Research.
- **Planning Entry and Operations Strategies**-Export; Franchise, Joint Ventures; Direct Investment; Multinational Operations.
- **International Product Policies**-Strategic Considerations in Making Multinational Product Decisions; Alternative Strategies in Multi-national Product Planning; Methodology in Making Multinational product Decisions.
- **International Pricing Decisions**-Price Escalation; International Transfer Pricing; Pricing Strategy; Factors influencing the Establishment of International Prices; Export Pricing; Differential Pricing.
- **International Distribution System and Logistics**-International Marketing Channel Decisions; Importance and Scope of Channel Decisions; Channels between Nations; International Physical Distribution Decisions; Nature of Physical Distribution; The Systems Concept; Trade Terms; Structure of International Physical Distribution.
- **International Marketing Communication**-Communication with Foreign Buyers; Planning and Preparing International Promotional Programmes; Media Structure; Planning Media Strategy; Cooperative Advertising.
- **Emerging Issues and Developments in International Marketing**-To be announced at the beginning of the session.

**REFERENCE**

1. Sak Onkvisit and John Shaw : International Marketing-Analysis and Strategy, Taylor & Francis
2. Varshney & Bhattacharya : International Marketing Management, Sultan Chand & Sons
3. S.C. Jain : International Marketing Management, Boston: Kent Publishing
4. S. Hollensen, A. Thornhill, P. Lewis : Global Marketing-A Decision Oriented Approach, Pearson Edu., Limited
5. Warren J. Keegan : Global Marketing Management, Pearson Education India
6. M. R. Czinkota & I. A. Ronkainen : International Marketing, Cengage Learning
7. Fayerweather, John : International Marketing, Prentice Hall Inc
8. Sarathy, R and V. Terpstra : International Marketing, Dryden Press

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB</b>	<b>MC</b>	<b>32</b>	<b>INTEGRATED MARKETING COMMUNICATION</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

To familiarize the students with the different elements of Integrated marketing communications, so that they can look at marketing communications with a holistic approach. The course is designed to enable the students to learn the basics of marketing communications.

**Course Structure:**

- **Introduction:** Concept of Integrated Marketing Communications (IMC), Process and Role of IMC in Marketing, Promotion mix - Advertising (Classification of advertising, types, advertising appropriation, advertising campaigns), Sales Promotion (Different types of Sales Promotion, relationship between Sales promotion and advertising) , Publicity (Types of Publicity, relationship between advertising and publicity), Personal Selling, Direct marketing and direct response methods, Interactive / Internet Marketing
- **Objectives for IMC Programs:** Determining Promotional Objectives, DAGMAR approach, establishing and allocating promotional budget
- **IMC Message Design-**The Creative concept development; the creative processes of the different forms of IMC; AIDA model Considerations for creative idea Visualization. (Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Client Evaluation and approval of Creative Strategy/work.
- **Media Management-**Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media Strategy; Media buying; Cross media concept; and media research.
- **Facilitators in IMC-**Advertising Agencies – their role, functions, organisation, Remuneration, client agency relationship, account Planning; Hoarding Contractors; Printers, etc.
- **Ethics and social responsibility in IMC campaigns**
- **Emerging Concepts and Issues Marketing Communications**

**REFERENCE**

1. Aaker & Myers : Advertising Management, Prentice Hall Inc.
2. Borden & Marshall : Advertising Management; MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc. Homewood, Illinois.
3. Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House
4. Copley Paul : Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth-Heinemann Publication
5. Duncon : Integrated Marketing Communications, TMH
6. Kenneth Clow & Donald Baack : Integrated Advertising, Promotion, and Marketing Communications, Pearson Education, Limited
7. Otto Kelppner : Advertising Procedure; Prentice Hall Inc.
8. Rathore : Advertising Management; Himalaya Publishing House
9. Rahtz Don R : Integrated Marketing Communication; Cengage Learning
10. Sandage, Fryburger & Rotzoll : Advertising Theory & Practices; Richard D Irwin Inc., Homewood, Illinois
11. Siraj M Joseph & Rahtz Don R : Integrated Marketing Communication – A Strategic Approach, Cengage Learning
12. Wells, Burnett & Mariarity : Advertising Principles & Practices; Prentice Hall of India
13. Wright, Warner, Winter & Zeigler : Advertising, McGrawHill Education

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB</b>	<b>MC</b>	<b>33</b>	<b>OVERSEAS BUYER BEHAVIOUR</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of the course is to familiarize the students with behavior of consumer in Indian as well as global context. It will be helpful in sharpening skills for developing marketing strategies based on insights from consumer behavior. It also explains how the “cross-cultural” differences among the consumers of different societies /nations can be helpful in targeting and penetrating markets.

**Course Structure:**

- **Consumer Behavior Introduction-** Defining Consumer Behavior; Consumer Behavior and Transnational Marketing strategy; Factors Influencing Consumer Behavior.
- **Consumer Decision Making-** Understanding How Consumer takes Decision?; Levels of Consumer Decision Making; A Model of Consumer Decision Making.
- **Consumer Motivation-** Concept of Motivation: Maslow’s Hierarchy of Human Needs; Role of Motives in Guiding Behavior; Motivational Research.
- **Learning and Consumer Involvement-** Concept of Learning; Learning Theories. Brand Equity & Loyalty. Consumer Involvement.
- **Consumer Perception & Attitude-** Concept and Perception. Dynamics of Perception. Consumer Imagery. The nature of Consumer Attitudes. Attitudes Formation. Changing Consumer Attitudes.
- **Consumer Reference Groups-** Understanding Reference Group. Consumer - Relevant Groups. Applications of the Reference Group.
- **Consumer Psychographic & Life Styles-**Concept of Psychographics and Life styles. Types of Psychographics Variables. Demographics.
- **Culture, Value System & Consumer Behavior-**Understanding the Cross Cultural Differences; Application of Culture on Consumers Decision, Values System of Different Countries and its application.
- **Organizational Buying Behavior-**Difference between Consumer and organizational buying; Models of Organizational Buying; Organizational Buying Behavior Vs. Consumer buying Behavior.
- **Study of Consumer Behavior of few Selected Countries**

**REFERENCE**

1. David L. Loudon, Albert J. Della Bitta : Consumer Behavior: Concepts and Applications, McGraw-Hill
2. Del I. Hawkins, Roger J. Best, Kenneth A. Coney: Consumer Behavior: Building Marketing Strategy, Tata McGraw-Hill Education
3. Frank R. Kardes : Consumer Behavior and Managerial Decision Making, Prentice Hall
4. Henry Assael : Consumer Behavior and Marketing Action South- Western College Pub
5. K.K. Srivastava, Sujata Khandai : Consumer Behavior in Indian Context. Galgotia Publishing Company
6. Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar: Consumer Behavior, Pearson Education India
7. Martin Evans, Ahmed Jamal, Gordon Foxall: Consumer Behavior, Wiley India
8. Matin Khan : Consumer Behavior
9. Michael R. Solomon : Consumer Behavior Buying, Having and Being , Prentice Hall
10. Ramanuj Majumdar : Consumer Behavior: Insights from Indian Market, Prentice Hall
11. Roger D. Blackwell, Paul W. Miniard, James F. Engel: Consumer Behavior, Dryden Press
12. Suja R. Nair : Consumer Behavior Consumer Behavior and Marketing Research, Himalay Publishing House
13. Wayne D. Hoyer, Deborah J. MacInnis : Consumer Behavior, Cengage Learning

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>MO</b>	<b>31</b>	<b>SERVICES MARKETING</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy like India. Further, the course in Services Marketing is intended to broaden students' view of marketing to give an understanding of how marketing is practised in service organizations and how it will be managed in the future.

**Course Structure:**

- **Introduction to Services Marketing**-Emergence of Services Economy; Nature and Definitions of Services; Classification of Different, Types of Services; Differences in Goods versus Services Marketing; Services Marketing Mix; Trends in Services Marketing
- **Understanding Consumers' Behavior for Services**-Consumer Purchase Behavior in services; Consumer Decision Making Process; Meaning and Types of Service Expectations; Services Encounters and Consumer Satisfaction; Segmenting, Targeting and Positioning of Services.
- **Services Marketing Mix**-New Service Development and Blueprint; Services Product Strategies; Approaches to Pricing Services and Pricing Strategies; Designing the Service Communication Mix; Branding of Services; Distributing Services – Context and Options; Physical Evidence of a Service.
- **Effective Service Delivery Process**-Understanding Capacity Constraints and Demand Patterns; Strategies for Matching Capacity and Demand; Waiting Line Strategies; Designing and Managing Service Processes; Employees' and Customers' Role in Service Delivery
- **Implementing Service Marketing**-Service Quality Measurement and Improvement of Service Quality; Consumer Complaint Behavior; Consumer Response to Effective Service Recovery; Principles of Service Recovery; CRM in Services
- **Contemporary Issues in Services Marketing** -The content of the unit depends upon the recent developments in the field of services marketing, which would be declared by the respective faculty during the coverage of syllabus.

**REFERENCE**

1. Lovelock, Christopher H. : Services Marketing, Pearson Education, New Delhi
2. Zeithaml V.A. & Bitner M.J. : Services Marketing, Tata McGraw Hill, New Delhi
3. Verma H.V. : Marketing of Services, Global Business Press, New Delhi
4. K. E Clow & David L Kurtz : Services Marketing, Biztantra
5. Govind Apte : Services Marketing, Oxford Publications
6. Swartz & Iacobucci : Handbook of Services Marketing & Management, Sage Publications.
7. Hoffman & Bateson : Services Marketing, Cengage Learning, New Delhi

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>MO</b>	<b>32</b>	<b>CUSTOMER RELATIONSHIP MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The paper is designed to impart the skill based knowledge of Customer Relationship Management. The syllabus encompasses almost the entire aspect of the subject. The purpose of the syllabus is to not just make the students aware of the concepts and practices of CRM in modern businesses but also enable them to design suitable practices and programs for the company they would be working.

**Course Structure:**

- **Customer Relationship Management Fundamentals**-Theoretical perspectives of relationship, Evolution of relationship marketing, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Implementation, People factor in CRM
- **Dimensions of Customer Relationship Management**  
**Customer Satisfaction:** Meaning, Definition, Significance, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction  
**Customer Loyalty:** Meaning, Definition, Significance, Customer Loyalty, Customer Loyalty Ladder, Loyalty Principles, Benefits of Customer Loyalty, Dimensions of Customer Loyalty, Determinants of Customer Loyalty, Drivers of Customer Loyalty  
**Service Quality:** Meaning and Definition of Service Quality, Types of Service Quality, Service Quality Dimensions, Service Quality Gaps
- **Customer Relationship Management: Technology Dimensions**-E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM softwares.
- **Emerging Concepts and Perspectives in Customer Relationship Management:**  
To be announced by the Teacher at the beginning of the session

**REFERENCE**

1. Kristin Anderson, Carol Kerr : Customer relationship management, McGraw-Hill Professional
2. Federico Rajola : Customer Relationship Management: Organizational and Technological Perspectives, Springer
3. Rajendra Kumar Sugandhi : Customer Relationship Management, New Age International
4. Jagdish N. Sheth : Customer Relationship management: Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education
5. Gerhard Raab : Customer relationship management: a global Perspective, Gower Publishing, Ltd.
6. Ed Peelen : Customer Relationship Management, Pearson Education India
7. Francis Buttle : Customer Relationship Management, Butterworth- Heinemann
8. Judith W. Kincaid : Customer Relationship Management: Getting It Right, Prentice Hall Professional
9. Lakshman Jha : Customer Relationship Management: A Strategic Approach, Global India Publications
10. Alok Kr. Rai : Customer Relationship Management : Concept and Cases, PHI

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>MO 33</b>	<b>INTERNATIONAL MARKETING LOGISTICS</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

To familiarize the students with the core of international logistics and its significance in international marketing.

**Course Structure:**

- **Introduction-** Historical Development of International Logistics, International Logistics Definition, Components of International Logistics Management, The economic importance of International Logistics
- **Methods of Entry into Foreign Market-**Introduction, Indirect Exporting, Active Exporting, Production abroad, Parallel Imports, Other issues in Methods of Entry
- **International Contracts-**International Sales Contracts and CISG, Agency Vs Distributorship Legal Issues, Elements of an Agency or Distributor Contacts, Termination, Arbitration
- **Terms of Payment-**Alternative Terms of Management, Cash in Advance, Open account, Letter of Credit, Documentary Collection, Purchasing cards, Trade Cards, Bank Guarantees
- **International Commercial Documents and Insurance-**Export Documents, Import Documents, Transportation Documents, Electronic Data Interchange, Insurance and Perils of Sea, Perils of Air, Marine Insurance policies, Coverage under a Marine Cargo Insurance
- **Packaging for Export-**Packaging Objectives, Packaging for, Ocean Cargo, Air transport, Road and Rail transport, Security, Hazardous Cargo
- **Custom Clearance and Logistics Infrastructure-**Duty, Non Tariff Barriers, Custom clearing process, Foreign Trade Zone, Transportation Infrastructure, Communication Infrastructure, Utilities Infrastructure.

**REFERENCE**

1. Pierre David, International Logistics, Biztantra, New Delhi, 2007
2. S Sudalaimuthu, S Anthony Raj, Logistics Management for International Business, Text and Cases, Prentice Hall of India, 2009
3. Michael R. Czinkota, Ilkka A. Ronkainen, International marketing, Cengage Learning
4. Justin Paul International Marketing : Text And Cases, Tata McGraw Hill
5. Douglas C. Long, International logistics: global supply chain management, Springer

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>OC</b>	<b>31</b>	<b>INTERNATIONAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

To familiarize students with the crux of international supply chain management and its ever growing importance in international business.

**Course Structure:**

- **Introduction**-Concept of Supply Chain Management, objectives and scope of SCM, The system elements: warehousing, Inventory, transportation, communication and control, importance and relevance of SCM to international marketing. Logistics Management: Logistics as part of SCM, Logistics costs, different models, inbound and outbound logistics, outbound logistics-distribution.
- **Inventory Management**-Concept, various costs associated with inventory, various EOQ models, buffer stock (tradeoff between stock out / working capital cost), leave time reduction, re-order point / re-order level fixation, exercises –numerical problem solving, ABC Analysis, SDE / VED Analysis
- **Overseas Trade logistics**-Mode of international transport, Air transport, ocean transport and their comparison, Indian shipping: Its growth and problems, Indian shipping policy. Technological development in international transport: containerization and its phases of development, advantages and disadvantages of containerization.
- **Intermediaries & Ports in India**-Freight forwarders (Forwarding and clearing agencies). Freight brokers, shipping agents. Port and overseas marketing logistics: Role of ports in India's Export efforts. Ports in India and its development, problems and prospects. Traffic handling at major ports in India.
- **Warehousing**-Need for space, site selection. Warehouse function, warehouse types: role of Management Information System in logistics: Information for logistics planning. MIS- its definition, logistic information system as a subsystem of MIS, basic structure of Logistics information system.

**REFERENCE**

1. Ronald H Ballou : Basic Business Logistics, Prentice-Hall
2. Damodar Panda : Cargo Handling in Major ports in India, Minerva Associates (Publications),
3. Dev Raj : Shipping and Shipbuilding Industry in India, H.K. Publishers & Distributors
4. Desai H B : Indian shipping Perspectives-Critical Reflections,, Anupama Publications
5. John F Magee : Physical distribution System, McGraw-Hill
6. Khanna K K : Physical Distribution Management: Logistical Approach
7. G. Raghuram (I.I.M.A.): Logics and Supply Chain Management, Macmillan
8. B.S. Sahay : Emerging Issues in Supply Chain Management, Macmillan Publishers

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>OC</b>	<b>32</b>	<b>OPERATIONS PLANNING</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The course will critically explore the various dimensions of planning that are needed for Operations and Production Management. Operations Management has been an indispensable component of all manufacturing and service organizations. The focus of the paper will be to acquaint learners with the various planning dimensions and areas that are the basis of an effective operations strategy.

**Course Structure:****Introduction-Explaining the relationship of operations management to other aspects of the organization's operations**

- ↳ An overview of operations strategy and its importance to the firm.
- ↳ Design of products/services and processes and how this relates to operations and supply.
- ↳ The concept of sustainability in operations management.
- ↳ Operations Management as a strategic process.
- ↳ Processes in Operations Management; Role and relevance of Planning Function in Operations Management.

**Application:**

- ↳ Systems used in operations management: Manufacturing Resource Planning II (MRPII); Optimized Production Techniques (OPT) and Enterprise Resource Planning (ERP).
- ↳ Different methods of quality measurement (e.g. Servqual).
- ↳ Demand Management (The Made-to-stock, the Assemble-to-order, make to order environment, sales and operations planning, master production scheduling, dealing with customers on a day-to-day basis, Information use in Demand Management, monitoring customer relationship management, outbound product flow, CANBAN)
- ↳ External quality standards (e.g. for Vendors, Suppliers, Dealers, Agents)
- ↳ Use of process maps to present the flow of information and products in: a) Manufacturing, b) Service industries.
- ↳ Process Automation (Simulation, Automation, Robots, Group technology, Flexible, Manufacturing Systems).
- ↳ Methods of managing operational capacity in product and service delivery (e.g. use of queuing theory, forecasting, flexible manufacturing systems).
- ↳ Application of lean techniques to services; The characteristics of lean production; Criticisms and limitations of lean production.
- ↳ Practices of continuous improvement (e.g. Quality circles, Kaizen, 5S, 6 Sigma).
- ↳ Developing relationships with suppliers, including the use of supply portfolios.
- ↳ Contemporary issues and practices in Operations Planning (other Production Systems, Economic Considerations, lean current and re-engineering)

**REFERENCE**

1. Stevenson, J. William : Operations Management, McGraw-Hill Irwin
2. Plossl, G.W. : Production and Inventory Control; Principles and Techniques, Englewood Cliffs, NJ, Prentice-Hall
3. Phillip F. Ostwald and Jairo Munoz : Manufacturing Processes and Systems; Wiley India
4. Jay Heizer and Barry Render : Operations Management ; Prentice Hall
5. Monks, Joseph G., : Operations Management; Theory and Problems, McGraw-Hill
6. Mikell P. Groover, : Fundamentals of Modern Manufacturing; Wiley India

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>OC</b>	<b>33</b>	<b>MATERIAL MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The aim of this is to make students opting for Operation as specialization proficient in various aspects of material management.

**Course Structure:**

- **Introduction**-Dynamics of Materials management. Materials management at Micro-level. Materials Management at macro-level. Inventories of Materials. Total concept. Definition . A Brief history of development.
- **Forecasting and objectives**-Systems Design. Control of the flow of materials. Forecasting and planning. Forecasting methods. Object of material management.
- **Planning, Purchasing and Procurement**-Mapping the materials plan work. The materials cycle and flow control system. Materials Budget. Purchasing principle, procedure and practices. Fundamental objective of purchasing. Responsibilities and limitation, source of supply and supplier selection, supplier qualities assurance program. Buyer has supplier relationships.
- **Store Management and Operations**-Storage systems. Store location and layout. Developments of storage – centralize and decentralize. Standardization and Variety Reduction, Material codification and its Advantage and Disadvantages.
- **Computerization of Material Management**-Material Requirement Planning (MRP) Foundation for materials requirement Planning, Importance of Planning Parameters. Understanding the Impact of MRP.

**REFERENCE**

1. A.K.Dutta : Material Management; Procedure Text and Case, Prentice Hall of India
2. P. GopalKrishanan & N Sunderasion: Material Management : An Integrated Approach, PHI, Learning
3. A.K.Singh : Material Management, Lakshmi Publication (P) LTD.
4. Stan C Mcdonald : Material Management : An Executive Supply chain Guide, John Wiley & Sons.
5. Asit K.ghosh & Prem Kumar : Material Management, Anmol Publications Pvt. Ltd.
6. J.R. Tony, Arnold, S. & N. Chapaman : Introduction to Material Management, Prentice Hal
7. S.Chatterji : Applied Material Management, Sage Publication
8. S.S.Katoch : Mataerial Management, Anmol Publication Pvt Ltd.
9. D. S Ammer : Material Management and Purchasing, R.D. Irwin 1980
10. William R. Steizer : Material Management, Prentice Hall

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>OO</b>	<b>31</b>	<b>COMPUTER AIDED DESIGN AND MANUFACTURING</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The main purpose of this paper is to make the students of MBA, specializing in Operations Management (OM) familiar with CAD/CAM system.

**Course Structure:**

- **Fundamentals of CAD-Introduction.** The CAD system – Definition, Reasons for Implementing CAD. Design Process – Shigley Model, Pahl and Beitz Model, Gshuga Model Farle Model. Applications of Computer. Design – Geometrics Modeling. Engineering Analysis Designing Review and Evaluation. Automated drafting. Benefits of Computers Aided design. Creating the Manufacturing Database.
- **CAD System Hardware-Introduction.** The Design Workstation. Graphics Terminal – Image Generation in Computer Graphics. Graphics Terminals for CAD – Directed Beam Refresh Tube (DBRT), Direct View Storage Tube (DVST), Rosters Scan terminal (Digital TV). Graphics Input Devices – Cursor Control Devices, Digitizer, Keyboard, Terminals, Graphics Output Devices – Pen Plotters, Hardcopy Unit, Electrostatic Plotters, computer – output – to – Microfilm (COM) Units. Mode of operations – Hard Copy Mode, On-Line Mode, Off Line Mode, remote Mode, CAD System Configuration.
- **CAD System Software-Introduction.** Graphics Software – The Software Configuration of Graphics System. Function of a Graphic Package – Generation of Graphic Elements, Transformation and Display. Rendering – rasterizing Polygons, Hidden Surface Elimination. Z-Buffer Algorithm – Scan Line. Anti-Aliasing – Super Sampling or Post filtering, Area Sampling or Pre-Filtering, Pixel Phasing, Stochastic Sampling. Reflection Shading – Zgouraud Shading, Phong Shading.
- **Principles of interactive Computer Graphics-Graphics Preliminaries, Point Plotter and Drawing of Lines.** Line Drawing Algorithm – DDA Algorithm, Bresanham’s Line Algorithm, Bresanham’s Circle Algorithm – Properties of Circles, Eclipse Generating Algorithm.
- **Numerical Control Production System-Introduction.** What is Numerical Control (NC)? The NC Procedures. NC Co-ordinate Systems – Fixed Zero and Floating Zero, Absolute Positioning and Incremental Positioning. Elements of NC System – Machine Control Unit, Part Program, Machine Tool. Classification of NC Systems – Point to Point, Straight Cut.

**REFERENCE**

1. Ulrich Rembold, & R. Dillmann : Computer – Aided Design & Manufacturing: Methods & Tools, Springer – Verlag
2. Mikell P. Groover, & Emory W. Simmers, Jr. :CAD/CAM: Computer Aided Design & Manufacturing, Pearson Education India.
3. Nicholas M Palrikalakis, and Takachi Maekawa :Shape Interrogation for Computer Aided Design and Manufacturing, Springer
4. K. Lalit Narayan, K. Mallikarjuna rao, & M.M.M. Sarcar : Computer Aided Design and Manufacturing, PHI Learning Pvt ltd,
5. Farid M.L Amirouche: Principles of Computer Aided Design and Manufacturing, Pearson Prentice Hall,
6. P.N. Rao : CAD/CAM : Principles and Applications, Tata Mcgraw Hill Education
7. Ibrahim Zeid :Mastering CAD/CAM, Tata Mcgraw Hill
8. P. N. Rao, N. K. Tiwari, and T. K. Kundra : Computer Aided Manufacturing, Tata McGraw Hill Education

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB</b>	<b>OO</b>	<b>32</b>	<b>PRODUCTIVITY MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The present scenario of business requires an understanding of productivity at various levels of production activity. The curriculum will familiarize the learners with the core principles that define productivity and its various modern applicable dimensions.

**Course Structure:**

- **Introduction**-Productivity concepts–Macro and Micro factors of productivity, productivity benefit model, productivity cycles.
- **Value Analysis and Value Engineering**-Concept of Value, Procedure of Value Analysis, Value Engineering, and Value Analysis – Applications, Role and relevance of Value Engineering in Productivity.
- **Productivity Models**-Productivity Measurement: International, National and Organization level, Total Productivity Models. Productivity Management in Manufacturing and Service sector. Productivity evaluation models, Productivity improvement model and techniques.
- **Work Measurement**-Techniques of Work Measurement including Estimating, Stopwatch Time Study, Predetermined Time Standards, Synthetic Estimates of Work Times, Activity Sampling. Computation of Standard Time – Elements – Types of Elements – Performance Rating – Allowances – Need for Allowances – Types of Allowances.
- **Business Process Reengineering**-Concept of BPR, process of BPR, prerequisites for effective BPR implementation, Application of BPR in productivity improvement.
- **TPM**-Meaning and objectives of Total Productivity Management; Methodology of Total Productivity Management, Advantages of TPM.

**REFERENCE**

1. Sumanth, D.J : Productivity Engineering and Management, Tata McGraw-Hill
2. Edsomwan, J.A : Organisational transformation & process re-engineering – British Library Cataloging in Pub. Data
3. John G., Jr. Belcher : Productivity Plus: How Today's Best Run Companies Are Gaining the Competitive Edge — Butterworth-Heinemann
4. H. James Harrington : Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity and Competitiveness — McGraw-Hill
5. Carl G. Thor : Handbook for Productivity Measurement and Improvement, Productivity Press
6. Rastogi, P.N. : Re-engineering and re-inventing the enterprise, Wheeler publications
7. Premvrat, Sardana, G.D. and Sahay, B.S. : Productivity Management – Systems approach, Narosa Publications
8. Mahadevan : The new Manufacturing Architecture – Tata McGraw-Hill Publishing Company Limited
9. Work Study : ILO

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>OO</b>	<b>33</b>	<b>MANAGING TECHNOLOGY AND INNOVATION</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

This course intends to introduce the innovation process and its management; to provide insights into the process to be followed in order to manage technological change; to explore the effects of technology on the work force and the quality of work life. Technology and innovation are value drivers and that management decisions should be anchored in the fundamental objective of the creating competitive advantage.

**Course Structure:**

- **Introduction-Technology:** Definition and Characteristics, Management of Technology, Two contemporary perspectives in Management, Key concepts.
- **Technological Environment-**Environment and Technological Environment, Actors in the Technological Environment, Changes in the Technological Environment, Major current developments in the Technological Environment
- **Process of Technologies Change-Innovation-** Overview of the Dynamics of Technological Change, Concept of Innovation, Innovation Dynamics at the firm level, Technology Evolution, Characteristics of Innovative Firms
- **Process of Technologies Change-Diffusion –** Concept of Diffusion, Dynamics of Diffusion, A model of Innovation Adoption, Factors that Drive the Process of Diffusion, Influence of Environmental Trends on Diffusion
- **Technology and Competition-**Competitive Domains, Competitive consequences of Technological Change, Technological Characteristics of Competitive Domains
- **Process Innovation, Value chains and Organization-**Drivers of change in value chain, Modes of Value chain configuration, Value chain configuration and Organizational characteristics, Design of work and careers, Influence of Environmental Trends.
- **Technology Intelligence-**Introduction, Mapping Technology Environment, Mechanism for Data Collection, Analytic tools, Managing Environmental Analysis in Organizations
- **Technology Strategy-**Overview-Technology Business Connection, Technology Strategy: Definition, The key Principles Underlying Technology Strategy, Technology Strategy Types, A frameworks for formulating Technology Strategy.
- **Appropriation of Technology-**Evolution of Technology Appropriation Principles, 3G Approach for the Appropriation of Technology, Productivity of In- House R&D
- **Organizing for Innovation-**Organizational Mechanism for Innovation, Principles & Process of organizing, Characteristics of continuously innovative organizations, Role of Leadership

**REFERENCE**

1. Burgelman R. A., Christensen C. M., & Wheelwright S. C.: Strategic Management of Technology and Innovation, Tata McGraw Hill Education Pvt. Ltd.
2. Steele, L.W. : Managing technology- The Strategic View, McGraw Hill,
3. Rao, A.S. : Managing of Technology Change, Global Business Press.
4. Pritchett, Price : New Habits for a Radically Changing World. Pritchett & Associates
5. Nord, W.,& Tucker, S. : Implementing routine and Radical Innovations. Lexington Books
6. Rogers, E. M. : Diffusion of Innovation, Free Press
7. M.E. Porter, : Competitive Advantage, Free Press
8. S. Makridakis, : Forecasting Methods for Management, Wiley- Inter Science
9. M.A. Maidique, eds : Strategic Management of Technology & Innovation Homewood
10. Edosomwan, J. A. : Integrating Innovation and Technology Management, John Wiley & Sons.

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>AOC</b>	<b>IV</b>	<b>SOCIAL ENTREPRENEURSHIP</b>
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**Course Objective:****Total Periods: 20 (2 Credits)**

The paper aims to create an understanding of the concept of Social Entrepreneurship as endowed with a different flair of Entrepreneurship. It seeks to prepare the minds with skills, structures and process associated with Social Entrepreneurship and management of Social Enterprises in Indian Context.

**Course Structure:**

- Introduction: Defining Social Entrepreneurship, Perspective, Challenges, Strategies and its future. Social Entrepreneurship Vs. Entrepreneurship.
- Social Entrepreneurship New Models & Theories: Model for Sustainable Development, Social Entrepreneurship in India, Plans and Policies required for Social Change. Total Empowerment through Social Entrepreneurship.
- Social Enterprises – Defining Social Enterprises and Social Entrepreneur, Management of Social Enterprises in India, Leading Social Entrepreneurs in India. Self-Assessment Technique for being a Social Entrepreneur. Social Entrepreneurial skills and practices.
- Social Entrepreneurships and its Linkage with NGO's, Microfinance, etc., Role of ICT, SHGs, Case Studies.

**REFERENCE**

1. David Bornstein : How to Change the World, Penguin Books
2. K.B.S. Kumar : Social Entrepreneurs – The Change Makers, The ICFAI University Press
3. Sheobahal Singh : Entrepreneurship and Social Change, Rewat Publications
4. K.G. Karmakar : Microfinance in India, SAGE Publications
5. David Bornstein & Susan Davis: Social Entrepreneurship, What Everyone needs to know.
6. Johanna Mair, Jeffrey Robinson and Kasi Hockerts : Social Entrepreneurship
7. Alex Nicholls : Social Entrepreneurship, New Models of Sustainable Social Change
8. Martin Clark : The Social Entrepreneur Revolution

<b>IB 411</b>	<b>TRANSNATIONAL BUSINESS POLICY</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims at providing the participants an opportunity to apply their theoretical knowledge of concepts, techniques and mechanics of transnational strategic management acquired in the preceding semester in the resolution of real life problems facing top management through discussion of real life cases.

**Course Structure:**

This course will primarily be handled through case discussions. However, a few introductory lectures will be delivered.

## A. Lectures will be delivered on:

- ↳ Introduction to Transnational Business Policy.
- ↳ Role and responsibilities of central management.
- ↳ Management of Strategic Change
- ↳ Corporate Strategy and Organizational Culture
- ↳ Blue Ocean Strategy
- ↳ Balanced Score Card

B. Real life cases will be discussed on all those aspects, which are related to policy formulation and execution.

**REFERENCE**

1. Donalf F Harvey : Strategic Management and Business Policy, Merrill
2. Newman and Logan : Strategy, Policy and Central Management, South-, Western Pub. Co
3. Ronald Christanson, Kenneth R. Andrews and others: Business Policy: Text & Cases, R. D. Irwin
4. Malvin J Stand Ford : Management Policy, Prentice Hall
5. G. Luffman : Business Policy
6. G.F. Garland & R.N. Former : International Dimensions of Business Policy & Strategy
7. R.M. Srivastava : International Strategic Management, Himalaya Publishing House
8. R.M. Srivastava : Management Policy & Strategic Management , Himalaya Publishing House
9. David K. Banner, T. Elaine Gagne : Designing effective organizations : Traditional & Transformational Views
10. A Hamel and C.K. Prahalad : Competing for Future , Harvard Business Press
11. Basil W. Denning : Corporate Planning: Selected Concepts, McGraw-Hill
12. Malville C.Branch : The Corporate Planning Process, American Management , Association
13. Barnard Taylor and John R.Sparket : Corporate Strategy & Planning
14. Andrews : Concept of Corporate Strategy, Irwin
15. Russel and Ackoff : Concept of Corporate Planning, New York: Wiley Interscience
16. Glueck : Business Policy, McGraw-Hill
17. Y.N.Chang & Filemon : Business Policy and Strategy, Goodyear Publishers
18. David E.Hussey : Introduction to Corporate Planning, Pergamon Press
19. R.M.Srivastava : Business Policy & Strategic Management, Himalaya
20. Mc Carthy and Others : Business Policy and Strategy, R. D. Irwin
21. Michael E.Porter : Competitive Advantage, The Free Press
22. Wright, Pringle and Kroll : Strategic Management, Prentice Hall
23. Rober J Allio & Malcolm W Pennington : Corporate Planning: Techniques & Applications, University of Michigan.
24. Arthur A. Thompson Jr. & A.J. Strickland: Strategic Management, Irwin / McGraw Hill
25. Ansoff, H. Ighor : Implanting Strategic Management, Prentice Hall
26. G. Hamel and C.K. Prahalad : Competing for the future, Tata McGraw Hill
27. Fred R. David : Strategic Management, Pearson Education
28. Thompson, Strickland, Gamble & Jain: Crafting and Executing Strategy, McGraw Hill
29. Hit, Ireland & Hoskisson : Strategic Management, Thomson Learning
30. Wheelen, Hunger & Rangarajan : Strategic Management and Business Policy, Parson Education
31. Hills & Jones : Strategic Management, Bletantra
32. Upendra Kachru : Strategic Management, Excel Books
33. Pearce & Robins : Strategic Management, AITBS
34. Johnson & Scholes : Exploring Corporate Strategy, Prentice Hall India
35. Richard Lynch : Corporate Strategy, Pearson Education

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be minimum three questions based on a case carrying 42 marks in all. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB 412</b>	<b>DISSERTATION</b>	<b>(8 Credits)</b>
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<b>IB 413</b>	<b>COMPREHENSIVE VIVA-VOCE</b>	<b>(4 Credits)</b>
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<b>IB</b>	<b>FO</b>	<b>41</b>	<b>FINANCIAL INCLUSION</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The course is designed to provide a resourceful insight of the various pillars of financial inclusion such as micro-remittance, micro-savings, micro-credit and micro-insurance. The Course will discuss the causes for ineffectiveness of formal lending & evaluates a few current initiatives that attempt to promote higher financial inclusion in the country under different models.

**Course Structure:**

- **Financial Inclusion**-Meaning and Definition, Problems of Financial Inclusion, Factors Affecting Access to Financial Services,
- **Financial Exclusion**-Meaning, Nature, Participants Causes and Consequences Benefits Of Inclusive Financial Growth, Relationship between Financial Inclusion and Development Indicators.
- **Initiatives of Financial Inclusion In India**-Cooperative Societies Act, Rural Credit Survey Committee, Nationalization of banks, Introduction of Lead Bank Scheme, Setting up of Regional Rural banks, Introduction of Kisan Credit Card
- **Genesis and Evolution of Microfinance**-different models of microfinance operating in India Emerging Trends in Microfinance Micro-insurance- Concept, Practices and Innovations, Understanding Rural Debt , Safe Remittances for the Poor; **SHG**: Study of the Self Help Group-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India.
- **Extending Financial Services to Poor**- Linkages between Formal and Informal Financial Institutions to Extend Financial Service to Poor People, Efforts in reducing Transaction Costs for Banks and Their Clients, Business Correspondent and Business Facilitator Outreach Model for Banks, The Post Office model, Financial Literacy and Counseling of Rural People.
- **Challenges for the Future**-Inclusive Growth through Rural Employment, the Micro-enterprises Model, Unique Identification Number and Financial Inclusion, Best Practices in Financial Inclusion and Case Studies

**REFERENCE**

1. K G Karmarkar, G D Banerjee, N P Mohapatra: Towards Financial Inclusion In India Sage Publication
2. Desai, Vasant : Rural Development in India. Himalaya Publishing House
3. Rohtagi : Rural Banking & Overdues Management Cybertech
4. Patnaik UC : Rural Banking in India Anmol Publications
5. Basu Priy : Improving Access to Finance for India's Rural Poor World Bank Publications
6. Bhatnagar Amitabh : Rural Micro finance & Microenterprise Concept Publishing
7. Sohano & Balakrishna : Indian Rural Banking – the Changing Paradigm, ICFAI
8. Sujatha B : Financial Inclusion: Concepts and Strategies, ICFAI
9. Ravichandran Krishnamurthy : Financial Inclusion VDM Verlag
10. Sameer Kocchar, K C Chakrabarty and C Rangarajan: Speeding Financial Inclusion Academic Foundation

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>FO</b>	<b>42</b>	<b>INTERNATIONAL CAPITAL MARKETS AND REGULATIONS</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of the course is to expose the students with the nature and way of operation of prominent capital markets which are prevailing in different parts of the world.

**Course Structure:**

- **Introduction to Financial Regulation:** Introduction, Concepts of Regulation and Supervision, Instruments of Regulation, US Securities Act of 1933 and Securities Exchange Act of 1934, Outline the key measures of the Sarbanes Oxley Act of 2002, Terms of Rule 144A.
- **International Capital Markets:** Characteristics, functions, investors, instruments, return, risk and liquidity, Structure of the International Capital Markets, Primary and Secondary Capital Markets, Growth of the International Capital Markets, Trends on the worlds capital markets, future of the world capital markets
- **World exchange centre:** NYSE, LSE, TSE, EURONEXT
- **Central Banking and Banking Regulation:** Objectives, principles, instruments and requirements of bank regulation, The Role and Functions of the Central Bank.
- **Regulation of Primary Securities Markets in the United States:** Introduction to Primary Securities Markets, Overview of the Regulatory Framework, Mandatory Disclosure and the Efficient Capital Market Hypothesis, Regulation of Primary Securities Offerings in the United States
- **Financial Integration and Regulation of Primary Securities Markets in the European Union:** Introduction to International Financial Integration, EU Policies and Institutional Mechanisms of Financial Integration, The Financial Services Action Plan, The Core EU Measures Regulating the Primary Market
- **International Regulation of Securities Firms:** The Role of Market Intermediaries in Securities Markets, Regulation of Securities Firms - an Introduction, Federal Regulation of Securities Firms in the United States, Regulation of Securities Firms in the United Kingdom, International Aspects of Regulation of Securities Firms in Europe
- **International Regulation of Secondary Securities Markets:** The Structure and Economic Functions of Secondary Securities Markets, The Economic Rationale for Regulating Secondary Securities Markets, Market Regulation in the United States, Market Regulation in the European Union - The Market Abuse and Transparency Directives, Market Regulation in the United Kingdom
- **Financial Crisis:** Types, Causes and consequences, theories, Globalisation of Financial Crisis

**REFERENCE**

1. Buckley Adrain : Multinational Finance, Financial Times Prentice Hall
2. R.B Saxena. : Management of International Financial , Institutions, Discovery
3. Brick John R. Baker H. Kant & Hastem John. A.: Financial Markets, Instruments & Concepts.
4. Seth Jagdish & Eshghi A. : Global Financial Perspectives
5. George Abraham M. & Giddy Ian H. : International Finance : Handbook Vol. 1 & 2, John Wiley & Sons
6. Ian H. Giddy : Global Financial Markets, D.C. Heath

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>FO</b>	<b>43</b>	<b>BEHAVIOURAL FINANCE</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The purpose of this course is to introduce the student to the new field of behavioural finance. The theory is based on the notion that investors behave in a rational, predictable and an unbiased manner. While behavioural finance challenges this traditionally held notion. Reliant upon cognitive psychology decision theory, behavioural finance is the study of how investors' interpret and act on available, fallible information. This course will help the students to identify persistent or systematic behavioural factors that influence investment behaviour.

**Course Structure:**

- **Conventional finance and challenges**-to market efficiency, Building Blocks of Behavioural Finance - Cognitive Psychology and the Limits to Arbitrage, Psychology of investors behaviour, Neurophysiology of risk-taking, Personality traits and risk attitudes
- **Brief History of Rational Thought**-Pascal-Fermat to Friedman-Savage, Prerequisites for Rational Choice and Quasi-Rational Choice
- **Decision-making**-under risk and uncertainty, Expected Utility Theory, Decision-making in historical prospective, Allais and Elsborg's paradoxes, Errors in Decision-Making
- **Prospect theory**, Loss aversion theory, and Mental Accounting
- Heuristics and biases, overconfidence and emotion, financial decision-making stemming from heuristics and biases, overconfidence and emotion
- **Group Behaviour**-Conformism, herding, fatal attractions

**REFERENCE**

1. H. Kent Baker, John R. Nofsinger : Behavioural Finance: Investors, Corporations, and Markets, John Wiley and Sons
2. William Forbes : Behavioural Finance, John Wiley and Sons
3. Lucy Ackert, Richard Deaves : Behavioral Finance: Psychology, Decision- Making, and Markets, Cengage Learning

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB</b>	<b>FO</b>	<b>44</b>	<b>FINANCIAL DERIVATIVES</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of this course is to expose the students to the concept, tool and technique applicable in the field of Derivatives as a tool of investment and Derivative analysis.

**Course Structure:**

- **Derivative**-Introduction to derivatives, meaning, Classification, type, and uses. The need for derivative market, characteristics of forward transaction, characteristics of derivative market instrument, right and obligations of buyers and sellers. Hedging and risk sharing, Effects of derivatives markets on the financial system.
- **Futures**-Futures market, future prices, future contracts and characteristic of future contract, forward prices, characteristic of forward contract, interest rate of standardization.
- **Swaps and Options**-Evolution of swaps, its economic Rationale, types of swaps, the basic structure of swaps. Basic uses of swaps, interest rate swaps, option markets, characteristic of option, factors affecting option prices, option trading strategies.
- **Derivative pricing methodologies**-Objective of risk management, spectrum of risk management strategies, risk in credit derivatives, credit market, credit derivative, characteristic and its types, uses of pricing derivatives disasters. The black-scholes analysis: options on stock indexes; currencies and future contracts: general approach to pricing derivative, market risk management.
- **Derivative in India**-Prospects and policies. Commodity trading in India. Reasons for slow growth of derivative in India, uses and its misuses of derivatives.

**REFERENCE**

1. Rajeev P.V & Mathur H.P.: Fundamental of derivatives and Commodities Derivatives, Vijay Prakashan Mandir
2. P Vijay Bhasker & B.Mahapatra : Derivatives Simplified, Sage Publications
3. A.V.Rajwade : Currency Exposure and Derivatives, McGraw Hill
4. A.V.Rajwade : Handbook of debt Securities and Interest rate Derivative, McGraw Hill Pub

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB</b>	<b>FO</b>	<b>45</b>	<b>INSURANCE AND RISK MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

To make the budding finance professionals understand the fundamentals of Insurance and Risk Management in order to enhance their knowledge and decision-making skills required for this specialty sector.

**Course Structure:**

- **Risk – Conceptual Framework**-Meaning of risk, Risk versus Uncertainty. Risk distinguished from peril and hazards. Classification of Risk – Financial and Non-financial Risks & Static and Dynamic Risk. Scope of Risk management, Process, Identification and Risk Control. Risk Retention and Transfer, Alternatives to buying commercial Insurance.
- **Insurance – An Introduction**-Meaning and significance of Insurance. Cost and Benefits of Insurance. Principles – Indemnity, Utmost good faith, Subrogation and Insurable Interest. Basic Principles of Insurance – utmost good faith, Insurable Interest, Indemnity, Corollaries of Indemnity, Proximate Cause.
- **Classification of Insurance Business**-Life and General Insurance Business, Personal and Commercial (Business) Insurances, Voluntary (Private) and Compulsory Insurance. Types of Life Insurance – Whole Life, Endowment, Assurance for children, Term Assurance, Participating and non-participating policies. Termination of Life Insurance policies – surrender, lapses and paid-up. Classification of General Insurance Business – Fire, Marine, Motor, Miscellaneous etc.
- **Insurance Devices**-Probability theory and its usage in Insurance. Dual application of the law of Large Numbers. Pooling in Insurance – forms, cost, benefits and advantages.
- **Financial Aspects of Insurance**-Share Capital – Authorized, Issued & subscribed and Called-up & Paid-up. Reserves - General and Specialized. Solvency of an Insurance company.

**REFERENCE**

1. James S. Reichmann, Robert Hoyt : Risk Management and Insurance, South-Western, & David Sommer College Pub
2. K P Singh, M C Garg, B S Bodla Insurance: Fundamentals, Environment and Procedures Deep & Deep Publications
3. P S Palande : Insurance in India, Sage Publications India
4. Prava Nalini Tripathy & Prabir Pal : Insurance – Theory and Practice PHI Learning
5. Ajay Kumar,,D.P. Chatterjee,C.Chandrasekhar D. G. PatwardhanAjay Kumar: Risk Management, Macmillan India
6. Mrinal Chandra Sengupta & Mrinal Chandra Sengupta : Insurance Finance Progressive Publishers
7. Julia Holyoake : Insurance, Chartered Institute of Bankers
8. PK Gupta : Insurance and Risk Management, Himalaya

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>FO</b>	<b>46</b>	<b>CORPORATE VALUATION AND MERGERS</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

To familiarize students with various techniques of corporate restructuring, and valuation methods used by corporate in real life and develop an Understanding of Merger as significant economic activity taking place in today's economy.

**Course Structure:**

- **Corporate Valuation**-Meaning, approaches, Principles and techniques of valuation, Asset valuation, Earnings valuation, Cash flow valuation, other valuation basis, Efficient market hypothesis, Impact of changing capital structure on the market value of the company, Priorities of different stakeholders in terms of business valuation.
- **Mergers**-Nature and process of Merger, acquisitions and amalgamations, types of mergers, motives behind mergers , theories of mergers , Merger as a strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter's Five forces model.
- **Corporate restructuring**-different methods of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – employee stock ownership plans (ESOP)
- **Valuation in Mergers**-Valuation approaches – discounted cash flow valuation, relative valuation, valuing operating and financial synergy, valuing corporate control, valuing of LBO Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Assets and cash flows, Selection of appropriate cost of capital for valuation, Forms of consideration and terms of acquisitions, Implications of regulations for business combinations.
- **Legal and regulatory frame work of M & A**-provisions of companies act 1956, Indian Income Tax act 1961 , SEBI takeover code, Provisions of Competition Act, Case Studies on Mergers.

**REFERENCE**

1. Fred Weston, Kwang S Chung, Susan E Hoa : Mergers Restructuring and Corporate Control, Pearson Education
2. Thomas E.Copeland Valuation : Measuring and Managing the value of Companies,
3. Wiley Ravindhar Vadapalli : Mergers acquisitions and Business Valuation, Excel Books,
4. K. G. Palupu, P M. Healy & V. L. Bernard : Business Analysis and Valuation; Using Financial Statements Text and Cases, South-Western Pub
5. Ashwath Damodaran: Corporate Finance-Theory And Practice John Wiley & Sons
6. Shukla & Grewal : Advanced Accounts, S. Chand & Sons
7. Sudi Sudarsanam : Value Creation From Mergers & Acquisitions, Pearson Edu.
8. Arzak : Valuation for mergers Buyouts & Restructuring, Wiley (India (P) Ltd.
9. C. Krishna Murthy & Vishwanath : Merger Acquisitions & Corporate Restructuring, Sage Publication
10. Weston, Mitchel and Mulherin :Takeovers, Restructuring and Corporate Governance, Pearson Education,
11. Machiraju : Mergers And Acquisitions, New Age Publishers)

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>GO</b>	<b>41</b>	<b>FOREIGN TRADE POLICIES AND MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The purpose of this course is to familiarize students with policy, procedures and documentation relating to foreign trade operations, and to train them to handle the export-import business.

**Course Structure:**

- **Introduction** : Preliminaries for starting exports, Registration of exporters, IEC Number, Processing of Export Order, Role of Exports and Imports in Indian Economy, Export-Import Policy of India, Foreign Exchange Regulations, Quality control and pre-shipment inspection, International Trading Environment, India's Foreign Trade
- **Institutional Support:** Export Promotion Councils, Commodity Boards and Product Development Authorities; Support Organizations and Services – IIFT, ITPO, Export Inspection Agencies; Indian Council of Arbitration; FIEO, Commercial Representatives Abroad; State Governments and their Role in Trade Promotion.
- **Foreign Trade Financing and Insurance:** Arranging Finance for Exports Pre-shipment Finance, Post-shipment finance, External commercial borrowings (ECB), Exim bank finance, Letter of credit (LC), Types of LC, Export Credit and Guarantee Corporation (ECGC), Marine Insurance.
- **Imports Procedure:** Import Licensing Policy, Actual User Licensing, Replenishment Licensing, Import-Export pass book Capital goods licensing, Import Management in a Developing Economy; Import procurement methods, Imports financing, Purchase contract, Import under counter trade, Monitoring and follow-up of Import contracts.
- **Export Promotion:** Financial and fiscal incentives provided by government and foreign exchange facilities provided by RBI and EXIM Bank, Institutional support from Government, Duty Exemption Schemes, Export Promotion Capital Goods Schemes, Special Economic Zones etc.
- **Recent Developments in foreign trade**

**REFERENCE**

1. Mahajan, M.I. : A Guide on Export Policy Procedure and Documentation, Snow White Publications (P) Ltd., Mumbai.
2. Government. of India : Handbook of procedures , Import and Export Promotion, New Delhi.
3. Rathore and Jain: International Marketing, Himalaya Publishing House, New Delhi.
4. Export-Import, Nabhi Publications,
5. Verma, M.L.: International Trade, Vikas Publishing House
6. Varshney R.L. and B. Bhattacharya: International Marketing Management, New Delhi, Sultan Chand,.
7. Foreign Trade Policy
8. Ram Paras : Export: What, Where and How? , Anupam publ.,
9. Ram Paras : Import: What, Where and How?
10. Nabhi's 'How to Export' Nabhi Publications
11. International Trade & Export Management by Francis Cherrunilam, Himalaya Publishing House

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>GO</b>	<b>42</b>	<b>GEO-POLITICS AND WORLD TRADING SYSTEM</b>
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**Course Objective:****Total Periods: 20 (2 Credits)**

To sensitize the learners about the world of geopolitics that has a strong influence in the lives of all citizens of the world & to make them aware about the implications of a business effort in the context of a given geopolitical environment.

**Course Structure:**

- ↳ Global Political and legal environment
- ↳ Trading with enemy
- ↳ International Oil politics
- ↳ Trade in strategic materials
- ↳ Technology transfer and geopolitical considerations
- ↳ Trade and peace move together – India, China & East Asia case in point
- ↳ Food supply for geopolitical influence
- ↳ Emergence of Multinationals as control tools

**REFERENCE**

- ↳ News papers and periodicals
- ↳ Websites and journals of IMF, World Bank, WTO, UNO etc.

<b>PATTERN OF EXAMINATION:</b>	<b>Marks</b>
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>GO</b>	<b>43</b>	<b>INTERNATIONAL SHIPPING AND TRADE OPERATIONS</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of the course is to understand the concept of international shipping, different sea routes, basic characteristics of bulk carriers, sizes of vessel in each class, concept of ship registration and the role of intermediaries in international trade.

**Course Structure:**

- **Carriage of Goods by sea;** Ocean shipping methods, Ocean freight rates; freight or traffic rates, freight rate terminology used in international shipment, freight surcharges and rebates, Ocean Freight calculation; Conference Discounts and Contract Shippers, Weight or measure in Freight cost calculation, Freight Adjustments
- **Shipping Formalities;** Booking of Shipping space, Conference Shipping, Non Conference Shipping, Charter Shipping, Charter Party, Shipping Stowage, Ocean Shipping Procedure
- Types of Ships, Mail and Supply ships, Expedition ships, Coasters, Bulk Carriers, Tankers, Refrigerated vessels and Reefers, Live stock carriers, LNG carriers, Car carriers, Container ships, Heavy Lift Vessels, Ro-Ro vessels
- **Shipping Intermediaries;** Customs Brokers, Freight Forwarders and consolidators, Shipping agents, Custom Agents, Stevedores
- **Important Sea routes:** Northern sea route, North Atlantic route, Mediterranean Route, Baltic route, Indian Ocean route, Cape route
- **Major Ports in India:** Government Policy for ports, Shipping Corporation of India, The Major Port trust act, 1963, International Chamber of Shipping, Indian National Ship owners' Association, World Major Ports; Major Ports and Port Codes, Sea Port of the World
- **Containerization:** Origin, Twenty foot Equivalent Unit, Sizes, Flavors, Swap bodies, Registration, classification number, Movement of Containers, Recent Development, Safety of Container ships, Container classification, Dimensions, Rating, Marking and benefits of containerization

**REFERENCE**

1. Michael L. Easton, International shipping, Global Training Center, Inc - 1992
2. Elements of Shipping, Alan E. Branch, Routledge, New York, 2007
3. Y. H. Venus Lun, Kee-hung Lai, T. C. Edwin Cheng, Shipping and International Logistics, Springer London, 2010
4. S. Sudalaimuthu & S Anthony Raj, Logistics Management for International Business, Text and Cases, Prentice Hall of India, New Delhi, 2009
5. Bruce Farthing, Mark Brownrigg, International shipping: an introduction to the policies, politics, and institutions of the maritime world, Lloyd's of London Press, London, 1993
6. G. P. Pamborides, International Shipping Law: Legislation and enforcement, A N S Publisher, Athens, 1997

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>GO</b>	<b>44</b>	<b>e-BUSINESS</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The course on E-Business is designed to being the management graduates in terms with the rising emergence of Information and Communication Technology (ICT) in almost all aspects of business and trade transactions.

**Course Structure:**

- **Introduction to the Basic Concepts**-Internet, Intranet, Extranet, Definition, Goals of E- Business, Difference between E-Commerce and E- Business, Models of E- Business, Advantages and Limitations of E-Business over traditional business setup
- **Banking Transactions**-Inter Banking, Intra Banking, Electronic Payments, (Payment – Gateway Example), Securities in E-banking (SSL, Digital Signatures – Examples), Services Provided: ATM, Smart Card, ECS (Electronic Clearing System), Telephone, Electricity Bills
- **Web Based Business Models**-Commerce, B2B Model, B2B Tools, B2C Model, EDI
- **Electronic Payment and Security Systems**-Basic Requirements for safe E-Transactions, Electronic Market/E-Shops, Introduction to Network Security, Types of Security, Firewalls
- **Contemporary Issues in E-Business and Cases**

**REFERENCE**

1. E – Commerce: Milind Oka
2. E – Commerce: C.V.S. Murty
3. E-Commerce. An Indian Perspective (2nd Edition) (PHI): Joshph
4. E-Business with Net-Commerce, (PHI): Samantha Shurely
5. Fire Wall and Internet Security: William Cheswick, Stevens, Aviel Rubin
6. E-Governance Case Studies – Ashok Agarwal
7. Frontiers of Electronic Commerce: Ravi Kalakola and Andrew B. Whinston

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>GO</b>	<b>45</b>	<b>ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of the course is to develop among the students a conceptual understanding of the topics and the environment of making of an Entrepreneur.

**Course Structure:****Conceptual Framework of Entrepreneurial Development:**

- ↳ Meaning, Definitions and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship in India, Role of Entrepreneurship in Indian economy and developing economies with reference to Self-Employment
- ↳ Characteristics and Skills of Entrepreneurship in India, Problems in Entrepreneurship Development
- ↳ Entrepreneurial Culture
- ↳ Entrepreneurial Competencies
- ↳ Entrepreneurial Motivation
- ↳ Entrepreneurial Mobility
- ↳ Factors affecting Entrepreneurship in India
- ↳ Concepts of Intrapreneurship
- ↳ Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager
- ↳ Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India
- ↳ Social Enterprise and Entrepreneurship
- ↳ Entrepreneurial Failures

**Institutional Support System for Entrepreneurship Development in India:**

- ↳ **Role of Government**-Role of Central Government and State Government in promoting Entrepreneurship, MSME policy in India
- ↳ **Agencies for Policy Formulation and Implementation**-District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB)
- ↳ **Agencies for Financial Support**-Role of Commercial banks and financial institutions like SIDBI, NABARD, SFCs, and other NBFCs
- ↳ **Agencies for Marketing Support-**
- ↳ **Agencies for Consultancy, Training and Technological Support-**
- ↳ **Project Management**-Business Planning Process, Environmental Analysis - Search and Scanning, Identifying problems and opportunities, Defining Business Idea, Basic Government Procedures to be complied with
- ↳ **Current Issues in Entrepreneurial Development**

**REFERENCE**

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|--|---|
| 1. The <i>Entrepreneur</i> : Classic Texts : Joseph A. <i>Schumpeter</i> | 10. The Entrepreneurial Connection - Gurmit Narula  |
| 2. Innovation and Entrepreneurship: Peter Drucker                        | 11. Entrepreneurship: New Venture Creation - David H. Holt  |
| 3. The Culture of Entrepreneurship - Brigitte Berger                     | 12. Entrepreneurship – Hisrich, Peters  |
| 4. Project Management - K. Nagarajan                                     | 13. Entrepreneurship Development: Charantimath Poornima   |
| 5. Dynamics of Entrepreneurship Development - Vasant Desai               | 14. Entrepreneurship Development: Gupta, Srinivasan   |
| 6. Entrepreneurship Development - Dr. P.C.Shejwalkar                     | 15. Entrepreneurship Development: Khanka S.S.   |
| 7. Thought Leaders - Shrinivas Pandit                                    | 16. Projects, 7E Planning, Analysis, Selection, Financing, Implementation, and Review: Prasanna Chandra |
| 8. Entrepreneurship, 3rd Ed. - Steven Brandt                             | 17. Projects: Prasanna Chandra  |
| 9. Business Gurus Speak - S.N.Chary                                      |   |

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>GO</b>	<b>46</b>	<b>GLOBALIZATION AND SUSTAINABLE DEVELOPMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

This course will explore the origin, recent trends in globalization, trade and investment policies, growing multinational corporate power, reduced government regulation and the impact on local communities. It also covers possible environmental dangers related to globalization and the origin and development of the concept of sustainability along with local experiments and popular movements promoting it.

**Course Structure:**

- **Overview:** An Introduction, Dimensions of Globalization, Energy, expansion and collapse – theory and case studies, From steady state to collapse: theories of sustainability by Marvin Harris, Jared Diamond, Joseph Tainter, Richard Heinberg and others, Case studies: Iroquois and Serer farming, Maya collapse, the Sahel famine
- **Present Scenario of Globalization:** Institutional framework and differing views, The ABCs of the Global Economy Globalization and Its Specter, Free Markets and Poverty: globalization and over consumption, Global Culture.
- **Implications of the Affluenza Theory.** Empires of the Senseless, Cultural Homicide, the Place of Community in Globalization. War and international conflict, Globalization and terrorism
- **Globalization Issues:** Global warming and world health problems, Navigating the Ethics of Globalization, global warming and globalization, deforestation, soil depletion, the world water supply and biodiversity loss: the ecological footprint and “natural” disasters: our ecological footprint and its consequences
- **Technological approaches to sustainability in a globalized world,** debating the technological promise for sustainability, way(s) to a sustainable globalization, philosophical, public policy and lifestyle approaches to sustainability – voluntary simplicity, radical simplicity, ecofeminism, cosmopolitan localism, lessons of the ecovillages.

**REFERENCE**

1. Eitzen, D. Stanley and Maxine Baca Zinn. 2006. Globalization: The Transformation of Social Worlds. Belmont, CA: Thomson-Wadsworth.
2. Heinberg, Richard. 2005. The Party's Over: Oil, War and the Fate of Industrial Societies. Gabriola Island, British Columbia: New Society Publishers.
3. Walker, Liz. 2005. EcoVillage Ithaca: Pioneering a Sustainable Culture. Gabriola Island, British Columbia: New Society Publishers.
4. Martin, Peter. The Moral Case for Globalization. Financial Times. May 1997.
5. Oreskes, Naomi. 2004. The Scientific Consensus on Climate Change. Science 306:1686. 3 December 2004.
6. Chattopadhyay, Srikumar and Richard W. Franke. 2006. Striving for Sustainability: Environmental Stress and Democratic Initiatives in Kerala

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>HO</b>	<b>41</b>	<b>MANAGEMENT OF CHANGE</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The course intends to develop an orientation towards the change. It shall coach the students to be proactive towards a planned change. It details the relevant aspects of change that help the students understand the importance of managing change.

**Course Structure:**

- **Introduction**-Overview of change, Importance and impact of change, Origins of change- Institutional & Structural, Technological, Social, Behavioural. Development of strategy, role of human resource strategies in implementing change
- **Organizational Structure, Culture and Change**-The significance of structure for change, HR implications of structural choice and change. Organizational culture –integration, differentiation and fragmentation; Linking Organizational cultural through HR change interventions.
- **HR Processes & Change:**
  - (A) Relevance & development of recruitment & selection processes for planned and unplanned change; performance management and organizational change; HRD & organizational change.
  - (B) Strategic reward management and its role in changing employee behavior; Changing focus in employee relations; managing change through employee involvement; Downsizing; management of change implications of downsizing
- **Evaluating and Promoting Change**-approaches to evaluate change; from evaluating to promoting change; clarity of purpose and strategies; data collection for analysis; analysis and feedback.

**REFERENCE**

1. A. Thornhill, P. Lewis, Mikemillmore, & M. Saunders: Managing Change: A Human , Resources Strategy Approach, Pearson Education
2. Basil & Cook : The Management of Change, McGraw Hill
3. Robert A. Paton : Change Management:A Guide to Effective , Implementation Sage, South Asia Edition
4. K. Harigopal : Management of Organizational Change: Leveraging Transformation, Response Books
5. V.Nilakant & S. Ramnarayan : Change Management, Response Books

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>HO</b>	<b>42</b>	<b>STRESS MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

To familiarize students with the nature of stress, and the relationship between stress and managerial problems & to examine the various methods of assessing personal and organizational stress and indicating ways of coping with stress

**Course Structure:**

- **Introduction**-Meaning and Types of stress, Nature of Stress — Constructs and Problems, Occupational Stressors, Role Stress
- **Stress Framework**-Sources of Managerial Stress, Stress and Thought Processes — Learning, Stress and Personality - Behavioural and Situational Modifiers, Stress and Motivation
- **Identification of Stress**-Verbal and Non-verbal Indicators of Stress, Assessment of Stress, Stress and Management of Change, Stress and Conflict
- **Managerial Implications of Stress**-Leadership Styles in Stressful and Non-Stressful Situations, Decision Making under Stress, Burnout
- **Stress Management Techniques**-Coping with Resources and Processes — Assertiveness Training, Stress and Social Support, Group Processes and Changing Values for Understanding and Coping with Stress, Behavioral techniques for stress control, Behavioral assignments, Risk taking, Shame-Attaching, Relaxation techniques

**REFERENCE**

1. Jerrold Greenberg : Comprehensive Stress Management, McGraw-Hill
2. V. J. Sutherland & C. L. Cooper :Strategic Stress Management: An Organizational Approach, Macmillan Business
3. Emma Short : Strategic Stress Management: An Organizational Approach:, Emerald Group Publishing Limited
4. Carol Turkington : Stress Management for Busy People: McGraw-Hill
5. J. Cranwell, Ward & A. Abbey : Organizational Stress:, Palgrave Macmillan

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

IB	HO	43	KNOWLEDGE MANAGEMENT
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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of this course is to provide students an introduction to the field of knowledge management. The present course is about Knowledge: how to capture it, how to transfer it, how to share it and how to manage it.

**Course Structure:**

- **Knowledge Economy:** Leveraging Knowledge; Knowledge- A Commanding Issue; Concept of Knowledge; The Data-Information-Knowledge-Wisdom Relationship (Knowledge Hierarchy); Organizational Knowledge; Characteristics of Organizational Knowledge; Components of Organizational Knowledge (Tacit vs. Explicit Knowledge).
- **Transformation of an Enterprise through Knowledge Management:** Momentum of Knowledge Management; Rationale for Knowledge Management; Concept of Knowledge Management; Characteristics of Knowledge Management; Aims of Knowledge Management; A Historical Perspective of Knowledge Management.
- **Creating Knowledge Management System in Organizations:** Need for a Knowledge Management System; The Knowledge Management Process Framework; Knowledge Management Process; Knowledge Life Cycle; The Knowledge Management Architecture; Setting up a Knowledge Management centre.
- **The Knowledge Organization:** Need for Knowledge Organization; Knowledge Organization; Characteristics of Knowledge Organization; Major Issues Faced by Knowledge Organizations; Measures for Meeting the Challenges of Implementing Knowledge Management Programmes; Creating Knowledge Organization; Knowledge Management and Organizational Learning; Knowledge Management Strategy and its Development; People who make Knowledge Management work (The Knowledge Managers).
- **Enabling Knowledge Management through Information Technology:** Role of Information Technology in Creating Knowledge-Management Systems; Information Technology as an Enabler for Knowledge Management; Knowledge Management Tools; Creating Effective Knowledge Management Systems through Information Technology.
- **Organizational Culture for Knowledge Management:** Need for Organizational Culture for Knowledge Management; Creating Culture for Knowledge Management; Ways to Develop Knowledge-Sharing Culture; Sharing Knowledge through Collaborative Technologies.
- **Knowledge Management in Industry:** Companies on the Road to Knowledge-Management; Knowledge Management in Industry: Keys to Success.
- **Looking Ahead: Future of Knowledge Management:** Challenges to Knowledge Management; Future of Knowledge Management.

**REFERENCE**

1. Amrit Tiwana :The Knowledge Management Toolkit , Orchestrating IT, Strategy, and Knowledge Platforms, Pearson Education Limited.
2. Daryl Morey, Mark Maybury and Bhavani Thuraisingham(ed): Knowledge Management (Classic and Contemporary Works), Universities Press , (India) Limited.
3. Ratnaja Gogula : (ed) Knowledge Management – A New Dawn, The Institute of Chartered Financial Analysis of India , (ICFAI) Press.
4. Elias M. Awad, Hassan M. Ghaziri : Knowledge Management, Pearson Education , limited.
5. Ganesh Natrajan & Sandhya Shekhar:Knowledge Management (Enabling Business , Growth, Tata McGraw-Hill Publishing Company Limited, New Delhi.
6. Guus Schreiber, Hans Akkermans, Anjo Anjewierden, Robert de Hoog, Nigel Shadbolt, Walter Van de Velde and Bob Wielinga :Knowledge Engineering and Management, Universities Press (India) Limited.
7. Harish Chandra Chaudhary :Knowledge Management for Competitive Advantage (Changing the world through Knowledge), Excel Books.
8. Madanmohan Rao:Leading with Knowledge (Knowledge Management Practices in Global Infotech Companies), Tata McGraw-Hill Publishing Company Limited New Delhi.
9. O. P. Goyal :Knowledge Management (Analysis Design for Indian Commercial Banking Sector), KalpazPublications, Delhi
10. Wendi R. Bukowitz and Ruth L. Williams:The Knowledge Management Fieldbook, Pearson Education limited.

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**Course Objective:****Total Periods: 40 (4 Credits)**

To familiarize the students with the meaning, scope and significance of group and group dynamics, to examine the factors and issues that influence group performance and group effectiveness, to identify causes of intra-group and inter-group conflict and ways and means of resolving the conflict and to cultivate skills for group decision-making and teambuilding.

**Course Structure:**

- **Introduction**-Nature of groups and Group dynamics – Studying groups – Measurement in Group dynamics; Group formation – value of groups – interpersonal attraction – FIRO-B
- **Group Development and Socialization**-Group development – Group socialization; Group Structure – roles – authority – attraction – communication networks – Conformity and influence – Power; Environmental Processes – territoriality – spatial behaviour – environmental stress.
- **Group Decision Making**-Anatomy – groupthink – group polarization – Methods of group decision-making.
- **Group Conflict**-Sources of Conflict in Groups – Conflict process – Coalitions – conflict resolution; Conflict between groups – sources – resolving inter-group conflict.
- **Crowds and Collective Behavior**-Crowds and collectives – Theoretical viewpoints – Deindividuation theory
- **Groups and Change**-The Group as an agent of change – The effectiveness controversy – Sources of Change in groups

**REFERENCE**

1. Forsyth, D.R. : Group Dynamics, Addison-Wesley,
2. Zander, A. : Making Groups Effective, Jossey-Bass
3. Davis : Group Performances, Addison-Wesley Publishing Co
4. Dyer : Team Building: Issues and Alternatives, Addison- Wesley Publishing

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>HO</b>	<b>45</b>	<b>ORGANIZATION DEVELOPMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective is to gain familiarity with the concept and skills to manage and improve organizational culture collaboratively. It seeks to educate how organizational goals are attained by furthering the human values in individuals.

**Course Structure:**

- **Understanding the Concept of Intervention-** Nature, scope and definition of Organizational Development; achieving organizational improvement with Organizational Development; Organizational Development vs. the traditional interventions; brief overview of Laboratory –training and survey research & feedback methodology.
- **Underlying Assumptions about People as Individuals-** about people in groups and about people in organizational systems; assumptions relating to values in the client organization; values and belief systems of Change agents. Concept of System & Organizational Development.
- **Operational Components of Organizational Development-** the diagnostic component, intervention/action taking component and process maintenance component. Understanding the belief of: action-should follow – research and research–should follow - action
- **OD Interventions-**overview, team building interventions and their rationales; Intergroup team building and the organization mirror intervention; personal, interpersonal and group process interventions; nature of comprehensive OD interventions; structural interventions & OD, conditions important for successful OD efforts.

**REFERENCE**

1. Organization Development : Wendell L.Freanch & Cecil H. Bell Jr. PHI, New Delhi
2. Management & Organizational Development :The Path from XA to YB New York McGrawhill
3. Organizational Renewal : Gordon L.Lippit New York, Century Crofts

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>HO</b>	<b>46</b>	<b>INDUSTRIAL RELATIONS</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

In this course, the students are to be acquainted with the Industrial relations framework in our country, the importance of the maintenance of Industrial peace and efforts to reduce the incidence of Strikes and Lockout and Industrial Strike are to be emphasised. Further, the students are to be acquainted with Social Security Frame-work prevailing in our Country. It is necessary to know the concept of social security, its importance and also constitutional basis for the same in India.

**Course Structure:**

- **Introduction to Industrial Relation**-Concept, evolution, characteristics, scope, components, factors affecting industrial relations, approaches to IR, IR in India, prerequisites of successful industrial relation programme.
- **Industrial Conflicts/Disputes**- Meaning, essentials, classification, recognition of disputes, impact of industrial disputes, factors of industrial disputes/conflicts, Strikes-forms, prevention of strikes, lock-outs, gheraos, Ways to achieving industrial peace, Code of discipline in industry.
- **Grievances Handling**- meaning, nature, causes of grievances, procedure for redressal.
- **Collective Bargaining**-meaning, principles, contents, forms, process and levels of collective bargaining, formats of agreements, Typologies, productivity bargaining, pre-requisite of effective collective bargaining, collective bargaining in India.
- **Workers' Education**-content, significance, rationale behind workers' education, workers' education scheme in India- objectives, functions and problems.
- **Workers' Participation in Management**: concept, determinants, form and levels of participation, schemes of workers' participation in management in India.
- **Trade Union**: concept, purpose, functions, types, trade union and politics, trade union in India, major all-India trade unions, employers' organizations, Trade Union Act, 1926- major definitions, registration, rights, privileges, obligations and liabilities of a registered trade union.
- **Settlement Machinery**-Mediation and Conciliation- function, process, conciliation machinery, Arbitration-advantages, disadvantages, types, qualification of arbitration, procedure of investigation, submission of award, Adjudication-importance, types and three-tier adjudication, labour court, industrial tribunals.
- **Industrial Dispute Act, 1947**: Causes of disputes, Authorities under the Act, Procedure and Power of Authorities, Award and Settlement of industrial dispute.

**REFERENCE**

1. Owen, W.V. & Finston, H.V : Industrial Relations, Appleton-Century-Crofts
2. I.I.P.M. : Personnel Management in India
3. Heckman, I.L. & Hunuyager, S.C: Management of Personnel Function, London: Business Publication Ltd
4. Mehrotra, S.N. : Labour Problems in India.
5. Sen, Ratna : Industrial Relations in India, Macmillan Publishers India
6. Memoria, C.B. : Industrial Relations, Himalaya Publication
7. Chhabara, T.N. and R.K. Suri : Industrial Relations- Concepts and Issues, Dhanpatria & Co
8. Any book concerned with Labour Acts and Industrial Law

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB</b>	<b>IO</b>	<b>41</b>	<b>INFORMATION SECURITY AND CYBER LAWS IN BUSINESS</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

This course will assist students in their career preparation as information system security managers. The course would enable the students to articulate current and developing legal issues in the information assurance field, Analyze and interpret how relevant case and statutory law has been applied to legal problems in information assurance; also, to identify and articulate legal issues in the discipline not adequately covered by current law. Topics will include such issues as Indian and international jurisdiction, computer security, intellectual property, electronic commerce, information privacy, freedom of expression, and cyber crime.

**Course Structure:**

- **Introduction to Information Security**-Basics of Information Technology, Basics of Indian Legal System, Overview of IT Law, Cyber Law in India, I.T Act, 2000 - Introduction and its application, Relevant amendments in all other law, Constitutional protection under Cyber law, Freedom of speech and expression, Human Rights violations, Revisiting industrial and Labour Laws, E-Media and Print Media
- **e-Contract**- The Law of Contract, Construction of Electronic contracts, Issues of security, Employment Contracts, Consultant Agreements, and Digital Signature
- **Cyber Crimes & Intermediaries**-Crime : Meaning & Concept, Rights and liability-Civil, Criminal and tortuous, Offences- concept and Legal parameters, under I.T Law, Offences-detection and investigation, Offences and punishments-global scenario, Rights & liabilities of Intermediaries, Overlapping between IPC & ITA
- **IPR regime and Cyber Laws**-Understanding Copy right in information, Technology, Legal issues in Internet and Software Copy right, Patents ,Trade Marks & Data Base
- **Jurisdiction & Future Perspective of Cyber Law**-Concept of Jurisdiction, Indian context of Jurisdiction, Information Technology Amendment Bill, 2006, Information Technology Rules

**REFERENCE**

1. Raheja R. & Ahmed S. S. : A handbook on Information Technology; Cyber law and E- Commerce, Capital Law House
2. Rodney D Ryder : Business Process Outsourcing, Date Protection and Information Security, Wadhwa & Co.
3. John Vacca : Computer Forensic : Computer Crime Scene Investigation, Charles River
4. Yatindra Singh : Cyber Laws Justice, Universal Publisher
5. Ranabir Singh & Ghana Syam Singh : Cyber Space & The Law Issues & Challenges, Nalsar University
6. P.N.Baxi and R.K.Suri : Cyber and E-Commerce laws, Bharat Pub House,
7. S.V. Jozgao : Computer Contracts and Information Technology Law, Wadhwa & Co.
8. Vakul Sharma : IT Law & Practice Delhi Law House.
9. Nandan Kamath : Law relating to Computers, Internet & E-Commerce, Universal

<b>National Legislations</b>	
1. The Information Technology Act, 2000	17. Rules, 2000
2. The Indian Penal Code, 1860	18. The Information Technology (Use of Electronic Record & Digital
3. The Indian Evidence Act, 1872	19. Signatures) Rules, 2004
4. The Reserve Bank of India Act, 1934	20. The Information Technology (Security Processor) Rules 2004
5. The Indian Contract Act, 1872	
6. The Constitution of India, 1950	<b>International Legislations:</b>
7. The Indian Companies Act, 1956	➤ The Digital Signature Act, 1999
8. The Data Base Protection Act, 1998	➤ UNCITRAL Model Law
9. The Income Tax Act, 1961	➤ WIPO Copyright Treaty
10. The Copy Right Act, 1957	➤ TRIPS
11. The Trade Mark Act, 1999	➤ U.K. Patents Act
12. The Designs Act , 2000	➤ Universal Declaration of Human Rights, 1948
13. The Telecom Regulatory Authority of India Act, 1997	➤ International Covenants
14. The Indian Patent Act, 1970	➤ California Database Protection Act, 2004
15. The Consumer Protection Act, 1986	
16. The Information Technology (Certifying Authorities)	

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB</b>	<b>IO</b>	<b>42</b>	<b>ARTIFICIAL INTELLIGENCE FOR BUSINESS APPLICATIONS</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The course intends to introduce the concept of Artificial Intelligence to the students of MBA program specializing in Information Technology with the application of artificial intelligence in business. The business world has become interested in artificial intelligence both as a new ways of approaching old problems, and as a tool for doing things that could not been done before.

**Course Structure:**

- **Introduction**-Artificial Intelligence, the concept and necessity, timing when will Computers become truly intelligent, working of Artificial Intelligence, users of artificial Intelligence, Basics of Artificial Intelligent. Components of AI Importance of AI Emergence in Business
- **Expert system (ES)**-Early Expert System. Expert System as a Source of Knowledge. Structure of an Expert System. Development Interface. Explanation Facilities and Justifications. Development of an Expert System. Implementation of an ES. Testing an ES System. Modes and Applications of Expert Systems Benefits and Limitations of an ES
- **Natural language processing (NLP)**-Definition, Goals and Brief History of NLP. Levels of NLP. Approaches to NLP. NLP Applications
- **Robotics**-Brief History of Robotics. Basic Understanding of Robotics. Application of Robotics in Business and Industry.
- **Neural network**-Definition and Basic Concept of Neural Network. Properties of a Single Neuron. Synaptic Integration and Neuron Models. Essential Vector Operations. Early Networked Models: Perception. Representation of Information Application of Neural Network in Business and Commerce
- **Application of AIIN Management and Finance**-Artificial Intelligence in Investment Management. Portfolio-Selection System Issues. Knowledge representation and Inference. Handling Investment Uncertainties. Knowledge Acquisition, Integration, and Maintenance . Integrating Knowledge with Portfolio Optimization. Integrating Knowledge with Database .
- **Genetic algorithm**-What is Genetic Algorithm? A simple Genetic Algorithm. Advantages and Limitations of Genetic Algorithm. Applications of Genetic Algorithm

**REFERENCE**

1. Walter Reitman : Artificial Intelligence Applications or Business Editor, Ablex Publishing Corporation
2. Derek and K. M. Hussain : Artificial Intelligence and Business Management, Ablex Publishing Corporation
3. Joel G. Siegel and Jae K. Shim : The Artificial Intelligence Handbook: Business Applications in Accounting, Banking, Finance, Management, Marketing, Thomson/South –Western
4. Stuart J. Russell and Peter Norvig : Artificial Intelligence: A Modern Approach, Prentice Hall
5. Stephen J. Andriole : Applications in Artificial Intelligence, Petrocelli Books
6. C. D. Manning and H. Schutze :Foundations of Statistical Natural Language Processing, Massachusetts Institute of Technology
7. James A. Anderson :An Introduction to Neural Networks, Massachusetts Institute of Technology
8. Robert R. Trippi and Jae K. Lee :Artificial Intelligence in Finance and Investing-State of the Art Technologies for Security Selection and Portfolio Management, Irwin Professional Book Team
9. S. N. Sivanandam and S. N. Deepa :Introduction to Genetic Algorithm, Springer

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>IO</b>	<b>43</b>	<b>e-BUSINESS</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The course on e-Business is designed to bring the management graduates in terms with the rising emergence of Information and Communication Technology (ICT) in almost all aspects of business and trade transactions.

**Course Structure:**

- **Introduction to the Basic Concepts**-Internet, Intranet, Extranet, Definition, Goals of e- Business, Difference between e-Commerce and e- Business, Models of e- Business, Advantages and Limitations of e-Business over traditional business setup
- **Banking Transactions**-Inter Banking, Intra Banking, Electronic Payments, (Payment – Gateway Example), Securities in e-banking (SSL, Digital Signatures – Examples), Services Provided: ATM, Smart Card, ECS (Electronic Clearing System), Telephone, Electricity Bills
- **Web Based Business Models**- e-Commerce, B2B Model, B2B Tools, B2C Model, EDI
- **Electronic Payment and Security Systems**-Basic Requirements for safe e-Transactions, Electronic Market/e-Shops, Introduction to Network Security, Types of Security, Firewalls
- **Contemporary Issues in E-Business and Cases**

**REFERENCE**

1. Milind Oka : e – Commerce, Everest Publishing House
2. C.V.S. Murty : e– Commerce:, Himalaya Publishing House
3. Joshph : e-Commerce. An Indian Perspective, PHI
4. Samantha Shurely : e-Business with Net-Commerce:, PHI
5. W. Cheswick, Stevens, & Aviel Rubin : Fire Wall and Internet Security:, Addison-Wesley Professional
6. Ashok Agarwal : e-Governance Case Studies :
7. Ravi Kalakola and Andrew B. Whinston : Frontiers of Electronic Commerce:

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>IO</b>	<b>44</b>	<b>IT INFRASTRUCTURE MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

This course aims to acquaint the students MBS program specializing in Information Technology with the nuances of managing the IT infrastructure of any organization.

**Course Structure:**

- **IT Infrastructure –An Overview**-The Meaning of IT Infrastructure. Challenges in IT Infrastructure Management. Design Issue of IT and IT Infrastructure. Determining Customers' Requirements. IT Systems Management Process. IT Service Management Process. Patterns for IT Systems Management. IT Infrastructure Library.
- **Service and Delivery Process**-Service Level Management. Financial Management. IT Service Continuity Management. Capacity Management. Availability Management
- **Service Support Process**-Configuration Management. Incident Management. Problem Management. Change Management. Release Management.
- **Storage Management**-Introduction to Storage. Backup and Storage. Archive and Retrieve. Disaster Recovery. Space Management Database and Application Protection. Bare Machine Recovery. Data Retention.
- **Security Management**-Introduction. Computer Security. Internet Security. Physical security. Identity Management. Access Control System. Intrusion Detection.
- **IT Ethics**-Introduction. Intellectual Property. Privacy Law. Computer Forensics. Ethics and Internet. Cyber Crimes.
- **Technical Support**-Introduction. Basic Concept. Goal, Scope and Objective. Benefits, Costs, and Possible Problems. The Technical support Processes. Impact of Internet on Technical Support

**REFERENCE**

1. Best practice for ICT Infrastructure Management by Office of Government commerce (OGC), TSO UK.
2. Phalguni Gupta, Surya Prakash, and Umarani Jayaraman :IT Infrastructure & It's Management, Tata McGraw Hill

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>IO</b>	<b>45</b>	<b>INFORMATION SYSTEMS ANALYSIS AND DESIGN</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

This course is for the students of MBA program, who are specializing in Information Technology. It aims at acquainting these students with tools techniques of planning, analyzing, designing, implementing and maintaining Information system.

**Course Structure:**

- **Information and Management**-Types of Information. Need for a Computer-based Information System. Management Structure. Management and Information Requirements. Qualities of Information.
- **Systems Concepts**-Introduction. Classification of Systems. Attributes and Concepts. System and Its Parts. The System Development Life Cycle.
- **Systems Planning**-Players in the System Game –Information Workers and Systems Analyst. Accessing the Requirements. Information System Building Blocks-Data Building Block, Process Building Block, and Interface Building Block The Process of Systems Development-The Capability Maturity Model and Underlying Principles for Systems Development. A System Development Methodology – Project Identification, Project Phases, and Cross Life Activities. Alternative Routes and Methods- Model Driven Route, Rapid Application Development Route, Commercial Off-the Shelf Package Route, Hybrid Approaches, and The maintenance and Reengineering Route. Automated Tools and Technology-CASE (Computer Aided System Engineering) and Application Development Environment
- **Systems Analysis**-Concept of System Analysis? System Analysis approaches- Model Driven analysis approaches, Accelerated analysis Approaches, Requirements discovery methods EAST Systems Analysis Strategies. The Preliminary Investigation Phase. The problem Analysis Phase. The Requirement Analysis phase. The decision Analysis Phase. Data Modeling and Analysis. Process Modeling. Feasibility Analysis and the System Proposal
- **System Design**-Concept of System Design? System Design Approaches- Model Driven approaches, Rapid Application Development (RAD), FAST Systems Design Strategies. Database design. Output Design and Prototyping.. Input Design and Prototyping. User Interface Design. Logical Design. Physical Design
- **System Implementation**-Documenting the System. Training and Supporting Users. Organizational Issues in Systems Implementation. Maintaining Information Systems. Review of System Performance (System audit)
- **System Support and Security**-Definition of Systems Operations and Support. Technical Support Data Security and Reliability Considerations in Designing a System

**REFERENCE**

1. V. Rajaraman : Analysis and Design of Information System, PHI
2. Arthur M. Langer : Analysis and Design of Information Systems, Springer
3. G. B. Shelly, H. J. Rosenblatt : System Analysis and Design, Cengage Learning
4. J. B. Dixit and Raj Kumar : Structured System analysis and Design, Laxmi Publications (P) Ltd.
5. J. L. Whitten, L. D. Bentley & K. C. Dittman :Systems Analysis and design Methods, Tata McGraw Publishing Company Limited

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>IO</b>	<b>46</b>	<b>MANAGING IT- ENABLED SERVICES</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

This course is for the students of MBA program, who are specializing in Information Technology. It aims at acquainting these students with tools & techniques of planning, analyzing, designing, implementing and maintaining Information Technology based services.

**Course Structure:**

- **The IT/ITES Enabled Revolution Challenges and Opportunities**-IT Enabled Development, Innovation and Business Transformation. Opportunities and Strategies in IT Enabled Services. The Enabling Environment for ITES
- **Enabled Out-Sourcing Services**-Extended Enterprise. Outsourcing Context. IT-Enabled Outsourcing Service Segments. Development of the eServices Capability Model. An Analysis of Quality Models and their Applicability to IT enabled Outsourcing Services.
- **Human and Institutional Capital**-Human Capital Requirements for ITES, Private sector support Institutions, Public Sector Support Institutions.
- **International Trade Negotiations and Ites Export Development**-The IC Revolution. Promoting Ex[ort development. Barriers to Trade in ITES. Role of International Bodies (WTO & UNCTAD) in facilitating Trade in ITEST/ITES
- **Case studies**

**REFERENCE**

1. Nikhil Treebhooon (Ed.), : Promoting IT Enabled Services Commonwealth Secretariat
2. E. B. Hyder, M. C. Paulk, K. M. Histon & B. Hefley: eSourcing Capability Model for service providers Van Haren Publishing

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>MO</b>	<b>41</b>	<b>SALES AND DISTRIBUTION MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

It aims to help management students understand the fundamentals of Sales management and Distribution management so as to recognize the need of Business and to have the effective Sales and Distribution strategies for the satisfaction of channel partners.

**Course Structure:**

- **Evolution of Sales Management**-Nature and Role of Sales Management, Sales Strategies: Relationship Strategy; Double win; Hard Sale Vs Soft Sale Strategy, Setting Personal selling objective, Recruiting Sales Personnel: Planning; Sources, Selecting a Sales Personnel: Hiring Procedure; Socialization
- **Sales Training Program**-Role of a trainer; Training Method; Designing sales training program, Motivating Sales Personnel, Designing and Administering Compensation: Financial Compensation Methods, Nonfinancial Methods, Sales Meeting:, Sales Contests: Contest Prizes; Managerial Evaluation of Contest
- **Sales Organization:** Sales Organization Concepts - Structures, Quotas for Sales personnel: Procedure; Types; Methods, Territories: Size; Allocation; Designing; Allocating Sales Efforts, Sales Information System: Planning; Reports, Evaluation of Sales Force: Process
- **Marketing Channel**-Importance; Structure; Flow, Wholesaling: Functions; Classification; Key tasks, Retailing: Organized Retail in India; Types of Retailer; Role of Retailer; E-Tailing, Market Logistics: Scope; Inventory Management; Warehousing; Transportation
- **Designing Channel System**-Channel Design; Channel Planning, Selecting Channel Partners: Change; Training; Motivating; Evaluating, Channel Management: Use of Power; Channel Conflict, Channel Information System: Elements; Purpose, Channel Performance Evaluation, International Channels: Mode of Entry Decision
- **Case Studies in Sales**

**REFERENCE**

1. Panda T, Sachdev S, : Sales and Distribution Management, Oxford University pres
2. Havaladar, Krishna K, : Sales and Distribution Management, Tata McGraw Hill
3. Gupta S. L, : Sales and Distribution Management: Text and Cases in Indian Perspectives, Excel Books
4. Still, Kundiff, Govoni,: Sales and Distribution Management, PHI,
5. L. Gorchels, C. West, E. J. Marien, :The managers guide to distribution channels, McGrawHills,
6. Russell W. McCalley, : Marketing channel management: people, products, programs, and markets, Greenwood Publishing Group,
7. Robert Hastings : Channel Sales and Management In Distribution, Businessman Publishers,

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>MO 42</b>	<b>INTERNATIONAL BRAND MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

To provide a comprehensive knowledge of International Brand Management in the context of intensifying competition between brands in the global landscape.

**Course Structure:**

- Concept of a Brand, Brand Vs product, evolution of brand, brand perspectives, Branding challenges and opportunities, Concept of brand equity.
- Brand Development –Extension, Rejuvenation, Re-launch-Product Vs Brands, The brand equity concept, establishing a brand equity concept, identity and image, Brand leveraging & brand performance-establishing a brand equity management system, measuring sources of brand equity and consumer mindset, co-branding ,celebrity endorsement.
- Designing and implementing branding strategies, Brand product matrix, brand hierarchy, brand extension, advantages and disadvantages of brand extensions, evaluation of brand extension, managing brands over time, reinforcing brands, revitalizing brands, adjustment to the brand portfolio.
- Rationale for going international, making brands to go global, need of geographical extension of brand, Opportunities of global branding, consumers and globalization, conditions favoring global brands, organizing for a global brand, advantages and disadvantages of global marketing programme.
- Global customer based brand equity, Global brand positioning, Building global customer based brand equity, similarities and differences in the global branding landscape, steps in global brand building, marketing infrastructure for global branding, brand partnership, global and local control, balanced standardization Vs customization, implantation of global brand equity measurement system, leveraged brand elements.

**REFERENCE**

1. Jean Noel, Kapferer : Strategic Brand management, Kogan Page
2. Kevin Lane Keller : Building, measuring and managing brand equity, Prentice Hall India
3. Y L R Murthy : Brand Management, Vikash publishing House
4. Subrato Sengupta : Brand Positioning, Tata McGraw Hill
5. Chunawala : Compendium of Brand Management, Himalayan Publishing
6. Harsh V Verma : Brand Management, Excel books

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB</b>	<b>MO</b>	<b>43</b>	<b>e-MARKETING</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

It will acquaint the students with the basics of e-marketing, enhancing e-marketing performance, enhancing customer experience, evaluating and measuring e-marketing campaigns.

**Course Structure:**

- **Framework for e-marketing** - Evolution, Commercial beginnings of the Web, Characteristics, Drivers of Internet Economy; Internet Business models and Strategies; e-marketing Plan, Internet as a marketing platform: opportunities, challenges, barriers and benefits of e-marketing
- **Applications of Web 2.0**-in Marketing, tools of web 2.0, Blogs, Applications of web 2.0 in India, Internet communities and marketing: the creation and transfer of value within communities, Overview of Global E marketing, Future of e-Marketing
- **Marketing Environment** - Ethical, legal, Social and regulatory issues in e-Marketing, Internet as a direct Response Medium, Understanding the e-Consumer, e-Consumer Behavior, Internet User Segments, ~~Customer Acquisition on Internet~~, Building e-Brands, Interactive Brand Building, Recent Trends in e-branding
- **Differentiation and Positioning** - Strategies in e-marketing, Distribution in e-marketing, e-marketing Communication - Online Advertising, Search Email, and other marketing tools, Customer Relationship in e-Marketing, Customer Service and Support in web space, Recent Trends in e-customer service.
- **Developing and maintaining website for e-marketing** - Measuring and Evaluating Web Marketing Programs, Variables used to measure website traffic, audiences and marketing campaigns, Measuring internet advertising effectiveness. Role of Social media in advertising.
- **Case Studies in E marketing**

**REFERENCE**

1. Mohammed, Fisher, Jaworski and Cahill : Internet marketing – building Advantage in a networked economy Tat McGraw-Hill
2. Strauss and Frost : E-Marketing, Prentice-Hall
3. Mary Roberts : Internet Marketing, Cengage Learning
4. Vassos : Strategic Internet Marketing – Practical e-commerce & branding Tactics, Que Books
5. Chaffey, Meyer, Johnston and Ellis – Chadwick : Internet Marketing, Prentice- Hall/Financial Times

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>MO 44</b>	<b>INTERNATIONAL RETAIL MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The aim of this course is to explain the basic expressions and theoretical background of retailing, and to provide students with experience from the field of retailing in international environment with the stress on retail strategies and their application by individual companies under particular conditions.

**Course Structure:**

- **Overview of International Retailing:** Retailing defined, functions of retailing, theories, models and formats in International retailing.
- **Drivers and challenges for global retail industry,** strategic international retail expansion (SIRE)
- **International Retailing strategies:** Forms of entry in international market, multi-country competition and global competition, cross market subsidization, post entry and exit strategies, location strategies.
- **Store layout, design and visual merchandizing** – importance of design, objectives of store layout, types of store layout, space management, fixtures, flooring and ceiling, lighting, colour, signages, music, scent in international context.
- **Merchandise Assortment:** concept of private Label, Category Management – Concept, role of the Category Captain, Category Management Business Process, Assortment Planning Process.
- **Study of Retail Practices of a few developed, developing and under-developed countries.**

**REFERENCE**

1. Margaret Bruce, Christopher Moore and Grete Birtwistle: International Retail Marketing – A Case Study Approach – Butterworth-Heinemann
2. Masao Mukoyama, John Dawson, Roy Larke and Masao Mukoyama: Strategic Issues in, International Retailing: Concepts and Cases, Taylor & Francis
3. John Fernie, Suzanne Fernie and Christopher Moore: Principles of Retailing, Butterworth-, Heinemann
4. Barry Berman and Joel R Evans: Retail Management: A Strategic Approach, Pearson Education
5. Roger Cox and Paul Brittain: Retailing: An Introduction, Pearson Education Limited
6. Swapana Pradhan: Retailing Management, Tata McGraw-Hill
7. Dravid Gilbert: Retail Marketing Management, Pearson Education
8. George H. Lucas, Jr., Robert P. Bush and Larry G. Gresham: Retailing, Houghton, Mifflin in Boston
9. A. J. Lamba: The Art of Retailing, Tata McGraw-Hill

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>MO 45</b>	<b>STRATEGIC MARKETING</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of the present course is to develop analytical skills for the formulation and implementation of market driven strategies. It also aims at recognizing, embracing, and managing change by focusing on higher-level strategic issues and decision making to deliver superior value to customers in global market and competitive situations. Class participation through case discussion will be fundamental to the development of these skills.

**Course Structure:**

- **Introduction**-An Introduction to Strategic Marketing: The Changing Role of Marketing – Marketing in 21<sup>st</sup> century, Factors responsible for the change and their impact, Dimensions of Strategic Marketing, Challenges of Strategic Marketing. Market Driven Strategy – Identifying Distinctive Capabilities, Creating Value for Customer, Establishing Strategic Focus, Setting Marketing Objectives.
- **Relationship Strategy**-Market Segmentation Strategy – Creating New Market Space, Matching Value Opportunities and Capabilities, Target Market Strategies, Positioning Strategy
- **Product Strategy**-Product Strategies - Product Strategy Issues & Challenges, Product Life-Cycle Strategies, Strategies New Product, Branding Strategies, Packaging Strategies
- **Pricing Strategies** – Analyzing Customer Price Sensitivity and Competitors' Response, Legal & Ethical Issues in Pricing, Price Positioning, Pricing Strategies & Pricing models
- **Integrated Marketing Communication Strategies** – Setting IMC Objectives, Deciding Role of Promotion, Pull vs. Push Strategies, Advertising Strategy, Creative Strategy, Media Strategy, Strategies for Sales Promotion, Publicity & Direct Marketing.
- **Distribution Strategy**-Channel Objectives, Role Performed by Distribution System, Strategies at different Channel Levels, Implementation Strategies
- **Suggested Case Readings**-State Bank of India Competitive Strategies of a Market Leader; Sony Ericsson's Mobile Music Strategy; Monster Inc. Strategic Growth in India; Starbucks : Selling Experience; Bausch & Lomb Effective Positioning; Horlicks' & Cadbury's Repositioning Strategies; The Nirma Story; Pepsico's 'Focus' Strategy; Launch of Amaron Automotive Batteries; Hindustan Times Vs Times Of India; Promotional Strategies of Cellular Service Providers in India; Cox and Kings Service with a Difference; Social Marketing Lessons from CRY in India; Dell's Distributions System.

**REFERENCE**

1. Carol H. Anderson : Strategic Marketing, Houghton Mifflin Harcourt
2. D. W. Cravens & N. F. Piercy : Strategic Marketing, McGraw Hill/Irwin
3. O.C. Ferrell, Michael D. Hartline: Strategic Marketing, South-Western Cengage
4. Boyod Wilker, Mullins Larrech : Marketing Strategy, McGraw Hill
5. Colin, David J. : Strategic Marketing Management; Planning, Implementation & Control: Pearson  
Richard M. S. Wilson; Gilligan, Oxford, Butterworth-Heinemann
6. Aaker, David : Strategic Marketing, Wiley-India
7. George S. : Market Driven Strategy Day; Process of Creating Value, Free Press
8. J. P. Guiltinan, G. W. Paul, T. J. Madden : Marketing Management Strategies and Programs, McGraw-Hill  
Companies
9. Jain, Subhash : Marketing; Planning and Strategy, South-Western College Pub
10. Kerin Roger, Peterson Robert : Strategic Marketing Management, Allyn and Bacon
11. P. Baines, R. Brennan & P Garneau : Contemporary Strategic Marketing, Palgrave

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>MO</b>	<b>46</b>	<b>INTERNATIONAL MARKETING RESEARCH</b>
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**Course Objective:**

**Total Periods: 40 (4 Credits)**

The objective of the paper is to acquaint the students with the tools and techniques of international marketing research so as to develop a rational marketing strategy in the area of international trade.

**Course Structure:**

- **Introduction :** Nature and scope of marketing research; marketing research in international context-importance, complexities and issues; Organizational framework for international marketing research; International Marketing Information System (IMIS)
- **Marketing Research Process:** An overview; problem identification and definition; Preparing research proposal; Exploratory, descriptive and experimental research designs; international secondary data sources; Primary data collection methods and complexities of data collection in international marketing research; Online data sources and research.
- **Questionnaire preparation:** Ethic and emic dilemma; Sample design- sampling methods and sample size determination; Fieldwork and data collection; Sampling and non sampling errors.
- **Multi-country Data Analysis and Interpretation:** Data editing and coding preliminary data analysis, Univariate and multivariate data analysis techniques-Discriminate analysis, factor and conjoint analysis: (including application software). Issues in multi-country data analysis-Data comparability and validity problems; Report preparation and presentation.
- **Cross-cultural Consumer research:** Attitude measurement and scaling techniques; Product research; Advertising research; International market opportunity analysis; Ethical issues in international marketing research.

#### REFERENCE

1. Aaker, David A, V.Kumar arki George S Day, Marketing Research, John Wiley and Son.
2. Douglas, S.P. and C. C. Samuel, International Marketing Research, Prentice Hall of India Private Ltd., New Delhi
3. Kumar, V. International Marketing Research, Prentice Hall.
4. Malhotra, Naresh K., International Marketing Research- An Applied Orientation, Pearson.

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>OO</b>	<b>41</b>	<b>TOTAL QUALITY MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

This course intends to introduce the concept of Total Quality Management, which hinges on continuous improvements as the core mission of the upper management. Zero- defect or non- conformance is the operational objective of an organization. It intends to explain concept and strategies for implementing and managing quality for product and services, to discuss various aspects and interfaces within and outside the system.

**Course Structure:**

- **Understanding Quality**-Quality, Competitiveness and Customers, Understanding and Building the Quality Chains, Managing Quality, Quality starts with understanding the Needs, Quality in all functions.
- **Models and Frameworks for Total Quality Management**-Early TQM Frameworks. Quality award models, the four Ps and three Cs of TQM- A new models for TQM.
- **Policy, Strategy and Goal Deployment**-Integrating TQM into the Policy and Strategy, The Development of Policies and Strategies.
- **Design for Quality**-Design, Innovation and Improvement, The Design Process, Quality Function Deployment (QFD) – The House of Quality, Specifications and Standards, Design in the Service sector, Failure Mode, Effect and Criticality Analysis (FMECA), the links between good design and Managing the Business.
- **Performance Measurement Framework**-Performance measurement and improvement cycle, Cost of Quality, the Process model for Quality Costing, A performance measurement Framework, The implementation of performance measurement systems.
- **Benchmarking**-The Why and What of Benchmarking, The purpose and Practice of Benchmarking, The role of Benchmarking in Change, Communicating, Managing stakeholders and lowering Barriers, Choosing Benchmarking-Driven Change activities wisely.
- **Process Management**-Process Management Design, Process. Classification framework and Process Modeling, Process Flowcharting. Leadership, People and Implementation aspect of Process Management.
- **Process Redesign/ Engineering**-Re- Engineering the Organization, What is BPR and what does it do, Processes for redesign, The Redesign Process, BPR- the People and the Leaders.
- **Quality Management System**-Concept of Quality Management System, Quality Management System requirements, other management systems and models, Improvements made to Quality Management Systems.
- **Continuous Improvement**-A Systematic approach, Some basic tools and techniques, Statistical Process Control, Some additional techniques for Process Design and Improvement, Taguchi Methods for Process Improvement, Six Sigma, The DRIVE Framework for continuous improvement.
- **Human Resource Management**-Introduction, Strategic alignment of HRM policies, Effective Communication, Employee Empowerment and involvement, Training and Development, Teams and Teamwork
- **Communications, Innovation and Learning**-Communicating the Quality Strategy, Communicating the Quality message, Communication, Learning, Education and Training.
- **Implementing TQM**-TQM and the Management of Change, Planning the Implementation of TQM, Sustained improvement.

**REFERENCE**

1. Bank, J. : The Essence of Total Quality Management, Prentice Hall.
2. Dale, B. G.(ed) : Managing Quality, Philip Allen, Hemel Hempstead
3. Feigenbaum, A.V. : Total Quality Control, McGraw Hill, New York.
4. Nasao Nemoto : Total Quality Control for Management, Englewood Cliffs, N. J. Prentice Hall Inc.
5. Crosby, P. B.: Quality is Free, McGraw Hill, New York.
6. Juran, J.M., (ed) : Quality Control Handbook, McGraw Hill, New York.
7. Kehoe, D.F. : The Fundamentals of Quality Management, Chapman & Hall, London
8. Grant, E. L., & R.S. Leavenworth :Statistical Quality Control, McGraw Hill, New York.
9. J. J. M. & F. Gryana : Quality Planning and Analysis, McGraw Hill, New York.

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB</b>	<b>OO</b>	<b>42</b>	<b>INVENTORY MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

This course intends to develop the basic concepts, principles, problems, and procedures in inventory management and provide the student an appreciation of the crucial role of inventory and materials management in the efficiency, competitiveness, and profitability of a business organization. Further it will also help in formulation and application of methods and models for inventory management.

**Course Structure:**

- **Inventory concept**-Importance & Scope of Inventory Control, Types of Inventory, functions, use; Dependent and Independent Demand of Inventory, Costs Associated with Inventory, Selective Inventory Control, Classification of items, and Inventory control with deterministic and stochastic demands with and without lead time. Understanding lead time. Internal and external lead time. Cumulative lead time.
- **Strategic Inventory Management**-Objectives and Importance of the inventory management function in reference to Profitability, Strategy, customer satisfaction and Competitive Advantage. Competitive Inventory management, Reduce Inventory Costs through Inventory Strategies: Benchmarking, Streamline process, Know your vendors, Establish a vendor scorecard, Manage your vendors, Negotiate terms, Provide limitless access to information systems, Invest in systems, Invest in inventory control staff, Consistent forecasting philosophy, Review, recite, and retain key data, Clear a day's-work-in-a-day, Liquidation, Inbound freight, Importing.
- **Inventory Classification**-Its use in controlling inventory, Setup time and inventory control, safety stock determination considering service level. Strategies to increase Inventory Turns, Reduce throughput time, Reduce WIP, eliminate waste, and reduce inventory level in service and manufacturing organizations.
- **Inventory models**-Fixed Order Versus Fixed Interval systems –Developing Special Quantity Discount Models – Inventory Model for Manufactured Items –Economic Lot Size when Stock Replenishment is instantaneous., Perishable Inventories, allocation and distribution model for perishable products, Continuously deteriorating inventory models, age dependent perishability, Periodic Review Models with Stochastic Demand, Single period (Newsboy) Models, Dynamic Inventory Models with Stochastic Demand
- **Material Requirement Planning Systems (MRP)**-Meaning, purpose and advantage of MRP, Data Requirements and Management –Bill of Materials, Master Production Schedules, process of MRP, output of MRP. Make Or Buy Decisions: Concept of outsourcing, Factors influencing Make Or Buy Decisions, Trends in Make Or Buy Decisions in context of core competency.
- **Materials Management**-MM in JIT Environment: Zero inventory concept, Excess Inventory: Roadblock to World-Class Manufacturing, Materials management in JIT environment, Vendor Managed Inventory, vendor relationship in JIT context.

**REFERENCE**

1. E. L. Porteus : Foundations of Stochastic Inventory Theory, Stanford Univ. Press,
2. P. H. Zipkin : Foundations of Inventory Management, Irwin/McGraw-Hill,
3. I Sahin : Regenerative Inventory Systems, Springer Verlag,
4. Zipkin : Foundations of Inventory Management –McGraw Hill.
5. Seetharama L Narsimhan, Dennis W McLeavy and Peter J Billington: Production Planning and Inventory Control - Prentice Hall Of India Pvt Ltd
6. J. R. Tony Arnold and Stephen N. Chapman: Introduction To Materials Management, - Prentice Hall
7. Richard J. Tersine : Principles of Inventory and Materials Management - Prentice Hall PTR
8. Max Muller : Essentials of Inventory Management - AMACOM/American Management Association
9. J H Greene : Production And Inventory Control - Homewood III: Richard D Irwin
10. Silver, E. and Peterson. R. : Decision System for Inventory Management and Production Control, Wiley,

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>OO</b>	<b>43</b>	<b>BUSINESS PROCESS REENGINEERING</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

Business Process Reengineering (BPR) is a systematic approach to helping an organization analyze and improve its processes. All systems are designed, developed and engineered to support business processes. Therefore, an understanding of the business processes is crucial to choosing how to build and manage systems.

**Course Structure:**

- **Introduction** to Business Processes, Business Process Excellence, Steps for Business Process Reengineering, BPR in Information Technology and Systems
- **Research Opportunities** in Business Process Technology, BPR Implementation Methodology, Semantics of Business Process Models, When Should a Process be Started, Steps to Progress BPR from Project to Program
- **Success Factors** in BPR, Decomposing Business Processes, Structured Business Process Specification, Managing Barriers to BPR Success
- **Software Reengineering**, the Process Audit, Functional Information System, Workflow Technology and Human Computer Interaction, Lean Manufacturing and the Environment, Functional Information System, Service Oriented Architecture
- **Case studies** and problems relating to real world contemporary issues in BPR

**REFERENCE**

1. Draheim, D.: Business Process Technology: A Unified View on Business Processes, Workflows and Enterprise Applications, Springer Verlag
2. H., Michael & C, James : Reengineering the Corporation: A Manifesto for Business Revolution, New York: HarperCollins Publishers, Inc.
3. C. James : Reengineering Management: The Mandate for New Leadership, New York: HarperCollins Publishers, Inc.
4. Darnton, G and Darnton, M : Business Process Analysis, Intern. Thompson Business Press,
5. D. Thomas H.: Process Innovation; Reengineering Work through Information Technology, Harvard Business School Press,

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB</b>	<b>OO</b>	<b>44</b>	<b>ADVANCED OPERATIONS RESEARCH</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of the course is to make the learner familiar with the advanced operations research techniques and their applications in managerial decision making.

**Course Structure:**

- **Allocation**-Introduction, general Linear Programming problems, Transportation Problems, Assignment Problems, Solution of Linear Programming, Transportation and Assignment Problems by computer package.
- **Theory of Games**-Introduction, Assumptions, Definitions and Classification of Games, Two Person Zero Sum Games, Pure Strategies and Saddle Point, Mixed Strategies, Shortcut method for finding optimum mixed strategies, Solution of Games by Dominance, Graphical Solution of Games, Solution by Linear Programming, Solution by Computer package.
- **Queuing Theory**- Introduction, Queuing and Cost Behaviour, Definitions for Queuing Systems, Single Channel, Single Server Queuing Model (M/M/1), Economic Aspects of Queuing Solution by Computer package
- **Simulation**-Introduction, Steps involved in Monte Carlo Simulation, Application of Simulation Method, Advantages and Disadvantages of Simulation.
- **Market Analysis**-Introduction, Markov Process, Transition Matrix, and Prediction of Market Shares for Future Periods, Steady State Conditions, Absorbing Chains, and Solution by Computer package.
- **Replacement Models**-Introduction, Replacement of Equipment which deteriorates with time, Replacement of items that Fail Completely, Staffing Problems, Solution with the help of computer, individual and Group Replacement.

**REFERENCE**

1. Harvey J. Greenberg, Frederic H. Murphy, Susan H. Shaw : Advanced techniques in the practice of operations research, North Holland
2. Quantitative Analysis for Business Decision : H.Bierman, C.P.Bonini, & W.H.Houseman , Richard D. Irwin Inc.
3. F.S. Hiller & G.J. Lieberman : Introduction to Operations Research.

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

<b>IB</b>	<b>OO</b>	<b>45</b>	<b>WORK SYSTEM ANALYSIS AND DESIGN</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

This course intends to analyze manufacturing service process for methods improvement, to learn the techniques and procedure of methods, study and work measurement including setting of time standard, to develop competence in applying methodology of work study and value engineering to design of work systems.

**Course Structure:**

- **Productivity**-Introduction, Productivity Index, Measurement of Individual worker's productivity, Productivity of Capital, Motion and Time Study and Productivity
- **Definition, Scope and History of Motion and Time Study**-Definition of Motion and Time Study, Work Methods Design, Work Measurement, Scope, Non- manufacturing Activities, Taylor's use of Time Study, Taylor's Investigation of Shoveling, Motion Study as it was developed by the Gilbreths, Micro-motion Study, The Cycle Graph and the Chrono-cycle Graph.
- **The General Problem Solving Process**-Problem Definition, Analysis of Problem, Search for Possible Solutions, Evaluation of Alternatives, Recommendations for action.
- **Work Methods Design**-Procedure, Selection, Recording Techniques, Process analysis, Setting up Time Reduction Techniques, Fundamental Hand Motions, Motion Study and Micro-motion Study, Equipments making the Motion Pictures, Film Analysis, The use of Fundamental Hand Motions, Principles of Motion Economy as related to the use of the Human Body, Workplace and Design of Tools & Equipment.
- **Time Study**-Equipments, Process, Determining the Rating Factor, Allowances, Time Standard from Standard Data and Formulas, Computer Aided Time Study, Computerized Machine and Equipment Downtime Monitoring and Reporting, Predetermined Time Systems: The Work Factor System, Methods- Time Measurement, Work Sampling.
- **Wage Payment**-The Relation of Motion and Time Study to Wage Incentives, Multi-factor Wage Incentive Plans.
- **Advance Work Study**-Synthetic Time Standards and Introduction to Predetermined Motion Time Systems and Standards, Business Process Analysis and Mapping, Basic Work System, Physical and Cognitive Task Analysis, Office Planning and Design, Value Engineering Concepts, Methods of Function Analysis and Creative idea generation.

**REFERENCE**

1. Niebel B.W. & Freivalds A: Methods, Standards and Work Design, McGraw Hill
2. ILO : Introduction to Work Study, Universal Publishing Corporation.
3. Barnes R M : Motion and Time Study: Design and Measurement of Work, John Wiley & Sons
4. Meyers F. E. and Stewart J.R.: Motion and Time Study, Prentice Hall.
5. Mundel M.E. : Motion and Time Study: Improving Productivity, Prentice Hall
6. Richard Park :Value Engineering; A Plan for Innovation, Boca Raton, St. Lucie Press.
7. Babbage, Charles :On the Economy of Machinery & Manufacturers, Charles Knight, Pall Mall, East, London.
8. Gilbreth, F.B. and L. M.: Fatigue Study, Macmillan Co., New York.

<b>PATTERN OF EXAMINATION:</b>	Marks
The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

<b>IB</b>	<b>OO</b>	<b>46</b>	<b>MAINTENANCE MANAGEMENT</b>
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**Course Objective:****Total Periods: 40 (4 Credits)**

This course intends to develop familiarity with the role of maintenance management for competitive advantage, structuring the maintenance function, preventive, predictive and productive maintenance strategies and policies for managing operation, productivity, quality and growth.

**Course Structure:**

- **Introduction** - Asset Management, Failures: Their Consequences, Role of Maintenance in Failures, Maintenance: An overview, Maintenance: An Important Tool of Planned Productivity, The Extended role of Maintenance.
- **Maintenance objectives and Functions**-Maintenance objectives, Downtime control/management, The Two-Pronged Attack.
- **Maintenance Organization** - Maintenance engineering organizational prerequisites, factors determining effectiveness of a maintenance organization.
- **Maintenance Systems**-Breakdown Maintenance, Routine Maintenance, Planned Maintenance, Preventive Maintenance, Predictive Maintenance, Corrective Maintenance, Design out Maintenance.
- **Design of Maintenance Systems**-Criticality Determination, Maintenance System Design Optimization.
- **Total Planned Maintenance System & Documentation**-Planning, System Components, Equipment Record Card, Scheduling Process, Work Specification, Maintenance Records & Documentation, History Record Card, Defect Analysis Record, Maintenance Work order, Information Analysis, Maintenance Control System.
- **Calibration and Quality**-Calibration System, Maintenance Quality
- **Maintenance Training, Incentives and Safety Management**-Need for Maintenance Training, Planning for Training Maintenance Incentives, Design Principles, Safety Principles and Guidelines, Safety Management.
- **Computers in Maintenance and Maintenance Budget**-Computer Systems, Areas of Computer Application, Maintenance Budget
- **Energy Saving Through Planned Maintenance**-Energy Saving, Cleaning & Cycling Replacement, Economizing on Light.
- **Facility Investment Decision(FID) and Life Cycle Costing**-Factors influencing Facility Investment Decisions, Alternatives to Facility Investment Decisions, Facility Investment Decisions, Concept of Economic Life, The Mathematical Model, Time Value of Money, Capital Recovery Factor, Depreciation.
- **Evaluation of Maintenance Management**-Need for Evaluation, Challenges in Maintenance Management Function, Parameters in Expectations, Background of Maintenance Function, Equipment Discard Policy, SWOT Analysis, Evaluation Process of Plant Engineering, Evaluation by Reports, Subjective Methods of Evaluation, Objective Criteria of Evaluation, Maintenance Management- Futuristic Scenario.

**REFERENCE**

1. Balachand, B.S. : Design and Management to Life Cycle Costing.
2. Bullock, J.H. : Maintenance Planning and Control, National Association of Accountants, New York
3. Get, K.H., and Bakh, I.C.: Models of Preventive Maintenance, North Holland, Amsterdam.
4. Heintzeiman, J.E. : Complete Handbook of Maintenance, Prentice Hall Englewood Cliffs
5. Hibi, S. : How to Measure Maintenance Performance, Asian Productivity Organization, Tokyo.
6. Husband, T.M. : Maintenance Management and Terotechnology, Westmead- Saxon House, London.
7. Cooling, W.C. : Maintenance Management, American Management Association, New York.
8. Terry W. : Computerized Maintenance Management Systems, Industrial Press New York
9. Corder, A. A. : Maintenance management Techniques. McGraw Hill
10. Harriss, Ellya, M.J. : Management of Industrial Maintenance, Butterworths, London.
11. Higgins, L.R. & Morrow, L.C. : Maintenance Engineering Handbook, McGraw Hill New York.
12. Mann, L., Jr. : Maintenance Management, Health and Company, Lexington D.C., UK.

<b>PATTERN OF EXAMINATION:</b>		Marks
Theory Paper:	The theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts - A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals:	Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks		100