SYLLABI OF ELECTIVE PAPERS FOR
MBA (Full-time), MBA (Part-time), MBA (International Business) and MBA (Travel and Tourism)
PROGRAMMES
LIST OF ELECTIVES

Concentration Areas/Functional or Sectoral Streams

MARKETING

1. Consumer Behaviour
2. Advertising and Promotion Management
3. E-Commerce
4. Marketing Research
5. Strategic Marketing
6. International Marketing (Only for MBA (Full-time) and MBA (Part-time) Programmes)
7. Sales Management
8. Services Marketing
9. Brand and Product Management
10. Retail Management
11. Industrial Marketing
12. Distribution Management
13. Customer Relationship Management
14. Digital Marketing
15. Marketing Analytics
16. Strategic Marketing for Non-profit Organisations

FINANCE

1. Industrial Finance
2. Working Capital Management
3. Corporate Taxation
4. Security Analysis and Portfolio Management
5. Management of Financial Services
6. Financial Derivatives
7. Corporate Restructuring
8. Banking Services
9. Financing of Small Business

HUMAN RESOURCE MANAGEMENT

1. Strategic Human Resource Management
2. Management of Industrial Relations
3. Management Training and Development
5. Compensation Management
6. Human Resource Planning and Development
7. Organisational Change and Intervention Strategies
8. Managing Interpersonal and Group Processes
10. Performance Management
INFORMATION TECHNOLOGY MANAGEMENT

1. Enterprise Resource Planning
2. Strategic Management of Information Technology
3. Data Base Management Systems
4. Business Process Reengineering
5. System Analysis and Design
6. Technical Foundation for E-Business
7. Data Mining for Business Intelligence
8. Advanced Data Analytics for Business Decisions
9. Technology Management

PRODUCTION AND OPERATIONS MANAGEMENT

1. Supply Chain Management
2. Purchasing and Materials Management
3. Quality Management
4. International Logistics Management (Only for MBA (Full-time) and MBA (Part-time))
5. Service Operations Management
6. Project Management

INTERNATIONAL BUSINESS

1. Quality Management
2. Service Operations Management
3. Purchasing and Materials Management
4. Project Management
5. Supply Chain Management
8. Working Capital Management

TRAVEL AND TOURISM

1. Cargo Management
2. Flight Operations Management
3. Tour Package Management
4. Management of Travel Agency and Tour Operations
5. Service Operations Management
6. Quality Management in Service Industry
1. Corporate Social Responsibility
2. Management of NGOs
3. Simulation and Modelling
MARKETING – ELECTIVE PAPERS

1. Consumer Behaviour
2. Advertising and Promotion Management
3. E-Commerce
4. Marketing Research
5. Strategic Marketing
6. International Marketing (Only for MBA (Full-time) and MBA (Part-time) Programmes)
7. Sales Management
8. Services Marketing
9. Brand and Product Management
10. Retail Management
11. Industrial Marketing
12. Distribution Management
13. Customer Relationship Management
14. Digital Marketing
15. Marketing Analytics
16. Strategic Marketing for Non-profit Organisations
1. CONSUMER BEHAVIOUR

Objective:
The basic objective of this course is to develop an understanding about the many aspects of consumer behaviour and its applications in marketing.

Module I:
Introduction to Consumer Behaviour; Consumer Behaviour and marketing Strategy, Methods of consumer research, Applications of consumer behaviour knowledge in marketing. Contributing disciplines and area like psychology, social psychology, economics, anthropology etc.; Diversity of consumers and their behaviors, Profiling the consumer and understanding their needs, Segmentation, Consumer Decision making process and decision making roles; Information Search Process; Evaluative criteria and decision rules; Are consumers Rational or emotional; Involvement theory and applications.

Module II:
Consumer needs, theories of Motivation and their applications; Process theories and content theories; Personality and self concept; Theories of personality, Trait theory and measurement; Motivational Research. Perception: Thresholds of perception, Subliminal perception, Perceptual process dynamics; Positioning methods and measurement; Perceptual mapping methods, multi dimensional scaling; Consumer imagery.

Module III:

Module IV:

Module V:

Suggested Readings:
2. Engle, J F etc. Consumer Behaviour, Chicago, Dryden Press, Howard, John A etc.
The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
2. ADVERTISING AND PROMOTION MANAGEMENT

Objective:
The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programmes and other methods of promotion.

Module I:
Integrated Marketing Communication, different types of promotion, concept and the process. Role of advertising in the marketing process: Functions, advantages and disadvantages of Print, TV, Radio, Direct, Digital, Out-of-home, Activation and In-store types of advertising. Advertising agency, structure of an agency and its functions, the process of developing an ad; brand manager, type of agencies, market research firms, major players in advertising, legal, ethical and social aspects of advertising.

Module II:
Objective Setting and market Positioning; Determination of Target Audience and understanding them. Building of Advertising Programme—Message, Headlines, concept of copy, theme and appeal, copy writing and copy research, message: design and evaluation; Copy, Logo, Illustration, Appeal, layout, Campaign Planning; Writing a (1) Strategic planning brief, (2) Creative brief, Creating a Campaign with the different types of advertising, Implementing and Co-ordinating a national campaign. Creative Strategies, Production and execution of TVCs and print ads, advertising appropriation, factors influencing advertising budget, methods of advertising budgeting.

Module III:

Module IV:
Sales Promotion and marketing Mix; nature and Types of sales Promotion. Consumer promotion and dealer promotion, pitfalls of excessive sales promotion and its impact on brand equity. Consumer Behaviour and Sales Promotion: Deal Prone Consumer; Sales Promotion’s Impact on Sales; Designating of effective promotion campaigns. Implementation of promotion campaigns. Evaluation of Sales Promotion Experiments; Choice and Purchase Timing Models; Ethics of sales promotion, Strategic Issues in Designing sales promotional Strategies.

Module V:
Manufacturer promotion planning process; retailer promotion planning process; substantive findings and issues on coupons, trade dealings, and retail promotions; public relations and publicity; sponsorships; exhibitions; word of mouth promotion; emerging trends in communication mix management.

Suggested Readings:
1. Aaker, David A etc. Advertising Management, Prentice Hall of India, New Delhi
2. S H H Kazmi, Satish K Batra, Advertising And Sales Promotion, Excel books
7. Sengupta, Subrato, Brand Positioning, Strategies for Competitive Advantages, New Delhi, Tata McGraw Hill.
9. Arun kumar, N Meenakshi, Marketing Management
12. Totten, John C and Block, Martin P. Analysing Sales Promotion: Text and Cases Chicago Commerce Communication

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
3. E-COMMERCE

Objective:
The objective of the course is to acquaint the students with the use of E-Commerce in competing markets.

Module I: Introduction to E-Commerce:

Module II: Technology Infrastructure for E Commerce:
The internet, technology and standards. Internet protocols. Mark up languages. Web servers, browsers and clients. Search engines and E mail, Bots, Emerging applications like streaming media, distributed computing, E Learning.
Internet Service Providers – Internet access providers – Internet Vs. Online Services.; Concepts – Technology – Applications –
Developing and putting on line a site. Domain registration, hiring web space, promoting the site to develop traffic.

Module III: E Commerce payment systems:

Module IV : Marketing for E Commerce:
Marketing for E Commerce. Promoting the products and services, Internet marketing technologies. Web transaction logs and customer profiling and targeting. Databases, Data mining Data ware housing, Data analysis, mailings and spam. Marketing and branding strategies in E Commerce. On line marketing research, Digital copyrights and Electronic publishing.

Module V: E Commerce some areas of business:
Retailing on the web and On line shops, Online services –travel services, on line financial services, Career and job search services
B2B Applications, Supply chain management, CRM, Online Auctions, Portals and Communities, Emerging trends in E-Commerce

Suggested Readings:
1. Laudon, Kenneth C and Traver Carol, E Commerce-Business, Technology and Society , Pearson
3. Carpenter Phil e Brands, HBS Press, Boston
4. Keen, Peter and Mark McDonald The e-Process Edge, Tata McGraw-Hill, Delhi
8. Samantha Shurety, E-business with Net Commerce Addison Wesley

List of cases and specific references including research papers and books will be announced in the class.
4. MARKETING RESEARCH

Objective:
This course emphasizes an applied approach with practical applications that give students a basic understanding of the scope of marketing research by means of lectures, case studies, group discussions, seminars, games and research projects.

Module I:
The nature of marketing research and its applications types of MR. Decision making in marketing and the role of MR to provide relevant information. Marketing Information Systems and Decision Support Systems. The MR process and Research Design.

Module II:
Sources of data, Primary and secondary sources. The sources of secondary data. Audits and panel data. Surveys and Experiments in marketing research. The experimental designs in MR.

Module III:
Measurement in MR. Concept of scales and property of scales- reliability and validity. Design of questionnaires and Schedules. Specific type of measurement instruments- attitude scales, measures of emotion, perceptual scales. Qualitative research methods, FGDs, Depth interviews, Content analysis, Projective techniques, Observation and Physiological measures.

Module IV:
Sampling Sample size determination, sampling plans and methods; Field work planning and control; Data analysis- Data Editing, Coding and tabulation. Use of software. Data screening and purification. Frequency tables, Cross tabulation, measures of central tendency and variation. Tests of hypothesis- Uni and multi variate tests Z test, T test, Chi Square tests and ANOVA- univariate and multi variate. Analysis of Experimental designs. Non parametric tests.

Module V:
Measures of association, Correlation and regression, Advanced methods of analysis in MR- Cluster analysis, factor analysis, Multi dimensional scaling, Conjoint analysis, Multiple Discriminant analysis, .

Suggested Readings:
1. Tull, Donald S, Hawkins Del I, Marketing Research – Measurement and Methods, PHI
2. Nargondkar, Marketing Research, TMH
3. Malhothra, Naresh, Marketing Research, PHI
4. William G. Zikmund, Dryden, Exploring Marketing Research
5. STRATEGIC MARKETING

Objective:
The basic objective of this course is to develop skills for analysing market competition and design appropriate competitive marketing strategies for higher market share.

Module I:
Nature and scope of market oriented strategic planning – Corporate & division planning SBUS, Business strategic planning, the marketing process, marketing plan.

Module II:
Market Situation Analysis; Analysis of Competitor’s Strategies and Estimating their Reaction Pattern and Competitive Position; Market Leader Strategies – Expanding the Total market, Protecting market Share, Expanding market Share

Module III:

Module IV:
Product Differentiation and brand Positioning, Competitive Pricing. Competitive Advertising, Role of Sales Promotion in Competitive Marketing.

Module V:
Balanced Score Card, Formulating strategies for sustainable competitive advantage; Emerging trends in strategic marketing

Suggested Readings:
2. Kaynak E and Savitt, R Comparative Marketing Systems, New York, Praeger,
7. Tony Procter Strategic Marketing
8. Musadiq A. Sahaf, Strategic Marketing, PHI.
9. Shajahan S, Viva Strategic Marketing

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
6. INTERNATIONAL MARKETING

**Objective:**
The objective of this course is to acquaint the students with the environment, principles and strategies of and trends in international marketing and related aspects.

**Module I:**
Introduction to international business; why go international? Special problems/features of international marketing vis-a-vis domestic marketing; internationalisation stages and international marketing orientations.

International business environment; economic environment; political and legal environment; demographic and cultural environment; natural environment; international trading environment.

**Module II:**
International marketing research; market profiling analysis and selection; market entry and operating strategies; exporting; licensing; contract manufacturing; foreign assembly, foreign production; joint ventures; production in free areas; third country location; counter trade; strategic alliance.

**Module III:**
International market segmentation and market coverage strategies differentiated marketing; undifferentiated marketing; concentrated marketing; niche marketing.

Product strategies; international marketing and PLC; pricing strategies; promotion strategies; distribution strategies.

**Module IV:**
International marketing organization; export department; subsidiary; foreign branches/offices; global organisation.

Multinational corporations; foreign direct investment.

**Module V:**
Foreign trade strategy of India; Foreign Trade Policy, export promotion measures; analysis of global trade and foreign trade of India; major problems of India’s export sector. trends, problems and prospects of globalisation of Indian business.

**Suggested Readings:**
1. W.J. Keegan : *Global Marketing* (PHI)
2. Cateora, Philip : *International Marketing* (Richard D Irwin)
4. Majaro, Simon: *International Marketing* (George Atten & Unwin)
5. Ministry of Commerce : *Foreign Trade Government*
7. SALES MANAGEMENT

Objective:

The objective of this course is to acquaint the students with the principles, practices and strategies for effective sales management.

Module I:
Salesmanship Fundamentals – Nature of selling, Salesmanship, Theories of salesmanship – AIDAS Theory, Right set of circumstances theory, Buying formula theory and Behavioral equation theory, Qualities of salesmen, Objectives of sales management – Sales Function and The Sales Organisation – Concept of Personal selling, Stages in the personal selling process, Sales organisations and its purposes, Setting up of sales organisations, Basic types of sales organisations.

Module II:
Selection and Training – Sales job analysis, Sales job description, Recruiting Sales persons. Selection – Screening, Interviewing/Testing, Induction and placement – Building Sales training programmes, Deciding Training Contents, Selecting training methods, Execution and evaluation of training programmes

Module III:
Sales Territories – Concept of Sales territory – Procedures for setting up Sales territories – Deciding assignment of sales personnel to territories – Sales Budget and Sales Quota – Sales budget – Purpose, form and content of sales budgets, Sales Quota – Concept, Types of quota, Quota setting procedures, Administering the quota system.

Module IV:
Motivating Salesmen – Concept of motivation, Need for motivating sales persons, Motivation and morale of sales persons, Application of different motivation theories in sales management – Compensating Salesmen – Requirement of a good sales compensation plan, Types of compensation plans, Steps in devising a sales compensation plan.

Module V:
Performance Evaluation for Salesmen – Standards of performance, Relation of performance, standard to personal selling objectives, Recording actual performance, Evaluation – Sales Meetings and Field Sales Control – Sales meetings - Planning and staging sales meetings, Sales contests, Sales Control – The sales audit, Sales analysis Marketing cost analysis.

Suggested Readings:
8. SERVICES MARKETING

Objective:
The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on national basis.

Module I:
Emergence of service economy, nature of serviced – goods and service marketing – Marketing challenges, service triangle and marketing mix. Service classification. Integrated approach to service management.

Module II:
Service consumer behavior expectation, perception and service encounter. Service quality dimensions and gap model of service quality.

Module III:
Listening to customers, Marketing Research in services. Targeting customers, relationship marketing. Creating service product, blue printing advertising Branding and packaging of services.

Module IV:
Complaint handling, Recovery management, Service Guarantees. Demand and supply management, pricing of services.

Module V:
Physical evidence of Service, service scope. Marketing of financial services and telecommunication services the Indian scenario

Suggested Readings:


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
9. BRAND AND PRODUCT MANAGEMENT

Objective:
The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of Brand and Product Management.

Module I:
Understanding brands – branding practices, Brand Manager concept & organization Product management: introduction.

Module II:
Assessment of Brands through Research – Brand identity, Brand Personality, Brand Image, brand identity, Brand Positioning, Brand Equity; Value addition from Branding – Brand-customer Relationships, Brand Loyalty and Customer loyalty.

Module III:
Managing Brands; Brand Creation, Brand Extensions Brand-product Relationships, important factors in conception and various stages of growth and maturity of brands.

Module IV:
Brand Portfolio, brands going international, brand revitalization, brand repositioning; financial aspects of brands, branding in different sectors: customer, industrial, retail and service brands.

Module V:
New product development and launching, Managing development risk, Product portfolio management; Incremental and radical innovation; product leadership; Power brands; Emerging trends in brand and product management

Suggested Readings:
2. Cooper, Product Leadership
5. Cowley, Don Understanding Brands London, Kogan page
7. Murphy, John A. Brand Strategy Cambridge, The Director Books
11. Fiona Gilmore (Ed) Brand Warriors, Profile Books
13. YLR. Moorthi, Brand Management – The Indian Context, Vikas Publishing House

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
10. RETAIL MANAGEMENT

Objective:
The aim of this course is to expose students to the basic concepts of retail management and to acquaint them with the different retail mix decisions and each of its elements.

Module I:
Introduction to retailing – retailing in India – significance of retail industry.
Types of retailers, retailer characteristics, types of merchandise, services retailing types of ownership, Multi-channel retailing, retail market strategy.

Module II:
Consumer buying behavior, the buying process, types of buying decisions, market segmentation
Information systems and supply chain management, CRM process in retailing

Module III:
Retail store location, site selection.
Retail organisation- Human resource, finance and operation dimensions.

Module IV:
The merchandise management, managing the merchandise planning process, buying merchandise, retail pricing.

Module V:
Retail communication mix, Store layout, design, and visual merchandising, Retail customer service.

Suggested Readings:
1. Levy, Michael & Barton A. Weitz Retailing Management, Irwin, London,
2. Swapna Pradhan, Retailing Management, Tata Mc Graw Hill (3 edn.), 2010
4. Chetan Bajaj, Rajnish Tuli, Nidhi Srinivastava, Retail Management, Oxford University Press, 2010

List of cases and specific references including research papers and books will be announced in the class.
11. INDUSTRIAL MARKETING

Objective:
The objective of this course is to acquaint the students with the theoretical and practical aspects of Industrial Marketing.

Module I:
Meaning and scope of Industrial Marketing; classification of industrial goods; industrial customers; components of industrial market. Comparison between industrial and consumer markets/ marketing – why and what; product and demand characteristics; customer characteristics; product /service mix; market characteristics; marketing mix characteristics. Case analysis

Module II:
Demand for industrial goods- derived demand; joint demand; price insensitivity; price sensitivity; reverse elasticity; cross elasticity. Factors affecting industrial buying decision- environmental factors; organizational environment; buying centre factors; roles in buying process; structural dimensions; individual factors; buying objectives/criteria; non- economic objectives; the buygrid model; buy classes; buy phases; appropriate marketing strategies over various buying situations and phases; business buying process complexity. Case analysis

Module III:
Market segmentation- requirements for effective segmentation; macro and micro segmentations; intermediate segmentation; nested approach to segmentation; other bases of segmentation; benefits of market segmentation; criteria for segmentation variables; market targeting; differentiation; positioning. Industrial product- product lifecycle; new product development; product revitalisation/elimination. Case analysis

Module IV:
Characteristics of industrial prices; factors affecting pricing; pricing objectives; costs in industrial pricing; pricing methods/approaches; new product pricing; pricing over the PLC; pricing policies; geographic pricing; transfer pricing; leasing. Communication mix; salient features of business marketing communication; major decisions in industrial marketing communication; trade fairs and exhibitions. Personal selling- types of industrial salesman; management of sales force; knowledge/training for sales force; organizing sales force; personal selling process. Case analysis

Module V:
Industrial marketing logistics- components of logistics ; importance of logistics; types of distribution; channel systems, multi- channel marketing; system; channel conflicts; factors influencing channel design. Marketing information system and marketing research – information requirements; utility/importance and objectives of industrial marketing research ; consumer research vs industrial research; types of research; phases of a research project; methods of data collection; sampling; research agency. Case analysis

Suggested Readings
2. Robert R Reeder et.al., Industrial Marketing , Prentice hall, New Delhi
3. Andrew C Gross et.al., Business Marketing, AITBS Publishers & Distributors , New Delhi
12. DISTRIBUTION MANAGEMENT

Objective:
The aim of this course is to expose students to the managerial issues and challenges specific to distribution management in business organizations. The objective is also to equip students to understand how marketing channels can be designed and managed with marketing orientation.

Module I:
Marketing Channels – structure function. Definition & Importance - Different forms of channels - Functions of Marketing Channels. Segmentation for marketing channel design. Supply side channel analysis- channel flows and efficiency analysis. Channel structure and membership issues.

Module II:

Module III:

Module IV:

Module V:
Channel Management – channel power. Channel Selection Process & criteria – Performance - appraisal of Channel Members → Channel Conflicts & Techniques to resolve channel conflicts

Suggested Readings:
13. CUSTOMER RELATIONSHIP MANAGEMENT

Objective:

The aim of this course is for students to fully understand how a Customer Relationship Management Programme should be formulated and implemented. The course will emphasize developing the knowledge and skills needed to create a successful CRM programme.

Module I:
CRM concepts: Acquiring customers, customer loyalty, and optimizing customer relationships, Strategic frame work of CRM – origins, the role of CRM. Types of CRM. Key cross functional CRM processes

Module II:

Module III:
The multi channel integration process- customers and the use of channels, sales force, call center, internet, website, direct mail, e-commerce, m-commerce. channel integration, channel strategies- role of customer channel experience and channel categories.

Module IV:
Analytical CRM- information management process in CRM. The data repository- data marts, data warehouse. Analytical tools for datamining- visualization tools, segmentation, prediction tools, nueral networks, decision trees, affinity grouping, churn management, customer profiling and profitability analysis, OLAP. Data protection, privacy codes of practice.

Module V:

Suggested Readings:

2. Adrian Payne, Hand Book of CRM- Achieving Excellence Through Customer Management, Butterworth Hienennan,
3. Francis Buttle , Customer Relationship Management Concepts and Technologies, Butterworth Hienennan
14. DIGITAL MARKETING

Objective:
The course aims to acquaint students with the process of marketing through Internet, Social Media and Mobile Marketing which are relevant to the marketing mix for 'Business to Business' (B2B), 'Business to Consumer' (B2C) and 'Not-for-Profit' marketing, communications and PR.

Module I:
Overview of Digital marketing, the online environment - Website Development and Management issues

Module II:

Module III:

Module IV:
Social Media Marketing (Facebook and Linkedin) - Understanding various social media platforms like blogs, forums, community sites, social bookmarking & online PR websites
Blogging and Micro Blogging (Twitter etc) Viral Marketing, Online PR and Reputation Management

Module V:
Website Analytics- Google Analytic account - Google Analytics Reports Custom Segmentation and Filters, Mobile Marketing Benefits of mobile marketing SMS marketing plan branding activities around mobile, Measuring success of mobile marketing campaigns. Email Marketing.

Suggested Readings:
1. Dave Chaffey and PR Smith E marketing excellence planning and optimizing your digital marketing : Butterworth-Heinemann, Elsevier
4. Alan Charles Worth, Internet Marketing a practical approach Butterworth-Heinemann Elsevier
15. MARKETING ANALYTICS

Objective:
The aim of this course is to acquaint students with various tools and techniques for analyzing marketing data to help make decisions about market segmentation and target market selection; new product and service development; product positioning; and allocation of marketing mix expenditures to accomplish various business objectives.

Module I: The Art and Science of Marketing Decisions
Marketing Decision Models, Response Models Response Modeling; introduction to marketing engineering ME XL software Strategic Market analysis, Market/Product Analysis Methods; Market Entry and Exit Decisions; Product Portfolio Models, GE/McKinsey portfolio for project selection/prioritization

Module II: New Product Decisions

Module III: Customer Analysis & Lifetime Value Concept:
Customer Lifetime Value Assessment and Loyalty data and customer Value model and techniques, Assessment, Software Choice models for customer targeting - Targeting and Customer Value: Logit Models, Customer Choice Models, Multinomial Logit choice models; Targeting Segments

Module IV: Marketing Decisions
Segmentation and Targeting and Positioning, Designing and Collecting Data for Segmentation Methods, Behavior-Based Segmentation: Cross-Classification, Regression and Choice Models; identifying market segments, Choosing Target Segments Distinguishing segments offer the highest potential (Cluster & Discriminant analysis) Product Positioning using perceptions and preferences; (MDS and Clustering) Positioning Through Brand Linkages, Positioning Using Mapping Techniques Combining Perception and Preference Maps Translating Preference into Choice

Module V:

Suggested Readings:
3. Wierenga, Berend (Ed.) Springer, Handbook of Marketing Decision Models, 2008,
16. STRATEGIC MARKETING FOR NON PROFIT ORGANISATIONS

Objective:
This course will focus on the nonprofit (and public) organizational issue of social marketing. Generally social marketing techniques are used to influence individuals, or groups to change their behavior inorder to improve a social good such as: individual health, the environment, and the community.

Module I:

Module II:
Acquiring and using marketing information. Strategic marketing planning. Understanding target audience behavior. Segmentation, positioning and branding concepts relevant to social marketing.

Module III:
Generating funds. Attracting human resources: staff, volunteers and Boards. Working with private sector.

Module IV:
Managing the organizations offerings. Developing and launching new offerings. social marketing-facilitating marketing behaviors. Planning and budgeting the marketing mix. Managing perceived costs.

Module V:

Suggested Readings:
3. Business publications
FINANCE - ELECTIVE PAPERS

1. Industrial Finance
2. Working Capital Management
3. Corporate Taxation
4. Security Analysis and Portfolio Management
5. Management of Financial Services
6. Financial Derivatives
7. Corporate Restructuring
8. Banking Services
9. Financing of Small Business
1. INDUSTRIAL FINANCE

Objective:
The objective of this course is to give the students a thorough knowledge of the various sources of finance for business/industrial firms in India. He/She is expected to be familiar with the terms and conditions affecting various sources. Various issues are examined from the point of view of the borrower rather than the institutions/agencies involved.

Module I:
Source of funds - Internal and External source for meeting short, medium and long term requirements - Their relative advantages and disadvantages.

Module II:

Module III:
Term loans - Institutions providing term loans - Development Banks-IFCI-ICICI-IDBI-SIDBI and other all-India financial institutions- SFCS.—Changing role of Development Banks -- various schemes of financing - lending policies - Appraisal methods.

Module IV:
Commercial Banks and Industrial Finance- Social control - Nationalisation-Lead Bank Scheme- Service Area Approach - Lending to priority sector-- Lender’s appraisal and computation of working capital requirement.

Module V:
Financing small scale industries - Institutional sources - Role of commercial Banks - Various small business loan schemes and incentives.

Suggested Readings:
4. Francis Cherunilam : Business & Government (Himalaya Publishing Co.)
6. M.L.Tnnan : Banking Law and Practice in India, India Law House

The list of case and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
2. WORKING CAPITAL MANAGEMENT

Objective:
The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective working capital management.

Module I:

Module II:

Module III:
Receivable Management – Determining the Appropriate receivable Policy, marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant Analysis, Sequential Decision Analysis.

Module IV:
Inventory Management Kinds of Inventories, Benefits and Costs of Holding Inventories, Inventory management and Valuation, Inventory Control Models.

Module V:
Short-term financing; Programming Working Capital Management; Integrating Working capital and capital Investment processes; Monetary System; Money market in India; Banking system in India; the restructuring Process; working Capital Control and banking Policy in India; Instruments of The International Money market; managing Short-term International Transactions.

Suggested Readings:

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
3. CORPORATE TAXATION

Objective:
The objective of the course is to acquaint the participant with the implications of tax structure and corporate profit planning in operational as well as strategic terms.

Module I:
Basic Concepts of Income Tax - residential status of Assessee – Tax free incomes

Module II:
Computation of Income under Different Heads of Income: Income from house property – Income from business/profession – Capital Gain – Income from other sources.

Module III:
Aggregation of income - Set off and Carry forward of Losses - Deductions and Exemptions.

Module IV:
Assessment of Companies – Computation of total income - Filing of Return of income – Procedure of Assessment – Collection and Recovery of Tax

Module V:
Income tax Authorities - Tax Planning Relating to Companies

Suggested Readings:

1. Vinod K Singania : Direct Taxes Law & Practice
2. Bhagavathi Prasad: Income Tax Law & Practice
3. Mehrotra H.C.: Direct Taxes - Law & Practice
4. Income Tax Act and Rules
4. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective:
This course is designed with a view to providing the students a comprehensive introduction to the areas of security analysis and portfolio management and to develop them the skill required for portfolio management.

Module I: Financial Markets and Investment:

Module II: Risk and Return Analysis:
Return Analysis: Concept of Return – Computation of Return; Risk analysis: Concept of Risk - Sources of Investment Risk - Measurement of Risk

Module III:
Valuation of Securities: Valuation of Debt and Equity:
Valuation of Debt: Fixed-Income Securities, Overview of fixed-income securities, Types of bonds, Bond risk, Bond pricing, Bond Yields

Module IV: Security Analysis:
Fundamental Analysis: Objectives - Economic Analysis: Macro economic factors, Economic forecasting – Industry Analysis: Industry classification by product and according to business cycle; Industry life cycle; Key factors in industry analysis – Company Analysis: Factors in company analysis, Operating analysis, Earnings of the company, Financial analysis
Technical Analysis: Meaning and assumptions of technical analysis - Charting Techniques - Dow Theory – Elliot Wave Theory - Bar and Line Charts – Point and Figure Charts - Moving average analysis – Relative Strength Analysis – Japanese Candlesticks - Technical Indicators

Module V: Portfolio Theories and Portfolio Management:

Suggested Readings:
5. MANAGEMENT OF FINANCIAL SERVICES

Objective:
The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

Module I: Financial System and Market:
Indian Financial System: Structure and constituents of Indian Financial System, Financial institutions, Financial System and Economic Development

Module II: Merchant Banking Services:
Meaning, Services of Merchant Bankers, Role and functions in new issue market, Managing issue of Shares and Bonds, Guide lines of SEBI for Merchant Bankers, Scope for Merchant Banking in India.

Module III: Mutual Funds:
Meaning, Origin and growth, types, importance, Products/Schemes, Managing Mutual Funds in India, Function of Asset Management Company, Net Asset Value, Investors rights, Selection of a Fund, Regulations regarding Mutual Funds, Evaluation of Performance of Mutual Funds, Mutual Funds rating, Mutual funds industry in India

Module IV: Other Financial Services:

Module V: Credit Rating:
Concept, functions, benefits and limitations, Credit Rating Agencies in India- CRISIL, ICRA, CARE

Suggested Readings:
6. FINANCIAL DERIVATIVES

Objective:
The course is to give an understanding of the functioning of derivative markets.

Module I

Module II
Forward and futures market – Mechanism of forward and futures market Determinants of forward and futures prices – Hedging strategies using futures – Interest rate futures – Foreign currency futures.

Module III
Options – Mechanics of option markets – Characteristics and types – Option models – Black-Schools and Binomial Models – Trading strategies, Interest rate options

Module IV
Swaps and swaptions – Mechanics of interest rate swaps valuation of interest rate swaps – Currency swaps and its valuation options on swaps.

Module V
Derivative markets in India – Futures and options on Index, Stock commodities and interest rates – Trading infrastructure for derivatives in India.

Suggested Readings:
7. CORPORATE RESTRUCTURING

Objective:
The objective of this course is to familiarise the student with the various strategies adopted by business organizations in the context of the dynamic environment facing them by re-engineering and restructuring themselves.

Module I:
Corporate Valuation: Methods of valuing the firm—value creation—Corporate expansions and diversifications

Module II:
Mergers and Acquisitions: Rationale—mechanics—evaluation of targets—merger negotiations—Legal and other formalities—tax aspects of mergers—Regulation of Mergers and Takeovers in India—Takeover code—Competition Act.

Module III:

Module IV:
Business Failure and Reorganisation: Types and causes of business failure—Reorganisation, reconstruction and liquidation—Rehabilitation and Turnaround of sick units—funding, refunding, and refinancing.

Module V:
Privatization and Disinvestments of public sector units—an evaluation of Government’s policy and strategy.

Suggested Readings:

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
8. BANKING SERVICES

Objective:

The objective of this course is to provide a basic knowledge of the theoretical and practical aspects of banking in the context of the changing economic scenario.

Module I:

Commercial Banking: Kinds of Banks—Banking System in India: Commercial Banks, Co-operative banks, and Development banks—Functions of commercial banks: primary and secondary – creation of credit—Role of Reserve Bank of India.

Module II:

Opening and operation of bank accounts: Savings Bank, Current and Fixed Deposit accounts, NRI accounts—opening and operation of accounts for various types of customers —Bank Pass Book: legal effect of entries—nature of banker-customer relationship

Module III:


Module IV:

Loans and Advances: principles of granting loans—modes of creating charges on securities—purchasing and discounting of Bills—Letter of credit—financing of international trade.

Module V:

New Trends in Banking Services: Social Banking—Lead Bank Scheme and Service Area Approach—financing of priority sectors—financial inclusion—Privatisation—Hi-tech Banking—Innovative banking products: leasing, housing finance, factoring, credit cards, venture capital financing, bancassurance, mutual funds, etc.

Suggested Readings:

1. Tannan, M.L., Banking Law and Practice in India (Wadhwa)
2. Sundaram and Varshney, Banking and Financial System (S Chand &Sons)
3. Khan, M.Y., Indian Financial System (TMH)
5. Vasanth Joshi and Vinay Joshi, Managing Indian Banks (Response Books)
6. Hempel, G.H. and Donald, Bank Management (John Wiley & Sons)
7. RBI Publications
9. FINANCING OF SMALL BUSINESS

Objectives:
The objective of the course is to familiarize the participants with the various modes of Small Business Financing.

Module I:

Module II:
Institutional agencies for promotion of small business and various schemes of assistance available – Banking and non-Banking financial intermediaries – Role of SIDBI

Module III:
Policy of RBI for MSME – Priority sector advance – Lender’s appraisal for working capital assessment and project finance – guidelines and procedures.

Module IV:
Rationale for incentives and role of MSME sector in India – Incentives and other assistance from Central and State Governments – Fiscal & Financial.

Module V:
Government Policy towards MSME sector – a review of various developmental programmes implemented over the years – a critical appraisal of MSME policy.

Suggested Readings:
4. Schumacher, E.F. *Small is Beautiful*, New Delhi, Rupa.

The list of case and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
HUMAN RESOURCE MANAGEMENT – ELECTIVE PAPERS

1. Strategic Human Resource Management
2. Management of Industrial Relations
3. Management Training and Development
5. Compensation Management
6. Human Resource Planning and Development
7. Organizational Change and Intervention Strategies
8. Managing Interpersonal and Group Processes
10. Performance Management
1. STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective:
The purpose of the course is to enable students to develop and appreciate the perspective that human resource has a strategic significance in an organisation, and the initiatives needed to achieve the ‘fit’ with the concerns of the business on a continued basis.

Module I: The conceptual framework:
Concept of HRM, HRM and personnel management, reservations about HRM, evaluation of HRM, the hr system. Investment perspective of HRM, concept of strategic HRM, nature of SHRM, strategic fit, resource-based view of strategic HRM, best fit approach, bundling of HR practices.

Module II: Organisational Wealth from HR perspective:

Module III: Framework of HR strategy:
Nature, purpose and types of HR strategies; developing, setting out, implementing and evaluating HR strategies. The impact of strategic HRM-concept of performance, HR activities and organisational performance, high performance work system, components of HPWS. Strategic HRM in action.

Module IV: HR strategies:
Human Capital Management, HCM and business; Organisational Development, OD and business; Knowledge Management, Strategic KM issues, KM and business; Employee Resourcing, Employee Value Proposition and strategic resourcing plans; Talent Management, process of TM; Strategic Human Resource Development (SHRD), Elements of HRD; Reward strategy, content of reward strategy and effective reward strategies

Module V: Implementing Strategic Change:
Employee engagement, factors affecting and enhancing employee engagement, Corporate social responsibility, rationale for CSR, strategic role of HR in CSR. HR practices that improve business performance, Psychological Contract, The Balanced Business Scorecard, Strategic HRM in India, Strategic HR perspective of Global Organisations in India, Emerging concepts and trends.

Suggested Readings:
2. MANAGEMENT OF INDUSTRIAL RELATIONS

Objective:
This course provides the conceptual and practical aspects of IR at the macro and micro levels.

Module 1: Industrial Relations Perspectives:
Conceptual framework and approaches to industrial relations; Influence of the emerging socio-economic scenario on industrial relations; Roles of employer/management, trade union and government in industrial relations; IR at the shop floor, Standing Orders, salient features of Industrial Employment (Standing Orders) Act, 1946.

Module 2: Trade Union and the employee:
Structure, characteristics and functions of trade unions; Trade Union Security; Theories and problems of trade unions; Recognition of trade unions as collective bargaining agents; Essentials of Trade Unions Act, 1926; Principles of Grievance Handling.

Module 3: Industrial Unrests:
Industrial Unrests - causes and cures of industrial disputes; Bipartite and Tripartite machineries; Collective Bargaining, Conciliation, Voluntary Arbitration and Adjudication; Collective Agreements and settlements; Authorities for settlement of industrial disputes and relevant provisions under Industrial Disputes Act, 1947; Awards and Writ of Certiorari; Productivity Bargaining and Gains Sharing.

Module 4: Method of Direct Action:
Purpose and relevance to other peaceful methods; Strikes, Lock out-concept and elements, types and forms of strike, legal, illegal and unjustifiable strikes and lock outs; protections to workmen and prohibitions on the right to strike and lock out.

Module 5: Employee Empowerment: Industrial Democracy, Workers’ Participation in Management:

Suggested Readings:
1. Mamoria C.B.and S. Mamoria : Dynamics of Industrial Relations in India.
2. Pramod Varma : Management of Industrial Relations, Vora Publications,
3. Ahmedabad.
3. MANAGEMENT TRAINING AND DEVELOPMENT

Objective:
This paper will familiarize the students with pre-training, training and post-training phases. Also this paper will help the students to have a professional approach in training needs diagnosis, setting objectives and plans for training, implementation and evaluation of its effectiveness.

Module I:
The concept of training and development – Approaches to training - Training objectives – Training vs. Education – Need for training – Learning theories and principles – Learning outcomes.

Module II:

Module III:

Module IV:

Module V:
Case Studies

Suggested Readings:
4. GLOBAL HUMAN RESOURCE MANAGEMENT

Objective:
This paper helps the students to learn how environmental and institutional constrains, including culture, impact human resource planning and other human resource functions of international firms.

Module I:
Key perspectives in Global HRM – Factors influencing the need for Global HRM – Domestic Vs. Global HRM

Module II:

Module III:
Technological advancements and Global HRM – Impacts of demographic changes and migration – Offshore sourcing – Managing international assignments including career planning.

Module IV:
Employee discipline in Global HRM – Cross-national cooperation and conflicts – Workplace discrimination

Module V:
Cultural convergence and divergence in Global HRM – Hofstede’s cultural dimensions – Grievance handling in Global HRM - Global employee relations - Global HRM challenges and trends – Case studies

Suggested Readings:
5. COMPENSATION MANAGEMENT

Objective:

Compensation management is an important HR function in modern organizations. After studying this paper, the students will get an in-depth understanding of specific issues in compensation management. This course will help them in designing and administering the compensation system. Also, it will help the students to understand the policy issues in compensation management and take appropriate course of action.

Module I:
Meaning, Importance, Objectives, and Principles of Compensation Management (CM) – Theories of wage determination – Factors Influencing Compensation

Module II:
Macro and microeconomics of labour market - Job analysis and Job evaluation for CM – Wage and Salary surveys – Techniques of work measurement –

Module III:

Module IV:

Module V:

Suggested Readings:
6. HUMAN RESOURCE PLANNING AND DEVELOPMENT

Objective:
This paper is to enable the students to have a clear view of the process of human resource planning like assessing the current human resources, estimating the supplies and demand for labour and matching demand with current supplies of labour.

Module I:
Concepts and process of HRP – Philosophy, history and features of HRD - HRD mechanisms or subsystems – Micro and Macro level scenario of HRP

Module II:
Micro and Macro levels of HRD - Methods and Techniques of manpower demand forecasting - Methods and Techniques of manpower supply forecasting – HRP at corporate level, national level and international level.

Module III:
Job analysis and job description - Recruitment, Selection and Placement - Performance appraisal and potential appraisal - Transfer and Promotion - Training and retraining – Career planning and development - Succession planning

Module IV:
HRP as a Strategic Planning - Wastage analysis of manpower – Retention – Redeployment and Exit strategies – Impact of Technology on HRP.

Module V:

Suggested Readings:
7. ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES

Objective:
The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.

Module I:
Organization Change: An overview:

Module II:
Approaches to Problem Diagnosis- Some major Techniques of Planned Changes.

Module III:
Steps in OD -- General OD Competencies, OD Skills.

Module IV:
Designing Interventions – Interpersonal Team, Inter group.

Module V:
Evaluation of OD, Ethics of OD Professional, Future of OD.

Suggested Readings:
1. French and Bell: *Organisational Development*
2. Harvey and Brown: *An Experiential Approach to Organisational Development.*
3. Dharani Sinha P: *Consultants and Consulting Styles*
8. MANAGING INTERPERSONAL AND GROUP PROCESSES

Objective:
The purpose of this course is to advance understanding regarding interpersonal and group processes and help the participants to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.

Module I: Nature of Groups at work:
What is a group? Definition, Types of groups, Dynamics of group formation, structure and dynamics of work groups, group cohesiveness.

Module II: Group Vs Teams:
Concept of Teams, Distinguishing Team from groups, types of teams – Dysfunctions of groups and Teams, Dynamics of Informal groups

Module III: Effective Team Performance:
Creating Teams, making Team successful obstacles to success, Training in Team skills Developing successful teams.

Module IV: Individual Performance in groups:
Interpersonal communication, - Johari Window, Interpersonal awareness, Social facilitation, Social loafing Interpersonal Trust, - Interpersonal conflicts, Group decision making, Group Synergy

Module V: Intervention Techniques:
Counseling Techniques, Grid Management, Transactional Analysis, Sensitivity Training, Process Consultancy, Skill development techniques.

Suggested Readings:
4. Mainiero, L A & Tromley C I Developing Managerial Skills in OB New Delhi, Prentice hall of India, 1985

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
9. HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS

Objective:
The purpose of this course is to facilitate and understand concepts, methods and strategies for HRD.

Module I:
HRD concepts, Goals, and Challenges – Developing HRD strategies – HRD system design and administration – Select HRD systems - Physical and Financial Resources for HRD

Module II:
Staffing HRD functions - Line Managers and HRD - HRD climate and practices in India - Comparative HRD through international experiences

Module III:

Module IV:
HRD for workers and knowledge workers – HRD in Government and Public Systems – HRD in Defence, Police, NGOs, and Panchayat Raj Institutions

Module V:
Evaluating the HRD efforts - Current trends and issues in HRD strategies and systems - Case studies in HRD strategies and systems in Indian organizations.

Suggested Readings:
1. Ishwar Dayal (1996), Successful Applications of HRD, New Concepts, New Delhi
2. Ishwar Dayal (1993), Designing HRD Systems, Concept, New Delhi
Objective:
The objective of this course is to sensitize the students to the multi-faceted nature of Performance Management, to make them understand the issues, complexities and challenges of Performance Management and to enable them to relate the Performance Management to rewards/compensation management and behavioural change.

Module I:

Module II:

Module III:

Module IV:
Organisational Structure and PM – Leadership and PM – Contributions of HRM Practices on PM - Relating Career Strategies to PM – Organisational Climate and PM – Links Between Strategic Management and PM – Culture Based PM.

Module V:
Evaluation of an Effective PM - Coaching and Counseling in Performance Problem Solving - Virtual PM - Current Issues and Trends in PM.
Case Studies.

Suggested Readings:
INFORMATION TECHNOLOGY MANAGEMENT - ELECTIVE PAPERS

1. Enterprise Resource Planning
2. Strategic Management of Information Technology
3. Data Base Management Systems
4. Business Process Reengineering
5. System Analysis and Design
6. Technical Foundation for E-Business
7. Data Mining for Business Intelligence
8. Advanced Data Analytics for Business Decisions
9. Technology Management
1. ENTERPRISE RESOURCE PLANNING

Objective:
To make the students able to participate in planning and implementation of advanced enterprise-wide systems and technologies in their career. The course will help both functional area and IT managers understand the respective role of users, enterprise architects, developers and managers in the selection, preparation, implementation and management of large and complex enterprise applications. Also to expose the students to the technical aspects of ERP systems, particularly to those that helps in the process of infrastructure planning, selection, implementation, pitfalls, and administration of these systems.

Module – I : Enterprise Resources Planning:
Evolution of ERP, MRP and MRP II, problems of system Islands, need for system integration and interface, Enterprise wide software solutions, difference between Integrated and traditional information systems, early and new ERP Packages, Over view of ERP packages, ERP products and markets - players and characteristics. Benefits of ERP implementations. Critical success factors, pitfalls

Module – II : Selection and Implementation
Opportunities and problems in ERP selection and implementation; ERP implementation; identifying ERP benefits team formation-Consultant intervention—Business Process Reengineering (BPR) Concepts; The emergence of reengineering, concept of business process – rethinking of processes –Identification of reengineering need preparing for reengineering Implementing change – change management - Integrating with other systems; Post ERP implementation

Module – III:
Modules in ERP; business Modules of ERP package; Functional architecture, salient features of each modules of ERP, Comparison of ERP packages. Implementation of ERP systems, Business process modeling, Gap analysis, Framework for ERP implementation, business process, Emerging trends in business process. Selection ERP Process of ERP implementation—managing changes in IT organization- Preparing IT infrastructure measuring benefits of ERP, Implementation Obstacles, risk factors

Module IV:
Technical Architecture of ERP systems- communication and networking facilities- distributed computing, client server systems, Concepts of Business objects, distributed object, computing architecture, support for data mining and warehousing, EDI – internet and related technologies- Net technologies,

Module – V:
ERP and Supply Chain management- Extending scope of ERP through SCM., The concept of value chain differentiation between ERP and SCM –issues in selection and implementation of SCM solutions – CRM concepts and CRM solutions - E-Business and ERP – BI – SaaS - business opportunities – basic and advanced business models on internet — security and privacy issues -. Recent Developments- Future and Growth of ERP role of ERP in international Business. Some of the current topics related to ERP.

Suggested Readings:
2. Leon, alexix Countdown 2000, Tata McGraw
4. Luwai F. Motiwalla : Enterprise Systems for Management
5. Mary Summer : Enterprise Resources Planning
6. Rahul V. Altekar : Enterprise Resources Planning
7. Jyotindra Zaveri : Enterprise Resources Planning
8. Ashim Raj Singla : Enterprise Resources Planning
2. STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY

Objective:
This course is aimed at developing an understanding of use of Information Technology as a strategic tool for business management. The course focuses on development of Information Technology leadership. It also to enable the participants understand the process of formulating and implementing IT strategies in organizations.

Module – I:
Introduction to IT applications – transaction processing – IS for managerial decisions - Sustaining competitive Advantage by use of IT, -Key issues in Information Systems management and the role of the CIO; Learning Organizations and Role of Information technology in Business Transformation.

Module – II:
Planning for critical success factors – IT planning frame works - Analytical Framework for Strategic IT Initiatives; Frame work focusing on stages of growth — Value chain analysis – Porter’s five forces model management planning and control needs, Creativity.

Module – III:
IT implementation – gap analysis - implementation frame work –implementation strategies - BPR- managing change – post implementation issues - Framework for appraising IT implementation- evaluation of inter organizational systems – project planning with IT – application with emerging technologies – IT outsourcing strategies, Information Partnerships, value added partnerships

Module – IV:

Module - V:
Group decision organization communication and group work support – impact of IT on organizations and support -Managing in the Market space; national Information Infrastructure and IT Policy at the national Level; Planning for Strategic IT Resource; Managing the IT Function- IT enabled restructuring- Virtual organization, IT innovation and Knowledge management

Suggested Readings:
5. Parker, Marilyn m. Strategic Transformation and Information technology, Paradigms for Performing while Transforming Englewood Cliffs, New Jersey, Prentice hall Inc. 1996
3. DATA BASE MANAGEMENT SYSTEMS

Objective:
This course has been designed to introduce the participants with the applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands-on implementation of a database in corporate environment. Also to expose the participants to a RDBMS and a query language for database management.

Module I: Introduction
Data processing Concepts; Data Structures; File processing and Access methods; Taxonomy of Data Management Systems; Database and DBMS Software, Different types of database systems. Three layered Architecture, Advantages and Disadvantages of a Database, History; Data Modeling – Languages, Various Data Management Models. Database administration and database users.

Model – II: Data Models
Object Oriented and Record Based models, E-R Model and E-R diagram examples and Exercises, Hierarchical Model, Network Model and Relational Model; Normalization techniques – First Normal Form, Second Normal Form and the Third normal Form, Examples and Exercises, Transaction management, process and their Communications Interface with Database Management Systems; Properties of a Transaction, Commit and Rollback, Concurrency, Locking, Access Control Data Integrity, Integrity Constraints, Auditing, Backup and Recovery; data Dictionary – System Catalogue.

Module – III
Reduction of schema to tables, relational Database, relational models- structure of relational database. Refresher to RDBMS: Defining a data base, defining columns and keys, structure of a relational database- normalising the design, minimizing redundancy, organization of data in RDBMS, Query languages for Relational Database management Systems; Structured Query Language. Distributed data Base Systems On-line Bases Object Oriented Data Bases.

Module – IV

Module - V
Approaches to database design. Managerial Issues Related to Data Base management; Evaluation criteria; performance Analysis; database back up Recovery Issues; Reorganization Problems; Implementation and maintenance issues; Database Administration. Emerging trends in database management – object oriented database – DSS – data mining – data warehousing – multimedia database – geographic database – distributed information systems

Suggested Readings:
4. Pratt, Philip J.A. Guide to SQL Boston, Boyd and Fraser, 1990
5. Salemi Joe Client/Server Data bases Emeryville, California, Ziff-Davis press, 1993
6. Systems and Developers Manuals for an RDBMS such as Oracle.
4. BUSINESS PROCESS REENGINEERING

Objective:
This course has been designed to develop an appreciation of process view of business and redesign there of. The participants would be able to develop an understanding of the use of information technology for process redesign and improvement. To provide a greater understanding of effective solutions to change problems that need to combine technological, organizational and people-orientated strategies by adopting a process based approach to change management. To introduce the contingencies that affect management and the most effective measures for dealing with them. To introduce strategic IS/IT planning and how it must relate to business strategy. To demonstrate the use and validity of organizational development models through current real-life case studies.

Module I: Introduction to BPR

Module II: Managing Process Flows

Module III: Implementation Process
Work flow Management systems in BPR, steps of BPR - Redesign of business processes – systematic or clean sheet, main and supporting processes, rationale of BPR, key enablers of BPR, technology for BPR, critical success factors, cross functional teams, mentoring, facilitating, models and methodologies of BPR, tools and techniques of BPR. Designing and building a prototype of the new process: BPR phases, Relationship between BPR phases.

Module IV: Making effective BPR
Typical BPR activities within phases: Change management, Performance management, and programme management - Virtual ingredient – people, top management’s involvement, involvement of consultants, empowerment and autonomy, the IT ‘black hole’, using process Simulation to minimize the risk –Business Process Map and Simulation Model, Parameter Analysis, Simulation and Key performance Indicators. BPR Implementation Methodology, Business process Improvement, Business Process Redesign; Man Management for BPR Implementation, Re-organizaing People and Managing Change

Module V: ERP and BPR
Business process management, process centric organizations, business process maturity model, business process performance measurement. BPR and continuous improvement: Co-ordination and complementary efforts, IT capabilities and their organizational impacts, Implementation of BPR, Stages of implementation and critical aspects, Case studies on BPR, ERP in Modeling Business Processes, , Description of the case company, Business Case, Five-stage Model of AS-IS / TO-BE Analysis, Managing Implementation.

Suggested Readings:
10. MS.Jayaraman, et.al; Business Process Reengineering, 1994, TMH.
5. SYSTEM ANALYSIS AND DESIGN

Objective:
The course is aimed at developing an appreciation of Analysis and Design of computer based Information systems. This course helps the students to understand the complete aspects of designing an Information Systems and its Implementation.

Module I: Types of information:
Operational, tactical, strategic and statutory – why do we need Information systems – management structure – requirements of information at different Levels of management – functional allocation of management – requirements of Information for various functions – qualities of information – Overview of systems analysis and Design; Software applications today-the changing scenarios- Different methodologies and Structured system analysis- Role of systems analyst – attributes of a systems analyst-software project selection

Module II:

Module III:

Module IV:
Data Dictionaries; Process Organisation and Intersections; Decision Analysis; Decision Trees and Tables; Expansion, Explosion and Normalization Detailed Design Modulation; Module Specification File Design; Data Abase Design system Control and Quality Assurance; What are objects? – Why objects? – Objects and their properties – classes – inheritance – polymorphism – how to identify objects in an application – how to model systems using objects – some cases of object oriented system modeling- Documentation Tools; Testing techniques Available; System Controls and Audit Trails; System Administration and Training; Conversion and Operations Plan hardware and Software Selection; hardware Acquisition Bench marking, Vendor Selection, Operating System Selection, Language Processors Performance and Acceptance Testing Criteria, managing data Processing in an Organization; Data Processing Setup;

Module V:

Complete system analysis and design case study– walk through the entire life cycle.

Suggested Readings:
1. Awad Elias M. Systems Analysis and design, New Delhi, Prentice hall of India, 2010
2. Coad Peter and Edward, Yourdon, Object-Oriented Analysis, Englewood Cliff, New Jersey, Yourdon Press 2009
5. Rajaraman, V. Analysis and Design of information systems New Delhi, Prentice hall of India, 2008
7. Whitten J L etc. System Analysis and Design methods New Delhi, Galgotia, 2010
6. TECHNICAL FOUNDATION FOR E-BUSINESS

Objective:
The objective of the course is to acquaint the students with E-Business in competing International and domestics markets.

Module I:

Module II:

Module III:
Electronic Commerce and Retailing – changing retail Industry Dynamics – Online retailing management challenges – Electronic Commerce and online publishing: Online publishing Strategies – Approaches – Advertising and online publishing - Digital copyrights and Electronic publishing Intranets- Databases, Data mining Data ware housing- Internet Service Providers

Module IV:

Module V:

Suggested Readings:
3. Carpenter Phil e Brands, HBS Press, Boston, 2010
4. Keen, Peter and Mark McDonald The e-Process Edge, Delhi, Tata McGraw-Hill, 2010
8. Samantha Shurety, E-business with Net Commerce Addison Wesley, Singapore, 2009
7. DATA MINING FOR BUSINESS INTELLIGENCE

Objective:
The aim of this course is to familiarize students with various data mining techniques used in different business applications. The emphasis will be on how to uncover information from large databases collected in online marketing, retailing and financial markets.

Module I:
Introduction to data mining. Overview of data mining process. Data partitioning Training, validation and holdout samples, Data Mining Applications in Marketing and Customer Relationship Management, Exploratory data analysis, Data pre-processing Visualization Variable reduction, principal components

Module II:
Supervised learning - Classification and Prediction, Simple Classification Schemes, Naïve Bayes, • K-Nearest Neighbors, Classification and Prediction, Classification and Regression trees, CHAID, CART

Module III: Classification and Prediction
Logistic regression, Discriminant analysis
Artificial Neural Networks Neural Networks for Directed Data Mining
Reducing Exposure to Credit Risk

Module IV:

Module V:
Unsupervised Learning, Matching Campaigns to Customers
K-means clustering, Hierarchical clustering
Hazard Functions and Survival Analysis in Marketing

Suggested Readings:
8. ADVANCED DATA ANALYTICS FOR BUSINESS DECISIONS

Objective:
The objective of the course is to introduce multivariate data analysis techniques and their applications in business. The emphasis of the course will be more on development of data analytics / research appreciation among management graduates. Knowledge of specific statistical tools will also be disseminated as a part of the overall objective of the course.

Module I: An overview of basic statistical tools:
Classification of techniques, ANOVA , Correlation, introducing multivariate data analysis, assumptions.

Module II: Regression.
Simple regression, multiple regression, Discriminant analysis, logistic regression, MANOVA

Module III: Reduction techniques:
Factor Analysis - assumptions, deriving factors, Eigen value, rotation, interpretation. Cluster Analysis- objectives, design, assumptions, interpretation- Other emerging techniques

Module IV: Structural Equation Modeling:
What is SEM, stages in modeling, Confirmatory Factor Analysis, measurement model, path model, fit indices

Module V: Conjoint Analysis
-objectives, design, assumptions, interpretation. Multidimensional Scaling- objectives, design, assumptions, interpretation- Other emerging techniques.

Suggested Readings:
1. Hair, Anderson, Tatham & Black Multivariate Data Analysis, Pearson
9. TECHNOLOGY MANAGEMENT

Objective:
Technology is a key resource in the development of a nation. It is therefore important that this key resource be managed well. This course aims at developing the MBA students an understanding of the need for science and technology management, and science and technology strategy; characteristics of science and technology management problems and the solution methodologies available; technology forecasting and its use in planning and decision making in business and government; management of research and development and the issues involved; and Design and Implementation of Technology strategies.

Module I:

Module II:
Integrating Technology and Strategy, Technology and the manager, designing a technological strategy, selection of technology. Contemporary global and local technology management issues.

Module III:
Managing R&D, study of innovations and management of innovating organizations.

Module IV:

Module V:
Technology Transfer, Technology transfer mechanisms and methods, Implementation and assimilation of technology transferred. Agencies for aiding technology transfer.

Suggested Readings:
2. Robert A Burgelman, and Modesto A Maidque, *Strategic Management of Technology and Innovation*
PRODUCTION AND OPERATIONS MANAGEMENT - ELECTIVE PAPERS

1. Supply Chain Management
2. Purchasing and Materials Management
3. Quality Management
4. International Logistics Management (Only for MBA (Full-time) and MBA (Part-time))
5. Service Operations Management
6. Project Management
1. SUPPLY CHAIN MANAGEMENT

Objective:
The course objectives are to understand the general concepts of Logistics and supply chain management, to understand the processes involved in logistics and supply chain management, to understand how to develop and manage efficient and effective supply chains, to understand how technology and information systems work as enablers to provide leverage in gaining and maintaining competitive advantage in the marketplace, and to understand how to use the general concepts of process mapping and analysis.

Module I: Supply Chain Management and Logistics:

Module II:
Key supply chain business processes (i.e., planning, sourcing, producing, distributing and paying), Managing material flow and distribution Distribution and planning Strategy, Warehousing and Operations Management –Transportation Management, Inventory Management,

Module III:
Purchasing and Supplier Management, Sourcing and supplies management, outsourcing, Global Sourcing, Vendor identification, selection, evaluation, development, Supplier Relationship Management, Supplier Quality Management, Supply Chain Performance

Module IV:
Forecasting systems design, Customer Service Management and measurements, CRM, Manufacturing Logistics, Pricing Strategies, Negotiation, SCM relationships- third part Logistics and Fourth party Logistics, SCM Network design and Facilities development, SCM Planning and development Strategies- Supply Chain uncertainties- Supply Chain Vulnerabilities

Module V:
Supply Chain Coordination and Integration, Role of IT, Impact of Internet and E-Business, IT enabled SCM - BI- Lean SCM-SCM information systems, ERP, SCM models, Optimization- SCOR- SCM software- SCM Analytics - recent developments- future of SCM. - Some of the current topics related to logistics and supply chain management

Suggested Readings:
1. Martin Christopher, Logistics and Supply Chain Management
2. Sunil Chopra and Peter Meindal, Supply Chain Management
3. Donald J. Bowersox and David J. Closs, Integrated Logistics Management
4. James F. Roerch and Copacino, Logistics Hand Book
5. Jeremy F. Shapiro, Modeling the Supply Chain
6. N. Channdrasekharan, Supply Chain Management
2. PURCHASING AND MATERIALS MANAGEMENT

Objective:
The key objective of this course is to acquaint the students with decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organisations. Cost-reduction techniques in Pre-Purchase, Purchase and Post-Purchase systems, Modern material planning and delivery systems like MRP and JIT and material handling and logistics systems.

Module I: Role, Scope and Importance of the Function & Purchase and Materials Management
Objectives of Materials Management, the materials cycle, organisation for Materials Management, Transportation Management, Ware housing, Organisation & Control for logistic Management, Material handling. Logistics.

Module II: Classification of Materials and Estimation of Demand

Module III: Procurement:
Purchasing policies and practices, make/buy/lease decisions, location and selection of suppliers, buying the right material at the optimum price. Vendor rating and source development. Imports, procurement in shortage situation, hedging ethical and legal aspects of purchasing lead time analysis, paper work and record of purchasing department, cost of acquisition. Capital Equipment purchase

Module IV: Inventory Control
System of stock replenishment, cost of inventory holding and of stock out, Inventory control principles, Basic EOQ formula, Adaptation of discount and other price factors, other considerations in determining order quantities, service levels and safety stock, considerations for dependent demand items, order quantities in fixed interval replenishment systems.

Module V: Materials Requirement Planning
Layout of stores and warehouses, storage facilities, Material handling in stores, physical control of stock, preservation of stores, accounting and other record of stores. Appreciation of use of computer for maintenance of records and for generating outputs for decision making. Material Handling, Traffic and Transportation, Disposal of Scrap, Surplus and Obsolete Materials. JIT Purchasing.

Suggested Readings:
3. QUALITY MANAGEMENT

Objective:

The objective of this course is to expose the multi-disciplinary students joining MBA to the Principles of Quality Management, to equip the students with an understanding for statistical Quality Control, to develop in the students an understanding of Benchmarking, Total Quality Management and ISO - 9000 and other modern quality management methods and systems.

Module I : Policy and Organization of Quality
Quality concept and objectives, quality organization and Programmes, Quality circles, training for quality, quality related budgets and costs, value engineering.

Module II : Quality in Engineering Design and Manufacture
Design objectives, National and international engineering design standards, statutory provisions and obligations. Quality control in design, Control of Engineering changes and design modifications. Product Reliability. Taguchi’s loss function, FMEA, TPM, Zerodefects and Six sigma.

Module III : Quality Functions in Manufacturing and Statistical Quality Control

Module IV : Total Quality Management
Strategic Quality Planning, Introduction to TQM, Organizing for TQM, Benefits of TQM. , Kaizen, Benchmarking, Organizing for TQM Quality Circles, Kaizen, Benchmarking for quality improvement, TQM in service organisations, Training for TQM. Implementing a TQM program. TPM.

ISO - 9000, Baldrige Award, Balanced Score card, ISO - 9000 Vs the Baldrige Award. ISO 14000, Management systems for Health and Safety. Auditing and certification process. Six Sigma Initiatives.

Suggested Readings:
5. D. Chandra, Janakiram, Roy and Bandekov, Quality Circles, Tata - McGrow Hill, New Delhi.
4. INTERNATIONAL LOGISTICS MANAGEMENT

Objective:
The objective of this course is to impart a general and clear idea of international logistics system and management.

Module I:

Module II:
The general structure of shipping industry; cargo types; vessels and vessel characteristics; linear operations and tramp operations; chartering of bulk ocean carriers; the ocean linear conference system; freight structure and practices; coordination; role of intermediaries – forwarding and clearing agents; freight brokers; stevedores and shippers agents. Containerisation types of Containers and ICDs. Layout and working of container terminals. Port system and sub systems, port organization and management. Responsibilities of port trusts, Growth and status of Ports in India, Inland water transport. Issues in Sea transport. Regulatory authorities for sea transport and their roles.

Module III:
Introduction to Road transport system, Classification of Vehicles. Road network in India: types of roads, Road transport companies and their operation in Full truckload business and in less than truckload business. Road parcel service business. Fleet management systems. Integrated Logistics provided by Road transport companies. Documents and Permits required in road transport system. Problems in road transport. Regulatory authorities involved with road transport system.

Module IV:

Module V:
Introduction to Air transportation, Air transport geography, Types of Aircrafts, Airline and air cargo operations, Import and export process of cargo by air, Intermediaries in air cargo operations, freight structure, carrier and consignee liabilities. Layout of Airport: facilities in Airside and city side for passenger, cargo and aircrafts. Regulatory authorities for air transport and their roles.

Suggested Readings:
2. Donald F Wood et.al.: *International Logistics*
3. Douglas Lambert and James R Stock: *Strategic Logistics Management*
4. IIFT : *Study of Arrangements of Shipping Conference; Dictionary of Shipping and Chartering Terms; Role of Shipping Policy in the Export Strategy of India; and Freight Tariffs and Practices of Shipping Conferences*
5. J.Bes : *Chartering Practice*
6. E. Elgar (Cheltenham, UK and Brookfield, Vt., US) *The economics of regulating road transport Book*
7. Sudhir Kumar and Shagun: *Bankruptcy to Billions: How the Indian Railways Transformed*, Oxford India Paperbacks
9. John G. Wensveen Air Transportation Seth Young (Author), Alexander Wells Airport Planning And Management
5. SERVICE OPERATIONS MANAGEMENT

Objective:
The aim of this course is to expose students to the managerial issues and challenges specific to management of operations in service organizations and also to equip them to understand how service performance can be improved by studying service design and delivery systems.

Module I:
Service operations management- introduction- Types of services. Service process types. Service concept

Module II:

Module III:
New service development.. service process- analyzing service process, engineering, controlling and repositioning service processes. Six sigma for service process improvement front office back office interface. Off shoring. Outsourcing.

Module IV:
Site selection . supporting facility design. Operational improvement- service recovery. Service guarantees. Advanced models- Data envelopment analysis.

Module V:
Matching supply and demand. Yield management. Inventory management in services. Waiting line management- capacity management, managing bottlenecks and ques.

Suggested Readings:
6. PROJECT MANAGEMENT

Objective:
The general objectives of this course include: understand key Project Management concepts in the Project lifecycle, identify managerial roles and responsibilities of executing a project, learn the concepts in scheduling tasks, preparing budgets and allocating resources, understand Project monitoring techniques, and develop working competence in the use of a Project Management Software.

Module I: Basic concepts in project:
Project, Project Management, PMBOK, Project Triad, Project Life cycle, Project Stake holders

Module II: Project selection.
Why the project, project feasibility, numeric and non numeric models of project selection, financial models, project portfolio

Module III: Project planning:
Project charter, project plan, Work Breakdown Structure, project schedule, Network Diagrams, Critical chain approach, Preparing the Budget, role of project manager

Module IV: Project Execution:
Resource allocation and resource management, project organization, Managing the team, risk management, project communication

Module V: Project Monitoring and Control:
Progress reporting, Earned value approach, Project control, Change Management, project closure, project auditing

Suggested Readings:
3. Jeffrey K Pinto Project Management: Achieving competitive advantage, Pearson Education
INTERNATIONAL BUSINESS – ELECTIVE PAPERS

1. Quality Management
2. Service Operations Management
3. Purchasing and Materials Management
4. Project Management
5. Supply Chain Management
8. Working Capital Management
1. QUALITY MANAGEMENT

Objective:

The objective of this course is to expose the multi-disciplinary students joining MBA to the Principles of Quality Management, to equip the students with an understanding for statistical Quality Control, to develop in the students an understanding of Benchmarking, Total Quality Management and ISO - 9000 and other modern quality management methods and systems.

Module I : Policy and Organization of Quality
Quality concept and objectives, quality organization and Programmes, Quality circles, training for quality, quality related budgets and costs, value engineering.

Module II : Quality in Engineering Design and Manufacture
Design objectives, National and international engineering design standards, statutory provisions and obligations. Quality control in design, Control of Engineering changes and design modifications. Product Reliability. Taguchi’s loss function, FMEA, TPM, Zerodefects and Six sigma.

Module III : Quality Functions in Manufacturing and Statistical Quality Control

Module IV : Total Quality Management
Strategic Quality Planning, Introduction to TQM, Organizing for TQM, Benefits of TQM, Kaizen, Benchmarking, Organizing for TQM Quality Circles, Kaizen, Benchmarking for quality improvement, TQM in service organisations, Training for TQM. Implementing a TQM program. TPM.

ISO - 9000, Baldrige Award, Balanced Score card, ISO - 9000 Vs the Baldrige Award. ISO 14000, Management systems for Health and Safety. Auditing and certification process. Six Sigma Initiatives.

Suggested Readings:
5. D. Chandra, Janakiram, Roy and Bandekov, Quality Circles, Tata - McGrow Hill, New Delhi.
2. SERVICE OPERATIONS MANAGEMENT

Objective:
The aim of this course is to expose students to the managerial issues and challenges specific to management of operations in service organizations and also to equip them to understand how service performance can be improved by studying service design and delivery systems.

Module I:
Service operations management- introduction- Types of services. Service process types. Service concept

Module II:

Module III:
New service development.. service process- analyzing service process, engineering, controlling and repositioning service processes. Six sigma for service process improvement front office back office interface. Off shoring. Outsourcing.

Module IV:
Site selection . supporting facility design. Operational improvement- service recovery. Service guarantees. Advanced models- Data envelopment analysis.

Module V:
Matching supply and demand. Yield management. Inventory management in services. Waiting line management- capacity management, managing bottlenecks and ques.

Suggested Readings:
3. PURCHASING AND MATERIALS MANAGEMENT

Objective:
The key objective of this course is to acquaint the students with decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organisations. Cost-reduction techniques in Pre-Purchase, Purchase and Post-Purchase systems, Modern material planning and delivery systems like MRP and JIT and material handling and logistics systems.

Module I: Role, Scope and Importance of the Function & Purchase and Materials Management
Objectives of Materials Management, the materials cycle, organisation for Materials Management, Transportation Management, Ware housing, Organisation & Control for logistic Management, Material handling. Logistics.

Module II: Classification of Materials and Estimation of Demand

Module III: Procurement:
Purchasing policies and practices, make/buy/lease decisions, location and selection of suppliers, buying the right material at the optimum price. Vendor rating and source development. Imports, procurement in shortage situation, hedging ethical and legal aspects of purchasing lead time analysis, paper work and record of purchasing department, cost of acquisition. Capital Equipment purchase

Module IV: Inventory Control
System of stock replenishment, cost of inventory holding and of stock out, Inventory control principles, Basic EOQ formula, Adaptation of discount and other price factors, other considerations in determining order quantities, service levels and safety stock, considerations for dependent demand items, order quantities in fixed interval replenishment systems.

Module V: Materials Requirement Planning
Layout of stores and warehouses, storage facilities, Material handling in stores, physical control of stock, preservation of stores, accounting and other record of stores. Appreciation of use of computer for maintenance of records and for generating outputs for decision making. Material Handling, Traffic and Transportation, Disposal of Scrap, Surplus and Obsolete Materials. JIT Purchasing.

Suggested Readings:
4. PROJECT MANAGEMENT

Objective:
The general objectives of this course include: understand key Project Management concepts in the Project lifecycle, identify managerial roles and responsibilities of executing a project, learn the concepts in scheduling tasks, preparing budgets and allocating resources, understand Project monitoring techniques, and develop working competence in the use of a Project Management Software.

Module I: Basic concepts in project:
Project, Project Management, PMBOK, Project Triad, Project Life cycle, Project Stake holders

Module II: Project selection.
Why the project, project feasibility, numeric and non numeric models of project selection, financial models, project portfolio

Module III: Project planning:
Project charter, project plan, Work Breakdown Structure, project schedule, Network Diagrams, Critical chain approach, Preparing the Budget, role of project manager

Module IV: Project Execution:
Resource allocation and resource management, project organization, Managing the team, risk management, project communication

Module V: Project Monitoring and Control:
Progress reporting, Earned value approach, Project control, Change Management, project closure, project auditing

Suggested Readings:
3. Jeffrey K Pinto Project Management: Achieving competitive advantage, Pearson Education
5. SUPPLY CHAIN MANAGEMENT

Objective:
The course objectives are to understand the general concepts of Logistics and supply chain management, to understand the processes involved in logistics and supply chain management, to understand how to develop and manage efficient and effective supply chains, to understand how technology and information systems work as enablers to provide leverage in gaining and maintaining competitive advantage in the marketplace, and to understand how to use the general concepts of process mapping and analysis.

Module I: Supply Chain Management and Logistics:

Module II:
Key supply chain business processes (i.e., planning, sourcing, producing, distributing and paying), Managing material flow and distribution Distribution and planning Strategy, Warehousing and Operations Management –Transportation Management, Inventory Management,

Module III:
Purchasing and Supplier Management, Sourcing and supplies management, outsourcing, Global Sourcing, Vender identification, selection, evaluation, development, Supplier Relationship Management, Supplier Quality Management, Supply Chain Performance

Module IV:
Forecasting systems design, Customer Service Management and measurements, CRM, Manufacturing Logistics, Pricing Strategies, Negotiation, SCM relationships- third part Logistics and Fourth party Logistics, SCM Network design and Facilities development, SCM Planning and development Strategies- Supply Chain uncertainties- Supply Chain Vulnerabilities

Module V:
Supply Chain Coordination and Integration, Role of IT, Impact of Internet and E-Business, IT enabled SCM - BI- Lean SCM-SCM information systems, ERP, SCM models, Optimization- SCOR- SCM software- SCM Analytics - recent developments- future of SCM. - Some of the current topics related to logistics and supply chain management

Suggested Readings:
1. Martin Christopher, *Logistics and Supply Chain Management*
2. Sunil Chopra and Peter Meindal, *Supply Chain Management*
3. Donald J. Bowersox and David J. Closs, *Integrated Logistics Management*
4. James F. Roerch and Copacino, *Logistics Hand Book*
5. Jeremy F. Shapiro, *Modeling the Supply Chain*
6. N. Channdrasekharan, *Supply Chain Management*
6. ENTERPRISE RESOURCE PLANNING

Objective:
To make the students able to participate in planning and implementation of advanced enterprise-wide systems and technologies in their career. The course will help both functional area and IT managers understand the respective role of users, enterprise architects, developers and managers in the selection, preparation, implementation and management of large and complex enterprise applications. Also to expose the students to the technical aspects of ERP systems, particularly to those that helps in the process of infrastructure planning, selection, implementation, pitfalls, and administration of these systems.

Module – I: Enterprise Resources Planning:
Evolution of ERP, MRP and MRP II, problems of system Islands, need for system integration and interface, Enterprise wide software solutions, difference between Integrated and traditional information systems, early and new ERP Packages, Overview of ERP packages, ERP products and markets - players and characteristics. Benefits of ERP implementations. Critical success factors, pitfalls

Module – II: Selection and Implementation
Opportunities and problems in ERP selection and implementation; ERP implementation; identifying ERP benefits team formation-Consultant intervention—Business Process Reengineering (BPR) Concepts; The emergence of reengineering, concept of business process – rethinking of processes –Identification of reengineering need preparing for reengineering Implementing change – change management - Integrating with other systems; Post ERP implementation

Module – III:
Modules in ERP; business Modules of ERP package; Functional architecture, salient features of each modules of ERP, Comparison of ERP packages. Implementation of ERP systems, Business process modeling, Gap analysis, Framework for ERP implementation, business process, Emerging trends in business process, Selection ERP Process of ERP implementation—managing changes in IT organization- Preparing IT infrastructure measuring benefits of ERP, Implementation Obstacles, risk factors

Module IV:
Technical Architecture of ERP systems- communication and networking facilities- distributed computing, client server systems, Concepts of Business objects, distributed object, computing architecture, support for data mining and warehousing, EDI – internet and related technologies- Net technologies,

Module – V:
ERP and Supply Chain management- Extending scope of ERP through SCM,. The concept of value chain differentiation between ERP and SCM –issues in selection and implementation of SCM solutions – CRM concepts and CRM solutions - E-Business and ERP – BI – SaaS - business opportunities – basic and advanced business models on internet — security and privacy issues –. Recent Developments- Future and Growth of ERP-role of ERP in international Business. Some of the current topics related to ERP.

Suggested Readings:
2. Leon, alexix Countdown 2000, Tata McGraw
4. Luvi F. Motiwalla : Enterprise Systems for Management
5. Mary Sumner : Enterprise Resources Planning
6. Rahul V. Altekar : Enterprise Resources Planning
7. Jyotindra Zaveri : Enterprise Resources Planning
8. Ashim Raj Singla : Enterprise Resources Planning
7 GLOBAL HUMAN RESOURCE MANAGEMENT

Objective:
This paper helps the students to learn how environmental and institutional constrains, including culture, impact human resource planning and other human resource functions of international firms.

Module I :
Key perspectives in Global HRM – Factors influencing the need for Global HRM – Domestic Vs. Global HRM

Module II :

Module III :
Technological advancements and Global HRM – Impacts of demographic changes and migration – Offshore sourcing – Managing international assignments including career planning.

Module IV :
Employee discipline in Global HRM – Cross-national cooperation and conflicts – Workplace discrimination

Module V :
Cultural convergence and divergence in Global HRM – Hofstede’s cultural dimensions – Grievance handling in Global HRM - Global employee relations - Global HRM challenges and trends – Case studies

Suggested Readings:
8. WORKING CAPITAL MANAGEMENT

Objective:
The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective working capital management.

Module I:

Module II:

Module III:
Receivable Management – Determining the Appropriate receivable Policy, marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant Analysis, Sequential Decision Analysis.

Module IV:
Inventory Management Kinds of Inventories, Benefits and Costs of Holding Inventories, Inventory management and Valuation, Inventory Control Models.

Module V:
Short-term financing; Programming Working Capital Management; Integrating Working capital and capital Investment processes; Monetary System; Money market in India; Banking system in India; the restructuring Process; working Capital Control and banking Policy in India; Instruments of The International Money market; managing Short-term International Transactions.

Suggested Readings:

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
TRAVEL AND TOURISM – ELECTIVE PAPERS

1. Cargo Management
2. Flight Operations Management
3. Tour Package Management
4. Management of Travel Agency and Tour Operations
5. Service Operations Management
6. Quality Management in service Industry
1. CARGO MANAGEMENT

Objective:
This course is intended to develop in students an understanding of cargo management and to develop ability to work as a manager using this knowledge.

Module I:
Cargo History, Concepts and Common terms used in Cargo handling, Classification of Cargo, Handling of various types of perishable cargo, general cargo, DGR cargo, Chemicals etc. Rules governing acceptance of Cargo.

Module II:
Cargo Rating- Familiarization of Cargo Tariffs. Rounding off of the weights/Dimensions/ currencies. Chargeable weight rating-Specific commodity rates, class rates, general cargo rates, valuation charges

Module III:
Documentation: Air way bill, charges correction advice, irregularity report, cargo manifesto, cargo transfer Manifesto, documents concerning postal mails and diplomatic mails. Shippers declaration for dangerous goods.

Module IV:
Handling- Cargo capacity of Air and Ships. Cargo needing special attention, introduction to dangerous goods regulations. Security aspects in Cargo management, Some important Cargo companies.

Module V:

Suggested Readings:
2. Air Cargo Tariff Manuals, IATA Live Animals Relations Manuals, IATA Special Mail Manual 32e. 2005
5. Camille Allaz; The History of Air Cargo & Airmail: Christopher Foyle, 2005.
2. FLIGHT OPERATIONS MANAGEMENT

Objective:
This course is intended to develop in students an understanding of flight operations management and to develop ability to work as a manager using this knowledge.

Module I:
The physical environment and physiology of Flight.ICAO convention and overview of annexes

Module II:
Preflight, In flight and post-flight procedures. Basic communication, documentation, including checklists and information management

Module III:
Automation, Human error and information processing, Man’s limitations, workload, situation awareness and operating in today’ environment

Module IV:
Crew resource management and team approach, selection and training, the challenging role of the flight attendant

Module V:
The worldwide safety challenge, current safety problems, fatigue and stress, fitness to fly, the future of air transport.

Suggested Readings:

1. Daniel J.Garland : *Handbook of Aviation Human Factors*
2. John K.Lauber, Hary W. Orlady, Lenda W. Orlady : *Human Factors in Multi crew Flight Operations*
3. Vladmir Risukhin : *Controlling Pilot Error*
4. IATA – UFTAA Study Material.
3. TOUR PACKAGE MANAGEMENT

Objective:
This course is intended to develop in students an understanding of tour package management and to develop ability to work as a manager using this knowledge.

Module I:
Understanding of the group - Tour Wholesaling Business including escorted, hosted and independent tours. External factors which affects the success of Tour or Cruise.

Module II:
The tour guide, tour manager, and the supplier's responsibilities. Developing a customized tour - Budget, mid-range, and luxury.

Module III:
Comparisons of a variety of cruises - Tours and Packages. Travel insurance as it relates to both the consumer and the travel agent.

Module IV:

Module V:
Selling to groups; discuss tour packing, promotion advertising, and follow-up procedures group dynamics and tour guide qualifications.

Suggested Readings:
1. Managing Group Tours (Paper back) by Anita L. Fielder, Amber Christman-Clark(Editor), Amy Gustin.
4. MANAGEMENT OF TRAVEL AGENCY AND TOUR OPERATIONS

Objective:
This course is intended to develop in students an understanding of management of travel agency and tour operations and to develop ability to work as a manager using this knowledge.

Module I : Introduction:
Travel Agent and Tour Operators - Changing status of travel agents and tour Operations; Rights, duties and nature of their activities; Role of Travel Agents and Tour Operators in the 21st century.

Module II : Functions and services:
Functions of Travel Agents and Tour Operators, Planning of sight-seeing and shopping; Preparation of Itineraries; Ticketing- Rail reservations and Airline reservations; Marketing of Tourism packages Transportation, Accommodation and other auxiliary services; Providing professional knowledge and experience, foreign currency exchange, train schedules, airline tariff, Hotel rates and documentary requirements, Economies of Travel agency, Business and need for professional guidance.

Module III : Organisational structure and linkages:
Organizational structure of travel Agents and Tour Operators, Formation of Travel Agency - Linkages of the Travel agents and Tour Operators with – (I) Transports (II) Accommodation providers (III) ‘Rail and Airlines (IV) National and International Travel. Associations, Job training for Guides etc.

Module IV : Legal responsibilities and incentives:
Legal responsibilities of Travel Agents. Difficulties of Travel Agents, Incentives—Remuneration and Earning; Familiarization Trips; Important Guidelines and literature for Travel Agency business; State and Travel agency.

Module V : Government and tourism:
Important activities of the Central and State Government for building the infrastructure of Tourism Industry with special reference to the Objectives, management and working. Institutional Linkages in Tourism Promotion.

Suggested readings:
3. Harish Malik: The Indian Travel Agent: Role, Performance, Professionalism
5. SERVICE OPERATIONS MANAGEMENT

Objective:
The aim of this course is to expose students to the managerial issues and challenges specific to management of operations in service organizations and also to equip them to understand how service performance can be improved by studying service design and delivery systems.

Module I:
Service operations management- introduction- Types of services. Service process types. Service concept

Module II:

Module III:
New service development.. service process- analyzing service process, engineering, controlling and repositioning service processes. Six sigma for service process improvement front office back office interface. Off shoring. Outsourcing.

Module IV:
Site selection . supporting facility design. Operational improvement- service recovery. Service guarantees. Advanced models- Data envelopment analysis.

Module V:
Matching supply and demand. Yield management. Inventory management in services. Waiting line management- capacity management, managing bottlenecks and ques.

Suggested Readings:
6. QUALITY MANAGEMENT IN SERVICE INDUSTRY

Objective:
The objective of this course is to expose the students joining MBA (Travl and Tourism) to the Principles of Quality Management, to equip the students with an understanding for for design of Quality service procedures, to develop in the students an understanding of Benchmarking and auditing of process. Total Quality Management and ISO - 9000 and other modern quality management methods and systems for service and food industries.

Module I : Policy and Organization of Quality
Quality concept and objectives, quality organization and Programmes, Quality circles, training for quality, quality related budgets and costs, value engineering,, Designing quality servive procedures and processes and their auditing.

Module II : Quality in Services
Service Design objectives, National and international service design standards/bench marks, statutory provisions and obligations. Quality control in design, Control of design modifications. FMEA, TPM, Zerodefects and Six sigma, Quality process im Food and Drug Administration.

Module III : Quality Functions in Manufacturing and Statistical Quality Control

Module IV :Total Quality Management
Strategic Quality Planning, Introduction to TQM, Organizing for TQM, Benefits of TQM, , Kaizen, Benchmarking, Organizing for TQM Quality Circles, Kaizen, Benchmarking for quality improvement, TQM in service organisations, Training for TQM. Implementing a TQM program. TPM., SERVQUAL Model

Module V:
Quality Management in Urban Tourism, Seasonality in tourism, Problems and Measurement, Improvign the tourist experience, Quality Management applied to tourism destination,s, Attraction and land use management.

Suggested Readings:
5. D. Chandra, Janakiram, Roy and Bandekov, Quality Circles, Tata - McGrow Hill, New Delhi .
GENERAL – ELECTIVE PAPERS

1. Corporate Social Responsibility
2. Management of NGOs
3. Simulation and Modelling
1. CORPORATE SOCIAL RESPONSIBILITY

Objective:
The students will get the theories, key ideas and practices in the field about CSR; understand the logic of practicing CSR, and get to know how to use CSR as a strategic tool.

Module I: Introduction:
Meaning of CSR - Taxonomy of corporate responsibilities – Need for CSR – Evolution of CSR – CSR Framework – Stages of CSR - CSR as a balancing act to satisfy the stakeholders – CSR Models - CSR generations - Drivers of CSR – Myths and realities about CSR – Moral, rational and economic arguments of CSR - Criticisms of CSR.

Module II: Structure of CSR:
Qualities of a good CSR – Structuring the CSR – Strategic CSR – CSR Standards – CSR variations between companies, industries and cultures - Influence of national and regional variance in CSR.

Module III: Managing the CSR:
CSR and business ethics - CSR and Corporate governance - Global Sullivan Principles - Caux Round Table - Principles of Global CSR- UN Global Compact - Global Reporting Initiative (GRI) - Social Accountability 8000 - ISO 26000 – Social accounting.

Module IV: Implementing CSR:
CSR and sustainable development - CSR and corporate sustainability – Socially responsible investment

Module V: Issues and Challenges in CSR:
CSR Audit - International scenario on CSR – Current trends, issues and case studies.

Suggested Readings:
2. MANAGEMENT OF NGOs

Objective:
In the last ten years, NGOs have become a force for transformation in global politics and economics. With this growth has come an ever more pressing requirement for effective management among NGOs and their operations. This course will equip the students to understand the role and place of NGOs in society, evaluate their efficiency and effectiveness, and to develop a short-term and long-term business plan for an NGO.

Module I: Introduction
Definition of NGO - Different perspective of NGOs - Role and Functions of NGOs - Forms of NGOs – Evolution of NGOs in India – Who are stakeholders NGOs? - Value of NGOs in the real world? - Difference between and NGOs and for-profit companies – Civil society vs. NGOs – NGOs vs. Community-Based Organisations (CBOs) - Strengths and weaknesses NGOs – Social marketing.

Module II: Legal Frameworks

Module III: Project Formulation and Role of NGOs
NGO project formulation - Steps in project formulation – Project formulation format – Project formulation approval - Purpose of business planning - NGOs and Media – Human Rights and NGOs – Role of NGOs in rural development and development in general - Responses of NGOs to environmental issues, women issues and natural calamities – Community awareness and participation programme (CAPP).

Module IV: Funding and Staffing
Who funds? - Funding trends - Fundraising - Financial models - Who volunteers to work? Staff Motivations - Age and experience of Personnel - Paid staff - Second-generation Staff - Knowledge base - Staffing considerations.

Module V: Internal Dynamics

Suggested Readings:
3. Thomas P. Holland, Roger A. Ritvo, Nonprofit Organizations: Principles and Practices
Objective:
The objective of this course is to teach students methods for modeling of systems using discrete event simulation. Emphasis of the course will be on modeling and on the use of simulation software. The students are expected to understand the importance of simulation in manufacturing, telecommunication, IT and service industries etc. By the end of the course students will be able to formulate simulation model for a given problem, implement the model in software and perform simulation experiments and analyse results and draw conclusions.

Module I: Introduction to Simulation and Modeling:
Simulation – introduction, deciding where simulation is appropriate and not appropriate, advantages and disadvantage, application areas, history of simulation software, an evaluation and selection technique for simulation software, general – purpose simulation packages. System and system environment, components of system, type of systems, model of a system, types of models and steps in simulation study. Manual Simulation of Systems: Simulation of Queuing Systems such as single channel and multi channel queue, lead time demand, inventory system, reliability problem, time-shared computer model, job-shop model.

Module II: Discrete Event Formalisms:
Concepts of discrete event simulation, model components, a discrete event system simulation, simulation world views or formalisms, simulation of single channel queue, multi channel queue, inventory system and dump truck problem using event scheduling approach, Random Number Generation and its use in simulation. Introduction to different techniques to generate random variate.

Module III: Input Modelling:
Introduction, steps to build a useful model of input data, data collection, identifying the distribution with data, parameter estimation, suggested estimators, goodness of fit tests, selection input model without data, covariance and correlation, multivariate and time series input models. Verification and Validation of Simulation Model:
Introduction, modelbuilding, verification of simulation models, calibration and validation of models:- validation process, face validity, validation of model, validating input-output transformation, t test, power of test, input output validation using historical data and Turing test.

Module IV: Output Analysis:
Experimenting with simulation models, Types of simulations with respect to output analysis, stochastic nature of output data, measure of performance and their estimation, output analysis of terminating simulators, output analysis for steady state simulation.

Module V: Case Studies:
Simulation of manufacturing systems, Simulation of Material Handling system, Simulation of computer systems, Simulation of super market, and some service sector examples. Lab exercises in Simulation and mini simulation project.

Suggested Readings: