

1. Please refer page no. 20 for detailed Syllabus structure.
2. Newly introduced courses are highlighted in yellow color
3. Savitribai Phule Pune University adopted the Choice Based Credit System (CBCS) and Grading System pattern syllabus in 2013.

University of Pune
Revised Syllabus
Master of Business Administration
(MBA)
Incorporating
Choice Based Credit System and Grading System
TWO YEAR FULL TIME FOUR SEMESTER
POST GRADUATE DEGREE PROGRAMME
MBA I Year Curriculum Applicable w.e.f. AY 2013-14
MBA II Year Curriculum Applicable w.e.f. AY 2014-15

1. Title

Name of the Programme: Master of Business Administration (MBA).

Nature of the Programme: MBA is two year full time post-graduate degree programme.

2. Preamble: The revised curriculum for MBA is developed keeping in mind the *national priorities* and *international practices*. It also attempts to align the programme structure and course contents with student aspirations & recruiter expectations.

2.1 Need for Revision of the Curriculum: The MBA programme curriculum of the University of Pune was last revised in the AY 2008 and there was a need for revision of the curriculum in view of the dynamism in the industry practices, evolution in technology and the evolving expectations of key stakeholders viz. students, the industry and faculty members at large.

Specifically, the triggers for the comprehensive revamp of the curriculum are -

- a) **New Skills & Competencies desired due to dynamic business environment:** Jobs of today were perhaps not created about 5 years ago. This aspect has a direct linkage with contents and structure of syllabus across the *Knowledge, Skills and Attitude (KSA) dimensions*, which calls for frequent and meaningful updating of the curriculum.
- b) **Concerns expressed by the Industry:** The industry has expressed concerns about the need for improvement in the *communication skills, inter-personal skills, domain knowledge basics, business environment awareness, technology proficiency, and attitude* of the MBA graduates. *Newer and innovative evaluation methods* are necessary to address these concerns of the industry.
- c) **Application Orientation:** There is a pressing need to *imbibe application oriented thinking*, based on sound knowledge of management theories, principles and concepts. Management education needs to move out of the classrooms and instead focus on *group activity, field work, experiential learning, etc.* This can be achieved only through a radical change in the evaluation pattern and course delivery methodology.
- d) **Changing mindset of the Learner:** The profile of the students for the management programme, their learning styles and the outlook towards higher education has undergone a gradual transformation. The expectations of the students from the MBA programme have changed over the last decade.
- e) **Integrate a basket of skill sets:** B-Schools are expected to imbibe varied aspects of 'learning beyond the syllabus' through innovative curriculum design, contemporary syllabus, effective delivery and comprehensive evaluation.

Specifically the following skill sets are in focus:

- i. Reading & Listening Skills
- ii. Problem Definition & Problem Solving Skills
- iii. Application of Technology Tools
- iv. Mastery of Analytics (Quantitative Aspects)
- v. Sensitization to Cross-Functional skills
- vi. Sensitization to Cross-Cultural skills
- vii. Sensitization to Global perspectives
- viii. Peer-based Learning - Working in groups
- ix. Learning by application and doing – Experiential learning

2.2 MBA Programme Objectives: The MBA programme prepares a student for a career in diverse sectors of the industry-domestically and globally. The MBA programme facilitates learning in theory and practice of different functional areas of management and equips the students with an integrated approach to various functions of management. However, the demand for managerial skills is not limited to the industry. Managerial talent is much sought by the Government Sector, NGOs, non-corporate sector as well. Institutes, Faculty and Students need to move away from the excessive focus on industry and look at needs and demands of broader sections of the society.

Specifically the objectives of the MBA Programme are:

1. To equip the students with requisite knowledge, skills & right attitude necessary to provide effective leadership in a global environment.
2. To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society, aligned with the national priorities
3. To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.

2.3 Highlights of the New Curriculum: The New Curriculum intends to add immense value to all stakeholders by effectively addressing their requirements in more than one way by:

1. Adoption of Choice Based Credit System (CBCS) and Grading System in line with National policies and International practices.
2. Enhancing *the brand value of the MBA programme of the University of Pune.*
3. Providing the much needed flexibility to individual Institutes to carve a niche for themselves.
4. Emphasizing the *centrality of the student and teacher-student relationship* in the learning process.
5. Focusing on 'Concurrent Evaluation' i.e. continuous evaluation throughout the programme.
6. Empowering the Institutes through *cafeteria approach – by providing Generic Core, Subject Core, Generic Elective, and Subject Elective Courses.* This shall provide in-built flexibility in the curriculum to help the institutes to offer tailor made courses preferred by students, from a wider basket of courses.
7. Evaluating *all Half Credit Courses completely on Concurrent Evaluation* pattern.
8. Emphasizing *Experiential Learning* aspect through Half Credit Courses.
9. Supplementing traditional classroom teaching/learning with focus on *group activity, field work, experiential learning, self-study, projects, etc.*
10. Incorporating new specializations viz. Supply Chain Management (SCM), Rural & Agribusiness Management (RABM), Family Business Management (FBM), Technology Management (TM) – thereby providing wider choice to the students.
11. A thorough revamp of Systems & Operations Specializations to make them more meaningful and attractive to BCA, BCS, BE students.
12. Providing opportunity to students to choose courses from other electives to explore *cross-functional issues.*
13. Emphasizing on *Research, Inter-personal, Analytical, Cross-Cultural, Global aspects* of managerial careers throughout the curriculum.

3. Pattern: The Programme comprises of 4 Semesters and adopts the Choice Based Credit System (CBCS) and Grading System.

3.1 Choice Based Credit System: Choice Based Credit System (CBCS) offers wide ranging choice for students to opt for courses based on their aptitude and their career goals. CBCS works on the fundamental premise that students are mature individuals, capable of making their own decisions.

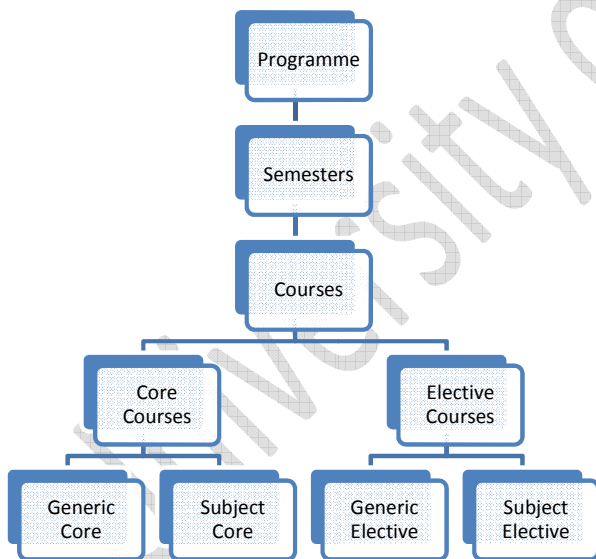
CBCS enables a student to obtain a degree by accumulating required number of credits prescribed for that degree. The number of credits earned by the student reflects the knowledge or skill acquired by him / her. Each course is assigned a fixed number of credits based on the contents to be learned & the expected effort of the student. The grade points earned for each course reflect the student's proficiency in that course. CBCS is a process of evolution of educational reforms that would yield the result in subsequent years and after a few cycles of its implementation.

3.1.1 Key features of CBCS:

1. **Enriching Learning Environment:** A student is provided with an academically rich, highly flexible learning system blended with abundant provision for skill practice and activity orientation that he/she could learn in depth without sacrificing his/her creativity. There is a definite movement away from the traditional lectures and written examination.

2. **Learn at your own pace:** A student can exercise the option to decide his/her own pace of learning- *slow, normal or accelerated plan*. Students can select courses according to their aptitude, tastes and preferences.
3. **Continuous Learning & Student Centric Concurrent Evaluation:** CBCS makes the learning process continuous and the evaluation process is not only made continuous but also made learner-centric. The evaluation is designed to recognize the capability and talent of a student.
4. **Active Student-Teacher Participation:** CBCS leads to quality education with active teacher-student participation. This provides avenues to meet student's scholastic needs and aspirations.
5. **Industry Institute Collaboration:** CBCS provides opportunities for meaningful collaboration with industry and foreign partners to foster innovation, by introduction of electives and half credit courses through the cafeteria approach. This will go a long way in capacity building of students and faculty.
6. **Interdisciplinary Curriculum:** Cutting edge developments generally occur at the interface of two or more discipline. Interdisciplinary approach enables integration of concepts, theories, techniques, and perspectives from two or more disciplines to advance fundamental understanding or to solve problems whose solutions are beyond the scope of a single discipline.
7. **Employability Enhancement:** CBCS shall ensure that students enhance their skill/employability by taking up project work, entrepreneurship and vocational training.
8. **Faculty Expertise:** CBCS shall give the Institutes the much needed flexibility to make best use of the expertise of available faculty.

3.1.2 Programme Structure in Choice Based Credit System:



3.2 Time Schedule: An academic year is divided into two terms – I and II. Each term has one semester. Term I shall have Sem I and III, whereas Term II shall have Sem II and IV. In each semester, courses are offered in 15 teaching weeks and the remaining 5 weeks are to be utilized for conduct of examinations and evaluation purposes.

For students, each week has 40 working hours spread over 5/6 days a week consisting of lectures, tutorials, assignments, class participation, library work, special counseling, Sports, project work, field visit, youth welfare and social activities.

3.3 Course: A “Course” is a component of programme, i.e. in the new system; papers will be referred to as courses. Each course is identified by a unique course code. While designing curriculum, course can have defined weightages. These weightages are called credits.

Each course, in addition to having a syllabus, has learning objectives and learning outcomes. A course may be designed to comprise lectures/ tutorials/ laboratory work/ field work/ project work/vocational training /viva voce etc. or a combination of some of these.

3.3.1 Core Courses: The Curriculum comprises of Core Courses and Elective Courses.

Core courses are the foundation courses of management education. They are compulsory for all the students. Core courses are of two types: Generic Core & Subject Core.

Generic Core: This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses. Such courses are also known as **Hard Core Courses**.

A Hard core course may be a Theory, Practical, Field based or Project Work based subject which is a compulsory component in the Programme Structure.

Subject Core: A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category (grouping) of subjects (specializations). These are also known as **Soft Core Courses**.

Following Specializations shall be offered:

1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Information Technology Management (IT)
4. Operations Management (OPE)
5. Human Resources Management (HR)
6. International Business Management (IB)
7. Supply Chain Management (SCM)
8. Rural & Agribusiness Management (RABM)
9. Family Business Management (FBM)
10. Technology Management (TM)

Students shall study 2 Full Credit Courses & 4 Half Credit Courses in Sem III and IV each for specialization courses i.e. a total of 12 specialization courses of which 4 are full credits and 8 are half credits.

- Generic Core courses in Sem I provide *foundations of management*.
- Generic Core courses in Sem II focus on *functional areas*.
- Generic Core courses in the Sem III and IV are *integrative* in nature along with the Subject Core subjects.

3.3.2 Elective Course: Elective course is a course which can be chosen from a pool of courses. It may be:

- a) Very Specialized or advanced course focusing on a specific aspect
- b) Supportive to the discipline of study
- c) Providing an extended scope
- d) Enabling an exposure to some other discipline/domain
- e) Nurturing candidate's proficiency/skill.

Generic Elective: An elective course which is common across disciplines / subjects is called a generic elective. ‘Generic Elective’ courses develop generic proficiencies amongst the students.

Subject Elective: A 'Discipline centric' elective is called 'Subject Elective.'

- Generic Elective courses, in Sem I and II facilitate self-development and skill building.
- Subject Elective courses, in the Sem III and IV are focused on a specialization.

Open Elective: A subject elective course chosen generally from an unrelated discipline/ subject, with an intention to seek cross-functional exposure is called an Open Elective. A Subject Elective offered in a discipline / subject may be treated as an Open Elective by other discipline / subject and vice versa.

Choice of Cross Functional Half Credit Courses (Subject Elective chosen as Open Elective): Out of the 8 half credit subject elective courses (to be taken collectively in Sem III and IV); a *student may choose 2 half credit subject courses from another elective* (i.e. other than his chosen elective). The student may exercise this choice either in Sem III and/or in Sem IV. The final say in this matter shall rest with the Director of the Institute.

Generic and Subject Electives will provide flexibility to each Institute to offer courses based on: -

- a) Intended positioning of the Institute
- b) Targeted Industry Linkages – sectoral requirements and networking at the Institute Level
- c) Student Composition – rural/urban, commerce/engineering/others, fresh/experienced, etc.
- d) Present & Future Faculty Competencies – generic and specialization areas
- e) Locational Aspects - rural/urban/ semi-urban

An Institute may offer varied combinations of Half Credit courses to various groups of students enrolled in a particular academic year / enrolled for a particular specialization based on student interests and competencies, faculty availability.

3.4 Pre-requisites for successful implementation of CBCS: The success of the CBCS also requires certain commitments from both the students and the teachers.

1. The student should be regular and punctual to his classes, studious in carrying out the assignments and should maintain consistency in his tempo of learning. He should make maximum use of the available library, internet and other facilities.
2. The teachers are expected to be alert and punctual and strictly adhere to the schedules of teaching, tests, seminars, evaluation and notification of results.
3. All teachers should notify the tentative schedule of teaching and tests of the entire semester, including the dates of tests, dates of score notification and all other schedules, which can be planned in advance.
4. The teachers are expected to adhere to unbiased and objective evaluation and marking of concurrent evaluation scores (internal examinations) which will not only maintain the confidence of the students, but, at the same time, ensure that merit is given due credit.
5. Transparency, objectivity and quality are the key factors that will sustain a good CBCS system.
6. **At the post-graduate level, and in a professional programme, the syllabus is to be looked upon as the bare minimum requirement to be fulfilled and sufficient emphasis shall be laid on contemporary aspects, going beyond the syllabus.**

3.5 Credits

Credit: The definition of 'credits' can be based on various parameters—such as the learning hours put in, learning outcomes and contact hours, the quantum of content/syllabus prescribed for the course.

The credit system requires that a student progresses in the academic programmes not in terms of time (years or semesters), but in terms of courses.

Each course is assigned a certain credit, depending on the estimated effort put in by a student. When the student passes that course, he/she earns the credits associated with that course.

In the Credit system the emphasis is on the **hours put in by the learner and not on the workload of the teacher**. Each credit can be visualized as a combination of **3 components viz. Lecture (L) + Tutorials (T) + Practical / Project Work (P) i.e. LTP Pattern**.

The effort of the learner for each Credit Point may be considered under two parts –

- a) One part consisting of the hours actually spent in class room / practical / field work instructions and
- b) The other part consisting of notional hours spent by the Learner in self-study, in the library, peer interactions, case study, writing of journals and assignments, projects etc. for the completion of that course.

Every course offered shall have three components associated with the teaching-learning process of the course, viz.

- a) Lecture – L : Classroom sessions delivered by faculty in an interactive mode
- b) Tutorial- T : Session consisting of participatory discussion/ self-study/ desk work/ brief seminar presentations by students and such other novel methods that make a student to absorb and assimilate more effectively the contents delivered in the Lecture sessions
- c) Practice - P: Practice session /Project Work consisting of Hands-on experience / Field Studies / Case studies that equip students to acquire the much required skill component.

In terms of credits, for a period of one semester of 15 weeks:

- a) every ONE hour session per week of L amounts to 1 credit per semester
- b) a minimum of TWO hours per week of T amounts to 1 credit per semester,
- c) a minimum of TWO hours per week of P amounts to 1 credit per semester,

The teaching / learning as well as evaluation are to be interpreted in a broader perspective as follows:

- a) Teaching – Learning Processes: Classroom sessions, Group Exercises, Seminars, Small Group Projects, Self-study, etc.
- b) Evaluation: Tutorials, Class Tests, Presentations, Field work, Assignments, Research papers, Term papers, etc.

A course shall have either or all the three components, i.e. a course may have only lecture component, or only practice component or a combination of any two or all the three components.

The total credits earned by a student at the end of the semester upon successfully completing a course are 'L + T + P'. The credit pattern of the course is indicated as L: T: P.

If a course is of 3 credits then the different credit distribution patterns in L:T: P format could be 3:0: 0, 1:2: 2, 2: 0: 2, 2: 2: 0, etc. In no instance the credits of a course can be greater than the number of hours (per week for 15 weeks) allotted to it.

Full Credit Course: A course with weightage of 3 credits is considered as a full course. (Except for Summer Internship Project which is a full credit course with 6 Credits.)

Half Credit Course: A course with weightage of 2 credits is considered as a half course.

The MBA programme is a combination of:

- a) Full Credit Courses (100 Marks each) : 3 Credits each
- b) Half Credit Courses (50 Marks each) : 2 Credits each

3.6 Adoption of Credit and Grading System

As per national policy and international practices, it is proposed to adopt the Credit and Grading System for the MBA programme w.e.f. AY 2013-14.

3.6.1 Rationale for adoption of the Credit and Grading System:

a) **Learner's Perspective:** The current practice of evaluation of student's performance at the end of a semester is flawed. The students are expected to express their understanding or mastery over the content included in their curriculum for a complete semester within a span of three hours and their efforts over the semester are often completely ignored. It also promotes to an unhealthy practice of cramming before the examinations and focusing on marks rather than on learning.

b) **Evaluation Perspective:** The present system of evaluation does not permit the flexibility to deploy multiple techniques of assessment in a valid and reliable way. Moreover, the current practice of awarding numerical marks for reporting the performance of learners suffers from several drawbacks and is a source of a variety of errors. Further, the problem gets compounded due to the variations in the marks awarded in different subjects. The 'raw score' obtained by the learner, is, therefore, not a reflection of his true ability.

In view of the above lacunae, it is desirable that the marking system used for the declaration of results is replaced by the grading system. The system of awarding grades provides a more realistic picture of learner's ability than the prevailing marking system. *Excellence in quality education can be achieved by evaluating the true ability of the learners with the help of continuous evaluation.*

3.6.2 Salient features of the grading system:

1. In this system, students (learners) are placed in ability bands that represent a range of scores. This ability range may be designated with alphabetical letters called as 'GRADE'.
2. Grading reflects an individual learner's performance in the form of a certain level of achievement.
3. The Grading system ensures natural classification in qualitative terms rather than quantitative terms since it expresses a range /band of scores to which a learner belongs such as O,A,B,C,D,E & F
4. Grades can be interpreted easily and directly and can be used to prepare an accurate 'profile' of a learner.
5. A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

3.6.3 Basics of Credit and Grading System: Grading is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders.

Grading is carried out in a variety of ways. The classification of grades depends upon the reference point.

With 'Approach towards Grading' as the reference point, Grading may be classified as:

- a) **Direct grading:** When the performance exhibited by the examinees is assessed in qualitative terms and the impressions so obtained by the examiners are directly expressed in terms of letter grades, it is called, '*Direct Grading*'.
- b) **Indirect grading:** When the performance displayed by the examinees is first assessed in terms of marks and subsequently transformed into letter grades by using different modes, it is called, '*Indirect Grading*'.

With 'Standard of Judgment', as the reference point Grading may be classified as:

- a) **Absolute grading:** The method that is based on a predetermined standard which becomes a reference point for the learner's performance is called 'Absolute Grading'. This involves direct conversion of marks into grades irrespective of the distribution of marks in a subject.
- b) **Relative grading:** Relative Grading is popularly known as grading on the curve. The curve refers to the normal distribution curve or some symmetric variant of it. This method amounts to determining in advance approximately what percentage of learners can be expected to receive different grades, such as O,A,B,C,D,E,F. In this grading system the grade is not determined by the learner's performance but on the basis of group performance.

Absolute grading has several advantages such as –

- a) the procedure is simple and straightforward to use,
- b) each grade is distinctly understandable,
- c) the learner has the freedom to strive for the attainment of the highest possible grade and
- d) It enables the learners to know their strengths and weaknesses.

The few limitations in Absolute Grading method are that –

- a) The distribution of scores is taken at its face value regardless of the errors of measurement creeping in due to various types of subjectivity.
- b) Besides, the cut-offs of different categories are also arbitrarily decided.

It is proposed to use the **Indirect and Absolute Grading System for the MBA programme**, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks, but the marks shall later be converted into Grades by a defined mechanism wherein the overall performance of the Learners can be reflected after considering the Credit Points for any given course. However, **the overall evaluation shall be designated in terms of Grade.**

3.7 Session Duration: Each teaching-learning, evaluation session shall be of 60 minutes. However, institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way. Batch size for tutorials shall be 50% of the normal class size, subject to a minimum of 30 students.

3.8 Courses Offered: Institutes are free to offer only a *select number of specializations* from amongst the list provided by the University. Likewise, institutes may provide only a *sub-set of the generic electives, subject electives* as prescribed semester-wise in the Programme structure.

However, it shall be mandatory for the Institutes to provide all information relating to the specializations offered, generic electives, subject electives, their respective credits, evaluation pattern, etc. to all the students so as to enable them to make an informed choice. Such information should be hosted on the website/prospectus of the Institute in sufficient advance, prior to commencement of the classes. Other information such as the credits, the prerequisites, and syllabus shall also be hosted on the website of the institute.

3.9 Registration: *It is mandatory for every student, to register every semester, for the courses opted under CBCS system, for that semester.*

Such registration forms the basis for a student to undergo concurrent evaluation, online evaluation and end-semester examination. Application forms for University examinations are to be filled up based on the choices finalized during the registration process and submitted to the University along with the prescribed examination fee.

3.9.1 Registration Process:

- i. Each student, on admission shall be assigned to a **Faculty Advisor** who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile and career objectives.
- ii. With the advice and consent of the Faculty Advisor the student shall register for a set of courses he/she plans to take up for the Semester.
- iii. The student should meet the criteria for prerequisites, if defined for a course, to become eligible to register for that course.
- iv. The Institute shall follow a selection procedure on a first come first served basis, determining the maximum number of students, giving counseling to the students, etc., to avoid overcrowding to particular course(s) at the expense of some other courses.
- v. It is expected that a student registers for 26 credits in Sem I, II, 29 Credits in Sem III each and balance 19 credits in Sem IV.
- vi. However fast learners (under accelerated plan), may be permitted to register for 2 full credit / 3

half credit courses in excess of the normal credits defined for a semester. However, registration for Repeat courses (backlogs) is allowed in excess of this limit.

- vii. Likewise, slow learners, may be permitted to register for 2 full credit / 3 half credit courses less than the normal credits defined for a semester.
- viii. A candidate may register for a minimum of say, 20 credits per semester, but it is possible that he/she may earn less than 20 credits in a semester. It may be theoretically possible that he/she may just earn ZERO credits in a semester. However, he/she should register for credits less than or equal to permissible maximum and more than or equal to permissible minimum per semester, excluding the courses of earlier semester(s), for which he/she has not earned the credits (uncleared courses) if any.
- ix. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the earlier term for Sem II, III and IV. i.e. The fresh inducted batch shall register for various courses at the end of the first week of their Sem I after their induction. They will register for Sem II courses immediately at the end of Sem I and likewise for subsequent semesters. In Sem I the registration window shall be open for sufficiently long duration to take care of late admissions.
- x. The maximum number of students to be registered in each elective course shall depend upon the physical facilities available. Every effort shall be made by the Institute to accommodate as many students as possible.
- xi. Students who do not earn credits for an elective course (generic / subject / open) are permitted to opt for another elective course (generic / subject / open) in case they feel to do so. In such a case they shall be said to have **dropped the original course and opted for a new one**. Alternatively, they are permitted to continue with the same elective course (generic / subject / open) i.e. If a student secures a F Grade in say course no 111 for which he has opted in Sem I, during the successive attempt he may drop course 111 and take up another course from 107 to 115, or continue with 111.
- xii. Normally, every Lecture-based course shall, be delivered by one teacher.
- xiii. The Institute may not offer a course if a minimum of 20% of students are not registered for that course.

4. Eligibility: The eligibility for admissions shall be defined by the Competent Authority viz. AICTE / DTE Maharashtra State for the relevant academic year.

5. Examination:

Pattern of Examination: The evaluation scheme comprises of:

- a) University Evaluation
- b) Concurrent Evaluation

For each full credit course –

- a) 70 marks shall be evaluated by the University and
- b) 30 marks shall be evaluated by the respective Institute.

For each half credit course –

- a) 50 marks shall be evaluated by the respective Institute.
- There shall not be any University evaluation for half credit courses.*

(Evaluation Scheme for Summer Internship Project is detailed separately.)

5.1 University Evaluation

There shall be University evaluation for each full credit course as per the time table announced by the University. The evaluation by the University for Full Credit Courses shall comprise of two parts:

- a) Online Examination for 20 marks.
- b) Written Examination (subjective – concept plus case study / application oriented type) for 50 marks.

5.1.1 Online Examination

The University of Pune shall conduct an online examination for each full credit course. This examination will be *objective* in nature and shall carry a *weightage of 20 marks per full credit course*. Students will appear for the online examinations in their respective institutes. Online examination shall constitute a *separate head of passing* for the full credit courses for which such online examination is scheduled. Passing shall be at 40%, i.e. Grade E. The student does NOT have a facility of Grade Improvement, in online examination, if he/she has secured any grade other than F.

The Controller of Examinations of the University of Pune shall announce the *online examination window of 3 days per semester* i.e. a window of 3 days for Sem I and another window of 3 days for Sem III (in term I and likewise for term II) for the examination, *in consultation with the Dean – Faculty of Management*. The online test shall be conducted for all 4 semesters during each term. A similar window of 3 days for Sem II (backlog) and another window of 3 days for Sem IV backlog shall be announced in term I and vice-versa for Sem I backlog and Sem III backlog in term II for students who score Grade F in the online exam.

There shall NOT be any retest for those students who is absent for the online exam during the declared examination window period. Any student, who *is absent* for the online test during the regular term, can take the online test for the specific course in the next term and his grades evaluation shall be updated accordingly in the revised **Grade Card**.

Generally the schedule for online examination will be as follows:

- a) Semester I - in the 8th/9th week after the commencement of semester I.
- b) Semester II, III and IV - in the 7th/ 8th week after the commencement of respective semester.

The date declared by DTE for commencement of classes as per CAP process shall be the reference date for Sem I. Only for Sem I, in case of unforeseen circumstances the Controller of Examinations (CoE), University of Pune, in consultation with the Dean of the Faculty of Management may postpone the examinations for Sem I. However the online examinations shall not be postponed beyond 10th week after commencement of the classes / course for Sem I.

For Sem II, III and IV the reference date shall be the term commencement date declared by the UoP.

The *syllabus for the online examination shall be the first two units in each full credit course* (2 out of total 5 units, i.e. 40% of the syllabus). The duration of online examination for each course shall be of 25 minutes.

There shall be **one mark for each correct response and 0.25 negative marks for each incorrect response. There shall be 20 questions – each carrying one mark. All the questions shall be compulsory.** The questions shall be of different variety within the objective format. In the extreme event of a student answering all the questions incorrectly, the final score of such a student for that course for the online examination shall be 0 (ZERO) and not -5 (MINUS FIVE).

The Faculty of Management shall devise objective question bank comprising questions of varying degree of difficulty, and of different types, in sufficiently large number for each course for the exclusive purpose of the online examination. *The objective question paper shall be developed in real time, randomly using an ERP / Learning Management System.*

The Institutes shall ensure the provision of necessary IT infrastructure and internet bandwidth, backup power supply, for the smooth conduct of such online examination.

The score of each candidate for each course shall be known immediately after the conclusion of the online test and the Institute shall display the scores of all students for the online test within 3 days of the completion of the test.

5.1.2 Instructions to External Paper Setters / Chairman/ Examiners: The syllabus for each course is organized in 5 units. The end-semester University evaluation shall cover the entire syllabus prescribed for the course. For University evaluation (Written Examination – subjective type of 50 marks) of each full credit course, the question pattern shall be as follows:

Pattern of Question Paper:

- 1) There shall be five questions each of 10 marks.
- 2) All questions shall be compulsory with internal choice within the questions. i.e. There shall be 2 questions from each unit of the curriculum with an internal option.
- 3) A Question may be subdivided into sub-questions a, b, c... and the allocation of marks depend on the weightage of the topic.

ILLUSTRATIVE PATTERN OF QUESTION PAPER	
Q. 1 (A).....	based on Unit 1
OR	
Q.1 (B)	based on Unit 1
Q.2. (A)	based on Unit 2
OR	
Q.2 (B)	based on Unit 2
Q.3 (A)	based on Unit 3
OR	
Q.3 (B)	based on Unit 3
Q.4 (A)	based on Unit 4
OR	
Q.4 (B)	based on Unit 4
Q.5 (A)	based on Unit 5
OR	
Q.5 (B)	based on Unit 5

Questions shall assess knowledge, application of knowledge, and the ability to synthesize knowledge. The paper setter shall ensure that questions covering all skills and all units are set. She/he shall also *mandatorily submit* a detailed scheme of evaluation along with the question paper. Questions shall be of three categories of difficulty level – low difficulty, average difficulty and high difficulty.

The duration of written examination shall be 2 hours. Students shall be provided a single answer sheet of 16 pages. They must ensure that their responses fit within the provided answer sheet. Additional supplements shall not be provided.

5.2 Concurrent Evaluation: A continuous assessment system in semester system (also known as internal assessment/comprehensive assessment) is spread through the duration of course and is done by the teacher teaching the course.

The continuous assessment provides a feedback on teaching learning process. The feedback after being analyzed is passed on to the concerned student for implementation and subsequent improvement. As a part of concurrent evaluation, the learners shall be *evaluated on a continuous basis* by the Institute to ensure that student learning takes place in a graded manner.

Concurrent evaluation components should be designed in such a way that the faculty can *monitor the student learning & development and intervene wherever required*. The faculty must share the outcome of each concurrent evaluation component with the students, soon after the evaluation, and guide the students for betterment.

Individual faculty member shall have the flexibility to design the concurrent evaluation components in a manner so as to give a balanced assessment of student capabilities across Knowledge, Skills & Attitude (KSA) dimensions based on variety of assessment tools.

Suggested components for Concurrent Evaluation (CE) are:

1. Case Study / Caselet / Situation Analysis – (Group Activity or Individual Activity)
2. Class Test
3. Open Book Test
4. Field Visit / Study tour and report of the same
5. Small Group Project & Internal Viva-Voce
6. Learning Diary
7. Scrap Book
8. Group Discussion
9. Role Play / Story Telling
10. Individual Term Paper / Thematic Presentation
11. Written Home Assignment
12. Industry Analysis – (Group Activity or Individual Activity)
13. Literature Review / Book Review
14. Model Development / Simulation Exercises – (Group Activity or Individual Activity)
15. In-depth Viva
16. Quiz

There shall be a *minimum of three concurrent evaluation components per full credit course and five concurrent evaluation components for each half credit course*. The faculty shall announce in advance the units based on which each concurrent evaluation shall be conducted. Each component shall ordinarily be of 10 marks. The Institute shall however have the liberty to conduct additional components (beyond three/five). However the total outcome shall be scaled down to 30/50 marks for full credit and half credit courses respectively. Marks for the concurrent evaluation must be communicated by the Institute to the University as per the schedule declared by the University. Detailed record of the Concurrent Evaluation shall be maintained by the Institute. The same shall be made available to the University, on demand.

At the end of Concurrent Evaluation (out of 30/50 marks) the student does NOT have a facility of Grade Improvement, if he/she has secured any grade other than F.

5.2.1 Safeguards for Credibility of Concurrent Evaluation: The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

- a) Involving faculty members from other management institutes.
- b) Setting multiple question paper sets and choosing the final question paper in a random manner.
- c) One of the internal faculty members (other than the course teacher) acting as jury during activity based evaluations.
- d) Involvement of Industry personnel in evaluating projects / field based assignments.
- e) Involvement of alumni in evaluating presentations, role plays, etc.
- f) 100% moderation of answer sheets, in exceptional cases.

5.3 Summer Internship Project: At the end of Second Semester each student shall undertake a **Summer Internship Project (SIP) for 8 weeks. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP.** The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a cross-functional orientation. The student shall submit a written structured report based on work done during this period.

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

outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by –

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

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ etc.) shall also certify the SIP work.

The student shall submit **TWO hard copies & one soft copy (CD)** of the project report before 30th September in Sem III. One hard copy is to be returned to the student after by the Institute after the External Viva-Voce.

In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper.

SIP shall have a weightage of 6 credits. The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks. The Panel shall comprise of the Internal Faculty Guide & One additional faculty nominated by the Director.

There shall be an external viva-voce for the SIP for 100 marks. The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director. The external viva-voce shall be conducted for 15 minutes at least per student.

The Internal & the External viva-voce shall evaluate the project based on:

1. Actual work undertaken by the student
2. Student's understanding of the organization and business environment
3. Outcome of the project
4. Utility of the project to the organization
5. Basic analytical capabilities

Copies of SIP report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

5.4 Dissertation: In Sem IV the student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies & one soft copy (CD). *In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.*

The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor. The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral

presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide & approved by the Director of the Institute.

Dissertation shall have a weightage of 2 credits. The Institute shall conduct a viva-voce for evaluation of the dissertation, for 50 marks. The Panel shall comprise of 2 internal Faculty members (One who has supervised the student and the other one as Jury) nominated by the Director. The Institute may invite an additional external examiner from the industry. Copies of Dissertation report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

5.5 Standard of Passing: Every candidate must secure at least Grade E in Concurrent Evaluation as well as University Examination as separate heads of passing for each course.

Degree Requirements:

- a) **Earned Credits:** A candidate who has successfully completed all the Core courses and accumulated, through elective courses, not less than minimum number of Credits prescribed shall be eligible to receive the Degree. The degree requirements for the MBA programme is completion of 100 earned credits.
- b) **Final Grade Point Requirement:** A student must obtain the Final Grade Point of a minimum of 00.50 to be eligible for award of the MBA degree.

5.5.1 Conversion of Marks to Grade Points & Grades: The marks shall be converted to grade points and grades using Table I below.

Table I: Points Grading System

Sr. No.	Marks	Grade	Grade Point
1	100 – 75	O – Outstanding	06
2	74 – 65	A – Very Good	05
3	64 -55	B – Good	04
4	54 – 50	C – Average	03
5	49 – 45	D – Satisfactory	02
6	44 – 40	E – Pass	01
7	39 – 0	F – Fail	00

The description of the final grades shall be as follows:

O: Outstanding (Excellent Analysis of the topic - 75% and above)

Accurate knowledge of the primary material, wide range of reading, logical development of ideas, originality in approaching the subject. Neat and systematic organization of content, elegant and lucid style.

A: Very Good (Excellent Analysis of the topic - 65 to 74 %)

Accurate knowledge of the primary material, acquaintance with seminal publications, logical development of ideas. Neat and systematic organization of content, effective and clear expression.

B : Good (Good Analysis and treatment of the topic - 55 to 64 %)

Basic knowledge of the primary material, logical development of ideas. Neat and systematic organization of content, effective and clear expression.

C : Average (Some important points covered – 50 to 54%)

Basic knowledge of the primary material, logical development of ideas. Neat and systematic organization of content, good language or clear expression.

D: Satisfactory (Some points discussed – 45 to 49%)

Basic knowledge of the primary material, some organization of content, acceptable language or expression.

E: Pass (Any two of the above – 40 to 44%)

F: Fail (None of the above – 0 to 39%)

The performance of a student will be evaluated in terms of two indices, viz.

- a) Semester Grade Point Average (SGPA) which is the Grade Point Average for a semester
- b) Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time.

Semester Grade Point Average (SGPA): At the end of each semester, SGPA is calculated as the weighted average of GPI of all courses in the current semester in which the student has passed, the weights being the credit values of respective courses.

SGPA = Grade Points divided by the summation of Credits of all Courses.

$$\text{SGPA} = \frac{\sum \{C * \text{GPI}\}}{\sum C} \text{ for a semester.}$$

Where GPI is the Grade and C is credit for the respective Course.

Cumulative Grade Point Average (CGPA): Cumulative Grade Point Average (CGPA) is the grade point average for all completed semesters. CGPA is calculated as the weighted average of all GPI of all courses in which the student has passed up to the current semester.

Cumulative Grade Point Average (CGPA) for the Entire Course

$$\text{CGPA} = \frac{\sum \{C * \text{GPI}\}}{\sum C} \text{ for all semesters taken together.}$$

Where GPI is the Grade and C is credit for the respective Course.

Note: If a student secures F grade in either or both of Concurrent Evaluation or University Evaluation for a particular course his /her credits earned for that course shall be ZERO.

5.5.2 Scaling Down of Concurrent Evaluation Scores: The marks obtained by the student for the Concurrent Evaluation components conducted by the Institute (i.e. out of 30 marks), in the Full Credit Courses, in Sem I to Sem IV, shall be scaled down, to the required extent, if percentage of the marks of Concurrent Evaluation exceeds the percentage of marks scored in the end semester University Examination by 25% for the respective course. Scores of Online Examination are not part of the scaling down formula. i.e. (percentage of marks scored out of 30 in concurrent evaluation) – (percentage of marks scored out of 50 in university evaluation) should not exceed 25%.

The marks obtained by the student in Half Credit Courses are **not subject to** scaling down. Likewise, the marks obtained by the student in Concurrent Evaluation for the Summer Internship Project (Course 304) shall **not be** subjected to Scaling down.

5.5.3 Attendance: The student must meet the requirement of 75% attendance per semester per course for granting the term. The Director shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

Since the emphasis is on continuous learning and concurrent evaluation, it is expected that the students study all-round the semester. *Therefore, there shall not be any preparatory leave before the University examinations.*

5.6 ATKT Rules: A student shall earn the credits for a given course in **maximum four attempts**. If a student drops a course (generic elective / subject elective) and opts for another course in lieu of the dropped course the attempts utilized for the dropped course shall be included in the maximum 4 attempts available to earn the credits for a course. The facility of dropping a course and opting for a new course in

lieu of the dropped course shall be availed by the student only once during these four attempts available to him. A student may drop at the most 2 courses out of the 16 elective courses and select other courses in lieu of dropped courses. i.e. Dropping a course can be done only twice.

Maximum Duration for completion of the Programme: The candidates shall complete the MBA Programme within 4 years from the date of admission, by earning the requisite credits. The student will be finally declared as failed if she/he does not pass in all credits within a total period of four years. After that, such students will have to seek fresh admission as per the admission rules prevailing at that time.

5.7 Award of Grade Cards: The University of Pune under its seal shall issue to the student a grade card on completion of each semester. The final Grade Card issued at the end of the final semester shall contain the details of all courses taken during the entire programme for obtaining the degree.

Final Grades: After calculating the SGPA for an individual semester and the CGPA for entire programme, the value shall be matched with the grade in the Final Grade Points Table (as per Table II) and expressed as a single designated GRADE such as O, A, B, C, D, E, F.

Table II: Final Grade Points

Sr. No.	Grade Points	Grade
1	05.00 to 6.00	O - Outstanding
2	04.50 to 04.99	A – Very Good
3	03.50 to 04.49	B – Good
4	02.50 to 03.49	C – Average
5	01.50 to 02.49	D – Satisfactory
6	00.50 to 01.49	E – Pass
7	00.00 to 00.49	F – Fail

A student who secures grade E or above in a course is said to have completed /earned the credits assigned to the course. A student who completed the minimum credits required for the MBA programme shall be declared to have completed the programme.

NOTE:

The Grade Card for the final semester shall indicate the following, amongst other details:

- Grades for concurrent evaluation (out of 30 for Full Credit Courses & out of 50 for Half Credit Courses) , Online evaluation (out of 20 for Full Credit Courses only) and University evaluation (out of 50 for Full Credit Courses only), separately, for all courses offered by the student during the entire programme along with the grade for the total score.
- SGPA for each semester.
- CGPA for final semester.
- Total Marks Scored out of Maximum Marks for the entire programme, with break-up of Marks Scored in Concurrent Evaluation and University Evaluation (Semester Wise).
- Marks scored shall not be recorded on the Grade Card for intermediate semesters.
- The grade card shall also show the 7 point scale and the formula to convert GPI, SGPA, and/or CGPA to percent marks.
- The final GPA shall not be printed unless the student earns the minimum 100 credits required for earning the MBA Degree.
- B Grade is equivalent to atleast 55% marks.
- If the GPA is higher than the indicated upper limit in the three decimal digit, then the student may be awarded higher final grade e.g. a student getting a GPA of 4.492 may be awarded grade A. The grade card shall also provide, on the reverse, the 10-point scale and the formula to convert GPI, SGPA, and/or CGPA to percent marks.

5.8 Grade Improvement: A Candidate who has secured any grade other than F (i.e. passed the MBA programme) and desires to avail the Grade Improvement facility, may apply under Grade Improvement

Scheme within five years from passing that Examination. He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement. He /she shall appear for University Evaluation of at least 1/3rd Generic / Subject Core Courses (except SIP) for the purpose of Grade Improvement.

5.9 External Students: MBA being a full time programme, there is no provision of external students.

5.10 Verification / Revaluation: Students can avail the verification / revaluation facility as per the prevailing policy, guidelines and norms of the University of Pune. There shall be Revaluation of the answer scripts of Semester-End examination but not of internal assessment papers as per Ordinance no.134 A & B.

5.11 Additional Specialization: A student may enroll for additional specialization *after passing out the regular MBA programme*. Such students will get exemption from all the generic core and generic elective courses in First Year (Sem I and II) and generic core courses in Second Year (Sem III and IV). Such students shall have to appear for the subject core and subject elective courses i.e. 2 Full Credit Courses & 4 Half Credit Courses in Sem III and IV each. i.e. a total of 12 subject electives (specialization) courses of which 4 are full credits and 8 are half credits.

6. **Structure of the Programme:** The programme is a combination of:

- a) Full Credit Courses (100 Marks each) : 3 Credits each
- b) Half Credit Courses (50 Marks each) : 2 Credits each

Total Credits: 100 Credits (3000 Marks), Total Courses = 38.

- a) 20 Full Credit Courses * 3 credits per course = 60 Credits (2000 Marks)
- b) 1 Full Credit Course - SIP = 6 Credits (150 Marks)
- c) 16 Half Credit Courses * 2 credits per course = 32 Credits
- d) 1 Dissertation (Half Credit) = 2 Credits

The spread of courses across the 4 semesters for a normal learner is given below.

Table III: Break Up & Spread of Courses

Spread of Full & Half Credit Courses:

Semester	Full Credit Courses (100 Marks) (A)	Half Credit Courses (50 Marks) (B)
I	6	4
II	6	4
III	5	4
III	1 (SIP for 6 Credits)	-
IV	3	4
IV	-	1 (Dissertation for 2 Credits)
Total	21	17

Break Up of Full Credit Courses:

Semester	Number of Generic Core Courses (A)	Number of Subject (Specialization) Core Courses (B)	Total Number of Full Credit Courses (100 Marks) (C = A + B)
I	6	0	6
II	6	0	6
III	4**	2	6**
IV	1	2	3
Total	17	4	21

** includes SIP for 6 Credits & 150 Marks

Break Up of Half Credit Courses:

Semester	Number of Generic Elective Courses (A)	Number of (Specialization) Courses (B)	Subject Elective	Total Number of Half Credit Courses (50 Marks) (C = A + B)
I	4	0		4
II	4	0		4
III	0	4		4
IV	1 [#]	4		5 [#]
Total	9	8		17

Dissertation for 2 Credits

Detailed Programme Structure is provided in Annexure I.

6.1 Pedagogy: It is expected that the faculty members adopt a variety of teaching methodologies, such as case studies, role-play, problem solving exercises, group discussion, computer simulation games, etc. during the programme delivery. Use of technology and innovative techniques beyond the lecture method is desirable.

MBA being a post-graduate professional Programme, students are also expected to assimilate certain topics through self-study.

6.2 Medium of Instruction: The medium of Instruction & Evaluation shall be English.

7. Equivalence of previous syllabus with the proposed syllabus: The equivalence of the previous syllabus with the proposed syllabus shall be announced separately.

8. University Terms: The dates for the commencement and conclusion of the first and the second terms shall be as determined by the University Authorities. The terms can be kept only by duly admitted students. The present relevant ordinances pertaining to grant of terms will be applicable.

9. Course wise detailed syllabus: Course wise detailed syllabus along with recommended text books, reference books, websites, journals, etc. is provided in Annexure II.

10. Qualifications of Teacher: The qualifications of the full time teacher for the MBA Programme shall be as per AICTE norms prescribed from time to time.

10.1 Teacher Capacity Building: The faculty of management shall organize suitable programmes for capacity building of teachers.

Annexure I - Detailed Programme Structure

Table IV – A: Generic Core Courses

	Generic Core Courses	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
101	Accounting for Business Decisions	3	I	30	20	50	100
102	Economic Analysis for Business Decisions	3	I	30	20	50	100
103	Legal Aspects of Business	3	I	30	20	50	100
104	Business Research Methods	3	I	30	20	50	100
105	Organizational Behaviour	3	I	30	20	50	100
106	Basics of Marketing	3	I	30	20	50	100
201	Marketing Management	3	II	30	20	50	100
202	Financial Management	3	II	30	20	50	100
203	Human Resource Management	3	II	30	20	50	100
204	Decision Science	3	II	30	20	50	100
205	Operations & Supply Chain Management	3	II	30	20	50	100
206	Management Information Systems	3	II	30	20	50	100
301	Strategic Management	3	III	30	20	50	100
302	Enterprise Performance Management	3	III	30	20	50	100
303	Startup and New Venture Management	3	III	30	20	50	100
304	Summer Internship Project	6	III	50	00	100	150
401	Managing for Sustainability	3	IV	30	20	50	100
402	Dissertation	2	IV	50	00	00	50

Note: Each Generic Core Course is a Full Credit course of 45 hours. Out of 45 hours 35 hours shall be devoted to teaching – learning sessions and 10 hours for evaluation/projects.

30 marks shall be reserved for concurrent evaluation to be carried out by the Institute, 20 marks for online mid-term evaluation to be conducted by the University and 50 marks shall be term end written examination to be conducted by the University.

Course 304 - SIP shall have 6 Credits and 150 marks. (50 Marks for Concurrent Evaluation & 100 Marks for University Evaluation)

Course 402 – Dissertation shall have 2 Credits and 50 marks Concurrent Evaluation.

Table IV – B: Generic Elective Courses

	Generic Elective Courses	Credits	Semester	Concurrent Evaluation	Total Marks
107	Management Fundamentals	2	I	50	50
108	Business Communication Lab	2	I	50	50
109	MS Excel & Advanced Excel Lab	2	I	50	50
110	Selling & Negotiation Skills Lab	2	I	50	50
111	Business, Government & Society	2	I	50	50
112	Leadership Lab	2	I	50	50
113	Personality Development Lab	2	I	50	50
114	Foreign Language - I Lab	2	I	50	50
115	Enterprise Analysis - Desk Research	2	I	50	50
207	Emotional Intelligence and Managerial Effectiveness Lab	2	II	50	50
208	Statistical Software Lab	2	II	50	50
209	MS Project Lab	2	II	50	50
210	Life Skills Lab	2	II	50	50
211	Geopolitics & the World Economic System	2	II	50	50
212	Business Systems & Procedures	2	II	50	50
213	Computer Aided Personal Productivity Tools Lab	2	II	50	50
214	Foreign Language - II Lab	2	II	50	50
215	Industry Analysis - Desk Research	2	II	50	50

Note: Each Generic Elective Course is a Half Credit course of 30 hours. Out of 30 hours 25 hours shall be devoted to teaching – learning sessions and 5 hours for evaluation/projects.

50 marks shall be devoted for concurrent evaluation to be carried out by the Institute.

There shall not be any evaluation by the University (online / subjective) for all Half Credit Courses.

Table IV – C: Subject Core Courses

	Subject Core Courses (Marketing)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305MKT	Contemporary Marketing Research	3	III	30	20	50	100
306MKT	Consumer Behaviour	3	III	30	20	50	100
403MKT	Services Marketing	3	IV	30	20	50	100
404MKT	Sales and Distribution Management	3	IV	30	20	50	100
	Subject Core Courses (Finance)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305 FIN	Financial Regulatory Framework	3	III	30	20	50	100
306 FIN	Merchant Banking and Financial Services	3	III	30	20	50	100
403 FIN	International Finance	3	IV	30	20	50	100
404 FIN	Corporate Finance	3	IV	30	20	50	100
	Subject Core Courses (Information Technology)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305 IT	I T Management	3	III	30	20	50	100
306 IT	E-Business	3	III	30	20	50	100
403 IT	Software Project Management	3	IV	30	20	50	100
404 IT	Enterprise Resource Planning (ERP)	3	IV	30	20	50	100
	Subject Core Courses (Operations Management)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305 OPE	Planning & Control of Operations	3	III	30	20	50	100
306 OPE	Inventory Management	3	III	30	20	50	100
403 OPE	Operations Strategy	3	IV	30	20	50	100
404 OPE	Total Quality Management	3	IV	30	20	50	100
	Subject Core Courses (Human Resources Management)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305 HR	Labour Laws	3	III	30	20	50	100
306 HR	Performance Management	3	III	30	20	50	100
403 HR	Industrial Relations	3	IV	30	20	50	100
404 HR	Strategic Human Resource Management	3	IV	30	20	50	100

	Subject Core Courses (International Business Management)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305 IB	International Business Economics	3	III	30	20	50	100
306 IB	Export Documentation and Procedures	3	III	30	20	50	100
403 IB	International Business Environment	3	IV	30	20	50	100
404 IB	Indian Economy and Trade Dependencies	3	IV	30	20	50	100
	Subject Core Courses (Supply Chain Management)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305 SCM	Essentials of Supply Chain Management	3	III	30	20	50	100
306 SCM	Logistics Management	3	III	30	20	50	100
403 SCM	Strategic Supply Chain Management	3	IV	30	20	50	100
404 SCM	Knowledge Management in Supply Chains	3	IV	30	20	50	100
	Subject Core Courses (Rural & Agribusiness Management)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305RABM	Agriculture and Indian Economy	3	III	30	20	50	100
306RABM	Rural Marketing I	3	III	30	20	50	100
403RABM	Rural Credit and Finance	3	IV	30	20	50	100
404RABM	Rural Marketing II	3	IV	30	20	50	100

	Subject Core Courses (Family Business Management)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305FBM	Essentials of Family Business Management - I	3	III	30	20	50	100
306 FBM	Managing Innovation - I	3	III	30	20	50	100
403 FBM	Essentials of Family Business Management - II	3	IV	30	20	50	100
404 FBM	Managing Innovation - II	3	IV	30	20	50	100
	Subject Core Courses (Technology Management)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305TM	Fundamentals of Technology Management	3	III	30	20	50	100
306TM	Managing Innovation - I	3	III	30	20	50	100
403TM	Technology Competition and Strategy	3	IV	30	20	50	100
404TM	Managing Innovation - II	3	IV	30	20	50	100

Note: Each Subject Core Course is a Full Credit course of 45 hours. Out of 45 hours 35 hours shall be devoted to teaching – learning sessions and 10 hours for evaluation/projects.

30 marks shall be reserved for concurrent evaluation to be carried out by the Institute, 20 marks for online mid-term evaluation to be conducted by the University and 50 marks shall be term end written examination to be conducted by the University.

Table IV – D: Subject Elective Courses

	Subject Elective Courses (Marketing Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307MKT	Integrated Marketing Communications	2	III	50	50
308MKT	Product Management	2	III	50	50
309MKT	Strategic Brand Management	2	III	50	50
310MKT	Personal Selling Lab	2	III	50	50
311MKT	Qualitative Marketing Research	2	III	50	50
312MKT	Customer Relationship Management	2	III	50	50
313MKT	Marketing and the Law	2	III	50	50
314MKT	Finance for Marketing Professionals	2	III	50	50
315MKT	Marketing of Financial Services - I	2	III	50	50
316MKT	Tourism Marketing	2	IV	50	50
317MKT	Agricultural Marketing	2	IV	50	50
318MKT	Business to Business Marketing	2	IV	50	50
405MKT	Retail Marketing	2	IV	50	50
406MKT	Rural Marketing	2	IV	50	50
407MKT	Service Operations Management	2	IV	50	50
408MKT	International Marketing	2	IV	50	50
409MKT	Export Documentation & Procedures	2	IV	50	50
410MKT	Marketing Strategy	2	IV	50	50
411MKT	Marketing Decision Models	2	IV	50	50
412MKT	Marketing of High Technology Products	2	IV	50	50
413MKT	E-Marketing	2	IV	50	50
414MKT	Marketing to Emerging Markets & Bottom of the Pyramid	2	IV	50	50
415MKT	Marketing of Financial Services - II	2	IV	50	50
416MKT	Cross Cultural Relationship Marketing	2	IV	50	50

	Subject Elective Courses (Financial Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307 FIN	Income Tax – I	2	III	50	50
308 FIN	Project Finance	2	III	50	50
309 FIN	Strategic Cost Management	2	III	50	50
310 FIN	Corporate Financial Reporting	2	III	50	50
311 FIN	International Financial Reporting Standards	2	III	50	50
312 FIN	Corporate Financial Restructuring	2	III	50	50
313 FIN	Equity Research	2	III	50	50
314 FIN	Credit Analysis and Appraisal	2	III	50	50
315 FIN	Banking Operations - I	2	III	50	50

316 FIN	Treasury Management	2	III	50	50
317 FIN	Financial Instruments and Derivatives	2	III	50	50
318 FIN	Financial Statement Analysis	2	III	50	50
319 FIN	Futures & Options	2	III	50	50
320 FIN	Back Office Operations	2	III	50	50
321 FIN	Principles of Insurance	2	III	50	50
322 FIN	Rural Financial Institutions	2	III	50	50
323 FIN	Social finance for Inclusive Growth - I	2	III	50	50
405 FIN	Income Tax – II	2	IV	50	50
406 FIN	Infrastructure Finance	2	IV	50	50
407 FIN	Behavioral Finance	2	IV	50	50
408 FIN	Financial Modeling Using Excel	2	IV	50	50
409 FIN	Indirect Taxation	2	IV	50	50
410 FIN	Financial Risk Management	2	IV	50	50
411 FIN	Online Trading of Financial Assets	2	IV	50	50
412 FIN	Banking Operations – II	2	IV	50	50
413 FIN	Wealth & Portfolio Management	2	IV	50	50
414 FIN	Fixed Income Securities	2	IV	50	50
415 FIN	Technical Analysis	2	IV	50	50
416 FIN	Commodity Markets and Derivatives	2	IV	50	50
417 FIN	Practice of Life Insurance	2	IV	50	50
418 FIN	Information Systems Audit	2	IV	50	50
419 FIN	Practice of General Insurance	2	IV	50	50
420 FIN	Financing Rural Development	2	IV	50	50
421 FIN	Social finance for Inclusive Growth - II	2	IV	50	50

	Subject Elective Courses (Information Technology Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307 IT	Software Engineering	2	III	50	50
308 IT	Mobile Computing with Android	2	III	50	50
309 IT	RDBMS with Oracle	2	III	50	50
310 IT	Software Quality Assurance	2	III	50	50
311 IT	E-Learning	2	III	50	50
312 IT	Software Marketing	2	III	50	50
313 IT	Business Intelligence and Analytics	2	III	50	50
314 IT	Cyber Laws	2	III	50	50
315 IT	IT for Retailing	2	III	50	50
316 IT	Technical Writing	2	III	50	50
405 IT	Web Designing and Multimedia	2	IV	50	50
406 IT	Network Technologies and Security	2	IV	50	50

407 IT	Data Base Administration	2	IV	50	50
408 IT	Software Testing	2	IV	50	50
409 IT	Information Security and Audit	2	IV	50	50
410 IT	Data Warehousing and Data Mining	2	IV	50	50
411 IT	Geographical Information Systems	2	IV	50	50
412 IT	E-Governance	2	IV	50	50
413 IT	Internet Marketing	2	IV	50	50
414 IT	Microsoft Office 2010 Lab	2	IV	50	50

	Subject Elective Courses (Operations Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307 OPE	Productivity Management	2	III	50	50
308 OPE	Maintenance Management	2	III	50	50
309 OPE	Facilities Planning	2	III	50	50
310 OPE	Manufacturing Resource Planning	2	III	50	50
311 OPE	Technology Management	2	III	50	50
312 OPE	Six Sigma	2	III	50	50
313 OPE	Designing Operations Systems	2	III	50	50
314 OPE	Toyota Production System	2	III	50	50
315 OPE	Project Management	2	III	50	50
316OPE	Theory of Constraints	2	III	50	50
405 OPE	Quality Management Standards	2	IV	50	50
406 OPE	World Class Manufacturing	2	IV	50	50
407 OPE	Business Process reengineering	2	IV	50	50
408 OPE	Enterprise Resource Planning	2	IV	50	50
409 OPE	Financial Perspectives in Operations Management	2	IV	50	50
410 OPE	Service Operations Management	2	IV	50	50
411 OPE	Modeling Techniques for Operations	2	IV	50	50
412 OPE	Business Process Management	2	IV	50	50
413 OPE	Challenges and Opportunities in Operations Management	2	IV	50	50
414 OPE	Lean Manufacturing	2	IV	50	50

	Subject Elective Courses (Human Resources Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307 HR	Employee Health & Safety	2	III	50	50
308 HR	Employee Welfare	2	III	50	50
309 HR	HR Audit	2	III	50	50
310 HR	Human Resource Information System	2	III	50	50
311 HR	Outsourcing of HR	2	III	50	50

312 HR	Public Relations & Corporate Communication	2	III	50	50
313 HR	Quality Management System	2	III	50	50
314 HR	Lab in Recruitment and Selection	2	III	50	50
315 HR	Lab in Job Design and Analysis	2	III	50	50
316 HR	Lab in Training	2	III	50	50
317 HR	Lab in Labour Laws – I	2	III	50	50
405 HR	Organizational Design and Development	2	IV	50	50
406 HR	Global HR	2	IV	50	50
407 HR	Employee Reward Management	2	IV	50	50
408 HR	Change Management	2	IV	50	50
409 HR	Conflict & Negotiation Management	2	IV	50	50
410 HR	Lab in CSR	2	IV	50	50
411 HR	Lab in Industrial Relations	2	IV	50	50
412 HR	Lab in Legal Compliances	2	IV	50	50
413HR	Lab in Mentoring and Coaching	2	IV	50	50
414 HR	Best Practices in HR	2	IV	50	50
415 HR	Designing HR Policies	2	IV	50	50
416 HR	Competency Mapping	2	IV	50	50

	Subject Elective Courses (International Business Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307 IB	International Management	2	III	50	50
308 IB	International Marketing	2	III	50	50
309 IB	International Marketing Research	2	III	50	50
310 IB	International Financial Management	2	III	50	50
311 IB	Global IT Management	2	III	50	50
312 IB	Global Logistics & Supply Chains	2	III	50	50
313 IB	Designing Organizations for Uncertain Environment	2	III	50	50
314 IB	Legal Dimensions of International Business	2	III	50	50
315 IB	Global Strategic Management	2	III	50	50
316 IB	International Relations & Management	2	III	50	50
317 IB	Foreign Language for International Business – I	2	III	50	50
405 IB	Environment & Global Competitiveness	2	IV	50	50
406 IB	Marketing to Emerging Markets & Bottom of the Pyramid	2	IV	50	50
407 IB	Cross-Cultural Relationship Marketing	2	IV	50	50
408 IB	Foreign Exchange Management	2	IV	50	50
409 IB	E Commerce	2	IV	50	50
410 IB	Enterprise Resource Planning	2	IV	50	50

411 IB	Global HR	2	IV	50	50
412 IB	WTO and Intellectual Property Rights	2	IV	50	50
413 IB	Global Competitiveness and Strategic Alliances	2	IV	50	50
414 IB	International Diversity Management	2	IV	50	50
415 IB	Foreign Language for International Business – II	2	IV	50	50

	Subject Elective Courses (Supply Chain Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307 SCM	Managing Material Flow in Supply Chains	2	III	50	50
308 SCM	Inventory Management	2	III	50	50
309 SCM	Purchasing & Supplier Relationship Management – I	2	III	50	50
310 SCM	Six Sigma	2	III	50	50
311 SCM	Supply Chain Planning	2	III	50	50
312 SCM	Supply Chain Coordination	2	III	50	50
313 SCM	Decision Modeling for Supply Chains	2	III	50	50
314 SCM	Theory of Constraints	2	III	50	50
315 SCM	Supply Chain Practices – I	2	III	50	50
405 SCM	Green Logistics & Supply Chains	2	IV	50	50
406 SCM	Enterprise Resource Planning	2	IV	50	50
407 SCM	Purchasing & Supplier Relationship Management – II	2	IV	50	50
408 SCM	Supply Chain Risk Management	2	IV	50	50
409 SCM	Project Management	2	IV	50	50
410 SCM	Supply Chain Performance Measurement	2	IV	50	50
411 SCM	Supply Chain Management - Financial Perspectives	2	IV	50	50
412 SCM	Global Logistics	2	IV	50	50
413 SCM	Supply Chain Practices– II	2	IV	50	50

	Subject Elective Courses (Rural & Agribusiness Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307RABM	Rural Development I	2	III	50	50
308RABM	Special Areas in Rural Marketing	2	III	50	50
309RABM	Commodity Markets – I	2	III	50	50
310RABM	Agricultural Marketing & Price Analysis – I	2	III	50	50
311RABM	Microfinance	2	III	50	50
312RABM	Agricultural Marketing	2	III	50	50
313RABM	Rural Research Methods	2	III	50	50
314RABM	Rural Banking	2	III	50	50
315RABM	AgriSupply Chains Management	2	III	50	50

316RABM	ICT for Agriculture Management	2	III	50	50
317RABM	Tourism Marketing – I	2	III	50	50
318RABM	Millennium Development Goals	2	III	50	50
405RABM	Rural Development II	2	IV	50	50
406RABM	Special Areas in Agro produce Management	2	IV	50	50
407RABM	Commodity Markets – II	2	IV	50	50
408RABM	Agricultural Marketing and Price Analysis – II	2	IV	50	50
409RABM	Agricultural Finance and Project Management	2	IV	50	50
410RABM	Management of Agricultural Input Marketing	2	IV	50	50
411RABM	Intellectual Property Management	2	IV	50	50
412RABM	Food Retail Management	2	IV	50	50
413RABM	Agri-Entrepreneurship	2	IV	50	50
414RABM	Management of Agribusiness Cooperatives	2	IV	50	50
415RABM	Tourism Marketing – II	2	IV	50	50
416RABM	Agriculture & WTO	2	IV	50	50

	Subject Elective Courses (Family Business Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307 FBM	Business Plan	2	III	50	50
308 FBM	Private Equity	2	III	50	50
309 FBM	Franchising	2	III	50	50
310 FBM	Social Entrepreneurship	2	III	50	50
311 FBM	Intrapreneurship	2	III	50	50
312 FBM	Trends in Entrepreneurship	2	III	50	50
313 FBM	Small Scale Industries Management	2	III	50	50
314 FBM	Entrepreneurial Case Study	2	III	50	50
405 FBM	Creativity and Change in Organizations	2	IV	50	50
406 FBM	Accounting for Small Business	2	IV	50	50
407 FBM	Management of Intellectual Property Rights	2	IV	50	50
408 FBM	Managing , Growing and Exiting the new Venture	2	IV	50	50
409 FBM	Project Management	2	IV	50	50
410 FBM	Environment and Laws	2	IV	50	50
411 FBM	Information, Disaster and Health Management	2	IV	50	50
412 FBM	Business Incubation	2	IV	50	50

	Subject Elective Courses (Technology Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307TM	Technology Forecasting	2	III	50	50
308TM	Strategies for information goods and network economies – I	2	III	50	50
309TM	Advanced Manufacturing Technology	2	III	50	50

310TM	Product Strategies for High Technology Companies – I	2	III	50	50
311TM	Foundations of Knowledge Management	2	III	50	50
312TM	Business Intelligence and Analytics	2	III	50	50
313TM	Designing Organizations for Uncertain Environment	2	III	50	50
314TM	Technology Transfer and Commercialization	2	III	50	50
315TM	Digital Marketing	2	III	50	50
405TM	Innovation, Product Development and Commercialization	2	IV	50	50
406TM	Strategies for information goods and network economies – II	2	IV	50	50
407TM	Technology Use and Assessment	2	IV	50	50
408TM	Product Strategies for High Technology Companies – II	2	IV	50	50
409TM	Systems & Technologies for Knowledge Management	2	IV	50	50
410TM	Strategic Management of Intellectual Property Rights	2	IV	50	50
411TM	Change , Creativity & Innovation	2	IV	50	50
412TM	Seminar on Managing Emerging technologies	2	IV	50	50
413TM	Marketing of High Technology Products	2	IV	50	50

Note: Each Subject Elective Course is a Half Credit course of 30 hours. Out of 30 hours 25 hours shall be devoted to teaching – learning sessions and 5 hours for evaluation/projects. 50 marks shall be devoted for concurrent evaluation to be carried out by the Institute.

Note: Number of Sessions provided in the detailed syllabus in Annexure II for each course are indicative and not prescriptive in nature. They indicate the clock hours allocated for teaching and evaluation/project. However under the CBCS LTP pattern faculty has the liberty to modify the same in the best interest of the learners.

Note:

- a) *In the detailed syllabus, Number of Sessions indicated are as follows: 7 + 2 indicates 7 teaching sessions and 2 evaluation /project sessions. Kindly note that the numbers indicated are indicative and not prescriptive.*
- b) *Faculty members and students should refer to the latest edition of the relevant books, wherever such latest editions are available.*

ANNEXURE II - Detailed Syllabus

MBA SYLLABUS: SEMESTER I

University of Pune

Semester	I	Specialization	NA
Course Code	101	Type	Generic - Core
Course Title	Accounting For Business Decisions		

Course Objectives:

1	To understand the basic concepts of financial accounting, cost accounting and management accounting
2	To know various tools from accounting and cost accounting which would facilitate the decision making
3	To develop analytical abilities to face the business situations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basic Concepts: Overview of Financial Accounting, Cost Accounting and Management Accounting, Role of each in a business organization, Difference between financial, cost and management accounting, Basic Concepts of cost accounting, classification and analysis of costs, Relevant and irrelevant costs, differential costs, Role of management accounting in the global business environment.	7+2
2	Understanding of Financial Statements: Various concepts and conventions of financial accounting Preparation of financial statements of proprietary concern, Understanding financial statements of partnership firms, Understanding financial statements of limited companies under revised schedule VI of Companies Act, Objectives of financial statements.	8+2
3	Cost Sheet and elements of cost: Preparation of Cost Sheet, Elements of costs, Material cost control, Procurement, Pricing of issues, Inventory control techniques, fixation of various levels , material losses , labour cost control, labour turnover , overheads , collection, classification of overheads.	6+2
4	Cost Control: Budgetary control – Cash Budget and flexible budget. Standard costing – Material and Labour variances only.	6+2
5	Decision making tools: Marginal costing, Make or buy , Optimizing product mix , Break-even point , Cost Volume Profit Analysis, Pricing decisions	8+2

Note:

1	Numerical Problems will be asked on the following topics: Preparation of financial statements of proprietary concern Pricing of issues – FIFO, LIFO, Simple Average and Weighted Average methods Allocation, Apportionment of overheads. Decision Making tools – optimizing product mix, make or buy, acceptance of export order and other Decision Making areas. Computation of breakeven point and related areas. Budgeting – cash and flexible budgets. Computation of material and labour variances.
2	Ideally, the weightage of Theory Questions should be 40% and of numerical problems should be 60% marks in the final question paper.

Learning Resources:		
1	Text Books	Management Accounting – Dr. Mahesh Kulkarni
2	Reference Books	Financial Cost and Management Accounting- .P Periasamy Management Accounting- Madhu Vij Fundamentals of Management Accounting – H. V Jhamb Cost and Management Accounting – M N Arora Financial Accounting for Managers – Mr. Sanjay Dhmiya, Pearson Publications Management Accounting – Mr. Anthony Atkinson, Robert Kaplan, Pearson Management Accounting – Mr. Khan and Mr. Jain, Tata McGraw Hill Financial Accounting part I – Mr. S. N. Maheshwari
3	Supplementary Reading Material	Management Accounting - Mr. Ravi Kishore Accounting for Managers – Dearden and Bhattacharya
4	Websites	Institute of Cost Accountants, Institute of Chartered Accountants
5	Journals	Indian Journal of Finance

Semester	I	Specialization	NA
Course Code	102	Type	Generic - Core
Course Title	Economic Analysis for Business Decisions		

Course Objectives:

1	To equip the students of management with time tested tools and techniques of managerial economics to enable them to appreciate its relevance in decision making.
2	To explore the economics of information and network industries and to equip students with an understanding of how economics affect the business strategy of companies in these industries.
3	To develop economic way of thinking in dealing with practical business problems and challenges.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basic Concepts of Economics: Introduction to Economics , Basic Economic Problem, Circular Flow of Economic Activity , Nature of the firm - rationale, objective of maximizing firm value as present value of all future profits, maximizing, satisficing, optimizing, principal agent problem, Accounting Profit and Economic Profit , Role of profit in Market System , Adam Smith and Invisible Hand.	7 + 2
2	Demand Analysis and Forecasting: Determinants of Market Demand at Firm and Industry level – Elasticity of Demand - Market Demand Equation – Use of Multiple Regression for estimating demand – Case study on estimating industry demand (formulating equation and solving with the aid of software expected) Demand and Supply: Market Equilibrium – Pricing under perfect competition, monopolistic competition, Case study on pricing under monopolistic competition , Oligopoly - product differentiation and price discrimination; price- output decision in multi-plant and multi-product firms.	7 + 2
3	Cost Concepts: Cost Concept, Opportunity Cost, Marginal, Incremental and Sunk Costs, Cost Volume Profit Analysis, Breakeven Point, Case Study on marginal costs. Risk Analysis and Decision Making: Concept of risk, Expected value computation, Risk management through Insurance, diversification, Hedging, Decision Tree Analysis, Case Study on Decision tree Technique.	7 + 2
4	Money and Capital Markets in India: Role and Functions of Money Markets, Composition of Money Market, Money Market Instruments , Reserve Bank of India – Functions , Regulatory Role of RBI w.r.t. Currency, Credit and Balance of Payment, Open Market Operations. Role and Functions of Capital Markets, Composition of Capital market, Stock Exchanges in India, Role of SEBI, understanding of stock market quotations in financial press expected.	7 + 2
5	Public Finance Infrastructure: Familiarity with important terms/agencies/approaches/practices related to National Income (such as GDP, PPP, Growth Rate), Foreign Trade (such as GATT, WTO) and union budget (such as Revenue Account, Capital Account, Revenue Deficit, Fiscal Deficit, Plan and Non-plan expenditure) is expected. Understanding of Summarized budget for the current financial year is required (knowledge of detailed budget provisions not required).	7 + 2

Learning Resources:		
1	Text Books	Managerial Economics by Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall Indian Economy by Datt & Sundaram, 61 st Edition, S Chand Managerial Economics by D. Salvatore, McGraw Hill, New Delhi. Managerial Economics by Pearson and Lewis, Prentice Hall, New Delhi Managerial Economics by G.S. Gupta, T M H, New Delhi. Managerial Economics by Mote, Paul and Gupta, T M H, New Delhi.
2	Reference Books	Managerial Economics by Homas and Maurice, Tata McGraw Hill, 8th Edition Indian Economy by Mishra and Puri, 24th Edition, Himalaya Publishing House Managerial Economics by Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi. Managerial Economics by Varshney and Maheshwari, Sultan Chand and Sons, New Delhi. Managerial Economics by Joel Dean, Prentice Hall, USA. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi.
3	Supplementary Reading Material	Economic Times Daily Business Standard Daily Business Today Business India Latest Monetary Policy Latest Fiscal Policy
4	Websites	www.rbi.org.in/home.aspx www.macrosan.org www.finmin.nic.in www.indiabudget.nic.in
5	Journals	Economic and Political Weekly

Semester	I	Specialization	NA
Course Code	103	Type	Generic - Core
Course Title	Legal Aspects of Business		

Course Objectives:

1	To acquaint students with general business law issues to help become more informed, sensitive and effective business leaders.
2	To provide the students with an understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively.

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Indian Contract Act 1871 Essential elements of valid contract Performance and discharge of contract Breach of contract - meaning and remedies Contracts of indemnity - meaning, nature-right of indemnity holder and indemnifier Contract of guarantee – meaning, nature and features – types of guarantee – provisions relating to various types of guarantee. Surety and co-surety – rights and liabilities – discharge of surety Agency – agent and principal, creation of agency – classification of agents – relationship between principal and agent – agent's authority – revocation and renunciation – rights duties and liabilities of agents and principal – termination of agency.	7 + 2
2	Sale of Goods Act 1930 Contract of sale of goods – meaning – essentials of contract of sale – formalities of contract of sale Conditions and warranties Transfer of property or ownership Performance of contract of sale Rights of unpaid seller – rules as to delivery of goods	7 + 2
3	Negotiable Instruments Act, 1881 Negotiable Instruments – meaning – characteristics – types – parties – holder and holder in due course Negotiation and types of endorsements Dishonour of negotiable instruments - noting and protesting Liability of parties on Negotiable Instruments	7 + 2
4	Companies Act 1956 Company – definition – meaning – features and types of companies. Incorporation of a company – memorandum of association, articles of association and prospectus Share Capital- types of share capital – increase/decrease of share capital – buy-back of shares.	7 + 2
5	Other Laws: Consumer Protection Act 1986 – definitions of consumer, consumer dispute-complaint – goods –service – unfair trade practice – consumer dispute redressal agencies Information Technology Act – Digital Signature – Electronic Governance Intellectual Property Laws – Understanding of concepts of patents, copyrights, trademarks and designs	7 + 2

Learning Resources:		
1	Text Books	Elements of Mercantile Law by N.D. Kapoor, Sultan Chand, 32 nd Edition
2	Reference Books	Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw Hill, 4 th Edition Business Law, S.S.Gulshan, Excel Books, 4 th Edition. Business Law for Management, K.R.Bulchandani, Himalaya Publications, revised 6 th Edition. Bare Acts
3	Supplementary Reading Material	Corporate Law Advisor LawZ Legal News & views
4	Websites	www.vakilno1.com www.indiankanoon.org www.sebi.gov.in/ www.companylawonline.com www.claonline.in
5	Journals	Management & Labour studies International Labour Review.

Semester	I	Specialization	NA
Course Code	104	Type	Generic - Core
Course Title	Business Research Methods		

Course Objectives:

1	To understand the concept and process of business research in business environment.
2	To know the use of tools and techniques for exploratory, conclusive and causal research.
3	To understand the concept of measurement in empirical systems.
4	To use statistical techniques for analysis of research data.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1. Foundations of Research:</p> <p>1.1 Research: – Definition, Why study Business Research? What is good research? Decision Support, Business Intelligence, Research applications in functional areas of Business, Emerging trends in Business research.</p> <p>1.2 Research & the Scientific Method: Characteristics of scientific method.</p> <p>1.3 Steps in Research Process</p> <p>1.4 Concept of Scientific Enquiry: - Formulation of Research Problem – Management Question – Research Question – Investigation Question</p> <p>1.5 Research Proposal: – Elements of a Research Proposal, Drafting a Research Proposal, Evaluating a research proposal (Students are expected to draft and evaluate a real life research proposal)</p>	5 + 1
2	<p>2. Research Design:</p> <p>2.1 Concept, Features of a good research design, Use of a good research design</p> <p>2.2 Qualitative research and Quantitative research approaches, Comparison - Pros and Cons of both approaches.</p> <p>2.3 Exploratory Research Design: Concept, Types: Qualitative techniques - Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation.</p> <p>2.4 Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research</p> <p>2.5 Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group. (Elementary conceptual treatment expected)</p> <p>2.6 Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance</p>	7 + 2

3	<p>3. Measurement & Data:</p> <p>3.1 Concept of Measurement: what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio.</p> <p>3.2 Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application.</p> <p>3.3 Types of Data - Secondary Data: Definition, Sources, Characteristics, Searching world wide web for data, Issues to be considered for secondary data, sufficiency, adequacy, reliability, consistency.</p> <p>3.4 Types of Data - Primary Data: Definition, Advantages and disadvantages over secondary data,</p> <p>3.5 Questionnaire Method: Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Email/Internet survey, online survey sites, their utility, constraints</p>	7 + 3
4	<p>4. Sampling:</p> <p>4.1 Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response.</p> <p>4.2 Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling.</p> <p>4.3 Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample - Practical considerations in sampling and sample size, (sample size determination formulae and numerical not expected)</p>	6 + 2

5	<p>5. Data Analysis & Report Writing:</p> <p>5.1 Data Analysis : Editing, Coding, Univariate analysis - Tabular representation of data, frequency tables, Construction of frequency distributions and their analysis in the form of measures of central tendency – Mean, Median and Mode; their relative merits and demerits,</p> <p>5.2 Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram, Leaf and stem, Candle stick, Box plots. (Use of MS Excel)</p> <p>5.3 Bivariate Analysis: Cross tabulations, Use of percentages, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation; Scatter plots, Chi-square test including testing hypothesis of association, association of attributes. (Formulae and calculation are not expected. Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.)</p> <p>5.4 Linear Regression Analysis: Meaning and two lines of regression; relationship between correlation and regression co-efficient (Formulae and calculation are not expected. Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.)</p> <p>5.5 Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, Non-parametric tests: Binomial test of proportion, Randomness test; Analysis of Variance: One way and two-way Classifications (Formulae and calculation are not expected. Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.)</p> <p>5.6 Research Reports: Structure of Research report, Report writing and Presentation.</p> <p><i>Note: Extensive use of MS Excel is expected in learning unit no. 5</i></p>	10 + 2
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Learning Resources:		
1	Text Books	Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9 th Edition. Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 2 nd Edition Research Methodology by C.R.Kothari, New Age International Publication, 2nd Edition Research Methods for Social Work by Allen, Earl R. Babbie, Cengage, 7 th Edition Research Methods in Business Studies: A Practical Guide by Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall
2	Reference Books	The Practice of Social Research by Earl R. Babbie, Wadsworth, 13 th Edition Business Research Methods by William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning, 8 th Edition Approaches to social research by Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press, 2 nd Edition Handbook of Research Design and Social Measurement by Delbert Charles Miller, Neil J. Salkind, Sage Publication, 6 th Edition Research Methods: The Basics by Nicholas S. R. Walliman, Nicholas Walliman, Routledge, 1 st Edition
3	Supplementary Reading Material	Business Research Methods by Naval Bajpai, Pearson, 1 st Edition
4	Websites	http://www.socialresearchmethods.net http://www.oup.com/uk/orc/bin/9780199202959
5	Journals	The Nature, Social Organization and Promotion of Management Research: Towards Policy by David Tranfield and Ken Starkey, British Journal of Management, Vol. 9, 341–353 (1998) The Case for Qualitative Research by Gareth Morgan & Linda Smircich, Academy of Management Review 1980, Vol. 5, No. 4, 491-500 Beyond the Qualitative Interview: Data Preparation and Transcription by Eleanor Mclellan, Kathleen M. Macqueen & Judith L. Neidig, Field Methods, Vol. 15, No. 1, February 2003, 63–84 The Coming of Age for Qualitative Research: Embracing the Diversity of Qualitative Methods by Bansal, Pratima (Tima); Corley, Kevin. Academy of Management Journal. Apr2011, Vol. 54 Issue 2, p233-237 Social Science Research Methods in Internet Time by Karpf, David. Information, Communication & Society. Jun2012, Vol. 15 Issue 5, p639-661 A Review of Research Methods in Online and Blended Business Education: 2000-2009 by Arbaugh, J. B.; Hwang, Alvin; Pollack, Birgit Leisen., Academy of Management Annual Meeting Proceedings. 2010, p1-6 Research Methods in Economics and Business by Roberts, Harry V. Journal of Marketing Research Aug1964, Vol. 1 Issue 3, p88-90 Counterfactuals and Hypothesis Testing in Political Science Author(s): James D. Fearon, The Johns Hopkins University Press Vol. 43, No. 2 (Jan., 1991), pp. 169-195 Statistical Sampling Techniques and Marketing Research by Cassady Jr., Ralph. Journal of Marketing. Apr 1945, Vol. 9 Issue 4, p317-341 A Study of Selected Opinion Measurement Techniques by Kassarijian, Harold H.; Nakanishi, Masao. Journal of Marketing Research, May67, Vol. 4 Issue 2, p148-153

Semester	I	Specialization	NA
Course Code	105	Type	Generic - Core
Course Title	Organizational Behaviour		

Course Objectives:	
1	To develop an understanding of the behavior of individuals and groups inside organizations
2	To enhance skills in understanding and appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations.
3	To develop theoretical and practical insights and problem-solving capabilities for effectively managing the organizational processes.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Fundamentals of OB</p> <p>Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Theoretical framework (cognitive, behavioristic and social cognitive), Limitations of OB.</p>	7 + 2
2	<p>Individual Process And Behavior:</p> <p>2.1 Attitude: Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude, Developing Emotional intelligence at the workplace, Job attitude, Barriers to changing attitudes</p> <p>2.2 Personality and values: Definition and importance of Personality for performance, The Myers-Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality & job – fit theory), Personality Tests and their practical applications.</p> <p>2.3 Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect).</p> <p>2.4 Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation</p>	8 + 2
3	<p>Interpersonal Processes And Behavior, Team And Leadership Development</p> <p>3.1 Foundations of Group Behavior: The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development</p> <p>3.2 Managing Teams: Why Work Teams, Work Teams in Organization, Developing Work Teams, Team Effectiveness & Team Building</p> <p>3.3 Leadership: Concept of Leadership, Styles of Leadership, Trait Approach, Contingency Leadership Approach, Contemporary leadership, Meaning and significance of contemporary leadership, Concept of transformational leadership, Contemporary issues in leadership, Contemporary theories of leadership, Success stories of today's Global and Indian leaders.</p>	8 + 2

4	<p>Organization System: Organizational Culture: Meaning & Definition of Organizational Culture, Creating & Sustaining Organizational Culture, Types of Culture (Strong vs. Weak Culture, Soft vs. Hard Culture & formal vs. Informal Culture) , Creating Positive Organizational Culture, Concept of Workplace Spirituality.</p>	5 + 2
5	<p>Managing Change :</p> <p>5.1 Organizational Change: Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change.</p> <p>5.2 Implementing Organizational Change: How to overcome the Resistance to Change, Approaches to managing Organizational Change, Kurt Lewin's- Three step model, Seven Stage model of Change & Kotter's Eight-Step plan for Implementing Change, Leading the Change Process, Facilitating Change, Dealing with Individual & Group Resistance, Intervention Strategies for Facilitating Organizational Change, Methods of Implementing Organizational Change, Developing a Learning Organization.</p>	7 + 2

Learning Resources:

1	Text Books	Organizational Behaviour by Robins Organizational Behaviour by Nelson & Quick Organizational Behaviour by Fred Luthans Organizational Behaviour by Stephen Robins, Timothy Judge, Neharika Vohra Organizational Behaviour by M N Mishra Organizational Behaviour by K Ashwathappa
2	Reference Books	Understanding OB by Uday Pareek Change & Knowledge Management by Janakiram, Ravindra and Shubha Murlidhar
3	Supplementary Reading Material	Contemporary Leadership Theories: Enhancing the Understanding of the complexity, subjectivity and dynamic of leadership by Ingo Winkler Organizational Performance in a Nutshell by Daniel M. Wentland
4	Websites	http://papers.ssrn.com http://www.nwlink.com/~donclark/leader/leadob.html
5	Journals	Organizational Behavior and Human Decision processes Journal of Organizational Behavior Journal of Human Values International Studies of Management & Organization

Semester	I	Specialization	NA
Course Code	106	Type	Generic - Core
Course Title	Basics of Marketing		

Course Objectives:	
1	To introduce marketing as a business function and a philosophy
2	To emphasize importance of understanding external environment in marketing decision making
3	To expose students to a systematic frame work of marketing & implementations and to highlight need for different marketing approaches for services, goods, and for household consumers, organizational buyers.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to Marketing</p> <p>1.1 Definition & Functions of Marketing: Scope of Marketing, Core concepts of marketing such as Need, Want, Demand, Customer Value, Exchange, Customer & Consumer, Customer Satisfaction, Customer Delight, Customer Loyalty, Marketing v/s Market</p> <p>1.2 Markets: Definition of Market, Competition, Key customer markets, Marketplaces, Market spaces, Metamarkets</p> <p>1.3 Company Orientation towards Market Place: Product, Production, Sales, Marketing, Societal, Transactional, Relational, Holistic Marketing Orientation. Selling versus Marketing. Concept of Marketing Myopia.</p> <p>1.4 Introduction to the Concept of Marketing Mix: Origin & Concept of Marketing Mix and Definitions of 7Ps. People, Processes & Physical Evidence</p> <p>1.5 New Marketing Realities: Major Societal Forces, New Consumer Capabilities & New Company Capabilities.</p>	10 + 2
2	<p>Consumer Behavior:</p> <p>2.1 Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles,</p> <p>2.2 Five steps buyer decision process</p>	6 + 2
3	<p>Marketing Environment:</p> <p>3.1 Concept of Environment: Macro and Micro, Need for analyzing the Marketing Environment</p> <p>3.2 Macro Environment: Analyzing the Economic, Socio-cultural, Demographic, Political – Legal - Regulatory, Technical, Environmental environments.</p> <p>3.3 Linkage of Marketing Function with all functions in the organization.</p> <p>3.4 Concept of Market Potential & Market Share</p>	6 + 2
4	<p>Segmentation, Target Marketing & Positioning:</p> <p>4.1 Marketing as Value Delivery Process: Traditional & modern approaches</p> <p>4.2 Segmentation: Definition, Need for segmentation, Benefits of segmentation to marketers, Bases for market segmentation of consumer goods & industrial goods, Criteria for effective segmentation.</p> <p>4.3 Levels of Market Segmentation: Segment Marketing, Niche Marketing, Local Marketing, Mass Marketing.</p> <p>4.4 Target Market : Concept of Target Market and criteria for selection of target market</p> <p>4.5 Positioning: Concept of Differentiation & Positioning, Introduction to the concepts of Value Proposition & USP.</p>	8 + 2

5	<p>Product – The First Element of Marketing Mix:</p> <p>5.1 Product : Meaning of product, Goods & Services Continuum, Classification of consumer products – Convenience, Shopping, Specialty, Unsought, classification of industrial products – material & parts, capital items, supplies & services</p> <p>5.2 Product Levels: The customer value hierarchy</p> <p>5.3 Product Mix: Width, Depth, Consistency & Product line.</p>	5 + 2
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Learning Resources:

1	Text Books	Marketing Management - Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson , 13 th Edition Marketing Management, Rajan Saxena, TMGH, 4 th Edition Marketing by Lamb Hair Sharma, Mc Daniel Cengage Learning 2012
2	Reference Books	Principles of Marketing – Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson, 13 th Edition Marketing Management- Text and Cases, Tapan K Panda, 2 nd Edition, Excel Books Marketing Management, Ramaswamy & Namakumari, Macmillan, 4 th Edition.
3	Supplementary Reading Material	Marketing Whitebook (Latest Edition) Brand Equity Supplement of The Economic Times Brand Wagon Supplement of The Financial Express Strategist Supplement of Business Standard
4	Websites	NCAER - http://www.ncaer.org/ 2011 Census of India Reports - http://www.censusindia.gov.in/ http://www.marketingpower.com/Pages/default.aspx (American Marketing Association)
5	Journals	IIMB Management Review Vikalpa

Semester	I	Specialization	NA
Course Code	107	Type	Generic – Elective
Course Title	Management Fundamentals		

Course Objectives:

1	To explain the various concepts of management
2	To make the students understand the contemporary management practices
3	To highlight professional challenges that managers face in various organization
4	To enable the students to appreciate the emerging ideas and practices in the field of management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to Principles of Management:</p> <p>1.1 Basic Concepts: Definition of Management, Contribution of F.W.Taylor, Henri Fayol, Elton Mayo, Mary Parker Follet, Rensis Likert, Chestard Bernard, Douglas McGregor, Peter Drucker, Michael Porter and C.K. Prahalad</p> <p>1.2 Approaches to Management: Scientific Approach, Systems Approach and Contingency Approach.</p> <p>1.3 Managerial Competencies: Communication, team work, planning and administrative, strategic and global competencies;</p>	6 + 1
2	<p>2.1 Organization: Formal and Informal, Line and staff relationship, Centralization Vs. Decentralization, Basic issues in organizing, work specialization, chain of command, delegation, span of management, Organization Structure - bases for departmentation.</p> <p>2.2 Organizational Culture: Cultural Diversity, Multi Ethnic Workforce, Organizing Knowledge resource.</p>	6 + 1
3	<p>3.1 Planning: Nature & elements of planning, planning types and models, planning in learning organizations; Types, Steps, MBO, MBE, Planning Premises.</p> <p>3.2 Decision Making: Risk and Uncertainty, Decision Trees, Decision making process, models of decision making, increasing participation in decision-making, decision-making creativity.</p>	5 + 1
4	<p>4.1 Controlling: Process, Standards and Bench Marking - Co-ordination-Principles of Co-ordination-Inter-dependence.</p>	4 + 1
5	<p>5.1 Challenges in Management: Change Management -Timing of Change-Reaction to change-Planning organizational Change-Technological Change-Effective use of Communication Devices and IT.</p>	4 + 1

Learning Resources:		
1	Text Books	Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi. Management by Koontz and Wechrich, TMGH Management by Stoner, et. al., Prentice Hall of India, New Delhi.
2	Reference Books	Management by Hellregel, Thomson Learning, Bombay Management by Robbins & Coulter, Prentice Hall of Hall of India, New Delhi. Management - Text & Cases by Satya Raju, PHI, New Delhi. Management by Richard L. Draft, Thomson South-Western
3	Supplementary Reading Material	The Frontiers of Management by Peter Drucker, Harvard Business Review Press. The Definitive Drucker by Elizabeth Haas Edersheim, TMGH. Technology, Management and Society by Peter Drucker, Harvard Business Review Press. The Drucker Lectures: Essential Lessons on Management, Society and Economy Edited by Rick Wartzman, TMGH.
4	Websites	http://www.druckerinstitute.com/link/about-peter-drucker/
5	Journals	The Five Minds of a Manager by Gosling, Jonathan; Mintzberg, Henry. Harvard Business Review, Nov2003, Vol. 81 Issue 11

Semester	I	Specialization	NA
Course Code	108	Type	Generic - Elective
Course Title	Business Communication Lab		

Course Objectives:

1	To acquaint the students with fundamentals of communication and help them to transform their communication abilities.
2	To help the students to acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as - making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public.
3	To build the students' confidence and to enhance competitiveness by projecting a positive image of themselves and of their future.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Introduction to Managerial Communication: Principles of effective communication, Target group profile, Barriers of Communication, Reading Skills, Listening, Feedback.</p> <p>1.2 Principles of Nonverbal Communication: Professional dressing and body language. Role Playing, Debates and Quiz. Types of managerial speeches - Presentations and Extempore - speech of introduction, speech of thanks, occasional speech, theme speech.</p> <p>1.3 Group communication: Meetings, group discussions.</p> <p>1.4 Other Aspects of Communication: Cross Cultural Dimensions of Business Communication Technology and Communication, Ethical & Legal Issues in Business Communication.</p>	3 + 7
2	<p>Managerial Writing: Business letters, Routine letters, Bad news and persuasion letters, sales letters, collection letters, Maintaining a Diary, Resume/CV, job application letters, proposals. Internal communication through - notices, circulars, memos, agenda and minutes, reports. Case Studies. Exercises on Corporate Writing, Executive Summary of Documents, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Release and Press Notes</p>	2 + 5
3	<p>Effective Presentations: Principles of Effective Presentations, Principles governing the use of audiovisual media.</p>	1 + 1
4	<p>Interview Skills: Mastering the art of giving interviews in - selection or placement interviews, discipline interviews, appraisal interviews, exit interviews, web /video conferencing, tele-meeting.</p>	2 + 3
5	<p>Report Writing: Objectives of report, types of report, Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.</p>	2 + 4

Note:

The emphasis of the entire subject should be on practical aspects.

Learning Resources:		
1	Text Books	Essentials of Business Communication by Rajendra Pal & J.S. Korlahalli, Sultan Chand & Sons, 8th Edition Business Communication by Meenakshi Raman & Prakash Singh, Oxford, 2006 Basic Business Communication Skills for Empowering the Internet Generation by Lesikar, R.V. & Flatley, M.E., TMGH, New Delhi. The Essence of Effective Communications by Ludlow, R. & Panton, F., Prentice Hall of India Pvt. Ltd.
2	Reference Books	Communication by C. S. Rayadu, HPH, 8th Revised Edition, 2007 Business Correspondence & Report Writing by R. C. Sharma & Krishna Mohan, Tata McGraw Hill, 4th Edition, 2011 Developing Communication Skills by Macmillan, 2nd Edition Professional Presentations by Malcolm Goodale, Cambridge University Press, South Asian Edition
3	Supplementary Reading Material	Business Communication - Harvard Business Essentials Series, HBS Press Effective Communication by Adair, J., Pan Macmillan Excellence in Business Communication by Thill, J. V. & Bovee, G. L., McGraw Hill, New York. Business Communications: From Process to Product by Bowman, J.P. & Branchaw, P.P., Dryden Press, Chicago.
4	Websites	www.businesscommunicationskills.com www.kcittraining.com www.mindtools.com www.businessstrainingworks.com www.businesscommunication.org
5	Journals	Journal of Business Communication

Semester	I	Specialization	NA
Course Code	109	Type	Generic - Elective
Course Title	MS Excel and Advanced Excel Lab		

Course Objectives:

1	To familiarize Students with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications
2	To provide students hands on experience on MS Excel Utilities
3	To gain proficiency in creating solutions for Data Management and Reporting

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Understanding Excel's Files, Ribbon and Shortcut: Create a workbook , Enter data in a worksheet , Format a worksheet , Format numbers in a worksheet , Create an Excel table , Filter data by using an AutoFilter , Sort data by using an AutoFilter	1
	1.2 Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts	1
	1.3 Working with Cells and Ranges: Formatting Cells, Name Manager	1
	1.4 Visualizing Data Using Conditional Formatting: Apply conditional formatting	1
	1.5 Printing Your Work: Print a worksheet , Using Print Preview & Other Utilities	1
	Lab based Evaluation	1
2	2.1 Working with Dates and Times & Text: Working with Dates & Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to column	1
	2.2 Creating Formulas That Count, Sum, Subtotal: Create a formula, Use a function in a formula	2
	2.3 Creating Formulas That Look Up Values: VLookup, HLookup, Match & Index	2
	Lab based Evaluation	1
3	3.1 Creating Formulas for Financial Applications: Introduction to formulas e.g. PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation calculations	3
	3.2 Creating Charts and Graphics: Chart your data, Creating Sparkline Graphics, Using Insert Tab Utilities	2
	Lab based Evaluation	1
4	4.1 Using Custom Number Formats: Right click, Format Cells window	1
	4.2 Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply data validation & using utilities from Data Tab	1
	4.3 Protecting Your Work: Using Review Tab Utilities	1
	4.4 Performing Spreadsheet What-If Analysis: Create a macro, Activate and use an add-in	2
	Lab based Evaluation	1
	5.1 Analyzing Data with the Analysis Tool Pak: Anova, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, Z Test	2
	5.2 Using Pivot Tables for Data Analysis: Create Data Base for Pivot, Analysing Data with Pivot Tables, Producing Report with a Pivot Table	3
	Lab based Evaluation	1

Learning Resources:		
1	Text Books	Excel 2010 Bible [With CDROM]by John Walkenbach, John Wiley & Sons, 2010 Edition
2	Reference Books	Excel 2007 for Dummies by Greg Harvey New Perspectives on Microsoft Office Excel 2007
3	Supplementary Reading Material	www.hr diap.gov.in/Downloads/04.MS%20Excel.pdf www.stern.nyu.edu/~jsimonof/classes/1305/pdf/excelreg.pdf www.goodwin.edu/computer_resources/pdfs/excel_2010_tutorial.pdf www.microagecs.com/apps/training/courseware/excel.pdf www.lfpl.org/jobshop/docs/Intermediate-Excel.pdf
4	Websites	http://office.microsoft.com/en-us/ http://office.microsoft.com/en-us/excel-help/excel-help-and-how-to-FX102693827.aspx http://office.microsoft.com/en-us/excel/ http://office.microsoft.com/en-us/excel-help/excel-functions-by-category-HP005204211.aspx http://www.baycongroup.com/el0.htm http://spreadsheets.about.com/od/tipsandfaqs/f/excel_use.htm http://www.computerhope.com/shortcut/excel.htm http://www.techonthenet.com/excel/formulas/ http://www.functionx.com/excel/ http://people.usd.edu/~bwjames/tut/excel/ http://spreadsheets.about.com/od/excelfunctions/Using_Excel_Functions_in_Spreadsheets.htm http://www.computergaga.com/excel/functions/
5	Journals	http://www.elijournals.com/products/showproduct.asp?prodID=24&catID=1 http://www.spyjournal.biz/views/excel

Semester	I	Specialization	NA
Course Code	110	Type	Generic - Elective
Course Title	Selling and Negotiating SkillsLab		

Course Objectives:

1	To imbibe in the students , critical sales competencies that drive buying decisions.
2	To give insights into how to boost individual and organizational productivity through effective sales lead management.
3	To introduce basic theoretical principles and practical steps in the negotiating process.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Nature & Role of Selling :Importance of Selling. Role in the context of organization – survival and growth.</p> <p>Types of Selling : Differences in selling situations, New business versus service selling, Newton’s classification of sales types, McMurry & Arnold’s classification of selling types, Consumer indirect selling, Industrial selling, Missionary, Sales Team/group selling Merchandising, Telesales, Franchise selling, International selling.</p>	3 + 1
2	<p>Attributes of a Good Salesperson : Personality & physical characteristics,Enthusiasm, Confidence, Intelligence, Self-worth, Knowledge-product , Competition, organization, market, customer, territory; Communication skills, Persuasive skills. <i>(To be supplemented by live exercises on personal selling)</i></p>	4 + 1
3	<p>Personal Selling Skills : The opening - Need & problem identification - The presentation & demonstration - Dealing with objections – Negotiations - Closing the sale - Follow up <i>(To be supplemented by live exercises on personal selling)</i></p>	7 + 1
4	<p>Negotiation Skills : Goal , Collaborative / Win –Win not compromise,Pyramid of success: Power, Time, and Information. Opponent : Visceral or Idea, <i>(To be supplemented by live exercises on personal selling)</i></p>	7 + 1
5	<p>Different Phases of Negotiation: Pre-negotiation – opening – information sharing – problem solving – agreement. Breakdown in negotiation – barriers that create impasse – overcoming barriers – people problem – mediation – arbitration – ethics.</p>	4 + 1

Learning Resources:		
1	Text Books	Selling & Sales Management by Geoffrey Lancaster & David Jobber, Macmillan India Ltd. Negotiation: Communication for diverse settings by Michael L Spangle and Myra Isenhardt, Sage South Asia Edition. The Sales Bible: The Ultimate Sales Resource by Jeffrey Gitomer, Wiley India.
2	Reference Books	Sales Management by Bill Donaldson, Palgrave Publications You can negotiate anything by Herb Cohen Managing Sales Leads by Crocker and Obermayer, American Marketing Association
3	Supplementary Reading Material	How to win friends and influence People – Dale Carnegie The Art of Closing the Sale by Brian Tracy, Pearson Education.
4	Websites	www.professionalsalestips.com www.eyeonsales.com www.semi.org www.salecareersonline.com
5	Journals	Journal of Personal Selling & Sales Management Sales and Marketing by Nielsen Business Media

Semester	I	Specialization	NA
Course Code	111	Type	Generic - Elective
Course Title	Business Government and Society		

Course Objectives:

1	To provide insights to the students about the Business – Government relations
2	To help students understand the Government's role in the regulatory domain.
3	To assist students in appreciating the social aspects of business.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Roles of Business, Government, and Society: Interdependence and Conflict, Regulation of Business, Functions of State; Economic roles of government; Government and legal environment; Economic roles of Government in India; Indian experience with overall and sectoral growth, Inter-sectoral linkages and role of foreign direct investment ,The Constitutional environment , Macroeconomic crises: explaining the experiences around the world.	5 + 1
2	Poverty, Inequality and Economic Growth: Industrial Development, Rural-Urban Dynamics, Population and Development, Finance for Development, Trade and Development, State and the Market, Privatization and Regulation, Institutions and Growth	5 + 1
3	Public Private Partnerships: The Rationale for Public Private Partnerships, Different Kinds of Public Private Partnerships with a special emphasis on the Build Operate and Transfer Model (BOT), Issues in Regulation that come about with privatization, Pricing mechanisms available to a regulator to ensure universal access and efficiency, Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India.	5 + 1
4	Multinational Corporations: Perspectives on Globalization, Globalization: The MNC and TNC Organizations, Globalization of Brands, Globalization of the Indian Business and Firms, Coping with Global Competition, Conflict with Nation States. Business in a Global Environment: Business as Blending of People Technology and Ethical Behaviour, Achieving Business Success through Social Responsibilities.	5 + 1
5	Changing Workplace: Influence of demography, influence of technology, gender issues, social justice and affirmative action, Industrial Relations.	5 + 1

Learning Resources:		
1	Text Books	Business, Government and Society: A Managerial Perspective by John Steiner, George Steiner, Tata McGraw Hill Business, Government, and Society by Douglas E. Greer, Prentice Hall , 3 rd Edition
2	Reference Books	Business and Its Environment by David P., International Edition, 7 th Edition
3	Supplementary Reading Material	Milton Friedman "The Social Responsibility of Business is to Increase its Profits", New York Times Magazine, September 13, 1970. Economic Times Daily Business Standard Daily
4	Websites	www.epw.in www.business.gov.in
5	Journals	Economic and Political Weekly Corporate Governance Academy of Management Journal Harvard Business Review

Semester	I	Specialization	NA
Course Code	112	Type	Generic - Elective
Course Title	Leadership Lab		

Course Objectives:	
1	To give students understanding of good Leadership Behaviours and gaining insight into their Patterns, Beliefs and Attitude
2	To give students hands on experience in Empowering, Motivating and Inspiring Others and Leading by Example

Syllabus:

Unit Number	Contents	Number of Sessions
1	Students are divided in group of 5 students each. Students identify 12 Leaders at different levels from industry, contact them in person, prepare their profiles by interviews and observations and present it to the class	6
2	With the help of games and activities bring out observations on Leadership qualities and traits. The games and activities shall focus on students; Developing leadership skills Raising awareness of group and people skills Developing empowering style of leadership Compile reflections of the students on Leadership qualities such as ; Enthusiasm, Integrity, Toughness, Fairness, Warmth, Humility, Confidence&Fostering Collaboration, Managing Conflict, Using Diversity, Risking Innovation etc.	20
3	Write reviews on articles / books written by or on leaders from various fields and debate and discuss the same in the class (Bring out the leadership traits, styles and strengths) e.g. Mahatma Gandhi, APJ Abdul Kalam, Jack Welch, Steve Jobs, JRD Tata, Ratan Tata, Baba Amte, etc.	5

Learning Resources:		
1	Text Books	Leadership Development Activities, John Adair, 2 nd Edition Jaico Publication Leadership Games, Stephen S Kogan, Response Books
2	Reference Books	Mastering Leadership, 2 nd Edition, Michael Williams, Viva Books Positive Leadership, Mike Pegg, Management Books 2000 Cases in Leadership, W Glenn Rowe, Sage Publications Introducing Leadership, David Pardey, Butterworth-Heinemann Leading Change, John P Kotter, HBP Leadership Research Findings, Practice & Skills, Andrew J DuBryn, BIZTantra Leadership Project & Human Capital Management, John McManus, Butterworth-Heinemann Innovative Leader, Paul Sloane, Kogan Page Leadership Coaching, Edited By Jonathan Passmore, Kogan Page EQ & Leadership, P T Joseph, SJ TMG Making Sense of Leadership, Esther Cameron & Mike Green, Kogan Page Case Studies on Leadership, Edited By Menaka Rao & Sanghamitra Bhattacharya, ICFAI Books
3	Supplementary Reading Material	The New Leaders, Daniel Goleman, Sphere Publications The DNA of Leadership, Judith E Glaser, Platinum Press The New Art of the Leader, William A Cohen, Viva Books Strategic Leadership, John Adair, Kogan Page Authentic Leadership, Warren Bennis, Wiley India Pvt. Ltd. Leadership in the Era of Economic Uncertainty, Ram Charan, TMGH 21 Leaders for the 21 st Century, Fons Trompenaars & Charles Hampden – Turner, TMGH
4	Websites	http://www.nsba.org/sbot/toolkit/LeadQual.html http://psychology.about.com/od/leadership/a/leadstyles.htm http://en.wikipedia.org/wiki/Leadership_styles http://psychology.about.com/od/leadership/p/leadtheories.htm http://en.wikipedia.org/wiki/Leadership http://www.inspirational-quotes.info/leadership.html http://www.savingfreak.com/funny-leadership-quotes/ http://wiki.answers.com/Q/What_are_the_biggest_problems_facing_the_world_in_21st_century http://smallbusiness.chron.com/leadership-problems-business-2977.html http://www.jimclemmer.com/management-vs.-leadership.php http://www.management-issues.com/2006/5/25/opinion/the-difference-between-management-leadership.asp http://www.businessballs.com/leadership.htm
5	Journals	www.ppc.sas.upenn.edu/leadershipreadingsschachar.pdf www.oxfordleadership.com/journal/vol1_issue2/brown_hurley.pdf www.ccl.org/leadership/pdf/research/cclLeadershipDevelopment.pdf www.innovation.cc/scholarly-style/fairholm3.pdf www.fhsu.edu/jole/issues/JOLE_3_3.pdf www.valuesbasedleadershipjournal.com/assets/docs/Vol1Issue2.pdf www.leadershipeducators.org/.../JOLE_10_1_Winter_2011.pdf www.leadershipeducators.org/Resources/Documents/.../JOLE_9_1.pdf www.eastwestcenter.org/download/3492/.../transformations00103.pdf www.regent.edu/jsl www.alliedacademies.org/public/journals/journaldetails.aspx?jid=5 http://jlo.sagepub.com/content/by/year

Semester	I	Specialization	NA
Course Code	113	Type	Generic - Elective
Course Title	Personality Development Lab		

Course Objectives:

1	To develop an orientation towards business etiquettes and the proper etiquette practices for different business scenarios.
2	To learn the etiquette requirements for meetings, entertaining, telephone, and Internet business interaction scenarios.
3	To minimize nervousness while in social situations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Personality: Physical Appearance; Body Language; Voice; Communication Style; Content of Communication; Enriched Communication Through Sensory Specific Language.</p> <p>Business Style and Professional Image: Dress Codes, Guidelines for Appropriate Business Attire - Differentiate among the dressy casual, semi-formal, formal and black tie dress code, Grooming for Success, Multi-cultural Dressing.</p>	5 + 1
2	<p>Impression Management: Impression Formation, Tactics, The Self-presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits , The Social Context: Norms and Roles , The Target's Values, Actions; The Environment; Success; Changing from the Outside-in , Current Social Image , Instrumental Complementarity , The Private Self , Worrying about Impressions. Creating Rapport, Powerful Persuasion Strategies.</p>	5 + 1
3	<p>Assertiveness Training: Concept of Assertiveness, Components of Assertive behavior, Rational-emotive Assertiveness Training, Handling Fear, Handling Anger, Handling Depression, Assertive Behaviour Skills, How to Handle Put-downs, Assertiveness on the Job, Assertiveness in Interpersonal Relations, Assertiveness in Everyday Commercial Situations, Assertiveness and Others.</p> <p>Interpersonal Relations : Introduction to Interpersonal Relations, Analysis Relations of different ego states, Analysis of Transactions, Analysis of Strokes, Analysis of Life position</p>	5 + 1
4	<p>Business Etiquette: The ABC's of Etiquette, Developing a Culture of Excellence, The Principles of Exceptional Work Behavior, The Role of Good Manners in Business, Enduring Words</p> <p>Making Introductions and Greeting People: Greeting Components, The Protocol of Shaking Hands, Introductions, Introductory Scenarios, Addressing Individuals</p> <p>Meeting and Board Room Protocol: Guidelines for Planning a Meeting, Before the Meeting, On the Day of the Meeting, Guidelines for Attending a Meeting - For the Chairperson, For Attendees, For Presenters</p> <p>Multi-cultural Etiquette: Examples of Cultural Insensitivity, Cultural Differences and their Effects on Business Etiquette</p>	5 + 1

5	<p>Stress Management: Introduction to Stress, Causes of Stress, Impact Management Stress, Managing Stress</p> <p>Conflict Management: Introduction to Conflict, Causes of Conflict, Management Managing Conflict</p> <p>Time Management: Time as a Resource, Identify Important Time Management Wasters, Individual Time Management Styles, Techniques for better Time Management.</p>	5 + 1
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Note:

The entire course must be taught using a hands-on approach.

Learning Resources:

1	Text Books	Business Etiquette in Brief by Ann Marie Sabath, Adams Media Corporation, South Asian Edition Basic Managerial Skills for All by E. H. McGrath, S. J., PHI Personality Development and Soft Skill, Mitra, Barun, Oxford University Press.
2	Reference Books	Business Etiquette by David Robinson, Kogan Page Develop your Assertiveness by Sue Bishop, Kogan Page
3	Supplementary Reading Material	How to deal with Stress by Stephen Palmer & Cary Cooper, Kogan Page India Pvt. Ltd., South Asian Edition Successful Time Management by Patrick Forsyth, Kogan Page How to manage meetings by Alan Barker, Kogan Page
4	Websites	www.mindtools.com www.e-learningcenter.com www.stevpavlina.com www.personalitydevelopment-leidenuniversity.in
5	Journals	Leadership Excellence

Semester	I	Specialization	NA
Course Code	114	Type	Generic - Elective
Course Title	Foreign Language – I Lab		

Course Objectives:

1	To provide the student with a Foreign Language Skill to manage basic oral and written communication.
2	To build a basic vocabulary in the selected Foreign Language.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Salutations: 1. To greet the people and say Good afternoon, Good Evening, Goodbye, ask name and say your name, seek clarification and help, numbers from 1 to 10 2. To say where you live. Describe your house and members of your family. Weights and Measures, length & breadth, use of decimal system, area and volume. Cardinal numbers & Ordinal Numbers. 3. Ask and give personal information, Nationality, profession and language, Numbers from 11 to 50. To ask time by clock and by span, days of the week, months of the year.	2 + 4
2	Conversation Skills: 1. To ask and express interests, Preferences; likes and dislikes; to invite, to accept the invitation or to politely decline the invitation; hobbies and how to spend your leisure. 2. To talk about the weather; to talk about the daily personal routine and related activities. Seasons & holidays in France/Germany/Japan. Introduction to letter writing and email writing. 3. To talk about clothing - size, colour, material. Purchase at a super market, modes of payment. To name and explain human body to express common bodily ailments (fever, headache etc.)	2 + 4
3	Geographical Description: 1. Country, location on the world map, borders and neighboring countries, ports and industrial towns. 2. Information and clarification of places. Asking for directions to the public places. Modes of Transport. Numbers 51 to 100 and 1000, 10,00,000 etc.	2 + 4
4	Business: 1. Visit to a restaurant, to express agreement/disagreement; to ask for price/quantity 2. To ask about personal past events, to narrate personal experience, to comprehend difference between letters like Personal/Business Letters, telegram & e- mail; formats of Letter head and e mail. 3. To talk about/express future actions, to plan a business trip with related requirements: hotel, tickets, car, Rent a car, places to visit, traffic signs etc. Documents required like Passport, International Driving license, Insurance cover etc. 4. Vocabulary relating to the Transactions at the Post office, Bank, Insurance Company – personal, health, accident, marine... equivalent terms of transaction – FOB, C.I.F, F.A.S, payment through Letter of credit.	2 + 4
5	Practical Assignments on Unit I to IV.	6

Note:

Institute may offer any one of the following foreign languages to the students: SPANISH / FRENCH/ GERMAN/ JAPANESE / CHINESE
The emphasis of the course shall be on practical aspects.

Learning Resources:

1	Text Books	Relevant Standard Text Books, Videos, Audio CDs for the language offered to the students.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	I	Specialization	NA
Course Code	115	Type	Generic - Elective
Course Title	Enterprise Analysis - Desk Research		

Course Objectives:

1	To acquaint students with basic aspects of an Enterprise.
2	To guide the students in analyzing an Enterprise w.r.t a set of basic parameters.
3	To help the students assimilate basic jargon and its meaning w.r.t. Enterprise Analysis.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Enterprise History & Background: Establishment, Original & Current Promoters, Business Group or Business Family to which it belongs, Vision-Mission-Philosophy -Values, Name of the Chairman, CEO, MD, Members of Board of Directors, CSR Initiatives, Technical and other collaborations if any, Recent Mergers and Acquisitions, if any.	2 + 4
2	Organization : Organization Structure, Geographical (domestic and global) foot print – at the time of inception and spread over the years, company's current head quarter worldwide as well as head quarter / corporate office in India, Manufacturing /Service locations Indian and major worldwide, Certifications if any - ISO / EMS / FDA / CMMI , etc.	2 + 4
3	Markets: Major Customers, customer segments, Products, Product lines, Major Brands, Market Share – nationally, region wise, product wise, Advertising Agency, Advertising Punch Line/Slogan, Logo,	2 + 4
4	Financials: Data to be studied, tabulated, graphically depicted, analyzed and presented for last 5 years for the Revenues, Profitability, Market Capitalization, Segmented Revenues, Auditors. Listing status & Scrip Codes – BSE and NSE, Global Listings on International Stock Markets, Share Price Face Value, Current Market Value, Annual High Low Figures, P/E Ratio, Shareholding Pattern.	2 + 4
5	Governance: Philosophy, Action taken by SEBI if any, Involvement in Scams, Insider Trading Issues, Standard & Poor's Corporate Governance Scores, CRISIL Rating. Awards won if any.	6

Note:

Students should work in groups of 3 to 5 each under the guidance of a faculty. Students shall study various aspects of any TWO corporate entities (companies) of their choice. Focus shall be on analyzing the information collected and gaining insights. Students shall submit a structured detailed report.

The evaluation shall be made by a panel of two examiners. One of the examiners shall be the Internal Faculty. The other examiner may be an external faculty or a person from the relevant industry. The evaluation shall be based on the following criteria:

Report – 20 Marks , Presentation – 15 Marks, Question & Answer – 15 Marks

Learning Resources:

1	Text Books	Students shall use secondary data sources such as – Annual Reports, Corporate Websites, Stock Market Websites, Business Newspapers, etc. to collect maximum information – facts and figures about the enterprise and its functioning
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

University of Pune

MBA SYLLABUS: SEMESTER II

Semester	II	Specialization	NA
Course Code	201	Type	Generic - Core
Course Title	Marketing Management		

Course Objectives:

1	To introduce the concept of Marketing Mix as a framework for Marketing Decision making.
2	To emphasize the need, importance and process of Marketing Planning and Control.
3	To sensitize the students to the dynamic nature of Marketing Function.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>New Product Development & Product Life Cycle:</p> <p>1.1 New Product Development :Need for new product development, Booz Allen & Hamilton Classification Scheme for New Products</p> <p>1.2 New Product Development Process: Idea Generation to commercialization.</p> <p>1.3 Branding: Introduction to Branding, Product Vs. Brand, Meaning of a brand, brand equity & brand elements.</p> <p>1.4 Packaging & Labeling: Meaning & role of Packaging & Labeling, Primary, Secondary & Shipment packages</p> <p>1.5 Product Life Cycle: Concept & characteristics of Product Life Cycle, Relevance of PLC, Types of PLC and Strategies across stages of the PLC.</p>	7 + 2
2	<p>Price:</p> <p>2.1 Pricing Basics: Meaning, Importance and Factors influencing pricing decisions</p> <p>2.2 Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, Selecting final price.</p> <p>2.3 Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing,</p> <p>2.4 Price Change: Initiating & responding to price changes.</p>	6 + 2
3	<p>Place:</p> <p>3.1 The Role of Marketing Channels: Channel functions & flows, channel levels.</p> <p>3.2 Channel Design Decisions: Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives</p> <p>3.3 Channel Options: Introduction to Wholesaling, Retailing, Franchising, Direct marketing, E- Commerce Marketing Practices</p> <p>3.4 Market Logistics Decisions: Order processing, Warehousing, Inventory, and Transportation.</p>	6 + 2
4	<p>Promotion:</p> <p>4.1 Introduction: The role of marketing communications in marketing effort.</p> <p>4.2 Communication Mix Elements: Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Concept of Integrated Marketing Communications (IMC)</p> <p>4.3 Developing Effective Communication: Identifying target audience, determining communication objectives, designing the communications, selecting communication channels</p> <p>4.4 Deciding Marketing Communications Mix: Factors in setting marketing communication mix, measuring communication results</p>	10 + 2

5	Marketing Planning & Control: 5.1 Product Level Planning: Preparation & evaluation of a product level marketing plan, Nature & contents of Marketing Plans- Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control. 5.2 Marketing Evaluation & Control: Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing audit	6 + 2
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Learning Resources:		
1	Text Books	Marketing Management by Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson, 13 th Edition Marketing Management by Rajan Saxena, TMGH, 4 th Edition
2	Reference Books	Principles of Marketing by Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson, 13 th Edition Marketing Management- Text and Cases, Tapan K Panda, 2 nd Edition, Excel Books Marketing Management by Ramaswamy & Namakumari, Macmillan, 4 th Edition.
3	Supplementary Reading Material	Marketing Whitebook (Latest Edition) Brand Equity Supplement of The Economic Times Brand Wagon Supplement of The Financial Express Strategist Supplement of Business Standard Legends in Marketing by Jagdish N. Sheth
4	Websites	NCAER - http://www.ncaer.org/ 2011 Census of India Reports - http://www.censusindia.gov.in/ ASCI - www.ascionline.org/ http://www.marketingpower.com/Pages/default.aspx (American Marketing Association)
5	Journals	IIMB Management Review Vikalpa

Semester	II	Specialization	NA
Course Code	202	Type	Generic - Core
Course Title	Financial Management		

Course Objectives:

1	To understand various concepts related to financial management
2	To study in detail, various tools and techniques in the area of finance
3	To develop the analytical skills which would facilitate the decision making in Business situations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Environment of Business Finance: Introduction, Definition of Financial Management, Goals of Financial Management, Modern approaches to Financial Management, Finance and other related disciplines, Functions of finance manager, Key strategies of financial management.	3+2
2	Techniques of Financial Analysis: Meaning, Nature, Objectives and limitations of financial analysis. Tools of analysis and interpretation, fund flow statement analysis (Working capital basis), Cash flow statement analysis – (Cash basis), Ratio analysis (computation and Interpretations of ratios)	8+2
3	Capital Budgeting: Meaning, Definition and types of evaluating the project on the basis of payback period, NPV, IRR, PI, ARR Decision making under risk and uncertainty using standard deviation, risk adjusted discounted rate, certainty equivalent approach, simulation.	8+2
4	Working Capital Management: Nature and Scope, Components of working capital, operating cycle, types of working capital, determination of working capital, Assessment of working capital requirement, Working Capital Financing.	8+2
5	Capital Structure and Firm Valuation: Meaning, Factors affecting the capital structure, Concept and measurement in cost of capital, measurement of specific costs: WACC. Leverage , Assumptions of capital structure theories, NI, NOI and MM Approach.	8+2

Note:

Numerical problems will be asked on the following topics only –
 Simple problem on Fund flow statement **and** Ratio analysis (**computation and Interpretations of ratios**)
 Capital budgeting: Payback period, NPV, IRR, PI, ARR, **Decision making under risk and uncertainty using standard deviation, risk adjusted discounted rate, certainty equivalent approach, simulation**
 Estimation of Working Capital, **Calculation of operating cycle duration**
 Cost of Capital: WACC, **Leverage**
 The weightage of theory questions will be 40% and numerical problems 60%

Learning Resources:		
1	Text Books	Financial Management by Khan & Jain (TATA McGraw Hill) Contemporary Financial Management by Rajesh Kothari (Macmillan Publication) Financial Management by I. M. Pandey (Vikas Publication) Corporate Finance, Theory and Practice, Aswath Damodaran (Wiley Publication) Financial Management Principle and Practices by S. Sudarsana Reddy (Himalaya Publication) Fundamentals of Financial Management by Sheeba Kapil (Pearson Publications)
2	Reference Books	Financial Management by Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication) Financial Management: Theory & Practice by Brigham Financial Management: Principles & Practice by Lasher Financial Management by Sudarshan Reddy
3	Supplementary Reading Material	Fundamentals of Financial Management by Brigham and Houston (Cengage Learning)
4	Websites	NSE, BSE
5	Journals	Indian Journal of Finance

Semester	II	Specialization	NA
Course Code	203	Type	Generic - Core
Course Title	Human Resource Management		

Course Objectives:

1	To understand the role of HRM in an organization
2	To learn to gain competitive advantage through people
3	To learn to study and design HRM system

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Framework of Human Resource Management:</p> <p>Introduction to HRM and framework - Nature of HRM, Scope of HRM, HRM: Functions and Objectives, HRM: Policies and practices</p> <p>HRM and SHRM - Nature of SHRM, The strategic functions of HRM understood and implemented in the company, Global competitiveness and Strategic HR, Linkage of organizational and HR strategies</p> <p>Models of SHRM - The Integrated system model, Devanna et. al - strategic human resource management "matching model"</p>	2+2
2	<p>HR Procurement:</p> <p>Job Analysis and Design - Job Analysis: introduction, Importance of job analysis, purpose of job analysis, benefits of job analysis, competency based job analysis, Job Design: Writing job description, introduction, and factors affecting job design. Job characteristics model (Hackman and Oldham, 1976) of effective job and job satisfaction.</p> <p>Human Resource Planning - The need of man power planning , What is Human Resource Planning, Definition, objectives, importance, benefits, the process of Human resource planning, Preparing manpower inventory.(supply Forecasting)</p> <p>Recruitment - Strategic approach to recruitment, Labour markets and recruitment, Geographic labour markets, Global labour markets, Industry and occupational labour markets, Educational and technical labour markets, Unemployment rate and labour markets, Recruiting and diversity considerations, Employment advertising, Recruiting Diverse workers, Recruiting Source choices: internal vs. external - Internal: Organizational Database, Job postings, Promotions and Transfers, Current Employee Reference and Re-recruiting of former employees and applicants, External: College and University recruiting, school recruiting, Labour Unions, Employment agencies and headhunters, competitive sources, media sources, E-Recruiting methods - Internet job boards, Professional / career websites, Employer websites</p> <p>Selection - Introduction to selection process, Selection procedure,</p>	7+2
3	<p>Training and Development - Employee Training and Development Nature of training, Training process, Training needs assessment, Training evaluation, Training design, Implementing Training programs(Training methods), Implementing management development programs</p>	7+2
4	<p>Employee Appraisal & Compensation - Performance- Definition, Why to measure performance, Use of performance data, measurement process, Performance feedback, Compensation- concept, Traditional approach, current trends in compensation, Linking compensation with performance- Advantages & Problems, Team based Incentives</p>	11+2

5	Managing Employee Relations - Concept, Importance, Organizational Entry, employee Status, Flexible Work arrangement, Employee Surveys, Handbooks, Violations of Policy/ Discipline, Organizational Exit, Termination, Resignation, downsizing, Lay off Retirement	8+2
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Learning Resources:		
1	Text Books	Personnel/ Human Resource Management by David DeCenzo, Stephen Robbins, Prentice Hall of India, 2008, 3 rd Edition Human Resource Management by J. John Bernardin, Tata McGraw Hill Publishing, 4 th Edition
2	Reference Books	Human Resource Management, A case study approach, Muller Camen, Croucher Leigh, Jaico Publishing House HRM Ethics & Employment Ashly Pinnington, Rob Macklin, Tom Campbell, 2 nd Edition Human Resources Management by Gary Dessler Managing Human Resources by R.S. Dwivedi Human Resources Management by V.P. Michael Human Resources Management by Mirza & Zaiyadin Human Resources Management by L.M. Prasad Human Resources Management by Ashwathappa Managing Human Resources by Arun Monappa
3	Supplementary Reading Material	Case studies in Human Asset Management, Vol. I by Doris John, ICFAI Books, 1 st Edition HRM in Organizations by Izabela Robinson, Jaico Publishing House, 1 st Edition Armstrong's Essential Human Resource Management Practice- A guide to people management by Michael Armstrong, Koganpage, 1 st Edition Applied Psychology in HRM by Cascio & Aguinis, PHI, 6 th Edition.
4	Websites	www.shrmindia.org www.peoplesmatters.com www.hrmguide.net
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management Journal of Human Values Journal of Human Resources

Semester	II	Specialization	NA
Course Code	204	Type	Generic - Core
Course Title	Decision Science		

Course Objectives:

1	To understand role of quantitative techniques in managerial decision making.
2	To understand process of decision problem formulation.
3	To understand applications of various quantitative techniques in managerial settings.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Decision Sciences & Role of quantitative techniques Linear Programming: Concept, Formulation & Graphical Solution Assignment Models: Concept, Flood's Technique/ Hungarian Method, applications including restricted & multiple assignments Transportation Models: Concept, Formulation, Problem types: Balanced, unbalanced, Minimization, Maximization Basic initial solution using North West Corner, Least Cost & VAM, Optimal Solution using MODI	9+2
2	Queuing Theory: Concept, Single Server (M/M/I , Infinite, FIFO) and Multi Server (M/M/C , Infinite, FIFO) Markov Chains & Simulation Techniques: Markov chains: Applications related to management functional areas, Implications of Steady state Probabilities, Decision making based on the inferences Monte Carlo Simulation, scope and limitations.	8+2
3	Decision Theory: Concept, Decision under risk (EMV)& uncertainty Game Theory: Concept, 2 by 2 zero sum game with dominance, Pure & Mixed Strategy	6+2
4	CPM & PERT: Concept, Drawing network, identifying critical path Network Calculations: Calculating EST, LST, EFT, LFT, Slack & probability of project completion	6+2
5	5.1 Probability: Concept, Addition, Conditional Probability theorem based decision making, (Numerical based on functional areas of business expected). 5.2 Probability Distributions: Normal, Binomial. Interval estimation, standard errors of estimation.	6+2

Learning Resources:		
1	Text Books	Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications, 4 th Edition Quantitative Approaches to Management by Levin, Rubin, Stinson & Gardner Operations Research Theory & Applications by J K Sharma- MacMillan Publishers India Ltd., 4 th Edition
2	Reference Books	Introduction to Operations Research by Billey E. Gillett, TMGH Operations Research by Nita Shah, Ravi Gor, Hardik Soni, PHI Managerial Decisions Modeling with Spreadsheets by Bal Krishnan, Render, Stair, Jr., Pearson Education. Operations Research by R. Pannerselvam, Prentice Hall India, 2 nd Edition.
3	Supplementary Reading Material	Operations Research by Hamdy A. Taha, Pearson Publication
4	Websites	www.orsi.in
5	Journals	International Journal of Operations and Quantitative Management International Journals of Operations Research and Management Science Journal of Operation Management Research Indian Journal of Advanced Operations Management

Semester	II	Specialization	NA
Course Code	205	Type	Generic - Core
Course Title	Operations and Supply Chain Management		

Course Objectives:	
1	To develop an understanding of the strategic importance of Operations & SCM and how it can provide a competitive advantage in the marketplace
2	To understand the relationship between Operations & SCM and other business functions, such as Marketing, Finance, Accounting, and Human Resources.
3	To develop knowledge of the issues related to designing and managing Operations & SCM and the techniques to do so.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Introduction to Operations and Supply Chain Management: Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management , Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives</p> <p>1.2 Quality: Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions.</p>	5 + 2
2	<p>Operations Processes</p> <p>2.1 Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems</p> <p>2.2 Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout</p> <p>2.3 Service System Design Matrix :Design of Service Systems, Service Blueprinting</p>	7 + 2
3	<p>3.1 Production Planning & Control (PPC): Role and Functions</p> <p>3.2 Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning</p> <p>3.3 Production Planning: Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP , MRP II</p> <p>3.4 Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts</p>	8 + 2

4	<p>4.1 Inventory Planning and Control: Continuous and Intermittent demand System, concept of inventory, need for inventory, types of inventory - seasonal, decoupling, cyclic, pipeline, safety - Implications for Inventory Control Methods.</p> <p>4.2 Inventory Costs: Concept and behavior of ordering cost, carrying cost, shortage cost.</p> <p>4.3 EOQ: Basic EOQ Model - EOQ with discounts</p> <p>4.4 Inventory control: Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS.</p> <p>(Numericals expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order quantity Model - Periodic Review and Re-order Point</p>	8 + 2
5	<p>5.1 Supply Chain Management: Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash to Cash Conversion,</p> <p>5.2 Customer Service: Supply Chain Management and customer service linkages, Availability service reliability perfect order, customer satisfaction Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing</p>	7 + 2

Learning Resources:

1	Text Books	Operations Management Theory & Practice by B.Mahadevan , Pearson, 2 nd Edition. Operations Now - Supply Chain Profitability & Performance by Byron J. Finch, McGraw Hill, 3 rd Edition. Production and Operations Management by R B Khanna, PHI, New Delhi, 2011 Edition.
2	Reference Books	Supply Chain Logistics Management by Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill, 2 nd Edition. Operations Management by William J. Stevenson, TMGH, 9 th Edition. Operations Management by Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education, 8 th Edition. Introduction to Materials Management , J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson, 5 th Edition. Supply Chain Management - Strategy, Planning & Operation by Sunil Chopra, Peter Meindl, D. V. Kalra, Pearson Education. Production & Operations Management by S N Chary, McGraw Hill, 7 th Edition
3	Supplementary Reading Material	Contemporary Logistics by Paul Murphy, Donald Wood, PHI, 9 th Edition The Goal by Eliyahu Goldratt
4	Websites	www.apics.org www.supplychainmanagement.in
5	Journals	International Journal of Operations and Quantitative Management Udyog Pragati International Journals of Logistics and Supply Chain Management International Journal of Logistics and Planning Supply Chain Management

Semester	II	Specialization	NA
Course Code	206	Type	Generic - Core
Course Title	Management Information Systems		

Course Objectives:	
1	To develop conceptual understanding about latest developments in the field of Information Technology and the impact of I.T. in managing a business
2	To learn to use Information Technology to gain competitive advantage in business
3	To learn from, with a view to emulate, entrepreneurial ventures in e-Commerce and m-Commerce

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Management Information Systems: Need, Purpose and Objectives - Data, Information, Knowledge – Types of Information Systems - Information as a strategic resource - Use of information for competitive advantage</p> <p>Information Technology Infrastructure: Information Systems Architecture – Mainframe, Client Server, Web Based, Distributed, Grid, Cloud - Overview of Hardware, Software, Storage and Networking Devices – Networks Types - Topologies of Networks</p>	7 + 2
2	<p>2.1 Data Base Management Systems: Concept – Relational Model Applications – DBMS Architecture</p> <p>2.2 Systems Engineering Analysis and Design: Systems Concept - Systems Development Life Cycle - Assessing Enterprise Information requirements – Alternative System Building Approaches - Prototyping - Rapid Development Tools – CASE Tools – Object Oriented Systems (<i>Only introduction to these tools & techniques</i>)</p>	7 + 2
3	<p>3.1 Decision Support Systems: Data Warehousing and Data Mining - Business Intelligence and Analytics - Group Decision Support Systems – Executive Information Systems - Executive Support Systems – Geographical Information Systems - Expert Systems and Knowledge Based Expert Systems – Artificial Intelligence</p>	7 + 2
4	<p>4.1 Digital firm Perspective: MIS Model for a digital firm – Organization Structure for digital firm – e-Business Models and Applications – Mobile computing, Call Centers, BPO</p> <p>4.2 Management Issues in MIS: Information Security and Control - Quality Assurance - Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products</p>	7 + 2
5	<p>5.1 Applications of MIS in functional areas as well as in the service sector should be covered with the help of minimum 5 case studies.</p>	7 + 2

Note:
Emphasis should be given on management oriented problems and cases as compared to technical orientation expected from computer science/ computer management students.

Learning Resources:		
1	Text Books	Management Information Systems by Obrien, Marakas and Ramesh Behl, TMGH Management Information Systems by Jawadekar, TMGH, 4 th Edition
2	Reference Books	Management Information Systems by Jaiswal and Mittal, Oxford University Press Decision Support Systems and Intelligent Systems by Turban and Aronson, Pearson Education Asia
3	Supplementary Reading Material	Management Information Systems by Laudon, Laudon, Dass, Pearson Education Asia, 11 th Edition Management Information Systems by Davis and Olson, Tata McGraw Hill
4	Websites	-
5	Journals	MIS Quarterly, University of Minnesota CSI Communications, Computer Society of India, Mumbai

Semester	II	Specialization	NA
Course Code	207	Type	Generic - Elective
Course Title	Emotional Intelligence and Managerial Effectiveness Lab		

Course Objectives:	
1	To equip students with individual and group learning methods
2	To understand intelligence and develop emotional competence
3	To develop understanding and competence for personal and managerial effectiveness.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Emotions and the Tripartite Brain, Emotional Competencies, Executive EQ, Emotions and Enneagram, Rational Emotive Therapy, Emotional Transformation, Measuring Emotional Intelligence, Emotions and Childhood, Role of Emotions, Emotions and Attitudes	5 + 1
2	Individual & Organizational Learning: Theories of Learning, Learning Processes, Kolb's Learning Styles, How to create a learning organization	5 + 1
3	Emotional Intelligence: Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence	5 + 1
4	Managerial Effectiveness: Challenges faced by Organisations & expectations from practicing Managers	5 + 1
5	Improving Effectiveness: Understanding Organizational goals, Creativity, Optimising resources, Execution Skills (PDCA Cycle)	5 + 1

Learning Resources:		
1	Text Books	Emotional Intelligence: Why It Can Matter More Than IQ by Daniel Goleman Get Better or Get Beaten: 31 Leadership Secrets from GE's Jack Welch by Robert Slater, Jack Welch, McGraw-Hill School Education Group
2	Reference Books	Working with Emotional Intelligence - Daniel Goleman Jack Welch on Leadership : Executive Lessons from the Master CEO by John A. Byrne, Jack Welch Crown Publishing Group
3	Supplementary Reading Material	Leadership: The Power of Emotional Intelligence by Daniel Goleman The Brain and Emotional Intelligence: New Insights by Daniel Goleman The Emotionally Intelligent Workplace by Daniel Goleman, 2001 Primal Leadership: Realizing the Power of Emotional Intelligence by Daniel Goleman, 2002 Destructive Emotions: A Scientific Dialogue with the Dalai Lama – 2003 Emotional Intelligence: Key Readings on the Mayer and Salovey Model by John D. Mayer (Editor), Marc A. Brackett (Editor), Peter Salovey (Editor) The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership by David R. Caruso and Peter Salovey Bhagwad Gita As it is by Shree Prabhupada
4	Websites	http://www.unh.edu/emotional_intelligence/ei%20Reprints/EIpubs%201990-1999.htm http://www.dirjournal.com/guides/emotional-intelligence/ http://eqi.org/ http://www.emotionalintelligencecourse.com/eq-blog/ http://www.byronstock.com/emotional-intelligence-blog/ http://completeintelligence.com/blog/just-what-is-emotional-intelligence/

5	Journals	Human Resource Development Quarterly Human Resource Management Review Journal of Applied Social Psychology Journal of Managerial Psychology Journal of Occupational Health Psychology Journal of Organizational Behavior American Psychologist Applied Psychology Current Directions in Psychological Science European Journal of Work and Organizational Psychology Journal of Personality and Individual Differences Personality & Social Psychology Bulletin Research on Emotion in Organization
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University of Pune

Semester	II	Specialization	NA
Course Code	208	Type	Generic - Elective
Course Title	Statistical Software Lab		

Course Objectives:

1	To give an overview of the capabilities of popular statistical software packages.
2	To train students in handling data files and carry out basics statistical analysis.
3	To give hands on experience about basic hypothesis testing using t tests, Chi Square tests and ANOVA.
4	To train students in using advanced tools such as regressions, MDS, Factor Analysis etc.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 An Overview of Statistical Software: Introduction to SPSS / SAS/ Systat. Introduction to various menus, Data file, Output file, Frequently –used dialog boxes, Editing output, Printing results. Creating and editing a data file – Variable and data view, Value Labels.</p> <p>1.2 Managing Data: Listing cases, replacing missing values, computing new variables, recording variables, exploring data, selecting cases, sorting cases, merging files, splitting files, Visual Binning.</p>	4 + 1
2	<p>2.1 Frequencies: Frequencies, bar charts, histograms, percentiles</p> <p>2.2 Descriptive Statistics: Measures of central tendency, variability, deviation from normality, size and stability. Cross Tabulation and chi-square analyses, The means Procedure</p> <p>2.3 Graphs: Creating and editing graphs and charts</p>	4 + 1
3	<p>3.1 Bivariate Correlation: Bivariate Correlation, Partial Correlations and the correlation matrix</p> <p>3.2 The T-test Procedure: Independent –samples, paired samples, and one sample tests</p> <p>3.3 Non Parametric Tests: ChiSquareTest, 1 sample test, 2 independent samples test, k independent samples, 2 related samples test, k related samples,</p>	4 + 1
4	<p>4.1 One Way ANOVA Procedure: One way analysis of variance, General Linear model: Two –way analysis of variance, General Linear model: three –way analysis of variance and the influence of covariates</p>	5 + 1
5	<p>5.1 Advanced Tools: Simple Linear Regression , Multiple regression analysis Multidimensional scaling, Reliability Analysis, Factor analysis, Cluster analysis.</p>	8 + 1

Note:

The entire course has to be taught using a hands-on approach.
Students should be encouraged to use the 30 day trial version of relevant software package.

Learning Resources:		
1	Text Books	SPSS for Windows – Step by Step, 17.0 Update, by George and Mallery, Pearson, 10 th Edition. Research Methodology with SPSS by Rao and Tyagi, Shree Niwas Publications, 2009.
2	Reference Books	Ready, Set, Go! – A student Guide to SPSS for Windows by Pavkov and Pierce, TMGH Edition. Discovering Statistics using SAS by Andy Field & Jerry Miles, Sage Publications, 2010.
3	Supplementary Reading Material	http://www.inc8.jp/ps/T9_Luque_imec.pdf http://www.jstatsoft.org/v49
4	Websites	www.sas.com www.xlstat.com www.stata.com www.ibm.com/software/analytics/spss/
5	Journals	Journal of Statistical Software

Semester	II	Specialization	NA
Course Code	209	Type	Generic - Elective
Course Title	MS Project Lab		

Course Objectives:	
1	To understand basics of project management and learn how to use MS Project 2007 to:
A	Create a New Project
B	Build Tasks
C	Create Resources & Assign Costs
2	To understand use of MS Project 2007 to track Project Progress

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Introduction to MS Project 2007 : Understanding Projects, Managing Projects & Project Management Software, Taking a first look at Project – Starting Project, Entering Information, Changing Views, What's new in Project 2007	2
2	2.1 Creating a New Project: Gathering Information, Opening a Project file, Establishing Basic Project Information, Looking at Project Calendars, Entering tasks, Adding subtasks, Saving Project files, Working with Project Outline – Adjusting tasks in an outline, Copying tasks	3 + 2
3	3.1 Building Tasks: Establishing Timing for Tasks, Assigning Task Timing, Using Recurring Tasks, Establishing Constraints and Deadline Dates, Manipulating Gantt Chart to View Timing, Entering Task Notes, Establishing Dependencies Among Tasks, Viewing Dependencies	4 + 2
4	4.1 Creating Resources & Assigning Costs: Understanding Resources, Creating Resource List, Modifying Resource Information, Using Resources and Tasks, Handling Unusual Cost Situations 4.2 Understanding Basics of Views: What is a View?, Examining Indicators, Admiring Views – Calendars, Detail Gantt, Gantt Chart, Leveling Gantt, Tracking Gantt, Multiple baselines Gantt. Resource Allocation , Resource Form, Resource Graph, Resource Name Form, Resource Sheet, Resource Usage, Roll up Views, Task Details Form, Task Entry, Task Form, Task Name Form, Task Sheet, Task Usage, Printing Project	5 + 3
5	5.1 Tracking Project Progress I: Understanding the Principles of Tracking, Using Baseline, Changing the Baseline, Viewing Progress with the Tracking Gantt Chart View – Interpretation, Task Variance Table, Task Cost Table, Task Work Table, Understanding Tracking Strategies 5.2 Tracking Project Progress II: Recording Actuals – Organizing the Updating Process, Understanding Calculation Options, Updating Tasks to Reflect Actual Information, Using Actuals and Costs, Techniques and Tips for Updating, Reviewing Progress.	6 + 3

Learning Resources:		
1	Text Books	Microsoft Office Project 2007 Bible by Elaine Marmel, Wiley Publishing Inc, 2007
2	Reference Books	-
3	Supplementary Reading Material	PMBOK Guide by PMI
4	Websites	www.pmi.org.in http://www.project-blog.com/
5	Journals	Project Management by Koehler, Brandon. OfficePro. Mar/Apr2012, Vol. 72 Issue 2, p36-37

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Semester	II	Specialization	NA
Course Code	210	Type	Generic - Elective
Course Title	Life Skills		

Course Objectives:

1	To encourage students to develop and use balanced self-determined Behavior.
2	To help students in enhancing self, increasing life satisfaction and Improving relationships with others.
3	To develop new ability to practice new problem solving skills in group and use these skills in personal life.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Definition of Life Skills , Assumptions about Life Skills, Concept of skill in Life Skills, Concept of Skill in Life Skills, Primary goal of Life Skills programme, Life Skills Process model, Group development and group behaviors.	5 + 1
2	Cognition, Meaning , Piaget's theory of Cognitive Development, role of Goal Orientation, Meaning, Big Five personality characteristics, extraversion, Openness to experience, emotional stability, consciousness and agreeableness, Personal knowledge management, meaning, Wright's model, Four domains, Analytical, information, social and learning.	5 + 1
3	Coping, Meaning, Types of coping strategies, 1) appraisal focused (adaptive Cognitive) 2) problem focused (adaptive behavior) 3) emotion focused Empathy, meaning and definitions, Difference between empathy and sympathy, Anger and distress, Meaning, overcoming.	5 + 1
4	Moral development, Meaning, Interpersonal influences on Moral development, Moral development and social exclusion, Morality and culture, Morality and Intergroup attitudes, moral emotions.	5 + 1
5	Study Skills, Meaning, Types of study skills, Methods based on : Memorization such as rehearsal and role learning Communication Skills e.g. reading, listening, Cues e.g. flashcard training Condensing information, summarizing and use of key words.. Visual imagery Exam strategies Time management, organization and life style changes.	5 + 1

Learning Resources:

1	Text Books	Critical thinking skills : developing effective analysis and argument by Stella Cottrell Academic writing: a handbook for international students by Stephen Bailey Effective Study Skills: Step-by-Step System to Achieve Student Success by Semones
2	Reference Books	Critical thinking and analysis by Mary Deane Developing and applying study skills : writing assignments, dissertations and management reports by Donald Currie Assignment and thesis writing by Jonathan Anderson
3	Supplementary Reading Material	-
4	Websites	-
5	Journals	-

Semester	II	Specialization	NA
Course Code	211	Type	Generic - Elective
Course Title	Geopolitics & the World Economic System		

Course Objectives:

1	To expose students to the relationship between political power and geographic space amidst world economic system.
2	To help students understand various facets of international political economy & national system political economy.
3	To develop abilities to appreciate the interrelationship between the trading system, international financial system and the participants in the changed economic system

Syllabus:

Unit Number	Contents	Number of Sessions
1	International Political Economy: Distribution of Wealth and Economic Activities - National Autonomy - Politics of International Regimes - Theory of Hegemonic Stability - Governance of the Global Economy	5 + 1
2	National Systems of Political Economy: Differences among National Economies - Market-Oriented Capitalism- Developmental Capitalism- Social Market Capitalism – Comparative Analysis	5 + 1
3	The Trading System: Debate over Free Trade – Functions of WTO and GATT - The Uruguay Round and World Trade Organization – Trade Blocs such as SAARC, ASEAN, NAFTA - Threats to Open Trading System	5 + 1
4	International Monetary System: The International Financial System - Reform of International Monetary Affairs - Nature of Financial Crises - Controversy over Regulation of International Finance	5 + 1
5	The State and the Multinationals: An International Regime for FDI and MNC- Do Global Corporations Pose a Threat? - Consequences of Economic Globalization	5 + 1

Learning Resources:

1	Text Books	Global Political Economy – Robert Gilpin, Princeton University Press International Economics with MyEconLab by Paul Krugman, Maurice Obstfeld and Marc Melitz, Pearson, Global Edition, 9 th Edition
2	Reference Books	Managing World Economic Change: International Political Economy by Robert A. Isaak, Pearson, 3 rd Edition,
3	Supplementary Reading Material	Economic Times Daily Business Standard Daily The Economist – Magazine
4	Websites	http://www.wto.org/ http://www.imf.org/external/index.htm
5	Journals	Economic Systems Research.

Semester	II	Specialization	NA
Course Code	212	Type	Generic - Elective
Course Title	Business Systems and Procedures		

Course Objectives:

1	To understand Business as an integrated system
2	To develop process thinking for developing procedures.
3	To make students aware of various business functions & responsibilities.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Systems and Procedures – Concept and need - Characteristics of a good procedure. Writing a Standard Operating Procedure (SOP)– Procedure Identification - Information Gathering–Interviewing – Analysis – Writing – Implementation – Review- Fine-tuning. Process Mapping Tools – Aid Memoir – Flowchart – Swim Lane Diagrams – Flow Charting Software – Using MS Word and Excel for Flowcharting - Case Studies.	+ 1
2	Understanding accounting procedures for Cash Sales - Credit Sales - Cash Receipts – Donations – Travelling Expenses – Writing off Bad Debts – Sale of Scrap. Principles of Internal Control – Study of Internal Control in Select Procedures such as Recruitment, Payment of Salaries and Wages, Verification of Inventories and Work in Progress, Verification of Fixed Assets and Investments	5 + 1
3	Lean Office – Re-engineering information flow and paper flow – Process Mapping for Current and Future State Map. Digital Office –Overview of Office Automation Systems – Use of technologies such as Bar Coding, RFID, Biometry and Mobile Computing for redesigning office procedures.	5 + 1
4	Study of the following Systems and underlying Procedures. Point of sale (POS) system in an organized retail store, Purchase Order System in a manufacturing organization, Attendance Recording System in a factory, Kitchen Order Ticket (KOT) System in a Restaurant, Just in Time Inventory System in a manufacturing organization.	5 + 1
5	Presentation of individual/group projects in Process Mapping, Improvement and Writing SOP's for an entire range of activities for a segment in a manufacturing/ service organization.	5 + 1

Learning Resources:

1	Text Books	Business Process Management – A Rigorous Approach by Martyn A Ould , British Computer Society, First South Asia Edition.
2	Reference Books	-
3	Supplementary Reading Material	-
4	Websites	-
5	Journals	-

Semester	II	Specialization	NA
Course Code	213	Type	Generic - Elective
Course Title	Computer Aided Personal Productivity Tools Lab		

Course Objectives:	
1	To give students mastery of MS Office.
2	To enhance personal productivity through advanced features of MS Word, MS Excel & MS PowerPoint
3	To impart skills of using MS Outlook and basic social networking tools.

Syllabus:

Unit Number	Contents	Number of Sessions
1	MS WORD	+ 1
	1.1 Collaboration - Protect your document with passwords, permission, and other restrictions, Save a document to SharePoint from Office 2010, The purpose of IRM and its limitations, Mail Merge	1
	1.2 Tracking changes and comments - Turn track changes on or off, Review tracked changes and comments	1
	1.3 Formatting - Add, change, or delete WordArt, Add or remove text effects, Adjust the spaces between letters, lines or paragraphs, Set the default font, Language, Apply, customize, and save a document theme in Word	1
	1.4 Tables of contents and other references - Create a table of contents, Edit a citation placeholder, Create a bibliography, Foot note & End Note, Captions & Index	1
	1.5 Checking Spelling, grammar, and thesaurus	1
	1.6 Managing Headers, footers, and page numbers, Links	1
	1.7 Inserting Page breaks and section breaks, Applying Multiple headers, page layouts	1
	1.8 Tables Tools, Illustrations, Equations, Symbols	1
2	POWERPOINT	6 + 1
	2.1 Working with text & SmartArt graphics - Add alternative text to a shape, picture, chart, table, SmartArt graphic, or other object, Wrap text around an object in PowerPoint 2010, Adjust the indent in a bulleted or numbered list on the ruler, Change the look, position, or function of bulleted or numbered lists in your presentation	1
	2.2 Organizing and formatting slides, Using masters - Understanding a slide master, Create or customize a slide master, Apply one or more slide masters to a presentation	1
	2.3 Working with animation, sounds & Movies - Turn your presentation into a video, Embed or link to a video from your presentation, Set the 'Play' options for a video in your presentation, Trim a video, Compress your media files, Tips for improving audio and video playback and compatibility	1
	2.4 Working with hyperlinks and action buttons	1
	2.5 Reviewing and adding comments - Show markup and add Comments	1
	2.6 Creating support materials - Notes and Notes Master, Printing Notes	1
	2.7 Delivering your presentation - Using Presenter's Mode, Optimising Handouts	1
	2.8 Embedding Presentation - Multiple presentations & Slides and files on the slide	1
3	MSEXCEL	6 + 1
	3.1 Excel Basics Review - Using Keyboard, Importing and Exporting Data (Access, SPSS)	1

	3.2 Excel For Marketing & Statistics - Creating Business Solutions	1
	Excel & HRIS - Database Creation, Analysis & reporting	1
	3.4 Excel for Finance - Analysing Financial Statements e.g. Balance sheet, Ratio Analysis, Using Applications e.g. PROWESS, AceEquity, Creating Excel Dashboard	3
4	MS Outlook	2 + 1
	4.1 MS Outlook - Start using the Outlook Social Connector, Stay up-to-date in the People Pane, Assign a colour category to an e-mail message, Customize the appearance of task lists, Turn the Reading Pane on or off, Introduction to Conversations, Create and add a message signature, Manage messages by using rules, Automate common or repetitive tasks	2
5	Media for Social Connectivity	5 + 1
	5.1 Using Google + & Google Docs	2
	5.2 Using Twitter for networking and Business	1
	5.3 Creating Blogs, Using LinkedIn, and other academics and Business websites. Networking, Surveys, Discussions, Business Information	2

Note:

Emphasis should be on hands on experience.
All sessions should be conducted in the IT laboratory.

Learning Resources:

1	Text Books	Excel 2010 Bible [With CDROM] by John Walkenbach John Wiley & Sons Word 2010 Bible by Herb Tyson John Wiley & Sons MOS 2010 Study Guide for Microsoft Word, Excel, PowerPoint, and Outlook by Joan Lambert III and Joyce Cox (Apr 8, 2011) Microsoft Word 2010 Step by Step by Joyce Cox and Joan Lambert III PowerPoint 2010 Bible [Paperback] by Faithe Wempen
2	Reference Books	Microsoft Word 2010 in Depth by Faithe Wempen Microsoft Word 2010 Plain & Simple by Katherine Murray Beyond Bullet Points: Using Microsoft PowerPoint to Create Presentations That Inform, Motivate, and Inspire [Paperback] BPG Microsoft PowerPoint 2010 Plain & Simple by Nancy Muir Office 2010 Bible by John Walkenbach, Herb Tyson, Michael R. Groh, Faithe Wempen, Lisa A. Bucki Business Analysis with MS Excel by Conard Carlberg, Pearson Education
3	Supplementary Reading Material	http://prezi.com/recyyolxzm3e/how-to-create-a-great-prezi/ http://chandoo.org/wp/excel-dashboards/
4	Websites	http://www.lifeoptimizer.org/2010/07/05/productivity-tools/ http://toshibathrivetabletreview.com/how_tablet_pcs_are_actually_great_productivity_tools http://www.seozap.com/top-10-organizational-content-management-productivity-tools
5	Journals	http://www.inderscience.com/browse/index.php?journalID=177

Semester	II	Specialization	NA
Course Code	214	Type	Generic - Elective
Course Title	Foreign Language – II Lab		

Course Objectives:

1	To provide the student with listening, reading, speaking and writing skills in chosen foreign language.
2	To enhance the vocabulary in the selected Foreign Language.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Listening: Understand Simple Questions and Instructions.</p> <p>Reading: Understand Single Words and Sentences but also Signposts, Signs and Posters.</p> <p>Speaking: Provide Short Information about the Job and the Person.</p> <p>Writing: Fill in Forms and Provide Information About Name, Address, Nationality etc.</p>	5 + 1
2	<p>Listening: Understand Information about the Person and the Work.</p> <p>Reading: Understand Simple Letters, Appointments, Invitations and Information in Short Texts.</p> <p>Speaking: Answer Simple Questions About One's Working Field.</p> <p>Writing: Write Faxes and e-mails</p>	5 + 1
3	<p>Listening: Understand Standard Information Related to the Working Field.</p> <p>Reading: Understand Standard Letters and Texts about Working Processes and Product Descriptions.</p> <p>Speaking: Provide Information about the Job, the Departments, the Company, the Products and Processes in a Conversation or on the Phone.</p> <p>Writing: Answer Standard Inquiries, Make Quotations, Write Short Texts with a Familiar Content, Possibly Give Some Explanation and Answer Simple Questions.</p>	5 + 1
4	<p>Listening: Understand Complex Information Related to the Working Field in Meetings, Discussions and at Presentations.</p> <p>Reading: Understand Reports and Contracts with a Company-related Content.</p> <p>Speaking: Describe and Explain Work Processes and Projects. Report on Meetings and Presentations. Explain Concepts and Clarify Misunderstandings.</p> <p>Writing: Write Formal Standard Letters and Texts about One's Field of Expertise. Explain a Graphic and Reflect the Content.</p>	5 + 1
5	<p>Grammar: Future tense, imperfect tense, degrees of comparison, imperative mood. Script, Letters of alphabet, accents, sounds of groups of letters, punctuation marks, articles, nouns, sing./Pl, genders; mas. /fem. Structure of sentences & types like affirmative, negative interrogative & negative interrogative, Verbs: classes of verbs and conjugation patterns, Pronominal verbs; Present tense, The idea of auxiliary verb; prepositions; pronouns-subject, interrogative, relative, possessive, emphatic ; adjectives, adverbs</p>	5 + 1

Note:

Institute may offer any one of the following foreign languages to the students: SPANISH / FRENCH/ GERMAN/ JAPANESE / CHINESE

Learning Resources:

1	Text Books	Relevant Standard Text Books, Videos, Audio CDs for the language offered to the students.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

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Semester	II	Specialization	NA
Course Code	215	Type	Generic - Elective
Course Title	Industry Analysis - Desk Research		

Course Objectives:	
1	To help the students understand the dynamics of a specific industry.
2	To acquaint students with various issues particular to an industry.
3	To provide a cross-functional perspective of the functioning of a business enterprise and an industry.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Industry Analysis – the Basics:</p> <p>Nature of the Industry, Players in the industry. Nature of competition from an economist's perspective. Market shares of top 3 & bottom 3 players. Possible Classification of players into Leaders, Challengers, Followers, Nichers. Positioning & Differentiation strategies of key players. Branding strategies. Pricing Policies, Cartelization if any and comments thereon. Capacity analysis – total capacity of the industry and break up capacity amongst key players, Planned future capacity additions. Geographical spread of plants/facilities/ capacities (Domestics as well as Global). Demand Supply balance in the industry, Key factors affecting demand. Key supply side constraints. Professional Trade bodies of the Industry. Business Functions carried out Online by the key players. Online presence.</p>	25 + 5
2	<p>Promoters & Management Ethos:</p> <p>Background of promoter groups of top 3 and bottom 3 players in the industry. Management ethos and philosophy. Brief profiles of CMDs, CEOs, and key top management personnel with their career highlights. Detailed profile of one distinguished top management personnel each from any two players in the Industry. CSR policy. Corporate Governance Initiatives. Initiatives towards social inclusion. Initiatives towards environment conservation.</p>	
3	<p>External Environment:</p> <p>Controlling ministry and / or regulator if any for the Industry Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, etc. against irregularities , legal violations if any. Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 3 players. Key National and Global issues affecting the industry. Key initiatives by the Government to promote the industry. Environmental issues.</p>	

4	<p>Financials: Profitability, Revenues, Margins of top 3 & bottom 3 players over the last 3 years and trends/changes therein. Sick players if any and their turnaround strategies, if any. Key factors contributing to costs. Ratio analysis of financial data for last 3 years for top 5 and bottom 5 companies in the industry.</p>	
5	<p>Recent Developments: Impact of key relevant provisions of the latest Fiscal policy on the industry and various players therein. Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components. Key Alliances in the past 5 years and their performance & impact on other players in the industry. Mergers & Acquisitions, if any. Technological developments. Labour unrest if any –reasons thereof and impact on the particular player and the industry as a whole. Emerging first generation entrepreneurs, if any, in the industry. Corporate wars & feuds in the industry, if any.</p>	

Note:

Students should work in groups of 3 to 5 each under the guidance of a faculty.
Students shall study various aspects of any TWO industries (group of similar business entities) of their choice.
Focus shall be the comparative and historical analysis across the players in the industry.
Students shall submit a structured detailed report.

The evaluation shall be made by a panel of two examiners. One of the examiners shall be the Internal Faculty. The other examiner may be an external faculty or a person from the relevant industry. The evaluation shall be based on the following criteria:

Report – 20 Marks
Presentation – 15 Marks
Question & Answer – 15 Marks

Learning Resources:

1	Text Books	--
2	Reference Books	--
3	Supplementary Reading Material	Annual reports of various companies Economic Times Business Standard Business Line Business Today Business India
4	Websites	Websites of various companies Websites of various ministries of the Government of India Websites of various trade bodies Websites of stock exchanges
5	Journals	Economic and Political Weekly

University of Pune

MBA SYLLABUS: SEMESTER III

Semester	III	Specialization	NA
Course Code	301	Type	Generic - Core
Course Title	Strategic Management		

Course Objectives:

1	To expose participants to various perspectives and concepts in the field of Strategic Management
2	To help participants develop skills for applying these concepts to the solution of business problems
3	To help students master the analytical tools of strategic management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Understanding Strategy: Concept of strategy, Corporate, Business and Functional Levels of Strategy</p> <p>1.2 Introduction to Strategic Management: Meaning and Characteristics of strategic management, strategic management Vs. operational management</p> <p>1.3 Four Phases in Strategic Management Process: Stakeholders in business and their roles in strategic management</p> <p>1.4 Hierarchy of Strategic Intent: Meaning & attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA)</p> <p>1.5 Analyzing Company's External Environment: Environmental appraisal Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP)</p> <p>Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis</p>	7 + 2
2	<p>2.1 Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis</p> <p>2.2 Value Chain Analysis Using Porter's Model: primary & secondary activities</p> <p>2.3 Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging –concentrating, accumulating, complementing, conserving, recovering</p> <p>2.4 Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model</p>	7 + 2

3	<p>3.1 Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy</p> <p>3.2 Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies</p>	7 + 2
4	<p>4.1 Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies, Mc Kinsey's 7s Framework</p> <p>4.2 Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment,</p> <p>4.3 Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering, Six Sigma – Process consisting of defining, measuring, analyzing, improving & establishing steps, Lean Six Sigma (Concepts only)</p> <p>4.4 Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO), Total Quality Management (TQM)</p> <p>4.5 Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy – Use of Balanced Scorecard for strategy evaluation</p>	7 + 2
5	<p>5.1 Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvas & Value Curves, Four Action framework</p> <p>5.2 Business Models: Meaning & components of business models, new business models for Internet Economy – E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business – Virtual Value Chain</p> <p>5.3 Sustainability & Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.</p>	7 + 2

Learning Resources:		
1	Text Books	Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill, Third Edition
2	Reference Books	Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning, 2008 Edition Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill, 16 th Edition Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson, 12 th ed.,
3	Supplementary Reading Material	The Essentials, Harvard Business Press, 2011 Edition Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition, 1980 Competing for the Future by Gary Hamel & C.K. Prahalad, TMGH. Blue Ocean Strategy by Kim & Mauborgne
4	Websites	http://www.thepalladiumgroup.com http://www.mckinsey.com
	Journals	Managing Core Competence of the Organization by Srivastava, Shirish C., Vikalpa: The Journal for Decision Makers, Oct-Dec2005, Vol. 30 Issue 4 Core Competence, Distinctive Competence, and Competitive Advantage: What Is the Difference? by Mooney, Ann. Journal of Education for Business, Nov/Dec2007, Vol. 83 Issue 2 The Five Competitive Forces That Shape Strategy by Porter, Michael E., Harvard Business Review, Jan2008, Vol. 86 Issue 1 Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility by Porter, Michael E.; Kramer, Mark R., Harvard Business Review, Dec2006, Vol. 84 Issue 12 From Competitive Advantage to Corporate Strategy by Porter, Michael E., McKinsey Quarterly, Spring88, Issue 2 Strategy and the Internet by Porter, Michael E., Harvard Business Review, Mar2001, Vol. 79 Issue 3 What Is Strategy? by Porter, Michael E., Harvard Business Review, Nov/Dec96, Vol. 74 Issue 6 The Strategy Concept I: Five Ps For Strategy by Mintzberg, Henry., California Management Review, Fall1987, Vol. 30 Issue 1 The Strategy Concept II: Another Look at Why Organizations Need Strategies by Mintzberg, Henry. , California Management Review, Fall1987, Vol. 30 Issue 1 The Pitfalls of Strategic Planning by Mintzberg, Henry., California Management Review, Fall1993, Vol. 36 Issue 1 Crafting strategy by Mintzberg, Henry; Hunsicker, J. Quincy. , McKinsey Quarterly, Summer88, Issue 3 The GE-McKinsey Nine-box Framework, McKinsey Quarterly, 2008, Issue 4 Reliance Telecom: Related or Unrelated Diversification? A Case Study by Sen, Subir, South Asian Journal of Management, Apr-Jun2011, Vol. 18 Issue 2 Competing Today While Preparing for Tomorrow by Abell, Derek F., Sloan Management Review, Spring99, Vol. 40 Issue 3

Semester	III	Specialization	NA
Course Code	302	Type	Generic - Core
Course Title	Enterprise Performance Management		

Course Objectives:

1	To acquaint the students with a perspective of different facets of management of an enterprise
2	To provide inputs with reference to the Investment Decisions along with the techniques for those decisions
3	To inculcate the evaluation parameters of enterprise in terms of expenses, control systems and pricing
4	To develop the knowledge of the concept of auditing and its applicability as performance management tool

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Performance Management: Concept, Need, Linkages with Strategic Planning, Management Control and Operational Control</p> <p>1.2 Performance Evaluation Parameters: Financial – Responsibility Accounting – Concept of Responsibility Centers, Revenue Centre, Expense Centre - Engineered and Discretionary costs – Committed costs, Profit Centre, Investment Centers. ROI, ROA, MVA, EVA – DuPont analysis. (Numericals Not expected – Interpretation only) Limitations of Financial Measures</p> <p>1.3 Performance Evaluation Parameters: Non-Financial Performance measures – Balanced Scorecard, Malcolm Baldrige Framework.</p> <p>1.4 Measuring SBU Level Performance: Concept, Need, Linkages with Enterprise Performance Management – Goal Congruence. Transfer Pricing – Objective, Concept, Methods – Cost based, Market price based & Negotiated, Applicability of Transfer Pricing.</p>	7 + 2
2	<p>2.1 Capital Expenditure Control: Concept, Need, Process of Capital Budgeting, Types of capital expenditure decisions – pre-sanction, operational and post-sanction control of capital expenditure.</p> <p>2.2 Tools & Techniques of Capital Expenditure Control: Performance Index, Technical Performance Measurement, Post completion audit</p>	7 + 2
3	<p>3.1 Performance Evaluation Parameters for Banks: Customer Base, NPAs, Deposits, RoI, Financial Inclusion, Spread, Credit Appraisal, Investments.</p> <p>3.2 Performance Evaluation Parameters for Retail: ABC analysis, Sell Through Analysis, Multiple Attribute Method, Gross Margin Return on Investment (GMROI), GMROI as Gross Margin/Average Inventory at Cost</p>	7 + 2
4	<p>4.1 Performance Evaluation Parameters for Projects: Project Control Process: Setting base line plan, Measuring progress and performance, comparing plan against action, Taking action, Schedule variance (time overruns), Project Cost Variance (cost overruns)</p> <p>4.2 Performance Evaluation Parameters for Non-Profit: Features of Non-profit organizations, fund accounting, governance, product pricing, strategic planning & budget preparations, social audit.</p>	7 + 2

5	5.1 Audit Function as a Performance Measurement Tool: Financial Audit, Internal Audit, Cost Audit, Management Audit – Principles and Objectives (Audit Reports / Formats are expected to be discussed in the class from a performance measurement perspective).	7 + 2
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Learning Resources:		
1	Text Books	Management Control System by Robert Anthony & Vijay Govindrajana, Tata McGraw Hill Publishing Co. Ltd., 12 th Edition Management Control in Non Profit Organizations by Robert Anthony & David Young, McGraw Hill International Publication, 7 th Edition Retailing Management by Swapna Pradhan, TMGH, 3 rd Edition
2	Reference Books	Project Management by K.Nagarajan, New Age International Publications, 2 nd Edition Principles and Practices of Auditing by Ravindar Kumar & Virendar Sharma, PHI. Principles and Practices of Banking by Indian Institute of Banking & Finance, MacMillan India Ltd. Financial Management by Prasanna Chandra, TMGH, 7 th edition
3	Supplementary Reading Material	Management Control Systems by R.C. Sekhar, TMGH
4	Websites	-
5	Journals	IUP journal of Business strategy- by ICWFI Enterprise and Society- International journal of business history by Oxford University.

Semester	III	Specialization	NA
Course Code	303	Type	Generic - Core
Course Title	Startup and New Venture Management		

Course Objectives:	
1	To instill a spirit of entrepreneurship among the student participants.
2	To provide an overview of the competences needed to become an entrepreneur
3	To give insights into the Management of Small Family Business

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Concept and Definitions: Entrepreneur & Entrepreneurship, Entrepreneurship and Economic Development; A Typology of Entrepreneurs;</p> <p>1.2 Entrepreneurial Competencies: The Entrepreneur's Role, Task and Personality -</p> <p>Entrepreneurial Skills: creativity, problem solving, decision making, communication, leadership quality; McClelland's N-Ach theory, self – analysis, personal efficacy, culture & values, risk-taking behaviour, technology backup.</p> <p>1.3 Factor Affecting Entrepreneurial Growth: Economic, Non-Economic Factors; EDP Programmes; Entrepreneurial Training;</p> <p>1.4 Traits/Qualities of an Entrepreneurs: Entrepreneur; Manager Vs. Entrepreneur, The Early Career Dilemmas of an Entrepreneur, Defining Survival and Success , Entrepreneurship as a Style of Management , The Entrepreneurial Venture and the Entrepreneurial Organization. Entrepreneurial Process</p> <p>1.5 Steps of entrepreneurial process : Deciding – Developing – Moving – Managing – Recognizing</p>	7 + 2
2	<p>2.1 Opportunity / Identification and Product Selection: Entrepreneurial Opportunity Search and Identification;</p> <p>2.2 Product Selection: Criteria to Select a Product</p> <p>2.3 Conducting Feasibility Studies: Project Finalization; Sources of Information.</p> <p>2.4 Entry strategies: New product, Franchising, Partial Momentum, Sponsorship and Acquisition</p> <p>2.5 Intellectual Property: Creation and Protection</p>	+ 2
3	<p>Small Enterprises and Enterprise Launching Formalities: Definition of Small Scale; Rationale; Objective; Scope; Role of SME in Economic Development of India; SME; Registration; NOC from Pollution Board; Machinery and Equipment Selection</p> <p>Project Report Preparation: Specimen of Project Report; Project Planning and Scheduling using Networking Techniques of PERT / CPM; Methods of Project Appraisal - economic viability and market feasibility, requirements of financial institutions, projected financial statement preparation.</p>	7 + 2

4	<p>4.1 Role of Support Institutions and Management of Small Business: Director of Industries; DIC;SIDO; SIDBI; Small Industries Development Corporation (SIDC); SISI; NSIC; NISBUED; StateFinancial Corporation SFC;</p> <p>Information : assistance from different organizations in setting up a new venture, technology parks, industrialcorporations, directorate of industries / cottage and small scale industries, SISI, Khadi & Village Industries Corporation / Board.</p> <p>DGS & DNSIC, export & import, how to apply for assistance – procedure, forms, proceduresfor obtaining contract from Railways, Defence, P & T etc., SIDBI.</p> <p>4.2 Laws :Liabilities under the Factories Act, Shops & Establishment Act, Industrial Employment (Standing Orders) Act,Environment Protection Act, Sale of Goods Act, maintenance & submission of statutory records & returns, understanding labour - management relationship</p>	7 + 2
5	<p>Case Studies :Diagnostic case studies of successful / unsuccessful entrepreneurs, key variables explaining success /failures, industrial sickness, industrial reconstruction, technology obsolescence, technology, transfer.</p>	7 + 2

Learning Resources:

1	Text Books	<p>The Dynamics of Entrepreneurial Development & Management by Desai, Vasant , Himalaya Publishing House, Delhi</p> <p>Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition.</p> <p>Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.</p> <p>Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.</p> <p>Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.</p> <p>Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.</p> <p>Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson.</p> <p>A Guide to Entrepreneurship by David, Otes , Jaico Books Publishing House, Delhi.</p> <p>Indian Entrepreneurial Culture by A Gupta , New Age International.</p>
2	Reference Books	<p>Entrepreneurship: New Venture Creation by David H. Holt</p> <p>Entrepreneurship Development New Venture Creation by Satish Taneja, S.L.Gupta</p> <p>Project management by K. Nagarajan.</p> <p>Entrepreneurship: Strategies and Resources by Marc J. Dollinger</p> <p>The Culture of Entrepreneurship by Brigitte Berger.</p> <p>Entrepreneurship by Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd</p> <p>Entrepreneurship As Strategy by G. Dale Meyer, Kurt A. Heppard</p> <p>New Vistas of Entrepreneurship: Challenges & Opportunities by A. Sahay,M.S.Chhikara</p> <p>Entrepreneurship and Small Business Management by Siropolis</p> <p>Lead like an Entrepreneur by Neal Thornberry</p> <p>Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare</p>

3	Supplementary Reading Material	<p>The Creation of Wealth - A Tata Story by R M Lala , IBM Publishing B K Birla : A Rare Legacy, Image Inc. Family Business in India by Sudipta Dutta Innovation and Entrepreneurship by Peter F. Drucker You Too Can Become an Entrepreneur by Nalinaksha Mutsuddi Intrapreneurship by Gifford Pinchot III The Entrepreneurial Connection by Gurmeet Naroola Thought Leaders by Steven Brandt. Corporate Entrepreneurship by Vijay Sathe Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations by Michael H.Morris, Donald F.Kuratko</p>
4	Websites	<p>www.nenonline.org/ www.tie.org/</p>
5	Journals	<p>Who is an entrepreneur? Is the wrong question, Gartner, W. (1988), American Journal of Small Business, 12(4), 11-32. Becoming an entrepreneur - a question of personality structure?; Hermann B.; Journal of Economic Psychology 18 (1997) Pp. 157 Entrepreneurial Folklore; Brockhaus, Robert H.; Journal of Small Business Management. Milwaukee: Jul 1987. Vol. 25, Issue3; p. 1 Do You Want to Keep Your Customers Forever?, B. J. Pine II, D. Peppers, and M. Rogers (1995), HBR (Reprint No. 95209) The Spirit of Entrepreneurship; Abdnor, James; Journal of Small Business Management. Milwaukee: Jan 1988. Vol. 26, Issue 1; p. 1 Opportunities and Entrepreneurship, Eckhardt, J., & Shane, S. (2003), Journal of Management, 29: 333-349. Why Entrepreneurship? A Worldwide Perspective; Shapero, Albert; Journal of Small Business Management. Milwaukee: Oct 1985. Vol. 23, Issue. 4; p. 1 Creating entrepreneurs in India; Leo Paul Dana; Journal of Small Business Management. Milwaukee: Jan 2000. Vol. 38, Issue. 1; p. 86 Some Empirical Aspects of Entrepreneurship; Evans, David S.; Leighton, Linda S.; American Economic Review, Jun 89, Vol. 79 Issue 3, p519 Survival Chances of Newly Founded Business Organizations; Bruderl, Josef, Preisdorfer, Peter, Ziegler, Rolf.; American Sociological Review. Albany: Apr 1992. Vol. 57, Issue. 2; p. 227. A Conceptual Framework for Describing the Phenomenon of New Venture Creation; Gartner, William B.; The Academy of Management Review. Briarcliff Manor: Oct 1985. Vol. 10, Issue. 4; p. 696 Some Thoughts on Business Plans, William A. Sahlman, HBS Note# 897101 The Five Stages of Small Business Growth, Neil C. Churchill, Virginia L. Lewis, HBR # 83301</p>

Semester	III	Specialization	NA
Course Code	304	Type	Generic –Core[6 Credits]
Course Title	Summer Internship Project		

Course Objectives:	
1	To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.
2	To provide means to immerse students in actual supervised professional experiences
3	To give an insight into the working of the real organizations.
4	To gain deeper understanding in specific functional areas.
5	To appreciate the linkages among different functions and departments
6	To develop perspective about business organizations in their totality
7	To help the students in exploring career opportunities in their areas of interest

Summer Internship Project: At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks. The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in the intended area of specialization or in any functional area of management. The student shall submit a written structured report based on work done during this period.

Such projects may be research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc.

The report should be well documented and supported by –

- organizational profile,
- outline of the problem/task undertaken,
- relevant activity charts,
- tables, graphs, diagrams,
- references.

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 400 man-hours of work and justify the same. The learning outcomes and utility to the organization must be specifically highlighted. This shall sensitize the students to the demands of the work place.

The completion of the SIP shall be certified by the Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ etc.) shall also certify the SIP work. The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th September in Sem III. The report may be printed on both sides of the paper.

The Institute shall conduct an Internal viva-voce for evaluation of the SIP for 30 marks. The Panel shall comprise of the Internal Faculty Guide & One faculty nominated by the Director. There shall be an external viva-voce for the SIP for 100 marks.

The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director.

The Internal & the External viva-voce shall evaluate the project based on:

- Actual work undertaken by the student
- Student's understanding of the organization and business environment
- Outcome of the project
- Utility of the project to the organization
- Basic analytical capabilities

MBA SYLLABUS: SEMESTER III
MARKETING MANAGEMENT - SPECIALIZATION

University of Pune

Semester	III	Specialization	Marketing
Course Code	305MKT	Type	Subject - Core
Course Title	Contemporary Marketing Research		

Course Objectives:

1	To give the students an understanding of marketing research from both user's (management) and doer's (the researchers) perspective.
2	To design and produce, evaluate a research proposal & understand the quality of research studies.
3	To learn the basic skills to conduct professional marketing research.
4	To understand the applications of business research tools in Marketing decision making.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to Marketing Research & Applications of Research Designs Meaning & role of Marketing Research, Role of Information in Marketing Decisions, Marketing Research – Sequence of Steps, Meaning & Types of Research Designs – Exploratory, Descriptive & Causal, concept of validity & reliability of a research study Problem Formulation, The decision maker & the environment, alternative courses of action, objectives of decision maker, consequences of alternative courses of action, Translating decision problem to research problem, Preparing & Evaluating Marketing Research proposal. Formulating hypotheses using exploratory research techniques like literature survey, experience survey & analysis of cases. Meaning of Qualitative research & applications of Depth Interviews & Focus Groups in marketing Applications of longitudinal studies in consumer panels, retail shop audit, media audience tracking studies like TRP, brand tracking studies</p>	6+2
2	<p>Data Collection – Questionnaires & Scaling Designing questionnaires & observation forms for different marketing research situations – study of consumer behavior, advertising copy research, media research like readership surveys, opinion polls, retail surveys to understand market potential, channel behavior, mystery shopping etc. Scale Construction, Specifying domain, generating scale items, Basic Scaling Issues like number of scale points, odd number Vs. even number of options, balanced Vs. unbalanced scale, forced Vs. unforced scale, verbal & pictorial description of response categories Scale Purification Process, Deleting scale items using correlations with total score, Reliability Testing using Chronbach Alpha, Validity Testing – Face Validity, Content Validity, Construct Validity, Convergent Validity & Discriminant Validity Applications of Likert, Semantic Differential & Staple Scales for positioning research, brand research, attitudinal studies, customer satisfaction research</p>	8+2
3	<p>Experimental Designs & Sampling Experimentation in Marketing Research, Basic/ classical designs: before – after, before – after with control group, after only with control group, four group – six study design. (Applications expected with interpretation of data) Statistical Designs, Randomized Block Design, Latin Square Design, Factorial Design, Applications related to Test Marketing, study of effectiveness of advertising & sales promotional campaigns Case studies on sampling decisions like defining universe, sampling unit, sampling element, choice of sampling frame, determining sample size for probability & non-probability sampling methods & choice of final sample by using appropriate sampling methods in a step by step manner</p>	6+2

4	<p>Data Analysis – I Testing hypothesis for one mean, two means, two proportions. (Numerical expected with practical examples) Chi Square Test, Observed & Expected Frequencies, ANOVA – One & Two way (numerical expected with practical examples) Conjoint Analysis, Conceptual basis, procedure, type of data required, key decision, how to interpret output, applications to study trade off patterns of consumers as related to different levels of marketing mix elements (Question on interpretation of output is expected) Factor Analysis, Conceptual basis, type of data required, procedure, PCA, Interpreting factor matrix (factor loadings, communalities, Eigen value), determining number of factors using latent root criteria & scree test, interpreting & naming factors, applications in consumer behavior studies (Question on interpretation of output is expected)</p>	7+2
5	<p>Data Analysis – II Cluster Analysis, Conceptual basis, type of data required, procedure, clustering methods – single linkage rule, how to interpret output, applications related to psychographic & lifestyle market segmentation (Question on interpretation of output is expected) Multi- dimensional Scaling & Perceptual Mapping, Conceptual basis, type of data required, key decision- attribute based versus non-attribute based approaches, procedure, how to interpret output, applications related to target market selection & positioning (Question on interpretation of output is expected) Discriminant Analysis (Two Group Case), Conceptual basis, type of data required, determining the coefficients, interpreting discriminant function & classifying subjects using discriminant function, applications in marketing (Question on interpretation of output is expected)</p>	8+2

Learning Resources:		
1	Text Books	Marketing Research - An Applied Orientation by Malhotra and Dash, Pearson Education. Marketing Research by Churchill, Jr, G.A. and D. Iacobucci (2005), South Western: Thomson, 9 th Edition. Marketing Research, Zikmund, Babin, Cengage Learning
2	Reference Books	Marketing Research by Boyd, H.P., R. Westfall and S. F. Stasch. (2004), Delhi: A.I.T.B.S., 7 th Edition. Marketing Research by Burns, G.A. and D. Bush (2006), South Western: Thomson, 9 th Edition. Marketing Research by Green, P.E., Tull, D.S. and G. Albaum (2007), New Delhi: Prentice Hall of India, 5 th Edition.
3	Supplementary Reading Material	Marketing Research by Luck, D.J. and R.S. Rubin (2005), New Delhi: Prentice Hall of India, 7th Edition. Marketing Research by Tull, D.S. and D.I. Hawkins (2004), New Delhi: Prentice Hall of India, 6 th Edition.
4	Websites	http://www.nielsen.com/in/en.html http://www.ipsos.com/ https://www.globalopinionpanels.com/home www.jdpower.com/ http://www.ncaer.org/ http://www.marketresearch.com/
5	Journals	A Paradigm for developing Better Measures of Marketing Constructs, by Churchill, G. A., Jr. , Journal of Marketing Research, 26 (February) 1979, pp.64-73. A Comparison of Multidimensional Scaling Methods for Perceptual Mapping by Bijmolt, Tammo H. A.; Wedel, Michel. Journal of Marketing Research (JMR). May99, Vol. 36 Issue 2, p277-285. A survey of the challenges and pitfalls of cluster analysis application in market segmentation by Tuma, Michael N.; Decker, Reinhold; Scholz, Soren W., International Journal of Market Research. 2011, Vol. 53 Issue 3, p391-414. Improving the Predictive Power of Conjoint Analysis: The Use of Factor Analysis and Cluster Analysis by Hagerty, Michael R., Journal of Marketing Research (JMR). May85, Vol. 22 Issue 2, p168-184. An Examination of the Factors Influencing Consumers' Attitudes Towards Social Media Marketing by Akar, Erkan; Topcu, Birol., Journal of Internet Commerce. Jan-Mar2011, Vol. 10 Issue 1, p35-67. Setting Sales Quotas with Conjoint Analysis by Darmon, René Y., Journal of Marketing Research , Feb1979, Vol. 16 Issue 1, p133-140.

Semester	III	Specialization	Marketing
Course Code	306MKT	Type	Subject - Core
Course Title	Consumer Behaviour		

Course Objectives:

1	To highlight the importance of understanding consumer behavior in Marketing.
2	To study the environmental and individual influences on consumers
3	To understand consumer behavior in Indian context.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Environmental Influences on Consumer Behaviour Basics: Meaning of Customers & Consumers, Consumer Roles, Consumerism & De-marketing Culture & Sub- Culture: Meaning, Characteristics & Relevance to Marketing Decisions Social Class: Meaning, Measurement, Effect on Lifestyles Social Groups: Meaning & Group Properties & Reference Groups Family: Family Life Cycle & Purchasing Decisions Marketing Mix : Influence of marketing mix variables	10 + 2
2	Individual Determinants of Consumer Behavior Personality & Self Concept: Meaning of Personality, Influence on Purchase Decisions Motivation & Involvement: Types of Buying Motives, Motive Hierarchy, Dimensions of Involvement Learning & Memory: Meaning & Principal Elements of Learning, Characteristics of Memory Systems, Recall Attitudes: Meaning & Characteristics, Strategies for Changing Attitudes, Intentions & Behaviors	9 + 2
3	Consumer Decision Making Process Problem Recognition: Types of consumer decisions, types of Problem Recognition, Utilizing problem recognition information Search & Evaluation: Types of information, Sources of Information Search, Search, Experience and Credence Aspects -Marketing Implications Situational Influences on Purchase Decisions Purchasing Process: Why do people shop? Store & Non-store Purchasing Processes, Purchasing Patterns. Post-purchase Evaluation & Behavior: Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behavior, Post-Purchase Dissonance.	8 + 2
4	Consumer Behavior Models Howard Sheth Model Engel – Blackwell – Miniard Model	4 + 2
5	Indian Consumer Demographic & Socio-economic Profile Measurement of social classes in India using Socio-Economic Classes (SEC) in Urban & Rural Markets Living Standards Measures (LSM). Characteristics of BoP Consumers.	4 + 2

Learning Resources:		
1	Text Books	Consumer Behaviour by David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4 th Edition Consumer Behaviour, Hawkins, Mothersbaugh, Tata McGraw Hill Consumer Behaviour, Batra, Kazmi, Excel Books
2	Reference Books	Consumer Behavior by Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Pearson, 10 th Edition Consumer Behaviour by Engel, Blackwell & Miniard Consumer Behavior - An Indian perspective by Dr. S.L Gupta, Sumitra Pal, Sultan Chand and Sons Consumer Behavior - In Indian Perspective by Suja R. Nair, Himalaya Publishing House. Why we Buy: The Science of Shopping by Paco Underhill, Simon and Schuster Paperbacks.
3	Supplementary Reading Material	We are like that only by Rama Bijapurkar, Penguin The Marketing White Book, Business World Economic Times, Business Standard, Mint, Business world. (Brand equity & Brand wagon)
4	Websites	http://www.censusindia.gov.in/default.aspx http://www.ncaer.org/ http:// www.consumerpsychologist.com
5	Journals	The Disciplinary Status of Consumer Behavior: A Sociology of Science Perspective on Key Controversies by Macinnis, Deborah J.; Folkes, Valerie S., Journal of Consumer Research. Apr2010, Vol. 36 Issue 6, p899-914. Consumer Learning and Its Impact on Store Format Selection- Detail Only by van Waterschoot, Walter; Kumar Sinha, Piyush; Van Kenhove, Patrick; De Wulf, Kristof., Journal of Retailing & Consumer Services. May2008, Vol. 15 Issue 3, p194-210. Interpersonal Influence on ConsumerBehavior: An Attribution Theory Approach by Calder, Bobby J.; Burnkrant, Robert E. Journal of Consumer Research. Jun77, Vol. 4 Issue 1, p29-38. 10p. Satisfaction Attributions and Consumer Complaint Behavior by Krishnan, S.; Valle, Valerie A., Advances in Consumer Research. 1979, Vol. 6 Issue 1, p 445-449.

Semester	III	Specialization	Marketing
Course Code	307MKT	Type	Subject - Elective
Course Title	Integrated Marketing Communications		

Course Objectives:	
1	To provide an overview of the range of tools available for Marketing Communications
2	To provide an understanding of the basic principles of planning and execution in Marketing Communications
3	To acquaint the students with concepts and techniques in the application for developing and designing an effective advertising and sales promotion program.
4	To sensitize students to the various facets of advertising, public relation and promotion management.
5	To develop a managerial perspective and an informed decision-making ability for effective and efficient tackling of promotional situations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction of IMC: IMC; IMC components – the foundation, advertising tools, promotional tools, integrated tools, refining the IMC program; The Value of IMC plans – information technology, changes in channel power, increase in competition, brand parity, integration of information, decline in the effectiveness of mass-media advertising; The role of IMC	5 + 1
2	Advertising: Overview of advertising management; Advertising and IMC process; Choosing an advertising agency; Advertising planning and research; Advertising goals – building brand images, providing information, persuasion, supporting marketing efforts, encouraging action; Advertising budget; Media Selection; The Creative Brief – objective, target audience, message theme, support, constraints; Advertising design; Advertising media selection.	5 + 1
3	Sales Promotion: The scope and role of sales promotion; Consumer oriented sales promotion; Trade oriented sales promotion; Coordinating sales promotion and advertising; Sales promotion abuse; Personal selling	5 + 1
4	Public Relations, Publicity and Corporate Adverting: Public Relations Publicity and Corporate adverting; Public Relations functions; Creating positive image building activities; Preventing or reducing image damage; sponsorship and event marketing; Role of internet in PR.	5 + 1
5	Evaluation Monitoring and Control: Measuring the effectiveness of promotional program; Conducting research to measure advertising effectiveness; Testing process; Establishing the program for measuring the advertising effects; Measuring the effectiveness of other program elements	5 + 1

Learning Resources:		
1	Text Books	Integrated Advertising, Promotion and Marketing Communication by Clow, Kenneth & Black, Donald, Pearson Education, New Delhi. Advertising and Promotion by Belch, George and Belch, Michael, Tata McGraw Hill, New Delhi.
2	Reference Books	Advertising Management by Jethwaney, Jaishree and Jain, Shruti, Oxford University Press, New Delhi. Advertising and Promotions, Semenik Allen, Cengage Learning Advertising and Promotion, SHH Kazmi, Satish Batra, Excel Books Advertising and Promotions, Shah, D'Souza, Tata McGraw Hill
3	Supplementary Reading Material	Advertising Principles and Practice by Wells, William, Burnett, John and Moriarty, Sandra, Pearson Education, New Delhi.
4	Websites	http://www.ascionline.org/ http://www.aaaindia.org/ http://www.jpssm.org/
5	Journals	The Evolution of IMC: IMC in a Customer-driven Marketplace, by Schultz, Don E., Patti, Charles H. Journal of Marketing Communications. Apr2009, Vol. 15 Issue 2/3, p75-84. Comparing the Application of Integrated Marketing Communication (IMC) In Magazine Ads across Product Type and Time, by Grove, Stephen J., Carlson, Les, Dorsch, Michael J. Journal of Advertising. Spring2007, Vol. 36 Issue 1, p37-54. The Brand Capability Value of Integrated Marketing Communication (IMC), by Ratnatunga, Janek, Ewing, Michael T. Journal of Advertising. Winter2005, Vol. 34 Issue 4, p25-40 Performance Auditing of Integrated Marketing Communication (IMC) Actions and Outcomes, by Reid, Mike. Journal of Advertising. Winter2005, Vol. 34 Issue 4, p41-54 Integrated Marketing Communication (IMC) and Brand Identity As Critical Components Of Brand Equity Strategy, by Madhavaram, Sreedhar, Badrinarayanan, Vishag, McDonald, Robert E. Journal of Advertising. Winter2005, Vol. 34 Issue 4, p69-80 IMC: Has anything really changed? A new perspective on an old definition, by Luck, Edwina, Moffatt, Jennifer. Journal of Marketing Communications. Dec2009, Vol. 15 Issue 5, p311-325. Perceptions of IMC after a Decade of Development: Who's at the Wheel, and How Can We Measure Success? By Swain, William N., Journal of Advertising Research. Mar2004, Vol. 44 Issue 1, p46-65. The Self-Activation Effect of Advertisements: Ads Can Affect Whether and How Consumers Think about the Self by Trampe, Debra, Stapel, Diederik A., Siero, Frans W. Journal of Consumer Research. Apr2011, Vol. 37 Issue 6, p1030-1045 How Advertising Affects Sales: Meta-Analysis of Econometric Results by Assmus, Gert, Farley, John U., Lehmann, Donald R. Journal of Marketing Research (JMR). Feb1984, Vol. 21 Issue 1, p65-74. The March to Reliable Metrics by Smit, Edith G., Neijens, Peter C. Journal of Advertising Research. Mar2011 Supplement, Vol. 51, p124-135.

Semester	III	Specialization	Marketing
Course Code	308MKT	Type	Subject - Elective
Course Title	Product Management		

Course Objectives:	
1	To make the students appreciate the various facets of the job of a product manager.
2	To highlight the strategic role of product management in organizational and functional context.
3	To emphasize the financial and other metrics of effective product management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Product Management: Product management as a basis of marketing organization structure. Role of product manager, skills required for product management. Product management in consumer product industry Vs. industrial product industry. Overview of product level marketing plans	3 + 1
2	Defining Competitive Set & Category Attractiveness Analysis Levels of Market Competition & Its Product Strategy Implications: product form level, product category level, generic level, budget competition Methods of Determining Competitors: managerial judgment & customer based measures, competitor selection, sources of competitor information – primary & secondary sources Assessing competitors' current objectives & strategies, differential advantage analysis, Predicting competitors' future strategies. Category attractiveness analysis through aggregate market factors & category factors	6 + 1
3	Understanding Consumer Needs & Converting into Products 3.1 Capturing consumer voice , converting it into ideas, concepts & products, Using QFD & Kano diagram for new product development, Selecting product – price performance levels, 3.2 New Product Failure	5 + 1
4	Developing Product Strategy: 4.1 Elements of a product strategy, setting objectives, selection of strategic alternatives – increasing sales, market share, profitability 4.2 Packaging & Labeling design 4.3 Positioning: Choice of customer targets, competitor targets & core strategy – cost/price, non-price strategies 4.4 Product strategy over the life cycle – strategies for introduction, growth, maturity & decline stages	6 + 1
5	Financial Analysis & Performance Appraisal for Product Management 5.1 Sales Analysis: Overview, Value of sales analysis, roadblocks. 5.2 Profitability Analysis: Conventional product profit accounting, Contribution oriented systems, Using the contribution margin rate. 5.3 Strategic Framework for Control: Price-quantity decomposition, penetration – Market size decomposition 5.4 Capital Budgeting for Product Strategy: Overview and Basics 5.5 Marketing Metrics: Customer Based Metrics, Product-Market Based Metrics, Marketing Mix Metrics, Web Metrics.	5 + 1

Learning Resources:		
1	Text Books	Product Management by Lehmann & Winer, TMGH, 4 th Edition Product & Brand Management, U.C. Mathur, Excel books
2	Reference Books	Product Management by Dr. C. Anandan, TMGH
3	Supplementary Reading Material	Selling Blue Elephants by Moskowitz and Gofman, Wharton School Publishing, Pearson Power. Twenty-one Immutable Laws of Marketing by Ries & Trout
4	Websites	http://www.entrepreneur.com/ http://www.ibef.org/
5	Journals	A Combined QFD and Integer Programming Framework to Determine Attribute Levels for Conjoint Study by Chaudhuri, Atanu; Bhattacharyya, Malay., International Journal of Production Research. Dec2009, Vol. 47 Issue 23, p6633-6649. The Application of Quality Function Deployment (QFD) in Product Development - The Case Study of Taiwan Hypermarket Building by Shih-Shue Sher., Journal of American Academy of Business, Cambridge. Mar2006, Vol. 8 Issue 2, p292-295. QFD Analysis: From Customer Needs to Design Specs by Gould, Lawrence S., Automotive Design & Production. Jun2006, Vol. 118 Issue 6, p56-57. Virtual Product Experience and Customer Participation—A Chance for Customer-centred, Really New Products by Füller, Johann; Matzler, Kurt., Technovation. Jun/Jul2007, Vol. 27 Issue 6/7, p378-387. Developing New-to-the-Firm Products: The Role of Micro-political Strategies by Sethi, Rajesh; Iqbal, Zafar; Sethi, Anju., Journal of Marketing. Mar2012, Vol. 76 Issue 2, p99-115. 17p. 1 The Impact of Product Market Strategy-Organizational Culture Fit on Business Performance by Yarbrough, Larry; Morgan, Neil; Vorhies, Douglas., Journal of the Academy of Marketing Science. Aug2011, Vol. 39 Issue 4, p555-573 Transforming the Nature and Scope of New Product Development by Pitta, Dennis; Pitta, Elizabeth., Journal of Product & Brand Management. 2012, Vol. 21 Issue 1, p35-46. 12p Why Most Product Launches Fail? by Schneider, Joan; Hall, Julie. Harvard Business Review. Apr2011, Vol. 89 Issue 4, p21-23. Do You Need a New Product-Development Strategy? by MacCormack, Alan; Crandall, William; Henderson, Paul; Toft, Peter., Research Technology Management. Jan/Feb2012, Vol. 55 Issue 1, p34-43. The Impact of the Corporate Mind-set on New Product Launch Strategy and Market Performance by Talke, Katrin; Hultink, Erik Jan., Journal of Product Innovation Management. Mar2010, Vol. 27 Issue 2, p220-237. Evolution of Firms' Product Strategy Over the Lifecycle of Technology-Based Industries: A Case Study of the Global Mobile Phone Industry, 1980-2009 by Giachetti, Claudio; Marchi, Gianluca., Business History. Dec 2010, Vol. 52 Issue 7, p1123-1150. Competitive Strategies For NewProduct Marketing Over The Life Cycle by Kotler, Philip., Management Science. Dec1965, Vol. 12 Issue 4, pB-104-B-119. Assessing Marketing Performance: Don't Settle for a Silver Metric by Ambler, Tim; Roberts, John H. Journal of Marketing Management. Sep2008, Vol. 24 Issue 7/8, p733-750. Marketing and Firm Value: Metrics, Methods, Findings, and Future Directions by Srinivasan, Shuba; Hanssens, Dominique M. Journal of Marketing Research (JMR). Jun2009, Vol. 46 Issue 3, p293-312. 20p. Taking on the Metrics Challenge by Patterson, Laura. Journal of Targeting, Measurement & Analysis for Marketing. Sep2007, Vol. 15 Issue 4, p270-276. 7p. 1

Semester	III	Specialization	Marketing
Course Code	309MKT	Type	Subject - Elective
Course Title	Strategic Brand Management		

Course Objectives:

1	To introduce different approaches to measuring brand equity.
2	To provide conceptual framework for managing brands strategically.
3	To emphasize the role of brands, the concept of brand equity and the advantages of creating strong brands.
4	To provide insights into how to create profitable brand strategies by building, measuring and managing brand equity.

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Introduction to Brand Management: What is a brand? Why do brands matter? Branding challenges and opportunities , Brand equity concept , Strategic brand management process , Identifying and establishing brand positioning, Planning and implementing brand marketing programs, Measuring and interpreting brand performance, Growing and sustain brand equity 1.2 Brand Equity Models: Brand Asset Valuation, Aaker Model, BRANDZ ,Brand Resonance	6 + 1
2	2.1 Identifying and Establishing Brand Positioning and Values: Customer based Brand equity , Brand knowledge, Sources of brand equity - Brand Awareness, Brand Image, The Four steps of brand building, Creating customer value, Identifying and establishing brand positioning, Positioning guidelines	5 + 1
3	3.1 Planning and Implementing Brand Marketing Programs: Choosing brand elements to build brand equity, Options and tactics for Brand, New perspectives on marketing, Integrating marketing communication to build brand equity, Conceptualizing the leveraging process, Co- branding, Celebrity Endorsements	5 + 1
4	4.1 Measuring and Interpreting Brand Performance: The brand value chain, Designing brand tracking studies, Capturing customer mind set through quantitative research techniques	4 + 1
5	5.1 Growing and Sustaining Brand Equity: Brand architecture, Brand hierarchy, Designing brand strategy, New products, Brand extensions- advantage and disadvantage, Reinforcing brands, Revitalizing brands, Brand failures.	5 + 1

Learning Resources:		
1	Text Books	Strategic Brand Management by Kevin Lane Keller, Pearson, 3 rd Edition Strategic Brand Management by J N Kapferer, Kogan Page, 4 th Edition.
2	Reference Books	Building Brand Equity by Aaker Branding Concepts & Process by Debashish Pati Brand Positioning Strategies for Competitive Advantage by Subrato Sen Gupta Managing Indian Brands by S. Ramesh Kumar Product & Brand Management, U. C. Mathur, Excel Books
3	Supplementary Reading Material	The Economic Times – Weekly Brand Equity Supplement The Financial Express - Weekly Brand Wagon Supplement The Business Standard – Weekly Strategist Supplement
4	Websites	http://www.ibef.org/ http://www.brandequity.com/
5	Journals	How Important Are Brands? A Cross-Category, Cross-Country Study by Fischer, Marc; Völckner, Franziska; Sattler, Henrik., Journal of Marketing Research (JMR), Oct2010, Vol. 47 Issue 5. Increasing shareholder value through building Customer and Brand Equity by Bick, Geoffrey N. C., Journal of Marketing Management, Feb2009, Vol. 25 Issue 1/2 Conceptualizing, Measuring, Managing Customer-Based Brand Equity by Keller, Kevin Lane., Journal of Marketing, Jan1993, Vol. 57 Issue 1. Assessing long-term brand potential by Keller, Kevin Lane; Lehmann, Donald R., Journal of Brand Management, Sep2009, Vol. 17 Issue 1. Measurement of Brand Equity of Brand India by Patel, Pratik C. Journal of Marketing & Communication, Jan2010, Vol. 5 Issue 3. Exploring Customer Brand Engagement: Definition and Themes, by Hollebeek, Linda. Journal of Strategic Marketing. Nov 2011, Vol. 19 Issue 7, p555-573.

Semester	III	Specialization	Marketing
Course Code	310MKT	Type	Subject - Elective
Course Title	Personal Selling Lab		

Course Objectives:

1	To outline the areas in which sales executives make decisions
2	To emphasize the role of sales executives as planners of sales operations and a key figure in implementing marketing strategies.
3	To give hands on inputs on the selling process.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Introduction to Personal Selling & Salesmanship: Defining Personal selling and salesmanship, Selling as a profession, Objectives and importance of personal selling, Essentials of Personal Selling, Traditional & Modern Selling Approach, Ethics in Selling, Role of Selling in Marketing, Types of selling, Qualities of Winning Sales Professionals-Physical, Mental, Social and Character Traits.</p> <p>1.2 Introduction to Theories of Selling: AIDA, Right set of circumstances theory of selling, Buying Formula theory of selling, Behavioral Equation theory</p>	5 + 1
2	<p>Personal Selling Process-I:Prospecting- objectives, sources and methods, Lead Generation, Getting appointment, Sales Responsibilities and Preparation; Pre approach-step toward sales planning-elements of sales call planning; Customer need discovery & Analysis; Approach- sales presentation/ demonstration- selection of appropriate presentation method, essentials of presentation, sales presentation mix- persuasive communication, visual presentation and dramatization, Use of questions- Direct questions, non-directive questions, rephrasing, redirect questions;</p>	5 + 1
3	<p>Personal Selling Process-II: Handling objection- hidden, stalling, no need, money objection, etc., objection handling techniques, Closing the sale- reading buying signals, closing techniques- the alternative choice, assumptive, the compliment, the summary, the continuous, the minor point, the tea account, the standing room and the probability; Follow up after sales- Discuss service requirements, handling complaints, Key Account Management.</p>	5 + 1
4	<p>Personal Selling Skills: Negotiation, Communication, Listening Skills, Presentation and Demonstration, , Body Language- Space, Moments, Eye Contacts & Postures, Follow up Calls, Writing Effective Sales Letters and e-mails, Positive Mental Attitude, Goal Setting, Effective Dressing, Managing Yourself and Time, Cold Call Mechanism.</p>	5 + 1
5	<p>Personal Selling: Applications and Situations: Selling of services- financial, IT and telecommunication, advertising, education (Coaching and institutions); Selling of industrial products- raw material, capital goods, supplies; Selling of consumer goods- convenience, shopping and specialty goods; International selling; Selling in rural markets; Selling high and low involvement products; Selling to new and existing customers/ Market; Selling to end users, intermediaries, government departments and agencies; Selling individual and groups.</p>	5 + 1

Learning Resources:		
1	Text Books	Fundamentals of Selling by Charles M. Futrell, Tata McGraw Hill 10 th Edition A B C' s of Selling by Charles M. Futrell, AITBS, New Delhi, World Class Selling by Roy Chitwood, JAICO Publishing House
2	Reference Books	Successful Selling Solutions by Julian Clay, Viva Books Value Added Selling by Tom Reilly, TMGH 2004 Edition. Achieving Sales Excellence by Howard Stevens, Viva Books Pvt. Ltd. Power Sales Presentation by Stephan Schiffman, Adams Media Corporations. Sales Essentials by Stephan Schiffman, Avon Massachusset
3	Supplementary Reading Material	Smarter Selling by Keith Dugdale & Lambert, Prentice Hall. Successful Sales- Get Brilliant Results Fast by Pauline Rowson, Viva Books. Successful Selling Skills by Richard Denny, The Sunday Times. The Art and Science of Negotiation by Raiffa H, Cambridge: Belknap/Harvard Press, 1982. Getting to Yes by Fisher R and Ury W, Harmondsworth Middlesex, GB Penguin Books, 1983.
4	Websites	www.professionalsalestips.com www.eyeeonsales.com www.semi.org www.salecareersonline.com
5	Journals	Journal of Personal Selling & Sales Management Journal of Consumer Marketing Sales and Marketing - Nielsen Business Media

Semester	III	Specialization	Marketing
Course Code	311MKT	Type	Subject - Elective
Course Title	Qualitative Marketing Research		

Course Objectives:

1	To introduce the qualitative research applications in Marketing
2	To familiarize commonly used strategies in qualitative research

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Qualitative Research Meaning & role of Qualitative Research, Situations in which QR is needed, concept of validity & reliability in qualitative research, limitations Difference between qualitative & quantitative research, career opportunities in Qualitative Research, Skills required Depth Interviews: Concept, Use, Techniques to elicit data Focus Groups: Role & qualities of a Moderator, Setting, Number of groups, Number of participants & composition, Duration of focus groups	6+1
2	Projective Techniques Principle of projection, applications Association, construction, expression based techniques How to design & interpret Zaltman's Metaphor Elicitation Techniques	3+1
3	Observation Methods in Qualitative Research Types of Observations Designing Observation forms	6+1
4	Ethnography & Grounded Theory: Concept Overview, Methodological details, Types, Applications, Limitations.	6+1
5	Physiological Measures: Developments in neuro-sciences, applications in marketing research & marketing	4+1

Learning Resources:		
1	Text Books	An Introduction to Qualitative Research by Uwe Flick, 4 th Edition, SAGE Research Methods in the Social Sciences by Bridget Somekh & Cathy Lewin, 5 th Edition, SAGE India
2	Reference Books	Qualitative Research Methods in Public Relations and Marketing Communications by Christine Baymon & Immy Holloway, 1 st Edition, Routledge
3	Supplementary Reading Material	Qualitative Journeys –Minichiello& Kottler, SAGE
4	Websites	http://www.qualitative-research.net/ http://slu.edu/organizations/qrc/QRjournals.html/
5	Journals	Methodology or "Methodolatry"? An evaluation of focus groups and depth interviews, by David Stokes; Richard Bergin., Qualitative Market Research: An International Journal. Feb2006, Vol. 9 Issue 1, p26-37. A Critical Comparison of Offline Focus groups, Online Focus groups and e-Delphi, by Brügggen, Elisabeth; Willems, Pieter., International Journal of Market Research. 2009, Vol. 51 Issue 3, p363-381 Quantification of Transcripts from Depth Interviews, Open-ended Responses and Focus Groups by Schmidt, Marcus., International Journal of Market Research. 2010, Vol. 52 Issue 4, p483-508. Interpreting Consumer Perceptions of Advertising: An Application of the Zaltman Metaphor Elicitation Technique, by Coulter, Robin A.; Zaltman, Gerald; Coulter, Keith S., Journal of Advertising. Winter2001, Vol. 30 Issue 4, p1-21. Using the Zaltman Metaphor Elicitation Technique to Understand Brand Images, by Coulter, Robin Higie; Zaltman, Gerald., Advances in Consumer Research. 1994, Vol. 21 Issue 1, p501-507. Hanging Around with People. Ethnography in Marketing Research and Intelligence Gathering, by Boddy, Clive R., Marketing Review. Summer2011, Vol. 11 Issue 2, p151-163 Doing Sensory Ethnography in Consumer Research, by Valtonen, Anu; Markuksela, Vesa; Moisander, Johanna., International Journal of Consumer Studies. Jul2010, Vol. 34 Issue 4, p375-380. The Influence of Information about Labour Abuses on Consumer Choice of Clothes: A Grounded Theory Approach, by Valor, Carmen., Journal of Marketing Management. Sep2007, Vol. 23 Issue 7/8, p675-695.

Semester	III	Specialization	Marketing
Course Code	312MKT	Type	Subject - Elective
Course Title	Customer Relationship Management		

Course Objectives:	
1	To introduce the core concepts of CRM paradigm
2	To emphasize CRM as a business strategy
3	To highlight the role of appropriate business process and technology management capabilities in managing customer relationships.
4	To help the students understand the organizational context of CRM.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Fundamentals of CRM:</p> <p>1.1 Understanding Relationships: What is a relationship? Relationship Quality, Why companies want relationships with customers? Why companies do not want relationships with customers? Why customers want relationships with suppliers? Why customers do not want relationships with suppliers? Customer satisfaction – loyalty – business performance linkage, Satisfaction-profit chain, Relationship management theories.</p> <p>1.2 Introduction to CRM: Introduction , Strategic CRM, Operational CRM, Analytical CRM, Collaborative CRM, Misunderstandings about CRM, Defining CRM, CRM constituencies, Commercial and not-for-profit context of CRM, Models of CRM.</p>	5 + 1
2	<p>Managing the Customer Life Cycle:</p> <p>2.1 Customer Acquisition: What is a new customer? Understanding Customer Value, Sources of Customer Value, Customization, Value from products – services – processes – people – physical evidence – customer communication – channels, Customer Value estimates, Prospecting, KPI of a customer acquisition programme, Making the right offer, Operational CRM tools, Support from CRM Analytics.</p> <p>2.2 Customer Retention & Development: What is customer retention? Managing Customer Retention or Value Retention? Economics of Customer Retention, Which Customers to retain? Strategies of Customer Retention, Positive Customer Retention Strategies, KPI for a Customer Retention programme, Strategies for Customer Development, Strategies for terminating Customer Relationships.</p>	5 + 1

3	<p>CRM Mechanics:</p> <p>3.1 CRM Enablers: Customer related database, Developing a Customer related database, Database technology and hardware platform options, Maintaining the database, Desirable Database Attributes, Data Integration, Data Warehousing, Data Marts , Data Access and Interrogation, Data Mining, Privacy Issues.</p> <p>3.2 Customer Portfolio Management: What is a portfolio? Who is the Customer? Basic disciplines for CPM, Market Segmentation, Sales Forecasting, Activity Based Costing, Lifetime Value Estimation, CPM in the B2B context, Strategically Significant Customers, Seven Core Customer Management Strategies.</p> <p>3.3 Customer Relationship Management and Customer Experience Management: What is meant by Customer Experience? Experiential Marketing Strategies and Tactics, Customer Experience and the role of CRM.</p>	5 + 1
4	<p>Managing Networks for CRM: What is a Network? Business Networks, Network Position, Concept of Focal firm, Business Networks and CRM, SCOPE of CRM, Supplier Networks, Distribution Networks, Management of Networks, Supplier Relationships, Product Development, Supplier Accreditation Programmes, Process Alignment, E Procurement, Partners in Value Creation, Alliance between non-competing firms, Alliance between competing firms, Benchmarking Partners, Customer Advocacy groups, Sponsors, Partners in Value Delivery.</p>	5 + 1
5	<p>Organizational Issues and CRM: Organizational roles and CRM, Strategic goals of CRM, Conventional customer management structures, Network and Virtual organizations, Person-to-person contacts, Key Account Management, Team Selling, Employees and Internal Marketing, Empowerment, Employee Relationship Management.</p>	5 + 1

Learning Resources:		
1	Text Books	Customer Relationship Management – Concepts and Technologies by Francis Buttle, 2 nd Edition, Butterworth Heinemann, Elsevier Relationship Management – Text and Cases, S. Shajahan, TMGH.
2	Reference Books	Handbook of Relationship Marketing by Jagdish Sheth and Atul Parvatiyar, Response Books, Sage Publications. Customer Relationship Management – Perspectives from the Marketplace by Simon Knox, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryals, Elsevier. Total Relationship Management by Evert Gummesson, Elsevier. Understanding CRM, Seema Girdhar, Excel Books
3	Supplementary Reading Material	Relationship Marketing edited by Adam Lindgreen, ICFAI books. Customer Relationship Management in Indian Banking Industry by R K Uppal, New Century Publications, 2008, 1 st Edition.
4	Websites	http://www.crm.com/ http://www.cmondemand.oracle.com/
5	Journals	Customer Relationship Management: Emerging Practice, Process, and Discipline by Parvatiyar, Atul; Sheth, Jagdish N., Journal of Economic & Social Research. 2001, Vol. 3 Issue 2, p1. A Strategic Framework for Customer Relationship Management by Payne, Adrian; Frow, Pennie. Journal of Marketing. Oct2005, Vol. 69 Issue 4, p167-176. Customer Relationship Management: from Strategy to Implementation by Payne, Adrian; Frow, Pennie. Journal of Marketing Management. Feb2006, Vol. 22 Issue 1/2, p135-168. Making Customer Relationship Management Work: The Measurement and Profitable Management of Customer Relationships by Ryals, Lynette. Journal of Marketing. Oct2005, Vol. 69 Issue 4, p252-261. The Role of Customer Gratitude in Relationship Marketing by Palmatier, Robert W; Jarvis, Cheryl Burke; Bechhoff, Jennifer R; Kardes, Frank R. Journal of Marketing. Sep2009, Vol. 73 Issue 5, p1-18. Important Elements in Customer Relationship Management by Mandic, Miroslav. International Journal of Management Cases. Sep2011, Vol. 13 Issue 3, p347-351. Types of Customer Relationship Ending Processes by Michalski, Silke. Journal of Marketing Management. Nov2004, Vol. 20 Issue 9/10, p977-999. Building Service Relationships: It's All About Promises by Bitner, Mary Jo. Journal of the Academy of Marketing Science. Fall95, Vol. 23 Issue 4, p246-251 Referral Programs and Customer Value by Schmitt, Philipp; Skiera, Bernd; Van den Bulte, Christophe. Journal of Marketing. Jan2011, Vol. 75 Issue 1, p46-59. Customer Lifetime Value Measurement by Borle, Sharad; Singh, Siddharth S.; Jain, Dipak C. Management Science. Jan2008, Vol. 54 Issue 1, p100-112. Undervalued or Overvalued Customers: Capturing Total Customer Engagement Value. By Kumar, V.; Aksoy, Lerzan; Donkers, Bas; Venkatesan, Rajkumar; Wiesel, Thorsten; Tillmanns, Sebastian. Journal of Service Research. Aug2010, Vol. 13 Issue 3, p297-310.

Semester	III	Specialization	Marketing
Course Code	313MKT	Type	Subject - Elective
Course Title	Marketing and the Law		

Course Objectives:

1	To understand the pervasive impact of the Law and our legal system on marketing activities.
2	To highlight how decisions of marketing executives raise issues which should be carefully evaluated as to their legal consequences before they are implemented?
3	The underline that a failure to appreciate these legal implications can lead to seriously damaging, if not disastrous, results for a firm
4	To address National Laws and court decisions that relate to the four main areas of marketing study, the so-called "four P's" of marketing: product, price, place and promotion.

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Legal Issues Relating to Product Quality and Material Movement: Conditions and warranties, Implied Conditions, Rule of Caveat Emptor [Buyer Beware], Transfer of Title, Nemo Dat Quod Non Habet, Sea Transit: FOB, CIF, Ex. Ship, Rights of Unpaid Seller, Lien, Stoppage in Transit, Right to Resale, Remedies. 1.2 Laws Relating to Services Marketing: Concept of Service, Deficiency in Service, Real Estates, Hospital, Carrier, Courier, Bank, Transport Service	5 + 1
2	Legal Aspects of Unfair Trade Practices and Some Aspects of Advertisement: False and Misleading Representation, Bait Advertising and Bargain Price, Offering Gifts and Prizes and Conducting Promotional Contests, Withholding Information about Final Results of scheme, Hoarding and Destruction of Goods, Spurious Goods	5 + 1
3	3.1 Legal Aspects of Restrictive Trade Practices: Salient features of MRTP Act, Tie-in Sales or Full Line Forcing, Price Fixing, Predatory Pricing, Exclusive Dealing, Territorial Restriction, Refuse to Deal 3.2 Restraint of Trade: Knock-Out Agreement, Trade Combination, Solus or Exclusive Dealing Agreements, Restraints upon Employees	5 + 1
4	4.1 Laws Relating to Common Carrier: Definition of Common Carrier, Distinction between Common Carrier and Pvt. Carrier, Liabilities of Common Carrier 4.2 Legal Aspects of Delivering Goods for Carriage and Warehousing: Rights of Warehouse, Duties and Liabilities of Warehouse	5 + 1
5	Competition Law: Introduction, Meaning, Anti-competitive Agreement, Anti-competitive Agreement: Competition Commission of India (CCI) Competition within India & Effects Doctrine, Anti-competitive Agreement: Horizontal, Anti-competitive Agreement: Fixing Prices - Cartels, Anti-competitive Agreement: Vertical Agreements, Anti-competitive Agreement: Limiting and Controlling Production & Investment.	5 + 1

Learning Resources:		
1	Text Books	Elements of Mercantile Law, N.D. Kapoor, 32nd Edition , Sultan Chand
2	Reference Books	Sale of Goods Act, by Avtar Singh Consumer Protection, by Dr. V.K. Agarwal Competition Law, by D.P. Mittal Legal aspects of Marketing Strategy, by Louis W. Stern / Thomas L. Eovaldi Law of Contract, by Avtar Singh Law of Carriage, by Avtar Singh
3	Supplementary Reading Material	Bare Acts of Sale of Goods Act 1930 (Unit one) Consumer Protection Act, 1986 (Unit two) The Monopolies & Restrictive Trade Practices Act (Unit three) Sale of Good Act1930 &The Carriers Act, 1865(Unit four) The Competition Act,2002 (Unit five) All India Reports (AIR)
4	Websites	http://www.ebc-india.com www.lawmin.nic.in www.mca.gov.in/Ministry/mrtpc.html www.eximguru.com http://www.wto.org http://www.indianembassy.org/policy/WTO http://www.indlii.org http://www.caiindia.org/ www.cci.gov.in
5	Journals	Journal of Consumer Affairs Journal of Consumer Marketing Indian Law Journal Legal news & views(Magazine with latest articles) LawZ (Magazine)

Semester	III	Specialization	Marketing
Course Code	314MKT	Type	Subject - Elective
Course Title	Finance for Marketing Professionals		

Course Objectives:

1	To understand the marketing – finance interdependence
2	To learn about the cost implications in marketing decisions

Syllabus:

Unit Number	Contents	Number of Sessions
1	Marketing Finance Interface: Marketing Finance Interdependence – Cost Revenue Investment Framework in Marketing	5 + 1
2	Marketing Planning : Marketing Organization for Planning - Corporate Planning and Marketing – Budgetary Control in Marketing – Product Planning and Development	5 + 1
3	Marketing Decisions: Cost Analysis in Marketing Decisions – Marginal Costing and Break-even Analysis – Investment and Capital Budgeting Decisions related to Marketing	5 + 1
4	Performance Evaluation in Marketing: Measures for Marketing Performance – Evaluation of Salesmen Performance – Evaluation of Advertisement Expenditure and Advertisement Effectiveness – Evaluation of Distribution – Evaluation of Marketing Research – Marketing Audit	5 + 1
5	Marketing Control : MIS and Control Systems in Marketing - Control on Working Capital – Receivables Management – Profit Control – Product Line Accounting and Variance Analysis – Product Life Cycle Profitability – Customer Life Cycle Profitability – Evaluation of Pricing Strategy	5 + 1

Learning Resources:		
1	Text Books	Marketing Management – A Finance Emphasis by B K Chatterjee, Jaico Books Marketing Finance, Turning Strategies into Shareholder Value by Keith Ward, Elsevier Butterworth Heinemann
2	Reference Books	Financial Management by Prasanna Chandra, TMGH, 7 th Edition
3	Supplementary Reading Material	Market Opportunity Analysis: Text and Cases by Stevens, Sherwood, Dunn and Loudon, Jaico Books.
4	Websites	http://www.marketingdecisions.net/
5	Journals	Marketing Performance Measurement Systems: Does Comprehensiveness Really Improve Performance? by Homburg, Christian; Artz, Martin; Wieseke, Jan., Journal of Marketing. May2012, Vol. 76 Issue 3, p56-77. Marketing Performance Measurement Ability and Firm Performance by O'Sullivan, Don; Abela, Andrew V., Journal of Marketing. Apr2007, Vol. 71 Issue 2, p79-93. The Management Challenge of Marketing Costs by Culliton, James W., Harvard Business Review. Jan1948, Vol. 26 Issue 1, p74-88 Improved Efficiency and Reduced Cost in Marketing by Parker, Donald D., Journal of Marketing. Apr1962, Vol. 26 Issue 2, p15-21. The marketing accounting interface -- lessons and limitations by Sidhu, Baljit K.; Roberts, John H., Journal of Marketing Management. Sep2008, Vol. 24 Issue 7/8, p669-686. The Marketing Budgeting Process: Marketing Management Implications by Piercy, Nigel F., Journal of Marketing. Oct87, Vol. 51 Issue 4, p45-59. New Approaches to Analyzing Marketing Profitability by Mossman, Frank H.; Fischer, Paul M.; Crissy, W. J. E., Journal of Marketing. Apr1974, Vol. 38 Issue 2, p43-48. Price-Cost Planning by Fogg, C. Davis; Kohnken, Kent H., Journal of Marketing. Apr1978, Vol. 42 Issue 2, p97-106. Determining marketing costs and returns in alternative marketing channels by Hardesty, Sherman D.; Leff, Penny., Renewable Agriculture & Food Systems, Mar2010, Vol. 25 Issue 1, p24-34. Marketing Audits and Auditing: Diagnosis through Intervention by Brownlie, Douglas., Journal of Marketing Management. Jan-Apr1996, Vol. 12 Issue 1-3, p99-112. The Marketing Audit and Organizational Performance: An Empirical Profiling by Taghian, Mehdi; Shaw, Robin N., Journal of Marketing Theory & Practice. Fall2008, Vol. 16 Issue 4, p341-349. Improving Marketing Accountability through Better Management of the Market Research Process by Shaw, Robert; White, Carolyn., Journal of Marketing Management. Nov99, Vol. 15 Issue 8, p857-880.

Semester	III	Specialization	Marketing
Course Code	315MKT	Type	Subject - Elective
Course Title	Marketing of Financial Services – I		

Course Objectives:

1	Familiarizing the students with the various financial services and products in the liberalized Indian economy.
2	To provide an in-depth perspective of the equity and bond markets.
3	Equipping the students with the practices and processes in the Mutual Fund and Insurance Industry.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Financial Market Fundamentals:</p> <p>Equity Markets: Capital Markets, Role in the Economy, Brief History of BSE and NSE. Trade lifecycle of a financial instrument, Market Participants in the Equity markets with perspectives on 'Buy' side and 'Sell' side, Key terminologies related to the Equity markets.</p> <p>Bond Markets: Introduction to bond markets, how bond markets operate? Key terminologies related to the bond markets. Regulatory aspects of the Bond Markets, Key players in the Bond Markets (such as FII's, Hedge Funds etc.)</p> <p>Debt Instruments: Debt instruments and their classification based on type of issuer, and basis characteristics. Money Market Instruments (such as Certificate of Deposit, Re-purchase "Agreements etc.),</p>	5 + 1
2	<p>Mutual Funds:</p> <p>Mutual Funds and their importance, Various entities of a Mutual Fund and their respective roles - Basic understanding of NAV and calculation of a Fund - NAV, Types of Loads and Commissions charged on Mutual Funds and their significance</p> <p>Types of Mutual Funds in India, classified on the basis of Structure, Investment Objective, and Investment Plan, Relative risks associated with various Mutual Funds in India</p> <p>Basic understanding of ETFs and their key features. Differences between a Mutual Fund and an ETF</p> <p>Basic understanding of a 'Hedge Fund' and its key features, Process of Fund Selection and various related measurement parameters, Various expenses incurred by a Fund</p> <p>Guidelines for Investment Advisors while selling Mutual Funds to the clients.</p>	5 + 1
3	<p>Insurance:</p> <p>Basics of Insurance: Basic understanding of insurance products, types of insurance policies – Role of IRDA, Insurance industry in India.</p> <p>General Insurance: Types of liabilities covered, extent of insurance value, and conditions</p> <p>Life Insurance: Basic concept of Life Insurance, its beneficiaries and its types, Concept of Term Insurance and its various types, Traditional Life Insurance and its difference from Term Insurance, Whole Life Policy and Endowment Policy and the differences between them. ULIP and its comparison with conventional plans and Mutual Funds.</p> <p>Marketing Channels in Insurance Markets: Various channel members in the Industry such as Insurance Agents, Distributors, etc.</p> <p>Basic Understanding: Property and casualty/liability insurance, Commercial Insurance, Health Insurance.</p>	5 + 1

4	<p>Other Financial Services: Leasing / Hire Purchase: Definition, meaning, types, process, advantages, limitations, financial implications Housing Finance: Major institutions involved, types, rate of interest, advantages, scenario in India Credit Cards: Meaning, types, growth, advantages and disadvantages, growth in India. Credit Rating Services: Origin, definition, advantages, credit rating agencies - global and Indian, symbols, CRISIL, ICRA, equity ratings, CIBIL, scope in India. Other Services: Factoring, forfeiting, bill discounting, consumer finance and venture capital</p>	5 + 1
5	<p>Marketing of Financial Services: Importance of Financial Planning: identification of investment needs for retail investors, studying investment behavior - Household Vs. Institutional Investors Alternate Investment Products: Introduction to Alternate Investments and their various products and services, Portfolio Management Services and their features, Tax regulations from an Investment Advisor point of view Career opportunities in Marketing of Financial Services</p>	5 + 1

Learning Resources:		
1	Text Books	Financial Services & Markets by Dr. Punithavathy Pandian, Vikas Publication, 2012 Edition
2	Reference Books	Financial Services by Nalini Prava Tripathy, Prentice Hall of India Private Limited, 2008 Edition
3	Supplementary Reading Material	Financial Services by M Y Khan, Tata McGraw-Hill, 5 th Edition
4	Websites	http://www.irda.gov.in http://www.financeindia.org http://www.sebi.gov.in
5	Journals	Indian Journal of Finance Indian Journal of Marketing Prabandhan – Indian Journal of Management

Semester	III	Specialization	Marketing
Course Code	316MKT	Type	Subject - Elective
Course Title	Tourism Marketing		

Course Objectives:

1	To familiarize the students with the basics of tourism marketing.
2	To teach the students about formulating marketing plans for tourism and other related hospitality organizations.
3	To acquaint the students with alternative promotional approaches to tourism marketing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Introduction to Tourism: What is Tourism? Definitions and Concepts, tourist destination, Future of Tourism. General Tourism Trends. Types of Tourists, Visitor, Traveler, and Excursionist–Definition and differentiation. Tourism, recreation and leisure, their inter–relationships. 1.2 Introduction to Tourism Industry: Nature, Characteristics and Components of Tourism Industry. Why it is different from other types of consumer product? Elements and characteristics of tourism product. Tourism product production system, Tourism Product Life Cycle, typology of tourism products.	6 + 1
2	Tourism Marketing: Service characteristics of tourism. Unique features of tourist demand and tourism product, Tourism marketing mix. Marketing of Tourism.	3 + 1
3	Types and Forms of Tourism: Inter–regional and intra–regional tourism, inbound and outbound tourism, domestic, international tourism. Forms of Tourism: religious, historical, social, adventure, health, business, conferences, conventions, incentives, sports and adventure, Medical Tourism, Senior tourism, special interest tourism like culture or nature oriented, ethnic or 'roots' tourism and VFR.	5 + 1
4	Analysis and Selection of Market: Measuring and forecasting tourism demand; Managing capacity and demand. Market segmentation and positioning (STP), Customer satisfaction and related strategies in internal and' external marketing; Interactive and relationship marketing.	4 + 1
5	Planning Marketing Programs: Product and product strategies; Product line, Product mix Branding and packaging. Pricing considerations. Promotional strategies. Distribution channels and strategies. Online Channels, Web Portals Services: Marketing of Airlines, Hotel, Resort, Travel Agencies and other tourism related services-Challenges and strategies.	7 + 1

Learning Resources:		
1	Text Books	Successful Tourism Management by Seth, P. N., Sterling Publishers Pvt. Ltd. 2006 Tourism Marketing, by Sinha P.C., Anand Publication, 1998
2	Reference Books	Marketing Management & Hospitality and Tourism Marketing by Kotler, Philip, Pearson Education. Hospitality Marketing by Vearne, Morrisson Alison
3	Supplementary Reading Material	Tourism Policies of Central Government & Different State Government Promotional Policies of Airlines, Hospitality Industries.
4	Websites	http://tourism.gov.in www.incredibleindia.org
5	Journals	Sustainable Tourism Marketing at a World Heritage Site, by Gilmore, Audrey; Carson, David; Ascenção, Mário., Journal of Strategic Marketing. May2007, Vol. 15 Issue 2/3, p253-264. Place-product or Place Narrative(s)? Perspectives in the Marketing of Tourism Destinations, by Lichrou, Maria; O'Malley, Lisa; Patterson, Maurice., Journal of Strategic Marketing. Feb2008, Vol. 16 Issue 1, p27-39. Proposing a Sustainable Marketing Framework for Heritage Tourism, by Chhabra, Deepak., Journal of Sustainable Tourism. 2009, Vol. 17 Issue 3, p303-320. Critical Success Factors in Destination Marketing, by Baker, Michael J.; Cameron, Emma., Tourism & Hospitality Research. Feb2008, Vol. 8 Issue 2, p79-97. The Marketing of Tourism, by Meidan, Arthur., Service Industries Journal. Nov84, Vol. 4 Issue 3, p166-186. Marketing Culture and Customer Retention in the Tourism Industry, by Appiah-Adu, Kwaku; Fyall, Alan; Singh, Satyendra., Service Industries Journal. Apr2000, Vol. 20 Issue 2, p95-113 Managing Destination Brands: Establishing a Theoretical Foundation, by Hankinson, Graham., Journal of Marketing Management. Feb2009, Vol. 25 Issue 1/2, p97-115. Destination Branding: Tracking Brand India, by Khanna, Monica., Synergy (0973-8819). Jan2011, Vol. 9 Issue 1, p40-49. Marketing UK Towns and Cities as Shopping Destinations, by Warnaby, Gary; Bennison, David; Davies, Barry J.; Hughes, Howard., Journal of Marketing Management. Dec2002, Vol. 18 Issue 9/10. Destination Marketing: Future issues — Strategic challenges, by Fyall, Alan; Leask, Anna., Tourism & Hospitality Research. Nov2006, Vol. 7 Issue 1, p50-63. Case Study: Uttarakhand as a Spiritual Tourist Destination: An Emerging Research, by Himadri, Phukan., Advances in Management. May2012, Vol. 5 Issue 5, p42-48. From Destination Brand to Location Brand, by Kerr, Greg., Journal of Brand Management. Apr/Jun2006, Vol. 13 Issue 4/5, p276-283.

Semester	III	Specialization	Marketing
Course Code	317MKT	Type	Subject - Elective
Course Title	Agricultural Marketing		

Course Objectives:

1	The Agricultural sector, offers immense opportunities for the employment. This sector requires managerial talent for both input and produce side. The course will prepare the students to be employable in agricultural marketing
2	Understand the functions performed by agricultural marketing system
3	Develop strategies to manage the marketing of agriculture organizations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Introduction to Agricultural Marketing: Definition of Market and agricultural marketing, Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Organizations and functions of agricultural marketing in India. Difference between consumer, industrial and agricultural markets.	5 + 1
2	2.1 Market Information: Role, importance and concepts of market intelligence, critical review of market intelligence and news service, role of IT and telecommunication, on line market information service, electronic auctions, commodity information system, e-chaupal model, dissemination of market intelligence through various media, market information schemes, cyber trading/e-commerce, market information Service (AGMARKNET), Directorate of Marketing and Inspection (DMI).	5 + 1
3	3.1 Marketing of Agricultural Inputs: Meaning of Agricultural Inputs, Agriculture inputs with special reference to fertilizers, seeds, pesticides and other agricultural inputs (Farm Machinery, irrigation system equipment)	5 + 1
4	4.1 Agri-produce Marketing: Food grains, Vegetables, Oil seeds, Fruits, Flowers and ornamental plants, milk and milk products, other animal products, Grade determination techniques; AGMARK, BIS Grades and standards prevailing in other countries. 4.2 Quality Standards of Agricultural Commodities: Domestic and Export Markets; ISO 14000; ISO 9000; Quality Assurance in the Domestic / Export Markets for Agricultural Products. 4.3 Institutional Setup: Role of APMC, APEDA, WTO Agri produce marketing	5 + 1
5	5.1 Pricing of Agricultural Commodities Pricing Decisions: Agricultural price terminology, administered prices including support prices, Factors influencing pricing decisions. Determination of agricultural prices and marketing margins, Role of agricultural price commission Various pricing strategies. 5.2 Pricing Mechanisms: Role of Institutions in determination of prices of agricultural commodities, Commodity exchanges, Concept of Value and Value Addition; Pricing in Competitive Environment.	5 + 1

Learning Resources:		
1	Text Books	Marketing of Agricultural Products by Richard Louis Kohls, Joseph N. Uhl, Person Publication, 9 th Edition. Agriculture Marketing in India by S.S.Acharya & N.L. Agarwal , Oxford & IBH Publishing Co. Pvt. Ltd New Delhi, 4 th Edition
2	Reference Books	New Perspective in Rural & Agricultural Marketing by Ramkishen Y., Jaico Publishing House , 2 nd Edition Introduction to Agribusiness Marketing by George Seperich, Michael Woolverton, James Beierlein, Pearson Education.
3	Supplementary Reading Material	Rural Agriculture & Marketing by S.B. Verma, S.K. Jiloka & Mandal , Deep & Deep Publication Pvt. Ltd. Agricultural Communications Changes & Challenges by Kristina Boone, Terry Meisenbach and Mark Tucker, Surjeet Publication
4	Websites	http://agmarknet.nic.in/ www.hpsamb.nic.in/ www.rsamb.rajasthan.gov.in/ www.agritech.tnau.ac.in www.delagrmarket.nic.in/ www.ams.usda.gov/
5	Journals	Journal of International Food & Agribusiness Marketing Indian Journal of Agricultural Marketing Agricultural Marketing American Journal of Agricultural Economics Agricultural Economics & Marketing Journal Agricultural Economics Research Review Journal of Farm Economics Journal of Marketing

Semester	III	Specialization	Marketing
Course Code	318MKT	Type	Subject - Elective
Course Title	Business to Business Marketing		

Course Objectives:

1	To familiarize students with the terms, concepts, and nature of Business-to-Business Marketing.
2	To expose the students to the industrial marketing functions of firms.
3	The course introduces to the participants the specifics of marketing mix for Business-to-Business Marketing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Overview of Business-to-Business Marketing</p> <p>Introduction to Business-to-Business Marketing: Business, Organizational & Government Markets, Organizational Buying Behavior, Concept of the Business-to-Business (B2B) Marketing, Comparison of Business-to-Business & Business-to-Consumer Marketing.</p> <p>Buying Situations, Buy grid Framework, Role of Buying Centre ,</p> <p>Models of B2B Marketing – Webster & Wind Model, Sheth Model, Impact of Macro/Micro Environmental factors on decision making</p>	5 + 1
2	<p>Segmentation, Targeting & Positioning for B2B Markets:</p> <p>Market Segmentation Bases: Macro Variables - Industry Characteristics, Company Size, Customer Location, End User Markets, product Applications. Micro Variables: Customer Interaction needs, Organizational Capabilities, Purchasing Policies, Purchasing Criteria, and Personal Characteristics.</p> <p>Target Markets: Concentrated Marketing, Differentiated Marketing, Undifferentiated Marketing. Criteria for choosing a target market.</p> <p>Positioning</p>	5+ 1
3	<p>Product Pricing Strategy for B2B Markets:</p> <p>Industrial Products: Definition of an Industrial Product, Industrial Product Lifecycle & Strategies across the PLC, Product strategies for New Products and Existing Products, Importance of After Sales Service. Innovation, Competitiveness & Technology. Marketing of – Projects, Industrial Services, High technology products.</p> <p>Pricing: Factors influencing Pricing Decisions, Pricing Strategies – Competitive bidding, Pricing New Products, Pricing Policies, Commercial Terms and Conditions, Contracts, Hiring & Leasing, Negotiation, Bargaining, Persuasion & Conviction. Methods used to Influence Industrial Customers, Special Dealing between Buyer and Sellers, Reciprocity, Ethical Issues. International Market based Pricing</p>	8 + 1

4	<p>Personal Selling & Promotions for B2B Markets:</p> <p>Personal Selling: Role & Characteristics of Personal Selling, Development & Management of Sales Force, Key Account Management - ABC Analysis of Industrial Customers.</p> <p>Promotions: Developing Industrial Communication Programme, Trade Shows, Exhibitions, Catalogues, Samples, Public Relations, Advertising,</p>	4 + 1
5	<p>Industrial Distribution Channels: Distinctive Nature of Industrial Distribution Channels, Types of Industrial Middlemen, Channel Flow Design, Formulating Distribution Strategies and Cost Benefit Analysis.</p>	3 + 1

Learning Resources:		
1	Text Books	Industrial Marketing by Havaldar
2	Reference Books	Industrial Marketing by Hill, Alexander & Cross, Irwin Industrial Marketing by Mukerjee, Excel Book
3	Supplementary Reading Material	Marketing White Book (Latest edition)
4	Websites	http://www.commerce.nic.in/
5	Journals	<p>Industrial Organization and Customer Relationship Management: The Impact on Customer Service Orientation in B-to-B Markets by Lancioni, Richard; Smith, Michael; Stein, Alex., Journal of Management & Public Policy. Jul-Dec2009, Vol. 1 Issue 1, p57-88.</p> <p>My years with B2B Marketing in India: Reflections and Learnings from A Journey of 40 Years by Sarin, Sharad., Journal of Business & Industrial Marketing. 2012, Vol. 27 Issue 3, p160-168</p> <p>Approaching Global Industrial Marketing from a Managerial Cognition Perspective: A Theoretical Framework by Madhavaram, Sreedhar; Badrinarayanan, Vishag; Granot, Elad., Journal of Business & Industrial Marketing. 2011, Vol. 26 Issue 7, p532-541</p> <p>The Marketing Mix Revisited: Towards the 21st Century Marketing by Constantinides, E., Journal of Marketing Management. Apr2006, Vol. 22 Issue 3/4, p407-438</p> <p>Marketing-Industrial Design Integration in New Product Development: The Case of China by Zhang, Dan; Hu, Peng; Kotabe, Masaaki., Journal of Product Innovation Management. May2011, Vol. 28 Issue 3, p360-373</p>

University of Pune

MBA SYLLABUS: SEMESTER III
FINANCIAL MANAGEMENT - SPECIALIZATION

Semester	III	Specialization	Finance
Course Code	305 FIN	Type	Specialization - Core
Course Title	Financial Regulatory Framework		

Course Objectives:

1	To provide an overview of the various regulators operating in the Indian Financial System , their roles, functions and contribution to managing the economy.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Regulatory Framework - Need and Importance: Need and Importance of regulatory framework in finance field – Goals of Regulation - Price stability - Protecting the small investor - Preventing market misconduct. Effect of good regulation - better market outcomes. Structure of regulatory framework in India. Financial Regulation and Financial Inclusion Role of financial Regulators in promoting economic growth. Global Financial Crisis – Response of the Indian Regulators.</p> <p>Quasi-regulatory institutions: National Bank for Agriculture and Rural Development (NABARD), Small Industries Development Bank of India (SIDBI), National Housing Bank (NHB)</p> <p>Conflict between regulators. Problems of coordination, Managing Systemic Risks.</p>	7+2
2	<p>RBI : Functions of RBI, Credit control measures, qualitative credit control, and quantitative credit control, Regulatory measures taken by the RBI to facilitate financial inclusion. Supervisory framework for NBFCs</p> <p>SEBI: Introduction – Functions of SEBI, SEBI Guideline for issue of securities, (e- IPO) , bonus share, book building, OTCEI.</p> <p>IRDA: IRDA Act, Salient features of the IRDA Act, 1999. IRDA (Protection of Policy holders Interests) Regulations 2002. Duties, Powers & Functions of Authority.</p> <p>Pension Funds Regulatory and Development Authority: Role and Functions</p> <p>Board for payment and settlement systems: Role and Functions.</p> <p>Board of Financial supervision: Role and Functions</p> <p>Competition Commission of India: Role and Functions.</p>	7+2
3	<p>Companies Act 1956 : Private and public company, Prospectus, MOA, AOA, Share Capital, borrowing powers, accounts and audit, directors , winding up.</p>	7+2
4	<p>Regulatory Framework for International Funds: Regulatory framework for rising fund through GDRs and ADRs – External Commercial Borrowing</p> <p>Foreign direct investment Regulation: FDI, FII, FEMA etc. Foreign direct investment, Foreign Institutional Investments, provision of FEMA regarding acquiring property outside India. FC(R) Act 1952 - FMC regulation - Regulator of commodity derivative markets - commodity derivative brokers.</p>	7+2
5	<p>Legal Framework for Various Institutional Forms: Societies Registration Act, 1860 , Indian Trusts Act, 1882 , Not-for-profit Companies Registered under Section 25 of the Companies Act, 1956, Non-Banking Finance Companies (NBFCs) , Nidhi Companies , Banking Regulation Act as applicable to Cooperatives, State Acts on Mutually Aided Cooperative Societies, Institutional Issues with MFIs in India. [Focus should be <u>only on</u> formation, accounts & audit , Investment of funds, Acceptance of Foreign Contribution and Taxation]</p>	7+2

Learning Resources:

1	Text Books	Indian Financial System and Markets by Siddhartha Sankar Saha (Tata McGraw Hill) Financial Services by Shashi K. Gupta and Nisha Agarwal (Kalyani Publications) Merchant Banking and Financial Services by Guruswamy, Third Edition (Tata McGraw Hill) Company Law by N.D. Kapoor
2	Supplementary Reading Material	Financial Institutions and Markets by Madura
3	Websites	RBI IRDA SEBI
4	Journals	

Semester	III	Specialization	Finance
Course Code	306 FIN	Type	Specialization - Core
Course Title	Merchant Banking & Financial Services		

Course Objectives:

1	To understand the scope, evolution and role of merchant banking in the context of Indian financial system
2	To get acquainted with the procedure of public issue management
3	To know in detail the services offered by the merchant Bankers

Syllabus:

Unit Number	Contents	Number of Sessions
1	Meaning Scope, Participants And Instruments: Definition of Merchant Banking and its scope, Procedure for registration of Merchant Banking, Operational guide lines by SEBI for merchant bankers, code of conduct for Merchant Bankers, Indian Financial System and its participants. BSE, NSE and Over The counter Exchange of India - History, Role, functions, trading operations and settlement of transactions, regulations of stock exchanges. Money Market – Structure of Money Market, Money Market Instrument, Indian Money Market, Features and Defects, Players in the Indian Money Market, The reforms in Indian Money Market. Capital Market Instruments - Preference share, equity shares, Non-voting shares, Convertible Cumulative Debentures (CCD), preference shares, Fixed Deposits, Warrants, Debentures and Bonds, Global Depository receipts, American Depository receipts, Global Debt Instruments.	7+2
2	Public Issue Management And Regulations: Public issue management - Functions, Mechanism, role of issue manager, activities involved in public issue. various methods of Marketing of new issues - Pure prospectus method, Offer for sale method, Private placement method, Initial public offer method, Rights issue method, Bonus issue method, Book building process, stock option method, bought out method - meaning, feature, advantages, limitations, practical example. Prospectus - prospectus for public offer - its importance, difference between regular prospectus and abridged prospectus, letter of offer, disclosures in prospectus, abridged prospectus and letter of offer, types of prospectus - Red Herring prospectus, information memorandum, shelf prospectus. Underwriting- Definition, types - Firm, Sub underwriting, joint underwriting, syndicate underwriting, advantages, variants of underwriting - Offer for sale, bought out deals, private placements. Post issue activities - meaning, activities involved like allotment, price fixation, dispatch of certificates etc. Pricing models - Net Asset value, Profit Earning Capacity Value, Average Market Price.	7+2

3	Services Offered By Merchant Bankers: Mergers and Acquisition Services - merger, acquisition, takeover, hostile merger, step wise procedure for amalgamation, strategies adopted to avoid hostile merger - Divestiture, Crown jewels, Poison pill, greenmail, white knight, golden Parachutes, street sweep, bear hug, brand power, poison put, pac man defense, white squire. Types of mergers - horizontal, vertical, diagonal, forward, reverse, forward triangular, reverse triangular, conglomerate, congeneric, negotiated, arranged, unopposed, defended, competitive, tender offer. Valuation methods - net assets, discounted cash flow method, methods of financing - ordinary share, debt and preference shares, deferred payment, tender offer. Buy back of Shares, Delisting of Shares, Issue of Debentures - SEBI Guidelines. Portfolio Management Services - meaning, scope, registration of portfolio manager, duties, responsibilities, rights, contents of agreement between client and portfolio manager, reports to be furnished, code of conduct (regulation 13 of SEBI Regulation on Portfolio Managers). Credit Syndication services - meaning, institutions offering syndicate loans, types, procedure, project appraisal, documentation and security, sanction of a loan	7+2
4	Financial Services - Part I: Meaning scope and evolution of financial services. Introduction of various financial services - Leasing, Hire purchase, Factoring, forfaiting, bill discounting, consumer finance, housing finance, insurance, credit cards, credit ratings, mutual funds and venture capital. Leasing - definition, meaning, types, process, advantages, limitations, financial implications. Hire purchase - meaning, scope, difference between hire purchase and leasing, calculation of interest, methods of interest calculation. Factoring, forfaiting, bills discounting - meaning, definitions, scope, advantages and limitations. Insurance - Meaning, overview, types - life and general - advantages, scope of growth in India.	7+2
5	Financial Services - Part II: Consumer Finance - Meaning, types, documents and security, players in the market - banks, NBFC, Cooperative banks, role of consumer finance in growth of economy. Housing Finance - Major institutions involved, types, rate of interest, advantages, scenario in India. Credit Ratings - origin, definition, advantages, credit rating agencies - global and Indian, symbols, CRISIL, ICRA, equity ratings, scope in India CIBIL. Mutual funds - Definition, products, SEBI requirements for Asset Management Company (AMC), Association of Mutual Funds Industry (AMFI), evaluating mutual fund, growth in India, Venture capital - definition, types, stages, exit mechanism, advantages, limitations, growth in India.	7+2

Learning Resources:

1	Text Books	Indian Financial Service - Mr. M. Y. Khan, McGraw Hill Publications, 2010, 5 th edition Merchant Banking and Financial Services - Mr. S. Guruswamy, Tata McGraw-Hill Financial Services, Markets and Regulations – Anil Agashe, Himalaya Publishing House Financial Institutions and Markets by Madura
2	Websites	RBI, SEBI, CRISIL, ICRA, MONEYCONTROL, ICICI Direct, Capital Market, Money hike.
3	Newspaper and Magazines	Economic Times, Business Standard, Hindu, Business Line, Financial Express, Money hike, Business India, Business Today, Business World, Capital Market.

Semester	III	Specialization	Finance
Course Code	307 FIN	Type	Subject - Elective
Course Title	Income Tax Part I		

Course Objectives:

1	To understand the basic concepts of income tax.
2	To be able to practice tax planning and management for individuals and HUF.
3	To calculate Gross Total Income and tax liability in a limited scope with two sources of income i.e. salary and house property

Syllabus:

Unit Number	Contents	Number of Sessions
1	Income Tax Act 1961- Meaning Scope & Definitions: Income Tax Act 1961, Definitions - Assessee, Assessment Year, Previous year, person, income, gross total income, Total income and tax liability, Difference between direct tax and indirect tax, Difference between exemption and deduction, capital and revenue, rebate and deduction, Concept of Residential status and incidence of tax incidence, Concept of Agricultural Income.	5+1
2	Income From Salary: Definition and meaning of salary, Allowances- fully exempt, fully taxable, partially taxable, Perquisites - meaning, valuation and taxability, Concept and taxability of Gratuity, Provident Fund, Calculation of income from salary	5+1
	Income From House Property: Chargeability, exemption, Computation of let out property, Computation of self-occupied property, Income From Capital Gains: Definition of Capital Asset, Transfer, Capital Gain, FMV, Indexation. Types of Capital Gain. Exemptions available for Individuals and HUF's Income From Other Sources: Concept of Residual Income, TDS Provisions, Computation	5+1
4	Set Off, Carry Forward, Deductions: Set off and carry forward of losses, Deductions applicable to Individual and HUF	5 + 1
5	Calculation Of Gross Total Income, Tax And Tax Liability: Calculation of Gross Total Income considering salary, house property and other income. Cases on calculation of net taxable income, application of tax rates and calculation tax liability, Tax Planning for Income, Tax Credits, Advance Tax and Self-Assessment Tax	5 + 1

Note:

1	The problems will be asked only on income from salary, house property and GTI consisting of these two sources only
2	Assessment year will be assessment year applicable for running financial year. For example if exams are in November 2014, then A.Y. 2015-16 would be applicable.

Learning Resources:		
1	Text Books	Direct Taxes – Ravi Kishore Direct Taxes – J.P. Jakhotiya Direct Taxes – Ahuja Direct and Indirect tax Planning & Management – Bangar Yogendra, Bangar Vandana
2	Reference Books	Students guide to Income Tax - Dr. Vinod and KapilSinghania Students guide to Income Tax – Dr. T.N. Manoharan Students guide to Income Tax – Gupta & Ahuja
3	Supplementary Reading Material	Direct Taxes - Law and Practice - Dr. Vinod and KapilSinghania
4	Websites	www.incometaxindia.gov.in , www.tin.gov.in , www.aaykarsamparkkendra.gov.in
5	Journals	The Chartered Accountant Taxman Journal, AIR, Supreme Court hearings

Semester	III	Specialization	Finance
Course Code	308FIN	Type	Subject - Elective
Course Title	Project Finance		

Course Objectives:	
1	To understand the concept of Project Finance
2	To know various sources of finance
3	To understand the risks associated with mega projects

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basics of Project Finance: Characteristic and major elements of Projects, Project Planning and Control, Financial Modeling and Evaluation – Macroeconomic assumptions – project costs and funding – operating revenues and costs – accounting and taxation issues	5+1
2	Sources of Finance: Sources of finance for projects - Financial Instruments - Performance indicators for projects - project cash flows - Appraisal and validity of financing projects using discounting techniques and Fischer effect - Financial Engineering	5+1
3	Risk Management: Risk Management for Projects - Risk Identification – Commercial Risks – Completion Risks – Environmental Risks – Operating Risks – Revenue Risks – Input Supply Risks – Macro Economic Risks- Political Risks - Risk Analysis and Transfer – understanding risk measurement techniques like simulation technique, sensitivity, scenario, break even decision tree - Guarantees and Insurance	5+1
4	Contract Management: Contract Management - Tender preparation and initial evaluation - Preparation of promoter's bids - project conditions - Incentives and Penalties – Default and Termination - Legal Aspects and agreements.	5+1
5	Cases: Case Study of a large project covering all aspects stated	5+1

Learning Resources:		
1	Text Books	Project Management – Prasanna Chandra Principles of Project Finance - Yescombe, E. R. (2002), Academic Press, California. Advanced Project Management – Harrison F.L. Project Financing: Asset-Based Financial Engineering (Wiley Finance) by John D. Finnerty Earned Value Management Using Microsoft® Office Project: A Guide for Managing Any Size Project Effectively w/CD by Dayal
2	Reference Books	Project financing (7 ed.) - Nevitt, P.K. & Fabozzi, F. J. (2000), London, UK: Euromoney Books Investment project design - A guide to financial and economic analysis with constraints, Kurowski, L. & Sussman, D. (2011), New Jersey: John Wiley & Sons. Project finance for construction and infrastructure: Principles and case studies - Pretorius, F., Lejot, P., McInnis, A., Arner, D. & Hsu, B. F.-C. (2008), Oxford: Blackwell Publishing
3	Supplementary Reading Material	Public Private Partnership in Infrastructure, R N Joshi, Visionbooks Project Finance, Concepts and Applications, Padmalatha Suresh, ICFAI
4	Websites	www.projectfinancemagazine.com
5	Journals	Journal of Structured finance

Semester	III	Specialization	Finance
Course Code	309FIN	Type	Subject - Elective
Course Title	Strategic Cost Management		

Course Objectives:

1	To acquaint students with various techniques used for Strategic Cost Management
2	To develop an understanding of the adoption of various techniques of Strategic Cost Management for obtaining sustainable competitive advantage
3	To make the student familiar with the integration of various techniques in decision making.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Meaning And Scope: Strategic Cost Management – meaning and importance – difference between cost reduction and cost management – objectives of strategic cost management. Strategic positioning and SCM.	5 + 1
2	Techniques Of SCM: Various techniques of strategic cost management – life cycle costing – kaizen costing – target costing.	5 + 1
3	Activity Based Costing: Activity Based Costing – Activity Based Management – utility and importance – role of activity based costing and activity based management in decision making.	5 + 1
4	Value Based Organization: Value based management - Value chain costing – meaning and application – throughput costing and theory of constraints – Balanced Scorecard and its application in cost management	5 + 1
5	Learning Curve Theory: Concept, phases and application Lean Management: Lean cost management – utility and application	5 + 1

Note:

1	Case study approach is recommended.
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Learning Resources:

1	Text Books	Cost Management- Ravi Kishore
2	Reference Books	Strategic Management Accounting: Theory and Practice by Kumar Dynamics of Profit-Focused Accounting: Attaining Sustained Value and Bottom-Line Improvement by Northrup Cost and Management Accounting: Colin Drurry Cost Accounting – A Managerial Emphasis: Horngreen, Datar and Foster
3	Supplementary Reading Material	Cost Management – A strategic Emphasis - Blocher, Chen, Cokins, Lin
4	Websites	Institute of Cost Accountants of India
5	Journals	The Management Accountant - Journal of ICAI (formerly ICWAI)

Semester	III	Specialization	Finance
Course Code	310 FIN	Type	Subject - Elective
Course Title	Corporate Financial Reporting		

Course Objectives:

1	To acquaint the students with the framework of financial reporting and emerging trends.
2	To make students familiar with the analytical tools used for financial analysis.
3	To understand the accounting aspects

Syllabus:

Unit Number	Contents	Number of Sessions
1	Financial Reporting: Financial Reporting – meaning and importance - concept of capital and capital maintenance.	5 + 1
2	Financial Statements As Per As Per Indian Companies Act: Various forms of Corporate Financial Reporting – Understanding of Financial Statements as per Indian Companies Act – Cash Flow Statements- director's report – management outlook and analysis-notes to accounts.	5 + 1
3	Regulatory Framework: Regulatory framework of Financial Reporting – Overview of Accounting Standards – Indian and International – GAAP – Introduction to IFRS	5 + 1
4	Corporate Governance: Corporate Governance and Financial Reporting – SEBI norms regarding interim reporting	5 + 1
5	Preparation and presentation of financial statements for single companies: Income statement, Balance sheet, Statement of changes in equity, Reporting comprehensive income, Segmental reporting, Accounting policies, Fair view treatment, Cash flow statements, Preparation of published accounts complying with accounting standards.	5 + 1

Note:

1	Case study approach is recommended for better understanding of financial reporting
2.	Problems on preparation of financial statements.

Learning Resources:

1	Text Books	Advanced Accountancy – ShuklaGrewal – S. Sultan Chand & Co. Financial Accounting: Reporting And Analysis by Stice Financial Reporting and Management Accounting by Bruns
2	Reference Books	Financial Management: Prasanna Chandra, Indian Accounting Standards& GAAP – DolphyD'Souza – Snow White Publications
3	Supplementary Reading Material	Financial Management: Khan and Jain Corporation Finance: S.C.Kuchhal
4	Websites	The Institute of Chartered Accountants Of India Annual report of any public ltd. Company from various industries like automobile, FMCG, retails etc.
5	Journals	Indian Journal of Finance and Accounting

Semester	III	Specialization	Finance
Course Code	311FIN	Type	Subject – Elective
Course Title	International Financial Reporting Standards		

Course Objectives:

1	To get acquainted with the concept of IFRS
2	To have knowledge of convergence of Indian Accounting Standards with IFRS
3	To know the comparative analysis of Indian GAAP and IFRS

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basics: Concept of Accounting Standards, GAAP for UK, USA and India. International Accounting Standards, Financial Statements - Role of Financial Reporting in Financials , Emergence of International Financial Reporting Standards,	6 + 1
2	IFRS Composition: Major areas in IFRS and their role in Financial Reporting – Presentations, Cash Flows, Inventory, Foreign Currency, Joint Ventures, Insurance Contracts, Financial Instruments, Compatibility with IAS	5 + 1
3	Regulatory Framework and Agencies involved: Formation and role in IFRS - Standing Interpretations Committee, International Financial Reporting Interpretations Committee, International Accounting Standards Committee, International Standards Accounting Board, Standards Advisory Council, Institute of Chartered Accountants of India, Institute of Cost Accounts of India, Institute of Company Secretaries of India	6 + 1
4	Joining IFRS – Indian Perspective – A path to convergence, various deadlines and required amendments in Indian Accounting Standards, Problems faced, different deadline dates for different sectors to join IFRS, Uniformity in Financial Reporting – Benefits and detriments to Indian and Foreign Companies	5 + 1
5	Comparative Analysis between Indian GAAP& IFRS	3 + 1

Learning Resources:

1	Text Books	Understanding IFRS Fundamentals: International Financial Reporting Standards – Dr. T.P. Ghost, Nandkumar Ankarath, Kalpesh Mehta, Dr. Yass A.Alkafaji - John Wiley & Sons Global Financial Reporting and Analysis by Alexander
2	Reference Books	Accounting Standards – Rustagi R.P. – Galgotia Publications, Advanced Financial Accounting & Software – Jayaprakash Reddy – APH Publication Indian Accounting Standards & GAAP – Dolphy D'Souza – Snowwhite Publications
3	Supplementary Reading Material	E Learning Modules developed by Deloitte, The Management Accountant
4	Websites	www.ifrs.org www.ifrs.com ifrs.icai.org
5	Journals	Journal of Accountancy, The Chartered Accountant

Semester	III	Specialization	Finance
Course Code	312FIN	Type	Subject – Elective
Course Title	Corporate Financial Restructuring		

Course Objectives:	
1	To know the concept of Financial Restructuring in Companies.
2	To get acquainted with the factors leading to financial distress of the organization.
3	To understand alternative sources of capital and planning of the same.
4	To know the significance of the Corporate Governance in the overall functionality of the organization.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basics: Concept of Internal & External Restructuring, Financial perspective in restructuring, Reorganization strategies in corporate organizations, Financial Distress & Bankruptcy, Liquidation, Net Operating Losses, Sources of Funding & Problem of changing Capital Structure, Strategic and Financial Sponsors, Pros and Cons of different Sponsors, Capital Cash Flows Vs. Equity Cash Flows	6 + 1
2	Mergers & Acquisitions: Difference and commonalities of the concepts, differentiation with regard to Take Over, Strategic & Financial Aspects, Hostile vs. Friendly Takeovers, Defense Tactics, Structural Defenses Vs. Non Structural Defenses, Contribution Analysis, Duties of Board of Directors, Market for Corporate Control	5 + 1
3	Risk Management in Mergers & Acquisitions: Collars, Role of Arbitrators in Mergers & Acquisitions, Interpretation of Arbitrage Spreads, Earn Out and CVRs, Pre Closing & Post Closing M&A Risks, Management of M&A Risk with the help of Collars, Fixed Collar Offers Vs. Floating Collar Offers	6 + 1
4	Methods of Enterprise Valuation: Weighted Average Cost of Capital, Discounted Cash Flows Model, Equity/Residual Cash Flows, Adjusted Present Value, Capital / Leveraged Cash Flows, Relative Valuation Analysis, Sensitivity Analysis, Tables, Developing Break Up Analysis	5 + 1
5	Corporate Governance: Significance in the Indian context, Reference of CG in Indian Companies Act 1956, Role of Board of Directors, Disclosures and Clarifications on the part of Board of Directors and Inclusion in the Auditors' Report	3 + 1

Learning Resources:		
1	Text Books	Business Environment – Justin Paul – Tata McGraw Hill, Business Environment – A.C. Fernando – Pearson Education
2	Reference Books	Corporate Restructuring: Lessons from experience - Michael. Pomerleano, William Shaw Creating Value Through Corporate Restructuring: Case Studies in Bankruptcies, Buyouts, and Breakups (Wiley Finance) - Stuart C. Gilson, Edward I. Altman Valuation: Mergers, Buyouts and Restructuring (Wiley Finance) - Enrique R. Arzac
3	Supplementary Reading Material	Case Studies in Mergers & Acquisitions – ICFAI University – ICFAI University Press, Case Studies on Mergers & Acquisitions – R. Muthukumar – ICFAI University Press
4	Websites	www.sebi.gov.in www.mca.gov.in
5	Journals	Journal of Restructuring Finance

Semester	III	Specialization	Finance
Course Code	313FIN	Type	Subject – Elective
Course Title	Equity Research		

Course Objectives:

1	To understand the importance of equity research.
2	To understand how excel can be leveraged for better analysis of a company.
3	To give recommendation based on fundamental and technical analysis.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Equity Research – Concept & Definition: Meaning and Scope of Equity Research, Fundamental Analysis (Economy analysis, Industry Analysis, Company Analysis), and Technical Analysis.	5 + 1
2	Developing a Financial Model: Input all the financial data from the annual report of the company, Concepts of standardization and regrouping of data as per the need of the analyst, development of a model - Introduction of financial modeling design, create a common-size statement and analysis of past performance in excel, trend analysis, Ratio analysis, creating input & forecast assumptions sheet, output & report sheet, sensitivity analysis Company Valuation: equity stock valuation model – Discounted Cash Flow Method, Relative valuation & Dividend Discount Model	7 + 1
3	Company Analysis Using Market Information: Concept of oscillators and calculation of oscillators from the data of 5 years prices, High, low, average price, moving averages - simple, exponential, rate of change indicators (ROC) , relative strength index, (RSI), Moving average convergence and divergence (MACD)	3 + 1
4	Company Analysis Using Technical Analysis: Understanding various charts - bullish trend, bearish trend, price chart, line chart, bar chart, Japanese candle stick chart, Chart Patterns - support and resistance, reversal pattern, head and shoulder formation, Inverse head and shoulder formation, Continuation Patterns - Triangles, Flags and Pennants, Overall decision making for purchase / sale of share of a company	5 + 1
5	Writing Equity Research Report : Structure for writing equity research report & presentation of the report with recommendation	5 + 1

Note:

1	Case study approach is recommended for better understanding of the subject.
2.	Problems on valuation have to be taken.

Learning Resources:		
1	Text Books	Mastering Financial Modeling in Microsoft Excel – Alastair L. Day Business Data Analysis using excel – David Whigham Practical Financial Modeling – Jonathan Swan
2	Reference Books	Business analysis with Microsoft excel – Conrad Calbarg Understanding and analyzing balance sheets using excel worksheet – Rube. J Bodhanwala
3	Supplementary Reading Material	Research report of various broking firms can be referred. Crisil Database, ACE Equity, Bloomberg Capital Markets Magazine
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.reuters.com www.bloomberg.com
5	Journals	Financial Analysts Journal International Journal of bonds and currency Derivatives Journal of Applied Finance International Review of financial analysis Journal of Derivatives Journal of Derivatives & Hedge Funds Journal of Financial Markets Journal of Investing

Semester	III	Specialization	Finance
Course Code	314FIN	Type	Subject - Elective
Course Title	Credit Analysis and Appraisal		

Course Objectives:

1	To familiarize students with the various aspects of credit management.
2	To introduce the various processes involved in the credit monitoring practices.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Principles of Credit Management: Principles of Lending – Evaluation of Borrower – Sanction limit-Principles of good lending	3+1
2	Objectives of Credit Management: Credit Allocation – Credit Evaluation – Financial statement analysis- Cash flow analysis – Projections- Management of the firm and other factors- Feasibility study- Fundamental credit issues -Borrower study and bankers opinion -Credit Discipline- Credit Monitoring.	7+1
3	Credit Policy in Banks: Need for Credit Policy – Components of Credit Policy – Credit Policy -Credit Culture- Credit institutions - Types of Credit – Bank Credit for Various Sectors	6+1
4	Documentation: Importance of Documentation – Security of Documentation – Renewal of Documents – Security Offered for Documents.	5+1
5	Credit Monitoring: Financial Supervision – Financial Follow-up – Financial Follow-up Reports- - Physical Follow – up.-Identifying Problem Loans – Loan Classification – NPA management	4+1

Learning Resources:

1	Text Books	Credit Appraisal, Risk Analysis and Decision Making – D.D.Mukherjee - Snow White Publications Banking Strategy, Credit Appraisal, and Lending Decisions – Hrishikes Bhattacharya – Oxford University Press Shekar and Shekar “ Banking Theory and Practice “
2	Reference Books	Vishwanathan R. “ Industrial Finance “ Macmillan, New Delhi Prasad K, Nirmala and Chandradas. “ Banking and Financial System”
3	Supplementary Reading Material	W. Koch Scott, Timothy. “ Bank Management”
4	Websites	RBI Website
5	Journals	Risk Management

Semester	III	Specialization	Finance
Course Code	315FIN	Type	Subject – Elective
Course Title	Banking Operations – I		

Course Objectives:

1	To understand the basics of Banking and the emergence of Banking in India.
2	To get acquainted with the functionality of the Banks.
3	To know the meaning and use of commonly used technologies in Banking.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basic Concepts: Banking, Emergence of Banks – Global and Indian Perspective, Journey of Banking in India, Role of Banks as important Aids to Trade, Functions of Banks, Contribution in GDP and effect on Indian Economy	6 + 1
2	Regulatory Framework: Banking Regulation Act, RBI Act, SEBI, IRDA, RBI regulations with regard to Nationalized & Cooperative Banks, Private Banks, Foreign Banks	4 + 1
3	Types of Banks & Banking: Nationalized & Co Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks, Foreign Banks, Wholesale and Retail Banking	4 + 1
4	Funding & Recovery: Sector Specific funding, short term and long term loans, MSME funding, Mortgage, Pledge & Hypothecation, Recovery of loans, Non-Performing Assets, Effect of NPA on bank's profitability	4 + 1
5	Concepts in Banking and Accounting of transactions: Accounting in banks, Final Accounts of Banks, Management of Assets and Liabilities, Provision for NPAs, Income Recognition and Asset Classification Norms, Electronic Banking, RTGS, ATM, MICR, OCR, OMR, DATANET	7 + 1

Learning Resources:

1	Text Books	The Indian Financial System and Development – Vasant Desai – Himalaya Publishing House
2	Reference Books	Indian Financial System – M Y Khan – Tata McGraw Hill Accounting and Finance for Bankers – Indian Institute of Banking & Finance – Macmillan
3	Supplementary Reading Material	Reserve Bank Bulletins Economic Times Business Standard
4	Websites	www.bankingandfinancereview.com
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

Semester	III	Specialization	Finance
Course Code	316FIN	Type	Subject – Elective
Course Title	Treasury Management		

Course Objectives:

1	To understand the concept of treasury management.
2	To understand the management of funds.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Scope and Function of Treasury Management: Objectives of Treasury, Structure and Organization, Responsibilities of Treasury Manager, Function of treasury, Role and Functions of RBI, Recent Developments in the RBI's Policy Framework.	5 + 1
2	Short, Medium and Long term Funding, Cost Centre / Profit Centre: Financial Planning and Control, Capital Budgeting, Risk Analysis	5 + 1
3	Cash Management : Meaning and Importance of Cash Management, Objectives of Cash Management, Cash Flow Cycle, Cash Flow Budgeting and Forecasting, Liquidity Management: Objectives, Sources & Maturity Concerns: Short term and Long term Liquidity	5 + 1
4	Internal Control: The Need and Importance – Financial and Operational risks – Internal v/s External Control, The Need and Significance of Internal and External Audit	5 + 1
5	Treasury's role in International Banking: Changing Global Scenario and Treasury Functions, Treasury Structure- Front and Back Office, Forex Cash Management – Positions v/s Cash Flows Funding Alternatives, Moral and Ethical aspects.	5 + 1

Learning Resources:

1	Text Books	Financial Management – Ravi Kishore
2	Reference Books	Cost Accounting & Financial Management – Ravi Kishore – Taxman Publication, Corporate Finance & Investment –R. Pike and B Neale – Prentice Hall of India, International Corporate Finance – Ghosh Roy - Mac Milan India
3	Supplementary Reading Material	Effective Management Workout – V.K.Singh – Himalaya Publishing House
4	Websites	www.treasury-management.com www.iibf.org.in www.icai.org ,
5	Journals	Journal of Corporate Treasury Management (JCTM) Journal of Accountancy

Semester	III	Specialization	Finance
Course Code	317FIN	Type	Subject – Elective
Course Title	Financial Instruments & Derivatives		

Course Objectives:

1	To provide students with an introduction to the theory and practice of financial instruments.
2	To develop an understanding and importance of financial derivatives and institutional structure of the market.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Capital and Money Market Financial Instruments: Meaning, definition need and importance ,types of various financial instruments,	5 + 1
2	Money market Instruments: Call/money ,Treasury Bills ,Term money, Certificate of Deposits, Commercial papers, Inter banks term money	5 + 1
3	Capital market instruments: Equity shares, Preference shares, No voting shares, Convertible Cumulative Debentures, Fixed Deposits, Warrants Debentures and Bonds, GDR,ADR	5 + 1
4	Derivatives: Meaning and characteristics ,types of derivatives ,Spot, forward and future contracts, stock index futures, Commodity derivatives markets	5 + 1
5	Option Contract: Call and Put option Capital Asset pricing Model, SWAP, Currency derivatives, Risk management in derivatives	5 + 1

Learning Resources:

1	Text Books	Indian Financial Services – M.Y.Khan Marketing of financial Services – V.A. Avdhani Relevant text of SEBI Guidelines
2	Reference Books	Bhole,L.M. Financial Institutions And Markets, TATA Mc Graw-Hill,New Delhi Clifford Gomez, Financial Markets, Institutions and financial Services PHI Learning
3	Supplementary Reading Material	Securities and Exchange Board of India Act,1992 NabhiManual of SEBI Guidelines (1994):NabhiPublications,New Delhi
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.sebi.gov.in
5	Journals	Financial Analysts Journal International Journal of bonds and currency Derivatives Journal of Applied Finance International Review of financial analysis Journal of Derivatives Journal of Derivatives & Hedge Funds Journal of Financial Markets Journal of Investing

Semester	III	Specialization	Finance
Course Code	318 FIN	Type	Subject – Elective
Course Title	Financial Statement Analysis		

Course Objectives:

1	To equip the students to have an in depth understanding of the Financial Statements.
2	To enable the students to use various contemporary techniques of financial analysis to be able to give an opinion on the financial performance of companies.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Implication of following Accounting Standards a. Diluted EPS – AS 20 b. Deferred Tax – AS 22 c. Foreign Exchange Transactions – AS 11 d. Segment Reporting – AS 17 e. Investment – AS 12 f. Leases –AS 19 g. Cash Flow Statement – AS 3 h. AS 9 – Revenue Recognition i. AS 28 Impairment of Assets j. AS 26 Intangible Assets k. AS 29 Provisions / Contingent Liabilities, Contingent Assets.	5 + 1
2	Analysis and Interpretation of Financial Statements: Using techniques of ratio analysis, trend analysis, common size statement, Du Pont Analysis, Multiple Discriminant Analysis.	5 + 1
3	Concept of Funds Flow, Cash Flow: Analysis of financial Statements using Funds Flow and Cash Flow	5 + 1
4	Analysis of : Director's Report , Auditor's Report, Management Discussion And Analysis Report, Corporate Governance, EVA	5 + 1
5	Window dressing of accounts: Concept of Window dressing and its implication on profits – Live case studies, Use of Off-the-Balance Sheet financing and their implications.	5 + 1

Learning Resources:

1	Text Books	Financial Statement Analysis – Gokul Sinha Financial Management – Khan & Jain Financial Management – R.P. Rustagi - Taxman
2	Reference Books	Financial Accounting and Management – Ambarish Gupta Analysis of Financial Statements – Bernstein Wild. Accounting Standards – DolphyD'souza
3	Supplementary Reading Material	Financial Statement Analysis by Gibson Original Accounting Standards Seven Steps to Mastering Business Analysis by Carkenord Advanced Financial Management – I M Pandey, Prasanna Chandra
4	Websites	www.icai.org www.icfai.org
5	Journals	Indian Journal of Finance

Semester	III	Specialization	Finance
Course Code	319FIN	Type	Subject – Elective
Course Title	Futures and Options		

Course Objectives:

1	To develop an understanding of financial derivatives and the institutional structure of the markets on which they are traded.
2	To have an understanding of the analytical tools necessary to price such instruments.
3	To highlight the role of financial derivatives in the modern capital markets, in particular for risk management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Definition of Derivative, Brief History of Derivatives, Participants in Derivative Market, Economic functions of derivative market, Evolution of Commodity, Currency, Stocks and Interest Rate Derivatives, Structure of Derivative Market - Forwards, Futures, Options, Swaps, etc. Reasons for Trading: Risk Management, Speculation and Arbitrage	5 + 1
2	Market Characteristics: Futures and Options Contract Specifications, Underlying Asset, Contract Size, and Delivery Specifications. Mark to Market using Margin Accounts, Familiarizing with Market Quotes, Trading Strategies involving Options and Futures, Interest Rate Derivatives, Contractual Specification - Floating and Fixed Rate, Valuation of Interest Rate Derivatives.	5 + 1
3	Derivatives Pricing Theory: Option Pricing: Option Payoffs, Black-Scholes formula for Option Pricing, Futures Pricing: Pricing by Arbitrage: Relationship between Futures and Spot Price (cost of carry and reverse cost of carry), Difference between Futures and Forward Price	5 + 1
4	Risk Analysis and Management: Risk Measurement and Management Framework, Delta/Theta/Vega & Gamma risks of options, Hedging with Futures, Derivatives Disclosure: Accounting Issues in Derivatives.	5 + 1
5	Options and Futures Applications in India: Structure of Indian Stock Markets and the Operational Efficiency of Options and Futures, Determination of the Fair Value of Futures and Options Prices, Interactions between Spot Equity Trading and Trading in Derivatives. Index Options and Futures, Constructing an Index, Methodology of Construction, Trading an Index. Conditions necessary to Improve the Market Structure in India and Policy Interventions.	5 + 1

Learning Resources:		
1	Text Books	Futures & Options – A.N.Sridhar Financial Derivatives – S.L.Gupta Financial Derivatives – S.S. Kumar Options, Futures & Other Derivatives – John C. Hull Option Volatility & Pricing – Sheldon Naten Berg The New Options Market – Max Ansbacher
2	Reference Books	Futures & Options – ND Vohra, B.R.Bagr Derivatives & Risk Management Basics – Don. M. chance, Robert Brooks. Derivatives & Risk Management – Jayanth Rama Varma
3	Supplementary Reading Material	NCFM Modules on Derivatives
4	Websites	www.nseindia.com www.bseindia.com www.iijournal.com
5	Journals	Financial Analysts Journal International Journal of bonds and currency Derivatives Journal of Applied Finance International Review of financial analysis Journal of Derivatives Journal of Derivatives & Hedge Funds Journal of Financial Markets Journal of Investing

Semester	III	Specialization	Finance
Course Code	320FIN	Type	Subject – Elective
Course Title	Back Office Operations		

Course Objectives:

1	To understand the processes involved in the financial services sector.
2	To know the process to be followed by the merchant banker

Syllabus:

Unit Number	Contents	Number of Sessions
1	Know Your Client, Anti-Money Laundering & Combating Financing of Terrorism : Principles, Client Due Diligence, Customer Policy, Clients of Acceptance Special Category, Client Identification Procedure, Client Registration - Proof of Identity, Proof of Address, PAN Card, Additional Requirements for non-individuals, Unique Client Code, Power of Attorney, Nomination, Changes in Client Information - Change of Address, Change in Bank Details, Change in Signatory, Minor becoming major, KYC Registration Agencies, Suspicious Transactions Reporting, Designated Individuals & Entities, Record Keeping	5 + 1
2	Mutual Fund and AMC Operations: Legal Structure, Net Asset Value (NAV), Expenses, Load, Offer Documents, Investor Transactions (Normal Physical Mode), Acquisition and sale of Units by Investor from / to the Scheme, Redemption of Units on closure of scheme, Systematic Investment Plan, Systematic Withdrawal Plan, Systematic Transfer Plan, Dividend Re-investment Option, Dividend Mechanics, Income Distribution Tax, Securities Transaction Tax (STT), Cut-off Time Regulations.	5 + 1
3	Depository Operations: Depository and Issuer, Depository Participant, Transactions - . Account Opening, De-Materialization, Re-Materialization, Secondary Market Purchases, Secondary Market Sales, Standing Instructions, Power of Attorney, Transposition, Transmission of Securities, Dividends, Pledging Securities, Freezing of Accounts, SMS Alerts	5 + 1
4	Qualified Foreign Investors – Equity Shares: Background, Permitted Transactions, Investment Restrictions, and Administration of Investment Limit, Other Conditions, and Transaction Flow. Qualified Foreign Investors – Mutual Funds : Background, Investment Limit, Transaction Flow, Direct Route (Demat), Indirect Route (Unit Confirmation Receipts), Other Conditions.	5 + 1
5	SEBI guidelines: SEBI guidelines relating to IPOs, FPOs, Right Issue, Bonus Issues, QIBs, ADRs, GDR, Buy Back Of Shares, FCCB. Common Bid-cum-Application Form. Settlement - Clearing House, Other Agencies Involved in Settlement, Clearing Mechanism, Clearing Process, Settlement Process, Transaction Cycle - T+2 Rolling Settlement Calendar, Delivery Versus Payment (DVP) / Hand Delivery, Auction Settlement, F&O Settlement, Books of Accounts, Straight Through Processing (STP).	5 + 1

Learning Resources:		
1	Text Books	Advanced Financial Services – P.K. Sinha – Nirali Prakashan Financial Management – Ravi Kishore – Taxman Publication
2	Reference Books	Advanced Financial Management – M.A.Kohok, Indian Financial System – M.Y.Khan
3	Supplementary Reading Material	Dalal Street, Capital Markets
4	Websites	www.sebi.gov.in www.nseindia.com www.bseindia.com www.nsdl.co.in
5	Journals	

Semester	III	Specialization	Finance
Course Code	321FIN	Type	Subject – Elective
Course Title	Principles of Insurance		

Course Objectives:	
1	To understand the various operations involved in managing insurance.
2	To understand the pricing, financing and risk diversification strategies of insurance companies

Syllabus:

Unit Number	Contents	Number of Sessions
1	Fundamentals: Functions and Organization of Insurance -Types of Organization – Organization Structure-Function of Insurers	4+1
2	Underwriting, Claims, Intermediaries: Underwriting - Objectives and Principles - Underwriting in Life Insurance - Underwriting in Non- Life Insurance. Claims Management – Principles - Claim Settlement in Life Insurance - Claim Settlement in General Insurance - Repudiation of Claims. Insurance Intermediaries - Distribution of Insurance products - Role of Intermediaries - Surveyors and Loss Assessors - Third Party Administrators – Agents – Brokers - Corporate Agents- Banc assurance — Ombudsman – Lok-Adalats	5+1
3	Pricing And Finance: Insurance Pricing - Pricing Objectives - Types of Rating - Rating Considerations - Rating in Life Insurance - Rate Making Entities - Rate Making in General Insurance – De tariffing and its impact in India. Financial Aspects of Insurance Companies - Balance Sheet, Profit and Loss Account of Insurance Companies - Ratio Analysis in Insurance Companies - Risk Return Trade off -Measuring Financial Performance	6 + 1
4	Marketing of Insurance Products: Marketing of Insurance Products - Marketing Practices - Critical success Factors for Insurance Marketers - Distribution Channels - e-Commerce in Insurance Industry - Case studies of Indian Companies	5+1
5	Risk Management: Reinsurance - Principles, Role, Nature and Techniques of Reinsurance - Reinsurance in Indian Perspective - Global Reinsurance Market - Reinsurance Trading. Risk Management in Insurance Companies - Evaluation of Risk in Insurance Services - Risk Management Systems - Management of Systematic Risk - IRDA Framework for Risk Management - Catastrophe (CAT)Bonds	5 + 1

Learning Resources:		
1	Text Books	Insurance and Risk Management, 2 nd Edition, P.K.Gupta, Himalaya Publishing House Insurance, Principles and Practice, S.N.Mishra, S.B.Mishra, S Chand Principles of Insurance Management, Neelam Gulati, Excel Books Legal & Regulatory Aspects of Insurance by NIA Elements of Actuarial Science by NIA Insurance Business Environment & Insurance Company Operations by NIA Financial Management & Insurance Accounting by NIA
2	Reference Books	Principles of Risk Management and Insurance, 9 th Edition, George Rejda, Pearson Education Risk Management and Insurance by Trieschmann
3	Supplementary Reading Material	Economic Times, Business Standard,
4	Websites	National Insurance of India www.actuariesindia.org ,
5	Journals	Journal of Insurance Management

Semester	III	Specialization	Finance
Course Code	322FIN	Type	Subject – Elective
Course Title	Rural Financial Institutions		

Course Objectives:

1	To understand various avenues of finance available for the development of rural area.
2	To understand the role of financial institutions in rural India

Syllabus:

Unit Number	Contents	Number of Sessions
1	Regulation of Rural Financial Services: Regulatory framework of RFI – Reserve Bank of India and its policy and functions in rural banking – National Bank for Agriculture and Rural Development – Impact of economic liberalization and deregulation of interest rates in RFI, Introduction to Islamic Banking.	5 + 1
2	Co-operative Banks: Concept, Structure and special features of co-operatives banking – draft co-operatives bill – primary level credit institution, their functioning and problems – business development plans – District Central Co-operative Banks – structure and functions — Deregulation of interest rates, Land Development Banks- Structure and functions.	5 + 1
3	Regional Rural Banks: Genesis and need – problems of RRBs - structural weaknesses – working group of RRBs (Kelkar committee report) – Recommendations of committee on Financial sector reforms – recent policy changes relating to RRBs – Deregulation of interest rates and prudential norms – Turnaround strategies – DAP/MOU for revamping and re-structuring.	5 + 1
4	Rural Banking in Commercial Banks: Rural lending by commercial banks- problems of rural branches of commercial banks – transaction cost and risk cost of rural financing – impact of recent policy changes.	5 + 1
5	Local Area Banks / Other Financial Institutions: Emerging Trends Genesis – RBI Guidelines on Local Area Banks / Other financial Institutions like private banks, Non- Banking Financial Companies, Linkages with Private Money Lenders, Emerging Trends in rural banking, Microcredit, NGO involvement. Reforms in rural credit system.	5 + 1

Learning Resources:

1	Text Books	Banking – Dharmaraj E – Scitech Publications
2	Reference Books	Indian Economy – Datt, Sundaram – S.Chand& Sons, Indian Economic Problem – Amitabh Bhattacharya – Metropolitan Publications,
3	Supplementary Reading Material	Microfinance – Rajagopalan – ICFAI Press,
4	Websites	www.nabard.org www.banknetindia.com www.rbi.org.in www.iba.org
5	Journals	Asian Journal of Agricultural & Rural Development Journal of Industrial and Rural Development

Semester	III	Specialization	Finance
Course Code	323FIN	Type	Subject – Elective
Course Title	Social Finance for Inclusive Growth - I		

Course Objectives:

1	To highlight the need for financial products that help the asset poor households and the marginalized communities, including micro entrepreneurs, engage in income-generating activities.
2	To give inputs for designing of innovative financial contracts and instruments, reducing the risk of lenders as well as borrowers, and most importantly credit enhancements and guarantees.
3	To highlight innovations in financial contract design and risk for financial inclusion.
4	To understand the role of financial institutions in financial inclusion.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Financial Markets: Accessibility of Financial Markets to poor in India-Demand & Supply issues	5 + 1
2	Innovative Financial Products: Financial innovations beyond microcredit, urban finance, low income housing finance, Micro Enterprise Financing Innovations	5 + 1
3	Finance constraints faced by microenterprises : Financing constraints faced by microenterprises, restricting access to finance, Financial market innovations supporting MSME finance, financing startup and venture capital fund, credit guarantee mechanisms	5 + 1
4	Impact Investing: Value Creation at the Bottom of the Pyramid, balancing the needs of investors as well as social entrepreneurs. Funding Options for innovations	5 + 1
5	Capital Markets & Access to Finance: Financial innovations to support savings & Investments of asset poor households, framework for managing inflation risks, etc. global and Indian experiences. Micro-SIP& Pension, investment linked insurance products. Investment and Insurance-linked Products : Credit-insurance based financing arrangement	5 + 1

Learning Resources:

1	Text Books	Inclusive Growth – Indian Institute of Banking & Finance, Microfinance – Somnath – Excel Books
2	Reference Books	New Trends in Banking – VV Ravi Kumar – ICFAI Press, Principles & Practice of Banking – IIBF – Macmillan Publishing,
3	Supplementary Reading Material	Financial Inclusion – Sameer Kochharm, R. Chandrashekar, Advanced Financial Management – M.A. Kohok – Everest Publishing
4	Websites	www.impactinvesting.in www.oecd.org
5	Journals	Indian Journal of Finance

University of Pune

MBA SYLLABUS: SEMESTER III
INFORMATION TECHNOLOGY MANAGEMENT - SPECIALIZATION

Semester	III	Specialization	Information Technology
Course Code	305IT	Type	Specialization - Core
Course Title	I.T. Management		

Course Objectives:

1	To get a thorough update of Information Technology used in Business Organizations.
2	To develop understanding of managerial aspects so as to use Information technology effectively and efficiently.
3	To develop capability to integrate different but related aspects of Information Technology
4	To develop a view of IT Management, especially, for a large organization
5	To appreciate IT Management as an independent and important field of work, different from IT for Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Hardware Management – Historical Review - Types of Computers – Computer Peripherals - Input Technologies and Devices– Output Technologies and Devices - Storage Technologies and Devices - Future Scenario – Managerial considerations in acquisition, maintenance, controlling, replacement of Hardware	7+2
2	Application Software Management - Overview of General Purpose Application Software such as Software Suites, Messaging, Groupware, Conferencing Commercial and Corporate Tools and Overview of Application Specific Software such as Programming languages, ERP, e-Commerce, CRM, Scientific and Engineering Programs. System Software Management –Overview of Operating Systems, Network Management Programs, Database Management Programs, Servers, System Utilities, Performance and Security Monitors, System Development Programs. Managerial considerations in selection, maintenance, controlling, replacement of Software	7+2
3	Networking Management – Networking Trends – Internet Basics – Intranet and Extranet – Overview of Networking Alternatives, Networking types, Networking media, Networking processors, Networking software, Networking architecture and Networking protocols	7+2
4	Data Management –Database Concepts and Development - Types of Databases – Application Development thru DBMS - Database Administration Data Resource Management –Data warehouse and Data Mining - Data Recovery Practices and Technologies	7+2
5	(a) Security Management –Need, Case Studies – Types of Computer Crime – Cyber Law - Tools of security Management - Security Defenses – System Controls and Audit (b) People Management -- I.T. Organization of a large corporation – Selection and Recruitment – Training – Retention – Performance Measurement	7+2

Learning Resources:		
1	Text Books	Management Information System Laudon, Laudon and Dass 11 th Edition Pearson Management Information Systems Obrien, Marakas, Behl 9 ^h Edition Tata McGraw Hill Management Information Systems W S Jawadekar, 4 th Edition Tata McGraw Hill
2	Reference Books	IT system Management by Rich Schiesser Enterprise Computing by Alan R. Simpson
3	Supplementary Reading Material	The Influence of IT Management Practice on IT Use in Large Organizations Journal MIS Quarterly Author: Boynton Andrew, Zmud Robert & Jacobs Gerry
4	Websites	www.csus.edu whatis.techtarget.com
5	Journals	MIS Quarterly, University of Minnesota CSI Communications, Computer Society of India

Semester	III	Specialization	Information Technology
Course Code	306IT	Type	Specialization - Core
Course Title	E-Business		

Course Objectives:

1	To appreciate e-Business as a significant business segment of the future
2	To get an overview of technological aspects of e-business
3	To understand strategic aspects of e-business
4	To develop capacity to initiate/lead an e-business venture/ business segment

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction, Background and Current Status, Case studies	6+2
2	e-Business Architecture - Enabling Technologies- Information distribution and messaging Technologies- Information Publishing Technology	7+2
3	e-Business Infrastructure - e-Business Design, Capacity Planning, Performance Modeling- Mobile commerce- framework and models	7+2
4	e-Business Models - e-Marketing, e-CRM, Internet advertising - e-Business Security/Payment Services - e-SCM, e-Procurement - Portals- Search Engines – Online Community building	8+2
5	e-Business Strategy into Action, Challenges, Legal Issues - Business Plan Presentation and Demonstration "Launching e-Business: From Idea to Realization".	7+2

Learning Resources:

1	Text Books	E-business by Rayudu, Himalaya Publication
2	Reference Books	Knowledge Management by Jawadekar, McGraw-Hill e-Commerce A Manager's Guide to e-Business by Parag Diwan & Sunil Sharma
3	Supplementary Reading Material	E-Government, E-Business, and National Economic Performance Journal: Communications of AIS , Shirish Shrivastava
4	Websites	e-business.com www.ecommercetimes.com
5	Journals	Journal of Electronic Commerce Research International Journal of Electronic Commerce

Semester	III	Specialization	Information Technology
Course Code	307IT	Type	Subject - Elective
Course Title	Software Engineering		

Course Objectives:

1	To develop theoretically sound understanding of Software Engineering Methods
2	To develop understanding of object oriented software Engineering
3	To develop ability to represent diagrammatically and in descriptive form, software engineering schemas

Syllabus:

Unit Number	Contents	Number of Sessions
1	Nature of Software, Software Engineering, Software Process, Unique Nature of WebApps, Basic System Development Life Cycle	6+1
2	Different approaches and models for System- Generic Process Model, Waterfall, Spiral, Prototyping, RAD, JAD	6+1
3	Requirements Anticipation, Requirements Investigation, Requirements Specifications	6+1
4	Use-case Driven Object oriented Analysis - Use case Diagram, Activity Diagram, Sequence diagram, Collaboration Diagram and Class Diagram	8+2
5	User Interface design	4

Learning Resources:

1	Text Books	Software Engineering Pressman, TMH,7th Edition
2	Reference Books	System Analysis and Design Jalote, Narosa Publication, 3rd Edition Software Engineering W S Jawadekar, TMH. System Analysis & Design Elias Awad, Galgotia Publication Object Oriented Analysis and Design with Applications by Grady Booch., Benjamin / Cummings , 1994., Pearson,3rd Edition
3	Supplementary Reading Material	Management Information System for Enterprise Applications, Adamantions Koumpis
4	Websites	www.unesco-ihe.org
5	Journals	International Journal of Software Engineering & Knowledge Management TSE - IEEE Transactions on Software Engineering SPE - Software - Practice and Experience

Semester	III	Specialization	Information Technology
Course Code	308IT	Type	Subject - Elective
Course Title	Mobile Computing with Android		

Course Objectives:

1	To understand technical aspects of M-computing
2	To appreciate impact of M-computing on Information Technology scenario
3	To understand M-computing applications; initiate new applications

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Generations of mobile computing, Spectrum allocation, Standard Bodies, Players in the Wireless Space, three tier architecture of mobile computing, Mobile Computing through Internet, Basic cellular system, concept of frequency reuse channels, hand-off mechanism, cell splitting	5+1
2	GSM & GPRS : GSM features and Architecture , Network Aspects in GSM, GSM Frequency Allocation, Mobility management, hand-off mechanisms, cell splitting, Security issues used in GSM, GPRS features and architecture, network operations, data services in GPRS, applications and limitations, SMS and MMS services architecture and operation details	5+1
3	Emerging Telecommunication Technologies : Introduction, Bluetooth, EDGE, UMTS, Wireless Broadband (WiMAX), Mobile IP, Java Card, WLAN, Ad-hoc Networks, Sensor Networks, Spread Spectrum technology, CDMA, Third generation networks and applications, WAP: Model, architecture & protocol stack.	5+1
4	Security Issues in Mobile Computing: Introduction, Information security, Security techniques and Algorithms, security Protocols, Public Key Infrastructure, Trust, Security Models, Security Frameworks for Mobile Environment.	4+1
5	M-Commerce : Introduction to m-commerce :Emerging applications, different players in m-commerce, m-commerce life cycle Mobile financial services, mobile entertainment services, and proactive service Management Management of mobile commerce services: Content development and distribution to hand-held devices, content caching, pricing of mobile commerce services The emerging issues in mobile commerce: The role of emerging wireless LANs and 3G/4G wireless networks, personalized content management, implementation challenges in m-commerce, futuristic m-commerce services.	6+1

Learning Resources:		
1	Text Books	Mobile Computing (Technology, Applications and Service Creation) , Asoke. K Talukder and Roopa R. Yavagal. Tata McGraw Hill
2	Reference Books	Mobile Communication : Jachan Schiller, Adison-Wesley. Wireless and Mobile Network Architecture : Yi-Bing Lin, Wiley Mobile Commerce: Technology, Theory and Applications by BrianMennecke and Troy J. Strader, Idea Group Publishing
3	Supplementary Reading Material	
4	Websites	techbits.co.in www.zslinc.com
5	Journals	Wireless communication & mobile computing IEEE Transactions on Mobile Computing

Semester	III	Specialization	Information Technology
Course Code	309IT	Type	Subject - Elective
Course Title	RDBMS with Oracle		

Course Objectives:

1	To understand theoretical concepts in Relational Data Base Management
2	To develop working level proficiency for writing SQL commands
3	To develop capability to design applications for a real life DBMS problem

Syllabus:

Unit Number	Contents	Number of Sessions
1	Overview of DBMS : Architecture, Data models, constraints	3
2	Relational model concept : Relational model constraints ,relational Algebra, Relational database language, Data definition in SQL, Views and Queries in SQL, Specifying constraints and Indexes in SQL, Specifying constraints management systems,	6+1
3	SQL Functions : Date - Sys_date , next_day, Add_months, last_day, months_between. Numeric - round, trunc, abs, ceil, cos, exp, floor. Character - initcap, lower, upper, ltrim, rtrim, translate, length, lpad, rpad, replace. Conversion - to_char, to_date, to_number. Miscellaneous - Uid, User, nvl, vsize, decode, rownum. Group function - avg, max, min, sum, count, with Group by and Having Clause. Nested functions.	6+1
4	Joins : Simple join Equi join Non equi join Self join Outer join Set operators (Union, union all, intersect, minus) Sub queries and Correlated query DML statements (Insert, Update, Delete with whereclause) TCL (Commit, Rollback, Saveint)	5+1
5	Tables Create, Alter, Drop, Truncate, Rename Constraints (Primary key, Foreign Key, Unique Key, Check, Default, Not Null, On delete, Cascade) Column level and Table level constraints Oracle Objects Views, Sequences, Synonyms, Index (Define, Alter and Drop)	6+1

Learning Resources:		
1	Text Books	Data Base System Concept by Korth, TMH, 5 th Edition Oracle by Ivan Bayros
2	Reference Books	Introduction To Database Systems By C.J.Date, Pearson. Data Management Systems by Alexis Leon, Mathew Leon Principles of Database Management by James Martin, PHI. SQL - The complete Reference by Groff James & Weinberg Paul., TMH, 2 nd Edition.
3	Supplementary Reading Material	Oracle 7 by Ivan Bayross, BPB Pub.
4	Websites	www.thinkoracle.in
5	Journals	Development of a Relational Database Management System

Semester	III	Specialization	Information Technology
Course Code	310IT	Type	Subject - Elective
Course Title	Software Quality Assurance		

Course Objectives:	
1	To understand concepts and methodology related to Software Quality Assurance
2	To Know software Quality standards specifies by regulatory authorities
3	To develop capability to design Quality Testing processes in software development environment

Syllabus:		
Unit Number	Contents	Number of Sessions
1	Software quality - Definition Software errors, software faults and software failures Software quality assurance – definition and objectives Software quality assurance vs. software quality control The objectives of SQA activities	5+1
2	Pre-project SQA Components Contract Review Development and Quality Plan	5+1
3	SQA components in Project life cycle activities assessment. Verification and Validation Various types of Reviews Inspections Walkthrough Software testing Impact of CASE Tools	5+1
4	Software Quality Factors Mccall's Quality Model Product, Process quality metrics	5+1
5	Standardization ISO 9001 and ISO 9000-3 SEI-CMM IEEE 1012 standard ISO/IEC 12207 standard.	5+1

Learning Resources:		
1	Text Books	Handbook of Software Quality Assurance Software Quality Assurance: Principles and Practices by Nina Godbole
2	Reference Books	Software Quality Assurance from theory to implementation – Danial Galin Software Project management - Edwin Bennatan Project Management Body of Knowledge – PMI
3	Supplementary Reading Material	Software Engineering Roger S. Pressman, TMH, 7 th Edition.
4	Websites	www.softwarecertifications.org www.softwareqatest.com
5	Journals	Software Quality Journal

Semester	III	Specialization	Information Technology
Course Code	311IT	Type	Subject - Elective
Course Title	E-Learning		

Course Objectives:	
1	To understand e-learning as an emerging educational technology
2	To learn use of tools/ technologies used for e-learning based pedagogy
3	To develop capability to initiate e-learning project(s)

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: e-learning- definition. Why e-learning? Elements of e- learning, e-learning content- dimensions, Risks in e-learning, ROI , e- learning cycles, Implementation.	5+1
2	Types of e-learning and technologies required: Learner- led e-learning Facilitated e-learning, Instructor- led e-learning, Embedded e-learning Tele-mentoring and e-coaching, Categories of software tools	5+1
3	Hardware and Networks for e-learning: Selection of e-learning Hardware, network for e-learning, types of networks, private network, private networks, internet, TCP/IP , wireless internet connection.	5+1
4	Tools for accessing e-learning: Web browsers, media players and viewers Tools for offering e-learning: Web servers, LMS- Learning Management Systems , Learning Content Management Systems, Collaboration tools, Virtual- School systems, media servers Tools for creating e-learning content: Course authoring tools, web site authoring tools, how they work?, an overview of popular web site authoring tools, alternatives to web authoring tools, blogging tools, testing and assessment tools Other Tools: Media Editors, Content Converters	5+1
5	Standards For e-learning: Standards for packaging, communication, Metadata, Quality standards , other standards and regulation Trends in e-Learning: Always Online, All information online, All Media digital, Emergence of HDTV video standard, Force or haptic feedback, Telepresence, immersive simulations, embedded system.	5+1

Learning Resources:		
1	Text Books	E- learning strategies – How to get implementation and delivery right first time by Don Morrison, John Wiley and sons Ltd. Methodologies, Tools and New Developments for E-Learning
2	Reference Books	Delivering E- learning : A complete strategy for design, application and assessment – by Kenneth Fee , Kogan Page London and Philadelphia, 2009 E- Learning Tools and Technologies a consumer's guide for trainers, teachers, educators and instructional designers – William Horton, Katherine Horton, Wiley.
3	Supplementary Reading Material	
4	Websites	www.e-learningconsulting.com www.elearningnc.gov
5	Journals	Journal of e-Learning and Knowledge Society

Semester	III	Specialization	Information Technology
Course Code	312IT	Type	Subject - Elective
Course Title	Software Marketing		

Course Objectives:	
1	To understand facets of software marketing as a field of study
2	To develop in depth of understanding of Software Marketing Practices
3	To assist in developing capability to market the software

Syllabus:

Unit Number	Contents	Number of Sessions
1	Global and Indian Software Industry Environment: Historical Growth of the Industry, Market Size, Nature of Products, Projects and Services, Major Players, Industry Associations and their role in market development, Overview of India's Software Export Industry	5+1
2	Services Marketing Mix: 7 Ps of Services Marketing – Service Life Cycle Strategic Aspects of Software Marketing - Identification of potential markets, Industry/ Business analysis and creating/ sustaining competitive advantage - Segmenting, Targeting and Positioning.	5+1
3	Promotion: Role of Promotion in Software Marketing; Personnel Selling, Advertising and Sales Promotion; Trade Shows, Role of Relationship Marketing in promoting software	5+1
4	Distribution: Place – Distribution Strategies for Software Products / Services; Challenges in distribution of Software Products and Services; Role of Internet in distribution of Software Products and Services. Pricing: Factors involved in pricing software Products, Price estimating for Software Projects	5+1
5	Customer Satisfaction & Service Quality: Monitoring and Measuring customer satisfaction. Applying technology to service settings, e-services. Role of People, Process and Physical Evidence in Software Products and Services	5+1

Learning Resources:		
1	Text Books	Services Marketing - Zeithaml, Bitner, Gremler&Pandit, TMGH, 4 th Edition.
2	Reference Books	Services Marketing – Rampal& Gupta Software That Sells : A Practical Guide to Developing and Marketing your Software Project, Edward Hasted
3	Supplementary Reading Material	Services Marketing - Christopher Lovelock
4	Websites	www.softwaremarketingresource.com www.softwareceo.com
5	Journals	Journal of Services Marketing

Semester	III	Specialization	Information Technology
Course Code	313IT	Type	Subject - Elective
Course Title	Business Intelligence and Analytics		

Course Objectives:

1	To understand principles of BI and Analytics at conceptual level
2	To understand application areas for implementing BI and Analytics
3	To develop skills to design BI and Analytics projects

Syllabus:

Unit Number	Contents	Number of Sessions
1	Business Intelligence: definition , concept and need for Business Intelligence, Case studies BI Basics : Data, information and knowledge, Role of Mathematical models	5+1
2	Business Analytics at the strategic level: Strategy and BA , Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA functions, information as strategic resource Business Analytics at Analytical level : Statistical data mining, descriptive Statistical methods, lists, reports, automated reports, hypothesis driven methods, data mining with target variables, cluster analysis, Discriminate analysis, logistic regression, principal component analysis.	5+1
3	Business Analytics at Data Warehouse Level, Designing physical database, Deploying and supporting DW/BI system	5+1
4	Business Intelligence Architectures: Cycle of Business Intelligence Analysis, Development of Business Intelligence System, spread sheets, concept of dashboard, OLAP, SOA, decision engineering. BI Tools: Concept of dashboard.	5+1
5	BI Applications in different domains- CRM, HR, Production	5+1

Learning Resources:

1	Text Books	Decision Support and Business Intelligence Systems, Turban, Sharda, Delen, Pearson
2	Reference Books	Business Intelligence Success Factors Tools for aligning your business in the global economy by Olivia Parr Rud, John Wiley and sons , 2009 The Profit impact of Business Intelligence by Steve Williams and Nancy Williams , Morgan Kauffman Publishers/ Elsevier, 2007 Business Intelligence: Practices, Technologies, and Management- Rajiv Sabherwal, Irma Becerra-Fernandez Business Analytics for Managers : Taking Business Intelligence beyond reporting by GERT H.N. Laursen, Jesper Thorlund, Wiley and SAS Business Series, 2010
3	Supplementary Reading Material	The Great Mind Challenge for Business, Vol. 1 and 2, IBM (I) Pvt. Ltd, Bangalore
4	Websites	www.sas.com www.smartdatacollection.com
5	Journals	International Journal of Business Intelligence Research ,

Semester	III	Specialization	Information Technology
Course Code	314IT	Type	Subject - Elective
Course Title	Cyber Laws		

Course Objectives:

1	To understand legal provisions of Information Technology Act, 2000
2	To know Case Law and practical ramifications of the Act

Syllabus:

Unit Number	Contents	Number of Sessions
1	Object and Scope: Genesis, Object, Scope of the Act Encryption - Symmetric Cryptography- Asymmetric Cryptography- RSA Algorithm - Public Key Encryption	5+1
2	Digital Signature: Technology behind Digital Signature - Creating a Digital Signature - Verifying a Digital Signature - Digital Signature and PKI - Digital Signature and the Law. E-Governance and IT Act 2000: Legal recognition of electronic records- Legal recognition of digital signature - Use of electronic records and digital signatures in Government and its agencies.	5+1
3	Certifying Authorities: Need for Certifying Authority and Powers - Appointment, function of Controller - Who can be a Certifying Authority? - Digital Signature Certifications - Generation, Suspension and Revocation of Digital Signature Certificate. Cyber Regulations Appellate Tribunal: Establishment & Composition of Appellate Tribunal - Powers of Adjudicating officer to Award Compensation - Powers of adjudicating officer to Impose Penalty.	5+1
4	Domain Name Disputes and Trademark Law : Concept of Domain Names - New Concepts in Trademark – Jurisprudence - Cybersquatting, Reverse Hijacking, Meta tags, Framing, Spamming - Jurisdiction in Trademark Dispute.	5+1
5	Cyber Crimes: Tampering with Computer Source Documents - Hacking with Computer System - Publishing of Information which is obscene, in Electronic Form - Offences related to Breach of Confidentiality & Privacy – Offences related to Digital Signature Certificate.	5+1

Learning Resources:		
1	Text Books	Cyber Law in India by Farooq Ahmad – Pioneer Books
2	Reference Books	Information Technology Law and Practice by Vakul Sharma – Universal Law Publishing Co. Pvt. Ltd. The Indian Cyber Law by Suresh T Vishwanathan –Bharat Law house New Delhi. Guide to Cyber Laws by Rodney D. Ryder –Wadhwa and Company Nagpur. The Information Technology Act,2000 – Bare Act –Professional Book Publishers – New Delhi
3	Supplementary Reading Material	Hand book of Cyber & E-commerce Laws by P.M. Bakshi & R.K.Suri – Bharat Law house New Delhi.
4	Websites	www.cyberlawindia.net www.asianlaws.org
5	Journals	Cyber Times

Semester	III	Specialization	Information Technology
Course Code	315IT	Type	Subject - Elective
Course Title	IT for Retailing		

Course Objectives:

1	To understand IT in Retail as an important field of practice
2	To know concepts and technologies related to IT in retail

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Role of IT in Retail Trade, Advantages of IT in Retail Trade like Cost productivity benefits and Marketing benefits, Competitive advantages of Information technology, limitations of using IT, Essential Requirements of an Information System for retail.	5+1
2	Applications of IT in Retail Management: Inventory control, POS - Point of sale, Sales Analysis, Planning and Forecasting, CPFR- Collaborative Planning, Forecasting and Replenishment. Capturing and transmitting data at POS , advantages, elements of data capture – coding system code symbology Means of data capture Database marketing, Data Mining, Data Mart	5+1
3	Technology for retail Management: POS - Point of Scale Technologies available Barcode scanning, electronic shelf tags, self-checkouts, RFID tags, fingerprint authentication. Evolution of Retail Management Systems: Introduction to self-service, supermarkets, atomistic retail to regional networks/ chain stores, POS to point of purchase, push action to push strategy, Point of Differentiation, Point of Customer.	5+1
4	Web based retailing/ E- Retailing/ E Commerce (B2C): Kinds of retailers engaged in electronic commerce: virtual retailers, two channel retailers, Multichannel retailers Role of Internet, Benefits of Internet, Monitoring the progress of an internet e- retail business, limitations of the web. Emergence of eBay, Amazon and others, comparison of web based retailing and other forms of retailing.	5+1
5	Future trends : Smart cards, E-cash, Multimedia kiosks, Customer specific offers, Electronic body scanners, Electronic shelf front Retail management Systems in the market: ERP systems like SAP and PeopleSoft, Specialized retail software providers like JDA, Retek, Essentus, SANDMAR RM 6000 and others, Open source software.	5+1

Learning Resources:		
1	Text Books	Information Technology for retailing by Khurana Pub McGraw Hill
2	Reference Books	Retail Business Management by R. Perumalsamy, Anmol Publications, 2010 Retail Management by Arif Sheikh and Kaneez Fatima, Himalaya Publishing House, 2008.
3	Supplementary Reading Material	Advanced Technologies Management for Retailing - Framework and Cases by Eleonora Pantano and Harry Timmermans, Business Science Reference, 2011
4	Websites	www.retailsystems.com
5	Journals	Journal of Retailing and Consumer Services

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Semester	III	Specialization	Information Technology
Course Code	316IT	Type	Subject - Elective
Course Title	Technical Writing		

Course Objectives:

1	To understand Technical Writing at conceptual level
2	To learn tools and techniques as well as approaches to technical writing
3	To develop expertise with a view to taking up technical writing as a career

Syllabus:

Unit Number	Contents	Number of Sessions
1	What is technical writing? – Case studies Role of technical writer- creating user guides, reference, readme, release notes, documentation procedure technical presentations, training slides, online help (preparation and integration.)marketing brochures, web pages, concept note, specs, project proposals company newsletter, CVs, effective emailing guidelines	5+1
2	Quality Characteristics for technical writing Ease of use: Task orientation, Accuracy, Completeness Easy to understand: Clarity, correctness, strike Easy to find: Organization, Retrievability, Visual effectiveness	5+1
3	Audience analysis: tailoring documents for a specific audience. Creating a thesis statement, developing an outline, pre-writing, refinement. Overcoming writer's block/writer's anxiety. Adding emphasis in writing. Annotated bibliographies. Avoiding plagiarism. Conciseness, clarity. Establishing arguments. Paragraphs and paragraphing. Quoting, paraphrasing, and summarizing. Sentence variety. Using appropriate language. Proofreading your writing; parallels in proofreading and debugging.	5+1
4	Writing white paper/ technical report, research paper, report abstracts, manuals and documentation. Effective workplace writing: accentuating the positives, prioritizing your concerns for effective business writing; memo writing, email etiquette, revision in business writing, tone in business writing, model letters for various purposes.	5+1
5	(a)Document types to be covered Business Writing – RFI (Request for information) and RFP (Request For proposal) structure, Writing RFI ,RFP Contents of an Installation manual , Writing an Installation manual Contents of a s/w user manual , Writing a s/w user manual What is a white paper? Contents of a white paper , writing white papers CBT(Computer based training) , Structure of CBT, Preparing CBT Preparing a tutorial (b)Tools of technical writing MS Word, Ms Excel, Ms- PowerPoint, TechSmith SnagIT, Adobe PDF, Adobe Robohelp	5+1

Learning Resources:		
1	Text Books	Technical Writing, Process and Product, Sharon Gerson, Steven Gerson, Pearson
2	Reference Books	Engineers Guide to technical writing by Kenneth G. Budinski, ASM International , 2001 Science and Technical Writing A Manual of style edited by Philip Reubens, Routledge The Best Software Writing I selected and introduced by Joel Spolsky, Apress, 2005 Technical Communication' by Mike Markel
3	Supplementary Reading Material	Developing Quality Technical Information A Handbook of Writers and Editors, IBM Press, 2004
4	Websites	The Online Writing Labs (OWL) family of websites http://owl.english.purdue.edu/ ; specially, http://owl.english.purdue.edu/workshops/hypertext/ http://www.twin-india.org/ - Twinbook 1.chm and Twinbook2.chm http://techwhirl.com www.tc.eserver.org -The most comprehensive virtual library for technical communicators on the Web. http://mysite.verizon.net/resnx4g7/ http://www.greatuserdocs.com http://www.io.com/~hcexres/textbook/ - Basic online textbook on technical writing. http://en.wikiversity.org/wiki/Technical_writing -Provides a basic online course in technical writing. http://www.indexers.org.uk -Indexing user manuals http://www.g2meyer.com/gallery/ -Collection of screen captures of various online help systems. http://www.itauthor.com
5	Journals	Journal of Technical Writing and Communication Editor: Charles H. Sides

MBA
SYLLABUS: SEMESTER III
OPERATIONS MANAGEMENT - SPECIALIZATION

Semester	III	Specialization	Operations Management
Course Code	305OPE	Type	Specialization –Core
Course Title	Planning & Control of Operations		

Course Objectives:

1	To give an overview of Planning & Control of Operations
2	To explain the role of forecasting in the operations planning process.
3	To explain the need for aggregate planning and the steps in aggregate planning.
4	To explain how is capacity planning done in organizations and what is its relationship with MRP.
5	To highlight the importance of scheduling in operations management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Planning & Control of Operations: Need, Functions - Routing, Scheduling, shop loading and dispatch, follow up. Relations with other departments, Routing-Process layout indicating flow Chart of material from machine to machine. Dispatch in production control-documentation.	7 + 2
2	Demand Forecasting: Forecasting as a planning tool, Why do we forecast, Forecasting time horizon, Design of forecasting systems, Developing the logic of forecasting, Sources of data, Models for forecasting, Extrapolative methods using time series, Causal methods of forecasting, Accuracy of forecasts, Using the forecasting system.	7 + 2
3	Aggregate Production Planning: Planning Hierarchies in operations, Aggregate Production planning, Need for Aggregate Production planning, Alternatives for managing demand, Alternatives for managing supply, Basic strategies for aggregate production planning, Aggregate production planning methods, Master Production Scheduling.	7 + 2
4	Resources Planning: Dependent Demand Attributes, Planning a framework – the basic building blocks: Multiple levels in products, Product Structure, The Bill of Materials, Time phasing of the requirements, Determining the Lot Size, Incorporating Lead time information, Establishing the planning premises. MRP Logic, Using the MRP system, Capacity Requirements planning, Manufacturing Resources Planning (MRP II), Enterprise Resource Planning (ERP), Resource Planning in services.	7 + 2
5	Scheduling of Operations: Need for Scheduling, Scheduling – Alternative terms, Loading of machines, Scheduling Context, Scheduling of Flow Shops, Scheduling of Job Shops, Input-Output Control, Operational Control Issues in Mass production systems.	7 + 2

Learning Resources:		
1	Text Books	Operations Management: Theory and Practice by B Mahadevan, Pearson, 2 nd Edition.
2	Reference Books	Operations Management by Terry Hill, Palgrave, 2 nd Edition The fundamentals of Production Planning and Control by Stephen Chapman, Pearson, 1 st Ed.
3	Supplementary Reading Material	Operations Now by Byron Fitch, TMGH, 3 rd Edition.
4	Websites	www.apics.org
5	Journals	<p>Demand Forecasting and Smoothing Capacity Planning for products with high random demand volatility by Huang, M.-G.; Chang, P.-L.; Chou, Y.-C., International Journal of Production Research, Jun2008, Vol. 46 Issue 12</p> <p>Adaptive Exponential Smoothing versus Conventional Approaches for lumpy Demand Forecasting: case of production planning for a manufacturing line by Quintana, R.; Leung, M. T., International Journal of Production Research, Nov2007, Vol. 45 Issue 21, p4937-4957, 21p</p> <p>Forecasting Inventory: Using Demand to Determine Supply by Wilson, Eric., Journal of Business Forecasting, Fall2008, Vol. 27 Issue 3</p> <p>Forecasting Demand for Single-period products: A case study in the Apparel Industry by Mostard, Julien; Teunter, Ruud; de Koster, René., European Journal of Operational Research, May2011, Vol. 211 Issue 1</p> <p>Modeling of Multi-period Multi-product Production Planning considering Production Routes by Mahdavi, Iraj; Taghizadeh, Kaveh; Bagherpour, Morteza; Solimanpur, Maghsud., International Journal of Production Research, Mar2012, Vol. 50 Issue 6</p> <p>Forecasting Aggregate Demand: An Analytical Evaluation of Top-down versus Bottom-up Forecasting in a Production Planning framework by Widiarta, Handik; Viswanathan, S.; Piplani, Rajesh. International Journal of Production Economics, Mar2009, Vol. 118 Issue 1</p> <p>Making MRP Work by Diehl, Gregory W.; Armstrong, Aaron J.. Industrial Engineer: IE, Nov2011, Vol. 43 Issue 11</p>

Semester	III	Specialization	Operations Management
Course Code	306OPE	Type	Specialization –Core
Course Title	Inventory Management		

Course Objectives:	
1	To give an overview of various aspects of inventory.
2	To explain the impact of types of inventory costs on inventory management decisions.
3	To explain the principles of JIT

Syllabus:

Unit Number	Contents	Number of Sessions
1	Elements of Inventory Management: Inventory concepts, Pressures for Low Inventory, Pressures for High Inventory, Role of inventory in Operations, Types of inventory – seasonal, decoupling, cyclic, pipeline, Safety stock. Inventory costs – carrying costs, ordering costs, shortage costs.	7 + 2
2	Inventory Control systems: Continuous Review (Q) systems, Periodic Review (P) systems, ABC Classification system, Issues in the P and Q systems of inventory control.	7 + 2
3	Economic Order Quantity Models: The Basic EOQ Model, Production Quantity Model, Computer Solution of EOQ model with MS Excel, Quantity Discounts, Computer Solution of Quantity Discounts model with MS Excel, Reorder Point, Safety Stocks, Service Level, Reorder point with variable demand, Computer Solution of Reorder point with MS Excel, Order quantity for periodic inventory system, Order quantity with variable demand, Computer Solution of fixed period model with MS Excel	7 + 2
4	Just-In-Time: Principles of just-in-time, Core logic of JIT, Main features for stocks, Achieving just-in-time operations, Other effects of JIT, Benefits and disadvantages of JIT, Comparison with other methods of inventory management. KANBAN as a control tool. Vendor managed inventory.	7 + 2
5	Make Or Buy Decisions: Factors influencing Make Or Buy Decisions-cost, quality, capacity core v/s noncore, management strategy. Evaluation of performance of Materials function: cost, delivery, quality, inventory turnover ratio methodology of evaluation, Use of ratios and analysis like FSN: Fast slow, Nonmoving, HML-High Medium, Low, XYZ. Materials Management In JIT Environment:	7 + 2

Learning Resources:		
1	Text Books	Operations Management: Theory and Practice by B Mahadevan, Pearson, 2 nd Edition. Operations Management-Process and Value Chains by Krajewski, Ritzman, Malhotra, Pearson, 8 th Edition.
2	Reference Books	Operations Management: Quality and Competitiveness in a Global Environment by Russell and Taylor, Wiley India. Introduction to Materials Management by J.R.Tony and Arnold.
3	Supplementary Reading Material	Inventory Control and Management by Donald Waters, Wiley Student Edition, 2 nd Ed. Just-in-Time Manufacturing by Korgaonker, Macmillan Essentials of Inventory Management by Max Muller, JAICO Publishing, 1 st Edition.
4	Websites	www.inventorymanagementreview.org www.effectiveinventory.com
5	Journals	Material Management Review- Institute of Material Management Production & Inventory Management - APICS

Semester	III	Specialization	Operations Management
Course Code	307OPE	Type	Subject - Elective
Course Title	Productivity Management		

Course Objectives:

1	To understand and appreciate significance of productivity management
2	To study various productivity management methods
3	To learn applicability of popular productivity management tools

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Importance and significance of productivity, Productivity concepts – Macro and Micro factors of productivity, productivity from product and service perspective, different inputs and productivity measures, Various ratios related to finance, material and service.	3+1
2	Value Analysis and Value Engineering: Concept of Cost, Price and Value, Role in Productivity, Procedure – Application and productivity benefit model.	3+1
3	Work Study: Importance of work study – Method Study and Work Measurement – Pioneers of Performance Measurement Method Study: Need for Method Study – Procedure of Method Study –Process Flow charts, Man machine diagrams ,Principles of Motion Economy	6+1
4	Work Measurement: Techniques of Work Measurement including Estimating, Stopwatch Time Study, Predetermined Time Standards, Synthetic Estimates of Work, Times, Activity Sampling. Computation of Standard Time – Elements – Types of Elements – Performance Rating – Allowances – Need for Allowances – Types of Allowances	8+1
5	Advanced Methods of Productivity and service level enhancements: Overview of JIT, Lean, 5S, TPM, BPR, Six Sigma, World Class manufacturing, Use of Technology in productivity and service enhancements: ITeS, CAD, CAM, CIM, CMMI.	5+1

Learning Resources:

1	Text Books	Productivity Measurement for Business Excellence by Prem Vrat, G.D. Sardana, B.S. Sahay, Narosa Publishing House. Operations Management for Competitive Advantage by Richard B Chase, Jacobs, Aquilano, Agarwal, TMGH, 11 th Edition.
2	Reference Books	Introduction to Work Study Edited by Geirge Kanawaty, Universal Publishing, 4th Edition.
3	Supplementary Reading Material	Production and Operations Management by S.N.Chary, TMGH, 4th Edition
4	Websites	www.npcindia.org
5	Journals	International Journal of Operations & Production Management International Journal of Business Performance Management Journal of Applied Economics International Journal of Management Journal of Management Information Systems

Semester	III	Specialization	Operations Management
Course Code	308OPE	Type	Subject - Elective
Course Title	Maintenance Management		

Course Objectives:	
1	To understand importance and role of Maintenance Management
2	To acquaint with various alternatives of Maintenance Management
3	To understand use of decision tools for Maintenance Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Need and Importance of Maintenance Management: Maintenance versus Aggregate production planning, Maintenance versus Scheduling, Maintenance versus Quality Control, Equipment Life Cycle, Measures of Maintenance Performance – Mean Time Between Failure (MTBF) and Mean Time to Repair (MTTR) , Availability.	5 + 1
2	Requirements for Effective Maintenance Management: Catalogues of Equipment, Maintenance Policy, Maintenance Manual, Troubleshooting Mechanisms, Fault – tree Analysis, Maintenance Information Systems.	5 + 1
3	Maintenance Alternatives: Routine Inspection, Preventive Maintenance, Predictive Maintenance, Breakdown Maintenance, Planned Shutdowns / Major Overhaul, Equipment Replacement.	5 + 1
4	Decision tools for Maintenance Management: Optimum Preventive maintenance policy, group replacement policy, equipment replacement decision, Spare parts management: Types of spares, Vital Essential and Desirable, Inventory planning for spares.	5 + 1
5	Total Productive Maintenance: TPM Overall equipment effectiveness , TPM Methodology , TPM implementation, Technology in maintenance	5 + 1

Learning Resources:		
1	Text Books	Operations Management : Theory and Practice by Mahadevan, 2 nd Edition, TMGH Operations Management by Norman Gaither & Greg Frazier, Cengage Learning, India Ed.
2	Reference Books	Production & Operations Management by Alan Muhlemann, John Oakland, Keith Lockyer, Macmillan India Ltd.
3	Supplementary Reading Material	Operations Management by Norman Gaither
4	Websites	www.lifetime-reliability.com www.authorstream.com
5	Journals	Empirical Analysis of Maintenance Performance Measurement in Belgian Industries by Muchiri, Peter N.; Pintelon, Liliane; Martin, Harry; De Meyer, Anne-Marie., International Journal of Production Research. Oct2010, Vol. 48 Issue 20, p5905-5924 Development of Maintenance Function Performance Measurement Framework and Indicators by Muchiri, Peter; Pintelon, Liliane; Gelders, Ludo; Martin, Harry., International Journal of Production Economics. May2011, Vol. 131 Issue 1, p295-302 Measuring Maintenance Performance: A Holistic Approach by Tsang, Albert H. C.; Jardine, Andrew K. S.; Kolodny, Harvey. International Journal of Operations & Production Management., 1999, Vol. 19 Issue 7, p691-715 Effect of Maintenance Policies on the Just-In-Time Production System by Abdulnour, G.; Dudek, R.A.; Smith, M.L., International Journal of Production Research. Feb1995, Vol. 33 Issue 2, p565. Effective Component Importance Analysis for the Maintenance of Systems With Common-Cause Failures by Liudong Xing; Amari, Suprasad V., International Journal of Reliability, Quality & Safety Engineering. Oct2007, Vol. 14 Issue 5, p459-478. Failure Reduction in Manufacturing Systems through the Risk Management Approach and the Development of a Reactive Maintenance Model by Karuppuswamy, P.; Sundararaj, G.; Devadasan, S. R.; Elangovan, D.; Savadamuthu, L., International Journal of Risk Assessment & Management. 2006, Vol. 6 Issue 4/5/6, p545-564. Plant-Level Maintenance Decision Support System for Throughput Improvement by Li, Lin; Ambani, Saumil; Ni, Jun., International Journal of Production Research. Dec2009, Vol. 47 Issue 24, p7047-7061. Measuring Efficiency of Total Productive Maintenance (TPM): A Three-Stage Data Envelopment Analysis (DEA) Approach by Jeon, Jeonghwan; Kim, Chulhyun; Lee, Hakyoon., Total Quality Management & Business Excellence. Aug2011, Vol. 22 Issue 8, p911-924. Relationship between Total Productive Maintenance and Performance by Brah, S. A.; Chong, W.K., International Journal of Production Research. 6/15/2004, Vol. 42 Issue 12, p2383-2401. Justification of Total Productive Maintenance Initiatives In Indian Manufacturing Industry for Achieving Core Competitiveness by I.P.S. Ahuja; J.S. Khamba. Journal of Manufacturing Technology Management. Jun2008, Vol. 19 Issue 5, p645-669. Operations and Maintenance Practices and Their Impact on Power Plant Performance by Shyong Wai Foon; Terziovski, Milé., Academy of Management Annual Meeting Proceedings. 2008, p1-6.

Semester	III	Specialization	Operations Management
Course Code	309OPE	Type	Subject - Elective
Course Title	Facilities Planning		

Course Objectives:	
1	To emphasize the importance of facilities planning in view of the size of investment.
2	To make the student understand the linkages of facilities planning with other activities
3	To underline the importance of facilities location

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to Facilities Planning: Facilities planning defined, Significance of Facilities Planning, Objectives of Facilities Planning, Long Range Capacity Planning, Facilities Planning process, Strategic Facilities Planning, Developing Facilities Planning Strategies, Examples of Inadequate Planning. Impact of Environmental Issues on Facilities Planning.</p> <p>Product, Process and Schedule Design: Introduction, Product Design, Process Design, Schedule Design, Facilities Design.</p>	5 + 1
2	<p>Logistics and Facilities Location: Logistics, Decisions related to Logistics, Issues in Facilities location – Market related factors, Cost-related factors, Regulatory and Policy Issues, Location Planning Methods – Location Factor rating, Centre-of-gravity method, Load-distance method, Transportation Model. Locating Service Facilities, Relocation aspects,</p>	5 + 1
3	<p>Layout Planning: Concept of Layout, Basic Layout Types, Layout Procedures, Algorithmic approach, Department Shapes and Aisles, Multi-floor facility layout, Commercial Facility Layout, Impact of change, Developing alternative layouts. Introduction to ALDEP and CORELAP.</p> <p>Facilities design for various Facilities Functions: Warehouse operations – Functions of Warehouse, Receiving and Shipping Operations, Dock Locations, Storage Operations, Order Picking Operations.</p>	6 + 1
4	<p>Service Facilities Layout: Nature of Services, Operational Classification of services, Structuring the service encounter, Service blueprinting and fail-safing, Role of floor manager in service sectors such as – Hospital, Hotel, Airlines and airports.</p>	4 + 1
5	<p>Flow Space and Activity Relationships: Departmental Planning, Activity Relationships, Flow Patterns, Flow Planning, Measuring Flow, Space Requirements.</p> <p>Personnel Requirements: Employee-Facility Interface, Restrooms, Food Services, Health Services, Barrier-Free Compliance, Office Facility Planning.</p> <p>Material Handling: Scope and Definition of Material Handling, Material Handling Principles, Designing Material Handling Systems, Unit Load design, Material Handling Equipment, Estimating Material Handling costs, Safety Considerations.</p>	5 + 1

Learning Resources:		
1	Text Books	Facilities Planning by Tompkins, White, Bozer and Tanchoco, Wiley India 3 rd Edition. Operations Management – Theory and Practice by B Mahadevan, Pearson, 2 nd Edition.
2	Reference Books	Operations and Supply Management by Chase, Shankar, Jacobs and Aquilano, TMGH, 12 th Edition.
3	Supplementary Reading Material	Operations Management by Terry Hill, Palgrave, 2 nd Edition. Operations Management – Quality and Competitiveness in a Global Environment by Russell and Taylor, Wiley India, 5 th Edition
4	Websites	http://www.youtube.com/watch?v=zkKff7iLph4 http://www.youtube.com/watch?v=zkKff7iLph4&feature=results_main&playnext=1&list=PL7768A320362EA93D
5	Journals	Ergo-Centric Facilities, Dohrmann, Mark. Industrial Engineer: IE, Jun2009, Vol. 41 Issue 6 Organization of facilities management in relation to core business, Jensen, Per Anker. Journal of Facilities Management, 2011, Vol. 9 Issue 2 5 facility planning mistakes (and how to avoid them), Weitzner, Wendy M., May2006, Vol. 60 Issue 5 Facilities planning for greener hospitals by Scheeres, D. Junell. Industrial Engineer: IE, Mar2012, Vol. 44 Issue 3 A Conceptual model for barrier free facilities planning, Soares, Marcelo M.; Jacobs, Karen; Bittencourt, R.S.; de M.Guimarães, L.B. Work, 2012, Vol. 41

Semester	III	Specialization	Supply Chain Management
Course Code	310OPE	Type	Subject - Elective
Course Title	Manufacturing Resource Planning		

Course Objectives:	
1	To understand role and importance of Manufacturing Resource Planning (MRP II)
2	To know the inputs, processing and outputs of MRP II

Syllabus:

Unit Number	Contents	Number of Sessions
1	Master Production Scheduling (MPS): Introduction to MPS, Need, objectives & functions of MPS, Role of MPS in management- as a "Link between strategic and tactical planning", Logical flow of materials in different manufacturing scenarios (VAT Analysis), Planning horizons and Time periods (Buckets) of MPS, Order management in MPS, Safety and hedges, Projected Available Balance (PAB) and Available To Promise (ATP), Time Fences & effect of changing MPS decisions on time fences, Final Assembly Schedule (FAS).	5 + 1
2	Material Requirements Planning (MRP-I): Introduction to MRP-I, Roles & functions of MRP-I, Independent & Dependent Demand, Bill of Materials (BOM), Types of BOM, Numerical Problems on BOM, Lot-sizing, MRP-I as Input & Output Process, MRP-I Spreadsheet problem, Pegging reports & where-used files.	5 + 1
3	Capacity Management: Introduction to 'Capacity' and 'Capacity management', Capacity Expansion Strategies, Capacity Planning levels vis-à-vis Manufacturing planning levels, Capacity measurement, Rough Cut Capacity Planning (RCCP), Capacity Requirement Planning (CRP), Shop Calendar, Scheduling strategies- Backward & Forward scheduling, Infinite & Finite loading, Production smoothing policies.	5 + 1
4	Manufacturing Resource Planning (MRP-II)- (Module-I): Introduction to MRP-II, Roles & functions of MRP-II, MRP-II framework, Information flow in MRP-II, Relation of MRP-II with Demand management and Capacity management, Manufacturing calendar.	5 + 1
5	Manufacturing Resource Planning (MRP-II)- (Module-II): Transition from MRP-I to MRP-II, Closed loop MRP, Comparison between MRP-I and MRP-II, Plant & supplier scheduling, Problems associated with MRP-II, Benefits and prospects of MRP-II, Compatibility between MRP-II & Just-in-Time (JIT).	5 + 1

Learning Resources:		
1	Text Books	Manufacturing Resource Planning (MRP II) with introduction to ERP, SCM and CRM by Khalid Sheikh, TMGH, 1 st Edition Operations Management – Theory & Practice by B. Mahadevan, Pearson Pub., 2 nd Edition
2	Reference Books	Plossl, George, Orlicky's Material Requirement Planning, McGraw-Hill, Inc, 2 nd Edition, 1994
3	Supplementary Reading Material	Operations management by William J, Stevenson, Tata McGraw Hill Companies – 9 th Edition
4	Websites	www.apics.org/
5	Journals	Materials and Capacity Requirements Planning: (APICS) CPIM Certification Review Course, Student Guide by John, Ralph E St., APICS, Revision 3, 1993 Managing in an Age of Modularity by Baldwin, Carliss Y and Kim B Clark, Harvard Business Review, Vol. 75, No. 5, September-October 1997 Assemble to Order Manufacturing: Implications for Materials Management by Wemmerlov, U, Journal of Operations Management, Vol. 4,(4), 1984 Shop floor Control edited by Wassweiler, William R in James H Greene (Editor), Production and Inventory Control Handbook, 3 rd Edition, McGraw-Hill, 1997

Semester	III	Specialization	Operations Management
Course Code	311OPE	Type	Subject - Elective
Course Title	Technology Management		

Course Objectives:

1	To highlight the role of technology and innovation as drivers of value and competitive advantage.
2	To provide conceptual foundations in managing innovation and technology.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction & Importance of Technology Management: Technology - Definition and Characteristics , Technology trends, Market Based and Resource Based view, Impact of technology on business, Forms of technological change, Concept and significance of management of technology, Technological environment-meaning, importance : recent developments in Technological environment - Globalization, Time Compression, Technology integration, Induced & Autonomous changes in the Technological environment, Competitive advantages through new technologies.	5 + 1
2	Innovation Management: Concept of Innovation; invention and creativity: role and relationship with innovation, Drivers and process of innovation– firm & technology level, Classification of innovation management of innovation. Technology Evolution – S curve of technology evolution, Technology progression, Technology change agents, Evolutionary characteristics of technological change, uncertainty and technological insularity.	5 + 1
3	Technology Sources and Research & Development Management: Sources of technology, Process of new product development; Reasons of failures of hi-tech products: Strategy to avoid product failure in market. Process of bringing hi-tech product from development to market: Managing R& D Organization –issues and recent trends. Linkage between technology, development and competition, Significance of managing Intellectual Property Rights in context of technology management, strategic issues in managing IPR.	5 + 1
4	Technological Forecasting: Meaning of Technology forecasting, uses of Technology forecasting, Technology forecasting techniques : Exploratory and Normative: technique; Process and application of techniques like Delphi, Growth Curves, S- curve, Pearl Curve, Gompertz curve : Relevance Tree, Morphological Analysis, Mission Flow Diagram Technology strategy: concept, key principles, framework for formulating technology strategy, Linkage of technology strategy with business strategy, Issues in technology strategy.	5 + 1
5	Technology and Organizational Issues: Technological change and Industrial Relations, Technology Assessment and Environmental Impact Analysis Integration of People and Technology, Organizational and Psychological Factors, Organizational Structure.	5 + 1

Learning Resources:		
1	Text Books	Strategic Technology Management by Betz. F. , McGraw-Hill Managing Technology and Innovation for Competitive Advantage by V K Narayanan, Pearson Education Asia Management of Technology by Tarek Khalli , McGraw-Hill Strategic Management of Technological Innovation by Schilling , McGraw-Hill, 2 nd Edition
2	Reference Books	Strategic Management of Technology & Innovation by Burgelman, R.A., M.A. Madique and S.C. Wheelwright , Irwin Handbook Of Technology Management by Gaynor, McGraw Hill Managing New Technology Development by Souder, W.C. and C.M. Crawford, McGraw-Hill
3	Supplementary Reading Material	Managing Technological Innovation by Twiss, B., Pitman Bringing New Technology to Market by Kathleen R Allen, Prentice Hall India Management of New Technologies for Global Competitiveness by Christian N Madu, Jaico Publishing House
4	Websites	http://www.tifac.org.in/ http://ec.europa.eu/enterprise/policies/innovation/index_en.htm
5	Journals	The use of Manufacturing Technologies - An External Influence Perspective by Das, Ajay; Nair, Anand., International Journal of Production Research, Sep 2010, Vol. 48 Issue 17 Research on Technical Strategy for New Product Development based on TRIZ Evolution Theory by Fu-ying Zhang; Yan-shen Xu., International Journal of Product Development, 2007, Vol. 4 Issue ½ A Framework for the Assessment of an Organization's Innovation Excellence by Dervitsiotis, Kostas N., Total Quality Management & Business Excellence, Sep 2010, Vol. 21 Issue 9

Semester	III	Specialization	Operations Management
Course Code	312OPE	Type	Subject - Elective
Course Title	Six Sigma		

Course Objectives:	
1	To provide a comprehensive understanding of six sigma
2	To introduce the six sigma methodology and philosophy
3	To learn how to manage change and sustain benefits
4	To learn how to listen and map customer requirements
5	To start executing and delivering project

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Enterprise-wide Deployment</p> <p>1.1 Six Sigma and Lean : Brief history of performance initiatives- Quality Control, TQM, Cost of Quality, Customer quality Management, SPC, Reengineering, Six Sigma, Theory of Constraint, Lean manufacturing.</p> <p>1.2 Business Process Management : Introduction to Six Sigma-As a metric, As a methodology, As a management System. Six sigma Evolution and approach Lean as a Business Management Strategy, Key elements of lean. Types of lean initiatives, Implementing lean initiatives</p>	5 + 1
2	<p>DMAIC model for implementing Six Sigma.</p> <p>2.1 Define: Project Selection, Developing the team, DMAIC & DMADV, Deliverables, Tollgate Questions</p> <p>2.2 Measure: Determining X variables, Cause and Effect Diagram & Matrix, Overview of MSA, Data Collection Plan – Forms, Baselining the y data, DPMO, Capability Indices, COPQ, Yield, Tollgate Questions</p> <p>2.3 Analyze: Tools for identifying Root Causes: Histogram, Boxplot, Scatter Plot, Matrix Plot, DotPlot, Run Chart, Multi-Vari Chart, 5 Why's</p> <p>2.4 Improve: Generating Solutions, Random Simulation, Six Thinking Hats, Mind Mapping, Challenge Assumptions, Decision Making Tools for Selecting Solutions – Pairwise Ranking, Solution Matrix, Force Field Analysis, Costs and Benefits, Pilot Plan, Potential Problem Analysis – Mistake Proofing, Risk Assessment Matrix and Control Assessment Matrix, FMEA, Contingency Plan, Verification Plan, Tollgate Questions</p> <p>2.5 Control: Solution Planning, Process Control Plan, Review Meetings, Updated flowcharts & procedures, Control Charts, Out Of Control Action Plan, Project Conclusion Activities</p>	7 + 1

3	Six Sigma Impact measurement Financial and Performance measurement: Lack of Clear Goals and Metrics linked to Measurable Business Goals, Mismatches between Traditional Accounting and Improvement Campaigns. Metrics That Impact – Revenue Growth, Cost Savings, Productivity Improvement, Reduced Cost of Poor Quality, Cash Flow Improvement, Faster product / service cycle times, Freed up engineering and /or sales / service time, Freed up other indirect time, Cost avoidance savings. Seven Elements of Six Sigma Scorecard	5 + 1
4	Six Sigma in non-manufacturing environments: MSA in the DMAIC Cycle. MSA Psychology. Why Non-Manufacturing Processes are Different, MSA Repeatability & Reproducibility (R&R) Studies. Gauge R & R. Comparison of MSA Acceptance Criteria	5 + 1
5	Projects in Six Sigma-Use of DMAIC Cycle	3 + 1

Learning Resources:

1	Text Books	The Six Sigma Black Belt Handbook by MacCarty, Daniels, Bremer and Gupta, TMGH, 2010 Edition Juran Institute's Six Sigma Breakthrough and Beyond by De Feo and Barnard, TMGH. What is Six Sigma? by Peter Pande, TMGH Six Sigma Management by Blashka, TMGH All about Six Sigma by Warren Brussee, TMGH.
2	Reference Books	TPS-Lean Six Sigma by Hubert Ramprasad, Sara Books Pvt.Ltd.
3	Supplementary Reading Material	The Certified Six Sigma Black Belt Hand Book, Donald Benbow, Pearson Publication Achieving Business Excellence by Pravin Rajpal, Om Books International, India.
4	Websites	http://asq.org
5	Journals	What , Why and How: The importance of statistical thinking for SixSigma , Krishnamoorth, K. S., Industrial Engineer: IE, Oct 2011, Vol. 43, Issue 10 In pursuit of implementation patterns: the context of Lean and SixSigma, Shah, R.; Chandrasekaran, A.; Linderman, K.. International Journal of Production Research, Dec2008, Vol. 46 Issue 23 Critical analysis of SixSigma implementation , Moosa, Kamran; Sajid, Ali. Total Quality Management & Business Excellence, Jul2010, Vol. 21 Issue 7

Semester	III	Specialization	Operations Management
Course Code	313OPE	Type	Subject - Elective
Course Title	Designing Operations Systems		

Course Objectives:	
1	To give an overview of the various process options in Manufacturing and Services.
2	To give insights into factors that influence process choice.
3	To impart fundamental concepts in Job Design and Work Measurement.

Syllabus:		
Unit Number	Contents	Number of Sessions
1	Process Analysis: Process Analysis, Process Flowcharting, Types of Processes, Measuring Process Performance, Examples of Process Analysis, Process Throughput Time Reduction	5 + 1
2	Job Design & Work Measurement: Job Design Decisions, Behavioural Considerations in Job Design – Degree of Labour Specialization, Job Enrichment, Sociotechnical Systems, Work Measurement and Standards – Time Study, Work Sampling, Comparison	5 + 1
3	Designing Manufacturing Processes: Factors involved in making products, Types of Manufacturing processes – Project, Jobbing, Batch, Line & Continuous Processing. Product Categories & Manufacturing Processes- Relationship & Choices. Implications reflected in manufacturing process alternatives. Hybrid Processes – Batch Layout, Cellular Layout	5 + 1
4	Designing Service Processes I: Characteristics of Service Operations, Factors involved in delivering services – Nature of technology / people mix, Nature of service, Complexity of service, Volumes. Overall Design of Service Delivery System. Service Blueprinting and fail-safing. Service Delivery System – detailed design – Phase I: back office or front office, Phase II: The delivery system (Non repeat services, Repeat services, single step or multi step processes).	5 + 1
5	Designing Service Processes II: Three contrasting Service Designs – Production line approach, Self-service approach, Personal attention approach. Managing customer introduced variability, Applying behavioral Science to Service Encounters.	5 + 1

Learning Resources:		
1	Text Books	Operations & Supply Management by Chase, Shankar, Jacobs, TMGH, 12 th Edition. Operations Management – Terry Hill, Palgrave Macmillan, 2 nd Edition.
2	Reference Books	Operations Management by Krajewski, Ritzman, Malhotra, Pearson, 8 th Edition.
3	Supplementary Reading Material	Achieving Business Excellence by Pravin Rajpal, Om Books International, India.
4	Websites	http://www.servicedesigntools.org/tools/35
5	Journals	How important is the batch splitting activity in scheduling of virtual manufacturing cells (VMCs)? by Kesen, Saadettin Erhan; Gungor, Zula., International Journal of Production Research, Mar2011, Vol. 49 Issue 6 The method in work design. Some recommendations based on experience obtained in job design byde Jong, J. R. International Journal of Production Research, Jan1978, Vol. 16 Issue 1 Service delivery system design: characteristics and contingencies by Ponsignon, F.; Smart, P. A.; Maull, R. S. International Journal of Operations & Production Management, 2011, Vol. 31 Issue 3 Structuring front office and back office work in service delivery systemsby Zomerdijk, Leonieke G.; Vries, Jan de. International Journal of Operations & Production Management, 2007, Vol. 27 Issue 1 Impact of sequence of operations and layout of cells in cellular manufacturing by Logendran, Rasaratnam., International Journal of Production Research, Feb1991, Vol. 29 Issue 2 Customer-Introduced Variability in Service Operations by Frei, Frances X. Harvard Business School Cases, Mar 01, 2006

Semester	III	Specialization	Operations Management
Course Code	314OPE	Type	Subject - Elective
Course Title	Toyota Production System		

Course Objectives:

1	To explain the management principles and business philosophy behind Toyota's worldwide reputation for quality and reliability.
2	To demonstrate how managers in every industry can improve business processes by: Eliminating wasted time and resources Building quality into workplace systems Finding low-cost but reliable alternatives to expensive new technology Turning every employee into a quality control inspector

Syllabus:

Unit Number	Contents	Number of Sessions
1	Operational Excellence as a Strategic Weapon: 4 P model of the Toyota Way. Toyota Production System (TPS) and Lean Production. Development of TPS & One Piece Flow. Waste Elimination. Traditional Process Improvement v/s Lean Improvement. TPS House	5 + 1
2	14 Toyota Way Principles: 1. Base Your Management Decisions on Long Term Philosophy 2. Create Continuous Process Flow 3. Use 'Pull' Systems to avoid Overproduction 4. Level out the Workload (Heijunka)	5 + 1
3	14 Toyota Way Principles: 5. Build a Culture of Stopping the Process to Build in Quality Right the First Time 6. Standardized Tasks for Continuous Improvement and Employee Empowerment 7. Use Visual Control so No Problems are hidden 8. Use only Reliable, Thoroughly Tested Technology	5 + 1
4	14 Toyota Way Principles: 9. Grow Leaders who thoroughly understand the Work 10. Develop Exceptional People and Teams 11. Respect Your Extended Network of Partners and Suppliers	5 + 1
5	14 Toyota Way Principles: 12. Go and See for yourself to thoroughly understand the Situation (Genchi Genbutsu) 13. Consensus based slow decision making but rapid implementation 14. Become a learning organization through relentless reflection (Hansei) and Continuous Improvement (Kaizen)	5 + 1

Learning Resources:		
1	Text Books	The Toyota Way by Jeffrey Liker, Tata McGraw Hill, 2004 Edition.
2	Reference Books	The Machine that Changed the World by Womack, Jones & Roos, Simon and Schuster UK
3	Supplementary Reading Material	The Toyota Way Fieldbook by Jeffrey Liker, David Meier, TMH, 2008 Reprint
4	Websites	http://www.toyotawayacademy.com/index.php
5	Journals	Empowering Kanban through TPS-principles - An empirical analysis of the Toyota Production System by Thun, Jorn-Henrik; Druke, Martin; Grubner, Andre. International Journal of Production Research, Dec2010, Vol. 48 Issue 23 The Toyota Production System and Art: Making highly customized and creative products the Toyota way by Lander, E.; Liker, J. K., International Journal of Production Research, Aug2007, Vol. 45 Issue 16 The Toyota Way in Services: The Case of Lean Product Development by Liker, Jeffrey K.; Morgan, James M.. Academy of Management Perspectives, May2006, Vol. 20 Issue 2 Exploiting the DNA of the Toyota Production System by Towill, D. R., International Journal of Production Research, Aug2007, Vol. 45 Issue 16 Handshakes around the world [Toyota production system by Towill, Denis R., Manufacturing Engineer, Feb/Mar2006, Vol. 85 Issue 1

Semester	III	Specialization	Operations
Course Code	315OPE	Type	Subject - Elective
Course Title	Project Management		

Course Objectives:	
1	To provide the students with a holistic, integrative view of Project Management.
2	To highlight the role of projects in modern day business organizations.
3	To sensitize the students to complexities of project management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Overview of Project Management</p> <p>Basics of Project Management: Concept of Project, Attributes of a Project, Importance of Project Management, Project Management Process, Project Lifecycle, Project Stakeholders, Project Management Structures, Choosing Appropriate Project Management Structure, Implications of Organizational Culture, Main Causes of Project Failure.</p> <p>Project Definition: Defining Scope, Establishing Priorities, Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization, Coding the WBS for information system, Project Roll Up, Process Breakdown Structure, Responsibility Matrices.</p>	5 + 1
2	<p>Project Planning</p> <p>Estimating Project Times and Costs: Factors Influencing Quality of Estimates, Estimation Guidelines for Time, Costs and resources, Macro versus Micro Estimating, Methods for Estimating Project Times and Costs, Level of detail, Developing Budgets, Types of Costs, Refining estimates and contingency funds.</p> <p>Developing a Project Plan: Developing the Project Network, From Work Package to Network, Constructing a Project Network, Activity-on-Node Fundamentals, Network Computation process, Using the Forward and Backward pass information, Level of Detail for activities, Extended Network techniques.</p>	5 + 1
3	<p>Project Scheduling & Risk Management</p> <p>Scheduling Resources and Reducing Project Duration: Types of Project Constraints, Classification of Scheduling Problem, Resource Allocation Methods, Splitting, Multitasking, Benefits of scheduling resources, Assigning Project work, Multi Project resource Schedules, Rationale for reducing project duration, Options for accelerating Project Completion, Concept and construction of a Project Cost – Duration Graph, Practical considerations.</p> <p>Managing Risk: Risk Management process – Risk Identification, Risk Assessment, Risk Response Development, Contingency Planning, Risk Response Control, Change Control Management.</p>	5 + 1

4	<p>Project Organization:</p> <p>The Project Manager: Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager – Leadership Abilities, Coaching & mentoring Abilities, Communication Skills, Interpersonal Skills, Ability to Handle Stress, Problem Solving Skills, Time Management Skills, Delegation, Management of Change.</p> <p>Managing Project Teams: The five stage team development model, Situational factors affecting team development, Team effectiveness, Conflict in projects, Sources of Conflict, Handling Conflict. Managing Virtual Project teams, Project team pitfalls.</p>	5 + 1
5	<p>Project Evaluation</p> <p>Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance, Need for an Integrated Information System, Developing a status report and index to monitor progress, Forecasting final project cost, Other control issues.</p> <p>Project Audit and Closure: Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations.</p>	5 + 1

Learning Resources:

1	Text Books	Project Management – The Managerial Process, Clifford Gray and Erik Larson, TMGH, 3 rd Edition. Effective Project Management, Clements and Gido, Thomson – India Edition, 1 st Indian Reprint.
2	Reference Books	The Practice of Project Management – A guide to business focused approach, Frigenti and Comminos, Kogan Page, 1 st South Asian Edition
3	Supplementary Reading Material	Project Management by Mantel, Meredith, Shafer, Sutton and Gopalan, Wiley India, 1 st Edition.
4	Websites	http://www.pmi.org.in/ http://www.infogoal.com/pmc/pmchome.htm
5	Journals	Journal of Project Management-Global Research Publication International Journal of Project Management-Elsevier Science

Semester	III	Specialization	Operations Management
Course Code	316OPE	Type	Subject - Elective
Course Title	Theory of Constraints		

Course Objectives:

1	To imbibe in the students the TOC thinking process.
2	To provide insights into managing a business when there are constraints and resolving those by logical thinking.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Thinking Process: Introduction to Theory of Constraints (TOC), Tools of TOC, Where is TOC applicable? What is a constraint, TOC's thinking process and Human Being, Terminology used in the thinking process, Steps to implement in the thinking process, Current Reality Tree, Conflict Resolution Diagram, Future Reality Tree, Prerequisite Tree, Transition Tree, Three Cloud Method.	5 + 1
2	2.1 Finance and Measures: Economic Decisions, TOC and Product Costing, Economic Decisions using TOC Costing. 2.2 Project Management: Phases of Project Management, Common problems in Project Environment, Critical Chain project Management – A TOC approach.	5 + 1
3	Drum-Buffer-Rope Solution: Introduction, The Drum – The MPS of the Capacity Constraint Resource, Implementing Drum-Buffer-Rope, Implementing Drum-Buffer-Rope on the shop floor, MPS using Drum-Buffer-Rope Scheduling method.	5 + 1
4	Theory of Constraints in Supply Chain Management: Introduction, TOC in distribution Solution, Drum-Buffer-Rope in distribution	5 + 1
5	Cases: Cases in application of TOC thinking process, TOC in Manufacturing,	5 + 1

Learning Resources:

1	Text Books	Theory of Constraints by S K Mukhopadhyay, Jaico Books. The Goal by E M Goldratt and Cox J, Great Barrington, North River
2	Reference Books	What is the thing called Theory of Constraints? by E M Goldratt, Great Barrington, North River It's Not Luck by E M Goldratt, Great Barrington, North River
3	Supplementary Reading Material	Essays on Theory of Constraints by E M Goldratt, Great Barrington, North River Critical Chain by E M Goldratt, Great Barrington, North River
4	Websites	http://www.goldratt.com/ http://www.scienceofbusiness.com/home/what-is-theory-of-constraints-toc/ http://www.tocico.org/

5	Journals	<p>A Tutorial on Project Management from a Theory of Constraints Perspective by Blackstone, John H.; Cox, James F.; Schleier, John G., International Journal of Production Research, Dec2009, Vol. 47 Issue 24</p> <p>Theory of Constraints at Uni Co: Analyzing The Goal as a fictional case study by Tibben-Lembke, Ronald S., International Journal of Production Research, Apr2009, Vol. 47 Issue 7</p> <p>Implementing Theory of Constraints in a traditional Japanese Manufacturing Environment: The case of Hitachi Tool Engineering by Umble, M.; Murakami, S., International Journal of Production Research, 5/15/2006, Vol. 44 Issue 10</p> <p>Determination of buffer sizes for drum-buffer-rope (DBR)-controlled production systems by Ye, T.; Han, W., International Journal of Production Research, May2008, Vol. 46 Issue 10</p> <p>Modified drum-buffer-rope scheduling mechanism for a non-identical parallel machine flow shop with processing-time variation by Sirikrai, V.; Yenradee, P., International Journal of Production Research, 9/1/2006, Vol. 44 Issue 17</p> <p>Comparisons between drum-buffer-rope and Material Requirements Planning: a case study by Steele, Daniel C.; Philipoom, Patrick R.; Malhotra, Manoj K.; Fry, Timothy D., International Journal of Production Research, 8/1/2005, Vol. 43 Issue 15</p> <p>Order review/release and lot splitting in drum-buffer-rope by Russell, G. R.; Fry, T. D., International Journal of Production Research, Mar 1997, Vol. 35 Issue 3</p> <p>Scheduling using drum-buffer-rope in a remanufacturing environment by Guide, V.D.R., International Journal of Production Research, Apr96, Vol. 34 Issue 4</p> <p>Using Drum-Buffer-Rope Scheduling Rather Than Just-In-Time Production by Huff, Patricia. Management Accounting Quarterly, Winter2001, Vol. 2 Issue 2</p>
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MBA SYLLABUS: SEMESTER III
HUMAN RESOURCE MANAGEMENT - SPECIALIZATION

University of Pune

Semester	III	Specialization	HRM
Course Code	305HR	Type	Specialization - Core
Course Title	Labour Laws		

Course Objectives:

1	To make the students understand rationale behind labour laws
2	To equip students with important provisions of various labour laws
3	To give students insight into the implementation of labour laws.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Labour Laws: Why Labour Laws? Evolution of Labour Laws, Indian Perspective, Labour Laws and changing scenario, need for change in labour laws, Implementation of labour laws, Problems and challenges, ILO and its role.	3 + 1
2	The Payment of Wages Act 1936: Sections # 1 to 26, 12A, 13A, 14A, 15A, 17A, 17B, 22A, 25A, The Minimum Wages Act 1948, Sections # 1, 2, 11 to 18, 20, The Payment of Bonus Act 1965: Sections # 2, 4 to 17, 19, 20, 21, 22, 26, 28, 29, 30, 32	8 + 2
3	The Factories Act 1948: Sections # 1, 3, 5, 6, 7, 10, 15 to 20, 23, 31, 40, 40A, 40B, 41, 42, 44, 45, 46, 47, 48, 49. All provisions under Chapter VI, VII, VIII	11 + 3
4	The Employee Provident Fund and Miscellaneous Provisions Act 195 : Sections # 2, 5, 6, 7, 8, 11, 12, 14, 15, 16, 17, 18, 20 The Payment of Gratuity Act 1972: Sections # 2, 4, 6, 7, 8, 10, 11, 12, 14, 15, 16, 17, 18, 20	8 + 2
5	The Employee State Insurance Act 1948: Sections # 2 and All provisions in Chapter IV, V, VIII The Workmen's Compensation Act 1923: Sections # 2 to 14, 16, 22	5 + 2

Learning Resources:

1	Text Books	Labour Law by S.P.Jain Labour Law by Malik
2	Reference Books	Introduction to Labour & Industrial Laws, Avatar Singh, LexisNexis Labour & Industrial Laws by S.N.Mishra, Central law publication Elements of Mercantile Law by N.D.Kapoor, Sultan Chand Bare Acts
3	Supplementary Reading Material	APS Labor Digest
4	Websites	www.india-laws.com www.lawinfo.com www.lawsinindia.com
5	Journals	Management & Labour Studies International Labour Review

Semester	III	Specialization	HRM
Course Code	306HR	Type	Specialization - Core
Course Title	Performance Management		

Course Objectives:	
1	To orient the students with the concepts related to performance appraisal.
2	To facilitate learning related to performance management for employees

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Performance Management System: Definition, concerns and scope - Historical developments in Performance Management - Performance appraisal Vs. performance management - performance management Vs. Human resource management - processes for managing performance - Essence and Implications of Performance Management-critical appraisal	3 + 1
2	Performance Management Process: Performance planning Setting objectives - Organizational and individual performance plans - Components of Manager's performance and development plan - setting mutual expectations and performance criteria. Performance Managing, Objectives of performance managing, Process of performance Managing, Importance of performance managing. Performance Appraisal, Objectives of performance Appraisal, Process of performance appraisal, Types of Performance appraisal, Achieving effective Performance appraisal. Monitoring and Mentoring, Introduction - Supervision - Objectives and Principles of Monitoring - monitoring process - periodic reviews - problem solving - engendering trust - role efficacy.	8 + 2
3	Implementing Performance Management: Strategies for effective implementation of performance management-Top Management agreement commitment and leadership, Building Performance oriented Work culture. Factors affecting effective use of performance management-Corporate culture, alignment, Review and update	11 + 3
4	Reward for Performance: Reward System, Components of Reward System, Objective of Reward System, Linkage of performance management to reward and compensation System Performance Management Pitfalls and Remedies, Recognizing the problems and Pitfalls, Limitations, Shortcoming or efficiencies of performance appraisal, Guideline for performance appraisal and good practices	8 + 2
5	Ethics in Performance Management: Ethical Performance Management Defined, Objectives and Significance of Ethics in performance Management, Ethical issues and dilemmas in Performance Management, Ethical Strategies in Performance management, Performance Management in Multinational Corporations	5 + 2

Learning Resources:		
1	Text Book	Performance Management: The New Realities by Michael Armstrong & Angela Baron, Jaico Publishing House, New Delhi, 2002 Appraising and Developing Managerial Performance by TV Rao Learning Systems Pvt. Limited, Excel Books, 2003
2	Reference Books	Corporate Performance Management by David Wade and Ronad Recardo, Butter Heinemann, New Delhi, 2002. Performance Management by A.S. Kolhi & T. Deb, Performance Management Systems by A.M. Sharma
3	Supplementary Reading Material	Compensation Management in a Knowledge Based World by Henderson , Pearson Education, 9 th Edition
4	Websites	http://shrmindia.org http://humanresources.about.com/od/performancemanagement
5	Journals	International Journal of Business Performance Management International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	307HR	Type	Subject - Elective
Course Title	Employee Health & Safety		

Course Objectives:

1	To learn the basic concepts of safety management
2	To study the various provisions of employee health and safety.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Health and Safety Organization and Administration : Safety Organization, Safety Planning, Safety policies, Safety officer, Fire hazards, Fire inspection, Safety inspection, Plant inspection list, Record keeping	8 + 1
2	Occupational and Work Related Health and Safety: Occupational health , Occupational Safety , Occupational Disease, Fire Basic Chemistry/Mechanism , Reasons, Prevention and Types of Fire, Extinction of Fire, Loss Prevention, Association- Objective Formation, Scope and Significance	5 + 1
3	Accident compensation statutes: Section I: The Dangerous Machines Act 1983 (Entire Act), The fatal accident Act 1855 (Entire Act), Workmen Compensation Act 1928(Health and Safety Related Sections), The Mine Act 1952(Section 19 to 22) Section II: The Employers liability Act 1938(Entire Act), Public Liability Insurance Act 1991(Entire Act), The Employees State Insurance Act 1948(Health and Safety Related Sections), Factories Act 1948 (Section 11 to Section 40), Maharashtra Factories Rule 1963(Health and Safety Related Sections), Maharashtra Safety Officers Rule 1982(Health and Safety Related Sections)	6 + 2
4	Environmental Pollution and Protection: Air pollution, Water pollution, Soil pollution, Noise pollution, The Air Prevention and Control Act 1981, The Water Prevention and Control Act 1974 , The Environment Protection Act 1986: Definitions, General powers of the central Government: Power of Central Government to take measures to protect and improve environment, appointment of officers and their powers and functions, rules to regulate environmental pollution.	3 + 1
5	Field Visit: It is expected that students should visit an organization. The students are expected to prepare reports of accidents.	3

Learning Resources:		
1	Text Books	Industrial health and Safety Management by A.M. Sarma
2	Reference Books	T Safety Management: John V. Grimaldi, Rollin H. Simonds Industrial Safety Management by L.M. Deshmukh
3	Supplementary Reading Material	BARE Acts APS Labour Digest
4	Websites	www.lawsinindia.com www.lawforyou.com
5	Journals	Management & Labour Studies International Labour Review

University of Pune

Semester	III	Specialization	HRM
Course Code	308HR	Type	Subject - Elective
Course Title	Employee Welfare		

Course Objectives:	
1	To equip students with welfare concepts & practices
2	To study statutory & non statutory welfare facilities
3	To acquaint students with role of various agencies

Syllabus:

Unit Number	Contents	Number of Sessions
1	Labour Welfare : Introduction & Origin, Welfare from Indian prospective, Objectives, principals, approaches, classification of welfare	4 + 1
2	Labour Welfare Officer: Need, role, functions, duties, Qualification, disqualification, Duties under Maharashtra Welfare officers Rules 1966.	5 + 1
3	Statutory & Non Statutory welfare facilities : Study of all statutory & Non statutory welfare facilities	5 + 1
4	Role of various agencies in Labour Welfare Employer: Employer, Government, Trade Unions, NGO	4 + 1
5	Field Study/ Desk Research: Student along with faculty are expected to study employee welfare facilities practiced by the organizations in the area & prepare a report	7 + 1

Learning Resources:		
1	Text Books	Aspects of Labour Welfare & Social Security by A.M. Sharma
2	Reference Books	Labour Welfare, Trade Unionism by S.D. Punekar Labour Problems & Social Welfare by R.C. Tyagi
3	Supplementary Reading Material	APS Labour Digest
4	Websites	www.articlesbase.com http://industrialrelations.naukrihub.com/employee-welfare.html
5	Journals	Management & Labour Studies International Journal of Human Resource Management Human Resource Management Journal

Semester	III	Specialization	HRM
Course Code	309HR	Type	Subject - Elective
Course Title	HR Audit		

Course Objectives:

1	To provide a balanced and comprehensive exposition of the concept of HRD Audit
2	To learn the tools and techniques required for its implementation
3	To provide a balanced and comprehensive exposition of the concept of HRD Audit

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction : Origins of HR Audit, HRD Audit Basic Concepts and Components, Elements of Good HRD	5 + 1
2	HRD and HR Audit : HRD Strategies, HRD Structure, HRD Systems , HRD Competencies	5 + 1
3	HRD Audit Methodology : HRD Audit Methodology –Interview- Individual, Group, HRD Audit Methodology-Observation-Physical facilities, Meetings, Discussions, and Transaction , Celebration and Events, HRD Score Card: Designing and Using HRD Audit for Business Improvement	7 + 2
4	Effectiveness of HRD Audit as an Intervention : Objective, Variables Used, Instruments Used, Tools of Data Collection, Major Findings and Conclusion	8 + 1

Learning Resources:

1	Text Books	HRD Audit – Evaluating the Human Resource Functions for Business Improvement by T.V. Rao, Response Books
2	Reference Books	Human Resource Management by Gary Dessler, Pearson Publications
3	Supplementary Reading Material	---
4	Websites	http://www.expressindia.com/fe/daily/19980719/20055424.html http://strengthbasedstrategies.com/PAPERS/24%20TVRaoFormatted.pdf
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	310HR	Type	Subject - Elective
Course Title	Human Resource Information System		

Course Objectives:

1	To learn fundamental principles of HRIS
2	Developing specific HRIS skills competencies needed by professionals

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction To Human Resource Management And Human Resource Information Systems: Evolution of Human Resource Management and Human Resource Information Systems: The Role of Information Technology, Database Concepts and Applications in Human Resource Information Systems, Systems Considerations in the Design of an HRIS: Planning for Implementation	5 + 1
2	Determining Human Resource Information System's Needs: Human Resource Information Systems Needs Analysis, System Design and Acquisition, HR Metrics and Workforce Analytics, Cost Justifying Human Resource Information Systems Investment	5 + 1
3	Resource Information Systems Implementation And Acceptance: Human Resource Information Systems Project Management, Change Management: Implementation, Integration and Maintenance of the Human Resource Information Systems	3 + 1
4	Human Resource Information Systems Applications: Human Resource Administration and Human Resource Information Systems, Talent Management 1: Job Analysis and Human Resource Planning, Recruitment and Selection in an Internet Context, Training and Development: Issues and Human Resource Information Systems Applications, Performance Management, Compensation, Benefits, Payroll and the Human Resource Information Systems, International Human Resource Management	7 + 1
5	Special Topics In Human Resource Information Systems: Information Security and Privacy in Human Resource Information Systems, The Future of Human Resource Information Systems: Emerging Trends in Human Resource Management and Information Technology	5 + 1

Learning Resources:

1	Text Books	Human Resource Information Systems- Basics, Application, Future and Direction by Dr. Michael Kavanagh and Dr. Mohan Thite
2	Reference Books	Human Resource Information System by P.K.Gupta and Sushil Chaabra
3	Supplementary Reading Material	Human Resource Management by Gary Dessler, Pearson Publication
4	Websites	http://smallbusiness.chron.com/advantages-disadvantages-human-resource-information-system-2107.html
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	311HR	Type	Subject - Elective
Course Title	Outsourcing of HR		

Course Objectives:

1	To learn the basic concepts of outsourcing
2	To enable the students to understand each stage of out sourcing process

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: What is Outsourcing? Factors Driving the Need to Outsource, Types of Outsourcing, Skills Needed to Manage Outsourcing Efforts, The Outsourcing Lifecycle, Stages of Outsourcing	7 + 1
2	Outsourcing Strategies: Four Elements of Strategic Assessment , Business Value Assessment, Risk Assessment	2 + 1
3	Defining Needs and Vendor Assessment : In-depth Look at Operational Assessment, Defining Needs, Conclusion in Checklist, Types of Vendors, The Process of Vendor Assessment, Common Errors while Choosing Vendors	5 + 1
4	Negotiation and Contract Management : Negotiation management, Contract Management, Project Initiation and Transition, Key Considerations	4 + 1
5	Managing Relationships and Repeating the Processes: Work Administration, Communication Management, Knowledge Management, Personnel Management and Financial Management, The Argument for Continuing the Exit Strategy, Outsourcing Management Maturity Model (OMMM), Relationship Management Office	7 + 1

Learning Resources:

1	Text Books	The outsourcing Handbook: How to implement a Successful Outsourcing Process by Mark J. Power, Kevin c. Desouza, carlo Bonifazi
2	Reference Books	Human Resource Outsourcing- An Introduction by V.R. P. Kashyap, E. Mrudula, ICAFAI University Press
3	Supplementary Reading Material	Human Resources Outsourcing: Solutions, Suppliers, Key Processes and the Current Market : a Case-study-based Market Review by Ian Hunter, Jane Saunders, Gower Publishing, Ltd., 2007
4	Websites	http://www.induction.to/outsourcing/ http://www.strategic-human-resource.com
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	312HR	Type	Subject - Elective
Course Title	Public Relations & Corporate Communications		

Course Objectives:

1	To make students understand importance of effective communication in HR
2	To equip students with PR initiatives by the HR professional

Syllabus:

Unit Number	Contents	Number of Sessions
1	Public Relations & Corporate Communication : Introduction to corporate communication, Public relations writing-writing to inform, writing to persuade, Design & lay out, Online public relations	4 + 1
2	Media Relations : Building maintaining relationship with credibility with media, Developing methodologies for successful practice of media relations	5 + 1
3	Public Relations : Concept, theory, history & practice of public relations, Importance of PR for HR professionals, PR campaign & strategies for PR, Evaluating PR activities	5 + 1
4	Communication Management : Presentation skills, Developing strategic communication plan, Synthesizing internal & external initiatives, Event Management	4 + 1
5	Field Study/ Desk Research : Student along with faculty are expected to study PR activities and communication strategies designed & practiced by the organizations in the area & prepare a report.	7 + 1

Learning Resources:

1	Text Books	Public Relations by Phillip Henslowe, Chartered Institute of PR, 2 nd Edition,
2	Reference Books	Public Affairs in Practice by Stuart Thomson & Stevee John, Chartered Institute of PR, 1 st edition
3	Supplementary Reading Material	Develop your PR Skills by Neil Richardson& Lucy Laville, The Sunday Times, Creativity in PR by Andy Green, Chartered Institute of PR, 3 rd edition, Running a PR Department by Mike Beard, Chartered Institute of PR, 2 nd Edition
4	Websites	http://www.public-relations-india.blogspot.in/
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	313HR	Type	Subject - Elective
Course Title	Quality Management System		

Course Objectives:

1	To create an awareness of fundamental principles, significance and implementation of quality management
2	To use new concepts of TQM in the process of continuous improvement and learning

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: History of Total quality management, Principles of TQM, Features of TQM, Tool and techniques of TQM, TQM implementation, Barriers to TQM implementation	5 + 1
2	Components of TQM: Customer supplies relationship, Management leaders and leadership in TQM system, Values vision mission and goals in TQM, Cultural change for TQM, Continuous improvement and learning in TQM, Creativity and innovation, Communication.	7 + 1
3	Quality Certification: Evolution of ISO 9000 standard, Principles and objectives of ISO 9000 standard, Procedure for registration and certification of ISO 9000 Standards, ISO 9000 standard versus QS 9000	5 + 1
4	5S for Quality Ambience: Definition of 5S, Implementation of 5S	3 + 1
5	Tools for Continuous Improvements: PDCA process, Just in Time, Poka Yoke , Kaizen, Six Sigma.	5 + 1

Learning Resources:

1	Text Books	Total Quality Management Principles and Practices by S.K Mandal
2	Reference Books	Total Quality Management by N. Srinivasa Gupta, B. Valarmathi Total Quality Management by I. Suganthu, Anand Samuel
3	Supplementary Reading Material	Quality control & Total Quality Management by P.L. Jain, TMGH An Executive Handbook- World Class Quality by Suresh Lulla, TMGH
4	Websites	http://www.iso.org/iso/qmp http://www.stqc.gov.in/content/quality-management-system-qms
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	314HR	Type	Subject - Elective
Course Title	Lab in Recruitment and Selection		

Course Objectives:

1	To give hands on experience to students on Recruitment advertisements, profiling techniques
2	To acquaint students with different interviewing methods

Syllabus:

Unit Number	Contents	Number of Sessions
1	Comparative study of 10 recruitment advertisements (5 from Newspaper & 5 from job portals) & analysis of the same in the light of : Job Specification/ description, Mode of selection, Other details - Documentation for Recruitment	10
2	Profiling Techniques : Personality, Aptitude, Competency	10
3	Interviewing : Study of Interview modes, List of questions for interviewers, Personal, Telephonic	10

Learning Resources:

1	Text Books	Human Resource and Personnel Management byK Aswathappa, Publisher, TMGH
2	Reference Books	Effective Recruitment and Selection Practices byAlan Nankervis, Robert Compton, Bill Morrissey, 5 th Edition. Recruitment and Selection (Developing Practice), Chartered Institute of Personnel and Development
3	Supplementary Reading Material	Successful Interviewing and Recruitment byRob Yeung, Kogan ,Page Publishers, 2008
4	Websites	www.articlebase.com
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	315HR	Type	Subject - Elective
Course Title	Lab in Job Design & Analysis		

Course Objectives:

1	To give hands of experience to the students of designing jobs at various levels
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Faculty is expected to divide students in group of 5 students each & brief them about the process of Job design & Analysis	5
2	Each group assigned to design jobs at following levels from manufacturing/ service sector: Lower Level- 2 jobs , Middle Level- 2 jobs, Top level- 2 jobs	15
3	Presentation by the student & submission of assignment to the concern faculty	10

Learning Resources:

1	Text Books	Job Analysis: Methods, Research, and Applications for Human Resource Management in the New Millennium by Michael T. Brannick
2	Reference Books	Human Resource Management by Gary Dessler
3	Supplementary Reading Material	Human Resource Management by K. Ashwathappa, TMGH
4	Websites	http://www.job-analysis.net/018.htm http://toolkit.ahpnet.com/Building-a-Recruitment-and-Retention-Plan/Step-3-Analyze-the-Selected-Job-Position http://www.icmrindia.org/courseware/Intro%20to%20Hrm/hrm-DS5.htm
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	316HR	Type	Subject - Elective
Course Title	Lab in Training		

Course Objectives:	
1	To make students understand training need analysis
2	To help students design Training Programmes
3	To make students understand & design training methods

Syllabus:		
Unit Number	Contents	Number of Sessions
1	Students are divided in group of 5 students each. Faculty along with students identify 6 cadres at different levels & prepare Training Need Analysis	10
2	After this design training programme with reference to TNA	10
3	Design Training methods for the Training programme designed.	10

Learning Resources:		
1	Text Books	The ASTD Training and Development Handbook: A Guide to Human Resource Development by Robert Craig, McGraw-Hill.
2	Reference Books	Creative Training Techniques Handbook by Robert W. Pike, CSP
3	Supplementary Reading Material	Training & Development by Dr. B. Janakiraman, Dreamtech Press, Indian Text Edition, 2007.
4	Websites	www.astd.org www.istdtrg.org
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management Advances in Developing Human Resources

Semester	III	Specialization	HRM
Course Code	317HR	Type	Subject - Elective
Course Title	Lab in Labor Laws - I		

Course Objectives:

1	To give students insight into the implementation of labour laws
2	To acquaint students with calculation of due/ compensations/ contributions etc.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Calculations of: Bonus, Gratuity, Compensations under W.C. Act, Provident Fund, ESI contributions, Accident Report Writing	10
2	Inviting industry experts to understand calculations of the above in their respective organizations.	10
3	Students to be given assignments either realistic or hypothetical to calculate above	10

Learning Resources:

1	Text Books	Labour Law by S.P. Jain Labour Law by Malik
2	Reference Books	Introduction to Labour & Industrial Laws by Avatar Singh Labour & Industrial Laws by S.N.Mishra, Central law Publication Labour Laws by S.D. Geet, Nirali Prakashan Elements of Mercantile Law by N.D.Kapoor, Sultan Chand Bare Acts
3	Supplementary Reading Material	APS Labor Digest
4	Websites	www.india-laws.com www.lawinfo.com www.lawsinindia.com www.lawforyou.com
5	Journals	--

MBA SYLLABUS: SEMESTER III
INTERNATIONAL BUSINESS MANAGEMENT - SPECIALIZATION

Semester	III	Specialization	IB
Course Code	305IB	Type	Subject Core
Course Title	International Business Economics		

Course Objectives:

1	To explore the students the relevance of various trade theories/models
2	To explore the students to understand deep current issues in International Trade
3	To enable students to use economic tools to analyze diversity of issues in the international economy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Background for International Business Economics : Globalization and International Business – The Emergence of Global Institutions – Drivers of Globalizations - The Globalization Debate - The Gains from Trade - Foreign Trade Multiplier - Balance of Payments	5 + 2
2	The International Trade Theory : The Law of Comparative Advantage – The– Demand and Supply, Offer Curves, and the Terms of Trade – Factor Endowments and the Heckscher – Ohlin theory – Implications of Trade Theories - Economics of Scale, Imperfect Competition, and International Trade.	6 + 2
3	a) International Trade Policy : Trade Restrictions - Tariffs , Non-Tariff Trade Barriers - Tariff vs. Quota - The New Protectionism – Economic Integration - Custom Unions and Free Trade Areas - Major Regional Trade Agreements b) Foreign Exchange : Foreign Exchange Market – Types of Foreign Exchange Transactions – Reading Foreign Exchange Quotations – Forward and Futures Market – Foreign-Currency Options – Exchange Rate Determination – Arbitrage – Speculation and Exchange-Market Stability	10 + 2
4	World Financial Environment : Global Foreign – Exchange Markets – Economic Theories of Exchange Rate Determination - International Regime for FDI and MNC- Do Global Corporations Pose a Threat? - Consequences of Economic Globalization	7 + 2
5	International Banking : Reserves, Debt and Risk : Nature of International Reserves – Demand for International Reserves – Supply of International Reserves – Gold Exchange Standard – Special Drawing Rights – International Lending Risk – The Problem of International Debt – Financial Crisis and the International Monetary Fund – Eurocurrency Market	7 + 2

Learning Resources:		
1	Text Books	International Economics Theory and Policy , 6/E Paul Krugman, Maurice Obstfeld, Pearson Education International Economics, 9/E, Robert Carbaugh, Thomson – South Western International Business , 12/E, John Daniels, Lee Radebaugh, Daniel Sullivan and Prashant Salwan, Pearson
2	Reference Books	Pugel, Thomas, International Economics, 13th edition, McGraw-Hill-Irwin, 2007. Friedman, Thomas, The World is Flat, 2nd edition, Farrar, Strauss and Giroux, New York, 2006 Edward Leamer, editor, International Economics, Worth Series in Outstanding Contributions, Worth Publishers, 2001 Jagdish N. Bhagwati, Arvind Panagariya, and T. N. Srinivasan, Lectures on International Trade, second edition (Cambridge, MA: MIT Press, 1998). Paul R. Krugman, Rethinking International Trade (Cambridge, MA: MIT Press, 1990).
3	Supplementary Reading Material	Irwin, D.A. 1996. "The United States in a New Global Economy? A Century's Perspective." American Economic Review 86(May): 41-46. Krugman, Paul "The Narrow and Broad Arguments for Free Trade," American Economic Review, 83(2), pp. 362-366, may 1993. Economic Times Daily Business Standard Daily
4	Websites	http://www.wto.org/ http://www.imf.org/external/index.htm
5	Journals	Asian Economic Bulletin Foreign Trade Review Global Business Review Global Journal of International Business Research International Business & Economics Research Journal International Business and Management International Trade Forum International Trade Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development Journal of Asian Business World Affairs: the Journal of International Issues

Semester	III	Specialization	International Business Management
Course Code	306IB	Type	Subject Core
Course Title	Export Documentation and Procedures		

Course Objectives:

1	To familiarize students with policy, procedures and documentation relating to foreign trade operations.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Significance of procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.	7 + 2
2	Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.	7 + 2
3	Methods of payment in international trade; documentary collection of export bills; UCPDC guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.	7 + 2
4	Major export promotion schemes in India – EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.	7 + 2
5	Regulations for International Trade: Major laws governing India's export import trade- Foreign Trade (Development & Regulation) Act, Pre-shipment Inspection & Quality Control Act, 1963 & Customs Act, 1962; Foreign Exchange Management Act, 2000	7 + 2

Learning Resources:		
1	Text Books	Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 5 th Revised Edition, Aug. 2007 Export Marketing by B. S. Rathor & J. S. Rathor, HPH, 3 rd Revised & Enlarged Edition, 2006 Export Management by T. A. S. Balagopal, HPH, 18 th Revised Edition, 2006 Export Management by D.C. Kapoor, Vikas Publishing House, 2009 Export- Policy, Procedures and Documentation by M. I. Mahajan, Show white, 24 th Edition, 2010
2	Reference Books	Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi. Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications, New Delhi.
3	Supplementary Reading Material	Nabhi's Exporters Manual and Documentation. Nabhi's New Import-Export Policy Procedures.
4	Websites	http://www.eximbankindia.com/
5	Journals	Foreign Trade Review Global Business Review International Trade Forum International Trade Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development Law & Policy in International Business Monthly Statistics of International Trade World Affairs: the Journal of International Issues

Semester	III	Specialization	International Business Management
Course Code	3071B	Type	Subject - Elective
Course Title	International Management		

Course Objectives:

1	To familiarize students with the cross –cultural behaviour and its management for successful operations of the international firms
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Syllabus:

Unit Number	Contents	Number of Sessions
1	International Management: Concept, Dimensions and Approaches; Business culture and corporate culture; Problems of intercultural communication; Cross -cultural values and business management; Business values ethics and social responsibilities.	5 + 1
2	Challenges of Global Planning: Economics, political, and strategic predisposition imperatives; Resource allocation and portfolio compositions of a global firm; Planning for linkages and synergies among business across borders; Locus of decision making; Headquarter-subsidiary relationships in international business enterprises.	5 + 1
3	Organization and Control for international Competitiveness: Organization design and structure of international companies; Global product division; Matrix and network structures; Managing communication across cultures; Managing for continuous innovations in trans-cultural context; Developing coordination; Systems of control in international operations.	5 + 1
4	Management of Personnel with Different Social and Cultural Backgrounds: Selection, training and development of people for global assignments; Compensation and reward practices among international firms; managing cultural and social diversities. Motivation and leadership in international Firms.	5 + 1
5	Managing Political Risks: Host country home country and multinational relationships; Political risk assessment and protection techniques for multinational corporations; Organizing for political risk management.	5 + 1

Learning Resources:		
1	Text Books	Adler, Nancy J., International Dimensions of organizational Behaviour, 4th ed., South western College Publishing Company, Singapore, 2001. Bartlett, C.A. and S. Ghoshal, Managing Across Borders: The Transnational Solution, Century Business London, 1989. Beamish, Paul w., Allen J. Morrison, Phillip M. Rosenzweig and Andrew C. Inkpen, International Management: Text and Cases, Irwin McGraw Hill, Boston, 2000.
2	Reference Books	Helen, D., Management: Managing Across Borders and Cultures, Prentice - Hall, Upper Saddle River, New Jersey, 2000. Hiltrop, Jean-M and Shiela Lidall, The Essence of Negotiation, Prentice Hall of India Pvt. Ltd., New Delhi.
3	Supplementary Reading Material	Hodgetts, R.M. and F. Luthans, international Management, McGraw -Hill, New York. Hoecklin, L., Managing Cultural Differences: Strategies for Competitive Advantage, Addison-Wesley, Washington. Holt, D. H., International Management: Text and Cases, The Dryden Press, Harcourt Brace College Publishers, New York. Porter, M.E., Competition in Global Industries, Harvard Business Press, New York, 1996. Pucik, C.A. and Y. Doz and G. Healund, Managing the Global Firm , Routledge, London, 1990. Rodrigues, Carl, International Management: A Cultural Approach, 2ndEd., South Western College Publishing-Thompson Learning, Australia, 2001. Terence, J., Cross Cultural Management, Butterworth, Heinemann, London, 1995. Thakur, M., G. E. Burton and Srivastava, B.N., International Management: Concepts and Cases, Tata McGraw-Hill Publishers, Delhi. Vernon, R and L.T. Wells, Manager in the International Economy, Prentice – Hall Englewood Cliffs.
4	Websites	-
5	Journals	Asian Journal of Management Cases Economic and Political Weekly Enterprise and Society: The International Journal of Business History Global Business Review Global Journal of International Business Research Harvard Business Review International Business and Management Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development Journal of Asian Business Leadership Excellence South Asian Journal of Management World Affairs: the Journal of International Issues

Semester	III	Specialization	International Business Management
Course Code	308IB	Type	Subject - Elective
Course Title	International Marketing		

Course Objectives:

1	To help the students understand the peculiarities of international marketing
2	To develop the students' ability to devise marketing mix for international marketing

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Nature, importance and scope of international marketing International market orientation and involvement, International marketing management process – an overview. Scanning and monitoring global marketing environment; International marketing information system; broad structure of an international marketing plan.	5 + 1
2	International Market Segmentation and Positioning: Screening and selection of markets; International market entry strategies -Exporting licensing contract manufacturing, joint venture, setting -up of wholly owned subsidiaries aboard. International Product Planning: Major Product decisions-Product features and quality, Product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.	7 + 1
3	Pricing for International Markets: Pricing strategies; Factors affecting international price determination; environment factors affecting international prices; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing. International dumping; financing marketing transactions	3 + 1
4	International Distribution Decisions: The structure of international distribution systems; Distribution channel strategy-International distribution channels, their roles and functions; Selection and management of overseas agents; Aspects of international supply chain management; International distribution logistics inventory management transportation, warehousing and insurance. International direct marketing; leveraging international distribution for competitive advantage.	5 + 1
5	International Promotion Strategies : International promotion mix; push and pull strategies; Communications across countries-complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; challenges of international advertising; global media strategy; Developing international promotion campaign; Standardization vs. adaptation issue; Planning for direct mail, sales literature, trade fairs and exhibitions.	5 + 1

Learning Resources:		
1	Text Books	Onkvisit Sak and John J Shaw, International Marketing – Analysis and Strategy, PHI, New Delhi Joshi, Rakesh Mohan, International Marketing, Oxford University Press, New Delhi Rajgopal, International Marketing, Vikas Publication, New Delhi
2	Reference Books	Doole Isobel and Robin Lawe, International Marketing Strategy, Thomson Learning Keegan Warren J, Global Marketing Management, Pearson Education, New Delhi
3	Supplementary Reading Material	Bhattacharya, B., Export Marketing Strategies for Success, Global Business Press, New Delhi, 1991. Cateora, Phillip R. and John L. Grahm, International Marketing, 10th Ed., Irwin McGraw Hill, Boston, 1999. Jain, Subash C., International Marketing Management, 6th ed., South Western College Publishing – International Thompson Publishing Company. Cincinnati, 2004. Fair-weather, John International Marketing, Prentice Hall of India Private Ltd., New Delhi
4	Websites	-
5	Journals	Asian Economic Bulletin Asian Journal of Management Cases Global Business Review Global Journal of International Business Research Harvard Business Review International Business and Management International Business Research International Journal of Marketing and Trade Policy Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Consumer Research Journal of Asian Business

Semester	III	Specialization	International Business Management
Course Code	309IB	Type	Subject - Elective
Course Title	International Marketing Research		

Course Objectives:

1	To highlight the significance of International Marketing Research and provide a compressive understanding the research process
2	To develop an in-depth knowledge of the challenges associated in conducting market research internationally
3	To understand the simple and advanced data analysis for International Marketing Research
4	To make sound marketing decisions on the basis of collected and analyzed data

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Nature and scope of marketing research; marketing research in international context-importance, complexities and issues; Organizational framework for international marketing research; International Marketing Information System (IMIS).	5+1
2	Marketing Research Process: An overview; problem identification and definition; Preparing research proposal; Exploratory, descriptive and experimental research designs; international secondary data sources; Primary data collection methods and complexities of data collection in international marketing research; Online data sources and research.	5+1
3	Questionnaire preparation : etic and emit dilemma; Sample design – sampling methods and sample size determination; Fieldwork and data collection; Sampling and non-sampling errors.	5+1
4	Multi – country Data Analysis and Interpretation: Data editing and coding preliminary data analysis, Univariate and multivariate data analysis techniques- Discriminate analysis, factor and conjoint analysis: (including application software). Issues in multi-country data analysis-Data comparability and validity problems; Report preparation and presentation.	5+1
5	Cross-cultural Consumer research : Attitude measurement and scaling techniques; Product research; Advertising research; International market opportunity analysis; Ethical issues in international marketing research.	5+1

Learning Resources:		
1	Text Books	International Marketing Research by V. Kumar, Pearson Education, 1st ed. Aaker, David A, V. Kumar arki George S Day, Marketing Research, John Wiley and Son, New York, 2001. Boyd, Harper w., et al Marketing Research: Text and Cases, Irwin, Homewood Illinois.
2	Reference Books	International Marketing Research by Craig & Douglas, Wiley, 3rd ed. Green, P.E. et al, Research for marketing Decisions, Prentice Hall of India Ltd., New Delhi. Malhotra, Naresh K., International Marketing Research - An Applied Orientation, 3rd ed., Person Education Asia. Tull, D.S. and D. I. Hawkins, Marketing Research: Measurement and Methods, Prentice Hall of India Ltd., New Delhi
3	Supplementary Reading Material	Alex Rialp, Josep Rialp (2006), "International Marketing Research: Opportunities and Challenges in the 21st Century", International Marketing Research (Advances in International Marketing, Volume 17), Emerald Group Publishing Limited, pp.1-13 Douglas, S.P. and C.C. Samuel (2000) "Conducting International Marketing Research in the 21st Century", International Marketing Review Douglas, Susan P; Craig, C. Samuel (2006) "On Improving the Conceptual Foundations of InternationalMarketingResearch " Journal of InternationalMarketing . 2006, Vol. 14 Issue 1, p1-22. 22p Sarstedt, Marko; Schwaiger, Manfred; Taylor, Charles R (2011) "Introduction: Measurement And Research Methods In InternationalMarketing ". Advances in InternationalMarketing . 2011, Vol. 10 Issue 22, p3-7 Barnard, P. (1997), "Global developments and future directions in marketing research," Globalization and the Millennium: Opportunities and Imperatives, Marketing Science Institute, June 16-17, Brussels, Belgium
4	Websites	http://as.wiley.com http://drvkumar.com
5	Journals	International Journal of Market Research International Journal of Research in Marketing International Journal of Management and Marketing Research

Semester	III	Specialization	International Business Management
Course Code	310IB	Type	Subject - Elective
Course Title	International Financial Management		

Course Objectives:

1	To make the students aware about the operations in foreign exchange market
2	To sensitize the student with complexities of managing finance of multinational firm
3	To understand the regulatory framework within which the operations can take place

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Complexities and issues in financial decisions of a multinational firm: Foreign investment decisions: Exchange rate movement and decision to invest: Foreign direct investment theories and strategies: Green field investment vs. acquisitions and mergers.	5+1
2	International Capital Budgeting: Multinational considerations and calculation of cash flows; Adjusted present value approach: Cost capital: Assessment and management of political risks.	5+1
3	International Working Capital Management: Cash management; Receivables and inventory management. Dividend Policy for Multinational Corporations	5+1
4	Currency and Interest Rate Risk Management: Exposure and risk; Transaction, translation and real operating exposure; Exposure management contractual and natural hedging; interest rate risk assessment and management.	5+1
5	International Accounting: Foreign currency translation; Multinational transfer pricing and performance measurement; Consolidated financial reporting international accounting standards and practices. International Taxation: Key elements and issues; International tax environment; Bilateral treaties and tax heavens.	5+1

Learning Resources:		
1	Text Books	Apte P.G., Multinational Financial Management, Tata -McGraw Hill, New Delhi. Baker J.C., International Finance: Management, Markets and Institutions, Prentice Hall, Englewood Cliffs. Eiteman, David K., Arthur Stonehill and Micheal H. Moffett, Multinational Business Finance, Addison-Wesley Publishing Company, Readings Mass.
2	Reference Books	Rathore, Shirin, International Accounting, Prentice Hall of India Pvt. Ltd., New Delhi. Seth, A.K., International Financial management, Galgotia Publishing. Shapiro, Allen C., Multinational Financial Management, John Wiley & Sons, 2001.
3	Supplementary Reading Material	Eun, Cheol and Bruce Resnick, International Financial Management, McGraw Hill, New York. Levi, Maurice, International Finance, McGraw Hill Inc., New York. Madura, Jeff, International Financial Management South Western Publishing Company, Cincinnati.
4	Websites	International Monetary Fund
5	Journals	Indian Journal of International Business and Finances Asian Economic Bulletin Asian Journal of Management Cases Economic and Political Weekly Global Journal of International Business Research Harvard Business Review International Business & Economics Research Journal International Business and Management International Trade Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy World Affairs: the Journal of International Issues

Semester	III	Specialization	International Business Management
Course Code	3111B	Type	Subject - Elective
Course Title	Global IT Management		

Course Objectives:	
1	To understand scope and operational aspects of Global I.T. Management
2	To understand regulatory requirements concerning International IT governance
3	To learn to integrate International Business Management with Information Systems Management

Syllabus:		
Unit Number	Contents	Number of Sessions
1	Global Information Systems Overview - Global Information Systems Architecture - Business Drivers and Challenges - Case Studies	5+1
2	Organizing Global Information Systems –Information Systems as a strategic fit with Global Business Strategies – Cultural, Political and Geo-economic Challenges - Role of Information Systems in organizing international business	5+1
3	Managing Global Systems – Problems of Globalization, Localization and Integration – Network Management, Cross Cultural, Regulatory, and Country oriented Issues – Impact of Outsourcing - Case Studies	5+1
4	Technology Issues and Opportunities for Global Value Chains – Computing Platforms and Systems Integration – Role of Internet – Ensuring Connectivity – Software Localization	5+1
5	International IT Governance - Compliance with ISO 17799 / ISO 27001 standards of Information Security – Sarbanes-Oxley regulatory compliance – Business Continuity Management – ISO/IEC 27001 Audit	5+1

Learning Resources:		
1	Text Books	Global Information Technology: Strategy and Challenges, Palvia/Palvia and Harris
2	Reference Books	Management Information Systems, Laudon, Laudon and Dass, Pearson International I.T. Governance Calder and Watkins, Kogan Page India
3	Supplementary Reading Material	-
4	Websites	-
5	Journals	Communications of the ACM MIS Quarterly Journal of the American Society for Information Science & Technology Journal of Intelligent Transportation Systems

Semester	III	Specialization	International Business Management
Course Code	312IB	Type	Subject - Elective
Course Title	Global Logistics & Supply Chains		

Course Objectives:	
1	To get acquainted with global dimensions of logistics management
2	To introduce basic operational aspects i.e. procedure, documentations & related legal aspects of global logistics
3	To sensitize students to basics of shipping line industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Introduction to Global Logistics :International Logistics Development, International Trade Logistics Chain, Shipper's Logistics Requirements in trade, 7R's of Logistics Management, 5 P's of Logistics, International Commercial Terms – Use of Incoterms in a Contract, Incoterms Laws.</p> <p>1.2 Logistics and Documentation: Consular Invoice, Commercial Invoice, Certificate of Origin, certificate of Value, Bill of Lading, Cargo Manifest or Packing List, Health Certificate, Import license, Insurance Certificate, Export Declaration Forms.</p> <p>1.3 Transportation: Modes of transportation, Transport and Communication, Transport activities and Land Use, Transport, Energy and the Environment.</p> <p>1.4 Air Cargo: Transportation of goods through Air, Transportation Infrastructure, World Air Cargo growth, Benefits of Airfreight, Airport classification, International Airports of India, Types of Aircraft, Unit loading devices, Airport Charges, International Country Codes.</p>	5 + 1
2	<p>2.1 Carriage of Goods by Land: Motor Vehicles Act, 1988, Central Motor Vehicles Rules, 1989, Carriers Act, 1865 – Definition of common carrier, Scheduled and Non Scheduled Goods, Railways Act, 1989 – Railway's liability, Merits and Demerits of Railway Transportation, Railway Freight rates.</p> <p>2.2 Carriage of Goods by Sea & Ocean Freight & Freight Calculations: Ocean Shipping Methods, Ocean Freight or Tariff rates, Freight rates terminology used in international shipments, Freight surcharges, Freight Rebates, Conference Discounts, Contract Shippers, Weight or Measure in the Freight Cost Calculation, Freight Adjustments – Currency Adjustment Factor (CAF), Bunker Adjustment Factor (BAF).</p> <p>2.3 Types of Ships: Mail and Supply Ships, Expedition Ships, Coasters, Bulk Carriers, Tankers, Refrigerated Vessels and Reefers, Livestock carriers, LNG Carriers, Car Carriers, Container Ships, Heavy lift Vessels, Tugs, Ro-Ro Vessels.</p>	5 + 1
3	<p>3.1 Shipping Formalities: Booking Shipping Space, Conference Shipping, Non-conference Shipping, Charter Shipping, Charter Party, Shipping Storage, Ocean Shipping procedure.</p> <p>3.2 Shipping Intermediaries: Function and Roles of Custom Brokers, Freight Forwarders and Consolidators, Shipping Agents, Stevedores.</p> <p>3.3 The Major Port Trusts Act, 1963.</p> <p>3.4 Shipping Corporation of India: Products and Services, Bulk Carriers, LNG Carriers, STS Lighterage Operations</p>	5 + 1

4	<p>4.1 Major Ports in India: Present Policy, Privatization Policy, Indian Port Policy Reform, Major Ports in India – Chennai, Cochin, Ennore, JNPT, Kandla, Mormugao, Mumbai, Paradip, NMPT, Pipavav, Tuticorin, Visakapatnam.</p> <p>4.2 Important Sea Routes: Northern Sea route, North Atlantic Route, Mediterranean Route, Panama Route, Baltic Sea Route, Indian Ocean route, Cape Route, South Atlantic Route, North Pacific Route.</p> <p>4.3 International Chamber of Shipping</p> <p>4.4 World's Major Ports: Major Ports and Port codes, Seaports of the world.</p>	5 + 1
5	<p>5.1 Containerization: Origin of containerization, Origin of TEU, Container sizes - dimensions and capacity, Container Flavours, Swap Bodies, Other considerations, Registration, Container Classification numbers, Lift/Stacking fittings, Movement of containers, Recent Developments – Coltainer, Cargosprinter, Safety of container ships, Container Classification – General Cargo service, Specific cargo service, Unit Load Device, Rating – Tare Mass and Pay load of Containers, Marking and Identification of Containers. Benefits of containerization.</p> <p>5.2 Inland Container Depots & Container Freight Stations: Functions, Benefits, Requirements for successful ICD/CFS, Designs and Layout, Equipping the ICD/CFS, Procedures for approval and implementation. Concor – The Multimodal Logistics Professionals.</p>	5 + 1

Learning Resources:

1	Text Books	Logistics Management for International Business – Text and Cases, by Sudalaimuthu and Anthony Raj, PHI, 2009 Edition. Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and Kouvelis, Wiley India, 2006
2	Reference Books	Global Logistics – New Directions in Supply Chain Management, Edited by Donald Waters, Kogan Page, Fifth Edition
3	Supplementary Reading Material	Logistics in International Business by Rajiv Aserkar, Shroff Publishers, 2 nd Edition.
4	Websites	
5	Journals	International Journal of Logistics Management Foreign Trade Review International Trade Forum International Trade Journal Journal of International Business and Economy Journal of International Trade & Economic Development Monthly Statistics of International Trade

Semester	III	Specialization	International Business Management
Course Code	3131B	Type	Subject - Elective
Course Title	Designing Organizations for Uncertain Environment		

Course Objectives:	
1	To develop and acquire cognitive framework to understand and analyses the hyper-turbulent international business environment.
2	To gain insights into strategic models that successful organizations deploy to develop their strategies.
3	To learn designing principles to create organizations capable of performing in uncertainty and hyper-turbulence.
4	To appreciate the HR/People systems and processes required for emergent organizational forms

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding Emerging Environment: Emergence of Vertical/Type-5 Environment, Understanding Hyper-turbulence, Networks and Business Eco-Systems, Role of Information Technology in Shaping Business Environment, Understanding Impact of Technological Discontinuities, Law of Increasing Returns in Networked, Knowledge-Based Economy	5 + 1
2	Changing Models of Strategy: Strategy-Making under Uncertainty, Application of Complexity/Chaos Theory to Strategy, Strategy as "Sense-Making", Shaping and Adapting to Networks	5 + 1
3	New Forms of Organization: Organizations as Networks, Types of Network Organizations / Clusters, Self-Organizing Systems, Organizational Designs for Change and Innovation, Designing Principle for New Forms of Organizations	5 + 1
4	People and Process issues in Emerging Organizational Forms: Systems for Team-Based Functioning, High Performance Work Systems, Managing Empowerment and Accountability, Designing Roles and Systems for Flat, Networked Organization, Developing Competencies for New Organizational Forms	5 + 1
5	Case Studies	5 + 1

Learning Resources:		
1	Text Books	Adler, Nancy J., International Dimensions of organizational Behaviour, 4th Ed., South western College Publishing Company, Singapore, 2001. Bartlett, C.A. and S. Ghoshal, Managing Across Borders: The Transnational Solution, Century Business London, 1989.
2	Reference Books	Beamish, Paul w., Allen J. Morrison, Phillip M. Rosenzweig and Andrew C. Inkpen, International Management: Text and Cases, Irwin McGraw Hill, Boston, 2000. Fowler, Alam, Negotiation Skills: Skills and strategies, University Press Hyderabad, 1990.
3	Supplementary Reading Material	Helen, D., Management: Managing Across Borders and Cultures, Prentice - Hall, Upper Saddle River, New Jersey, 2000 Pucik, C.A. and Y. Doz and G. Healund, Managing the Global Firm , Routledge, London,1990. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
4	Websites	-
5	Journals	Indian Journal of International Business and Finances Asian Journal of Management Cases Global Journal of International Business Research Harvard Business Review International Business and Management Journal of International Business Journal of International Business and Economy

Semester	III	Specialization	International Business Management
Course Code	314IB	Type	Subject - Elective
Course Title	Legal Dimensions of International Business		

Course Objectives:

1	To acquaint students with the legal dimensions of international business.
2	To enable students to formulate strategies as compatible with laws and treaties governing international business operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Legal Framework of International Business: Nature and complexities; International conventions and trade law; Code and common laws and their implications to business; International Business contract – Legal provisions; Payment terms; International sales agreements; Rights and duties of agents and distributors. Contract of Enforcement and Dispute Settlement; International Commercial Arbitration and Enforcement of Foreign Awards.	5 + 1
2	Regulatory Frame work of WTO: Basic principles and charter of GATT/WTO; GATT/WTO; provisions relating to preferential treatment to developing countries, regional grouping, subsidies, technical standards, antidumping duties, and other NTBs, Customs Valuation; Dispute settlement; Implications of WTO to important sector – GATS, TRIP and TRIMs.	5 + 1
3	Regulations and Treaties: Relating to Licensing, Franchising, Joint Ventures, Patents and Trade Marks, Technology Transfer and Telecommunications; Restrictions on trade in endangered species and other commodities as based on international conventions; Taxations Treaties.	5 + 1
4	India Laws and Regulations Governing International Business Transactions: FERA/FEMA, Taxation of foreign income; Foreign investment; Setting up offices and branches abroad.	5 + 1
5	Competition Law: National and International Dimensions. Consumer Law: National and International Dimensions. Electronic Commerce: Regulatory Framework	5 + 1

Learning Resources:		
1	Text Books	Chuah; J., International Trade Law: Questions and Answer Series, Cavendish. London. Chush, J. C. T., Law of International Trade. Sweet and Maxwell, London. Indian Council of Arbitration Case Law on UNCITRAL Model Laws on International Commercial Arbitration. New Delhi.
2	Reference Books	Bansal. A.K., Law of Commercial Arbitration, Universal law House, Delhi. Jain, R., Foreign Exchange Management Law and Practice, Vidhi, New Delhi, 2000. Pam borides, G.P., International Shipping Law: Legislation and Enforcement, Kluwer Law International. London.
3	Supplementary Reading Material	Petersmann, E. Ed., International Trade Law and GATT/WTO Dispute Settlement System. Kluwer Law International London. Trebilcock, M. and Robert Hawse, Regulation of International Trade, Rout ledge, London. Wadhwa, B.C., Relating To Patents, Trademarks, Copyrights and Design Universal Law House, New Delhi.
4	Websites	
5	Journals	Law & Policy in International Business

Semester	III	Specialization	International Business Management
Course Code	315IB	Type	Subject - Elective
Course Title	Global Strategic Management		

Course Objectives:

1	To help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment
2	To help students understand tasks of implementing strategy in a global market.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Strategy making strategy implementing and strategic managing; Globalization and strategic management; Strategic flexibility and learning organization. Competitive strategy and competitive advantage in global market.	5 + 1
2	Hybrid Forms of Economic Organization: Alliances, Networks and Equity Joint Ventures. Typology of Strategic Alliances. Significance of Networks as a Mode of Economic Organization. Knowledge Networks and Technological Innovation in Networks, Networks to Set Industry Standards, Social Networks: Competitive Significance of Relations Beyond Firm Boundaries, Alliance Between Competitors - Pre-competitive Alliances, Market Sharing Alliances	5 + 1
3	Strategic Issues and Alternatives in Globally Competitive Markets: International entry options; Multi-country and global strategies; Concepts of critical markets, global market dominance and global competitiveness, Corporate turnaround, retrenchment and portfolio restructuring strategies; Multinational diversification strategies; Outsourcing strategies; Techniques for analyzing diversified companies.	5 + 1
4	Corporate Diversification Strategies: Building shareholder value; Roles of cost sharing and skills transfer in creating competitive advantage via diversification; Competitive advantages to diversified multinational corporations in a globally competitive business world.	5 + 1
5	Organizational Learning: Organizational Learning Through Alliances, Structures and Systems for Effective Learning for Partners in Alliances, Managing the Process of Alliance Formation: Partner Selection and Negotiation, Contracts and Trust in Managing Partner Conflict in Alliances, Evolution and Termination of Alliance Relationships, Issues in global strategy implementation; strategy evaluation and control.	5 + 1

Learning Resources:		
1	Text Books	<p>Bartlett, C.A. and S. Ghoshal, Transnational Management: Text, Cases, and Readings in Cross-Border Management, Irwin London.</p> <p>Bleeke, J. and D. Emst, Collaboration to Compete, John Wiley, New York.</p> <p>Brooke, M.Z. and M.L. Remmers, International Management and Business Policy, Houghton Mifflin, Boston.</p> <p>Lorange, P. and J. Roos, Strategic Alliances: Formulation, Implementation, and Evolution, Blackwell, Oxford.</p> <p>Miller, Alex and Gregory Dess, Strategic Management, McGraw Hill Publishing Company, New York.</p> <p>Thompson, Arthur A. and A. J. Strickland, Strategic Management, McGraw Hill, New York.</p> <p>Global Strategic Management, Gerardo R. Ungson and Yim-Yu Wong, Segment Books New Delhi, 2009.</p> <p>Strategic Management: Creating Value in a Turbulent World, Peter, Fitzroy and James M. Herbert. Wiley India Pvt. Ltd. New Delhi, 2007.</p> <p>Global Strategic Management, Dr. M. Mahmoudi Maymand, Deep & Deep Publications Pvt. Ltd., New Delhi, 2005.</p> <p>Global Strategic Management, Kamel Mellahi, J. George Frynas, and Paul Finlay, Oxford University Press, New York, 2005.</p> <p>Globalization and Business, John Daniels, Leeh. Radebaugh, and Daniel P. Sullivan, Prentice Hall of India Private Limited, New Delhi, 2002.</p> <p>International Business : Competing in the Global Marketplace : Postscripts 2001, Charles W. L. Hill, McGraw Hill Higher Education, New York, 3rd International Ed., 2001.</p>
2	Reference Books	<p>Davidson, W.H., Global Strategic Management, John Wiley, New York.</p> <p>Ellis, J. and D. Williams, International Business Strategy, Pitman, London, 1995.</p> <p>Eayerweather, W.H. International Business Strategy and Administration Ballinger Publishers, Cambridge Mass.</p> <p>Hitt, Michael A., R.Duane Ireland and Robert E. Hokisson, Strategic Management: Competitiveness and Globalization, 4th Ed, South Western College Publishing, Australia, 2001.</p> <p>Nagadhi, A.R. and M. Welge, Beyond Theory Z: Global Rationalization of American, German and Japanese Multinational Companies, Jai Press, Greenwich, Conn.</p>
3	Supplementary Reading Material	<p>Porter, M.E., Competition in Global industries, Harvard University Press, New York 1996.</p> <p>Porter, M.E., The Competitive Advantage of Nations, Macmillan, London, 1990.</p> <p>Root, F.R. and K. Visudtibhean, International Strategic Management: Management Challenges and opportunities, Taylor and Francis, New York, 1992</p> <p>Salover, G., A. Shepard and J. Podolny, Strategic Management, John Wiley and Sons, 2001.</p> <p>Stone house, George, et. al., Global and Transnational Business: Strategy and Management, John Wiley and Sons Ltd., Chi Chester, 2000.</p> <p>Vernon-Wortzel, H and L. H. Wortzel, Global Strategic Management: The Essentials, John Wiley, New York, 1991.</p> <p>Wheelen, Thomas L. and J. David Hunger, Strategic Management and Business Policy: Emerging 21st Century Global Society, 7th edition, Prentice Hall, New Jersey, 2000.</p>
4	Websites	

5	Journals	Asian Journal of Management Cases Economic and Political Weekly Enterprise and Society: The International Journal of Business History Global Business Review Global Journal of International Business Research Harvard Business Review International Business and Management International Business Research Journal of International Business Journal of International Business and Economy Journal of Asian Business Leadership Excellence South Asian Journal of Management
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University of Pune

Semester	III	Specialization	International Business Management
Course Code	3161B	Type	Subject - Elective
Course Title	International Relations & Management		

Course Objectives:

1	To equip the students with an understanding of the multifaceted phenomenon called international relations
2	To help students understand as to how exactly does the existing international environment affect the decision menu? How does it affect what is possible and probable in state behaviour and what are its effects on business?
3	To expose students to these issues focused on India to discern their effect on the management of business.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Historical Context: The Historical Context of International Relations - The Pre-Westphalian World, The Westphalian System, World Wars I & II & the Cold War. Role of the US - The New World Disorder & the Emerging New World Order. The European Union: Role in Global Security & Business.	5 + 1
2	New World Order : New World Order. The Shift of Balance of Power to Asia, Strategic Alignments in Asia: Convergence of Democracy and Emergence of the Asian bloc, Role of Australia, Resurgent Japan.	5 + 1
3	Indian Perspective - I: India's Security in its Areas of Strategic Interest, The Rise of China & its Implications for Asia, The Taiwan Issue, The Myth of China's Miracle, The Bamboo Network, The Great Game in the Stans of Central Asia. India's Look East Policy: Relations with SE Asia.	5 + 1
4	Indian Perspective - II: The Indian Ocean & India's Maritime Strategy, Pakistan: Future Portents: Democracy & Role of the Military, Terrorism: An International & National Scourge, Future of Afghanistan: Chaos or Stability? Disaster Management & Business.	5 + 1
5	Indian Perspective - III: India's Interaction in Africa: Exploiting an Untapped Market & Seeking Resources, India & West Asia: Transfer of Wealth & the Politics of Oil, Energy Security: Oil, Gas & the Nuclear Deal, Iran & Central Asia- Energy & Allies, Iran as a Nuclear State.	5 + 1

Learning Resources:		
1	Text Books	International Business, Justin Paul, Prentice Hall of India Private Limited, New Delhi, 4th Ed. 2008. International Business, Oded Shenkar and Yadong Luo, John Wiley & Sons Inc., New Delhi, 2004. International Business, S Shajahan, Macmillan India Limited, Delhi, 2006. International Business: An Introduction, Geert Hofstede, Palgrave, New York, 2001. Elements of International Business, S. N. Chary, John Wiley & Sons Inc., New Delhi, 2006. Globalization of Business: Practice and Theory, Abbas, J. Ali, Jaico Publishing House, Mumbai, 2006.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	-
5	Journals	Indian Journal of International Business and Finances Asian Journal of Management Cases Global Journal of International Business Research Harvard Business Review International Business and Management Journal of International Business Journal of International Business and Economy

Semester	III	Specialization	International Business Management
Course Code	317IB	Type	Subject - Elective
Course Title	Foreign Language for International Business – I		

Course Objectives:

1	To equip the students with a foreign language skill at least to that extent that is required for conducting international business.
2	To provide the student with listening, reading, speaking and writing skills in chosen foreign language.
3	To enhance the vocabulary in the selected Foreign Language.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Socializing: Wishing, thanking and congratulating somebody and to take leave, Talking about his work, his experiences and his professional plans, Introducing his colleagues and the people with whom he is collaborating.	5 + 1
2	Telephonic conversation: Receiving or send simple telephonic message, Identifying the person on phone and his/her request, Spelling, repeating, reformulating, concluding, taking leave.	5 + 1
3	Writing - I: Reading simple and commonly used documents in professional and day-to-day life. Filling up forms in professional or day to day life situation. Taking down notes.	5 + 1
4	Writing - II: Writing (from indications given) about messages, telegram, notes, as well as informal and formal specifically formatted letters, such as business letters.	5 + 1
5	Career related Communication: Organizing the time table. Reading writing and understanding classified ads, a curriculum vitae, and application for a post so that the student can look for a job or a training programme. Interviewing another person and handle a job interview.	5 + 1

Note:

Institute may offer any one of the following foreign languages to the students: SPANISH / FRENCH/ GERMAN/ JAPANESE / CHINESE

Learning Resources:

1	Text Books	Relevant Standard Text Books, Videos, Audio CDs for the language offered to the students.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

MBA SYLLABUS: SEMESTER III
SUPPLY CHAIN MANAGEMENT - SPECIALIZATION

University of Pune

Semester	III	Specialization	Supply Chain Management
Course Code	305SCM	Type	Subject Core
Course Title	Essentials of Supply Chain Management		

Course Objectives:	
1	To make students understand how supply chain impacts all areas of the firm
2	To introduce the basic concepts of supply chain management
3	To provide insights into supply chain's linkages with customer value

Syllabus:

Unit Number	Contents	Number of Sessions
1	21st Century Supply Chains: Concept & definitions of Supply Chain (SC), Physical distribution, Logistics & Supply Chains, Generalized SC Model, Concept of SCM, Role of SC as a value driver: Integrative Management, Responsiveness, Financial Sophistication	6 + 1
2	Supply Chain Structure: Shift from enterprise to network, Structure of a SC, Push based SC, Pull based SC, Tradeoff between Push & Pull, Identifying appropriate Push & Pull Strategy for SC, Commodity & cost centric SC, Agile SC	7 + 2
3	Total SCM: Changing business landscape – driving forces: Shift from Operations to Services, Impact of globalization & technological revolution, Shift from linear SC to collaborative networks, power shifts in the SC- demands for flexibility of partnerships, core competencies, growth in outsourcing, Increased complexity of processes	7 + 2
4	SCM Building Blocks: Overview of customer focus & demand, resources & capacity management, procurement & supplier focus, inventory management, operations management, distribution management in SCM	7 + 2
5	Customer Value: Empowered consumer, Customer focused Marketing & SC service outputs, customer service – availability, operational performance, reliability. Customer satisfaction – customer expectations, enhancing customer satisfactions, limitations of customer satisfaction. Customer success – achieving customer success, value added services, customer value requirement mapping, CRM	8 + 3

Learning Resources:		
1	Text Books	Supply Chain & Logistics Management by Bowersox, Closs & Cooper, TMGH, 2 nd Edition. Designing & Managing the SC – Concepts, Strategies & Case studies by Levi, Kaminsky et. al., TMGH, 3 rd Edition. Supply Chain Management: Strategy Planning & Operations by Sunil Chopra, Peter Meindl, Pearson, 1 st Edition. Supply Chain Management Process, System & Practice by N.Chadrasekaran, Oxford, 1 st Edition Total Supply Chain Management by Basu & Wright, Elsevier, 1 st Edition.
2	Reference Books	Logistics Management & Strategy by Harrison and van Hoek, Prentice Hall, 2005. Supply Chain Management by Mentzer, Response Books, 2007 Logistics Management : The Supply Chain Imperative by Vindo Sople, Pearson Education, 2007
3	Supplementary Reading Material	Competitive Advantage, Michael Porter, Free Press, 1985 Latest Economic Survey of India – Chapter on Infrastructure and Communications. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007
4	Websites	http://csmp.org/ www.supplychain.org
5	Journals	Logistics And Supply Chain Practices In India by Srivastava, Samir K., Vision , Jul-Sep2006, Vol. 10 Issue 3 What Is the Right Supply Chain for Your Product? by Fisher, Marshall L., Harvard Business Review, Mar/Apr97, Vol. 75 Issue 2 Supply Chain Management: More Than a New Name for Logistics, by Cooper, Martha C.; Lambert, Douglas M.; Pagh, Janus D., International Journal of Logistics Management, 1997, Vol. 8 Issue 1 Customer Service, Customer Satisfaction, and Corporate Performance In The Service Sector, by Dresner, Martin; Kefeng Xu., Journal of Business Logistics, 1995, Vol. 16 Issue 1 Supply Chain Management: Relationships, Chains and Networks, by Harland, C. M., British Journal of Management, Mar96 , Special Issue, Vol. 7

Semester	III	Specialization	Supply Chain Management
Course Code	306SCM	Type	Subject Core
Course Title	Logistics Management		

Course Objectives:	
1	To make students understand the role and importance of logistics in modern day economy.
2	To discuss the relationship between logistics and other functional areas.
3	To analyze logistics systems from different perspectives to meet desired corporate objectives.

Syllabus:		
Unit Number	Contents	Number of Sessions
1	Context of Logistics: Introduction, definitions, logistics in the economy a macro perspective, aim of logistics, activities of logistics, value added role of logistics	5 + 1
2	Logistics in the firm: Micro dimensions of logistics, interface with operations, manufacturing, marketing, supply chain, Problems with fragmented logistics, Integrating logistics within an organization, integrating logistics along the SC,	7 + 2
3	Approaches to analyzing logistics systems: Materials Management v/s physical distribution, Cost centers, nodes v/s links, logistics channel, cost perspective & level of optimality, short run or static analysis, long run or dynamic analysis	8 + 2
4	Logistics Relationships: Types of relationships, Competitive relationship, product relationship, spatial relationship, intensity of involvement, logistics outsourcing activities – concept & types of 3PL, 4PL, need for collaborative relationships	7 + 2
5	Service Response Logistics: Overview of service Operations – service productivity, global service issues, service strategy development, service delivery systems, service location & layout, primary concerns of service response logistics – service capacity, waiting times, distribution channels, service quality	8 + 3

Learning Resources:		
1	Text Books	The Management of Business Logistics by Coyle, Bardi, Langley, Cengage Learning India Ed, 7 th Edition. Logistics – An introduction to SCM by Donald Waters, Palgrave Macmillan, 1 st Edition Principles of SCM – A Balanced Approach by Wisner, Leong, Tan , Cengage Learning India Ed., 1 st Edition
2	Reference Books	Logistics and Supply Chain Management: Cases and Concepts by Raghuraman and Rangaraj, Macmillan Business Books
3	Supplementary Reading Material	Business Logistics: Management of Physical Supply and Distribution, Heskett, Ivie and Glaskowsky, Ronald Press, New York.
4	Websites	http://www.logisticsmgmt.com/ www.asianclm.com/
5	Journals	Principles Of Logistics Management by Payne, Stanley L.; Kramer, Walter H., Journal of Marketing, Apr1967, Vol. 31 Issue 2, The Principles of Logistics Revisited by Voorhees, Roy Dale; Sharp, Merrill Kim., Transportation Journal (American Society of Transportation & Logistics Inc), Fall78, Vol. 18 Issue 1, A Survey of Third-party Logistics (3PL) Service Providers in India by Mitra, Subrata., IIMB Management Review , Jun2006, Vol. 18 Issue 2 The Emerging Role of the Third-Party Logistics Provider (3PL) as an Orchestrator by Zacharia, Zach G.; Sanders, Nada R.; Nix, Nancy W., Journal of Business Logistics, 2011, Vol. 32 Issue 1 Selection process in logistics outsourcing - a view from third party logistics provider by Yee Ming Chen; Meng-Jong Goan; Pei-Ni Huang., Production Planning & Control, Apr 2011, Vol. 22 Issue 3

Semester	III	Specialization	Supply Chain Management
Course Code	307SCM	Type	Subject - Elective
Course Title	Managing Material Flow in Supply Chains		

Course Objectives:	
1	To understand flow of materials in a Supply Chain
2	To appreciate the role of Transportation and Warehouse Management
3	To understand the essentials of Packaging and Materials Handling from Logistics point of view
4	To understand Government statutory requirements related to Logistics Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Flows in SC: Forward & Reverse SC, Product, Services, Information, Funds, Demand, Forecast flows in Upstream & Downstream direction	4 + 1
2	Transportation Infrastructure & Operations: Transport functionality, Principles, Mode Selection criteria, Transportation Service Levels, Transportation Economics and Pricing – economic drivers, costing, carrier pricing strategy. Transport Administration – operational management, consolidation, negotiation, control, Documentation – L/R, B/L, AWB, IGM	5 + 2
3	Warehouse Management: Warehousing – economic benefits, service benefits. Warehousing Operations – handling, storage. Warehouse Ownership Arrangements, Warehouse Decisions – site selection, design, product mix analysis, expansion, material handling, layout, Warehouse Management System	5 + 1
4	Packaging & Materials Handling: Packaging Perspectives, Packaging for Materials Handling Efficiency – package design, unitization, communication. Material Handling – basic considerations, mechanized systems, semi-automated, automated Systems, information directed Systems, special handling considerations	5 + 1
5	Role of Government in Logistics: Overview of CST, LST, Implications of proposed GST, Excise Duties, Octroi, Entry Tax, CENVAT, Motor Vehicles Act, Customs Act	5 + 1

Learning Resources:		
1	Text Books	Supply Chain & Logistics Management by Bowersox, Closs & Cooper, TMGH, 2 nd Edition. Logistics and Supply Chain Management- Cases and Concepts by G. Raghuram, N Rangaraj, Macmillan India, 1 st Edition. Fundamentals of SCM Twelve drivers of competitive advantage by John Mentzer, Sage Publication, 1 st Edition
2	Reference Books	Business Logistics/Supply Chain Management by Ronald Ballou, Pearson Education, 5 th Edition. A Logistics Approach to Supply Chain Management by Coyle, Langley, Gibson, Novack, Bardi, Cengage Learning, India Edition, 2009.
3	Supplementary Reading Material	Advanced Supply Chain Management by Poirier C C, Berrett, Koehler Publishers, 1999.
4	Websites	http://www.inboundlogistics.com/cms/ http://www.ciilogistics.com/ http://www.tcil.com/tcil/ http://cscmp.org/
5	Journals	Commodity Futures Markets, Warehouse Receipts and the Dynamics of Warehousing Infrastructure: The Indian Scenario by Pillai, Manoj., IUP Journal of Infrastructure, Dec2010, Vol. 8 Issue 4 What Can You Do About Logistics in India?, Frenzel, David, World Trade: WT100, Mar2011, Vol. 24 Issue 3 Technological Innovations in the Indian Logistics Industry: The Case of Freight Handling, Srinivas, Kolluru; Krishna, Kolluru., IUP Journal of Infrastructure, Sep2009, Vol. 7 Issue 3/4,

Semester	III	Specialization	Supply Chain Management
Course Code	308SCM	Type	Subject - Elective
Course Title	Inventory Management		

Course Objectives:

1	To understand the Process of Aggregate Planning and its link with Inventory Management
2	To understand concept of Supply Chain Inventory and study a few basic variants of EOQ models
3	To recognize role and importance of Supply Chain Inventory Management in delivering perfect customer order
4	To acquaint with safety and environmental aspects of Inventory Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Aggregate Planning & Inventory Management: Introduction, Operations Planning, Aggregate Production Plan – Chase Production Strategy, Level Production Strategy, Mixed Production Strategy. MPS, Dependent & Independent Demand. Bill Of Materials, Overview of MRP & MRP II	4 + 1
2	Managing SC Inventory & Delivering Perfect Customer Orders-I: Understanding SC Inventory – types of inventory, inventory related costs, Inventory Investment – Asset or Liability? The Right reasons for Investing in Inventory – (support production, operational & customer service requirements, hedge against marketplace uncertainty, opportunity buying). The Wrong reasons for Investing in Inventory – (poor quality & material yield, unreliable supplier delivery, extended order-cycle times, inaccurate demand forecasts, specifying custom items for standard applications, extended material pipelines, inefficient manufacturing processes). Special Applications of EOQ Approaches – adjusting simple EOQ model for modal choice decision, adjusting simple EOQ model for volume transportation rates, adjusting simple EOQ for private carriage	6 + 1
3	Managing SC Inventory & Delivering Perfect Customer Orders-II: Managing Inventory Investment – Three V model of inventory management, achieve perfect record integrity, improve product forecasting, Standardize and Simplify product design, leverage companywide purchase volume, use suppliers for on-site inventory management, develop SC planning systems and support structure, Reduce Supplier-buyer cycle times, Delivering the Perfect Customer Order – MRP, DRP, SC inventory planning, automated inventory tracking system, Inventory at Multiple Locations – The Square Root law, inventory for outbound systems, Demand Pull Approach to manage Inventory	5 + 1
4	Safety & Environmental Aspects of Inventory Management: Environmental Aspects of Storage – identification of land contamination, water and air contamination & monitoring for fugitive emission, spillages, leakages, dumps, & disposables. Explosive Storage - Petroleum act - storage of explosive – precautions during loading, unloading, storage, transportation & usage, Gas Cylinder rules, Fire and other Hazards & precautions for mitigation, Cross contamination & Hygiene precaution in case of chemicals & pharmacy food storage material, Hazardous Waste Storage and Management – Storage and disposal methods and legal compliance	5 + 1
5	Key Operational Aspects in SC: Creating the Lean SC – JIT Purchasing, JIT Transportation and JIT Production. Kanban, VMI	4 + 1

Learning Resources:		
1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Thomson South Western, 3 rd Edition Supply Chain Management Process, System & Practice by N.Chadrasekaran, Oxford, 1 st Edition
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6 th Edition.
3	Supplementary Reading Material	The Management of Business Logistics by Coyle, Bardi, Langley, Cengage Learning, 5th Indian Reprint
4	Websites	www.apics.org/
5	Journals	Sharpening Inventory Management by Armstrong, David J., Harvard Business Review, Nov/Dec85, Vol. 63 Issue 6 Empowering Kanban through TPS - Principles - An Empirical Analysis of the Toyota Production System, Thun, Jorn-Henrik; Druke, Martin; Grubner, Andre, International Journal of Production Research, Dec2010, Vol. 48 Issue 23 Kanban, MRP, and Shaping The Manufacturing Environment by Krajewski, Lee J.; King, Barry E.; Ritzman, Larry P; Wong, Danny S., Management Science, Jan1987, Vol. 33 Issue 1 Prerequisites to Vendor-managed Inventory by Niranjana, Tarikere T.; Wagner, Stephan M.; Nguyen, Stephanie M., International Journal of Production Research, Feb2012, Vol. 50 Issue 4 A Logistics Network Design Model With Vendor Managed Inventory by Shu, Jia; Li, Zhengyi; Shen, Houcai; Wu, Ting; Zhong, Weijun., International Journal of Production Economics, Feb2012, Vol. 135 Issue 2 Adaptive Fuzzy Vendor Managed Inventory Control For Mitigating The Bullwhip Effect In Supply Chains by Kristianto, Yohanes; Helo, Petri; Jiao, Jianxin (Roger); Sandhu, Maqsood., European Journal of Operational Research, Jan2012, Vol. 216 Issue 2 Study of Vendor-Managed Inventory practices in Indian industries by Atul B. Borade; Satish V. Bansod., Journal of Manufacturing Technology Management, Oct2010, Vol. 21 Issue 8

Semester	III	Specialization	Supply Chain Management
Course Code	309SCM	Type	Subject - Elective
Course Title	Purchasing & Supplier Relationship Management - I		

Course Objectives:

1	To emphasize the managerial perspective of core tasks and challenges in effectively managing the purchasing function within the context of integrated supply chain.
2	To make the students aware of the different demands placed on the purchasing and supply chain managers by business stakeholders.
3	To help the students understand the impact of purchasing on competitive success and profitability of modern day organizations.
4	To provide an in-depth understanding of the fundamentals surrounding the operational aspects of purchasing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Purchasing Process, Policy & Procedures: Purchasing Objectives, Responsibilities of Purchasing, Types of Purchases, Improving Purchase Process, Purchasing Procedures, Policy Overview – What makes an effective Policy? Advantages & Disadvantages of Policies, Policies defining - Role & conduct of Purchasing, Buyer-Supplier Relationship, Operational Issues, Ethical considerations in Purchasing	5 + 1
2	Organizing the Purchasing Function: Purchase Function Position Within the Organization Structure, Factors affecting Purchasing's Position, Reporting of Purchasing function, Organizing of Purchasing, Separating Operational & Strategic Purchasing, Advantages & disadvantages of centralized, decentralized Purchasing, Hybrid Purchasing Structure	5 + 1
3	Strategic Sourcing – Supplier Evaluation & Selection: Linking Purchasing and Corporate Strategy, Translating Corporate Objectives into Purchasing Goals, Translating Purchasing Objectives into Purchasing Goals, Purchasing Strategy Development Process, Types of Purchasing Strategies, Supply Base Optimization, Critical Role of In-sourcing / Outsourcing, The In-sourcing / Outsourcing Decision Process, Make or Buy, Supplier Evaluation and Selection Process, Need for Supplier Selection, Identifying key sourcing requirements, Evaluation and Selection, Key Supplier Evaluation Criteria	5 + 1
4	Supplier Quality Management: Overview of Supplier Quality Management – What is Supplier Quality? Why be Concerned with Supply Quality? Factors Affecting Purchasing's Role in Managing Supplier Quality, Supplier Quality Management using Total Quality Perspective, Defining Quality in Terms of Customers and their Requirements, Pursuing Quality at the Source,	5 + 1
5	Negotiation & Contracts Management: Objectives of negotiation, when to negotiate, The negotiation Process, Preparation, Establishing the Objectives, Dynamics of Negotiation, Phases in face-to-face negotiation, Negotiation Techniques – traditional, collaborative, price analysis, cost analysis. Types of Contracts – Fixed Price, Cost based / Indexation, Long term, Short term. Consideration when selecting contract types, How to write a Contract. Essential elements of Contract, Purchase Order (P.O), Difference between P.O & Contract	5 + 1

Learning Resources:		
1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Thomson South Western, 3 rd Edition. Purchasing & Supply Chain Management by Lysons and Farrington, Pearson Education, 2010.
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6 th Edition. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Extending the Supply Chain by Boyer, Forhlich and Hult, PHI, 3 rd Indian Reprint, 2009
3	Supplementary Reading Material	Organizational Buying Behaviour by Webster and Wind, Prentice Hall, 1972 Category Management in Purchasing: A Strategic Approach to maximize business profitability by Jonathan O'Brien Kogan Page.
4	Websites	www.cips.org www.eipm.org
5	Journals	Purchasing Competence: A Stakeholder-Based Framework for Chief Purchasing Officers by Kern, Daniel; Moser, Roger; Sundaresan, Naveen; Hartmann, Evi., Journal of Business Logistics, 2011, Vol. 32 Issue 2 Understanding how Formal and Informal Communication Affect Purchasing, Manufacturing and Logistics Integration by Andrea, Furlan; Arnaldo, Camuffo; Romano, Pietro., Advances in Management, Jul2011, Vol. 4 Issue 7 An Empirical Study of the Relationships among Purchasing Skills and Strategic Purchasing, Financial Performance, and Supplier Responsiveness by Carr, Amelia S.; Smeltzer, Larry R., Journal of Supply Chain Management, Summer2000, Vol. 36 Issue 3 World-Class Purchasing Skills: An Empirical Investigation by Giunipero, Larry C.; Percy, Dawn H., Journal of Supply Chain Management, Fall2000, Vol. 36 Issue 4 The Seven Cs of Effective Supplier Evaluation by Carter R, Purchasing and Supply Chain Management, April, 1995.

Semester	III	Specialization	Supply Chain Management
Course Code	310SCM	Type	Subject - Elective
Course Title	Six Sigma		

Course Objectives:	
1	To provide a comprehensive understanding of six sigma
2	To introduce the six sigma methodology and philosophy
3	To learn how to manage change and sustain benefits
4	To learn how to listen and map customer requirements

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Enterprise-wide Deployment:</p> <p>1.1 Six Sigma and Lean: Brief history of performance initiatives- Quality Control, TQM, Cost of Quality, Customer quality Management, SPC, Reengineering, Six Sigma, Theory of Constraint, Lean manufacturing.</p> <p>1.2 Business Process Management: Introduction to Six Sigma-As a metric, As a methodology, As a management System. Six sigma Evolution and approach Lean as a Business Management Strategy, Key elements of lean. Types of lean initiatives, Implementing lean initiatives</p>	5 + 1
2	<p>DMAIC model for implementing Six Sigma:</p> <p>2.1 Define: Project Selection, Developing the team, DMAIC & DMADV, Deliverables, Tollgate Questions</p> <p>2.2 Measure: Determining X variables, Cause and Effect Diagram & Matrix, Overview of MSA, Data Collection Plan – Forms, Baselining the y data, DPMO, Capability Indices, COPQ, Yield, Tollgate Questions</p> <p>2.3 Analyze: Tools for identifying Root Causes: Histogram, Boxplot, Scatter Plot, Matrix Plot, DotPlot, Run Chart, Multi-Vari Chart, 5 Why's</p> <p>2.4 Improve: Generating Solutions, Random Stimulation, Six Thinking Hats, Mind Mapping, Challenge Assumptions, Decision Making Tools for Selecting Solutions – Pairwise Ranking, Solution Matrix, Force Field Analysis, Costs and Benefits, Pilot Plan, Potential Problem Analysis – Mistake Proofing, Risk Assessment Matrix and Control Assessment Matrix, FMEA, Contingency Plan, Verification Plan, Tollgate Questions</p> <p>2.5 Control: Solution Planning, Process Control Plan, Review Meetings, Updated flowcharts & procedures, Control Charts, Out Of Control Action Plan, Project Conclusion Activities</p>	7 + 1
3	<p>Six Sigma Impact measurement: Financial and Performance measurement: Lack of Clear Goals and Metrics linked to Measurable Business Goals, Mismatches between Traditional Accounting and Improvement Campaigns. Metrics That Impact – Revenue Growth, Cost Savings, Productivity Improvement, Reduced Cost of Poor Quality, Cash Flow Improvement, Faster product / service cycle times, Freed up engineering and /or sales / service time, Freed up other indirect time, Cost avoidance savings. Seven Elements of Six Sigma Scorecard</p>	5 + 1

4	Six Sigma in non-manufacturing environments: MSA in the DMAIC Cycle. MSA Psychology. Why Non-Manufacturing Processes are Different, MSA Repeatability & Reproducibility (R&R) Studies. Gauge R & R. Comparison of MSA Acceptance Criteria	5 + 1
5	Projects in Six Sigma-Use of DMAIC Cycle	3 + 1

Learning Resources:

1	Text Books	The Six Sigma Black Belt Handbook by MacCarty, Daniels, Bremer and Gupta, TMGH, 2010 Edition Juran Institute's Six Sigma Breakthrough and Beyond by De Feo and Barnard, TMGH. What is Six Sigma? by Peter Pande, TMGH Six Sigma Management by Blashka, TMGH All about Six Sigma by Warren Brussee, TMGH.
2	Reference Books	TPS-Lean Six Sigma by Hubert Ramprasad, Sara Books Pvt.Ltd.
3	Supplementary Reading Material	The Certified Six Sigma Black Belt Hand Book, Donald Benbow, Pearson Publication Achieving Business Excellence by Pravin Rajpal, Om Books International, India.
4	Websites	http://asq.org
5	Journals	What , Why and How: The importance of statistical thinking for Six Sigma by Krishnamoorth, K. S., Industrial Engineer: IE, Oct 2011, Vol. 43, Issue 10 In pursuit of implementation patterns: the context of Lean and Six Sigma by Shah, R.; Chandrasekaran, A.; Linderman, K., International Journal of Production Research, Dec2008, Vol. 46 Issue 23 Critical analysis of Six Sigma Implementation by Moosa, Kamran; Sajid, Ali. Total Quality Management & Business Excellence, Jul2010, Vol. 21 Issue 7

Semester	III	Specialization	Supply Chain Management
Course Code	311SCM	Type	Subject - Elective
Course Title	Supply Chain Planning		

Course Objectives:	
1	To understand essentials of Demand Management
2	To get acquainted to Supply Chain Aggregate Planning
3	To understand how to manage predictable variability in Supply Chain
4	To recognize the role of Network Planning and understand basic Network Planning Design Models

Syllabus:		
Unit Number	Contents	Number of Sessions
1	Forecasting: Concept and definition of Forecasting & Demand, Role of Forecasting in SC, Traditional Forecasting Methods – Judgment Methods, Market Research Methods, Time Series Methods, Causal Methods. Selection of Appropriate Forecasting technique, Risks in Forecasting – forecasting error	5 + 1
2	Demand Management: Collaborative Planning, Forecasting & Replenishment (CPFR). Order fulfillment & Order Management. Customer Service Level & Expected cost of stock outs (Numericals Expected)	5 + 1
3	Aggregate Planning in SC: Concept of Aggregate Planning & its role in SC. Aggregate Planning Strategies, Aggregate Planning for Services, Aggregate Planning using MS-Excel, Role of IT in Aggregate Planning, Aggregate Planning in Practice	5 + 1
4	Managing Predictable Variability in SC: Decision Environment of SC – external factors responsible for decisions, Concept of Variability, Responding to predictable variability, Managing Supply, Managing Demand, Impact of seasonality	5 + 1
5	Network Decisions: Choices of Network Configurations – direct shipping, distribution through intermediary, customer pick up, Challenges in Network Configuration. Models – Strategic Facility Location Model with Single Capacity Choice, Strategic Facility Location Model with Two Capacity Choices, Demand Allocation Across different Facilities with Fixed Capacities, Gravity Location Model, Uncertainty and Application of Probability	5 + 1

Learning Resources:		
1	Text Books	Supply Chain Management – Strategy, Planning and Execution by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3 rd Edition Supply Chain Management Process, System & Practice by N.Chadrasekaran, Oxford, 1 st Edition
2	Reference Books	The Management of Business Logistics: A Supply Chain Perspective by Coyle, Bardi and Langley, Cengage Learning – India 7 th Edition.
3	Supplementary Reading Material	Managing the Supply Chain: A Strategic Perspective by Gattorna and Walters, Palgrave. A Logistics Approach to Supply Chain Management by Coyle, Langley, Gibson, Novack, Bardi, Cengage Learning, India Edition, 2009.
4	Websites	http://www.ibf.org/
5	Journals	Mapping the Future of Supply Chain Management: a Delphi study by Melny K, Steven A.; Lummus, Rhonda R.; Vokurka, Robert J.; Burns, Laird J.; Sandor, Joe., International Journal of Production Research, Aug2009, Vol. 47 Issue 16 Aligning Demand Management with Business Strategy by Jim R and Langabeer II, Supply Chain Management Review, May/June 2000. ABC of Collaborative Planning Forecasting and Replenishment by Ireland, Ron., Journal of Business Forecasting, Summer2005, Vol. 24 Issue 2 Collaborative Planning, Forecasting & Replenishment (CPFR): Realizing the Promise of Efficient by Sherman, Richard J., Journal of Marketing Theory & Practice, Fall 98, Vol. 6 Issue 4

Semester	III	Specialization	Supply Chain Management
Course Code	312SCM	Type	Subject - Elective
Course Title	Supply Chain Coordination		

Course Objectives:	
1	To understand role and importance of business functional coordination across the Supply Chain
2	To know the impact of ineffective Supply Chain coordination and its business implications
3	To understand how managerial levers and partnerships aid in achieving Supply Chain coordination

Syllabus:

Unit Number	Contents	Number of Sessions
1	Coordinate the Traditional Business Functions Across the Company and Across the SC: Functional Coordination, Supply Chain Relationships, Failing to coordinate Sales Function with SC Capacity, Failing to coordinate Industrial Service SC, Coordinate Retail Functions for Market Expansion, Coordinating Traditional Retail Functions for SC Economics, Coordinating R&D, Order Processing and Inventory Management	5 + 1
2	SC Coordination & Bull Whip Effect: Challenges in SC Coordination, Concept of Bull Whip Effect – impact on manufacturing cost, inventory cost, replenishment lead time, transportation cost, labour cost for logistics, product availability & relationships across the SC, Obstacles to Coordination in SC – incentive obstacles, Information Processing Obstacles, Operational Obstacles, Pricing Obstacles, Behavioural Obstacles, Role of IT in SC Coordination	5 + 1
3	Managerial Levers to achieve SC Coordination: Aligning of Goals & Incentives, Improving Information Accuracy, Improving Operational Performance, Designing Pricing Strategies to stabilize orders, Building Partnerships & Trust.	5 + 1
4	Building Strategic Partnerships within a SC: Deterrence Based View, Process Based View, Accessing Value of Relationship, Identifying Operational Roles & Decision Rights for each party, Creating Effective Contracts, Designing Effective Conflict Resolution Mechanisms.	5 + 1
5	Collaborative Planning, Forecasting & Replenishment: Retail Event Collaboration, DC Replenishment Collaboration, Store Replenishment Collaboration, Collaborative Assortment Planning, Organizational & Technology Requirements for successful CPFR, Risks & Hurdles for CPFR Implementation	5 + 1

Learning Resources:		
1	Text Books	Fundamentals of Supply Chain Management by John Mentzer, Response Books, 1 st Edition Supply Chain Management – Strategy, Planning and Execution by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3 rd Edition Supply Chain Management Process, System & Practice by N. Chadrasekaran, Oxford, 1 st Edition
2	Reference Books	The Management of Business Logistics: A Supply Chain Perspective by Coyle, Bardi and Langley, Cengage Learning – India 7 th Edition
3	Supplementary Reading Material	A Logistics Approach to Supply Chain Management by Coyle, Langley, Gibson, Novack, Bardi, Cengage Learning, India Edition, 2009. Industrial Dynamics by Jay Wright, Forrester, 1961
4	Websites	www.apics.org
5	Journals	The Bullwhip Effect in Supply Chains by Lee, Hau L; Padmanabhan, V. and Whang, Seungjin, Sloan Management Review, 1997 Volume 38 Issue 3 Taming the bullwhip by Lee, H.L., Journal of Supply Chain Management 2010, Volume 46, Issue 1 Capacity Choice and Allocation: Strategic Behavior and Supply Chain Performance by Cachon, Gérard P.; Lariviere, Martin A., Management Science, Aug1999, Vol. 45 Issue 8 Quantifying the Bullwhip Effect in a Simple Supply Chain: The Impact of Forecasting, Lead Times and Information by Chen, Y. F., Z. Drezner, J. K. Ryan and D. Simchi-Levi, Management Science, 2000, Volume 46. Information Sharing and Coordination Mechanisms for Managing Uncertainty in Supply Chains: A Simulation Study by Datta, Partha Priya; Christopher, Martin G., International Journal of Production Research, Feb2011, Vol. 49 Issue 3 Coordinating for Flexibility in e-Business Supply Chains by Gosain, Sanjay; Malhotra, Arvind; El Sawy, Omar A., Journal of Management Information Systems, Winter2004/2005, Vol. 21 Issue 3

Semester	III	Specialization	Supply Chain Management
Course Code	313SCM	Type	Subject - Elective
Course Title	Decision Modeling for Supply Chains		

Course Objectives:	
1	To know how to model typical Supply Chain Domain Problems
2	To understand use of MS- Excel in solving typical Supply Chain Domain Problems

Syllabus:		
Unit Number	Contents	Number of Sessions
1	Overview of MS – Excel Advance Capabilities and Functions	3 + 1
2	Linear Programming Models: Make Buy Decision Problem, Transportation Applications – Vehicle loading Problem, Sensitivity Analysis for Profit Maximization, Cost Minimization	6 + 1
3	Transportation Models: LP Formulation for transportation problem, Transportation involving transshipment, Maximal flow model, Shortest Path Model	5 + 1
4	Integer Programming Model, Goal Programming Model & Nonlinear Programming Model: New factory Decision Problem (IP), Product Mix Problem (Goal), Profit Maximization Problem (NLP)	6 + 1
5	Decision Making Models (based on Decision Trees): Using TreePlan to solve decision tree problems with Excel	5 + 1

Learning Resources:		
1	Text Books	Managerial Decision Modeling with Spreadsheets by Balakishnan, Render, Stair, Pearson, 2 nd Edition
2	Reference Books	Excel Models for Business and Operations Management by Barlow, Wiley-India, 2 nd Edition.
3	Supplementary Reading Material	Modeling the Supply Chain by Jeremy Shapiro, Cengage Learning, 2 nd Edition Supply Chain Modeling & Solutions by B.S. Sahay & A.K. Gupta, Macmillan India Ltd., 1 st Edition
4	Websites	http://logistics.about.com/od/supplychainmodels/Modelling_the_Supply_Chain.htm
5	Journals	Overcoming Spreadsheet Risk in Supply Chain Modeling by Galbreth, Michael R.; LeBlanc, Larry J., Journal of Business Logistics. 2010, Vol. 31 Issue 2, p21-33 Design and Use of Microsoft Excel Solver by Fylstra, Daniel; Lasdon, Leon; Watson, John; Warren, Allen. Interfaces. (Sep-Oct) 1998, Vol. 28, 5, p29-55. Network Modeling Tools: Enhancing Supply Chain Decision Making by Jiminez, S., T.Brown and J.Jordan, Strategic Supply Chain Alignment, 1998, ed. J. Gattorna. Andershot, Eng.: Gower

Semester	III	Specialization	Supply Chain Management
Course Code	314SCM	Type	Subject - Elective
Course Title	Theory of Constraints		

Course Objectives:

1	To imbibe in the students the TOC thinking process.
2	To provide insights into managing a business when there are constraints and resolving those by logical thinking.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Thinking Process: Introduction to Theory of Constraints (TOC), Tools of TOC, Where is TOC applicable? What is a constraint, TOC's thinking process and Human Being, Terminology used in the thinking process, Steps to implement in the thinking process, Current Reality Tree, Conflict Resolution Diagram, Future Reality Tree, Prerequisite Tree, Transition Tree, Three Cloud Method.	5 + 1
2	2.1 Finance and Measures: Economic Decisions, TOC and Product Costing, Economic Decisions using TOC Costing. 2.2 Project Management: Phases of Project Management, Common problems in Project Environment, Critical Chain project Management – A TOC approach.	5 + 1
3	Drum-Buffer-Rope Solution: Introduction, The Drum – The MPS of the Capacity Constraint Resource, Implementing Drum-Buffer-Rope, Implementing Drum-Buffer-Rope on the shop floor, MPS using Drum-Buffer-Rope Scheduling method.	5 + 1
4	Theory of Constraints in Supply Chain Management: Introduction, TOC in distribution Solution, Drum-Buffer-Rope in distribution	5 + 1
5	Cases: Cases in application of TOC thinking process, TOC in Manufacturing,	5 + 1

Learning Resources:

1	Text Books	Theory of Constraints by S K Mukhopadhyay, Jaico Books. The Goal by E M Goldratt and Cox J, Great Barrington, North River
2	Reference Books	What is the thing called Theory of Constraints? by E M Goldratt, Great Barrington, North River The Goal by E M Goldratt and Cox J, Great Barrington, North River It's Not Luck by E M Goldratt, Great Barrington, North River
3	Supplementary Reading Material	Essays on Theory of Constraints by E M Goldratt, Great Barrington, North River Critical Chain by E M Goldratt, Great Barrington, North River
4	Websites	http://www.goldratt.com/ http://www.scienceofbusiness.com/home/what-is-theory-of-constraints-toc/ http://www.tocico.org/

5	Journals	<p>A Tutorial on Project Management from a Theory of Constraints Perspective by Blackstone, John H.; Cox, James F.; Schleier, John G., <i>International Journal of Production Research</i>, Dec2009, Vol. 47 Issue 24.</p> <p>Theory of Constraints at UniCo: Analyzing The Goal as a fictional case study by Tibben-Lembke, Ronald S., <i>International Journal of Production Research</i>, Apr2009, Vol. 47 Issue 7.</p> <p>Implementing Theory of Constraints in a traditional Japanese Manufacturing Environment: The case of Hitachi Tool Engineering by Umble, M.; Umble, E.; Murakami, S., <i>International Journal of Production Research</i>, 5/15/2006, Vol. 44 Issue 10.</p> <p>Determination of buffer sizes for drum-buffer-rope (DBR)-controlled production systems by Ye, T.; Han, W., <i>International Journal of Production Research</i>, May2008, Vol. 46 Issue 10.</p> <p>Modified drum-buffer-rope scheduling mechanism for a non-identical parallel machine flow shop with processing-time variation by Sirikrai, V.; Yenradee, P., <i>International Journal of Production Research</i>, 2006, Vol. 44 Issue 17.</p> <p>Comparisons between drum-buffer-rope and Material Requirements Planning: a case study by Steele, Daniel C.; Philipoom, Patrick R.; Malhotra, Manoj K.; Fry, Timothy D., <i>International Journal of Production Research</i>, 2005, Vol. 43 Issue 15.</p> <p>Order review/release and lot splitting in drum-buffer-rope by Russell, G. R.; Fry, T. D., <i>International Journal of Production Research</i>, Mar1997, Vol. 35 Issue 3.</p> <p>Scheduling using drum-buffer-rope in a remanufacturing environment by Guide, V.D.R., <i>International Journal of Production Research</i>, Apr96, Vol. 34, Issue 4.</p> <p>Using Drum-Buffer-Rope Scheduling Rather Than Just-In-Time Production by Huff, Patricia. <i>Management Accounting Quarterly</i>, Winter2001, Vol. 2 Issue 2</p>
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Semester	III	Specialization	Supply Chain Management
Course Code	315SCM	Type	Subject - Elective
Course Title	Supply Chain Practices - I		

Course Objectives:

1	To give a practical understanding of the practice of supply chain management in various sectors.
2	To give a practical understanding of the peculiarities of supply chain management practices in various sectors.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chains for Agro Based Products - Food, Milk Products, Poultry, Edible Oil, Flowers, Seeds & Fertilizers, Public Distribution System	NA
2	Supply Chains for Industrial Products - Auto Components, Steel Products, Lubricants, Industrial Paints, Transformers, Gensets	NA
3	Supply Chains for Consumer Products – Bicycles, Tractors, Cola Cans, Cars, Mobile Phones, Furniture, Sports Goods, Pharmaceutical Products, Fabrics & Garments, Books, Mineral Water, Newspapers & Magazines, Toys, Wrist Watches, Home Décor, Decorative Paints, Wine, White goods	NA
4	Supply Chains for Commodities - Coal, Cotton, Cement, Sugar, Rice, Metals, Oil & Gas	NA
5	Supply Chains for Services - Mobile Telephony, Financial Services, Electricity , Internet Services, Food Chains, Hospitality, Medical services, Airlines, Retail	NA

Students should work in groups of two each on any two Companies from the Sectors listed above. The Sectors should be from different groups. Students shall study various aspects of the SCM principles and practices as followed in these sectors. They should identify the peculiarities of the sector, map the supply chain in detail (identify the parties involved and their role in the supply chain), compare the top two players in each of these sectors and identify best practices, Prepare a summary evaluation of each sector studied. Students shall submit a structured detailed report based on the above parameters. The evaluation shall be made by a panel of two examiners. One of the examiners shall be the Internal Faculty.

The other examiner may be an external faculty or a person from the relevant industry. The evaluation shall be based on the following criteria:

Report – 20 Marks

Presentation – 15 Marks

Question & Answer – 15 Marks

* Field/Self Study under Faculty guidance.

Learning Resources:		
1	Text Books	Indian Supply Chain Architecture by B S Sahay and Ramneesh Mohan, Macmillan, 2007. Excellence in Manufacturing : New Approaches by Sabyasachi Chatterjee, ICFAI Books.
2	Reference Books	Financial Supply Chain by Sanjay Dalmia, TMGH, 2008. Logistics and Retail Management: Insights into Current Practice and Trends from leading Experts by Fernie and Sparks, Kogan Page, 2 nd Edition.
3	Supplementary Reading Material	Supply Chain Management in the 21st Century Editor by B S Sahay, Macmillan, 2006 reprint.
4	Websites	www.kpmg.com http://www.futuresupplychains.com/aboutus.html http://www.deloitte.com/us/supplychainindia
5	Journals	The Effects Of Digital Trading Platforms On Commodity Prices In Agricultural Supply Chains by Banker, Rajiv; Mitra, Sabyasachi; Sambamurthy, V., MIS Quarterly, Sep2011, Vol. 35 Issue 3 Supply Chain: Barriers and Benefits Indian SMEs by Zahedirad, Rouhollah; Shivaraj, B., SCMS Journal of Indian Management, Oct2011, Vol. 8 Issue 4 Flexible Strategic Framework for Managing Forces of Continuity and Change: Study of Supply Chain Management of Lighting Industry in India by Gupta, V. K., Global Journal of Flexible Systems Management, Jul-Sep2010, Vol. 11 Issue 3 The Impact of Supplier-Selection, Supply Effort Management, Logistics Capabilities and Supply Chain by Sezhiyan, D. M.; Nambirajan, T., Journal of Contemporary Management Research, Mar2011, Vol. 5 Issue 1 Supply Chain: A Differentiator in Marketing Fresh Produce by Veena, A.; Babu, K. Nagendra; Venkatesha, H. R., IUP Journal of Supply Chain Management, Mar2011, Vol. 8 Issue 1

**MBA SYLLABUS: SEMESTER III
RURAL & AGRIBUSINESS MANAGEMENT SPECIALIZATION**

University of Pune

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	305RABM	Type	Subject - Core
Course Title	Agriculture and Indian Economy		

Course Objectives:

1	To expose learners to the environment in which the agri-business is conducted.
2	Focus will be on understanding micro and macro environmental forces and their impact on agri-business.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Indian Agriculture under the Five Year Plans : The Green Revolution, The place of agriculture in the national economy, progress of agriculture under the Five Year Plans, Present position of Indian Agriculture : Looming Crisis, New Thrust Areas in Agriculture, National Commissions of Farmers and Green Revolution, Crop Pattern in India since 1951.	7 + 2
2	Food Security in India: Green Revolution, Second Green Revolution – the future prospects, Concept of Food Security , Food self-sufficiency and food security, Poverty and need for Public Distribution Systems, Policy Options for reforms of PDS, Food Insecurity at Global level, Food Security Act – Salient features and implications.	7 + 2
3	Irrigation and other agricultural inputs: Irrigation, multipurpose river valley project – a controversy, irrigation in the 12 th plan, private sector participation in irrigation, fertilizers and manures, improved seeds, soil conservation and reclamation, livestock and dairy development, mechanization of agriculture	7 + 2
4	Land Reforms: The need and scope for land reforms in a developing economy, the abolition of intermediaries, tenancy reforms, ceiling on land holdings, an appraisal of land reforms Size of Farms and Productive Efficiency: Meaning of economic holding, changing pattern of ownership and operational holdings in India, Farms size, Productivity/ Profitability and farm efficiency, the problem of sub division and fragmentation of holdings, cooperative farming	7 + 2
5	Agriculture Labour: Present position of agricultural Labour in India, Agricultural Labour and Minimum Wages, Abolition of Bonded Labour, Recommendations of National Commissions on Rural Labour (NCRL) Unorganized Sector and Informalisation of the Indian Economy: Unorganized sector and India's Informal economy, size of unorganized sector, poverty, vulnerability and unorganized sector employment – the high degree of correlation, estimate of organized and unorganized workers, self-employed workers in non-agricultural sector, agricultural labourers, bonded labour, working conditions, of farmers, action programme for the unorganized sector, assessment of NCEUS recommendations	7 + 2

Learning Resources:		
1	Text Books	Indian Economy, Datt and Sundharam, S Chand Indian Economy Since Independence, edited by Uma Kapila, Academic Foundation Indian Agriculture - issues and perspectives, Edited by N Janardhana Rao, ICFAI University Press
2	Reference Books	Adhikary M. 1986. <i>Economic Environment of Business</i> . S. Chand & Sons. Aswathappa K. 1997. <i>Essentials of Business Environment</i> . Himalaya Publications Francis Cherunilam 2003. <i>Business Environment</i> . Himalaya Publications
3	Supplementary Reading Material	Food Security in India: Performance, Challenges and Policies (http://www.oxfamindia.org/sites/default/files/VII.%20Food%20Security%20in%20India-Performance,%20Challenges%20and%20Policies.pdf) National Food Security Mission - Operational Guidelines (http://agricoop.nic.in/nfsm/nfsm.pdf)
4	Websites	www.agricoop.nic.in/agristatistics.htm www.indiaseeds.com/ www.apeda.gov.in
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Management Studies Journal Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	306RABM	Type	Subject – Core
Course Title	Rural Marketing – I		

Course Objectives:

1	To objective of this course is to develop understanding of issues in rural markets
2	To provide an overview of marketing environment, consumer behaviour, distribution channels, marketing strategies, etc. in the context of rural markets in India.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Rural Marketing Opportunities: What is a Rural Market?, Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential. Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, technological environment, innovations, political environment and development initiatives, implications on rural marketers	7 + 2
2	Rural marketing experiences: Case of HUL – Project Shakti, Case of CFCL – Uttam Bandhan, Case of ITC – e-Choupal, Case of Colgate – Education, Case of HLL – Social Marketing, lessons from experience	7 + 2
3	Rural Consumer Behavior: Rural consumer on the growth, models of consumer behavior, buying decision process, Opinion Leaders, Environmental factors influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption	7 + 2
4	Rural Marketing Research: Significance of information, sources of information, marketing research – key decisions, approaches and tools – case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research.	7 + 2
5	Selecting and Attracting Markets: Concepts and process, case for segmentation, bases for segmentation, emerging segments – women and youth, guides to effective segmentation, targeting, positioning, Case Study.	7 + 2

Learning Resources:		
1	Text Books	Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH Rural Marketing, Velayudhan, Sage Rural Marketing, Gopaldaswamy, Vikas Publishing house Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House Rural Marketing Text and Cases, S L Gupta, Wisdom Publications
2	Reference Books	Singh AK & Pandey S. 2005. <i>Rural Marketing</i> . New Age. Singh Sukhpal. 2004. <i>Rural Marketing</i> . Vikas Publishing House.
3	Supplementary Reading Material	Rural Marketing, Badi and Badi, Himalaya Publishing House Agricultural Marketing in India, Acharya and Agarwal, Oxford and IBH Publishing Agricultural Marketing – New Trends and Techniques, K K. Tiwari, D.N.D Publications New Perspectives in Rural Agricultural Marketing, Ramkishen, Jaico Rural Agriculture and Marketing, Verma, Jiloka and Mandal, Deep and Deep Publications
4	Websites	www.agmarknet.nic.in/ www.market.ap.nic.in/ www.bambootech.org/
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Marketing Indian Journal of Marketing Indian Management Studies Journal Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Management Review Prabandhan Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	307RABM	Type	Subject – Elective
Course Title	Rural Development – I		

Course Objectives:

1	To motivate students to understand the realities of rural India its economic strength, weaknesses, opportunities and threats in changing global context.
2	To help students to analyze the rural economic condition from two perspectives viz. actor's (the rural people) and outsider's (economists, development professionals) perspectives
3	To assists students to develop conceptual framework for dealing with rural economy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Concepts and Connotations of Rural Development, Basic Elements of Rural Development, Growth versus Development, Some Dilemmas in Development Concepts and Connotations of Rural Development, Basic Elements of Rural Development, Growth versus Development, Why Rural Development,	5 + 1
2	Measures of Development: Measures of Level of Rural Development, Income Distribution, Development Simplified, Concepts and Measures of Rural Poverty. Paradigm of Rural Development: The modernization theory, the dependency theory of the Marxist school, The Gandhian Model of Rural Development, Development Theories from other social sciences and their relevance.	5 + 1
3	Determinants of Rural Development: Changes in Output, Natural Resources, Human Resources, Capital, Technology, Organizational and Institutional Framework, Relation between Rural Development and Its Determinants.	5 + 1
4	Strategies for Sustainable Development: The concepts of sustainability and sustainable development, some indicators of non-sustainable development, a critical review of India's strategies of rural development, some elements of a new strategy for sustainable development.	5 + 1
5	Rural Development Project: Students to be divided in groups of 5 each and assign to study and present rural development measures and outcomes of a selected rural area.	5 + 1

Learning Resources:

1	Text Books	Rural Development, Katar Singh, Sage Rural Transformation - Infrastructure and Micro Finance, Bhargava and Deepak Kumar, ICFAI University Press Agriculture and Rural Development in India, Smita Patel, Paradise Publishers
2	Reference Books	Mishra, J. My Vision for India's Rural Development, New Delhi, Vikas Publishing
3	Supplementary Reading Material	Dhubashi PR. 1986. <i>Policy and Performance - Agricultural and Rural Development in Post Independent India</i> . Sage Publications
4	Websites	www.indiabudget.nic.in/ www.fao.org/index_en.htm www.icar.org.in/
5	Journals	Journal of Rural Development

Semester	III	Specialization	Rural & Agribusiness Management
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Course Code	308RABM	Type	Subject – Elective
Course Title	Special Areas in Rural Marketing		

Course Objectives:

1	To explore the students to the Special Areas in Rural Marketing Environment
2	To help students to understand opportunities and emerging challenges in the upcoming rural markets .

Syllabus:

Unit Number	Contents	Number of Sessions
1	Rural Marketing in FMCG – FMCG :An Introduction, Characteristics of FMCG for rural markets, Challenges to FMCG Industry from a rural perspective, Adopting marketing strategies to rural markets.	5 + 1
2	Rural Market in Consumer durables – Consumer durables: An Introduction, Marketing of consumer durables vs. FMCGs, Issues related to marketing of consumer durables in rural market.	5 + 1
3	Rural Market in Financial Services – Marketing of banking services in rural market, evolution of rural banking after independence, key reasons for poor performance of banks in nationalization period, challenges in marketing of banking services in rural market, opportunities for banking in rural areas, marketing strategies for banking services. Marketing of Mutual Funds in rural markets, Micro SIPs, etc.	5 + 1
4	Rural Market in Agricultural inputs – Indian tractor industry : A brief overview, fertilizer industry in India: An Introduction, Indian Agrochemical market: An Introduction, Global Agrochemical Market: A brief Overview.	5 + 1
5	Rural Market in Cottage Industries –Characteristics of Indian Handicraft industry, Nature of Indian Handicrafts, selected cottage industries clusters identified for enhanced exports, Challenges for rural cottage industries.	5 + 1

Learning Resources:		
1	Text Books	Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH Rural Marketing in India, Habeeb - ur - Rahman, Himalaya Publishing House
2	Reference Books	Singh Sukhpal 2004. <i>Rural Marketing- Focus on Agricultural Inputs</i> . Vikas Publishing House.
3	Supplementary Reading Material	Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson Rural Marketing, Velayudhan, Sage Rural Marketing, Gopaldaswamy, Vikas Publishing house
4	Websites	www.nhb.gov.in/ www.dcsi.gov.np/ www.fert.nic.in/
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Marketing Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	309RABM	Type	Subject – Elective
Course Title	Commodity Markets – I		

Course Objectives:

1	To help students understand what commodity means and how commodities are traded
2	To make students identify significant areas of risk associated with buying and selling commodities
3	To update students about the regulatory framework for commodity markets in India

Syllabus:

Unit Number	Contents	Number of Sessions
1	Commodity Markets: An Overview – What is a Commodity?, Commodity Markets, Marketing of agricultural commodities, physical market operations.	5 + 1
2	Commodity Risk – Understanding risk, managing risk, evolution of commodity derivatives, evolution of commodity derivatives in India.	5 + 1
3	Commodity Derivatives – What is Derivatives? , types of derivatives, other classification of derivatives, Pricing derivatives, derivatives markets and participants, economic importance.	5 + 1
4	Commodity exchanges – What is commodity exchanges?, commodity exchanges around the world, commodity exchanges in India, electronic spot exchanges regulation of commodity markets.	5 + 1
5	Variety in commodity markets – designing commodity contracts, weather derivatives, freight derivatives, electricity derivatives, catastrophe derivatives, carbon derivatives, currency derivatives, property derivatives.	5 + 1

Learning Resources:

1	Text Books	Purcell WD. 1991. <i>Agricultural Futures and Options: Principles and Strategies</i> . Macmillan Publications
2	Reference Books	Kaufman PJ. 1986. <i>The Concise Handbook of Futures Markets</i> . John Wiley & Sons. Wasendorf RR & McCafferty 1993. <i>All about Commodities from the Inside Out</i> . McGraw-Hill.
3	Supplementary Reading Material	Understanding Agricultural Commodity Markets – EPW - December 29, 2012, Vol xvii no 52 Leuthold RM, Junkus JC & Cordier JE. 1989. <i>The Theory and Practice of Futures Markets</i> . Lexington Books. Lofton T. 1993. <i>Getting Started in Futures</i> . 3rd Ed. John Wiley & Sons, 1993.
4	Websites	www.indiabudget.nic.in/ www.commodityonline.com/ in.reuters.com/finance/commodities
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Finance Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	310RABM	Type	Subject – Elective
Course Title	Agricultural Marketing & Price Analysis – I		

Course Objectives:

1	To impart adequate knowledge and analytical skills in the field of agricultural marketing issues
2	To enhance expertise in improving the performance of the marketing institutions and the players in marketing of agricultural commodities.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Concepts in Agricultural Marketing: Characteristic of Agricultural product and Production – Problems in Agricultural Marketing from Demand and Supply and Institutions sides. Market intermediaries and their role - Need for regulation in the present context - Marketable & Marketed surplus estimation. Marketing Efficiency - Structure Conduct and Performance analysis - Vertical and Horizontal integration - Integration over space, time and form-Vertical coordination.	5 + 1
2	Marketing Co-operatives: APMC Regulated Markets - Direct marketing, Contract farming and Retailing - Supply Chain Management - State trading, Warehousing and other Government agencies– Market infrastructure needs, performance and Government role - Value Chain Finance.	5 + 1
3	Role of Information Technology and telecommunication in marketing of agricultural commodities: Market research-Market information service - electronic auctions (e-bay), e-Chaupals, Agrimarket and Domestic and Export market Intelligence Cell (DEMIC) – Market extension.	5 + 1
4	Spatial and temporal price relationship: Price forecasting – time series analysis – time series models – spectral analysis. Price policy and economic development – non-price instruments.	5 + 1
5	Project: Students should collect prices of one commodity per group from APMC for a fixed period and analyze the price trends and forecast future prices.	5 + 1

Learning Resources:		
1	Text Books	Singhal AK. 1986. <i>Agricultural Marketing in India</i> . Annual Publ., New Delhi.
2	Reference Books	Purecell WD & Koontz SR. 1999. <i>Agricultural Futures and Options: Principles and Strategies</i> . 2nd Ed. Prentice-Hall.
3	Supplementary Reading Material	Rhodes VJ. 1978. <i>The Agricultural Marketing System</i> . Grid Publ., Ohio. Shepherd SG & Gene AF. 1982. <i>Marketing Farm Products</i> . Iowa State Univ. Press.
4	Websites	www.market.ap.nic.in/ www.ncdc.in/ www.agricoop.nic.in/agristatistics.htm
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Finance Journal of Agri-business Prabandhan Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	311RABM	Type	Subject – Elective
Course Title	Microfinance		

Course Objectives:

1	To Appraise the state of microfinance in Indian Economy
2	To make students understand the concept and principles of microfinance
3	To help students to identify issues, linkages and role of technology that hinder the success of microfinance

Syllabus:

Unit Number	Contents	Number of Sessions
1	Overview of Microfinance: What is Microfinance ? , Economically active poor, Microfinance Institutions, Trends in Poverty in India, Can Poverty be eradicated, Microfinance as a development tool: The India Experience	5 + 1
2	Subsidized credit to Microcredit: Progress of rural banking, growth of microcredit, RRBs and micro credit, sustainable micro credit, Microfinance delivery methodologies.	5 + 1
3	Microfinance Institutions: Why is credit microcredit booming?, credit delivery, four tier apparatus. NGO –SHG-Bank Linkage – Lending through NGOs, scalability – the new mantra of NGOs; State Sponsored Microfinance	5 + 1
4	Outreach and Viability: Impact assessment study of microfinance, innovative and creative microfinance models	5 + 1
5	Role of Technology: Technology as an Enabler – Case study	5 + 1

Learning Resources:		
1	Text Books	Microfinance - Redefining the Future, Somanath, Excel books
2	Reference Books	Microfinance: Concepts, Systems, Perceptions, and Impact: A Review of Sgsy Operations in India, Soumitra Sarkar, Samirendra Nath, Readworthy Publications Microfinance: Emerging Trends and Challenges, Suresh Sundaresan, Edward Elgar Publishing Limited The Microfinance Revolution: Sustainable Finance for the Poor, Volume 1, Marguerite S. Robinson, The World Bank, Washington, D. C. Open Society Institute, New York The Economics of Microfinance Armendáriz, Beatriz, Morduch, Jonathan, PHI Microfinance, V S Somanath, Excel Books
3	Supplementary Reading Material	Microfinance in India: A New Regulatory Structure (http://www.centre-for-microfinance.org/wp-content/uploads/attachments/csy/1602/IIM%20Regulation%20V11.pdf)
4	Websites	http://www.centre-for-microfinance.org/ http://www.microfinanceindia.org/ http://www.emfil.org/
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Journal of Agri-business Prabandhan Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	312RABM	Type	Subject – Elective
Course Title	Agricultural Marketing		

Course Objectives:

1	To make students understand the functions performed by the agricultural marketing system.
2	To make students aware of current issues and trends in agricultural markets
3	To help students identify basic market problems and assess the effect of market imperfections on the performance of the marketing

Syllabus:

Unit Number	Contents	Number of Sessions
1	Agricultural market in India: Methods of Sale : Hatha system, private negotiations, quotation on samples, dara and moghum sale methods, open auction method. Marketed and Marketable surplus : Relationship between marketed and marketable surplus, relationship between price and marketable surplus. Limitations of Agricultural marketing: post-harvest immediate sales by farmers or distress sales, need and inadequacy of institutional marketing infrastructure.	5 + 1
2	Grading and Standardization: Meaning of grading and standardization, purpose of grading, advantages of grading, inspection and quality control, analysis of rural produce, inspection and testing of Agmark Grade, Indian standards, India's progress in grade specifications, consumer perception, producer's problems in grading, Population of grading, Motivation for grading, enactments in support of grade, ISO, CAC (International Standards)	5 + 1
3	Transportation of farm products: Functions of transportation, advantages of these functions, transportation methods, details, cost of transportation, transportation problem, suggestions for improvements.	5 + 1
4	Storage and Warehousing: Storage, storage practices in India, Risks in storage, storage structures, essentials of storage structures, cost of storage, returns of storage structures, cost of storage, returns of storage cost, warehousing, types of warehouses, warehousing in India, CWC, SWC, functioning of warehouses, growth of warehouses, FCI, warehouse capacity utilization, improvement suggestions, cold storage, advantages, capacity.	5 + 1
5	New trends in Indian Agriculture: Agro Processing Sector in India, The present state of agro processing and marketing, agencies involved in agro marketing, food processing and value addition are the keys to the future. Global demand for Indian Agriproduce– project on agricommodity and global prices.	5 + 1

Learning Resources:		
1	Text Books	Agricultural Marketing in India, Acharya and Agarwal, Oxford and IBH Publishing Agricultural Marketing – New Trends and Techniques, K K.Tiwari , D.N.D Publications
2	Reference Books	New Perspectives in Rural Agricultural Marketing, Ramkishen, Jaico Rural Agriculture and Marketing, Verma, Jiloka and Mandal, Deep and Deep Publications
3	Supplementary Reading Material	India's Domestic Agricultural Markets - Centre for Civil Society (http://www.ccsindia.org/ccsindia/interns2004/22.%20agriculture_Mark&Shalini.pdf)
4	Websites	www.dahd.nic.in/dahd/default.aspx www.coconutboard.nic.in/ www.mofpi.nic.in/ www.market.ap.nic.in/
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Marketing Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Management Review Prabandhan Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	313RABM	Type	Subject – Elective
Course Title	Rural Research Methods		

Course Objectives:

1	To equip the students with basic elements of research methodology
2	To assist students to analyze the rural issues in the setting of rural environment.
3	To enhance students' understanding of various approaches in research

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Significance of information, sources of information, Marketing Research – Key Decisions, Approaches and Tools – Case for Innovation, Approaches to Agricultural Marketing – Problem, research areas, research institutions, Data Sources in Agricultural marketing – Coverage, agencies, Publication and Dissemination of Market information.	5 + 1
2	Rural Market Mapping: Market mapping tools, Indian market demographics, Business Intelligence unit.	5 + 1
3	Various Methods of Research Applied to Rural Development: Historical method and rural development; survey method and rural development research, case study and rural development research, unique features of case study for rural development research.	5 + 1
4	Participatory Farmers' Research: Meaning of participation, farmers' organizations and participation, the dimension of rural organizations and the emergence of participation.	5 + 1
5	Participatory Rural Appraisal (PRA): Meaning, advantages of PRA, disadvantages of PRA, scope of PRA, methods and techniques of PRA, menu of PRA, ranking, preference, ranking, steps of preference ranking, pairwise ranking, drawing maps transact, time line, seasonal calendar, venn diagrams, livelihood analysis, flow of diagram, analysis group discussion, sustainability analysis.	5 + 1

Learning Resources:

1	Text Books	Research Methods in Rural Development, Nakkiran and Ramesh, Deep and Deep Publications Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH Rural Marketing, Badi and Badi, Himalaya Publishing House
2	Reference Books	Gaode and Hall, Methods of Social Research. Selling And Jahodia, Research Methods In Social Relations. Paulin Young, Scientific Research and Social Survey.
3	Supplementary Reading Material	Supermarkets and rural livelihoods : A research method, United States Agency for International Development, November 2007
4	Websites	www.rbi.org.in/home.aspx www.icrisat.org/ www.icar.org.in/ dare.nic.in/
5	Journals	--

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	314RABM	Type	Subject – Elective
Course Title	Rural Banking		

Course Objectives:

1	To enable students to understand the structure and importance of rural banking in Indian Economy
2	To help the students to gain a deeper understanding of rural banking and to explore emerging trends in rural banking

Syllabus:

Unit Number	Contents	Number of Sessions
1	Regulation of Rural Financial Services: Regulatory framework of RFI's Reserve Bank of India and its policy and functions in Rural Banking - National Bank for Agriculture and Rural Development (NABARD) and its role in Rural Development Impact of Economic Liberalization.	5 + 1
2	Regional Rural Banks: Genesis and need Historical Background Problems of RRBs Structural and other weaknesses Dantwala Committee Working Group of RRBs (KELKAR Committee Report) Recommendations of committee of financial sector reforms Recent policy changes policy relating to RRBs deregulations of interest rates and prudential norms Turnaround strategies DAP/MOU for revamping and restructuring.	5 + 1
3	Commercial Banks and Rural Banking: Rural lending by Commercial Banks, Problems of rural branches of Commercial Banks, Transaction cost and risk cost of rural financing, Rural branches as profit center, Impact of recent policy changes Prudential norms.	5 + 1
4	Local Area Banks/Other Financial Institutions Emerging Trends – Genesis, RBI Guidelines on Rural Local Area Banks, Other financial institutions like private banks, non-banking financial companies, Linkages with informal money markets, Some experience Alternative credit arrangements.	5 + 1
5	Emerging trends in Rural Banking: Financing poor as bankable opportunities, Micro credit: Summit declaration and follow up, SHG/Linkage with banking, Alternative financial institutions, NGO involvement, Reforms in rural credit system, Deregularisation, Prudential norms DAP/IMOU, turnaround strategies.	5 + 1

Learning Resources:		
1	Text Books	R.M. Srivastava: Management of Financial Institutions in India.
2	Reference Books	Vasant Desai: Nature and problems of Commercial Banking in India. Vasant Desai: Development Banks: Issues and Options Banking Regulation Act. Basu. A.K. Fundamentals of Banking Theory and Practice. Chatterjee, A., Bank Credit Management. Choubay, B.N., Principles and Practice of Co-operative Banking. Tanan, M.L. Banking Law and Practice in Negotiable Instrument India Act. Banking Books Evidence Act. RBI. Manual for UCB
3	Supplementary Reading Material	Future of Rural Banking – Y V Ready (http://rbidocs.rbi.org.in/rdocs/Bulletin/PDFs/10991.pdf) Regional Rural Banks: The Past and the Present Debate, Sukanya Bose (http://www.macrosan.net/pdfs/rrb_debate.pdf)
4	Websites	www.eximbankagro.com/ www.eands.dacnet.nic.in/latest_2006.htm www.mospi.nic.in/fod.htm www.nabard.org/ www.rbi.org.in/home.aspx
5	Journals	Indian Cooperative Review Indian Journal of Agricultural Economics Indian Journal of Finance Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	315RABM	Type	Subject – Elective
Course Title	AgriSupply Chains Management		

Course Objectives:

1	To introduce students to the concepts and processes of agricultural supply chain management
2	To provide a framework for structuring supply chain drivers; network designs,
3	To develop an understanding of demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.	5 + 1
2	Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.	5 + 1
3	Procurement Management in Agriculture Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI).	5 + 1
4	Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.	5 + 1
5	Information Technology in SCM: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking.	5 + 1

Learning Resources:

1	Text Books	Altekar RV. 2006. <i>Supply Chain Management: Concepts and Cases</i> . Prentice Hall of India. Monczka R, Trent R & Handfield R. 2002. <i>Purchasing and Supply Chain Management</i> . Thomson Asia.
2	Reference Books	van Weele AJ. 2000. <i>Purchasing and Supply Chain Management Analysis, Planning and Practice</i> . Vikas Publ. House
3	Supplementary Reading Material	Building Agri Supply Chains: Issues and Guidelines – World Bank
4	Websites	http://indiagovernance.gov.in/bestpractices.php?id=627 planningcommission.nic.in/reports/genrep/rep_logis.pdf
5	Journals	Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Marketing Journal of Agri-business Journal of Marketing Management Journal of Supply Chain Management Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	316RABM	Type	Subject – Elective
Course Title	ICT for Agriculture Management		

Course Objectives:

1	To Acquire A Clear Understanding Of Theory And Application Of Information & Communications Technology In Various Fields Of Agriculture Management.
2	To help students in developing the linkage across various technological fields of agriculture management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction : Basic terminology , Recent history of adoption of ICT in developing countries , Leapfrogging technology – the mobile phone , ICT and its ramifications for rural economies , Introduction to various ICT enabled rural services related to land, education, health, insurance, micro-credit, marketing etc. Village Resource Centre (VRC), Common resource Centre (CRC), Tele-education, community radio etc. Potential impact	5 + 1
2	ICT for production systems management : Types of ICT information service , Short-term productivity information services , Crisis management information services , Long-term productivity information services , Risk management information services , Common ICT platforms for information services , Collection and analysis , Delivery , Issues and challenges for ICT information services , Advantages of and opportunities for ICT information services	5 + 1
3	ICT for market access : Types of market access ICT service, Pricing services , Virtual trading floors , Holistic trading services, Downstream (and upstream) administration , Issues and challenges for market access ICT services , Advantages of and opportunities for market access ICT services	5 + 1
4	ICT for financial inclusion : Types of financial inclusion, ICT services , Transfers and payments , Agricultural credit , Savings for agricultural needs , Insurance , Common ICT platforms for financial inclusion services , Issues and challenges for ICT financial inclusion services , Advantages of and opportunities for ICT financial inclusion services.	5 + 1
5	Overview of Geographical Information Systems (GIS) : Remote Sensing and Image Processing, GPS, GIS Data Modeling, Geographical Information Systems, Issues and Concerns in Land and Water Management, The GIS Approach. Planning and Implementing a GIS; Case studies on GIS; GIS and Precision farming; GIS Applications in micro resource mapping, principles in micro planning, modeling in resource mapping GIS Technology trend and next generation Systems.	5 + 1

Learning Resources:		
1	Text Books	Sustainable Agriculture, edited by A. Bandyopadhyay, Bhoovigyan Vikas Foundation Concepts and Techniques of Geographic Information Systems , Lo, C.P. and Yeung, A.K.W. (2002)., Prentice Hall. E- Governance Concepts and case Studies- C.S.R Prabhu , Prentice Hall of India
2	Reference Books	Cases on Developing Countries and ICT Integration: Rural Community Development ,edited by Rebecca Nthogo Lekoko, Ladislaus M. Semali, IGI Fundamentals of Geographic Information Systems. DeMers, M.N. (1999) 2nd Ed., Wiley Press. Principles of Geographical Information Systems Burrough, P.A. and R.A. McDonald (1998), Oxford University Press.
3	Supplementary Reading Material	The Relevance of Content in ICT Initiatives in Indian Agriculture – International Food Policy Research Institute (http://www.ifpri.org/sites/default/files/publications/ifpridp01180.pdf) Developing a Rural Market e-hub: The Case Study of e-Choupal Experience of ITC www.planningcommission.nic.in/reports/sereport/ser/stdy_ict/4_e-choupal%20.pdf .
4	Websites	www.deity.gov.in www.nasscom.org/
5	Journals	ASCI Journal of Management Agricultural Extension

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	317RABM	Type	Subject – Elective
Course Title	Tourism Marketing - I		

Course Objectives:

1	To provide a global and local perspective on tourism
2	To build theoretical knowledge of the tourism industry and related sectors
3	To develop critical awareness of the physical, social and economic environments

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Tourism: Background, Tourism: Concept, Tourist: Concept, Motives Behind Travel, Tourism: Typology, Tourism: An Industry, Effect of Tourism, Tourist Organizations, Market Potential of Tourism.	5 + 1
2	Tourism Marketing: The Perception, Why Tourism Marketing? Purpose of Tourism Marketing, Significance of Tourism Marketing, Tourism Marketing in the Developed Countries, Tourism Marketing in Indian Environment.	5 + 1
3	User's Behavioural Profile: Background, Users- A General Description, Users' Behaviour, Behavioural Influence, Users' Behaviour and Life Style, Typology of Users' Behaviour, Behaviour Determinants Model, Understanding the Behaviour of Tourism, Psycholocomotion of Tourists.	5 + 1
4	Tourism Product Planning and Development: Background, Product- the Concept, A View of the Tourism Product, Tourism Product- The Salient Features, Tourism Product Planning, Why Product Planning? Planning Process, Environment and Planning, Regional Planning, Appraisal of Project and Tourism Planning, Tourism Product Planning in India.	5 + 1
5	Tourism Market Segmentation: Background, Concept of Tourism Market, Concept of Market Segmentation, Justification For Segmenting the Market, Importance of Market Segmentation, Bases of Market Segmentation, Life Style: An Importance Base, Effective Market Segmentation, Decision Processes for Segmentation.	5 + 1

Learning Resources:		
1	Text Books	Tourism Management, Anil Sharma, Essential Books, New Delhi Tourism and Travel Management, Biswanath Ghosh, Vikas Publishing House Pvt. Ltd. New Delhi Basic of Tourism Management, Suddhendu Mishra, Excel Books, New Delhi Starting a Tourism Company, Monika Prakash and Nimit Chowdhary, Matrix Publishers, New Delhi
2	Reference Books	Tourism Development Revisited: Concepts, Issues and Paradigms , SutheeshnaBabu. S, Sitikantha Mishra, BirajBhusanParida, Response Books New Delhi Tourism Management , Stephen J Page, Butterworth-Hienemann Oxford
3	Supplementary Reading Material	Foundations For Tourism Development, JagmohanNegi, Galgotia Publishing Company, New Delhi Tourism Marketing, Tapan K Panda and Sitikantha Mishra, The ICFAI University Press, Hyderabad
4	Websites	www.agritourism.in/ www.agritourismworld.com www.tourism.gov.in/
5	Journals	Decision Indian Journal of Marketing Journal of Marketing Management Management Review Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	318RABM	Type	Subject – Elective
Course Title	Millennium Development Goals		

Course Objectives:

1	To make students understand the importance of millennium development goals and its applicability to rural economy
2	To highlight the contribution of agrarian economy and its role towards millennium development goals
3	To make students aware about the varied approaches towards the achievement of millennium development goals

Syllabus:

Unit Number	Contents	Number of Sessions
1	Millennium Development Goals – Origin and Concept, Strong international commitment, eight millennium development goals, Issues in Indian Agriculture	5 + 1
2	Role of Agriculture in Meeting the Millennium Development Goals – The Marginalization of Agriculture, Growth and poverty under structural adjustment, Prospects of reducing poverty by 2015. Agricultural growth is pro poor growth, Improving market access to encourage pro-poor growth, Agriculture and MDG 1, Perspectives on the role of Agriculture in meeting the Millennium Development Goals	5 + 1
3	Agriculture's Contribution to Food and Nutrition Security – The current growth path and increase in poverty, Growth in staples and poverty reduction, Assessing investment options and poverty reduction, Poverty Reduction through Agriculture led Economic Growth	5 + 1
4	Global trends and emerging issues in meeting MDGs – Policy Actions and impact on MDG, Trade Policies, Policies for Developing countries, Policies in Development Assistance - the case of Food aid, Macroeconomic Reforms and National Government Infrastructure Investments, Importance of Rural Infrastructure, Public Investment and Infrastructure	5 + 1
5	Private Sector & Millennium Development Goals – Role of Private sector in supporting agriculture to meet the MDGs, The rural nonfarm private sector, Private-Public Partnerships and Investment Synergies, The Role of Governance Structures in Agriculture for Achieving the MDGs, The Role of Foreign Direct Private Investment in Agriculture for Achieving the MDGs	5 + 1

Learning Resources:		
1	Text Books	Rural India: Achieving Millennium Development Goals and Grassroots Development, edited by Madaswamy Mon, Concept Publishing Company
2	Reference Books	Agriculture, Food Security, Nutrition and the Millennium Development Goals, Joachim Von Braun, Mark W Rosegrant, International Food Policy Research Institute Attaining the Millennium Development Goals in India: Reducing Infant Mortality, Child Malnutrition, Gender Disparities and Hunger-Poverty and Increasing School Enrollment and Completion, Anil B. Deolalikar, Oxford University Press India Attaining the Millennium Development Goals in India: Role of Public Policy & Service Delivery, , World Bank. South Asia Regional Office. Human Development Unit, World Bank Development Communication in Practice: India and the Millennium Development Goals, J V Vilanilam, Sage Publications
3	Supplementary Reading Material	Millennium Development Goals: India Country Report 2011
4	Websites	www.un.org/millenniumgoals www.undp.org/mdg/ www.un.org.in/_layouts/UNDP/MDG.aspx
5	Journals	Food Policy American Journal of Agricultural Economics

University of Pune

MBA SYLLABUS: SEMESTER III
FAMILY BUSINESS MANAGEMENT SPECIALIZATION

Semester	III	Specialization	Family Business Management
Course Code	305FBM	Type	Subject – Core
Course Title	Essentials of Family Business Management – I		

Course Objectives:

1	To motivate the entrepreneurial instinct of students and expose them to family owned business challenges and issues.
2	To develop and strengthen entrepreneurial quality and motivation especially towards Family owned business.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Family businesses Uniqueness: Definitions of Family business, What constitutes a family business? Succession and Continuity, Economic impact, What Makes it Unique - The Nature, Importance, and Uniqueness of Family Business - Special strengths - family business culture and values, predictable problem resolution, commitment, Knowledge, Flexibility in work, time and money, Long-range thinking, A stable culture, Speedy decisions, Reliability and pride. Dilemmas and challenges for family businesses- Resistance to change, Business challenges, Succession, Emotional issues, Leadership. A competitive edge and outperformance? Successful sectors for family businesses. The system theory perspective, Blurred System Boundaries, The Alternative to Blurred system boundaries: joint optimization, The agency theory perspective, The strategic perspective: competitive challenges faced by family businesses, Competitive advantage: the resource based view, The stewardship perspective.	7 + 2
2	Family business dynamics: People, system and growing complexity: Family culture, organizational culture, and cultural blur in family firms, A system perspective on continuity resulting from generational conflict and culture change, Family business people – Founders, Women in family businesses, Husband and wife teams, In-laws, Multifamily ownership, Non-family employees, Managing conflicts in family firms. Family unity and a positive family –business interaction as a resource in the creation of inimitable competitive advantages. Family business systems - Seeking a balanced approach, Introducing the ownership dimensions. Family business life cycles: a story of growing complexity - Life-cycle stages, A customer-active paradigm, continuous evolution-not revolution-and family business continuity, Ownership transitions. Erosion of the future entrepreneurial culture. The need to preserve the entrepreneurial spirit and promote a positive-sum dynamic in later generation. Great Family Businesses.	7 + 2
3	The family's relationship with business: developing a strategic vision and building teamwork: Articulating values and shared vision, Effective business families, How families add value: the family-business interaction factor, Ingredients of successful planning - Family emotional intelligence, Establishing open communication, Family Communication: Family Meetings, The benefits of family meetings, Family Councils, and Family Offices, Family retreats, Family constitutions Family Meetings, The use of facilitators and advisors, The family employment policy, Ownership and family policy making, Guidelines for policy making, The family contribution, Creative versus destructive conflict, Building family teamwork. Unifying plans, processes and structures - Designing family governance.	7 + 2

4	The next generation: human resource management and leadership perspective: To join or not to join? The importance of outside experience - Self-esteem and confidence -Wider business experience, Credibility with non-family employees. Systems overlap and human resource management issues – Recruitment, Training and development, Remuneration, Performance appraisal and promotion. Working in the business - Seek out a mentor, Gain the respect of employees, Tread carefully, Beware sibling rivalry, Work at establishing personal identity, Relationship with the senior generation	7 + 2
5	Getting help: making the most of outside resources: The Perspective of nonfamily managers, Career opportunities for nonfamily managers, Non-family managers - Relationship with the family, Introducing external executives, Motivation and rewards, Incentive design and delivery. Extending the family culture to nonfamily managers, Motivating and retaining nonfamily managers, Non-executive directors -Selecting the right candidate, Board practices. Professional advisers and consultants - Are your advisers keeping pace with your needs? Consultants, Family business consultants, Beware conflicts of interest, Relationships underpinning an advisory role, A nonfamily manager as a bridging president or CEO, Outsider advisors: the family business consultant.	7 + 2

Learning Resources:

1	Text Books	Family business: The essentials by Peter Leach, Profile books Ltd. Family Business by Ernesto J. Poza
2	Reference Books	Entrepreneurs: Talent, Temperament, Technique 2 nd Edition. By – Bolton, Bill and John, Thompson. Butterworth-Heinemann, MA. 2004. ISBN: 978-81-312-1366-7 Unleashing your Entrepreneurial Potential. By – Raghu Nanadan. Response Business Book from Sage, New Delhi.2009. ISBN: 978-81-7829-908-2 Peter Drucker: Innovation and Entrepreneurship – Practice and Principles, Affiliated East West Press, 1986 Robert Hisrich and Michael Peters: Entrepreneurship, Tata McGraw Hill, 2002 Jack Kaplan: Patterns of Entrepreneurship, Wiley, 2004 John Mullins: New Business Road Test, Prentice Hall, 2004
3	Supplementary Reading Material	Management of Succession in Family-Owned Business. Edited by Pramod Verma. The ICFAI University Press, Hyderabad. 2007. ISBN: 978-81-314-1185-8 Family Wars: Classic Conflicts In Family Business and How to Deal With Them. By - Grant Gordon and Nigel Nicholson. Kogan Page, London. 2008. ISBN: 978-0-7494-5457-9
4	Websites	-
5	Journals	The Role of the Founder in Creating Organizational Culture, Edgar H. Schein, Organizational Dynamics, Summer 1983. Milestones for Successful Venture Planning, Z. Block and I. C. Macmillan (1985), HBR

Semester	III	Elective	Family Business Management
Course Code	306FBM	Type	Subject – Core
Course Title	Managing Innovation – I		

Course Objectives:

1	To develop innovative approach to business related skills of marketing, quality management production, distribution and human resource management etc.
2	To develop aptitude towards innovative approaches by empowering them with necessary tools.

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Innovation Imperative - Why innovate? The changing world of business, Key Definitions – Creativity, Invention, Innovation, Business Design, Innovation to Energize, Innovate for Growth, Profit, Innovate for Survival, Managing Change, Creativity & innovation. Myths Surrounding Creativity, Difference between innovation and creativity.	7 + 2
2	Models of Innovation – Static Models : Incremental versus Radical Innovation, Abernathy –Clark Model, Henderson – Clark Model, Disruptive Technological Change Model, Innovation Value – Added Chain, Strategic Leadership View, Familiarity Matrix, Imitability & Complementary Assets – Teece Model. Dynamic Models: Utterback – Abernathy Model, Tushman – Rosenkopf technology Life Cycle Model, Foster's S Curve.	7 + 2
3	Competencies, Assets and Knowledge: Profit Chain, Value Configurations – Value Chain, Value Network, Value Shop. Assets and Competencies. Assets – Coreness, Imitability, Profits. Competencies – Coreness, Imitability, Profits. Relationship between Competencies and Assets. Knowledge – Newness, Quantity, Tacitness. Sources of Assets and Competencies. Implications for Competition. Innovation and Competencies.	7 + 2
4	The Innovation Portfolio – What to innovate? Vision – Portfolios and Feelings, What is the right question. Identifying Feelings and Needs, Innovating Experiences, Battling Commoditization, Technology & Psychology, Innovation, Feelings, Needs: Creating Emotional Appeal, Searching for Innovation Opportunities. Process Innovation, Innovation Portfolios for Established Organizations. Pioneers, Migrants & Settlers.	7 + 2
5	Sources of Innovation: Functional Sources of Innovation – Internal Value Chain, Spillovers from Competitors, Suppliers, Customers and Complimentary Innovators, University, Government & Private Laboratories, International Sources. Circumstantial Sources of Innovation – Planned Firm Activities, Unexpected Occurrences, Creative Destruction.	7 + 2

Learning Resources:		
1	Text Books	Innovation Management , Allan Afuah, Oxford Indian Edition. Innovation Management , Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi. Innovation: the attacker's advantage, Foster, Richard N., London, Macmillan, 1986.
2	Reference Books	Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.
3	Supplementary Reading Material	Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's ToolKit , Harvard Business Press. Fastrack to Success Innovation , Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition.
4	Websites	-
5	Journals	-

Semester	III	Specialization	Family Business Management
Course Code	307FBM	Type	Subject – Elective
Course Title	Business Plan		

Course Objectives:

1	To help students appreciate the purposes and audiences for business plans.
2	To help students understand the structure and content of a business plan, including the reasons for the structure and content.
3	To guide students in preparing a first draft of their own business plan
4	To train students in critical evaluation of business plans

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Business Plan: Business Plan – Concept, need, use. Business planning overview - Business planning as a change agent - Idea brainstorming session - Understanding your motivations for preparing a plan - Raising money , Clarifying the company's future , Launching a new venture , Searching for partners , Plotting against the competition, Recruiting.	5 + 1
2	Key elements of a Business Plan: Executive summary - Business description - Industry analysis and trends - Competitive analysis - Target market - strategic position – risk assessment - Market strategies - Design and development plan - Technology plan -management and organization - Financial factors - Financial features - sales, profits, cash flows and return on investment - Financial requirements - loan , equity source of collateral - Current business position- Relevant information about the company, its legal form of operation, when it was formed, the principal owners and key personnel - Major achievements - developments within the company that are essential to the success of the business.	5 + 1
3	Writing a Business plan: Decide why you're writing your plan - Research other business plans - Collect Information - press releases, related articles, Trade and industries associations - industry journals, Internet, government sources and statistics - offline research resources - library - historical financials, important web sites. Evaluating data- benefits of market study -coverage of market study. Put it down on paper - brainstorming - Prepare your rough draft - Compile information and research to support the claims and assertions you make in your plan - Start thinking about the numbers- Write a final draft and finish the numbers - Set a deadline.	5 + 1
4	Evaluating a B Plan from the Investor's Perspective: (O) Opportunity: Is this a positive present value opportunity? (I) What is the idea / industry? (M) Is the target market large enough to support substantial growth / valuation? (P) Why does the opportunity generate a positive present value? What is unique? (A) Acceptance: Will customers in that market accept / buy this new product / service? (C) Why won't the value be competed away? (T) Why is this a good time to enter? (S) Speed? How quickly can this be implemented?	5 + 1

5	<p>Risk Assessment: Possible uncertainties: Market size, Customer acceptance, Customer approach, Competition, Management team, Potential real options, Which uncertainties can be managed so that outcome is more likely to be favorable? Choice of initial customers? Choice of investors?</p> <p>Team Evaluation: Can management team implement opportunity? How does previous experience relate to opportunity? How “hungry” is the management team? If management pieces are missing: What pieces are missing? What type of person will you look for to fill them? How will you find that person? Importance of a good team and a good opportunity are for VCs.</p> <p>Strategy: Is strategy consistent with opportunity, uncertainty, team, and exit?</p> <p>Investment requirements / cash flows: Is the amount of money required reasonable? Do the cash flows / forecasts make sense? Bottom-up, Top-down.</p> <p>Deal: Does deal structure provide appropriate incentives? Is the deal priced attractively? Do key individuals have incentives to do deal? Do key individuals have incentives to make deal work? Does deal structure provide / ensure appropriate governance? Does deal structure help manage the uncertainties?</p> <p>Exit: Is the deal excitable? How?</p>	5 + 1
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Learning Resources:		
1	Text Books	Entrepreneurial Small Business, Katz J A , Green II R P, McGraw Hill/Irwin, New York, NY, 2008. 3rd Ed. Getting to Plan B, Mullins J and Komisar R, Harvard Business Press, Boston, Massachusetts, 2009. Business Planning: A guide to Business Start-up. By – David Butler. Thompson. Butterworth-Heinemann, MA. 2008. ISBN: 978-81-312-1432-9
2	Reference Books	The Successful business Plan Secret Strategies by Rhonda Abrams PH The business plan in a day by Rhonda Abrams , PH. Business plan preparation - Entrepreneurship Development Institute of India
3	Supplementary Reading Material	How Much Money Does Your New Venture Need?, James M. Stancill, HBR, 1986.
4	Websites	-
5	Journals	Business Plans: Two Major Types; Fry, Fred L., Stoner, Charles R.; Journal of Small Business Management. Milwaukee: Jan 1985. Vol. 23, Issue. 1; p. 1 How to Write a Great Business Plan, William A. Sahlman, HBR, July 01, 1997, 11 pgs. How to Write a Winning Business Plan, S. R. Rich and D. E. Gumpert (1985), HBR, May-June, 1985 (Reprint No. 85314)

Semester	III	Specialization	Family Business Management
Course Code	308FBM	Type	Subject – Elective
Course Title	Private Equity		

Course Objectives:

1	To lay the foundations of a career in private investment activity in countries with transitional or developing economies, either as part of a corporate development effort, or through venture capital or buyout fund activity.
2	To develop an understanding of the fundamental dynamics of venture funding as a way of building a company, or considerations for buying a company amongst students who expect to engage in entrepreneurial activity.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: The structure of the VC industry , Company formation: structures, ownership and issues , Capitalization Tables and Valuation , Governance, Value Add and Exits; corporate venture capital funds. Issues in Private Equity in Emerging Markets (PEEM) and Development of Fund Strategy and Managing Crisis, History and trends , Contrasts with US/Europe , Hierarchy of risks , Risk mitigation strategies , Role of PE/VC in economic development.	5 + 1
2	Deal Sourcing, Due Diligence and Company Strategy in PEEM - I: Evolution of fund development in selected emerging markets , Contrasts in India, China and Brazil , Role of governments in the building of a venture capital base in emerging markets , Approaches to inventorying base of opportunities , Understanding the point of view and expectations of entrepreneurs, families and existing owners, Identifying and navigating relationships with corporate partners.	5 + 1
3	Deal Sourcing, Due Diligence and Company Strategy in PEEM - II: Working with international financial institutions, e.g., the IFC, World Bank and other regional development banks, Approaches to building deal flow in emerging markets, Special issues in setting up a system for deal processing , General transactional path , Special diligence factors in emerging markets and approaches to analyzing these , Challenges of deal origination , “Concept arbitrage” , Building companies around products or technologies transferred from other countries , The dangerous allure of “roll-up” strategies in emerging markets , Laying the groundwork for value added activity in the emerging market circumstances.	5 + 1
4	PE and VC Valuation Challenges in PEEM : Basic universal PE/VC valuation methods , Special considerations in emerging market PE , Special considerations in emerging market VC . Special considerations in term sheet provisions in PEEM - IFC’s “quasi-equity structures”, Country limitations in VC deal structure , PE and buyout considerations in deal structuring and contrast with US , Structuring PE deals without leverage.	5 + 1
5	Exit Planning, Alternatives and Execution in Emerging Markets : Alignment with entrepreneurs’ expectations and goals , Role and risks of local listing , Information resources for offshore listing , Inherent problems of illiquidity in emerging markets , Strategies for domestic and off-shore trade sales.	5 + 1

Learning Resources:		
1	Text Books	Poza, E. (2010). Family Business, 3rd Edition. Mason, OH: South-Western Cengage Learning. [ISBN : 0470998105] Tom Copeland et al: Valuation – Measuring and Managing the Value of Companies, Wiley 1996
2	Reference Books	Udayan Gupta (Editor), Done Deals: Venture Capitalists Tell Their Stories.
3	Supplementary Reading Material	Paul A. Gompers and Josh Lerner, The Money of Invention: How Venture Capital Creates New Wealth.
4	Websites	-
5	Journals	Zider, Bob "How Venture Capital Works" Harvard Business Review Roberts, Michael J. and Lauren Barley, "How Venture Capitalists Evaluate Potential Venture Opportunities" (HBSP 9-805-019) Amar Bhide: Bootstrap Finance – The Art of Start-ups, Harvard Business Review, November 1992, pp. 109-117

Semester	III	Specialization	Family Business Management
Course Code	309FBM	Type	Subject – Elective
Course Title	Franchising		

Course Objectives:

1	To introduce franchising as the most efficient form of entrepreneurship, a marketing tool, a distribution technique, the ultimate capital leverage device, a real estate platform, a combination of some or all of the above.
2	To learn how to evaluate franchise management opportunities - Ability to identify opportunities to expand local businesses through franchising.
3	To develop an ability to work out details needed to establish and develop a franchise network.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Franchising: What is Franchising? - Franchising: History and Overview, Types of Franchises, Threshold Business Issues, Advantages and Disadvantages to Franchisor, Advantages and Disadvantages to Franchisee, Elements of a Successful System, Growth of Franchising, Key Learning	7 + 2
2	How to become a Franchisor? Basic business concept, pilot operation, Developing the operational manual, Developing the franchise package, Marketing the franchise package, Selecting franchisees, Developing the Franchisor's organization, Gross Revenues, Profit and Loss Statement, Capital Expenditure, Franchisee Sales, Marketing the product or service, Operations (including innovation), initial services, ongoing services.	6 + 2
3	How to become a Franchisee? How does being a franchisee differ from running your own non-franchisee business, Self-examination, Type of business, Assessing the Franchisor, Assessing the business proposition, What happens if the Franchisor fails,	6 + 2
4	Financial Aspects of Franchising: Initial Franchisee Fee, Sale of the franchise package, Leasing of premises, Continuing fees, Advertising funds, Role of Banks. Financial analysis and comparison of two franchise cases: This analysis should include: <ol style="list-style-type: none"> 1. Demographic analysis of the area 2. Traffic counts 3. Estimated start-up cost and ongoing fees (franchise fees and start-up expenses) 4. Assessment of the overall competitiveness of the franchise, considering the demographic and market potential. 5. Break even analysis to recover franchise fees, royalties and start-up costs 6. Selected ratio analysis based on industry selection (Using RMA data) 7. A pro forma income statement for the first three years of operations for the two franchises 8. A recommendation on the best franchise (with data support) 9. All market or location assumptions must be clearly stated in the analysis and supported by facts. 	10 + 2
5	Franchisor Franchisee Relations: Foundations, Parties responsible, Continuing relationship, Channels of communication – personal contacts, written communication, Franchisee Meetings, Franchisee Associations, Contractual Issues, Structure of Franchisee Agreements ,	6 + 2

Learning Resources:		
1	Text Books	Martin Mendelsohn , Guide to Franchising 7th Ed, Cengage Learning Judd, R., & Justis, R. (2008). Franchising: An Entrepreneur's Guide, 4th ed. Mason, OH: Thomson
2	Reference Books	Hoy, F and Stanworth, J (2003), Franchising : An International Perspective, Routledge
3	Supplementary Reading Material	Bradach, J.L. (1998) Franchise Organizations, Harvard Business School Press Carter, S. & Jones-Evans, D (eds) (2000): Enterprise and Small Business, FT/Prentice Hall. Chapter 12 Felstead,A, (1993) The Corporate Paradox: Power and control in the Business Franchise International Thompson Business Press Lashley, C. & Morrison, A (eds) (2000) Franchising Hospitality Services, Butterworth Heinemann Perdy, D., Stanworth, J. and Hatcliffe, M., (1996) Franchising in Figures, University of Westminster Press Price,S., (1997)The Franchise Paradox, Cassell Toplis, N, Marsh, G (2004) The 60 Minute Guide to Franchising, 60 Minute Book Company, England Love, J.F.(1995) McDonald's: Behind the Arches, Bantam Ritzer, G (1993) The McDonaldisation of Society, Pine Forge Press
4	Websites	www.whichfranchise.com www.thefranchisemagazine.net

5	Journals	<p>Castrogiovanni, G. (1998). Universal business brokers. <i>Entrepreneurship Theory & Practice</i>, 22 (2), 75-86.</p> <p>Ciavarella, M., & Amason, A. (2001). Nawkaw, Inc.: Changing the color of masonry. <i>Entrepreneurship: Theory & Practice</i>, 26 (2): 77-91.</p> <p>Finkle, T. (1998). Beano's Ice Cream Shop. <i>Entrepreneurship Theory & Practice</i>, 23 (1): 87-99.</p> <p>Elango, B. and Fried, V. H. (1997) Franchising research: A literature review and synthesis, <i>Journal of Small Business Management</i>, 35, 3, pp68-81</p> <p>Fulop, C. and Forward, J. (1997) Insights into franchising: A review of empirical and theoretical perspectives, <i>The Service Industries Journal</i>, 17, 4, pp603-625</p> <p>Stanworth, J and Curran, J (1999) Colas, Burgers, Shakes and Shirkers: Towards a sociological model of franchising in the market economy, <i>Journal of Business Venturing</i>, 14, 4, pp. 323-344</p> <p>Peterson, A and Dant, RP (1990) Perceived advantages of the franchise option from the franchisee perspective: Empirical insights from a service franchise, <i>Journal of Small Business Management</i>, July, pp. 46-61</p> <p>Withane, S (1991) Franchising and the Franchisee Behaviour: An examination of Opinions, Personal Characteristics and Motives of Canadian Franchisee Entrepreneurs, <i>Journal of Small Business Management</i>, January, pp. 22-29</p> <p>Kaufmann, PJ (1999) Franchising and the Choice of Self-Employment, <i>Journal of Business Venturing</i>, 14, pp. 345-362</p> <p>Guilloux, V; Gauzente, C; Kalika, M and Dubost, N (2004) How France's Potential Franchisees Reach Their Decisions: A Comparison with Franchisers' Perspectives, <i>Journal of Small Business Management</i>, 42, 2, pp. 218-224</p> <p>Kaufmann, PJ; Eroglu, S (1998) Standardization and adaptation in business format franchising, <i>Journal of Business Venturing</i>, 14, pp. 69-85</p> <p>Stanworth, J., Price, S., Purdy, D., Zafiris, N. and Gandolfo, A. (1996) , Business Format Franchising: Innovation and Creativity or Replication and Conformity', <i>Franchising Research: An International Journal</i> 1(2): 29 -39</p> <p>Pizanta, I and Lerner, M (2003) Examining control and autonomy in the franchisor-franchisee relationship, <i>International Small Business Journal</i>, 21, 2, pp. 131-159</p> <p>Dant, RP and Gundlach, GT (1999) The Challenge of Autonomy and Dependence in Franchised Channels of Distribution, <i>Journal of Business Venturing</i>, 14, pp. 35-67</p>
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Semester	III	Specialization	Family Business Management
Course Code	310FBM	Type	Subject – Elective
Course Title	Social Entrepreneurship		

Course Objectives:

1	Build appreciation of the nature of poverty, the needs of the poor and the obstacles to development in emerging markets.
2	Enhance capacity to analyze the challenges, opportunities and potential of social entrepreneurs and social organizations that are addressing global problems
3	Develop business strategies and operational plans that are tailored to the reality of emerging markets and that will help social entrepreneurs increase their impact and sustainability.
4	Build empathy, teamwork and leadership skills
5	To introduce students to the broad spectrum of emerging global social (including environmental and socially responsible) ventures - Laying the ground work for students' own potential career paths in social entrepreneurship.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Social Entrepreneurship & Social Enterprises: What is a social business? How is it different from social entrepreneurship? Definition of Social Entrepreneurship, Why social enterprises, Situating social enterprises, Defining social enterprises, Broad and Narrow Definitions, Recognizing Opportunities, The Idea of Social innovation, Social enterprises as hybrid organizations, Characteristics of social enterprises, Emergence of social enterprises, Influence of policy on emergence of social enterprises, Market influence on the development of social enterprises, Future & sustainability of social enterprises.	5 + 1
2	Skills for Social Entrepreneurship: Identifying and Defining Community need, Skills required for Identifying and Defining Community need, Stakeholder participation and involvement – Social policy context, Where do social enterprises fit within the changing landscape, Financing the social enterprise, funding gap. Income forecast, income statement, cash flow forecast, Managing financial risk.	5 + 1
3	Challenges and Risk of Innovation in Social Entrepreneurship – Conceptualizing innovation and its ethics, Analyzing for innovation system skills, Implementing innovation – mind set shifts. Distinctive leadership and management tasks in social enterprises.	5 + 1
4	BoP markets – definition, examples, the impact of culture, the poor as consumers, business models at the BoP, designing products that will create value for the BoP. Providing access to credit, Providing access to information and financial services through technology, Providing access to health care, education.	5 + 1
5	Newer business models at the BoP – Social Entrepreneurs, Challenges for social entrepreneurs – creating a successful business model and finding funding, generating income, scaling and replicating to increase impact, social entrepreneur's point of view, New opportunities for collaborative ventures at the BoP. Evaluating the social impact of BoP ventures.	5 + 1

Learning Resources:		
1	Text Books	Bornstein, David, How to Change the World: Social Entrepreneurs and the Power of New Ideas, 2007, Oxford University Press Social Entrepreneurship: A Skills Approach, By Robert Gunn, Chris Durkin
2	Reference Books	F. Perrini (Ed.) The New Social Entrepreneurship: What Awaits Social Entrepreneurship Ventures? Cheltenham and Northampton, MA: Edward Elgar, 2006 Carlo Borzaga and Jacques Defourny (eds.), The Emergence of Social Enterprise, Routledge, London, 2001, 400 pp. Social enterprise : at the crossroads of market, public policies and civil society by Nyssens, Marthe.; Adam, Sophie, London ; New York : Routledge, 2006.
3	Supplementary Reading Material	Nicholls, Alex. 2006. Social Entrepreneurship: New Models of Sustainable Social Change. Oxford University Press.
4	Websites	http://www.gsb.stanford.edu/csi/ http://www.fuqua.duke.edu/centers/case/ http://www4.gsb.columbia.edu/socialenterprise/
5	Journals	The World of the social entrepreneur, John L Thompson, (2002), The International Journal of Public Sector Management. Bradford. Vol.15, iss.4/5; Pg. 412. Journal of Nonprofit & Public Sector Marketing International Journal of Nonprofit and Voluntary Sector Marketing Nonprofit Management and Leadership

Semester	III	Specialization	Family Business Management
Course Code	311FBM	Type	Subject – Elective
Course Title	Intrapreneurship		

Course Objectives:	
1	To understand what an intrapreneur is, what the benefits are, the risks, and the responsibilities.
2	To learn how to manage a startup business or service within an existing company in ways that allows it to succeed, to make a profit and to continue to grow.
3	To understand the mechanics of putting together a business plan and presenting it for a new company.
4	To see how it is possible to overcome various financial, economic and political barriers and succeed with a new idea in an existing corporate environment.

Syllabus:

Unit Number	Contents	Number of Sessions
1	The concept of Intrapreneurship: Defining an intrapreneur, characteristics of people within an organization who are likely to become Intrapreneurs, Why Intrapreneurship is important now - Decentralization of ideas, Empowering the frontlines, User Driven innovation, The Digital Generation. Realizing the Promise of Intrapreneurship, Lens and Perspective of Intrapreneurship.	5 + 1
2	Ideas, Roles and Processes: Ideas – Scaling Ideas, Scope of Ideas, Degree of Change of Ideas, Orientation of Ideas, Navigating the idea space. Roles – The Intrapreneur, The Manager, The Observers, The Owner and/or the organization, The Process. Idea Generation and Mobilization: Organizational Perspective – Idea Generation, Idea Mobilization, Design Considerations for Idea Generation and Mobilization. Employee Perspective – Idea creation, Idea Mobilization.	5 + 1
3	Advocating & Screening: Organizational Perspective – Idea Advocacy, Idea Screening, Design Considerations for Idea Advocacy and Screening. Employee Perspective - Idea Advocacy, Idea Screening. Idea Experimentation: Organizational Perspective – Looking beyond R & D Labs for experimentation, Valuing an Experimentation Culture, Developing an Experimentation process to test the feasibility of ideas, Refining the Experimentation process of the organization. Design Considerations in Experimentation. Employee Perspective – Methods for Experimentation, Experimentation Simplified, and Getting help from friends, Experimenting Outside the Organization.	5 + 1
4	Idea Commercialization: Organizational Perspective – Creating the Commercialization Team, Conversation with the Idea creators, Identifying Resources and Assets, Markets, Packaging, pricing and Promotion. Implementation Plans. Performance Measurement. Employee Perspective – Appreciate the Commercialization Process, Working with the Commercialization team, Negotiating Compensation for Idea and Effort. Diffusion and Implementation of ideas: Organizational Perspective – Diffusing Ideas, Implementing ideas. Employee Perspective – Diffusing Ideas, Implementing ideas.	5 + 1
5	Intrapreneurship – from concept to sustained Competitive Advantage: Open up a dialogue, Take a Community approach, Lean Unlearn and Relearn, Build Multiple Avenues, Keep feedback mechanisms simple, Collect feedback with a plan in mind, Communicating Feedback, Technology doesn't drive the process, The Human Factor, Importance of Measurement, tracing the Maturity of Intrapreneurship Processes and linking them to business value.	5 + 1

Learning Resources:		
1	Text Books	Intrapreneurship: Managing Ideas Within Your Organization By Kevin C. DeSouza
2	Reference Books	Managing Corporate Culture, Innovation and Intrapreneurship by Howard W. Oden Creating the Intrapreneur: The Search for Leadership Excellence by Victoria C. DePaul Corporate Entrepreneurship: Top Managers and New Business Creation. By – Vijay Sathe. Cambridge University Press, New York. 2003. ISBN: 978-0-521-61392-7 Morris, M.H. and Kuratko, D., Corporate Entrepreneurship, Ft. Worth, TX: Harcourt, 2002.
3	Supplementary Reading Material	Intrapreneuring in Action, by Gifford Pinchot and Ron Pellman, Barrett Koehler, San Francisco, 1999, ISBN 978-1-57675-061-2 Essentials of Entrepreneurship and Small Business Management by Thomas W. Zimmerer and Norman M. Scarborough, Pearson Prentice Hall, 4th edition, 2005, ISBN 0-13-149178-4 Crossing the Chasm, by Geoffrey Moore, Harper Collins, 1999, ISBN 0-06662-002-3 Payback: Reaping the Rewards of Innovation by James P. Andrew, Harold L. Sirkin, John Butman, Harvard Business School Press; 1 st edition, 2007, ISBN: 978-1422103135 Intrapreneuring: Why You Don't Have to Leave the Corporation to Become an Intrapreneur by Gifford Pinchot, Harpercollins, 1986, ISBN: 978-0060913359
4	Websites	-
5	Journals	Internal entrepreneurship: strategy for growth, Roberts EB and Frohman A., Business Quarterly, 1972 The Four Models of Corporate Intrapreneurship by Robert C. Wolcott and Michael J. Lippitz, Reprint 49115; Fall 2007, Vol. 49, No. 1, pp. 75-82 Entrepreneurs and Intrapreneurs in Corporations by Teltumbde, Anand. Vikalpa: The Journal for Decision Makers, Jan-Mar2006, Vol. 31 Issue 1, p129,132, 4p; (AN 20500312) On the way to creativity: Engineers as intrapreneurs in organizations; Hanns C. Menzela, Iiris Aaltiob, Jan M. Ulijna; Technovation 27 (2007), Pp 732–743 Connect and Develop Inside Procter & Gamble's New Model for Innovation; Larry Huston, Nabil Sakkab; Harvard Bus. Rev., March 2006 The Ten Commandments of Intrapreneurs, Mark Robinson, Management, Dec 2001, Pp 95-98 Managing in the Whitespace, Maletz, M.C., Nohria, N., Harvard Bus. Rev., Feb. 2001, 11p DuPont Tyvek(R): Commercializing a Disruptive Innovation, Jeffery, Mark; Cooper, Robert; Buchanan, Scott, 01/01/2006 HBS Number: KEL194 The 12 Different Ways for Companies to Innovate, Mohanbir Sawhney, Robert C. Wolcott and Inigo Arroniz, MIT Sloan Management Review, SPRING 2006 VOL.47 NO.3 The Middle Manager as Innovator (HBR Classic), Rosabeth Moss Kanter, HBR # R0407M Joline Godfrey and the Polaroid Corporation, Nancy A Kamprath, Melinda B. Conrad, HBSP 9-492-037, Rev April 4, 2000 The relationship between corporate entrepreneurship and strategic management, Barringer, B., and Harrison, J. (1999), Strategic Management Journal, 20: 421-444. Emerging Business Opportunities at IBM (A); DAVID A. GARVIN, LYNNE C. LEVESQUE, Harvard Bus. Sch. Pub. 9-304-075, Rev Feb 28, 2005

Semester	III	Specialization	Family Business Management
Course Code	312FBM	Type	Subject – Elective
Course Title	Trends in Entrepreneurship		

Course Objectives:

1	To develop necessary knowledge and Entrepreneurial skills among the Students
2	To sensitize the potential entrepreneur towards environment.
3	To make the potential entrepreneurs know about the possible risks and failures of the project and make them learn how to overcome these problems

Syllabus:

Unit Number	Contents	Number of Sessions
1	Women and Entrepreneurship: Role of women in Society, Women: Historical Context in India , Challenges to Women Entrepreneurs, Increasing trends of Women in Business, Emerging Eco-system for Women Entrepreneurship, Benefits of Women Entrepreneurship	5 + 1
2	Rural Entrepreneurship: What is Rural Entrepreneurship? Need of Rural Entrepreneurship, Problems in Rural Entrepreneurship, Challenges to Rural Entrepreneurship, Government and Rural Entrepreneurship, Rural Entrepreneurship Opportunities, Benefits of Rural Entrepreneurship.	5 + 1
3	Globalization and Virtual Enterprises: Introduction to Globalization, Factors Motivating Globalization, Challenges due to Globalization, Trend towards Globalization, The fading 'Ship and Sell Approach', The new 'Borrow-Blend-Bill' Model, Why is Globalization important? Challenges in International Trade, Virtual Enterprises	5 + 1
4	Technology Driven Entrepreneurship: Technology in Perspective, Technology is an Enabler, Types of Technology Ventures, Profile of 'Technopreneur', Why Technology-based Enterprises fail, Challenges faced by Technology based Enterprises, Technology Application Strategies - Diffusion of Innovation, Right Timing	5 + 1
5	Sustainability, Climate Change And Entrepreneurship: Understanding Climate Change, Impact of Global Warming, What is Sustainability? Need for Sustainability in Business, Creating buy-in to Practice Sustainable Business, Entrepreneurship and Sustainability.	5 + 1

Learning Resources:		
1	Text Books	<p>Entrepreneurship - Theory and Practice , Raj Shankar, TMGH.</p> <p>Technology Ventures: From Idea to Enterprise - Dorf, R. and Thomas Byers,</p> <p>Technology Entrepreneurship: Creating, Capturing, and Protecting Value by Thomas N. Duening, Robert A. Hisrich, Michael A. Lechter</p> <p>High Technology Entrepreneurship by Ray Oakey</p> <p>Cases on Information Technology Entrepreneurship by José Aurelio Medina Garrido, Salustiano Martinez-Fierro, José Ruiz Navarro</p> <p>Idea Makers and Idea Brokers in High-Technology Entrepreneurship by Elias G. Carayannis, Todd L. Juneau</p> <p>Information Technology Entrepreneurship and Innovation by Fang Zhao</p> <p>Small Business And Entrepreneurship by S. Anil Kumar</p> <p>Managing Technology Entrepreneurship and Innovation by Paul Trött, Dap Hartmann, Victor Scholten</p>
2	Reference Books	<p>Hisrich, R. D. (2010). <i>International Entrepreneurship</i>. Thousand Oaks, CA: Sage [ISBN: 978-1- 4129-5798-4]</p> <p>Handbook of research on high technology entrepreneurs by Ayala Malakh-Pines, Mustafa F. Ozbilgin</p> <p>Entrepreneurs in High Technology : Lessons from MIT and Beyond by Massachusetts Institute of Technology Edward B. Roberts David Samoff</p> <p>Betting It All: The Entrepreneurs of Technology by Michael S. Malone</p>
3	Supplementary Reading Material	<p>Handbook of research on techno entrepreneurship by François Thérin</p> <p>Handbook of Research on Entrepreneurship Policy by David B. Audretsch, Isabel Grilo, A. A. Roy Thurik</p> <p>Cases in Technological Entrepreneurship: Converting Ideas Into Value by Claudio Petti</p> <p>From Entrepreneurs to Leaders: Building Billion Dollar Software Product Companies from India. By – Shirish Deodhar. Tata McGraw Hill Education Private Limited, New Delhi.2010.ISBN: 978-0-07-068070-8</p>
4	Websites	-
5	Journals	-

Semester	III	Specialization	Family Business Management
Course Code	313FBM	Type	Subject – Elective
Course Title	Small Scale Industries Management		

Course Objectives:

1	To provide an overview of Small Scale Industry in the Indian context.
2	To highlight the role of institutional support to Small Industries.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Small Industry: Introduction, Concept of small industry, Position in India, Role of small industries in economic development. Definition of Small scale Industries, Undertakings, SSI Policy Statement, Procedure for SSI Registration, The Strengths and Weakness of Small Business. Reasons for the significance of small sector, various forms of small scale enterprises, Policy Support to Small Sector in India: Industrial Policy Resolution 1948, 1956, 1977, 1980, 1990, 1991, Small Industries during various five year Plans, Policies and measures for promoting small industries, Ancillarisation and its role, Conclusions and suggestions.	5 + 1
2	Institutional Support to Small Industries: Institutional Infrastructure set up by Central Government and at the state level- SIDO, DCSSI, SISIs, NSIC, PDMCs Specialized Corporations, DICs, Specialized Corporations DICs, and Addresses of SISIs etc. Finance for Small Industries: Financing by commercial banks, Assistance by other agencies NSIC; IDBI - Refinance assistance, Bills rediscounting scheme, Special Capital/Seed Capital Scheme, Export Finance; Non-traditional methods of financing, common problems in raising finances.	5 + 1
3	Sickness in SSI, Status and Dimensions of SSIs and Industrial Sickness: Definition of 'Sickness' in SSI, SSI in India: An Overview. Symptoms for Detecting Sickness in Small-Scale Industries – Detecting Sickness , Ratio Analysis, Fund Flow Analysis Causes of Sickness in Small-scale Industries – Mismanagement, Marketing , Implementation Lacunae, Poor Information System, Energy Problem, Improper Technology , Overtrading , Psychological Melodrama, Lack of Financial Control, Competition and Cost of Production and Raw Material, Improper Human Resource Management , Problems of Entrepreneurs in SSIs, Other Constraints Causing Sickness , In-Built Unfavourable Policies of Government/ Institutions Leading to Sickness. Assessment of Viability of Sick Industries and their Rehabilitation: Viability Study, Rehabilitation of Small-scale Industries, Government Policy - An effort to Strengthen the Small-scale Industries in India , Taxation Benefits: Boon for the Growth of SSI.	5 + 1
4	Legal Requirements Concerning Business: Factories Act, 1948; Employment of Children Act, 1938; ESIC Act, 1948, Employees Provident Fund Act, 1952, Industrial Disputes Act, 1947, Workmen's Compensation Act, 1923; Trade Union Act, 1948; Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959; Apprentices Act, 1961; Indian Boilers Act, 1923; Payment of Bonus Act, 1965; Payment of Gratuity Act, 1972.	5 + 1
5	Taxation Benefits to Small Industry: Depreciation, Investment Allowances & Investment Deposit Account, Expenditure on Scientific Research, Acquisition of patents & copyright, Know how; Amortization of Certain preliminary expenses; Deductions from Gross Total Income.	5 + 1

Learning Resources:		
1	Text Books	Entrepreneurship and Small Business Management by Dr. C L Bansal, Har Anand Publications Pvt. Ltd. New Delhi, 2012
2	Reference Books	Entrepreneurship by Lall, Madhurima. Sahai, Shikha. Excel Books, New Delhi, 2008, 2nd Edition
3	Supplementary Reading Material	-
4	Websites	http://niesbud.nic.in/ http://msme.gov.in/ http://ssi.nic.in/
5	Journals	Performance of small scale industries in India in the post-liberalization ERA, Dr. Palaniappan A, International Journal of Business Economics and Management Research, 2010, Volume : 1, Issue : 2

Semester	III	Specialization	Family Business Management
Course Code	314FBM	Type	Subject – Elective
Course Title	Entrepreneurial Case Study		

Course Objectives:

1	To provide learning through interaction and analysis of a real life entrepreneurial venture.
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Syllabus:

Study visit by students to TWO entrepreneurs of their own choice. With the help of an interview schedule / questionnaire, students will gather information about :

1. Background of entrepreneur – Family, Social, Educational, Financial, etc.
2. History of the enterprise
3. Reasons / Motivations for selecting the entrepreneurial career
4. Process of starting the enterprise
5. Type of enterprise
6. Products / Services
7. Production Process
8. Marketing policies and plans
9. Investments
10. Institutional Finance
11. Financial Monitoring and controls
12. People management – Core team
13. Profit or loss, BEP
14. Managerial Process and Systems
15. Growth and Development of the Enterprise
16. Problems faced
17. Family support or opposition
18. Formal / informal training in Entrepreneurship
19. Future Plans

Students will map the Life Cycle of the Enterprise and carry out a SWOT analysis of the Enterprise as well as the Entrepreneur. The student shall also document the learning through the above activity.

They shall submit a spiral bound report in two copies and a soft copy of the above information. They shall seek a certificate from the Entrepreneurs to the effect that the information has been collected by the student from the entrepreneurs. Reports can both the entrepreneurs can be submitted in the same spiral bound copy.

Students shall present the details in an open house viva which shall be evaluated by a faculty. To the extent possible an entrepreneur should be involved in the evaluation process.

Learning Resources:

1	Text Books	NA
2	Reference Books	NA
3	Supplementary Reading Material	NA
4	Websites	NA
5	Journals	NA



University of Pune

MBA SYLLABUS: SEMESTER III
TECHNOLOGY MANAGEMENT SPECIALIZATION

Semester	III	Specialization	Technology Management
Course Code	305TM	Type	Subject – Core
Course Title	Fundamentals of Technology Management		

Course Objectives:

1	To provide students with a broad perspective on the key issues involved in the effective management of technology and innovation, including market, technological, and organizational factors, in today's fast-changing, competitive, global environment
2	To stress technology's crucial role in creating wealth and achieving competitiveness
3	To describe technology product life cycle linkages.
3	<u>To present the concepts describe of technology & product life cycles linkages.</u>

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Technology Management: Definition of Technology, Characteristics of Technology. Levels of Development of Technology. Technology & Society, Technology as Socially Constructed. Relation of Knowledge and Technology, Technology and Business. Levels of technology Development – Ideas, Theories, Perspectives, Tacit Knowledge, Physical embodiment in products, services of procedures. Management of Technology (MOT), MOT at the level of the firm, National and Government Level. Need for MOT in the present Global context. Firm as a Value Chain, Industries as Competitive Domain, Value Creation and Competitive Advantage. Market Based views and Resource Based views in Management. General Manager's Perspective on Managing Technology.	7 + 2
2	Technology & Wealth Creation: Role of Technology in wealth creation, Historical perspective, Creation of wealth, Long Wave Cycle, Evolution of Production Technology, Product Technology, Technology & the National Economy.	7 + 2
3	Critical Factors in Managing Technology: Creativity – Invention – Innovation. Link between Science and Technology. Types of Innovation. Creativity & Innovation. Bringing Innovation to Market. Technology – Price Relationship. The Timing Factor. The Vision to Change Strategy. Productivity, Effectiveness and Competitiveness. Leaders versus Followers.	7 + 2
4	Management of Technology - The New Paradigms: Technology Trends, Resources and the Business Environment, The Structure and Management of Organizations, Project Planning & Management, Management of Human Resources, MOT guiding principles for Managing Enterprises, Changes in the Business Environment – Communication, Integration, Collaboration, Strategic Directions of the Industry, Changes in Organizational forms and structures, Financial Sector Structure.	7 + 2
5	Management of Technology & Competitiveness: Definitions and Indicators of Competitiveness, Investment, Productivity, Trade, Standard of Living, Management of Technology & Global Competitiveness, Case of Japan, Singapore, Various Indices on Competitiveness - Standard of Living Indexes, Trade Indexes, Productivity Indexes, Investment Indexes, Patents Index. Emergence of the Tigers, Competitiveness – The Game of Nations, Competitiveness of Firms – The Micro Level. Competitiveness of India and China – a comparative analysis.	7 + 2

Learning Resources:		
1	Text Books	Management of Technology – The Key to Competitiveness and Wealth Creation, Tarek Khalil and Ravi Shankar, TMGH, New Delhi, 2 nd Edition.
2	Reference Books	Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education, 2009 Edition. Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition.
3	Supplementary Reading Material	Technology, Management & Society – Peter Drucker, Harvard Business Review Press. Technology Management – Text and International Cases, Norma Harrison and Danny Samson, MGH. Managing Strategic Innovation and Change – A Collection of Readings, Michael L Tushman and Philip Anderson, Oxford University Press. 2 nd Edition. Management of Technology and Innovation – Competing through Technological Excellence, P N Rastogi, Response Books, 2 nd Edition.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Cattani, G. & Simone Ferriani. 2008. A Core/Periphery Perspective on Individual Creative Performance, in Organization Science , 19(6): 824-844.

Semester	III	Elective	Technology Management
Course Code	306TM	Type	Subject – Core
Course Title	Managing Innovation – I		

Course Objectives:	
1	To highlight the importance of innovation in competitive world of business
2	To describe various models of innovation and corresponding assets & knowledge requirements
3	To highlight the threat of disruptive technologies and its managerial implications

Syllabus:		
Unit Number	Contents	Number of Sessions
1	<p>The Innovation Imperative: – Why innovate? The changing world of business, Key Definitions – Creativity, Invention, Innovation, Business Design, Innovation to Energize, Innovate for Growth, Profit, Innovate for Survival, Managing Change, Creativity & innovation. Myths Surrounding Creativity, Difference between innovation and creativity.</p> <p>Sources of Innovation: Functional Sources of Innovation – Internal Value Chain, Spillovers from Competitors, Suppliers, Customers and Complimentary Innovators, University, Government & Private Laboratories, International Sources. Circumstantial Sources of Innovation – Planned Firm Activities, Unexpected Occurrences, Creative Destruction.</p>	7 + 2
2	<p>Models of Innovation: – Static Models : Incremental versus Radical Innovation, Abernathy –Clark Model, Henderson – Clark Model, Disruptive Technological Change Model, Innovation Value – Added Chain, Strategic Leadership View, Familiarity Matrix, Imitability & Complementary Assets – Teece Model. Dynamic Models: Utterback – Abernathy Model, Tushman – Rosenkopf technology Life Cycle Model, Foster's S Curve.</p>	7 + 2
3	<p>Competencies, Assets and Knowledge: Profit Chain, Value Configurations – Value Chain, Value Network, Value Shop. Assets and Competencies. Assets – Coreness, Imitability, Profits. Competencies – Coreness, Imitability, Profits. Relationship between Competencies and Assets. Knowledge – Newness, Quantity, Tacitness. Sources of Assets and Competencies. Implications for Competition. Innovation and Competencies.</p>	7 + 2
4	<p>The Innovation Portfolio: –What to innovate? Vision – Portfolios and Feelings, What is the right question? Identifying Feelings and Needs, Innovating Experiences, Battling Commoditization, Technology & Psychology, Innovation, Feelings, Needs: Creating Emotional Appeal, Searching for Innovation Opportunities. Process Innovation, Innovation Portfolios for Established Organizations. Pioneers, Migrators & Settlers.</p>	7 + 2
5	<p>Innovator's Dilemma: Sustaining versus disruptive technologies, trajectories of market need versus technology improvement, Value Networks, Implications of the Value Network for Innovation, Managerial Decision Making & Disruptive Technological Change, Value Networks and Characteristic Cost Structures, Resource Allocation & Upward Migration, Case Studies on Management of Disruptive Technological Change</p>	7 + 2

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Learning Resources:		
1	Text Books	<p>Innovation Management , Allan Afuah, Oxford Indian Edition. Innovation Management ,ShlomoMaital and D V R Seshadri, Response Books, Sage Publications, New Delhi. Moore, G. Crossing the Chasm. Revised ed. New York, NY: Harper Collins, 1999. ISBN: 9780066620022. Lansiti, M., Levien, R.: <i>The Keystone Advantage – What the New Dynamics of Business Ecosystems Mean for Strategy, Innovation, and Sustainability</i>, Harvard Business School Press, Boston, 2004 Miller, W.L., Morris, L.: <i>4th Generation R&D: Managing Knowledge, Technology, and Innovation</i>, John Wiley, New York, 1999 Matheson, D., Matheson,J.: <i>The Smart Organization: Creating Value Through Smart R&D</i>, Harvard Business School Press, Cambridge, 1998</p>
2	Reference Books	<p>The Innovator's Dilemma. Cambridge, MA: Harvard Business School Press, 1997, pp. 3-28. Diffusion of innovations Rogers, E. M. New York: The Free Press. 1995, 4th ed. Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books. The Innovator's Dilemma, Clayton M. Christensen, Harper Business Essentials</p>
3	Supplementary Reading Material	<p>Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's ToolKit , Harvard Business Press. Fastrack to Success Innovation , Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition. Teaching with technology. Hooper, S., &Rieber, L.P. (1995). In A. Ornstein (Ed.), <i>Teaching: Theory into practice</i>. Boston, MA: Allyn and Bacon.</p>
4	Websites	<p>http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/</p>
5	Journals	<p>Eisenhardt, Kathleen, and Charles Galunic. "Coevolving: At Last, A Way to Make Synergies Work." <i>Harvard Business Review</i>, January 1, 2000. Eisenhardt, Kathleen, and Shona Brown. "Patching: Restitching Business Portfolios in Dynamic Markets." <i>Harvard Business Review</i>, May 1, 1999. Brown, Shona, and Kathleen Eisenhardt. "The Art of Continuous Change: Linking Complexity Theory and Time-paced Evolution in Relentlessly Shifting Organizations." Administrative Science Quarterly 42 (1997): 1-34. Eisenhardt, Kathleen and Shona Brown. "Time Pacing: Competing in Markets that Won't Stand Still." <i>Harvard Business Review</i>, March 1, 1998.</p>

Semester	III	Elective	Technology Management
Course Code	307TM	Type	Subject – Elective
Course Title	Technology Forecasting		

Course Objectives:

1	To understand the purpose of technology forecasting and techniques used for technology forecasting.
2	To appreciate the strengths and weaknesses of technology forecasting techniques.
3	To underline the need for different technology forecasting techniques for different purposes.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Technology Forecasting Methods – I: Expert Opinion Methods: Delphi (iterative survey), Focus Groups [panels, workshops], Interviews, Participatory Techniques Trend Analysis: Trend Extrapolation [Growth Curve Fitting], Trend Impact Analysis, Precursor Analysis, Long Wave Analysis Monitoring and Intelligence Methods: Monitoring [environmental scanning, technology watch], Bibliometrics [research profiling; patent analysis, text mining]	5 + 1
2	Technology Forecasting Methods – II: Creativity: Brainstorming [brainwriting; nominal group process (NGP)], Creativity Workshops [future workshops], TRIZ, Vision Generation, Science Fiction Analysis Scenarios: Scenarios [scenarios with consistency checks; scenario management], Scenario-simulation [gaming; interactive scenarios], Field Anomaly Relaxation Method [FAR]	5 + 1
3	Technology Forecasting Methods – III: Statistical Methods: Correlation Analysis, Demographics, Cross Impact Analysis, Risk Analysis. Modeling and Simulation: Agent Modeling, Cross Impact Analysis, Sustainability Analysis [life cycle analysis], Causal Models, Diffusion Modeling, Complex Adaptive System Modeling (CAS) [Chaos], Systems Simulation [System Dynamics, KSIM], Technological Substitution, Scenario-simulation [gaming; interactive scenarios], Economic base modeling [input-output analysis], Technology Assessment.	5 + 1
4	Technology Forecasting Methods – IV: Valuing/Decision/Economics Methods: Relevance Trees [futures wheel], Action [options] Analysis, Cost-benefit analysis, Decision analysis [utility analyses], Economic base modeling [input-output analysis]	5 + 1
5	Technology Forecasting Methods – V: Descriptive and Matrices Methods: Analogies, Backcasting, Checklist for Impact Identification, Innovation System Modeling, Institutional Analysis, Mitigation Analysis, Morphological Analysis, Road mapping [product-technology roadmapping], Social Impact Assessment, Multiple perspectives assessment, Organizational analysis, Requirements Analysis [needs analysis]	5 + 1

Learning Resources:		
1	Text Books	<p>A brief introduction to technology forecasting: concepts and exercises by James Rieser Bright</p> <p>Foster, R. "The S-curve: A New Forecasting Tool." Chapter 4 in <i>Innovation, The Attacker's Advantage</i>. New York, NY: Summit Books, Simon and Schuster, 1986, pp. 88-111. ISBN: 9780671622503.</p> <p>Technological forecasting: a practical approach, Marvin J. Cetron Business Forecasting, Holton Wilson and Barry Keating, TMGH, New Delhi, 2010 Edition.</p> <p>Martino, J. P. (1983). <i>Technological Forecasting for Decision Making</i>, 2 ed., North-Holland, New York NY.</p>
2	Reference Books	<p>Bright, J. R. (1972). <i>A Brief Introduction to Technology Forecasting</i>, 2nd. ed., The Permaquid Press, Austin TX.</p> <p>Bright, J. R. and M. E. F. Schoeman (1973). <i>A Guide to Practical Technological Forecasting</i>, Prentice Hall Inc., Englewood Cliffs NJ.</p> <p>Hickman, L. A., ed. (1990). <i>Technology as a Human Affair</i>, McGraw-Hill Publishing Company, New York NY.</p>
3	Supplementary Reading Material	<p>Steele, L. W. (1989). <i>Managing Technology: The Strategic View</i>, McGraw-Hill Book Company, New York NY.</p> <p>Committee on Forecasting Future Disruptive Technologies; National Research Council. (2010). <i>Persistent forecasting of disruptive technologies</i>. National Academies Press.</p>
4	Websites	<p>Coates, J. (2001). A 21st Century agenda for technology assessment. <i>Technological Forecasting and Social Change</i> 67, 303-308. Retrieved January, 22, 2007, from http://josephcoates.com/pdf_files/252_21st_Century_TA_Agenda.pdf</p>
5	Journals	<p>Technological Forecasting and Social Change (Journal)</p> <p>Lienhard, J. H. (1985). "Some Ideas About Growth and Quality in Technology," <i>Technological Forecasting and Social Change</i>, Vol. 27, pp. 265-281.</p> <p>Martino, J. P. (1985). "Measurement of Technology Using Tradeoff Surfaces," <i>Technological Forecasting and Social Change</i>, Vol. 27, pp. 147-160.</p> <p>Martino, J. P. (1992). "Probabilistic Technological Forecasts Using Precursor Events," <i>Technological Forecasting and Social Change</i>, Vol. 42, pp.121-131.</p> <p>Martino, J. P. (1993a). "Baysian Updates Using Precursor Events," <i>Technological Forecasting and Social Change</i>, Vol. 43, pp.169-176.</p> <p>Martino, J. P. (1993b). "A Comparison of Two Composite Measures of Technology," <i>Technological Forecasting and Social Change</i>, Vol. 44, pp.147-159.</p> <p>Triplet, J. E. (1985). "Measuring Technological Change with Characteristics-Space Techniques," <i>Technological Forecasting and Social Change</i>, Vol. 27, pp. 283-307.</p>

Semester	III	Elective	Technology Management
Course Code	308TM	Type	Subject – Elective
Course Title	Strategies for Information Goods and Network Economies – I		

Course Objectives:

1	To learn about the characteristic features of network and information goods (and related products).
2	To understand the distinctive impact of network and information goods on competitive strategies in these industries, and how to manage them.
3	To highlight distinctive role of pricing in case of information goods.
4	To highlight importance of network effects & strategies to exploit network effect.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Introduction to information and network goods. Cost structures, network effects, product complements, two-sided networks, standards, compatibility, product and price differentiation, Platforms and two-sided networks	5 + 1
2	Methods for Pricing and Price Discrimination: Demand, supply, price elasticity, price optimization, variety of pricing schemes, price discrimination, Pricing information goods, Characteristics of information goods, and how they affect product differentiation, price discrimination, versioning.	5 + 1
3	Game theory and competition: Introduction to the concept of Game theory. Competitive duopoly pricing and product decisions. Price Discrimination through Versioning and Bundling. Product bundling. The design and pricing of product bundles	5 + 1
4	Network Effects: Product Design, Launch, and Pricing Strategies, Multiple Dimensions of Value – Technology's standalone value, Networks Externality value. Markets/products as networks, positive feedback, compatibility. Adoption dynamics for network goods. Managing network goods. Competing for Design Dominance in Markets with Network Externalities. Dynamic pricing, product complements and bundles, versioning, product launch strategy	5 + 1
5	Strategies for Platforms and Two-Sided Markets: Determining which side to charge, how to balance growth across both networks. Determining firm structure in platform market.	5 + 1

Learning Resources:

1	Text Books	Carl Shapiro and Hal R. Varian. Information rules: a strategic guide to the network economy. Boston, MA, USA: Harvard Business School Press, 1998 Economics of Information Technology: An Introduction , Hal R. Varian, Joseph Farrell, and Carl Shapiro. Cambridge University Press, 2005.
2	Reference Books	Competition, Regulation and Strategy: The Information Technology Industry, Morris Game Theory and Business Strategy , Oberholzer-Gee and Yao
3	Supplementary Reading Material	The Economics of Network Industries. Oz Shy , Cambridge University Press, 2002.
4	Websites	The Information Economy and Network Economics (at UC Berkeley): lots of pointers to research resources http://www2.sims.berkeley.edu/resources/infoecon/Networks.html and data http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/

5	Journals	<p>DeLong, J. B. and Froomkin, A. M. (2000). "Speculative Microeconomics for Tomorrow's Economy". Vol 5 No. 2, February 2000</p> <p>Nagle, T. (1984). Economic Foundations for Pricing. <i>Journal of Business</i>, 57</p> <p>Sahay, A. (2007), "How to Reap Higher Profits with Dynamic Pricing", <i>Sloan Management Review</i>, 48(4/Summer): 53-60.</p> <p>Lancaster, K. (1966). A New Approach to Consumer Theory. <i>Journal of Political Economy</i>, 74(2), 132-157.</p> <p>Brooks, Christopher H., Robert S. Gazzale, Rajarshi Das, Jeffrey O. Kephart, Jeffrey K. MacKie-Mason, and Edmund H. Durfee (2002). "Model Selection in an Information Economy: Choosing What to Learn," <i>Computational Intelligence</i>, vol. 18, no. 4 (Nov.): 566-582.</p> <p>Shapiro, Carl, and Hal Varian. "The Art of Standards Wars." <i>California Management Review</i> 41, no. 2 (1999): 8-32.</p> <p>Hamel, Gary, Yves L. Doz, and C. K. Prahalad. "Collaborate With Your Competitors — And Win." Harvard Business Review, January 1, 1989.</p> <p>Katz, M.L., Shapiro, C.: Network Externalities, Competition, and Compatibility, <i>American Economic Review</i> vol. 75, 1985, pp. 424 – 440</p>
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Semester	III	Elective	Technology Management
Course Code	309TM	Type	Subject – Elective
Course Title	Advanced Manufacturing Technology		

Course Objectives:

1	To provide students with an understanding of the key concepts of advanced manufacturing technology used in modern manufacturing facility
2	To develop an understanding of the principles of operation and characteristics of specific technologies and processes.
3	To appreciate the effect of technologies on global manufacturing and competitiveness.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Advance Manufacturing Technology: Introduction to Advanced Manufacturing Technologies, Production System facilities, Manufacturing Support Systems, Automation in Production System, Manufacturing Operations, Product/Production Relationships, Cost of Manufacturing Operations.	5 + 1
2	Material Handling and Identification Technologies: Introduction to Material Handling, Considerations in Material Handling System Design, Material Transport Systems, Automated Guided Vehicle Systems, Cranes and Hoists, Storage Systems, Automated Storage Systems, Engineering Analysis of Storage Systems, Automatic Data Capture, Bar Code Technology.	5 + 1
3	Manufacturing Systems: Introduction to Manufacturing Systems, Components of a Manufacturing System, Conventional Manufacturing System, and Manufacturing Progress Functions. Single Station Manufacturing Cells: Single Station Manned Workstations, Single Station Automated Cells, Applications, Analysis of Single Station Cells.	5 + 1
4	Group Technology and Cellular Manufacturing: Part Families, Parts Classification and Coding, Production Flow Analysis, Cellular Manufacturing, Application Considerations in Group Technology, Quantitative Analysis in Cellular Manufacturing, Flexible Manufacturing Systems. Why consider FMS? What are FMS advantages over conventional manufacturing? FMS Management & Control Functions & Performance Statistics, FMS applications.	5 + 1
5	Rapid Manufacturing Processes: Classification of Rapid Manufacturing (RM) Processes- Additive/Subtractive/Formative Principles of various rapid manufacturing process, Typical Process Chain; Materials for RM; Operating principles, and characteristics of R M processes; Introduction of alternative technologies like Laminated Object Manufacturing , Shaped Deposition, Stereo-lithography , 3D printing, Selection of RM processes based on the product requirements; Process selection, Applications and Case studies.	5 + 1

Learning Resources:		
1	Text Books	Automation, Production Systems and Computer-Integrated Manufacturing, Mikell P. Groover, Prentice Hall. Flexible Automation and Intelligent Manufacturing, Begell House, 1998
2	Reference Books	Manufacturing Engineering and Technology, S.Kalpakjian, S.Schmid, Prentice Hall, 2006, 5th Edition.
3	Supplementary Reading Material	Computer Integrated Manufacturing and Engineering, Rembold, Nnaji, Storr, Addison Wesley, 1994 Computer-Aided Manufacturing, Tien-Chien Chang, Richard A. Wysk, Hsu-Pin Wang, Prentice Hall Gibson, I, Rosen, D W., and Stucker, B., Additive Manufacturing Methodologies: Rapid Prototyping to Direct Digital Manufacturing, Springer, 2010. Hopkinson, N, Haque, R., and Dickens, P., Rapid Manufacturing: An Industrial Revolution for a Digital Age: An Industrial Revolution for the Digital Age, Wiley, 2005.
4	Websites	http://www.wohlersassociates.com http://www.materialise.com/materialise/view/en/449917-Rapid+Manufacturing.html http://www.ifm.eng.cam.ac.uk/research/ctm/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	International Journal of Technology Management Journal of Technology, Management and Applied Engineering Journal of Manufacturing Science and Engineering, Transactions of the ASME

Semester	III	Elective	Technology Management
Course Code	310TM	Type	Subject – Elective
Course Title	Product Strategy for High Technology Companies – I		

Course Objectives:

1	To increase student's awareness of the forces driving the competition among technology-based companies & need for strategic approach to product management in high technology companies.
2	To provide an understanding of decision making frameworks for managing products in high technology companies.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Strategy & Vision: Impaired Vision - Tunnel Vision, Blindness, Shortsightedness, Hallucination. Exceptional Vision – 20/20 Vision, Peripheral Vision, Foresighted Vision. Core Strategic Vision – Focus, Clarity, Completeness, Feasibility. Change in Vision – Need for Clarification, Evolution, Obsolescence. Vision Guides Strategy. Aligning Vision and Strategy: CSV Boundary Framework, Aligning Financial Plans/Economic Model. Aligning Market Trends. Aligning Technology Trends/Strategy. Aligning Product Strategy. Aligning the Business Charter. Aligning Core Competencies / Value Chain.	5 + 1
2	Product Platform Strategy: Ingredients of Product Platform Strategy. Benefits of Platform Strategy. Product Platform of Microsoft, Apple, AT & T, Walt Disney, Amazon, etc. Product Platform Management. Product Line Strategy: Ingredients of Product Line Strategy. Product Line Strategy of Amazon, HP Color, Dell, Walt Disney, etc. , Product Line Management.	5 + 1
3	The MPP framework: Product Structure Strategy. The Market Platform Plan (MPP) Framework – Markets & Market Segments, Economic and Business Case, Product Offerings and Product lines, Product Platforms, Value Chain Strategies and Ongoing MPP Management. Managing the Technology Elements.	5 + 1
4	Successful Expansion Paths: Leveraging Product or Technical Competencies. Leveraged Expansion framework. Leveraged Expansion Paths.	5 + 1
5	Strategic Balance and Portfolio Management: Strategic Balance Tradeoffs - Focus versus Diversification, Short Term versus Long Term, Current Platforms versus New Platforms, One Business Unit versus Another, Research versus Development. High versus Low Risk, Financial Return. Setting priorities. Beyond Portfolio Management.	5 + 1

Learning Resources:		
1	Text Books	Product Strategy for High Technology Companies, Michael McGrath, MGH, 2nd Edition.
2	Reference Books	Marketing of High-Technology Products and Innovations by Jakki Mohr, SanjitSengupta, Stanley Slater, 2nd Edition
3	Supplementary Reading Material	Marketing High Technology by William H. Davidow Product Marketing for Technology Companies by Mark Butje, Elsevier
4	Websites	http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/ http://www.ifm.eng.cam.ac.uk/research/ctm/
5	Journals	International Journal of Technology Management International Journal of Technology Intelligence and Planning

Semester	III	Elective	Technology Management
Course Code	311TM	Course Type	Subject – Elective
Course Title	Foundations of Knowledge Management		

Course Objectives:	
1	To familiarize the participants with basic concepts of data, information & knowledge
2	To highlight importance of knowledge management in complex environments.
3	To provide an overview of systems, technologies & infrastructure required for knowledge management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Knowledge 1.1 Meaning of data, information, knowledge and expertise 1.2 Meaning of epistemology, Types of Knowledge - Subjective & Objective views of knowledge, procedural Vs. declarative, tacit Vs. explicit, general Vs. specific. 1.3 Types of expertise – associational, motor skill, theoretical 1.4 Characteristics of knowledge – explicitness, codifiability, teachability, specificity 1.5 Reservoirs of knowledge	5 + 1
2	Introduction to Knowledge Management (KM) 2.1 Meaning of Knowledge Management, Forces Driving 2.2 Organizational issues in KM 2.3 KM Systems & their role 2.4 Relevance of KM in today's dynamic & complex environment 2.5 Future of Knowledge Management	5 + 1
3	KM Solutions for capture, sharing & applications 3.1 KM Processes, 3.2 KM Systems, 3.3 Mechanisms & Technologies	5 + 1
4	KM Infrastructure 4.1 Organizational Structure 4.2 Organizational Culture 4.3 Communities of Practice 4.4 Information Technology Infrastructure 4.5 Common Knowledge	5 + 1
5	KM Impact 5.1 Dimensions of KM Impact – People, Processes, Products & Organizational Performance 5.2 Factors influencing impact – universalistic & contingency views 5.3 Assessment of KM Impact – Qualitative & quantitative measures 5.4 Identification of appropriate KM solutions	5 + 1

Learning Resources:		
1	Text Book	Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). <i>Knowledge Management Challenges, Solutions, and Technologies</i> . Prentice Hall. ISBN: 0-13-109931-0.
2	Reference Books	Elias M. Awad, Hassan M. Ghaziri (2004). <i>Knowledge Management</i> . Prentice Hall. ISBN: 0-13-034820-1. Donald Hislop, <i>Knowledge Management in Organizations</i> , Oxford 2nd Edition. Ian Watson (2002). <i>Applying Knowledge Management: Techniques for Building Corporate Memories</i> . Morgan Kaufmann. ISBN: 1558607609. Madanmohan Rao (2004). <i>Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions</i> . Butterworth-Heinemann. ISBN: 0750678186. Stuart Barnes (Ed.) (2002). <i>Knowledge Management Systems Theory and Practice</i> . Thomson Learning. KimizDalkir, <i>Knowledge Management in Theory and Practice</i> , Elsevier, Butterworth-Hinemann. SheldaDebowski, <i>Knowledge Management</i> , Wiley India Edition.
3	Supplementary Reading Material	Chris Collison, Geoff Parcell (2001). <i>Learning to Fly: Practical Lessons from one of the World's Leading Knowledge Companies</i> . Capstone. ISBN: 1-84112-124-X. Helen N Rothberg and G Scott Erickson, <i>From Knowledge to Intelligence – Creating Competitive Advantage in the Next Economy</i> , Elsevier, Butterworth-Hinemann. Peter F. Drucker, David Garvin, Leonard Dorothy, Straus Susan, John Seely Brown (1998). <i>Harvard Business Review on Knowledge Management</i> . Harvard Business School Press. ISBN: 0875848818. Madanmohan Rao, <i>Leading with Knowledge – Knowledge Management Practices in Global Infotech Companies</i> , TMGH.
4	Websites	http://www.research.ibm.com/journal http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Dueck, G. (2001) Views of knowledge are human views. <i>IBM Systems Journal</i> , 40(4), 885-888. http://www.research.ibm.com/journal/sj/404/dueck.html . Lesser, E.L. & Storck, J. (2001) Communities of practice and organizational performance. <i>IBM Systems Journal</i> , 40(4), 831-841. http://www.research.ibm.com/journal/sj/404/lesser.html . Prusak, L. (2001) Where did knowledge management come from? <i>IBM Systems Journal</i> , 40(4), 1002-1007. http://www.research.ibm.com/journal/sj/404/prusak.html . Avram, G (2006). "At the Crossroads of Knowledge Management and Social Software" <i>The Electronic Journal of Knowledge Management</i> 4 (1), 1-10. http://www.eikm.com/volume-4/v4-i1/Avram.pdf . Marwick, A.D. (2001) Knowledge management technology. <i>IBM Systems Journal</i> , 40(4), 814-830. http://www.research.ibm.com/journal/sj/404/marwick.html . Gongla, P. & Rizzuto, C.R. (2001) Evolving communities of practice: IBM Global Services experience. <i>IBM Systems Journal</i> , 40(4), 831-841. http://www.research.ibm.com/journal/sj/404/gongla.html . Thomas, J.C., Kellogg, W.A. & Erickson, T. (2001) The knowledge management puzzle: human and social factors in knowledgemanagement. <i>IBM Systems Journal</i> , 40(4), 863-884. http://www.research.ibm.com/journal/sj/404/thomas.html .

Semester	III	Elective	Technology Management
Course Code	312TM	Type	Subject - Elective
Course Title	Business Intelligence and Analytics		

Course Objectives:	
1	To understand principles of BI and Analytics at conceptual level
2	To understand application areas for implementing BI and Analytics
3	To develop skills to design BI and Analytics projects

Syllabus:

Unit Number	Contents	Number of Sessions
1	Business Intelligence: definition , concept and need for Business Intelligence, Case studies BI Basics : Data, information and knowledge, Role of Mathematical models	5+1
2	Business Analytics at the strategic level: Strategy and BA , Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA functions, information as strategic resource Business Analytics at Analytical level : Statistical data mining, descriptive Statistical methods, lists, reports, automated reports, hypothesis driven methods, data mining with target variables, cluster analysis, Discriminate analysis, logistic regression, principal component analysis.	5+1
3	Business Analytics at Data Warehouse Level Designing physical database , Deploying and supporting DW/BI system	5+1
4	Business Intelligence Architectures: Cycle of Business Intelligence Analysis, Development of Business Intelligence System, spread sheets, concept of dashboard, OLAP, SOA, decision engineering. BI Tools: Concept of dashboard.	5+1
5	BI Applications in different domains- CRM, HR, Production	5+1

Learning Resources:		
1	Text Books	Decision Support and Business Intelligence Systems, Turban, Sharda, Delen, Pearson
2	Reference Books	Business Intelligence Success Factors Tools for aligning your business in the global economy by Olivia Parr Rud, John Wiley and sons , 2009 The Profit impact of Business Intelligence by Steve Williams and Nancy Williams , Morgan Kauffman Publishers/ Elsevier, 2007 Business Intelligence: Practices, Technologies, and Management- Rajiv Sabherwal, Irma Becerra-Fernandez Business Analytics for Managers : Taking Business Intelligence beyond reporting by GERT H.N. Laursen, JesperThorlund, Wiley and SAS Business Series, 2010
3	Supplementary Reading Material	The Great Mind Challenge for Business, Vol. 1 and 2, IBM (I) Pvt. Ltd, Bangalore
4	Websites	www.sas.com www.smartdatacollection.com http://hbswk.hbs.edu/ http://www.ifm.eng.cam.ac.uk/research/ctm/
5	Journals	International Journal of Business Intelligence Research ,

Semester	III	Elective	Technology Management
Course Code	313TM	Type	Subject – Elective
Course Title	Designing Organizations for Uncertain Environment		

Course Objectives:	
1	To develop and acquire cognitive framework to understand and analyze the hyper-turbulent international business environment in the era of technological discontinuity.
2	To gain insights into strategic models that successful organizations deploy to develop their strategies.
3	To learn designing principles to create organizations capable of performing in uncertainty and hyper-turbulence.
4	To appreciate the HR/People systems and processes required for emergent organizational forms

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding Emerging Environment: Emergence of Vertical/Type-5 Environment, Understanding Hyper-turbulence, Networks and Business Eco-Systems, Role of Information Technology in Shaping Business Environment, Understanding Impact of Technological Discontinuities, Law of Increasing Returns in Networked, Knowledge-Based Economy	5 + 1
2	Changing Models of Strategy: Strategy-Making under Uncertainty, Application of Complexity/Chaos Theory to Strategy, Strategy as "Sense-Making", Shaping and Adapting to Networks	5 + 1
3	New Forms of Organization: Organizations as Networks, Types of Network Organizations / Clusters, Self-Organizing Systems, Organizational Designs for Change and Innovation, Designing Principle for New Forms of Organizations	5 + 1
4	People and Process issues in Emerging Organizational Forms: Systems for Team-Based Functioning, High Performance Work Systems, Managing Empowerment and Accountability, Designing Roles and Systems for Flat, Networked Organization, Developing Competencies for New Organizational Forms	5 + 1
5	Case Studies	5 + 1

Learning Resources:		
1	Text Books	Adler, Nancy J., International Dimensions of organizational Behaviour, 4th Ed., South western College Publishing Company, Singapore, 2001. Bartlett, C.A. and S. Ghoshal, Managing Across Borders: The Transnational Solution, Century Business London, 1989.
2	Reference Books	Beamish, Paul w., Allen J. Morrison, Phillip M. Rosenzweig and Andrew C. Inkpen, International Management: Text and Cases, Irwin McGraw Hill, Boston, 2000. Fowler, Alam, Negotiation Skills: Skills and strategies, University Press Hyderabad, 1990.
3	Supplementary Reading Material	Helen, D., Management: Managing Across Borders and Cultures, Prentice - Hall, Upper Saddle River, New Jersey, 2000 Pucik, C.A. and Y. Doz and G. Healund, Managing the Global Firm , Routledge, London, 1990. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
4	Websites	http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/ http://www.ifm.eng.cam.ac.uk/research/ctm/
5	Journals	Indian Journal of International Business and Finances Asian Journal of Management Cases Global Journal of International Business Research Harvard Business Review International Business and Management Journal of International Business Journal of International Business and Economy

Semester	III	Elective	Technology Management
Course Code	314TM	Type	Subject – Elective
Course Title	Technology Transfer & Commercialization		

Course Objectives:

1	To understand the key concepts and options in technology transfer and commercialization
2	To provide the students with working knowledge and skills to plan and implement technology assessment, market assessment, alignment of technology in technology transfer and transmission process.
3	To provide the students with understanding on issues concerning roles of various intellectual property rights, patent search, sustainability and competitive advantage, science and technology policy, start-up, and licensing and spin-off companies.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Technology Entrepreneurship and Innovation; Technology Transfer & Transmission Process; Technology Commercialization Process; Role of Intellectual Property in Protecting Innovation	5 + 1
2	Technology and Market Assessment: Customer Needs Driven Product Specifications; Negotiating the Deal and Marketing the Innovation; Financial Plan and Selection of Innovation Projects; Innovation and Risk Management; Technology Valuation and Impact Analysis; Market Assessment and Alignment of Technology.	5 + 1
3	Business Plan: Executive summary - Business description - Industry analysis and trends - Competitive analysis - Target market - strategic position – risk assessment - Market strategies - Design and development plan - Technology plan -management and organization - Financial factors - Financial features - sales, profits, cash flows and return on investment - Financial requirements - loan , equity source of collateral - Current business position- Relevant information about the company, its legal form of operation, when it was formed, the principal owners and key personnel - Major achievements - developments within the company that are essential to the success of the business.	5 + 1
4	Commercialization Strategy: Coming Full Circle in the Commercialization Loop; Business Plan Science and Technology Policy; Negotiating and Monitoring the Licensing Agreement; Start-Up and Spin-Off Companies; Joint Venture.	5 + 1
5	Case Studies: Case studies drawn from commercial, industrial and research applications.	5 + 1

Learning Resources:		
1	Text Books	<p>Cooke, I. and Mayes, P. (1996), Introduction to Innovation and Technology Transfer, Norwood: Artech House.</p> <p>Jolly, Vijay. 1997. Commercializing New Technologies, Getting From Mind to Market. Harvard Business School Press.</p> <p>Eskelin, A. (2001), Technology Acquisition: Buying the Future of your Business, Boston, Mass.: Addison-Wesley.</p> <p>Jolly, V.K (1997), Commercialization of New Technologies, Greeting from Mind to Market, Boston, Mass.: Harvard Business School Press.</p> <p>K. Allen, Bringing New Technology to Market, Upper Saddle River, NJ: Prentice-Hall, 2003.</p> <p>Braun, Ernest. 1998. Principles of technology assessment in Technology in Context: Technology Assessment for Managers. New York: Routledge.</p>
2	Reference Books	<p>Dorf, R.C. (1999), The Technology Management Handbook, Boca Raton, Fla.: CRC Press.</p> <p>Inzelt, A. and Hilton, J. (1999), Technology Transfer: From Invention to Innovation, Kluwer Academic, Norwell.</p> <p>Melissa, A. Schilling (2008), Strategic Management of Technology Innovation, McGraw-Hill International Edition, 2nd Edition, Singapore.</p> <p>Muir, A.E. (1997), The Technology Transfer System, New York: Latham Book Publishing.</p> <p>Parr, R.L. and Sullivan, P.H. (1996), Technology Licensing: Corporate Strategies for Maximizing Value, New York: John Wiley & Sons.</p>
3	Supplementary Reading Material	<p>Clifford, M. Gross and Joseph P. Allen, (2003) "Technology Transfer for Entrepreneurs – A Guide to Commercializing Federal Laboratory Innovation", Praeger Publishers, USA.</p> <p>Iansiti, M. (1998), Technology Integration: Making Critical Choices in a Dynamic World, Mass.: Harvard Business School.</p> <p>Paulson, E. (2001), The Technology M&A Guidebook, New York: John Wiley & Sons.</p> <p>Megantz, R.C. (2002), Technology Management: Developing and Implementing Effective Licensing Programs, New York: John Wiley & Sons.</p> <p>Spencer, R.H. (2003), Technology Best Practices, New York: John Wiley & Sons.</p> <p>Timmons, J.A. (2003), New Venture Creation, Sixth edition, Chicago: Irwin.</p>
4	Websites	<p>Protecting Innovations by Utility Models (http://www.wipo.int/sme/en/ip_business/utility_models/utility_models.htm).</p> <p>Ramsey. W.S., "Financing a New Venture", http://www.williamramseylaw.com/pages/Pfinancing.html</p>
5	Journals	<p>Cohen, M. W., "Patents and Appropriation_ Concerns and Evidence", Journal of Technology Transfer, 30(1&2): 57-71, 2005.</p> <p>Farris, G.F., "Research in Innovation Management and Technology Transfer in China", The Journal of Technology Transfer, 32(1-2) 123-126, April 2007.</p> <p>Johnson, S.D., Gatz, E.F., & Hicks, D. (1997). Expanding the content base of technology education: Technology transfer as a topic of study. <i>Journal of Technology Education</i>, 8(2).</p>

Semester	III	Elective	Technology Management
Course Code	315TM	Type	Subject – Elective
Course Title	Digital Marketing		

Course Objectives:

1	To confront students with discussions about the implications of an increasingly technological society.
2	To provide insights on how to implement marketing in a digital world.
3	To make students understand the traditional and new communication/marketing approaches to create competitive advantage in the Digital world.
4	To understand how the emergence of the technology will affect marketing, value creation, and consumer perceptions.

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Technological Society: Introduction to internet and WWW technology including security. Introduction to digital marketing and e-commerce: Business models, Business Models on the Web. Public policy: social, legal, ethical, political issues for e-commerce. Mobile e-commerce, Killer apps for strategic goals. Retailing (e-tailing) , Disintermediation , Channel conflict. Pricing Strategies in 'fluid e-retail markets.' Services online : Online content & digital media , B2B e-commerce , Global opportunities and issues.	5 + 1
2	Marketing in the Age of Fragmentation: Mapping Digital Marketing Media, The Long Tail , The Economics of the Attention Economy , Goldhaber's Attention Economy. Know your customer - Buyer behavior, segmentation, targeting. The customer experience - Web design, customer service, Quality of the online experience. Characteristics of E Marketing: Addressability, Interactivity, Accessibility, Connectivity, Control.	5 + 1
3	Digital Marketing Tools: Overview, the website, branding, banner ads, affiliate marketing. Paid search, search engine optimization (SEO), comparison shopping engines. Email, RSS, podcasting, Blogs, Viral, Wikis, CRM. Auctions , Portals. Online Branding: When they talk back... Communication and Branding in the Networked Economy. Search Engine Marketing. Online Communities and Innovation Communities, Mass Collaboration and Crowd-sourcing: How does the Internet help Innovate? Social networks , Value Creation through Social Networking.	5 + 1
4	Web analytics & marketing metrics: Marketing research. The New Rules of Customer Intelligence: Laboratory Marketing and Customer Branding. Understanding Digital Analytics, Acquisition, Engagement and Conversion, Measuring Social Impact, Multi-Touch Analytics, Mobile Analytics, The Future of Digital Analytics: Big Data.	5 + 1

<p>Project on web marketing: Each student shall undertake a project on web marketing and submit it as a document (Word or PDF) or PowerPoint or other interactive presentation.</p> <p>Student shall apply basic principles learned in this course. Student is expected to develop a web marketing plan for any organization – real or imaginary (proposed).</p> <p>The project shall include the following:</p> <ol style="list-style-type: none"> 1. Company Overview 2. Product and/or Service Description 3. Web Sales and Marketing Goals (traffic, sales, leads, brand awareness, etc.) 4. Website Purpose 5. Target Customer 6. Market Description/Competitive Analysis 7. SWOT Analysis 8. Unique Selling Proposition or Value Proposition 9. Revenue Generation 10. Web Marketing Medium Suggestion(s) (How will you get there?) 11. New Website/Web Redesign 12. Search Engine Marketing 13. E-mail 14. Online Advertising 15. Social Media 16. Affiliate Marketing 17. Website optimization/analytics 18. Viral Marketing 19. Traditional Media 20. Online Networking 21. Marketing Execution Plan 22. Budget 23. Tracking and Analysis (how can you tell when you're there, or what's working?) 	<p>5 + 1</p>
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Learning Resources:		
1	Text Books	Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation by Damian Ryan, Calvin Jone. Kogan Page. Marketing 2012 by William M. Pride, O. C. Ferrell, Cengage Learning. Integrated Marketing Communications: Asia Pacific Edition by William Chitty, Nigel Barker, Michael Valos, Terence A. Shim, Cengage Learning. DigiMarketing: The Essential Guide to New Media and Digital Marketing by Kent Wertime, Ian Fenwick Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kaushik
2	Reference Books	Wiki Brands – Reinventing Your Company In A Customer Driven Market Place, Sean Moffitt and Mike Dover, TMGH. Advanced Web Metrics with Google Analytics by Brian Clifton. Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know Mark Jeffery
3	Supplementary Reading Material	Direct and Digital Marketing in Practice by Brian Thomas, Matthew Housden
4	Websites	http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/ http://www.ifm.eng.cam.ac.uk/research/ctm/
5	Journals	-

University of Pune

MBA SYLLABUS: SEMESTER IV

Semester	IV	Specialization	NA
Course Code	401	Type	Generic Core
Course Title	Managing for Sustainability		

Course Objectives:

1	Apply general ethical principles to particular cases or practices in business.
2	Think independently and rationally about contemporary moral problems.
3	Recognize the complexity of problems in practical ethics.
4	Demonstrate how general concepts of governance apply in a given situation or given circumstances.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Corporate social responsibility: Concept, The nature of corporate responsibility and corporate citizenship, Relevance in the present day business environment.</p> <p>Corporate social responsibility and stakeholders: Internal and external stakeholders, Responsibility to various stakeholder groups, Interest and influence of various stakeholder groups, Formulating and implementing a policy for corporate social responsibility</p> <p>Bottom of the pyramid opportunities: Issues and opportunities for business in socially and environmentally sensitive world, Social and environmental problems and how they shape markets.</p>	7 + 2
2	<p>Sustainable Development: concept, definition of sustainable development, need, importance, education, Philosophical development, Gandhian Thought on Sustainable Development, Sustainable Development and social framework, equitable distribution, difference between sustainable development and green development, criticism.</p> <p>Stakeholder Impact: Stakeholders and the power they wield, Reducing socio-environmental costs and risks: managing the downside, Driving revenues and creating intangible value: managing the upside</p>	7 + 2
3	<p>3.1 Business case for sustainable development: Three dimensions of sustainable development</p> <p>1) Environmental: Atmosphere, fresh water and oceans, land use, management of human consumption, energy, food, waste management, Understanding ecological "footprint": Eco-tracking, carbon marketing, carbon credits, economics of sustainability, Designing for the environment and "greening" the supply chain, regulation, case studies.</p> <p>2) Economic: environment degradation and economic growth, nature as an economic externality, economic opportunity.</p> <p>3) Social: Peace, security, social justice, sustainability and poverty, human relationship to nature, human settlements</p> <p>3.2 Study of business models for sustainable development: Indian & Global perspectives.</p> <p>3.3 Sustainability reporting: Triple bottom line reports - The content of sustainability reports (also CSR reports, ESG reports, social and environmental reports)</p> <p>3.4 Social accountability standard - ISO 26000: Social responsibility guidance standard, Global Compact Principles, Environmental Impact Assessment, Life Cycle Analysis, Social Impact Assessment</p>	7 + 2

4	<p>4.1 Corporate Governance : Meaning – OECD principles, Difference between governance and management, Purpose of good governance, Potential consequences of poor corporate governance, Business failure and the contribution of poor governance</p> <p>4.2 Relevant Theories: Agency theory, transaction cost theory, stakeholder theory. Friedman 's theory of CSR.</p> <p>4.3 Stakeholder value approach: Stakeholder value approach, Enlightened stakeholder approach, stakeholder approach to Governance, risk and financial stability. The balancing of conflicting objectives</p> <p>4.4 Key issues in corporate governance: Role and composition of the board, remuneration of directors and senior executives, accounting and audit, internal controls, checks and governance, relations with shareholders and other stakeholders. Clause 49 of Listing agreement & Corporate Governance Code, CEO, CFO Certification. Role of regulators – SEBI, IRDA, RBI, ED, etc.</p> <p>4.5 Applying best practice in governance: Voluntary and regulatory approaches, rules or principles, concept of 'comply or explain'. Governance problems for global companies and groups. Governance issues in the public sector. Governance issues in the voluntary sector (NGOs and charitable organizations)</p> <p>4.6 Governance aspects: Sarbanes-Oxley Act 2002: Section 302: CEO/CFO certifications, Section 404(a): internal control report, Governance and role of auditors and audit committee.</p> <p>4.7 Case Studies on Corporate Governance: Satyam , Infosys, Tata, Wipro.</p>	7 + 2
5	<p>Corporate Ethics:</p> <p>5.1 The Ethical Value System: Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Code,</p> <p>5.2 Values: Importance, Sources of Value Systems, Values across Cultures</p> <p>5.3 Indian Values and Ethics: Respect for Elders, Hierarchy and Status, Need for Security, Non – Violence, Cooperation, Simple Living high Thinking, Rights and Duties, Ethics in Work life, Holistic relationship between Man and Nature, Attitudes and Beliefs.</p> <p>5.4 Business Ethics: Nature, Characteristics and Needs, Ethical Practices in Management, Ethical Values in different Cultures, Culture and Individual Ethics, Relationship between Law and Ethics, Impact of Laws on Business Ethics.</p> <p>5.5 Ethics and Corporate Excellence: Code of Ethics in Business Houses, Strategies of Organizational Culture Building, Total Quality, Customer Care, Care of the Employees as per Statutes, Objective and Optimistic Approach.</p> <p>5.6 Indian and Global case studies</p>	7 + 2

Note:

Introductory treatment of all topics is expected to sensitize the students.
Compliance / Regulatory aspects should not be overemphasized.

Learning Resources:		
1	Text Books	<p>Corporate Governance by Christine A Mallin, Oxford University Press.</p> <p>Corporate Governance in India – An Evaluation by S C Das, PHI – Eastern Economy Edition.</p> <p>Corporate Governance Codes, Systems and Practices by S C Das, PHI – Eastern Economy Edition.</p> <p>Triple Bottom Line Reporting and Corporate Sustainability by S Singh, PHI – Eastern Economy Edition.</p> <p>Ethics, Business & Society Edited by Ananda Das Gupta, Response Books</p> <p>Business Ethics by Crane and Matten, Oxford University Press, 2nd Edition.</p> <p>Business Ethics – An Indian Perspective, by Ronald Francis and Mukti Mishra, TMGH.</p> <p>Corporate Governance Values and Ethics by Dr. Neeru Vasishth & Dr. Namita Rajput, Taxman</p> <p>Corporate Governance – Principles, Mechanisms & Practice, Swami Dr. Partasarathy, Biztantra Publications.</p>
2	Reference Books	<p>The Satyam Saga – Business Standard Publication</p> <p>Ethics for the Real World by Howard and Korver, Harvard Business Press.</p> <p>Ethics in Practice by Kenneth Andrews, Harvard Business School Press.</p> <p>Mastering Business in Asia by Peter Wallace and John Zinkin, Wiley India.</p> <p>The Sustainable Enterprise – Profiting from best practice by Simmons and Simmons, Kogan Page, 2nd Edition.</p> <p>Corporate Governance – Principles, Policies & Practices, by Bob Tricker, Oxford University Press.</p> <p>Corporate Governance – Principles, Policies & Practices, by A C Fernando, Oxford University Press.</p> <p>Corporate Governance by K Prasad, PHI – Eastern Economy Edition.</p> <p>Corporate Governance – Global Concepts & Practices, Dr. S Singh, Excel Books.</p>
3	Supplementary Reading Material	<p>An Introduction to Business Ethics by Joseph DesJardins, TMGH, 2nd Edition.</p> <p>Business Ethics – Text and Cases by C S V Murthy, Himalaya Publications, 2nd Revised Edition.</p> <p>Case Studies on Ethics and Corporate Governance Vol I and II , ICFAI Books</p>
4	Websites	<p>www.icgn.org/</p> <p>http://www.oecd.org/document/49/0,3343,en_2649_34813_31530865_1_1_1_1,00.html</p>
5	Journals	<p>Business & Society</p> <p>Corporate Governance: An International Review</p> <p>Corporate Governance: The International Journal of Effective Board Performance</p> <p>Journal of Business Ethics</p> <p>Ethics & Accountability in a Context of Governance & New Public Management</p>

Semester	IV	Specialization	NA
Course Code	402	Type	Generic Core
Course Title	Dissertation		

Course Objectives:	
1	To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.
2	To provide means to immerse students in actual supervised professional experiences
3	To gain deeper understanding in specific areas.

Dissertation: Towards the end of the Programme (Sem IV – Feb/March) the student shall work for 60 hours under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies & one soft copy (CD). The report may be printed on both sides of the paper.

The completion of the dissertation / project shall be certified by the Faculty Guide & approved by the Director of the Institute.

The Institute shall conduct a viva-voce for evaluation of the dissertation, for 100 marks.

The Panel shall comprise of 2 internal Faculty members (One who has guided the student and the other one as Jury) nominated by the Director. The Institute may invite an additional external examiner from the industry.

MBA SYLLABUS: SEMESTER IV
MARKETING MANAGEMENT - SPECIALIZATION

University of Pune

Semester	IV	Specialization	Marketing
Course Code	403MKT	Type	Subject Core
Course Title	Services Marketing		

Course Objectives:

1	To emphasize the significance of services marketing in the global economy.
2	To make the students understand the deeper aspects of successful services marketing.
3	To provide insights to the challenges and opportunities in services marketing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to Services marketing :</p> <p>Definition, Significance, Characteristics of Services: Intangibility, Inconsistency, Inseparability and Inventory. Classification of Services.</p> <p>Consumer Behavior in Services: Search, experience and credence attributes, Pre & post experience evaluation, factors influencing customer expectation of service, Moment of truth</p> <p>Extended Marketing Mix for Services: Need for additional three marketing mix elements in Services</p> <p>Financial & economic impact of service</p>	7 + 2
2	<p>Traditional Marketing Mix Elements in Services:</p> <p>Service Product: Customer perception, Customer satisfaction, Tolerance zone, Service quality - ServQual, GAP model and Critical incident model, Concept of loyalty & creation of a loyalty programme, Service recovery, Impact of service failures versus product failures, Nature of complaining behavior— Complaint Resolution, Service Recovery Process.</p> <p>Service Pricing: Costs of service delivery, Customer Profitability Measurement, Revenue management Techniques, Price Discrimination and Segmented Pricing.</p> <p>Service Place: Delivering services through intermediaries & electronic channels.</p> <p>Service Promotion: Integrated service marketing communication, Visual merchandising, Referrals, Challenge of Service communication</p>	7 + 2
3	<p>Service Process:</p> <p>Service design & standards – Process service blue print</p> <p>Demand & capacity management ,</p> <p>Quality function deployment (QFD), Standardization (hard / soft measures),</p> <p>Service delivery, self-service technologies</p>	7 + 2
4	<p>People & Physical Evidence:</p> <p>Employees' Role in Service Delivery, Service Culture: Internal Marketing, Service-Profit Chain, Emotional labor</p> <p>Customers' role in service delivery, Customer as a co-producer</p> <p>Physical Evidence: Experience Servicescape elements (to include architectural design), Virtual Servicescape</p>	7 + 2
5	<p>Applications of Service Marketing: Marketing in Tourism, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Healthcaresectors (Examples/Case studies on these applications are expected)</p>	7 + 2

Learning Resources:		
1	Text Books	Services Marketing by Zeithaml, Bitner, Gremler & Pandit, TMGH, 4th Edition Services Marketing by Christopher Lovelock Services Marketing, Rama Mohan Rao, Pearson Services Marketing by Rampal & Gupta Services Marketing by Helen Woodruff
2	Reference Books	Services Marketing: Concepts and Practices by Ramneek Kapoor, Justin Paul & Biplab Halder, McGraw Hill Services Marketing by Rajendra Nargundkar, McGraw-Hill, 3 rd Edition
3	Supplementary Reading Material	C H Lovelock, Journal of Marketing Vol. 4 Summer 1983, pages 9-20
4	Websites	www.itsma.com/
5	Journals	The service encounter: diagnosing favorable & unfavorable incidents by Bitner M. J., Booms B. H. & Tetreault M. S., Journal of marketing, Jan 1990, Vol. 54, pp. 71-84. Marketing intangible products & product intangibles by Levitt T., Harvard Business Review, 1981, Vol. 59, pp. 95-102 The services marketing: an approach by Blois K. J., European journal of marketing, Vol. 8, Issue 2, 1974, pp. 137-145 Services marketing is different by Berry L.L., Business, May-June, 1980, pp. 24-30. Putting the Service Profit Chain to Work by Heskett, James L., Jones, Thomas O., Loveman, Gary W., Sasser, W. Earl, and Schelsinger, Leonard A. Harvard Business Review, (March-April 1994) pp. 164-174 The customer as co-producer by Solveig Wikström, European Journal of Marketing, 1996, Vol. 30, Issue 4 Customer contributions & roles in service delivery by Bitner, Faranda, Hubbert & Zeithmal, International Journal of Services and Industrial Marketing, Vol. 8, Issue 3, pp. 193-205 Delivering Quality Service; Balancing Customer Perceptions and Expectations by Zeithaml, Parasuraman & Berry. Free Press, 1990. Service quality models: A review by Sheth, Deshmukh & Vrat IJQRM, 2005, Vol. 22, Issue 9, pp. 913-49

Semester	IV	Specialization	Marketing
Course Code	404MKT	Type	Subject Core
Course Title	Sales & Distribution Management		

Course Objectives:

1	To provide foundations in components of sales and distribution management.
2	To introduce various facets of the job of a sales manager.
3	To focus on decision making aspects and implementation of decisions in sales and distribution management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to Sales and Distribution Management:</p> <p>1.1 Sales Management: Objectives, Nature & Scope, Sales Environment, Sales Planning, Strategic role of sales management</p> <p>1.2 Marketing Channels: Functions and Significance, Structure - Vertical and Horizontal, Symbiotic, Role of marketing channels in the dynamic market place, Designing the Market Channel system, Channels for Consumer goods, Industrial goods, Inter Dependency of Sales & Distribution</p> <p>1.3 Managing Marketing Channels: Channel Policies, Choice of the channel, Organizational Pattern in the Channel, Assessing Channel Performance, Causes for Channel Conflict & Techniques to overcome conflict, Channel Information System</p>	8 + 2
2	<p>Organizing the Sales Force:</p> <p>2.1 Objectives & Structure of Sales Organization,</p> <p>2.2 Organizing the Sales Force, Recruitment, selection and training the sales force,</p> <p>2.3 Field Sales Planning , Compensation and Evaluation of Sales Force</p>	4 + 2
3	<p>Sales Planning & Control:</p> <p>3.1 Sales Planning: Sales Forecasting & Budgeting, Sales Quotas and Targets</p> <p>3.2 Sales Control: Reporting Formats for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales and Coverage Plan, Daily Sales Call Report, Expired Goods and Breakage Return Report, Fortnightly Sales Review Report, Order Booking Report, Monthly and Quarterly Sales Report.</p> <p>3.3 Sales Audit: Sales Force Productivity Indicators (Value and Volume) – Territory Productivity, Per Person per Month Productivity, Sales to Marketing Expenses Ratio.</p> <p>3.4 Specialized Techniques in Selling: Tele / Mobile Marketing, Online Marketing, E Commerce</p>	8 + 2
4	<p>Marketing Channels</p> <p>4.1 Significance and role of channels, C&F Agents, Types of the Wholesalers</p> <p>4.2 Franchising: Significance and importance of Franchisee in Channel Decision –Advantages of Franchisee –Process of appointment of Franchisee-Franchiser Franchisee relationship. Rol calculation at Dealer Level.</p>	+ 2
5	<p>Retailing:</p> <p>5.1 Nature and Importance of Retailing , Types of Retailers, Organized & unorganized Retailing Formats, Retail Merchandising, Retail Decision Location and Size ,</p> <p>5.2 Retailer Promotion: Advertising, Sales Promotion and POP Promotion, Shelf Management, Communicating with the retailer customer, Economic cost of retailing, New Trends in Retailing, Role and Significance of Multi-level Marketing</p>	9 + 2

Learning Resources:		
1	Text Books	Sales and Distribution Management by Havaladar & Cavale, TMGH Sales Management by Still, Cundiff & Govani, Pearson Education Sales and Distribution Management, SL Gupta, Excel books
2	Reference Books	Retailing Management by Michael Levy & Barton Weitz, TMGH, 5 th Edition
3	Supplementary Reading Material	Retail Management by Gibson Vedamani , Jaico Books Retailing Management by Swapna Pradhan , TMGH
4	Websites	http://www.franchiseindia.com/ http://www.franchising.com/
5	Journals	How Potential Conflict Drives Channel Structure: Concurrent (Direct and Indirect) Channels by Sa Vinhas, Alberto; Anderson, Erin., Journal of Marketing Research, Nov2005, Vol. 42 Issue 4 Channel Structure and Strategic Choice in Distribution Channels by Wren, Brent M., Journal of Management Research, Aug2007, Vol. 7 Issue 2, Effects Of Sales Force Automation Use On Sales Force Activities And Customer Relationship Management Processes by Moutot, Jean-Michel; Bascoul, Ganaël., Journal of Personal Selling & Sales Management, Spring2008, Vol. 28 Issue 2 Using your sales force to jump-start growth by Hancock, Maryanne; Hatami, Homayoun; Rayan, Sunil. McKinsey Quarterly, 2011, Issue 2 Franchising: An Overview by Windeshausen H. Nicholas; Joyce, Mary L., American Journal of Small Business, Jan77, Vol. 1 Issue 3 Sales Employees Compensation: An Optimal Balance Between Fixed and Variable Pay by Madhani, Pankaj M., Compensation & Benefits Review., Jul/Aug2009, Vol. 41 Issue 4, p44-51.

Semester	IV	Specialization	Marketing
Course Code	405MKT	Type	Subject - Elective
Course Title	Retail Marketing		

Course Objectives:

1	To provide insights into all functional areas of retailing.
2	To give an account of essential principles of retailing.
3	To give a perspective of the Indian retailing scenario.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Overview of Retailing: Definition, Scope, Role of Retailer in the Channel of Distribution, Benefits of Retailing, Functions of Retailers, Evolution of Retailing – Global Retail Scenario – Indian Retail Scenario – Drivers of retail change in India - Emerging Trends and Opportunities in India, Retailing Industry – Size of Retail in India and its components.</p> <p>1.2 Retailing Environment: Economic Environment – Legal Environment – Technological Environment – Competitive Environment – Indian Experience in Retailing – Foreign Direct Investment in Retail in the Indian context.</p> <p>1.3 Classification of Retailers: Classification by Ownership – Independent Stores – Chain stores – Franchise Stores – leased Departments – Cooperatives, Classification by Strategy – General Merchandise Retailers – Discount Stores – Specialty Stores – Off Price Retailers, Classification by Product Line – Department stores – Supermarkets – Hypermarkets – Convenience Stores - Services retailing.</p> <p>1.4 Non Traditional Retail Classifications: Non store retailer – Direct Marketing – Catalog Marketing– Telemarketing – TV Home shopping – Automatic vending – E – Tailing – Malls and other formats</p>	5 + 1
2	<p>2.1 Retail Market Strategy: Definition, target market & retail format, Differentiating, Growth strategies, Strategic Retail planning process.</p> <p>2.2 Strategic Profit Model : Gross Margin Return On Inventory Management (GMROI)</p> <p>2.3 Retail Location & Site Selection: Types of retail locations, Steps involved in choosing a retail location, Methods of evaluating a trading area,</p> <p>2.4 Store Layout, Design & Visual Merchandising: Store planning, Store Design and the retailing mix, Space mix, effective space management, Store layout – circulation plan, Floor Space management. Markups and Markdowns, Shrinkage in merchandise management.</p>	5 + 1
3	<p>3.1 Retail Administration : Store management, Human resource management, Information System & SCM</p> <p>3.2 Planning Merchandise Assortment: Category management, Buying organization, Assortment planning process, Analyzing merchandise performance.</p> <p>3.3 Planning Merchandise Assortments: Organizing the buying process by categories- Category Management – The Buying Organization – Setting Financial Objectives for the Merchandise Plan – Gross Margin Return On Inventory Management (GMROI), Measuring Inventory Turnover – Sales Forecasting – Assortment Planning Process – Variety – Assortment – Product Availability – Tradeoffs between Variety, Assortment and Product Availability – Assortment Plan, Product Mix Trends.</p>	5 + 1

4	4.1 Merchandise Pricing: Setting the Retail Price- Pricing Objectives – Pricing strategies – Pricing Methods – Pricing Adjustments – Price Discrimination 4.2 Retail Communication Mix: Role of Communication in Retailing – Methods of communication – Planning the Retail Communication Programs – Implementing and Evaluating the Retail Communication Programs	5 + 1
5	5.1 Mall Management: Major players nationally & internationally, Role of promoter, developer& retailer: selecting tenant stores, Managing experience, target footfalls & their conversion to sales. Identifying customers, differentiating the mall, real estate pricing, Measuring duration & sequence of visit, Number & nature of outlets visited & spend of share of wallet across the tenants. 5.2 Challenges to Indian Retail Sector : Political & legal, economic, real estate pricing, customer coming of age to shop in organized sector	5 + 1

Learning Resources:

1	Text Books	Retailing Management by Michael Levy & Barton Weitz, TMGH, 5 th Edition Retailing Management by Swapna Pradhan , TMGH
2	Reference Books	Retail Management by Gibson Vedamani , Jaico Books Retailing by Patrick Dunne, Robert Lusch, David Griffith, Thomson Learning, Indian reprint. Retail Marketing Management by David Gilbert, Pearson Publication. Retail Management, Arif Sheikh, Himalaya Publishing
3	Supplementary Reading Material	It happened in India by Kishore Biyani, Rupa & Co. Business Today, November1999, Mall Management, pp. 7-22
4	Websites	http://www.cci.in/pdf/surveys_reports/indias_retail_sector.pdf http://www.indiaretailing.com/ http://www.imagesretail.com/
5	Journals	Organized Retailing in India: Upstream Channel Structure and Management by Dabas, Chitra Srivastava; Sternquist, Brenda; Mahi, Humaira., Journal of Business & Industrial Marketing, 2012, Vol. 27 Issue 3 India: Shopping with the Family by Sheth, Kartik N.; Vittal, Ireena., McKinsey Quarterly, 2007, Issue 4 The Future of Shopping by Rigby, Darrell., Harvard Business Review, Dec2011, Vol. 89 Issue 12 The Wheel of Retailing by Hollander, Stanley C., Journal of Marketing, Jul1960, Vol. 25 Issue 1 The Mall as Bazaar: How Kiosks Influence Consumer Shopping Behavior by Runyan, Rodney; Kim, Jung-Hwan; Baker, Julie., Journal of Marketing Management. Feb2012, Vol. 28 Issue 1/2, p85-102.

Semester	IV	Specialization	Marketing
Course Code	406MKT	Type	Subject - Elective
Course Title	Rural Marketing		

Course Objectives:

1	To understand rural aspects of marketing
2	To learn nuances of rural markets to design effective strategies
3	To enhance deeper understanding of rural consumer behavior

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Rural Marketing 1.1 Defining rural markets & rural marketing, evolution of rural marketing 1.2 Rural Marketing Environment – PEST analysis 1.3 Rural Economic Structure, Rural Occupation Pattern, Incomes & Consumption, Rural market Size 1.4 Rural Infrastructure	4+1
2	Rural Consumer Behavior & Marketing Research 2.1 Characteristics of Rural Consumers, Role of Opinion Leaders, Diffusion of Innovation in Rural Markets 2.2 Sources & Type of Secondary Data on Rural markets 2.3 Collecting Primary Data in Rural setting	4+1
3	Segmentation, Targeting & Positioning 3.1 Bases of Segmenting Rural Markets 3.2 Target Marketing, Coverage of Markets 3.3 Positioning in Rural Markets	4+1
4	Product & Pricing Strategy in Rural Markets 4.1 Rural Product Categories 4.2 Packaging for Rural Markets 4.3 Branding in Rural Markets, Problem of Fake Brands 4.4 Pricing Strategy – special considerations in rural markets 4.5 Credit in rural markets – need, sources & innovative credit delivery systems	6+1
5	Rural Distribution & Communication 5.1 Challenges of distribution in Rural markets, Rural Retail System – last mile problem, public distribution system, cooperatives 5.2 Emerging Models in Rural Markets: E-Chaupal, Project Shakti 5.3 Challenges for Rural Communication: Massage & Media for Rural Communication	7+1

Learning Resources:		
1	Text Books	The Rural Marketing Book by Pradeep Kashyap & Siddhartha Raut
2	Reference Books	Rural Marketing – Concepts & Practices by Balram Dogra, Karminder Ghuman Rural Marketing by R.V. Badi, N.V. Badi
3	Supplementary Reading Material	A New Approach to Rural Marketing by Kaushik Sircar
4	Websites	http://www.echaupal.com/ http://www.rmai.in/
5	Journals	International Journal of Rural Management by SAGE E-Journals of RMAI Indian Journal of Marketing

Semester	IV	Specialization	Marketing
Course Code	407MKT	Type	Subject - Elective
Course Title	Service Operations Management		

Course Objectives:	
1	To acquaint the students with the service operations strategy aspects.
2	To provide students with the concepts and tools necessary to effectively manage field service operations.
3	To familiarize the students with the concepts of CRM and role of IT in managing service operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Service Operations Concept: Nature of Services, Difference between Manufacturing and Service Operations, Service Operations Characteristics, Purpose and objectives of service operation, Functions and processes in service operation, Different Pure Service Organizations and their peculiarities.	4 + 1
2	Service Operation Strategy: Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized Vs. Decentralized, Creating Customer Connection, Effect of technology on service operations-strategic and tactical problems of managing operations functions in service environment, economies of customer loyalty, alignment between target market segments, manpower implications. Enhancing customer satisfaction, Service Operations as Profit Centre.	5 + 1
3	Designing & Managing Service Operations: Technology and its Impact on Services, Design and Development of Service Delivery Systems, Factors determining design of service systems-Impact of customer contact on design of service system , Work Measurement, Locating Facilities, Designing their Layout. Service capacity, Capacity Planning process design in service systems -basic structure of waiting line model-Principles of queuing theory for capacity analysis issues-Short term capacity planning problems- service quality measurements. Service operation processes for Event management, Financial management, IT service consultancy management.	6 + 1
4	Field Service Management, Service Manpower Planning & Scheduling: Field Service Organization, Field Service Inventory Management, Field Technical Support Service, Integrating Field Service with Information Technology, Field Service Effectiveness Evaluation, Field Service and its impact on Customer satisfaction, Field Service and Customer Relations Management, Uncertainty in Manpower Requirements, Cyclical and Seasonal nature of demand, Service Level Considerations and Cost Considerations in Manning.	5 + 1
5	5.1 Customer Relationship Management: Customer requirement assessment, Customer satisfaction parameters and indices, Manpower recruitment and training, Customer feedback collection and analysis, Customer service evaluation. 5.2 IT Enabled Customer Service: Call Centre Operations and Management, Web-enabled Services, ERP enabled Field and Technical Support Services, Tele marketing and servicing.	5 + 1

Learning Resources:		
1	Text Books	Successful Service Operations Management by Metters, King-Metters, Pulliman and Walton, Thomson India Edition, 2 nd Edition. Customer Service, Robert Lucas, Tata McGraw
2	Reference Books	Service Operations Management - Improving Service delivery by Robert Johnston Graham Clark, Prentice Hall.
3	Supplementary Reading Material	Service Strategy by Fitzsimmons, J.A. and Fitzsimmons, M.J. Chapter 3 in Service Management, McGraw-Hill International Edition, 2006, 37 – 58.
4	Websites	www.msom.journal.informs.org/
5	Journals	Service Operations Management: Return to Roots by Robert Johnston, International Journal of Operation and Production Management Vol.19 No.2, 1999 pp.115-124. Compassionate High Quality Health care at Low Cost: The Arvind Model by Shah, J. and Murty, L.S., IIMB Management Review, 16 (3), 2005, 31 – 43. Will You Survive the Service Revolution? by Karmarkar, U., Harvard Business Review, 82 (6), 2004, 101 – 107.

Semester	IV	Specialization	Marketing
Course Code	408MKT	Type	Subject - Elective
Course Title	International Marketing		

Course Objectives:

1	To make the students understand the concept and techniques of international marketing.
2	To train the students to develop plans and marketing strategies for entering into international markets and managing overseas operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment. Global markets, International market groups- EU, ASEAN, SAFTA, NAFTA, Emerging economies. International marketing research and information system; foreign market entry modes; global marketing operations and strategies; International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.	9 + 1
2	International Product Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; counterfeiting and IPR issues.	4 + 1
3	Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale, pricing strategies; international dumping; financing marketing transactions.	4 + 1
4	Managing International Distribution: The structure of international distribution systems; International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; channel selection decisions; aspects of international supply chain management; international direct marketing; leveraging international distribution for competitive advantage.	4 + 1
5	Managing International Promotion Mix: Planning for Trade Fairs and Exhibitions; Advertising and other Modes of Communication, International promotion mix; push and pull strategies; aspects of international sales management; challenges of international advertising; global media strategy.	4 + 1

Learning Resources:		
1	Text Books	International Marketing by Cateora, Graham & Salwan, Mc Graw Hill, 13 th Edition, 2008. International Marketing by Rakesh Mohan Joshi, Oxford University Press, 2005. International Marketing by Czinkota & Ronkainen, Cengage Learning, 8 th Edition (India), 2008. International Marketing Management by Subhash Jain, CBS Publishers & Distributors, 3 rd Edition, 1997. International Marketing, 4 th Ed., PK Vasudeva, Excel Books International Marketing by Rajgopal, Vikas Publication, New Delhi
2	Reference Books	International Marketing by Terpstra, Vern and Sarathy, Ravi, The Dryden Press, Chicago , 2000. Global Marketing Management by Keegan, Warren J. , Pearson Education , New Delhi, 7 th Edition, 2002. Global Marketing Management by Kotabe Masaaki and Helsen Kristiaan, John Wiley & Sons (Asia) Ltd., 2 nd Edition, 2001. International Marketing: Analysis and Strategy by Onkvisit, Sak and Shaw, John J. Edition, Prentice Hall., 2004. International Marketing: An Indian Perspectives by Varshney, R. L. and Bhattacharya, B. , Sultan Chand, New Delhi, 2001. International Marketing Strategy by Doole Isobel and Robin Lawe, , Thomson Learning
3	Supplementary Reading Material	EXIM Policies World Bank Reports
4	Websites	Websites of the Ministry of Commerce Websites of the Ministry of Finance
5	Journals	Journal of International Marketing AMA's Journal of International Marketing

Semester	IV	Specialization	Marketing
Course Code	409MKT	Type	Subject - Elective
Course Title	Export Documentation and Procedures		

Course Objectives:

1	To familiarize students with policy, procedures and documentation relating to foreign trade operations.
2	To provide a review of the main documents involved in export order processing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Significance of Procedures and Documentation in International Trade: procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.	5 + 1
2	Export Order Processing: export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.	5 + 1
3	Methods of Payment in International Trade: documentary collection of export bills; UCPDC guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.	5 + 1
4	Major Export Promotion Schemes in India: EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.	5 + 1
5	Regulations for International Trade: Major laws governing India's export import trade- Foreign Trade (Development & Regulation) Act, Pre-shipment Inspection & Quality Control Act, 1963 & Customs Act, 1962; Foreign Exchange Management Act, 2000	5 + 1

Learning Resources:		
1	Text Books	Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 5 th Revised Edition, Aug. 2007 Export Marketing by B. S. Rathor & J. S. Rathor, HPH, 3 rd Revised & Enlarged Edition, 2006 Export Management by T. A. S. Balagopal, HPH, 18 th Revised Edition, 2006 Export Management by D.C. Kapoor, Vikas Publishing House, 2009 Export- Policy, Procedures and Documentation by M. I. Mahajan, Show white, 24 th Edition, 2010 International Business Management, Text and Cases, Dutta, Excel Books
2	Reference Books	Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi. Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications, New Delhi.
3	Supplementary Reading Material	Nabhi's Exporters Manual and Documentation. Nabhi's New Import-Export Policy Procedures. Export/Import Procedures and Documentation by Thomas E. Johnson, Donna L. Bade, AMACOM
4	Websites	www.eximbankindia.com
5	Journals	A Study of Export and Import Problems Faced by the Mumbai Based Importers and Exporters by Shinde, Govind P, Advances in Management; Apr2012, Vol. 5 Issue 4, p44-51. A Study on Export Performance of Indian Spices by Muthusamy, A. Global Management Review. 2010, Vol. 5 Issue 1, p25-38. External Sector: Outlook. India Country Monitor. Feb2012, p17-18 Economic Forecast, Country Report. India. Jul2011, Issue 7, p7-11

Semester	IV	Specialization	Marketing
Course Code	410MKT	Type	Subject - Elective
Course Title	Marketing Strategy		

Course Objectives:

1	To introduce a systematic understanding of marketing strategy and decision making in dynamic marketing environment.
2	To understand and apply the STP of marketing (segmentation, targeting, positioning).
3	To understand and appreciate the concept of marketing strategy formulation and implementation.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Marketing Strategy: Marketing's role in formulating & implementing strategies, market oriented management, Overview of the process of formulation & implementation of marketing strategy, integrating marketing strategy with the firm's other strategies & resources, market opportunity analysis, formulating strategies for specific situations, implementation & control.	3 + 1
2	Understanding Market Opportunities 2.1 Meaning of markets & industry, assessing market & industry attractiveness using Mullins' framework – Market Domain, Industry Domain, Team Domain 2.2 Forecasting Based on Current Demand: Market build up method, chain ratios, market factor index method 2.3 Forecasting Based on Past Demand: Time series analysis, Trend analysis, Leading indicators 2.4 Forecasting through Experimentation: Concept testing, Test marketing 2.5 Forecasting through Intentions & Expert Opinion: Buyers intensions, sales force opinion, trade opinion, expert opinion, Delphi method, Bootstrapping, Cross impact analysis	6 + 1
3	Targeting Attractive Market Segments & Positioning 3.1 Choosing Attractive Market Segments – A five step process 3.2 Different Targeting Strategies: Mass market, niche market, growth market 3.3 Differentiation Based on Product, Image, Channel, Personnel & Services 3.4 Positioning Process: identifying relevant competitors, identifying determinant attributes, collecting information on perceptions of products & brands, determine a product's current position, determine customers' most preferred position, examine the fit between current position & market preferences, writing positioning statement	5 + 1
4	Marketing Strategies for New Market Entries & Growth Markets 4.1 Market Entry Strategies for Pioneers & Followers: Sources of competitive advantage for pioneers & followers 4.2 Components of strategic marketing programmes for Mass market penetration & niche market penetration 4.3 Growth Market Strategies for Market Leaders: Different types of marketing objectives for leaders, market share maintenance strategies 4.4 Growth Market Strategies for Followers: Different types of marketing objectives for followers, market share growth strategies	6 + 1

5	Marketing Strategies for Mature & Declining Markets 5.1 Challenges in mature & declining markets, transition from growth to maturity 5.2 Marketing Strategies for Mature Markets: Maintaining current market share, extending volume growth 5.3 Marketing Strategies for Declining Markets: Marketing objectives & programmes for Harvesting, Maintenance, Survivor & Niche Strategy	5 + 1
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Learning Resources:		
1	Text Books	Marketing Strategy by Walker, Mullins, Boyd & Larreche Marketing Strategy and Competitive Positioning by Graham Hooley, Brigitte Nicoulaud, Nigel F. Piercy, Pearson Education, , 5 th Edition. Strategic Marketing Management-Richard Wilson & Colin Gilligan
2	Reference Books	Strategic Management & Marketing by Narendra Singh, Himalaya Publication Strategic Marketing Text & Cases- S. Shajahan, Viva Books Strategic Marketing Management -Text & Cases, by UC Mathur, Macmillan
3	Supplementary Reading Material	Strategic Marketing by A. Nag, Macmillan Publication Strategic Marketing by Musadiq Sahaf, Prentice-Hall of India Pvt. Ltd. Strategic Marketing for Non-Profit Organization-Alan Anderson & Philip Kotler http://www.iitk.ac.in/infocell/announce/convention/papers/Changing%20Playfield-06-Saurabh%20Kumar%20Saxena.pdf
4	Websites	http://www.mhhe.com/walker http://marketing-strategy-examples.com/
5	Journals	Journal of Strategic Marketing of AMA Marketing & strategy-The Wall Street Journal of Business Strategy- Emerald Journal of Marketing

Semester	IV	Specialization	Marketing
Course Code	411MKT	Type	Subject - Elective
Course Title	Marketing Decision Models		

Course Objectives:

1	To study scientific and data based developments that assist marketing professionals in arriving at cost effective marketing strategies
2	To analyze the important developments in marketing theory to understand and control markets effectively

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Modeling in Marketing 1.1 Analytical decision making , Science & Marketing, marketing decision support systems, intelligent marketing systems, Data Warehousing & Data Mining applications , Benefits of modeling in marketing, 1.2 Model building process, trends in building & using models, information value chain 1.3 Taxonomy of Market Response Models based on number of marketing instruments, market response modeled, functional forms, competitive effects, nature of data used, level of aggregation, estimation methods, uncertainty.	4 + 1
2	Mathematics & Statistics for Marketing Models 2.1 Relationship between Marketing Variable: Graphs & functions 2.2 Linear Algebra and Systems of Equations in Marketing 2.3 Differential Equations: applications for market dynamics 2.4 Calculus for optimization 2.5 Basic Probability Concepts 2.6 Statistical Distributions for Modeling: Bernoulli, Binomial, Chi-Squared, Exponential, F-Distribution, Normal, Poisson, Student's t distribution	6+ 1
3	3. Applications in Environment Analysis 3.1 Demand decomposition framework for environment analysis & models 3.2 Identifying Competitors through Brand Switching Matrix, 3.3 Models for Forecasting Competitors' Actions, Game Theory 3.4 Stochastic Models of Consumer Behavior: Purchase Incidence Models, Brand Choice Models	5 + 1
4	Applications in Forecasting & Resource Allocation 4.1 Demand Forecasting Models: Extrapolations & curve fitting, Regression techniques, Analogy Methods 4.2 Models for Forecasting Sales for Consumer Durable , Diffusion of Innovation – Bass Model & its revisions, Repeat Purchase Models 4.3 Models for Resources Allocation among Sbus & Products: STRATPORT, & AHP 4.4 Models for resources allocation across geographical territories	5 + 1
5	Models for Marketing Mix Variables 5.1 Modeling for Product Positioning & Design -Preference Choice Model – Expectancy value, preference regression, PERCEPTOR, LINMAP & DEFENDOR models of product design 5.2 Pricing Models 5.3 Models for Promotional Budget Decisions 5.4 Models for Media Scheduling 5.5 Sales Promotion Models: Rao Liliien Model	5 + 1

Learning Resources:		
1	Text Books	Marketing Models by Lilien, Kotler & Moorthy, Prentice-Hall of India
2	Reference Books	Analysis for Strategic Marketing by Rao & Steckel Marketing decision models by Randall L. Schultz, Andris A. Zoltners, North Holland
3	Supplementary Reading Material	The Handbook of Marketing Decision Models by Berend Wierenga, Springer
4	Websites	http://www.12manage.com/i_m.html
5	Journals	Modeling and Forecasting Sales Data by Time Series Analysis by Kapoor, S. G.; Madhok, P.; Wu, S. M., Journal of Marketing Research (JMR). Feb1981, Vol. 18 Issue 1, p94-100. Judgment Based Marketing Decision Models: Problems and Possible Solutions by Chakravarti, Dipankar; Mitchell, Andrew; Staelin, Richard., Journal of Marketing. Fall1981, Vol. 45 Issue 4, p13-23 Econometric Models for Marketing Decisions by Wittink, Dick R., Journal of Marketing Research, Feb2005, Vol. 42 Issue 1, p1-3 Bridging the Academic-Practitioner Divide in Marketing Decision Models by Lilien, Gary L., Journal of Marketing. Jul2011, Vol. 75 Issue 4, p196-210. Using Buyer Behavior Models to Improve Marketing Decisions by Aaker, David A., Journal of Marketing. Jul1970, Vol. 34 Issue 3, p52-57 Endogeneity in Marketing Decision Models by Shugan, Steven M., Marketing Science. Winter2004, Vol. 23 Issue 1, p1-3.

Semester	IV	Specialization	Marketing
Course Code	412MKT	Type	Subject - Elective
Course Title	Marketing of High Technology Products		

Course Objectives:

1	To provide students with the concepts and tools necessary to effectively market a high technology product.
2	To help the students learn the marketing mix aspect of marketing high technology products.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to High Technology: Common Characteristics of High Technology, Continuum of Innovations - Radical/Breakthrough Innovations - Incremental Innovations - Implications of Different Types of Innovations - Contingency Model for High-Tech Marketing - Does Marketing Need to Be Different for High-Technology Products and Innovations? - Framework for Making High-Technology Marketing Decisions.	5 + 1
2	Product Development and Management Issues in High-Tech Markets: Market Orientation, R&D–Marketing Interaction, High-Tech Marketing Research Tools - Concept Testing - Conjoint Analysis - Customer Visit Programs - Empathic Design - Lead Users - Quality Function Deployment - Prototype Testing - Beta Version Testing, Technology Development - The “What to Sell” Decision, Product Architecture: Modularity, Platforms and Derivatives, New Product Development Teams - Developing Services as Part of the High-Technology Product Strategy, Implications for High-Tech Marketing - Protection of Intellectual Property - Understanding Gray Markets - Black Markets, Piracy, and Restricted Exports - Managing Intellectual Property. Categories of Adopters - Crossing the Chasm. The Choice of Customer, Customer Strategies to Avoid Obsolescence, Customer Migration Decisions, Marketers’ Migration Options.	8 + 1
3	Pricing Considerations in High-Tech Markets: The High-Tech Pricing Environment, Customer Oriented Pricing- Steps and Implications. Pricing of After-Sales Service - The Technology Paradox- Solutions to the Technology (Pricing) Paradox - From Free to Fee. The Effect of the Internet on Pricing Decisions - Additional Pricing Considerations - Outright Sale of Know-How versus Licensing Agreements - Licensing Restrictions - Pay-Per-Use versus Subscription Pricing - Price Bundling – Leasing.	4 + 1
4	Distribution Channels in High-Tech Markets: Channel Considerations in High-Tech Markets - Blurring of Distinctions Between Members in the Supply Chain - Need for Indirect Channels to Provide Value for Manufacturers - Evolution of High-Tech Channels.	4 + 1
5	Advertising and Promotion in High-Tech Markets: Tools to Build and Maintain Customer Relationships: The Importance of Branding in High-Tech Markets, Developing a Strong Brand - Ingredient Branding - Branding for Small Business. New-Product Pre-announcements - Advantages and Objectives of Pre-announcements -Disadvantages of Pre-announcements - Tactical Considerations in the Pre-announcement Decision.	4 + 1

Learning Resources:		
1	Text Books	Marketing of High-Technology Products and Innovations by Jakki Mohr, Sanjit Sengupta, Stanley Slater, 2 nd Edition
2	Reference Books	Marketing High Technology by William H. Davidow Product Marketing for Technology Companies by Mark Butje
3	Supplementary Reading Material	Crossing the chasm: Marketing and Selling High Tech Products to Mainstream Customers by Geoffrey Moore Product Strategy for High Technology Companies by Michael E. McGrath. Next Generation Product Development : How to Increase Productivity, Cut Costs, and Reduce Cycle Times by Michael E. McGrath The Innovator's Dilemma by Clayton M. Christensen
4	Websites	http://marketinghightech.net/
5	Journals	Drucker's Insights on Market Orientation and Innovation: Implications for Emerging Areas in High-technology Marketing by Mohr, Jakki J.; Sarin, Shikhar. Journal of the Academy of Marketing Science. Spring2009, Vol. 37 Issue 1, p85-96. High Technology Marketing: Conceptualization and Case Study by Yadav, Naveen; Swami, Sanjeev; Pal, Prosanto. Vikalpa: The Journal for Decision Makers. Apr-Jun2006, Vol. 31 Issue 2, p57-74. The Marketing of Innovations in High-technology Companies: A Network Approach by Borg, Erik A. European Journal of Marketing. 2009, Vol. 43 Issue 3/4, p364-370. Sales Forecasting in High-Technology Markets: A Utility-Based Approach by Decker, Reinhold; Gribba-Yukawa, Kumiko. Journal of Product Innovation Management, Jan2010, Vol. 27 Issue 1 Sales Forecasting of Products with Very Short Life Cycles by Pizzano, Rudolph. Journal of Business Forecasting, Summer2011, Vol. 30 Issue 2 Forecasting Organizational Adoption of High-technology Product Innovations separated by impact: Are traditional macro-level diffusion models appropriate? By McDade, Sean; Oliva, Terence A.; Thomas, Ellen. Industrial Marketing Management, Feb2010, Vol. 39 Issue 2, p298-307. What High-Tech Managers Need to Know About Brands by Ward, Scott; Light, Larry; Goldstine, Jonathan. Harvard Business Review. Jul/Aug1999, Vol. 77 Issue 4, p85-95. Innovation and the Management of Marketing in High Technology Small Firms by Oakley, Ray. Journal of Marketing Management. Oct91, Vol. 7 Issue 4, p343-356. Introduction to the Special Issue: Marketing Of High-Technology Products and Innovations by Mohr, Jakki J.; Shooshtari, Nader H. Journal of Marketing Theory & Practice. Summer2003, Vol. 11 Issue 3, p1-12. Success in High-Technology Markets: Is Marketing Capability Critical? by Dutta, Shantanu; Narasimhan, Om; Rajiv, Surendra. Marketing Science. 1999, Vol. 18 Issue 4, p547-568. Sustaining Competitive Advantage in a High-Technology Environment: A Strategic Marketing Perspective by Rao, P. M. Advances in Competitiveness Research. 2005, Vol. 13 Issue 1, p33-47

Semester	IV	Specialization	Marketing
Course Code	413MKT	Type	Subject - Elective
Course Title	E Marketing		

Course Objectives:

1	To contextualize marketing concepts in electronic marketing context.
2	To give insights into various aspects of E Marketing from the perspective of creating Customer Value.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 E Marketing: Concept & scope, E Marketing and E Business interrelationship, Marketing implications of Internet technologies and convergence, Convergence and M commerce.</p> <p>1.2 E Marketing 7 Step Plan: Situation Analysis, E – Marketing Strategic Planning, Objectives, E- Marketing Strategies, Implementation Plan, Budget, Evaluation Plan</p>	5 + 1
2	<p>2.1 E -Marketing Environment: Global markets, Emerging Economies, Technological readiness, Ethical & Legal issues: Privacy and Security Concerns, Electronic Payment System - Different types of payment modes, e-cash, e-check, e-money - E-Security Firewalls</p> <p>2.2 The Virtual Value Chain: Marketplace vs. Market space - Visibility, Mirroring capability, The network economy - "Moore's Law" and "Gilder's Law" , E-Marketplaces and Economic Impacts</p>	5 + 1
3	<p>3.1 Consumer Behavior: Social & cultural context, Individual characteristics and Resources, Motivations for shopping on the net, attributes of online shopping.</p> <p>3.2 Segmenting and Targeting Online Customers: Business – Government and Customer Markets, Important geographic segments for E-Marketing, Demographic segments, Psychographic segments, Behavior segments, Targeting online customers.</p> <p>3.3 Differentiation and Positioning Strategies: Product – Service – Personnel – Channel and Image differentiation. Differentiation Strategies – site atmospherics, making the intangible tangible, building trust, efficient and timely order processing, pricing, CRM, Enhancing the customer experience.</p>	5 + 1
4	<p>4.1 Product Mix of E-Marketing: Product, Creating Customer Value online, Product benefits, Enhanced product development, Taxonomy of Internet products.</p> <p>4.2 Price: Buyers & sellers perspectives, Pricing strategies, Distribution System, Distribution channel metrics.</p> <p>4.3 Integrated Communication: Internet advertising, Website, blogs, community building, on line events, coupons, sampling, contests, games, e mail, permission marketing, viral marketing, messaging, spam, IMC metrics.</p>	5 + 1
5	<p>5.1 Customer Relationship Management: Valued customer experience, CRM Technology & metrics.</p> <p>5.2 The Economics of e-Loyalty: The importance of focusing on the "right" customers Relationship Capital – eCRM - Internet strategies facilitating CRM including personalization, collaborative filtering, data mining, data warehousing and real-time profiling.</p>	5 + 1

Learning Resources:		
1	Text Books	E- Marketing by Judy Strauss, Adel Ansary, Raymond Frost, Prentice Hall Digital Marketing for Dummies by Carter-Brooks-Catalano-Smith
2	Reference Books	Guide to E-Marketing by Prasad Gadkari
3	Supplementary Reading Material	e-Service-New Directions in Theory & Practice by Roland T. Rust and P.K. Kannan
4	Websites	http://www.emarketingstrategiesbook.com/
5	Journals	The Impact of e-service Quality, Customer Satisfaction and Loyalty on e-Marketing: Moderating effect of perceived value by Hsin Hsin Chang; Yao-Hua Wang; Wen-Ying Yang. Total Quality Management & Business Excellence, Apr2009, Vol. 20 Issue 4 Modeling Web Site Design across Cultures: Relationships to Trust, Satisfaction, and E-Loyalty by CYR, Dianne. Journal of Management Information Systems, Spring2008, Vol. 24 Issue 4 Innovativeness and Involvement as Determinants of Website Loyalty: II. Determinants of consumer loyalty in B2C e-commerce by Wang, Hui-Chih; Pallister, John G.; Foxall, Gordon R. Technovation, Dec2006, Vol. 26 Issue 12

Semester	IV	Specialization	Marketing
Course Code	414MKT	Type	Subject - Elective
Course Title	Marketing to Emerging Markets & Bottom of the Pyramid		

Course Objectives:	
1	To understand difference between emerging & developed markets
2	To understand opportunities & challenges in Emerging Markets in general & Bottom Of the Pyramid (BOP) segment in particular
2	To provide a framework for marketing to BOP markets

Syllabus:

Unit Number	Contents	Number of Sessions
1	Overview of Emerging Markets: Countries constituting emerging markets. Countries constituting BRICS & Next 11, Growing economic power of emerging markets, Demographic & economic scenario of emerging market countries. Emerging market size for different business sectors	5 + 1
2	Emerging Markets - Perspectives & Practices: 2.1 Characteristics of Emerging Markets: Emerging markets versus developed markets - market heterogeneity, sociopolitical governance, chronic shortage of resources, unbranded competition, and inadequate infrastructure. 2.2 Comparative Advantage of Emerging Markets: Policy based advantage, raw material based advantage, NGO based advantage, Marketing Implications in terms of strategy, policy & practice of marketing, Marketing Mix Implications.	7 + 1
3	Bottom of the Pyramid Markets: 3.1 Difference between Emerging Markets & BOP Markets, Definition, size & composition of BOP markets all over the world, 3.2 Characteristics of BOP markets, need for segmenting BOP markets	5 + 1
4	Marketing Strategies for BOP Markets: 4.1 Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions. 4.2 C K Prahalad's 12 principles, BOP Protocol	5 + 1
5	Criticism of Marketing to BOP & Alternate Perspectives	3 + 1

Learning Resources:		
1	Text Books	The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson –Singapore.
2	Reference Books	We are like that only, Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.

3	Supplementary Reading Material	<p>World Business Council for Sustainable Development (WBCSD). (2004), Doing business with the poor – a field guide. (March). [Online] Available: http://www.wbcsd.org/DocRoot/uCxCGeiOhrCEXcsN5slo/sl-field-guide-reprint.pdf</p> <p>United Nations Development Programme (UNDP). (2008), “Creating Value For All: Strategies For Doing Business With Poor”, The Growing Inclusive Markets Initiative, (July). [Online] Available: http://www.undp.org/gimlaunch/download.shtml</p> <p>Preston, K, A. Libow, A. Bruno, C.Meade, and R. Wells. (2007), Opportunities for the Majority Index: Analysis of Corporate Performance in Latin America and the Caribbean, The Inter-American Development Bank, 21st December. [Online] Available:http://www.iadb.org/am/2008/docs/OM_Index_Final_Report_v2.pdf.</p> <p>Hammond, A., W. J. Kramer, R. S. Katz, J. T. Tran, and C. Walker. (2007), The Next 4 Billion: Market size and Business strategy at the Base of the Pyramid, World Resources Institute (WRI) and International Finance Corporation (IFC) [Online] Available: http://www.wri.org/publication/the-next-4-billion</p> <p>Bang V.V. and Joshi S. L. (2008), “Conceptualization of Market Expansion Strategies in Developing Economies”, Academy of Marketing Science Review, 4, [Online] Available: http://www.amsreview.org/articles/bang04-2008.pdf</p> <p>Simanis, E. and S. Hart With J. DeKoszmovszky, P. Donohue, D. Duke, G. Enk, M. Gordon, and T. Thieme. (2008), The Base of the Pyramid Protocol: Toward Next Generation BoP Strategy, Center for Sustainable Global Enterprise, Johnson School of Management, Cornell University, 2nd Ed. [Online] Available: http://www.wdi.umich.edu/files/BoPProtocol2ndEdition2008.pdf.</p> <p>Karamchandani, A., M. Kubzansky, and P. Frandano. (2009), Emerging Markets, Emerging Models: Market-Based Solutions To The Challenges Of Global Poverty, Monitor group, (March).</p> <p>Wilson, D. and R. Purushothaman. (2003) “Dreaming With BRICS: Path to 2050.” Goldman Sachs, Global Economics Paper No.99, 1st October.</p> <p>Prahalad, C.K., and A. Hammond. (2002), “Serving the World’s Poor, Profitably”, Harvard Business Review, 80(September), pp. 48-57.</p> <p>Prahalad, C. K. and S. L. Hart. (2002), “The Fortune at the Bottom of the Pyramid”, Strategy + Business, 26, pp.54-67.</p> <p>Beshouri, C.P. (2006), “A Grassroots Approach to Emerging-Market Consumers.” The McKinsey Quarterly, (March), pp.61-71</p> <p>Karnani, A. (2007), “The Mirage of Marketing to the Bottom of the Pyramid: How the Private Sector Can Help Alleviate Poverty”, California Management Review, 49(4), (Summer), pp.90-111.</p> <p>Sheth, J. N. (2011), “Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices”, Journal of Marketing, Vol. 75 (July), 166 – 182.</p>
4	Websites	http://www.wri.org/
5	Journals	<p>International Journal of Emerging Markets</p> <p>Harvard Business Review</p> <p>California Management Review</p> <p>Journal of Macro Marketing</p>

Semester	IV	Specialization	Marketing
Course Code	415MKT	Type	Subject - Elective
Course Title	Marketing of Financial Services – II		

Course Objectives:

1	To equip young managers with the knowledge of retail banking, corporate banking and investment banking practices in India.
2	To familiarize the students to the requisite regulatory compliances in Wealth Management industry.
3	To make the student understand the Risk-Return principle and its practical use in marketing of financial services.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Financial Framework: An Overview of the Financial Framework, Bank, Categories of Banks, NBFIs, Regulators, Regulations, Key Concepts</p> <p>1.2 Banking Business: Banking Business Overview, Structure of a Bank, Banking Channels.</p> <p>1.3 Retail Banking: Overview, Liability Products, Liability Products-Process & Roles, Asset Products, Asset Process and Roles, Typical Loan Products, Other Services.</p> <p>1.4 Corporate Banking: Overview, Classification of Products - Fund Based & Non Fund Based, Funded Facilities, Non Funded Facilities, Credit Evaluation, SME Banking.</p>	5 + 1
2	<p>2.1 Specialized Divisions & Support Function: Investment Banking - Advisory Services & Funding; Financial Markets and Treasury, Private Banking and Wealth Management, Rural and Agricultural Banking (India specific), Other Functions.</p> <p>2.2 Risk Management in Banks and NDFIs: Risk Management Overview, Typical Causes of Financial Crises, The Risk Management Process, Asset Liability Mismatch, Fraud, Identifying/Measuring Risk, Implementing Risk Measures.</p> <p>2.3 Technology in Banking: An Overview of Technology in Banking, Core Banking Solutions (CBS), Application for Various Channels, Modules for Various Divisions, Cheque Truncation - India & U.S.A</p>	5 + 1
3	<p>3.1 Wealth Management Business: Concept of 'Wealth' and 'Net worth', Concept of HNI, Segmentation of HNIs into various categories - overall profile of each category, Investments needs of HNIs, the 'management' part of 'Wealth Management' for the HNIs.</p> <p>3.2 Wealth Management Industry: Insight into the Wealth Management Industry, Growth potential of Indian HNI segment, Regulatory aspect of Wealth Management at various levels, Money laundering, Terrorism Financing and compliances across the financial services world to block it.</p>	5 + 1

4	<p>4.1 Wealth Management Services: Service providers (both corporate and individuals) in the area of Wealth Management, Range of products and services offered to each segment of HNIs, Services provided under Holistic Wealth Management such as, Private Banking, Preferred Banking etc., Service mandates a wealth manager needs to know and follow. Various segment - mandate mixes.</p> <p>4.2 Wealth Management Process: Client Engagement, Client Profiling and Targeting, Building Relationships etc. Investment Advisory, Product Manager and Credit Operations etc. available in the Front, Middle and Back offices. Various steps in a KYC process, Wealth Management process and their distribution among front end, middle end and back end offices to ensure better services and products.</p>	5 + 1
5	<p>Risk and Return:</p> <p>5.1 Segmenting Clients Based on The Risk- Return Principle: Risk-Return principle, Risk taking behavior of the client during various stages of human life, clients' comfort zone for investment, Risk Tolerance, determining investment objectives.</p> <p>5.2 Asset Classes and Portfolio: Various asset classes, Portfolio classification based upon the proportion of various asset classes. Asset Allocation, Risk profile of the portfolio, Performance indices of the portfolio - Money Weighted Returns, Risk Adjusted Return, Sharpe Ratio, Treynor Ratio, etc., Analyzing performance of portfolio according to the asset class and the markets.</p>	5 + 1

Learning Resources:

1	Text Books	Security Analysis and Portfolio Management by Sudhindra Bhat, Excel Books, 2011 Edition Wealth Management by S. K. Bagchi, Jaico Publishing House, 1 st Edition
2	Reference Books	Marketing Financial Products by IBS Centre for Management Research Marketing Financial Services by Hooman Estelami
3	Supplementary Reading Material	Principles and Practices of Banking by Indian Institute of Banking & Finance, Macmillan Publication, 2nd Edition Marketing of Financial Services by V.A. Avadhani, Himalaya Publishing House
4	Websites	http://www.financeindia.org http://www.rbi.org.in
5	Journals	Building Relationships to Last by Hartmann, Ann W. Journal of Financial Service Professionals. Jan2010, Vol. 64 Issue 1, p42-46. Dimensions of Relationship Marketing in business-to-business financial services by Theron, Edwin; Terblanche, Nic S. International Journal of Market Research. 2010, Vol. 52 Issue 3, p383-402 The Management of Customer Relationships as Assets in the Retail Banking Sector by Persson, Andreas. Journal of Strategic Marketing. Feb2011, Vol. 19 Issue 1, p105-119.

Semester	IV	Specialization	Marketing
Course Code	416MKT	Type	Subject - Elective
Course Title	Cross Cultural Relationship Marketing		

Course Objectives:

1	To help students understand the cultural aspects of relationships.
2	To emphasize the need for cultural adaptation in relationship development and negotiations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Mapping Players and Process: Identifying players, deciders, Informal influences that make or break a deal. Cross cultural etiquette and behavior-the basics.	5 + 1
2	Buyer and Seller Feedback Loop: Relational embeddedness - dependency and influence of network members over buyer and seller.	5 + 1
3	Communication in Cross Cultural Relationships: Cross communication between network members.	5 + 1
4	Andersen's model (2003) on cross cultural relationship Initiation and development. Cross cultural sales negotiations.	5 + 1
5	Approaches to Negotiations: Top down, Protocol & Department, Deeper cultural characteristics, Consensus, Coalition Building-Negotiation specific expectations to shape process of negotiation.	5 + 1

Learning Resources:

1	Text Books	Relationship Marketing in Cross-cultural contexts by Rugimbana and Nwankwo, Thomson Learning-S. Melbourne The World's Business Cultures and How to Unlock Them by Barry Tomalin and Mike Nicks, Viva Books Pvt. Ltd. Relationship Marketing-the IMP Perspective in Handbook of Relationship Marketing by Jagdish Seth and Atul Parvatiyar 2 nd Edition. Thousand Oaks California, Sage Publications Hofstede G - Cultural Consequences International differences in Work Related Values, Beverly Hills, CA Sage Publications Relationship Marketing -The UK Perspective in Hand book of Relationship Marketing by Jagdish Seth and Atul Parvatiyar 2 nd Edition California, Sage Publications
2	Reference Books	Cross-Cultural Business Behavior: Marketing, Negotiating, Sourcing and Managing across Cultures by Richard Gesteland, 3 rd Edition, Copenhagen Business School Press Cross-Cultural Business Behavior - A guide for Global Management by Richard Gesteland 5 th Edition Marketing by Agreement: A Cross-cultural Approach to business negotiations by McCall, J.B. & M.B. Warrington 2 nd Edition, John Wiley & Sons
3	Supplementary Reading Material	Global Marketing: A Decision Oriented Approach by Svend Hollensen, 5 th Edition. Advances in International Marketing: Establishing Marketing Relationships in Cross Cultural Business, Emerald Insight Books Bargaining Across Borders - How to Negotiate Successfully Anywhere in the world by Foster D.A., MGH, New York
4	Websites	Nil

5	Journals	<p>Cross-Cultural Examination of Relationship Quality, by Barry, James M.; Doney, Patricia M. Journal of Global Marketing, Sep/Oct2011, Vol. 24 Issue 4</p> <p>An investigation of relationship learning in cross-border buyer–supplier relationships: The role of trust, by Liu, C.-L.E. International Business Review, Jun2012, Vol. 21 Issue 3</p> <p>The Complexities of Perceived Risk in Cross-Cultural Services Marketing by Keh, Hean Tat; Sun, Jin. Journal of International Marketing. 2008, Vol. 16 Issue 1, p120-146.</p> <p>The Effects of Adaptation, Commitment and Trust In Cross-Cultural Marketing Relationships by Walton, James R.; Salazar, Ronald J.; Jifu Wang. Journal of Applied Business Research. 2008 3rd Quarter, Vol. 24 Issue 3, p29-38.</p>
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University of Pune

MBA SYLLABUS: SEMESTER IV
FINANCIAL MANAGEMENT - SPECIALIZATION

University of Pune

Semester	IV	Specialization	Finance
Course Code	403 FIN	Type	Specialization - Core
Course Title	International Finance		

Course Objectives:

1	To make students familiar with the operations in foreign exchange markets.
2	To sensitize students with complexities of managing finance of multinational firm.
3	To highlight the importance of the regulatory framework within which international financial transactions can take place, with special reference to India.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Nature and scope of International Finance: Nature and scope of International Finance. The role of Information Technology and financial integration in the process of globalization. International Financial Institutions: International Monetary Fund, World Bank. International credit rating agencies and rating Criteria. International Financing Decision : Issues in Overseas Funding Choices , Economic Circumstances and overall Funding Choices, Funding and Risk Management Aspects. Parity conditions in International Finance: Purchasing Power Parity , Covered Interest Parity , Real Interest Parity , Parity Conditions and Managerial Implications.	7+2
2	Foreign Exchange Markets: Forecasting Exchange Rates : Fundamental Factors Affecting Exchange Rates , Time Series Forecasting Models , Functions of foreign exchange market. Role of participants in foreign exchange market. Foreign Exchange Management Act, 1999, Role of Reserve Bank of India in management of foreign exchange. Exchange rates: Spot rate, Forward rate. Cross rates. Types of exchange rate regimes. Parity relations: purchasing power parity, interest parity. Exchange risk, types of exchange risk, Management of exchange risk. Hedging: internal and external techniques of hedging. Currency Futures and options, Currency Swaps. Speculation in foreign exchange market. Currency arbitrage. Covered interest arbitrage. Convertibility of Indian Rupee.	7+2
3	Global capital Markets: Historical perspective and development, Participants: Issues, investors, intermediaries. Disintermediation, Deregulation, Securitization, Globalization. Various methods of raising resources by borrowers in International markets – domestic foreign currency loans out of foreign currency resources like FCNR(B), EEFC, etc.	7+2
4	International Bond Markets: Development, Types of Bonds, Floating Rate Notes (FRNs), Deep Discount Bonds, Zero Coupon Bonds, Dual Currency Bonds, Equity related Bonds. Procedure for Bonds Issues. Syndicated Loans: Multicurrency Options, Syndication process in practice, Offer document and mandate, Loan Agreements. Rights and duties of Managing and Agents Banks.	7+2
5	International Financial Reporting Standards [I.F.R.S.] and Indian Accounting Standards [Ind. A.S] on foreign transactions. International receivables and cash management.	7+2

Learning Resources:		
1	Text Books	International Financial Management by P.G. Apte 2010 Ed. International Financial Management by Vyuptakesh Sharan International Financial Management by S.P. Srinivasan International Finance by Mauric Levi, Keith P. (2013 edition) Foreign Exchange, International Finance, Risk Management by A.V. Rajwade Currency exposures and Derivatives by A.V. Rajwade
2	Reference Books	Multinational Finance by Adrian Buckley Multinational Financial Management by Alan C. S. International Corporate Finance by Madura International Finance Management by Clark
3	Websites	
4	Newspaper and Magazines	Economic Times, Business Standard, Hindu, Business Line, Financial Express, Money hike, Business India, Business Today, Business World, Capital Market.

Semester	IV	Specialization	Finance
Course Code	404 FIN	Type	Specialization – Core
Course Title	Corporate Finance		

Course Objectives:

1	To acquaint students with advanced treatment of various concepts and tools and techniques used in Financial Management
2	To highlight the importance of various decision making areas of financial management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Goals and governance of the firm: Corporate Investment and Financial Decisions (Investment decisions and financing decisions), Goals of the corporations.	7+2
2	Business Valuation: Concept of Valuation, Different Concept of Value - Book Value, Market Value, Intrinsic Value, Liquidation Value, Replacement Value, Salvage Value and Fair Value. Major approaches to valuation of business – Asset based, Earning based, Market value based, Fair value based. EVA and MVA	7+2
3	Corporate Value based Management System: Shareholders value, Concept and features of value based management, Need for value based management, Need, benefits and approaches of value based management system Corporate Governance Concept of corporate governance, Criteria for good corporate governance, corporate governance in India, Corporate governance (Clause 49 Listing Agreement), Models of corporate governance	7+2
4	Dividend Decisions: Meaning, Types of Dividend, Important Considerations in Dividend Policy, Theories on Dividend Policies (Walter's Approach, Gordon's Approach and Modigliani-Miller's Approach)	7+2
5	Corporate Restructuring: Concept of restructuring, Reasons for restructuring, broad areas of restructuring, Techniques of corporate restructuring – Expansion technique, divestment technique, other techniques, Strategies for restructuring	7+2

Note:

1	Numerical problems will be asked on the following topics only – Business Valuation & Dividend Decisions, The weightage of theory questions will be 60% and numerical problems 40%
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Learning Resources:

1	Text Books	Financial Management by Khan & Jain (TATA Mc Graw Hill) Contemporary Financial Management by Rajesh Kothari (Macmillan Publication) Financial Management by I. M. Pande (Vikas Publication) Corporate Finance, Theory and Practice, Aswath Damodaran (Wiley Publication) Financial Management Principle and Practices by S. Sudarsana Reddy (Himalaya Publication) Principles of Corporate Finance by Richard A Brealey, Stewart C Myers, Franklin Allen, Pitabas Mohanty (Tata McGraw Hill) Financial Management by Mr. Ravi Kishore (Taxman)
2	Supplementary Reading Material	Principles of Corporate Finance by Megginson /Smart Corporate Finance: A Focused Approach by Ehrhardt Strategic Corporate Finance by Weaver
3	Websites	NSE, BSE, Institute of Cost Accountants, Institute of Chartered Accountants
4	Journals	Indian Journal of Finance ICFAI Journals on Finance

Semester	IV	Specialization	Finance
Course Code	405 FIN	Type	Subject – Elective
Course Title	Income Tax Part II		

Course Objectives:

1	To understand the basic concepts of income tax
2	To be able to calculate income from Business and Profession, Capital Gains and other income
3	To be able to calculate Gross Total income and tax liability of an individual as well as a company

Syllabus:

Unit Number	Contents	Number of Sessions
1	Income Tax Act 1961, Definitions - Assesse, Assessment Year, Previous year, person, income, gross total income, Total income and tax liability. Difference between direct tax and indirect tax. Difference between exemption and deduction, capital and revenue, rebate and deduction. Concept of Residential status and incidence of tax incidence, Concept of Agricultural Income.	5 + 1
2	Income From Business And Profession: Basic principles governing Business income, Basic principles governing deductibility of expenses under section 30 to 44DB, Expenses specifically allowed, Expenses specifically disallowed, Deductions for corporations and to professionals, Problems of calculation of income from business and profession.	5 + 1
3	Income From House Property: Chargeability, exemption, Computation of let out property. Income From Capital Gains: Definition of Capital Asset, Transfer, Capital Gain, FMV, Indexation. Types of Capital Gain. Exemptions available for corporations and professionals. Income From Other Sources: Concept of Residual Income, TDS Provisions, Computation.	5 + 1
4	Set Off, Carry Forward, Tax Rate And Liability, Mat, Deferred Tax: Set off and carry forward of losses, Minimum Alternate Tax (MAT), Deferred tax, Calculation of gross total income and tax liability	5 + 1
5	Tax Planning: Tax planning for setting up of a new unit, Tax planning for financial management decisions, Tax planning for managerial decisions, Tax planning for Professionals, Tax planning for Mergers and Acquisitions.	5 + 1

Learning Resources:

1	Text Books	Income Tax and business decisions – William L. Raby
2	Reference Books	Students guide to Income Tax - Dr. Vinod and Kapil Singhania Students guide to Income Tax – Dr. T.N. Manoharan Students guide to Income Tax – Gupta & Ahuja
3	Supplementary Reading Material	Direct Taxes - Law and Practice - Dr. Vinod and Kapil Singhania
4	Websites	www.incometaxindia.gov.in www.tin.gov.in www.aaykarsamparkkendra.gov.in
5	Journals	The Chartered Accountant Taxman Journal AIR Supreme Court hearings

Semester	IV	Specialization	Finance
Course Code	406FIN	Type	Subject – Elective
Course Title	Infrastructure Finance		

Course Objectives:	
1	To understand the concept of infrastructure finance.
2	To understand the risks associated with infrastructure finance
3.	To know and analyze the project viability of the infrastructure projects.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Infrastructure Finance: Infrastructure and Economic Development, Foreign Investment Infrastructure Financing in Developing Countries. Financial Needs of the Infrastructure Sector	5 + 1
2	Understanding Project Financing: Introduction to project finance concept, Analyzing project viability (both financial and non-financial) Sources of Infrastructure Finance, funding cost of infrastructure financing Capital Markets and Infrastructure Financing. Role of governments in financing infrastructure projects; Preparing project financing plan,	5 + 1
3.	Public Private Partnership: Procurement of infrastructure projects through Public Private Partnership route-Types of PPP models, Contractual structure of PPP projects. Value for money evaluation, Lifecycle of PPP projects, PPP procurement process; Exemptions for infrastructure projects, Price setting, Penalties and bonuses	5 + 1
4	Risk management of infrastructure projects: Risk associated with various infrastructure projects like political risk and market (country) risk. Risk identification techniques, Risk allocation frameworks, Risk mitigation strategies.	5 + 1
5	Case studies : Case studies on infrastructure projects like; Environmental and Energy financing, telecom projects	5 + 1

Notes:	
1	Problems to be covered on the following topics: <ol style="list-style-type: none"> 1. Finding financial feasibility using capital budgeting technique like Net Present Value, Internal Rate of Return and Discounted Cash Flow Method. 2. Finding financial feasibility considering risks and uncertainties.
2	Case studies can be taken on: - <ol style="list-style-type: none"> 1. Analysis of effectiveness of public private partnerships. 2. Analysis of various types of risks in general and industry in particular <ol style="list-style-type: none"> a. For e.g. general risk analysis will include the political risk b. Industry specific risk analysis may include risk analysis for power sector

Learning Resources:		
1	Text Books	Project management – Prasanna Chandra Principles of Project Finance - Yescombe, E. R. (2002), California: Academic Press.
2	Reference Books	Akintoye,A.,Beck,M.,& Hardcastle, C.(Eds.).(2003).Public-Private Partnerships - Managing risks and opportunities. Oxford: Blackwell Science Limited. Finnerty, J. D. (1996).Project financing - Asset-based financial engineering. New York: John Wiley & Sons, Inc. Merna, T.,& Njiru, C.(2002). Financing infrastructure projects (First ed.). London: Thomas Telford. Nevitt, P.K.,& Fabozzi, F. J.(2000).Project financing (7 ed.). London, UK: Euromoney Books. Raghuram, G., Jain, R.,Sinha, S.,Pangotra,P.,& Morris,S.(2000). Infrastructure Development and Financing: Towards a Public-Private Partnership: MacMillan. Walker, C.,&Smith,A. J.(1995).Privatized infrastructure: the Build Operate Transfer approach. London: Thomas Telford. Kurowski, L.,& Sussman, D.(2011). Investment project design - A guide to financial and economic analysis with constraints. New Jersey: John Wiley & Sons. Pretorius, F., Lejot, P.,McInnis,A., Arner, D.,& Hsu, B. F.-C.(2008).Project finance for construction and infrastructure: Principles and case studies. Oxford: Blackwell Publishing. Weber, B.,& Alfen, H.W.(2010). Infrastructure as an asset class – Investment strategies, project finance and PPP. West Sussex: John Wiley & Sons
3	Supplementary Reading Material	Tinsley, R.(2002).Project Finance in Asia Pacific: Practical Case Studies. London, UK: Euromoney Books. UNIDO.(1996). Guidelines for infrastructure development through Build-Operate Transfer (BOT) projects. Vienna: UNIDO.
4	Websites	www1.ifc.org,
5	Journals	IUP Journal of Infrastructure

Semester	III	Specialization	Finance
Course Code	407FIN	Type	Subject – Elective
Course Title	Behavioral Finance		

Course Objectives:

1	To provide an alternative framework for understanding financial market behavior.
2	To demonstrate how cognitive biases and heuristics influence investment behavior and determine asset prices.
3	To highlight the basic theories and strategies that makes us aware of behavioral finance and investing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Behavioral Finance: The Winner's Curse, Bubbles, and IPOs: Introduction, Market Efficiency, The Winner's Curse – Auction, Ingredients of the Winner's Curse, Valuation uncertainty, Many bidders, Historical Bubbles. Experimental Bubbles – Liquidity, Inexperience, Internet Bubble, Uncertain Values, Liquidity, IPOs. Limits of Arbitrage & Systematic Trading: Limits of Arbitrage theory, Relative mispricing, Closed-end Mutual Funds, Equity Carve outs, Systematic Noise. Anomalies	3 + 1
2	Biases, heuristics, and the individual investor: Individual investors -why should we care? Asset prices, Investor welfare, Our own welfare, The investor's problem , Estimate probabilities – Returns, Variance, Co-variances, Match with own preferences, i.e., choose portfolio , Integrate new information. Intuition versus reasoning, Probability not intuitive, Positive self-illusions psychology, Overconfidence, Calibration, Entrepreneurs' perceived chances for success – Optimism, Self-attribution bias, Illusion of control, Information based overconfidence, Advantages of positive self-illusions, Disadvantages of positive self-illusions, Lowering overconfidence. Positive self-illusions investors, Volume Volatility Price and Profit, Learning - Frequent feedback, Quick feedback, Clear feedback, Weather forecasters, Physicians. Learning to be overconfident - Do investors trade too much? Trading is hazardous to your wealth, Representativeness, Availability, Anchoring & Adjustment – psychology, Hot hand, Ignoring base rates, Regression to the mean, Hindsight bias, Confirmation bias, Representativeness, Availability, Anchoring & Adjustment – investors, Mutual funds, The Inside View.	7 + 1
3	Preferences: Framing, Prospect Theory, and violations of Expected Utility, Expected Utility – Cancellation, Transitivity, Dominance, Invariance, Violations of Expected Utility, Prospect Theory, Risk aversion—Rabin and Thaler, “Coherent Arbitrariness.” Mental accounting, Prospect Theory, & Attention: Mental accounting, Prospect Theory & mental accounting—investors, Disposition effect - Are investors reluctant to realize their losses? IPOs revisited—money on the table, Attention - All that Glitters, Anomalies revisited - Accounting based anomalies, Calendar anomalies, Celestial and meteorological anomalies, Attention based anomalies, Value vs. growth, Size, Equity premium, Myopia, Momentum, Behavioral theories of momentum - Representativeness, Overconfidence and self-attribution bias, Disposition effect. Savings Behavior - Own company stock, Naive diversification, Default savings rates and allocations, Should Social Security be privatized?	5 + 1

4	Behavioral Corporate Finance: Limits of arbitrage, No need for aggregation, Overconfidence, Executive compensation, Capital budgeting, Fairness, Ethics, Advertising to investors - Where do new investors learn what to do? Illusion of control, Information based overconfidence, Affect, Loss aversion.	5 + 1
5	Case Studies on above topics	5 + 1

Learning Resources:

1	Text Books	Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves. Understanding Behavioral Finance by Ackert The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition) What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill
2	Reference Books	Handbook of Behavioral Finance – Brian R. Bruce Title Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
3	Supplementary Reading Material	Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing – HershShefrin
4	Websites	www.nseindia.com www.bseindia.com

5	Journals	<p>Caginalp, Gunduz, David Porter, and, Vernon Smith, "Financial Bubbles: Excess Cash, Momentum, and Incomplete Information," Journal of Psychology and Financial Markets, 2001, Vol. 2, No. 2, pp. 80-99.</p> <p>Fama, Eugene F., "Market Efficiency, long-term returns, and behavioral finance," Journal of Financial Economics, 49, 1998, 283-306.</p> <p>Garber, Peter M., "Famous First Bubbles," Journal of Economic Perspectives, Spring 1990, pp. 35-54.</p> <p>Thaler, Richard H., "Anomalies: The Winner's Curse," Journal of Economic Perspectives, Winter 1988, 191-202.</p> <p>Shleifer, Andrei and Lawrence H. Summers, "The Noise Trader Approach to Finance," Journal of Economic Perspectives, Spring 1990, pp. 19-33.</p> <p>Jones, Charles M., and Owen A. Lamont, "Short-sale constraints and stock returns," Journal of Financial Economics, 66, 2002, 207-239.</p> <p>Taylor, Shelley E. and Jonathan D. Brown, "Illusion and Well-Being: A Social Psychological Perspective on Mental Health," Psychological Bulletin, 1988, vol 103, no. 2, pp. 193-210.</p> <p>Odean, Terrance, "Volume, Volatility, Price, and Profit When All Traders Are Above Average," Journal of Finance, 53, 6, 1998, 1887-1934.</p> <p>Barber, Brad M., and Terrance Odean, "The Internet and the Investor," Journal of Economic Perspectives, Winter, 2001, 41-54.</p> <p>Tversky, Amos and Daniel Kahneman, "Judgment under uncertainty: heuristics and biases," Science, 1974, 185, 1124-1131.</p> <p>Tversky, Amos and Daniel Kahneman, "Rational Choice and the Framing of Decisions," Journal of Business, 1986, vol. 59, no. 4, pt. 2.</p> <p>Thaler, Richard H., "Mental Accounting Matters," Journal of Behavioral Decision Making, 1999, 21, pp. 183-206.</p> <p>Rabin, Matthew and Richard H. Thaler, "Anomalies: Risk Aversion," Journal of Economic Perspectives, Winter, 2001, 219-232.</p> <p>Kahneman, Daniel and Dan Lovallo, "Timid Choices and Bold Forecasts: A Cognitive Perspective on Risk Taking," Management Science, vol. 39, no. 1, pp. 17-31.</p> <p>Messik, David M. and Max H. Bazerman, "Ethical Leadership and the Psychology of Decision Making," Sloan Management Review, Winter 1996, pp. 9-22.</p>
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Semester	III	Specialization	Finance
Course Code	408FIN	Type	Subject – Elective
Course Title	Financial Modeling using Excel		

Course Objectives:

1	To develop the ability to utilize the core functionality of excel in decision framework to solve managerial problems in the finance functions of the business.
2	To master modeling techniques to eliminate the substantial risk of poor spreadsheet coding.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Modeling Practice And Principles: Making decisions based on numbers, Features of MS Excel to its maximum advantage to calculate and communicate decision information. Understanding The Make-Up Of Analytical Decision Calculus, How problems in business are framed, Construction of integrated financial statement, Developing the decision matrix, Case Studies. Excel 2010 Logic And Tool Sets - How Excel is structured – the Toolsets, The Excel Ribbon Interface, Understanding Excel Objects, The limitations of Excel, Working With Functions - Utilizing the existing Excel formulae functions: Financial, Logical, Date and Time, Lookup and Reference, Statistical, Strategy for developing nested formulae functions, Good Excel coding techniques. Consolidation: Linking principles in excel, Consolidation function, Outlining function, Linking to external data sources.	5 + 1
2	Exploring The Visualization Power Of Excel: Specific functions of Excel, Advanced Chars, Understanding the Excel for Charts, What are the appropriate graphs to assist in analytics? Examining the different types of graphs, Advanced graphing formatting techniques, Creating interactive graphs. Advanced Formatting Techniques - Formatting strategies in Excel – how we develop rich reports, Examining the Conditional Formatting functionality, Inserting Objects into Excel. Developing A Dashboard - What is a dashboard and good design principles, Utilizing Indirect, Lookup and Match functions, Using SLICERS, Case Study – Producing world class Monthly Management Accounts.	5 + 1
3	Data And Statistical Analysis Of Large Tables: Data Management In Excel, Examining the concept of data and how excel deals with them, Creating data input tables , Data cleaning functions, Creating tables, Filtering functions, Special functions using tables, Case study – analyzing a large marketing customer. Analyzing Data with Excel Pivot - Understanding what is OLAP, Importing from external Databases (SQL and Access), Performing calculations in PIVOT TABLE, Creating graphs in PIVOT CHART, Case Study – analyzing a large Sales Database. Data Analysis: Data Summation and Graphing using the Data Analysis Pack, Introduction to Inference Capabilities, Working with advanced statistical functions, Forecasting, Multiple Regression, Other Advanced Functions - Linear Programming, Data mining Toolset from SQL 2008.	5 + 1

4	Developing The Interactive Model: The Modeling Methodology, Designing the Model Structure , Developing the Input Screen and assumption interface, Incorporating exogenous and macroeconomic dimensions, Structuring the Calculation Sheets, Developing The Calculation Modules - Investment size and timing, Capacity Modeling, Revenue Modeling with major emphasis on pricing elasticity and demand drivers, Cost modeling and the impact of inflation. Funding Considerations - Structuring the Funding Model, Determining the Weighted Average Cost of Capital, Developing the Debt Funding Repayment Schedules, Integrating the modules, Developing the Working Capital requirements - Linking the CAPEX, Income Statement and Working Capital to Cash Flow Statement, Integrating the Cash flow Statement to the Balance Sheet, Developing the Free Cash Flow Model for NPV , Summarizing the results. Auditing The Model - Spreadsheet Audit, Stress testing the model to determine logic, Documentation.	5 + 1
5	Modeling Analytics: Developing The Output Screens And Report, Developing an Investment Dashboard, Preparing the report outputs, Report presentation dynamics, Examining The Output, "What If" functionality of Excel to analyze the sensitivity of the numbers, Preparing the DATA TABLES to determine the impact of key variables, Utilizing the SCENARIO MANAGER to determine profitability, Utilizing the GOAL SEEK function, Preparing The Investment Report To Management- Preparation of Investment Report that complies with disclosure requirement, Dealing with risk and the limitations of the assessment, Assessing the Cash Flow of a "no-invest" option, Writing up the investment report utilizing the rich features of Word 2010. Presenting the Report - Using PowerPoint 2010, Web enable your report, Good presentation technique.	5 + 1

Note:

1	Depending upon the data available regarding research projects available with the institute, small assignments can be created to develop the models using Excel. Selecting different sectors and using their cost structure develop models for financial analysis and decision making. Risk measurement and portfolio management tools also can be incorporated in the same.
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Learning Resources:

1	Text Books	Business Data Analysis using Excel – David Whigham – Oxford University Press Mastering Financial Modeling in Microsoft Excel – Alastair L. Day Practical Financial Modeling – Jonathoan Swan
2	Reference Books	Building Financial Models with Microsoft Excel: A Guide for Business Professionals , K. Scott Proctor, 2nd Edition, John Wiley & Sons Financial Modeling Using Excel and VBA by ChandanSengupts, John Wiley & Sons Advanced Modeling in Finance using Excel and VBA By Mary Jackson, Mike Staunton, John Wiley & Sons Next Generation Excel: Modeling in Excel for Analysts and MBAs By Isaac Gottlieb, John Wiley & Sons
3	Supplementary Reading Material	http://www.pdfbookes.com/financial-modeling-using-excel-and-vba-wiley-finance-PDF-553819/
4	Websites	www.proschoolonline.com www.wallstreetprep.com www.financialmodelling.net

5	Journals	International Journal of Theoretical and Applied Finance (IJTAF) International Journal of Financial Markets & Derivatives (IJFMD) Journal of Economic & Financial Modeling
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University of Pune

Semester	IV	Specialization	Finance
Course Code	409 FIN	Type	Subject – Elective
Course Title	Indirect Taxation		

Course Objectives:

1	To make students familiar with various indirect tax laws in India
2	To create awareness about the tax planning in the field of indirect taxes

Syllabus:

Unit Number	Contents	Number of Sessions
1	Canons of Taxation - Indirect Taxes, Features of Indirect Tax. Constitutional validity. Indirect Tax Laws, administration and relevant procedures	3 + 1
2	Central Excise: The Central Excise Law, Goods, Excisable goods, Manufacture and manufacturer, Classification, Valuation, Related Person, Captive Consumption, CAS 4, CENVAT. Basic procedures, Export, SSI, Job Work. Assessment, Demands, Refund, Exemptions; Powers of Officers. Adjudication, Appeals, Settlement Commission, Penalties. Central Excise Audit and Special Audit under 14A and 14AA of Central Excise Act, Impact of tax on GATT 94, WTO, Anti- Dumping processing; Tariff Commission and other Tariff authorities.	7 + 1
3	Customs laws: Basic concepts of customs law; Territorial waters, high seas; Types of custom duties., Anti-Dumping Duty, Safeguard Duty; Valuation; Customs Procedures, Import and Export Procedures, Baggage, Exemptions, Warehousing, Demurrage; Project Imports and Re-Imports; Penalties and Offences. Export Promotion Schemes. EOU, Duty Drawback, Special Economic Zones.	5 + 1
4	Service Tax: Introduction, Nature of Service Tax, Service Provider and Service Receiver, Registration procedure, Records to be maintained, Classification of taxable services, Valuation of taxable services, Exemptions and Abatements, Payment of service tax Return, CENVAT Credit Rules, Export and import of services, Other Procedural aspects of Service Tax, Taxable Services.	5 + 1
5	Central Sales Tax Act & VAT Act: CST: Introduction, definition of sale under CST; Stock transfer, branch transfer under CST; Interstate sale, Various forms for filing of sales tax returns under CST; Sales outside territorial waters under CST; Procedures. Practical examples on CST VAT: Salient feature of State VAT Acts, Definitions, Treatment of stock & branch transfer under State VAT Acts, Filing & Return under State VAT Acts, Accounting & Auditing VAT.	5 + 1

Learning Resources:		
1	Text Books	Systematic Approach to Indirect Taxes - Kumar, Sanjeev. Text Book of Indirect Tax – Sinha P.K.
2	Reference Books	Indirect Taxes: V.S.Datey- Taxman Publication M VAT- Subramanian- Snow-white Publications
3	Supplementary Reading Material	Various Bare Acts
4	Websites	Websites of Customs Department Websites of Excise Department Websites of Sales Tax Department
5	Journals	The Chartered Accountant The Management Accountant

Semester	IV	Specialization	Finance
Course Code	410FIN	Type	Subject – Elective
Course Title	Financial Risk Management		

Course Objectives:

1	To understand what is risk and the basic concepts of modeling its application for measuring and managing financial risks
2	To measure volatility in market prices, highlight Risk Management issues in investments.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Risks: Financial Risk: An Overview, Evolution, and the Environment, Risks definition (market, credit, liquidity, operational), more specifically on the identification of different forms of risk (currency, interest rate, equity, commodity). Market Data Analysis, Probability and distributions of asset prices, measuring return and risk, Modeling Risk Factors, Using implied volatility in Value-at-Risk measures.	5 + 1
2	Risk and volatility Measurement : Risk and volatility Measurement, the issue of time aggregation, different measures of volatility such as EWMA, ARCH & GARCH processes, volatility clusters and the issue of time varying volatility . Measuring risk using Value-at-Risk, concept and computation of VAR using variance-covariance approach, Calculating portfolio risk of more than one Assets. Historical simulation & multifactor Var, marginal and relative var, expected shortfalls, treasury applications Stress testing and back-testing, Forecasting correlation & Volatility during market crash, Extreme Value Theory - Basic Principles, Extreme Value Theory methods in measuring financial risk, Monte Carlo simulation, issues in generating price process (Brownian Motion, Ito Process), Cholesky decomposition in computing multi-asset VaR. Risk & Forecasting issues in asset prices (exchange rates & interest rates), modeling interest rates such as Cox-Ingersoll-Ross Models, ARMA processes in generating currency forecasts and using in decision making.	5 + 1
3	Currency risk analysis: Currency risk analysis in global investing, interest rate parity (covered and uncovered), yen-carry trade syndrome, risk environment in Indian Forex markets, forwards and non- deliverable forwards, cross-currency risk analysis. Value at risk for fixed income portfolio, cash flows mapping in fixed income portfolios, relation of Var measures with duration, comparing with yield v/s price volatility, etc.	5 + 1
4	Credit Risk Basics: Probability of Default, Credit ratings & Transition Matrix analysis, Contingent claim approach and the KMV Model, Credit Risk Management and Credit VaR. Indian environment in VaR applications (NSE, BSE, NCDEX, CCIL), RBI guidelines for credit & market risk management, VaR based margining.	5 + 1
5	Integrated Risk Management framework: Operational, An integrated approach to risk management considering issues such as operational, supervisory, legal, Accounting, Issue of Governance ratings and risk in institutions, the role of risk management offices (front, middle and back offices), Risk reporting, Risk Budgeting and Setting Risk Limits, limits using notional, stop loss and Var based limits, establishing trading limits.	5 + 1

Note:	
1	In addition to suggested case discussion, live cases can be built and studied using Excel, live price movements on stock exchanges along with statistical tools. Valuation and risk modeling with the link to Financial statement analysis can be used to create live assignments.

Learning Resources:	
1	<p>Text Books</p> <p>Corporate Financial and Risk Management - Nersesian, Roy L. - Jaico Publishing House</p> <p>Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk - Steve L. Allen</p> <p>Modern Corporate Risk Management: A Blueprint for Positive Change and Effectiveness by Koller</p>
2	<p>Reference Books</p> <p>Investment Science. Luenberger, Oxford University Press, 1998</p> <p>Options, Futures and other Derivatives, John Hull, 7th Edition, Prentice Hall, 2008</p> <p>An Introduction to Market Risk Measurement by Dowd, Kevin, John Wiley & Sons.</p> <p>Risk Management and Financial Institutions by Hull, John C., Pearson, Prentice Hall, 2007</p> <p>Measuring Market Risk by Dowd, Kevin, John Wiley & Sons, 2005.</p> <p>Value at Risk by Jorion, Philippe, McGraw Hill.</p> <p>Beyond Value at Risk, by Dowd, Kevin, John Wiley & Sons</p> <p>Mastering Value at Risk ,Butler, Comac, Financial Times Prentice Hall</p> <p>Risk Takers, Marthinsen, John, Pearson Prentice Hall, 20096.</p>
3	<p>Supplementary Reading Material</p> <p>Cases for Discussions (Asia Currency Crisis , Amaranth Hedge funds, Allied Irish Bank, Bank of Credit and Commerce International (BCCI), ERM Crisis, Orange County, Barings, Daiwa, Kidder Peabody, Metallgesellschaft, Northern Rock, Procter and Gamble (P&G), US Savings & Loan Crisis, etc.)</p> <p>A survey of major financial institutions by E & Y (2012): Progress in Financial Services Risk Management.</p>
4	<p>Websites</p> <p>http://www.scirp.org/journal/jfrm</p> <p>http://www.ey.com/Publication/vwLUAssets/Banking_and_financial_services_risk_management_survey_2012/\$FILE/Progress_in_financial_services_risk_management.pdf</p>
5	<p>Journals</p> <p>The IUP Journal of Financial Risk Management</p> <p>http://www.iupindia.in/FinancialRisk_Management.asp</p> <p>The ICFAI journal of financial risk management</p> <p>Journal of Financial Risk Management</p>

Semester	III	Specialization	Finance
Course Code	411FIN	Type	Subject – Elective
Course Title	Online Trading of Financial Assets		

Course Objectives:

1	To understand how to do the trading of financial assets online.
2	To know practically the prerequisites of trading.
3	To analyze the securities using the MIS reports available online.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Overview of Capital Markets: Overview of Indian Capital Market and Global Capital Market, Stock exchanges in India: Vision, Mission and Functions, Products & Participants, Key indicators of securities market, market segments & their products, options available with investors for trading online.	3 + 1
2	Products in Capital Markets: Capital Market(Equity, Indices, MFs, ETFs, IPOs, Offer for sale, IPP, SLBs) Derivatives (Equity derivatives, Currency Derivative, Interest rate derivatives, Global indices) Debt (Retail debt market, Wholesale debt market, Corporate bonds) Investors' rights and obligations	6 + 1
3	Trading Online: Pre requirements and documentation, Online trading and mobile applications, Verifying trades, contract notes, bills, demands Verifying margin requirements and balance in trading account	6 + 1
4	Analysis using online information: Using online reports and charts for analysis and decision making (daily, monthly)...creating data base for your portfolio, Understanding Trading, Clearing & settlement and Risk Management related to each product in Capital Market	6 + 1
5	Profit Management: Managing online 3 portfolios and related customized market watch (e.g. My NSE) along with related detailed MIS in excel	4 + 1

Learning Resources:

1	Text Books	Mastering the Trade: Proven Techniques for Profiting from Intraday and Swing Trading Setups (McGraw-Hill Trader's Edge Series) by John F. Carter. A Beginner's Guide to Day Trading Online (2nd edition) by Toni Turner.
2	Reference Books	Day Trade Online – Christopher A. Farrell
3	Supplementary Reading Material	Indian Financial System – M.Y.Khan –Tata Mc Graw Hill Capital Markets magazine Equity research, Investment and Finance Magazine Stocks and commodities magazine
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.bloomberg.com www.reuters.com
5	Journals	Financial Analysts Journal International Journal of bonds and currency Derivatives Journal of Applied Finance International Review of financial analysis Journal of Derivatives Journal of Derivatives & Hedge Funds Journal of Financial Markets Journal of Investing

Semester	IV	Specialization	Finance
Course Code	412FIN	Type	Subject – Elective
Course Title	Banking Operations – II		

Course Objectives:

1	To get acquainted with the changed role of Banking post 1991 Reforms.
2	To know the lending and borrowing rates along with the various mandatory reserves.
3	To know the procedural compliances by bank's functionality.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Role of Banking in India: Banking in India pre and post-independence, Banking in post 1991 Reforms, Role of foreign players in Indian Banking, change in the role of Nationalized banks	5 + 1
2	Legal Aspects of Banking in India: Commercial Laws with reference to Indian Banks, Security Norms, Core Banking Environment, Standard Books maintained for different accounts	4 + 1
3	Interest Rates by and for banks: Differentiation in lending and borrowing rates, Interest as an important source of revenue of banks, various interest rates in funding schemes of banks, SLR, CRR, REPO and REVERSE REPO Rate	4 + 1
4	Funding and Procedural Compliances: Working Capital Gap, BASEL Norms for Working Capital Finance, Significance of documentation and procedural compliances in funding by the banks, Modes of Payments including Letters of Credit, Deferred Payments, Valuation of Securities, Internal Checks and Controls in Banks	6 + 1
5	International Banking: Currency Swaps, Multinational Banking, International Risk Management, Asset Liability Management, Exposure Management, Offshore Banking, International Financial Institutions, Operations of Indian Banks abroad	6 + 1

Learning Resources:

1	Text Books	Banking - E.Dharmaraj – Scitech Publications
2	Reference Books	Accounting and Finance for Bankers – Indian Institute of Banking & Finance – Mac Milan Publications,
3	Supplementary Reading Material	
4	Websites	www.iba.org.in www.rbi.org.in www.iib.org finmin.nic.in
5	Journals	The Indian Banker

Semester	III	Specialization	Finance
Course Code	413FIN	Type	Subject – Elective
Course Title	Wealth and Portfolio Management		

Course Objectives:

1	To understand the concept of Wealth Management.
2	To understand the concept of Portfolio Management.
3	To understand various tools and methods of evaluating the portfolio.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: objectives of investment decisions, types of investors, goal of investors, investment opportunities (debt instruments, equity instruments, derivatives and others), Investment and risk management : equity, debt, alternate assets, Investment products and services.	5 + 1
2	Wealth Management: Concept, measuring investment returns in wealth management, investment vehicles of wealth management, managing investment risk in wealth management, Indian Tax Laws & Taxation of investment products, wealth management planning / financial planning, Financial planning process, systematic approach to investing.	4 + 1
3	Portfolio Management - Active v/s Passive Portfolio Management, Costs of Management – Entry / Exit load and fees, Net Asset Value, Classification of funds, Phases of portfolio management, evolution of portfolio management, role of portfolio management, Portfolio building process – benchmark portfolios, market index portfolios, approaches for building portfolios - building bond portfolios, equity portfolios, mixed portfolio, Rebalancing Portfolios, Cost benefit analysis of Portfolio Rebalancing, Portfolio Management Plans, Portfolio Management plans under different market scenarios.	6 + 1
4	Portfolio analysis & Selection: Expected return of portfolio, risk of a portfolio, Diversification - a tool for reducing risk, portfolio having more than two securities Portfolio Revision: Need for revision, Meaning of portfolio revision Constraints, strategies, plans for revision Portfolio Evaluation: Need, meaning, Differential return, Decomposition of performance, Sharpe's Portfolio Performance Measure, Treynor's Portfolio Performance Measure, Jensen's Portfolio Performance Measure. Forecasting Portfolio Performance & Hedging Portfolio Risk	4 + 1
5	Portfolio Theory - Efficient Market Theory, Capital Asset Pricing Model (CAPM), Random Walk theory, Markowitz Model, Sharpe's single index portfolio selection method, Arbitrage Pricing Theory	6 + 1

Learning Resources:		
1	Text Books	Portfolio Management : S Kevin, Security Analysis and Portfolio Management - M. Rangannatham& R. Madhumathi Value Innovation Portfolio Management: Achieving Double-Digit Growth through Customer Value by Mello Analysis of Investments & Management of Portfolios by Reilly/Brown
2	Reference Books	Investments – An Introduction, Herbert B Mayo, Thomson South-Western Investment Management, V A Avadhani, Himalaya Publishing House Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Damodaran on Valuations, Ashwath Damodaran, Wiley Stock Exchanges, Investments and Derivatives, V Raghunathan, Prabina Rajib, Tata McGraw Hill An Introduction to Investments by Mayo Basics of Personal Financial Planning by NIA
3	Supplementary Reading Material	Financial Statement Analysis – Gokul Sinha Security Analysis and Portfolio Management – Fisher, Jordan Investments: Principles and concepts, Jones, Wiley Analysis of Investments & management of Portfolio, Reilly & Brown, Cengage Learning Investment Management (Security Analysis and Portfolio management) – V K Bhalla Capital Markets and Dalal Street Magazine
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.valueresearchonline.com/ , http://topics.bloomberg.com/india/
5	Journals	Journal of Finance Global Finance Journal Journal of Property Valuation and Investment Review of Financial Economics The Journal of Private Equity Journal of Property Valuation and Investment Journal of Financial Economics etc.

Semester	III	Specialization	Finance
Course Code	414FIN	Type	Subject – Elective
Course Title	Fixed Income Securities		

Course Objectives:

1	To analyze the fixed income securities markets and its implications for investments.
2	To explain the market characteristics, instruments, selling techniques, pricing and valuation issues with money market instruments.
3	To explain the specific features of the Indian Fixed Income Securities Markets.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Fixed Income Markets, Institutional Arrangements, Market Participants and Instruments, Investors Perspectives, & Market Conventions, features of government securities market, Understanding market linkages, bonds and money market instruments, MIFOR Curve. Risk Identification in Bonds: Duration, Convexity, and Immunization. Risk measurement in fixed income securities using value at risk, STRIPS, Theories of Term Structure of Interest Rates, Term structure and the economy, Treasury Securities Auction, Market Implications, When-Issued markets, Government securities auction & Bidding, Uniform v/s discriminatory auction, bidding behavior, winners curse analysis.	5 + 1
2	Bond Valuation: Time Value of Money, Price and Yield Conventions, Bond Valuation under flat term structure, Yield & return & horizon return, Valuation of other Bonds, Floating Rate securities, index bonds, illiquid bonds, Corporate Debt Valuation, valuation of convertibles, Bond Indexing, methodology for constructing a bond index, index return comparison. Yield Curve Analysis: Par Value, Zero, Spot Curve, Bootstrapping, spot & forward rates, (Nelson-Seigel model of the Indian NSE)	5 + 1
3	Auction Game: Portfolio construction, setting portfolio objectives, interpreting portfolio parameters, Passive v/s Active portfolio management strategies, bullet v/s barbell, other strategies. Global Bond Markets, foreign currency bonds, dual currency bonds, analysis of global bond spread behavior in recent times.	5 + 1
4	Fixed Income Derivative Markets: FRAs, Interest rate Swaps, swap pricing and swap curve, Interest rate futures, Interest Rate Options, Caps & Floors pricing.	5 + 1
5	Advanced Term Structure Modeling (Cox-Ingorsoll-Ross, Vasicek), Black-Derman-Toy (BDT) model representing binomial tree model of valuation of bonds with embedded options, Markets for Asset Backed Securities, Prime and Subprime Mortgage-Backed Securities. Fixed Income Investing: An Analysis & Strategies, Summary of learning experience.	5 + 1

Learning Resources:		
1	Text Books	Fixed-Income Securities: Valuation, Risk Management and Portfolio Strategies (The Wiley Finance Series) – Lionel Martelline, Philippe Priaulet, Stephane Priaulet.
2	Reference Books	Fixed Income Securities: Dun & Bradstreet The Handbook of Fixed Income Securities - Frank J. Fabozzi, Steven V. Mann
3	Supplementary Reading Material	Fixed Income Markets and Their Derivatives - Suresh Sundaresan
4	Websites	www.nseindia.com www.bseindia.com www.fimmda.org
5	Journals	Journal of Portfolio Management Journal of Private Equity Journal of Investment Management

Semester	III	Specialization	Finance
Course Code	415FIN	Type	Subject – Elective
Course Title	Technical Analysis		

Course Objectives:

1	To understand the basics of technical analysis and its applications.
2	To understand how various types of charts are used to give recommendation on stocks.
3	To understand the psychology behind a pattern and its formations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Technical Analysis :Technical analysis – definition and concept, Price discounts everything , Price movements are not totally random , Technical Analysis: the basic assumptions, Strengths and weakness of technical analysis, Importance of technical analysis, Constructing and Interpreting Charts and the significance of volume while using patterns, chart patterns (bar chart, line chart, point & figure chart & candle stick chart), Understanding the psychology behind a pattern and its formation, Evolving a Trading strategy based on patterns, Candlestick analysis.	5 + 1
2	What to look for on charts – Trends, Support & Resistance levels, Moving Average, P Gaps, Volume, Comparative Relative Strength, Head and shoulders top reversal, Inverted head and shoulders, Head and shoulders bottom, Double top and double bottom, Rounded top and bottom, Gap theory, Common gaps, Breakaway gaps, Runaway/continuation gap, Exhaustion gap, Island cluster.	5+1
3	Indicators and Oscillators : Indicators - Covering the set of classical as well as unconventional indicators and focus on their application towards investments / positions / day trading, Moving Averages : An in-depth study of Moving Averages and the role it plays in determining a trade, multiple uses of Moving Averages for different time horizons of trades, Oscillators, Relative strength index , What is momentum? Applications of RSI , Overbought and oversold , Divergence , Stochastic , William %R, Real life problems in use of RSI, Advanced concepts - Moving average convergence/divergence(MACD) , calculations for MACD , MACD benefits , uses , Money Flow Index, Bollinger Bands, Using multiple indicators for trading signals, Price sensitive technique, Volume sensitive techniques , Composite methods, How to use tool kit of trading techniques? Trading market tool kit applications, Bull market tool kit applications, Bear market tool kit applications, Trading market changing to bull market tool kit application , Trading market changing to bear market tool kit application, Bull market changing to trading market tool kit application , Bear market changing to trading market tool kit application.	6 + 1
4	Trading Strategies : Day trading, Advantages of day trading, Risks associated with risk day trading, Strategies for day trading, Momentum trading strategies. Technical Theories : Dow Theory and Elliot Wave Theory - Introduction , Principles of Dow Theory , Significance of Dow Theory , Problems with Dow Theory , Elliot Wave - Introduction , Fundamental Concept , After Elliott	4 + 1
5	Trading Psychology & Risk Management : Introduction , Risk Management , Components of risk management, Stop loss, Analyze reward risk ratio, Trail stop loss, Booking Profit, Uses of stop loss , Qualities of successful trader , Golden rules of traders , Do's and don'ts in trading , Rules to stop losing money , Choosing the right market to trade , Importance of discipline in trading.	5 + 1

Learning Resources:		
1	Text Books	How to select stocks using technical analysis – Martin J. Pring Technical analysis of financial markets – a comprehensive guide to trading methods and applications – John J. Murphy Technical Analysis Explained: The Successful Investor's Guide to Spotting Investment Trends and Turning Points - Martin J. Pring Technical Analysis of Stock Trends, 8th Edition - Robert D. Edwards, John Magee, W. H. C. Bassetti
2	Reference Books	Encyclopedia of Chart Patterns (Wiley Trading) - Thomas N. Bulkowski
3	Supplementary Reading Material	NCFM Modules on Technical analysis Capital Markets Magazine
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.sebi.gov.in
5	Journals	Journal of Derivatives Journal of Derivatives & Hedge Funds Journal of Financial Markets Journal of Investing

Semester	III	Specialization	Finance
Course Code	416FIN	Type	Subject – Elective
Course Title	Commodity Market & Derivatives		

Course Objectives:

1	To equip young managers with the knowledge of emerging commodities derivatives trading practices in India.
2	To explain the regulatory framework of these markets and domestic and international historical developments in commodities market.
3	To highlight the importance of hedgers, speculators and arbitragers.
4	To highlight the importance of Commodity indices as an investment class.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Historical changes and growth of global and domestic Commodities derivatives markets, FCR Act 1952 and Regulatory structure of Commodities Derivatives Markets in India, Commodities as a New Asset Class, International commodity indices and as an investment tool for investors, Internationally traded Commodities based ETFs, Difference between commodity and financial derivatives, Evolution of Commodity Exchange, NCDEX Platform - Structure of NCDEX, exchange membership, capital requirements, commodities traded on NCDEX platform, instruments available for trading, pricing of commodity futures, trading, clearing, settlement and risk management, use of commodity futures in hedging, speculation and arbitrage.	5 + 1
2	Product Design: Issues Related to Product Design and contract specifications, Issues related to Spot price and present practices of commodities exchanges, Basis Risk and its importance in pricing, Commodity Options on Futures and its mechanism	5 + 1
3	Market Mechanism: Clearing House operations and Risk Management Procedures, Delivery Related Issues like delivery centers, deliverable varieties, assaying, Issues related to monitoring and surveillance by Exchanges and Regulator, Role of intermediaries in Commodities Markets	5 + 1
4	Agricultural Commodities Markets & Non- Agricultural Commodities Markets: Issues in Agricultural Commodities Markets, Agricultural Commodity Futures trading pattern in Exchange – Case study , Issues in Non-Agricultural Commodities Derivative Exchanges and design of the markets, Non- Agricultural Commodity Futures trading pattern in Exchange – Case study	5 + 1
5	Regulation Framework & Taxation Aspects: Essential Commodities Act and role of state governments, Intermediaries, Investor Grievances and arbitration, Implications of Sales Tax, Warehousing Act Bill and its implications. Commodity Research: Introduction to Fundamental and technical analysis of commodity.	5 + 1

Learning Resources:		
1	Text Books	Commodity Derivatives – IIBF Futures & Options (equities & commodities) – A.N. Sridhar Commodity Derivatives: Markets and Applications - Neil C. Schofield Commodity Derivatives: Markets and Applications (The Wiley Finance Series) - Neil C. Schofield
2	Reference Books	Commodities and Commodity Derivatives: Modeling and Pricing for Agricultural, Metals and Energy – Helyette Geman Risk Management in Commodity Markets: From Shipping to Agricultural and Energy (The Wiley Finance Series) – Helyette Geman Guide to Indian Commodity Market : Ankit Gala & Jitendra Gala
3	Supplementary Reading Material	NCFM Module on Commodity Derivatives Capital Market Magazine
4	Websites	www.nseindia.com www.bseindia.com www.mcxindia.com www.ncdex.com
5	Journals	International Journal of Financial Markets and Derivatives Financial markets, Institutions and Instruments

Semester	IV	Specialization	Finance
Course Code	417FIN	Type	Subject – Elective
Course Title	Practice of Life Insurance		

Course Objectives:

1	To provide an understanding of life insurance products
2	To provide an understanding of the functioning of life insurance

Syllabus:

Unit Number	Contents	Number of Sessions
1	Life Insurance Organization: Introduction, Organizing, Internal Organization, The Distribution System, Appointment of Agent, Functions of Agent, Continuance of Agency, Trends in Life Insurance, Premiums and Bonuses, Premium, Risk management, Net and Pure Premium, Premium Calculation, Actuarial Valuation, Bonus, Reversionary Bonus	5 + 1
2	Plans of Life Insurance: Death Cover , Survival Benefit , Term Assurance , Pure Endowment ,With Profit and Without Profit Policies , Joint Life Policies , Children's' Plans, Variable Insurance Plans, Riders, Postal Life Insurance. Annuities Group Insurance: Meaning of Group Insurance, Types, Group Gratuity Schemes, Ways to meet Gratuity Liability, Group Superannuation Scheme , Group Leave Encashment Scheme, Other Group Schemes. Social Security Schemes, Other Special Need Plans, Industrial Life Insurance, Married Women's Property Act Policies , Key Man Insurance, Plans Covering Handicapped. Health Products Linked Insurance Plans: What Is Linked Policy, Equity Funds, Debt Funds, Money Market Funds, Liquid Funds, Balanced Funds, Flexibility, Top-Up-Premium Holiday, Net Assets Value, Annuities and Pensions, IRDA Guidelines.	5 + 1
3	Application and Acceptance: Principle of Utmost Good Faith, Insurable Interest, Prospectus , Proposal Forms and Other Related Documents Alterations, Duplicate Policy. Premium Payment , Lapse and Revival , Age, Premium , Where To Pay, Surrender Values, Non-Forfeiture Option, Revival, Special Revival Scheme, Installment Revival Scheme, Loan-Cum – Revival Scheme. Assignment, Nomination, Loans, Surrenders, Foreclosure	5 + 1
4	Policy Claims: Policy Claims, Maturity Claims, Survival Benefit Payments, Death Claims, Waiver of Evidence of Title, Early Claims, Claims Concession, Presumption of Death , Accident Benefit and Disability Benefit , Permanent Disability Benefit, Post Maturity Options , Settlement Options, Precautions.	5 + 1
5	Reinsurance, Exchange Control Regulations, Payment of Premiums, Payment of Claims Etc. Assignment in Favour of Non-Residents, Deposits, Export of Policies, Information Technology, Intranet and Internet, Benefits To Agents, Benefits To Policy Holders/ Prospects – Kiosks , IT in The Rural Areas, Internal Processing, IRDA Regulations.	5 + 1

Learning Resources:

1	Text Books	Insurance – Tripathi & Prabir Pal – Prentice Hall of India Life Insurance: Principles & Practice by NIA Life Insurance Underwriting by NIA
2	Reference Books	Insurance & Risk Management – R.K. Gupta – Himalaya Publishing, Insurance Products – Indian Institute of Banking & Finance – Taxman's Publications
3	Supplementary Reading Material	
4	Websites	www.licindia.com ,
5	Journals	Life Insurance Today

University of Pune

Semester	IV	Specialization	Finance
Course Code	418FIN	Type	Subject – Elective
Course Title	Information Systems Audit		

Course Objectives:

1	To get acquainted with the concept and importance of Auditing in the organizational functionality
2	To know the changed and emerging role of Systems Audit
3	To get the practical inputs with regard to the Systems Audit

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basics: Concept of Auditing, Differentiation with regard to Internal Checks and Internal Controls, Concepts of posting, vouching, tracing, Emerging trends of Auditing, Role of Auditor in the Organization, Test Checks, Types of Audit, Required Competencies, Sector and Industry Specific prerequisites of Audit, Audit Reports, Types of Audit Reports	5 + 1
2	Concept of Systems Audit: Emerging concept of Systems Audit, Time and Cost effectiveness, Convenience, Competent Authorities involved, Role of Systems Auditor, Internal and External Systems Auditor, Role of ERP in Systems Audit, Prerequisites of Systems Audit	4 + 1
3	System & Infrastructure Maintenance: Review of the existing information flows in the organization, systems in the organization, inputs, process, validation and output, modifications, authorizations, maintenance process, disposal process, Review of Master Files, checking of authorization codes, Logical access and Physical access, maintenance of the confidentiality of the information, Difference between physical and system records	4 + 1
4	Security Administration & Operations' Audit: Security Threats of the information – Physical and System based, Disaster recovery plans for the information, design and implementation of information validation, role of management in the operations and information security, integrity of information processing, connect of existing internal checks /controls with the information systems	6 + 1
5	Global & Indian perspective: Certifications available in Systems Audit, Institutes / Organizations providing the Certifications, Connect between traditional audit and systems audit, organizations opting for systems audit, demand and supply gap for system auditors, linkage with the accuracy and reduction of scandals, advanced usage of IT in Systems Audit	6 + 1

Learning Resources:

1	Text Books	Accounting Information Systems – M.Kartikeyan – Avinash Paperbacks Principles of Accounting Information Systems by Hall
2	Reference Books	Analysis and Design of Information Systems – V. Rajaraman – Prentice Hall of India Auditing - D.G-Prasuna – ICFAI Press Auditing in a computerized environment – Mohan Bhatia – Tata Mc Graw Hill Contemporary Auditing – Kamal Gupta – Tata Mc Graw Hill
3	Supplementary Reading Material	The Chartered Accountant The Management Accountant Indian Journal of Finance
4	Websites	www.icaai.org www.isaca.org
5	Journals	ISACA Journal

Semester	IV	Specialization	Finance
Course Code	419FIN	Type	Subject - Elective
Course Title	Practice of General Insurance		

Course Objectives:

1	To understand the concept of General Insurance.
2	To understand various types of general insurance.
3	To get acquainted with the regulatory and legal framework of insurance.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basic Concepts: Risk Management and Control-Concept of Risk – Risk v/s Uncertainty- Risk Management Objectives, Process and Control- Derivatives - Enterprise Risk Management - COSO Framework of ERM - Role of Chief Risk Officer. Fundamentals of Insurance - Related concepts - Mathematical basis of Insurance - Insurance Contracts and Provisions	7 + 1
2	Fire And Marine Insurance: Fire Insurance – Contracts – Proposals – Coverage, Marine Insurance – History - Nature of Contracts - Cargo Underwriting - Hull Underwriting -Marine Losses	5 + 1
3	Automobile Insurance & Health Insurance: Automobile Insurance – Overview – Need - Types of Policies.Health Insurance – Basics - Policies - Micro Health Insurance in India. Other Types of Insurance - Rural Insurance - Social Insurance - Project and Engineering Insurance - Liability Insurance - Aviation Insurance- product liability insurance – Natural calamities and terrorism insurance	7 + 1
4	Regulatory Framework: Insurance Legislation And Regulation - Insurance Act 1938, Life Insurance Corporation Act 1956, General Insurance Business (Nationalization) Act 1972.	3+1
5	Role And Importance Of IRDA: Role of Insurance Regulatory and Development Authority(IRDA) - IRDA Act 1999 - Schedules of IRDA Act - Motor Vehicle Act 1988 - Marine Insurance Act 1963	3+1

Learning Resources:

1	Text Books	Insurance and Risk Management, 2 nd Edition,P.K.Gupta,Himalaya Publishing House Insurance, Principles and Practice, S.N.Mishra, S.B.Mishra, S Chand Practical Approach to General Insurance Underwriting by NIA General Insurance: Principles & Practice by NIA General Insurance Business Operations and Decision Making by NIA
2	Reference Books	Principles of Insurance Management, Neelam Gulati, Excel Books Indian Insurance Industry, Transition and Prospects ,D C Srivastava, Shashank Srivastava, New Century Publications
3	Supplementary Reading Material	Principles of Risk Management and Insurance,9 th Edition, George Rejda, Pearson Education
4	Websites	National Insurance Academy
5	Journals	Journal by NIA

Semester	IV	Specialization	Finance
Course Code	420FIN	Type	Subject – Elective
Course Title	Financing Rural Development		

Course Objectives:

1	To understand the need and importance of financing rural development
2	To know the schemes floated by the Government of India and its scope
3.	To analyze the needs of rural businesses and its viability

Syllabus:

Unit Number	Contents	Number of Sessions
1	Rural Financial Services: Introduction, rural indebtedness – causes – magnitude and legislation – rural financial markets formal/informal Need and Nature of financial services, Rural credit needs, estimate of credit requirements. Financial services paradigm shift-supply vs. demand led financial services – selling vs. marketing – design and delivery of financial services understanding rural clientele, Area approach and Credit Planning: Lead Bank scheme – priority sector lending –Innovation in rural lending.	5 + 1
2	Assessment of Credit Needs: Production credit – crop loan requirements–rescheduling in case of crop failure and recovery through sale of crops by tie up arrangements with marketing societies. Financing of Trade and Business: Appraisal of rural non- farm sector schemes – concepts of rural non- farm sector – importance in employment generation – Khadi and village industries, village and cottage industries, tiny industries, Draft rural industrialization policy of Govt. of India Entrepreneurship development programs, composite loan scheme	5 + 1
3	Investment credit: Project approach and appraisal of investment – technical, financial, commercial, social and economic feasibility – cost benefit analysis and return on investment – determining bank loan, repayment schedule with built in monitoring and evaluation mechanism.	5 + 1
4	Government Initiatives involving Bank Credit: Poverty alleviation programs/employment programs/ production oriented programs – rationale and philosophy, progress and impact, problems and deficiencies IRDP,DWACRA,TRYSEM,SCAP/STAP,MNPA,JRY – Mehta Committee Report on IRDP.	5 + 1
5	Problems and Prospects in Rural Financing: Problems and prospects in rural financing – sustainability and outreach – overdue – Examples of Rural Banking	5 + 1

Learning Resources:

1	Text Books	Rural Development: Concept, Approach and Strategy - B. K. Prasad
2	Reference Books	Rural Development in India - Kulwant Rai Gupta Institutional Finance for Rural Development - Veerashekarappa
3	Supplementary Reading Material	Institutional finance and rural development - Benson Kunjukunju, Mohanam
4	Websites	rural.nic.in www.nabard.org
5	Journals	Journal of Rural Development

Semester	IV	Specialization	Finance
Course Code	421FIN	Type	Subject – Elective
Course Title	Social Finance for Inclusive Growth – II		

Course Objectives:

1	To understand new avenues available in agricultural sector for hedging risk.
2	To understand the importance of technology in the primary sector

Syllabus:

Unit Number	Contents	Number of Sessions
1	Weather Derivatives & Crop Insurance : Weather insurance in Agriculture, Livelihood Risk Management using Crop Insurance; Index Based Insurance are discussed, with valuation of insurance products workings.	5 + 1
2	Commodity Finance and Risk Management: Indian commodity derivatives , how have they benefitted farmers, allied Cases	5 + 1
3	Technology Innovations for Financial Inclusion: Innovations in transaction banking enabling poor to have financial market access. Allied cases.	5 + 1
4	Credit Rating : Credit Rating Models of Social Finance, Credit Scoring Model, Credit Information for Microenterprises, SME Exchange in India	5 + 1
5	Corporate Governance & Social Finance: Governance issues, including board composition, disclosures, and fiduciary responsibilities of companies that are in the social investing space. Governance mechanisms of private listed/unlisted companies as per SEBI Guidelines.	5 + 1

Learning Resources:

1	Text Books	New Trends in Banking – VV Ravikumar – ICFAI Press, Principles & Practice of Banking – IIBF – Macmillan Publishing
2	Reference Books	Portfolios of the Poor, by Daryl Collins, Jonathan Morduch, Stuart Rutherford, and Orlanda Ruthvan, Princeton University Press. Markets for the Low-income Customer, Monitor Inclusive Markets (2010). Bridges Ventures: "Investing for Impact, Case Studies across Asset Classes" March 2010; AugustinLandier and Vinay Nair, Investing for Change, Oxford University Press, Dec 2008 Nothing Ventured, Nothing Gained: Addressing the Critical Gaps in Risk-
3	Supplementary Reading Material	"Taking capital for Social Enterprise," Jed Emerson, Skoll Centre for Social Entrepreneurship at Oxford SAID Business School; Acumen Fund: Valuing a Social Venture: Michigan Business School; Initial Public Offers: SKS in India, Harvard Business School Case Study.
4	Websites	www.gov.in
5	Journals	

MBA SYLLABUS: SEMESTER IV
INFORMATION TECHNOLOGY MANAGEMENT - SPECIALIZATION

University of Pune

Semester	IV	Specialization	Information Technology
Course Code	403IT	Type	Subject Core
Course Title	Software Project Management		

Course Objectives:

1	To understand different aspects of Software Project Management as an important field of practice under IT Management
2	To learn tools and techniques of Software Project Management
3	To understand importance of, and learning techniques to ensure, software quality
4	To learn to use a Software Package for Software Project Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Software Project Management – Software Projects Vs. Other Projects – Contract Management and Technical Project Management – Activities under technical project management – Plans, Methods and Methodology – Stakeholders – Business Case	7 + 1
2	Project Planning, Evaluation and Program Management – Steps in Project Planning and Project Evaluation – Strategic Assessment – Technical Assessment – Cost Benefit Analysis –Cash Flow Forecasting – Process Models – Prototyping – Dynamic Systems Development – Extreme Programming – Managing Iterative Processes	7 + 2
3	Software Effort Estimation – Estimation Techniques – Expert Judgment – Analogy – Function Point Analysis – Object Points – Procedural Codes – COCOMO Model Activity Planning – Project Schedules – Sequencing and Scheduling – Network Planning – Using PERT and CPM for activity planning – Forward Pass – Backward Pass – Activity-on-arrow networks Managing Contracts – Types of contracts – Stages in contract placement – Contract Management and Acceptance Software Quality Management – Defining Software Quality – Requisite ISO Standards – Product Vs. Process Quality – Enhancing Software Quality – Quality Planning	9+2
4	Risk Management in Software Projects – Nature and Types of risk – Managing risks – Risk Analysis, Planning and Control – Strategies for risk reduction – PERT as a tool of Risk Management Resource Monitoring and Control–Creating Control Framework – Reporting for Control – Visualizing Progress – Cost Monitoring – Change Control	7+2
5	Using Project Management Software – Introduction to either of Microsoft Project 2010, Prince2 and Primavera and learning to use any one of these products	5+3

Learning Resources:

1	Text Books	Software Project Management, 5 th Edition, Hughes, Cotterel, Rajib Mall, Tata McGraw Hill
2	Reference Books	Software Project management in practice by Pankaj Jalote Software project management by Rajendra Mishra
3	Supplementary Reading Material	
4	Websites	www.projectbubble.com www.sei.cmu.edu
5	Journals	International Journal of Software Project management

Semester	IV	Specialization	Information Technology
Course Code	404IT	Type	Subject Core
Course Title	Enterprise Resource Planning		

Course Objectives:

1	To acquire in-depth knowledge of ERP as a prime Application Software product
2	To learn operational aspects of ERP implementation and support
3	To know features of important ERP modules
4	To learn, through case studies, practical aspects of ERP in various industries

Syllabus:

Unit Number	Contents	Number of Sessions
1	Enterprise Resource Planning What is ERP? - Features of ERP (Basic and Advanced) – ERP Architecture – ERP Need Analysis – Return on Investment for ERP	7+2
2	ERP Implementation and Support ERP Life Cycle, Methodologies and Strategy – Vendor and Software Selection –Business Process Re-engineering related to ERP - Implementation Process – Change Management – Post Implementation Support, Maintenance, Security	5+2
3	ERP Functional Modules Human Resource Management Accounting and Finance Procurement, Inventory Control Production Planning, Operations Sales, Customer Relationship Management e-Commerce	9+2
4	ERP Technology Areas, Enterprise Applications Portal and Content Management, Data Warehousing and Data Mining, Business Intelligence and Analytics - Emerging Trends in ERP Applications	7+2
5	ERP Case Studies Case Studies of ERP Implementation in Manufacturing and Service Sectors	7+2

Learning Resources:

1	Text Books	Enterprise Resource Planning, Ray, Tata McGraw Hill
2	Reference Books	ERP Demystified, Alexis Leon, Tata McGraw Hill Enterprise Resource Planning, A Managerial Perspective, Goyal, Tata McGraw Hill
3	Supplementary Reading Material	Enterprise Resource Planning (ERP): A review of the literature by Young B. Moon, International Journal of Management and Enterprise Development, Vol. 4, No. 3
4	Websites	www.sap.com erp.iitkgp.ernet.in
5	Journals	Journal of Enterprise Resource Planning Studies

Semester	IV	Specialization	Information Technology
Course Code	405IT	Type	Subject - Elective
Course Title	Web Designing & Multimedia		

Course Objectives:

1	To acquire technical competence in Web Designing and Multimedia Applications
2	To learn to use HTML, VB Script and Java script
3	To integrate Web and Multimedia with business objectives of the organization

Syllabus:

Unit Number	Contents	Number of Sessions
1	Multimedia and hypermedia, world wide web, overview of multimedia software tools. Graphics and image data representation graphics/image data types, file formats, Color in image and video: color science, color models in images, color models in video.	5+1
2	Fundamental concepts in video and digital audio Types of video signals, analog video, digital video, digitization of sound, MIDI, quantization and transmission of audio.	5+1
3	HTML - tags, lists, tables, Frames, layers , using images in web pages and DHTML	5+1
4	Introduction in VB Script - Data types, operators, control structures, functions and strings.	5+1
5	Introduction to java script - Operators, identifiers, control structures, functions arrays and error handling.	5+1

Learning Resources:

1	Text Books	Mastering HTML- CYBEX Publication
2	Reference Books	Complete Reference VB Script and Java Script – Tata McGraw Hill Dynamic HTML- O'Reilly Media Internet & Web Technologies- Tata McGraw-Hill Education
3	Supplementary Reading Material	
4	Websites	www.3school.com
5	Journals	International Journal of Web & Semantic Technology Web Technology Journal

Semester	IV	Specialization	Information Technology
Course Code	406IT	Type	Subject - Elective
Course Title	Network Technologies & Security		

Course Objectives:

1	To acquire an overview of (but not technical proficiency in) various computer networks, technologies behind networks and application protocols, e-mail and communication protocols
2	To develop awareness of managing networks well so as to offer high quality service to the users

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Networking: Hardware Architecture, Topologies, Media, Devices. Transmission Technique , Twisted Pair, Coaxial Cable, Fiber optics, Wireless Transmission Switching, Circuit Switching, Message Switching, Packet Switching Common Network Architecture: Connection oriented Networks, Connectionless Networks Example of Networks -P2P, X.25, ATM, Ethernet Wireless LANs - 802.11, 802.11x, Gigabit	5+1
2	The OSI Reference Model: Protocol Layering, TCP/IP Model, OSI vs. TCP/IP Local Area Networks: Components & Technology, Access Technique, Transmission Protocol & Media Broad Band Networks: Integrated Service Digital Networks (ISDN), Broad Band ISDN, ATM, ATM Traffic Management. Introduction to Very Small Aperture Terminal(VSAT)	5+1
3	IP Addressing & Routing: IP addresses – Network Part and Host Part, Network Masks, Network addresses and Broadcast addresses, Address Classes, Loop Back Address, IP routing Concepts, Routing Tables, Stream & Packets. What IP does? What TCP does? Sliding Windows, TCP – a reliable pipe, TCP connection – Multiple conversations, Port Numbers, Multiple Connection from many hosts and one host. IPV6: The next generation Protocol Domain Network Services (DNS): Domain Names, Authoritative Hosts, Delegating Authority, Resource Records, SOA records, DNS protocol, DHCP & Scope Resolution SNMP: An IP Management Protocol Network Management protocols SNMP the Simple Network Management Protocol, Agents & Managers, SNMP Organization, Object Identifiers, Problem withSNMP	5+1
4	Network Applications: (HTTP, Email, etc.)Hyper Text Transfer Protocol (HTTP) HTTP communications - HTTP request, Request Headers, Responses, Status Code, Error Status. Code Email- Sending & Receiving Emails, Email Addressing, Message Structure MIME–Multipurpose Internet Mail Extensions SMTP–Simple Mail Transfer Protocol with examples Mail Exchangers – Delivering a message, Mail Boxes. POP – Post Office Protocol. IMAP – Internet Message Access Protocol. FTP – File Transfer Protocol. Telnet – Remote Communication Protocol. Proxy Server, Proxy Web Servers.	5+1
5	Network Security: Threats, Packet-filtering firewalls, Firewall policies and rules, Common Problem with Packet Filtering, SSL – Secure Socket Layer, Internet Protocol Security (IPSEC) , Virtual Private Networks, Symmetric Key Signatures, Public key Signatures, The Birthday Attack	5+1

Learning Resources:		
1	Text Books	Computer Networks Andrew S. Tanenbaum 4e
2	Reference Books	Network Essential Notes GSW MCSE Study Notes Internetworking Technology Handbook CISCO System Introduction to Networking and Data Communications Eugene Blanchard
3	Supplementary Reading Material	Computer Networks and Internets with Internet Applications Douglas E. Comer
4	Websites	www.cert.org
5	Journals	International Journals of Internet Security & Its Applications International Journal of Wireless Networks and Broadband Technologies

University of Pune

Semester	IV	Specialization	Information Technology
Course Code	407IT	Type	Subject - Elective
Course Title	Database Administration		

Course Objectives:	
1	To know duties and responsibilities of a Data Base Administrator
2	To learn DBA skills through select tasks

Syllabus:		
Unit Number	Contents	Number of Sessions
1	Job Specifications of Data Base Administration. Overview of Memory structure, process structure and storage structure of Oracle , Installation of Oracle using Oracle Universal Installer	6
2	Create database using DBCA, startup and shutdown of oracle using log and trace files and data dictionary	6
3	Configure and manage oracle network, create and manage tablespaces	6
4	Create and manage database user accounts, privileges, role and profiles	6
5	Monitor and resolve locking conflicts, manage undo	6

Learning Resources:		
1	Text Books	Oracle 9i, 10g or 11g Manuals
2	Reference Books	Database Administration: The Complete Guide to Practices and Procedures by Craig Mullins DBA Survivor Expert Oracle Database Administration by Sam Alapati, Dreamtech Press
3	Supplementary Reading Material	
4	Websites	www.databasejournals.com www.dbametrics.com
5	Journals	Database Journals: The knowledge center for database professionals

Semester	IV	Specialization	Information Technology
Course Code	408IT	Type	Subject - Elective
Course Title	Software Testing		

Course Objectives:	
1	To understand scope of Software Testing Activity
2	To learn tools and techniques of Software Testing
3	To develop skill to design suitable test procedure in a given software development environment

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Software Testing Principles: Basic concepts - Need of testing , errors, faults, defects Defects – Process defects, design defects, data defects Reducing the frequency of defects in software development Factors affecting software testing Testing constraints Life cycle testing Tester's workbench</p>	5+1
2	<p>Levels of Testing: Verification and Validation Functional and Structural Testing Static and Dynamic Testing V Concept of Testing with Testing Stages</p> <p>Types of Testing: Unit Testing, Integration Testing, System Testing- Performance, Load, Stress, Volume Testing, Regression Testing, Alpha, Beta and Acceptance Testing , Functional Testing, Performance Testing, Recovery Testing, White Box Testing, Black Box Testing, Gray Box Testing Security testing- Types of Security Testing: Network Scanning, Vulnerability Scanning, Password Cracking, Log Reviews, File Integrity Checkers, Virus Detectors, Penetration Testing Usability Testing Manual versus Automated Testing Static versus Dynamic Testing Compliance Testing</p>	5+1
3	<p>Test Management: Testing Life Cycle – Roles and activities, Test Planning – forming a test team, develop test plan reviews, structured walkthroughs Test Cases design strategies</p> <p>Test Execution: build test data, life cycle of defect, defect tracking, defect detection stages, defect detection stages, defect types, defect severity, defect analysis and prevention.</p>	5+1

4	<p>Functional Testing(black box): random testing, equivalence class partitioning and boundary value analysis, Cause effect graphing, Syntax testing</p> <p>Structural Testing(white box): test adequacy criteria, coverage (Branch and decision coverage, path coverage) and control flow graphs, paths, loop testing, mutation testing. Black Box testing versus White Box Testing</p>	5+1
5	Overview of testing tools including open source tools for software testing	5+1

Learning Resources:

1	Text Books	Effective Methods for Software Testing, William E Perry, 2nd Edition, Wiley Publication
2	Reference Books	Practical Software Testing, Ien Burnstein, Springer Publication, 2003 Software Testing and continuous Quality improvement, William E Lewis, CRC Press, 2009 Software Engineering , Pressman, Fifth Edition
3	Supplementary Reading Material	
4	Websites	www.onestoptesting.com
5	Journals	Software Testing, Verification and Reliability, Wiley Automated Software Engineering, MetaPress

Semester	IV	Specialization	Information Technology
Course Code	409IT	Type	Subject - Elective
Course Title	Information Security & Audit		

Course Objectives:	
1	To understand perspectives of Information Security risks
2	To appreciate security audit as a preventive system
3	To know other techniques / approaches of risk prevention

Syllabus:		
Unit Number	Contents	Number of Sessions
1	Information Security Risk Analysis Fundamentals. Importance of Physical Security and Biometric Controls for Protecting Information Systems Assets.	5+1
2	Overview of Network Security Perspectives, Networking and Digital Communications, Security of Wireless Networks.	5+1
3	Cryptographic Techniques and Encryption. Intrusion Detection Systems and Firewalls. Security of Virtual Private Networks.	5+1
4	Auditing concepts - Information Security Audit - Need, Concept, Standards, Performance, Steps, Techniques, Methodologies, around and through computer	5+1
5	Controls – Concept, Objectives, Types, Risk, Exposure	5+1

Learning Resources:		
1	Text Books	Information Security and Auditing in the Digital Age by: Amjad Umar
2	Reference Books	Computer Security, Art and Science by Matt Bishop, Pearson Management Information Systems by Laudon, Laudon, Dass, Pearson
3	Supplementary Reading Material	-
4	Websites	-
5	Journals	-

Semester	IV	Specialization	Information Technology
Course Code	410IT	Type	Subject - Elective
Course Title	Data Warehousing & Data Mining		

Course Objectives:

1	To learn operational aspects of Data Warehousing and Data Mining
2	To know applications of Data Warehousing / Data Mining in business

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to data mining (DM) Kind of data, DM Functionalities, Classification of DM Systems, Issues in DM. What is Data warehousing (DW)? Multidimensional data model: Data cubes, Stars, snowflakes and fact constellations Defining schemas, concept hierarchies, OLAP	5+1
2	Data Warehouse Architecture Steps for design and construction, Three-tier Data Warehouse architecture, Types of OLAP servers: ROLAP versus MOLAP versus HOLAP	5+1
3	Data Warehouse Implementation: Efficient computation of Data cubes Indexing OLAP Data and efficient processing of OLAP queries Back-end tools and utilities	5+1
4	Data Preprocessing Why to preprocess data?, Data cleaning: Missing Values, Noisy Data, Data Integration and transformation, Data Reduction: Data cube aggregation, Dimensionality reduction. Data Compression, Numerosity Reduction Discretization and Concept Hierarchy Generation	5+1
5	Data Mining Primitives, Languages and System Architectures: Task relevant data, Kind of Knowledge to be mined, DM Query languages: Syntax, Designing GUI, Architectures of DM Systems Concept of Cluster Analysis. Application and trends in Data mining Data Mining for Financial data analysis, Data Mining for retail industry, Data mining for telecommunication industry	5+1

Learning Resources:		
1	Text Books	Data Mining Concepts and Techniques, J. Han, M. Kamber, Morgan Kaufmann Publishers, 2001.
2	Reference Books	Data mining: Concepts, Models, Methods and Algorithms, M. Kantardzic, John Wiley & Sons Inc., 2003. Data Mining: Introductory and Advanced Topics, M. Dunham, Pearson Data mining: Practical machine learning tools and techniques, H. Witten, E. Frank, 2nd ed., Morgan Kaufmann Publishers, 2005. Data mining: A tutorial-based primer, R. J. Roiger, M. W. Geatz, Pearson Education, 2003. UCI Repository of Machine Learning, C. L. Blake, C. J. Merz. 19 July 2002.
3	Supplementary Reading Material	
4	Websites	http://www.cs.waikato.ac.nz/ml/weka http://www.infoacumen.com ftp://axon.cs.byu.edu/pub/randy/ml/drop/ http://www.crisp-dm.org . http://www.dmg.org
5	Journals	International Journal of Data Warehousing and Mining (IJDWM) International Journal of Data Mining, Modeling and Management

Semester	IV	Specialization	Information Technology
Course Code	411IT	Type	Subject - Elective
Course Title	Geographical Information System		

Course Objectives:	
1	To explore and understand concept of Geographical Information Systems
2	To know tools and techniques of G. I. S.
3	To develop skills to implement G. I. S. in appropriate situations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Conceptual Framework of GIS , GIS Structure & Function Coordinate Systems, GIS Data, Database Design & Development	5+1
2	Function and Structure of Maps, Overview of Public Data Sources	5+1
3	Basic GIS Operations, Fundamentals of Data Visualization, Advanced Querying	5+1
4	Linear Operations on Spatial Data, Spatial Modeling and Analysis Data Visualization and Presentation for GIS, GIS Modeling , Spatial Interpolation Error Evaluation and Management	5+1
5	GIS for Decision Making, GIS Organization and Management GIS Applications	5+1

Learning Resources:		
1	Text Books	Concepts and Techniques of Geographic Information Systems , Lo, C.P. and Yeung, A.K.W. (2002).. Prentice Hall.
2	Reference Books	Fundamentals of Geographic Information Systems. DeMers, M.N. (1999) 2nd Ed., Wiley Press.
3	Supplementary Reading Material	Principles of Geographical Information Systems Burrough, P.A. and R.A. McDonald (1998), Oxford University Press.
4	Websites	www.esri.com
5	Journals	-

Semester	IV	Specialization	Information Technology
Course Code	412IT	Type	Subject - Elective
Course Title	E-Governance		

Course Objectives:

1	To learn operational aspects of e-Governance
2	To know tools and techniques of e-Governance
3	To acquire / develop skills of implementing e-Governance in appropriate situations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Definition, Why e- governance?, G to G , G to C, C to G , G to B and B to G , issues in e-governance applications and digital divide, Evolution of e-governance Stages in E- Governance Evolution	5+1
2	E-Governance Models Broadcasting/ Wider Dissemination model, Critical Flow model Comparative Analysis model, Interactive service model/Government –to-Citizen to Government Model (G2C2G) Evolution in E- Governance and Maturity Models E-Governance : strategies for success	5+1
3	E- Governance infrastructure Data Systems Infrastructure, Legal infrastructural preparedness Institutional infrastructural preparedness, Human infrastructural preparedness, Technological infrastructural preparedness	5+1
4	Applications of Data Warehousing and Data Mining in Government	5+1
5	Case studies, especially, on E- Governance in India	5+1

Learning Resources:

1	Text Books	E- Governance Concepts and case Studies- C.S.R Prabhu , Prentice Hall of India
2	Reference Books	-
3	Supplementary Reading Material	E-Governance: Transforming the national bone marrow, Journal of Management Research Year : 2002, Volume : 2, Issue : 3
4	Websites	www.egovamc.com/ egovstandards.gov.in/
5	Journals	Indian Journal of e-Governance

Semester	IV	Specialization	Information Technology
Course Code	413IT	Type	Subject - Elective
Course Title	Internet Marketing		

Course Objectives:

1	To understand, various approaches to Internet Marketing
2	To learn advantages and disadvantages of approaches to Internet Marketing
3	To develop skills to implement Internet Marketing under appropriate situations

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction: What is internet marketing? Significance of internet marketing, benefits of internet to the marketer, how internet marketing differs from traditional marketing Marketplace, customers, online buyer behavior, competitors, suppliers, intermediaries Websites: People behind websites- owners, venture capitalists, creative directors, account and project managers, programmers, graphic designers, copy writers, marketers Types of websites- web portals, B2B, B2C, C2C, B2E(Business to employee), social networking, informational, entertainment</p>	5+1
2	<p>Social Media and social networking sites: An overview of social media and networking sites, The rise and dominance of social networking- Social media optimization, social media marketing Who is using social media and how? Social networking sites- types of audiences, generalist social networking, Niche market social networking, social bookmarking Blogging as a marketing strategy: Blogging basics- What is blogging? Types of blogs, who blogs, who reads them, how and why. Blogging as a marketing strategy- Benefits of blogging, pitfalls of blogging, the requirements for a successful marketing blog</p>	5+1
3	<p>Web based video: Who is watching what, video as a social media tool, web based video as a marketing tool Wikis , RSS, Mashups , virtual worlds and marketing Web and brand building - Brand – brand promise, brand personality, unique selling proposition, The web's place in brand building</p>	5+1
4	<p>E- commerce sites: sources of revenue - direct sales, indirect sales, paid memberships and Subscriptions, advertising Shopping on the social web- store layout, the shopping cart and check out process, intuitive and personal content provision, Feedback and reviews</p>	5+1
5	<p>Online promotion techniques: Search engine marketing, online PR, Online partnerships, interactive advertising, e-mail marketing, viral marketing</p>	5+1

Learning Resources:		
1	Text Books	Principles of Internet Marketing- new tools and methods for web developers by Jason I. Miletsky, Course Technology, Cengage Learning, 2009
2	Reference Books	Internet marketing- strategy, implementation and Practice- David Chaffey, Fiona Ellis- Chadwick, Richard Meyer, Kevin Johnston, Pearson Education Limited, 2006 The ultimate Web- Marketing Guide- Michael Miller, Pearson Education(QUE) , 2011
3	Supplementary Reading Material	Search Engine optimization your visual blueprint for effective internet marketing- Kristopher B. Jones, Wiley Publishing
4	Websites	www.interdigitalmarketing.com/
5	Journals	Internet Marketing Research & Theory

University of Pune

Semester	IV	Specialization	Information Technology
Course Code	414IT	Type	Subject - Elective
Course Title	Microsoft Office 2010Lab		

Course Objectives:

1	To enable students working in Microsoft office 2010 organize work more efficiently & develop a fully unified office with Microsoft suite.
2	To provide an opportunity to learn advanced and uncommon features of office – 2010 as an aid to career growth

Syllabus:

Unit Number	Contents	Number of Sessions
1	Microsoft Word : Tabs, Tables & sorting, Working with Graphics, Templates, wizards & sample documents, writers tools, Macros, custom toolbars, key board shortcuts & menus, Introduction to mail merge	5
2	Microsoft Excel : Excel Formatting Tips, & techniques, organizing large projects, introduction to functions, excel chart features, working with graphics in excel, vlookup, conditional formatting, command macros, IF function, Pivot Table, Excel 2010 keyboard shortcuts	8
3	Presenting With PowerPoint: Creating Presentations, use photos in PowerPoint, Working with Graphics & Multimedia in PowerPoint, Presenters Mode	5
4	Microsoft Access: Introduction to access, Creating database & tables, Forms, Entering & Editing Data, Relational Database, Expressions, Macros & other automation, graphics in Database, Troubleshooting, Maintaining & protecting database	6
5	Microsoft Outlook: Managing address book & distribution lists, organizing, filtering & using automatic response, Managing your contacts, scheduling appointments, meetings, Using Templates, Use e-mail signature in outlook, use e-business cards in outlook, manage the mails with conditional formatting	6

Learning Resources:

1	Text Books	Excel 2010 Bible [With CDROM] by John Walkenbach John Wiley & Sons Word 2010 Bible by Herb Tyson John Wiley & Sons MOS 2010 Study Guide for Microsoft Word, Excel, PowerPoint, and Outlook by Joan Lambert III and Joyce Cox (Apr 8, 2011) Microsoft Word 2010 Step by Step by Joyce Cox and Joan Lambert III PowerPoint 2010 Bible [Paperback] by Faithe Wempen
2	Reference Books	Microsoft Word 2010 in Depth by Faithe Wempen Microsoft Word 2010 Plain & Simple by Katherine Murray Beyond Bullet Points: Using Microsoft PowerPoint to Create Presentations That Inform, Motivate, and Inspire [Paperback] BPG Microsoft PowerPoint 2010 Plain & Simple by Nancy Muir Office 2010 Bible by John Walkenbach, Herb Tyson, Michael R. Groh, Faithe Wempen, Lisa A. Bucki
3	Supplementary Reading Material	Business Analysis with MS Excel by Conard Carlberg, Pearson Education
4	Websites	www.microsoft.com www.office.microsoft.com
5	Journals	-

University of Pune

MBA SYLLABUS: SEMESTER IV
OPERATIONS MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Operations Management
Course Code	403OPE	Type	Subject Core
Course Title	Operations Strategy		

Course Objectives:

1	To emphasize the key role of operations in bringing about the growth and profitability of organizations.
2	To impart ideas, concepts and principles in operations strategy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Importance and Linkage with Corporate strategy, Strategies and values, Competing through operations. Operation strategy in global economy- Strategic alliances and production sharing, fluctuations of international financial conditions and international companies. Changing nature of world business. Quality, Customer service and cost challenges and social responsibility, Current perspective-Strategic fit	7 + 2
2	Methodology for Developing Operations Strategy: Value as business concept – strategic issues in manufacturing – Value Chain concept Focus, core competence and distinctive capabilities – stake holders & strategy, Checking markets, Outcome of Market debate – Linking manufacturing to Markets – strategic integration – why products sell in the markets – Order Winners, Order Qualifiers. Lean systems-Eliminating waste.	7 + 2
3	Operation Strategy Implementation: Technology strategy Issues in New Product development Time to market – strategic nature of process– Business implication of Process choice – Hybrid Process. Change management and Sustainability Procedure – company or plant based profiles – decisions for product reallocation – downsizing – Capacity decisions Progression & Regression. Evaluating various tradeoffs alternatives – Focused manufacturing – Product or process focus – Make or Buy – merits /demerits – value chain approach – just in time – lean manufacturing.	7 + 2
4	Strategic Resource Management: Importance, issues involved – organizational issues operational approaches to improving, delivery system, controlling operations – key performance Indicators, PQCDMS (Productivity, Quality, Cost, Delivery Time, Safety, Morale)	7 + 2
5	Role of Technology in Operations Strategy: Automated production system with Robotic systems. Use of IT and ITES enabling the effective strategy and resource implementation. ERP/SAP for decision making.	7 + 2

Learning Resources:		
1	Text Books	Operations Management by Terry Hill, Palgrave, 2 nd Edition. Operations Now by Byron Finch, TMGH, 3 rd Edition. Operations Management by Norman Gaither, Greg Frazier, Cengage Learning, India Ed.
2	Reference Books	Operations Management – An Integrated Approach by Samson and Singh, Cambridge. Operations Management for Competitive Advantage by Chase, Jacobs, Aquilano and Agarwal, TMGH, 11 th Edition.
3	Supplementary Reading Material	Strategic Operations Management by Brown, Lamming, Bessant and Jones, Butterworth Heinemann, 2 nd Edition.
4	Websites	http://www.enotes.com/operations-strategy-reference/operations-strategy
5	Journals	Setting manufacturing strategy for a company's international manufacturing network by Miltenburg, John. International Journal of Production Research, Nov2009, Vol. 47 Issue 22 Breaking The Trade-Off Between Efficiency and Service by Frei, Frances X., Harvard Business Review, Nov2006, Vol. 84 Issue 11 Agile MPC system linking manufacturing and market strategies by Deif, Ahmed M.; ElMaraghy, Waguih H. Journal of Manufacturing Systems. Apr2007, Vol. 26 Issue 2, p99-107. Linking of manufacturing strategy, market requirements and manufacturing attributes in technology choice: An expert system approach by Cil, Ibrahim; Evren, Ramazan., Engineering Economist. Spring98, Vol. 43 Issue 3, p183. Differentiating manufacturing focus by Hallgren, Mattias; Olhager, Jan. International Journal of Production Research. 9/15/2006, Vol. 44 Issue 18/19, p3863-3878. One more time: How do you win orders?: A critical reappraisal of the Hill manufacturing strategy framework by Spring, Martin; Boaden, Ruth., International Journal of Operations & Production Management. 1997, Vol. 17 Issue 7/8, p757-779.

Semester	IV	Specialization	Operations Management
Course Code	404OPE	Type	Subject Core
Course Title	Total Quality Management		

Course Objectives:

1	To give various perspectives on Quality and various contributors to Quality.
2	To provide an in-depth understanding of the various QC tools.
3	To introduce the frameworks of Global Quality Awards.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Quality Concepts :Defined, Quality Cost perspective ,Cost of Quality Quality Function, Spiral of Progress in quality, Little q and Big Q, Juran Trilogy, Internal and external quality perspective. Goods and service quality. Cost of poor quality, internal failure cost and external failure cost, appraisal cost, Prevention cost, Analysis of quality cost, hidden quality cost, Discovering the optimum, economic models of quality of conformance-Zone of improvement, zone of high appraisal, zone of indifference.</p> <p>Strategic Quality management: Companywide quality culture, Organizational vision, Mission and quality policy, formulation of quality goals, competitive benchmarking, Steps in implementing Total quality-Decide, Prepare, Start, Expand and Integrate. Quality Circle</p>	7 + 2
2	<p>Quality Gurus: Demings' 14 point philosophy, Juran, Crosby philosophy, Ishikawa, Taguchi, Feigenbaum. Comparison of quality philosophy.</p>	7 + 2
3	<p>QC Tools: Problem Solving Methodology - Check list, Flow Chart, Tally charts and Histograms, Graphs, Pareto Analysis , Cause and Effect Diagram, Brainstorming, Scatter diagram and regression analysis. Quality Function Deployment - Introduction, Customer needs, Customer priorities and competitive comparisons and planned improvements, Design features or requirements, Central relationship matrix-What's versus the How's , relative weights of importance. Design features interactions, target values, Technical comparison ,service information and special requirements-Difficulties associated with QFD, Implementation of QFD</p>	7 + 2
4	<p>Statistical Quality Control: Necessity and Importance of SQC, Process capability, Six Sigma quality, Process control, Process control for attributes, p charts and c charts, Process control for variables, X bar R chart, acceptance sampling, OC curves, Average Outgoing Quality Limit (AOQL),Sampling plans</p>	7 + 2
5	<p>Quality Management Awards and frameworks: Malcolm Baldrige National quality award, Deming prize, ISO 9000-2000,CII, Ramakrishna Bajaj Awards, Tata Business Excellence Model (TBEM)</p>	7 + 2

Learning Resources:		
1	Text Books	Operations Management: Theory and Practice by B Mahadevan, Pearson, 2 nd Edition Production and Operations Management by RB Khanna, PHI Managing Quality by Dale, Blackwell Publication. Quality Management by Howard Gitlow, Alan Oppenheim, Rosa Oppenheim and David Levine, TMGH, 3 rd Edition.
2	Reference Books	Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press.
3	Supplementary Reading Material	Managing Quality Edited by Barrie G Dale, Ton van der Wiele and Jos van Iwaarden, Blackwell Publishing, 5 th Edition.
4	Websites	http://managementhelp.org/quality/total-quality-management.htm www.isixsigma.com www.asq.org
5	Journals	Journal of Operations Management Total Quality Management & Business Excellence Quality Assurance International Journal of Reliability, Quality & Safety Engineering Journal of Quality Management

Semester	IV	Specialization	Operations Management
Course Code	405OPE	Type	Subject - Elective
Course Title	Quality Management Standards		

Course Objectives:

1	To introduce various management system standards.
2	To explain the implementation and role of MR for IMS.
3	To help the students understand the implementation of IMS through cases in services and manufacturing .

Syllabus:

Unit Number	Contents	Number of Sessions
1	Over view of IMS – QMS, EMS, OHSAS, TS: Introduction to core tools and TS 16949, Introduction to CMMI, Introduction to EFQM, Implementation requirements for certification	5 + 1
2	QMS Standards: Key clauses - 4.1 Process & documentation, 5.0 Top management , Organization and Role of MR, 6.0 Resource management, 7.0 Process control from Contract review to Calibration, 8 Monitoring measurement and improvement	5 + 1
3	EMS Standards: Key clauses -4.1 General requirement, 4.2 Policy, 4.3 Planning – registers , objectives & programs, 4.4 Implementation and operation, 4.5 Checking	5 + 1
4	OHSAS 18001:2007 Standards: Key clauses -4.1 General requirement, 4.2 Policy, 4.3 Planning – registers , objectives & programs, 4.4 Implementation and operation, 4.5 Checking	5 + 1
5	Study of Apex manual & Procedural manual for QMS: Service and Manufacturing set up, Study of Apex manual and procedural manual for EOHS, Study of core tools implementation requirement, Study of ERP, Legal register, Risk register and Impact registers and various programs & monitoring programs and SOPs & their inter relation	5 + 1

Learning Resources:		
1	Text Books	ISO 9001:2008 ISO 19011: 2002 ISO 9004 :2002 ISO 14001 :2004 OHSAS 18001: 2007 TS 16949:2002 EFQM model
2	Reference Books	Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press.
3	Supplementary Reading Material	Managing Quality Edited by Barrie G Dale, Ton van der Wiele and Jos van Iwaarden, Blackwell Publishing, 5 th Edition.
4	Websites	http://www.ohsas-18001-occupational-health-and-safety.com/ http://www.iso14000-iso14001-environmental-management.com/ http://www.efqm.org/en/
5	Journals	The Integration of the Standards Systems of Quality Management, Environmental Management and Occupational Health and Safety Management by Matias, Joao Carlos De Oliveira; Coelho, Denis A., International Journal of Production Research, 10/15/2002, Vol. 40 Issue 15 Usefulness of the EFQM Excellence Model: Theoretical explanation of some conceptual and methodological issues by Rusjan, Borut., Total Quality Management & Business Excellence, May2005, Vol. 16 Issue 3 A Framework for TQM to Achieve Business Excellence by Hafeez, K.; Malak, N.; Abdelmeguid, H., Total Quality Management & Business Excellence, Nov2006, Vol. 17 Issue 9 Journal of Operations Management Total Quality Management & Business Excellence Quality Assurance International Journal of Reliability, Quality & Safety Engineering Journal of Quality Management

Semester	IV	Specialization	Operations Management
Course Code	406OPE	Type	Subject - Elective
Course Title	World Class Manufacturing		

Course Objectives:

1	To bring out the relevance and basics of World Class Manufacturing.
2	To highlight the current state of Indian Manufacturing
3	To provide a road map for World Class Manufacturing

Syllabus:

Unit Number	Contents	Number of Sessions
1	World Class Manufacturing and the Information Age: The emergence of the Information Age, Competing in the Information Age, Business challenges of the Information Age, Operating Environment of the Information Age, India's global Competitiveness and Manufacturing Excellence, World Class Manufacturing and the Information Age Competition, Manufacturing Challenges of the Information Age – Time based competition, Managing knowledge, Problems in the Manufacturing Industry – Coordination, Need for Control, Fragmented Information Infrastructure, Insufficient processability of available information.	5 + 1
2	Gaining Competitive Advantage through World Class Manufacturing: Manufacturing Excellence and Competitiveness, What is World Class Manufacturing? Hall's Framework of Value-added Engineering, Schonberger's framework of World Class Manufacturing, Gunn's model of World Class Manufacturing, Maskell's model of World Class Manufacturing, America's best plants model of World Class Manufacturing, Malcolm Baldrige National Quality Award, The Philosophy of World Class Manufacturing, The Evolution of World Class Manufacturing, The first principles of World Class Manufacturing, The Practices of World Class Manufacturing, Quality in World Class Manufacturing.	5 + 1
3	Systems and Tools for World Class Manufacturing: The integration imperative, Overview of systems and tools, Making sense of the manufacturing alphabet soup, Information management tools, Material processing and handling tools. Information management tools – Product and Process Design Tools, Bar Code Systems, Kanban, SQC, Business Integration and Decision Support Tools. Material processing and handling tools – Flexible Manufacturing Systems, Rapid Prototyping, Lean production tools, Poka Yoke, SMED. An assessment of Manufacturing systems and tools.	5 + 1
4	World Class Manufacturing – The Indian Scenario: Competitiveness of Indian Manufacturing, Manufacturing Performance and planned strategies of Indian Manufacturing firms, Manufacturing readiness of Indian Firms, Manufacturing Objectives and strategy, Usage of management tools and technologies, Manufacturing Management Practices, The Manufacturing Strategic Intent Framework, Strategic use of IT in Indian Manufacturing, Classification by breadth of IT infrastructure and depth of manufacturing applications, Classification by breadth and integration of IT infrastructure, Manufacturing Strategy – World class Status and IT Use: Is India Ready for World Class Manufacturing?	5 + 1

5	Leading India towards World Class Manufacturing: Business Strategy and Global Competitiveness, Generic Manufacturing Strategies for the Information Age, Developing strategic thinking in manufacturing, Issues in Strategic planning for World Class Manufacturing, Barriers to using IT strategically, Strategic Planning Methodology for World Class Manufacturing, Implementing the World Class Manufacturing Plan, Need for performance measurement – The PO-P System, The TOPP System, The AMBITE System, Quality Performance, Cycle Time, Delivery Performance and Customer Service, Financial Performance Measures, The Balanced Score Card, Human Resource Dimensions in World Class Manufacturing – Morale and Teamwork.	5 + 1
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Learning Resources:		
1	Text Books	World Class Manufacturing – A Strategic Perspective by B S Sahay, K B C Saxena, Ashish Kumar, Macmillan Publishers India Ltd., 1 st Ed. World Class Manufacturing by K. Sridhara Bhat, Himalaya Publishing, 1 st Ed.
2	Reference Books	Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Elsevier Pub., 3 rd Ed. Competitive Manufacturing Management by John Nicholas, TMGH, 2 nd Edition.
3	Supplementary Reading Material	The Japanese Manufacturing Techniques by Richard Schonberger, The Free Press Just in Time Manufacturing by M. G. Korgaonker, Macmillan Publishers India Ltd., 1 st Ed.
4	Websites	http://www.enotes.com/world-class-manufacturer-reference/world-class-manufacturer
5	Journals	International Journal of Operations & Production Management- Journal of Manufacturing Systems International Journal of Manufacturing Technology & Management Journal of Operations Management Manufacturing & Service Operations Management

Semester	IV	Specialization	Operations Management
Course Code	407OPE	Type	Subject - Elective
Course Title	Business Process Reengineering		

Course Objectives:	
1	To explain how organizational performance in terms of efficiency and effectiveness can be improved through BPR.
2	To introduce BPR as a change management tool.
3	To explore and master the fundamental principles of BPR.
4	To provide a practical framework and management techniques needed for implementation of BPR.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to business processes: Definition of business process, Dimension of business process, Common business processes in an organization, Definition of business process redesign, Definitions of various management - related terms, Overview of business process reengineering, Business processes improvement.</p> <p>Introduction to Business Process Reengineering (BPR): History of BPR, Basics of BPR, Definition of BPR, Emergence of BPR, The need for reengineering, Benefits of BPR, Role of leader & manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR, Myths about BPR , What reengineering Isn't , Difference between BPR and TQM, BPR and Process Simplification, BPR and Continuous Improvement.</p>	6 + 1
2	BPR in Manufacturing Industry: Introduction, Enablers of BPR in manufacturing – Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Production Planning, Product design & development.	4 + 1
3	BPR & Information Technology: Introduction, Relationship between BPR & Information Technology, Role of Information Technology in reengineering, Role of IT in BPR (with practical examples), Criticality of IT in business process, BPR tools & techniques, Enablers of process reengineering, Tools to support BPR, Future role of IT in reengineering.	4 + 1
4	BPR implementation methodology: Reasons of implementation of BPR, Necessary attributes, BPR team characteristics, Key concepts of BPR, BPR methodology, Different phases of BPR, BPR model, BPR methodology selection guidelines, Common steps to be taken for BPR implementation, Different business process reengineering methodologies, Comparison of various business process reengineering methodologies, Consolidated BPR implementation methodologies, Steps of process reengineering, Organizational redesign using BPR, Impact of BPR on organizational performance, Performance measures of BPR, Business process reengineering project management, Reengineering recommendations, Threads of BPR in various phases	6 + 1

5	<p>Success factors of BPR: Reengineering success factors, Critical success factors of BPR, Reasons for BPR project failure & success, Reengineering drives cause many changes</p> <p>Managing barriers to business process reengineering success: Potential project implementation success, Risks associated with business process reengineering projects, Business process reengineering implementation barriers, Areas generating barriers to business process reengineering, Root cause to Information Technology barriers, Some root causes of internal individual resistance, A framework for barrier management</p>	5 + 1
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Learning Resources:		
1	Text Books	Business Process Reengineering by Radhakrishnan, Balasubramanian, PHI, Eastern Economy Edition, 2008. Business Process Reengineering by Jayaraman, Ganesh Natrajan and Rangaramanujan, TMGH.
2	Reference Books	Business Process Reengineering and Change Management by Dey, Biztantra.
3	Supplementary Reading Material	Practical Business re-engineering by Obolensky, Kogan Page.
4	Websites	http://www.youtube.com/watch?v=2j2lcDWQk7A
5	Journals	Productivity and Performance Effects of BusinessProcessReengineering: A Firm-Level Analysis, Altinkemer, Kemal; Ozcelik, Yasin; Ozdemir, Zafer D. Journal of Management Information Systems, Spring2011, Vol. 27 Issue 4 BusinessProcessReengineering in the Public Sector: The Case of the Housing Development Board in Singapore, Thong, James Y. L.; Yap, Chee-Sing; Seah, Kin-Lee. Journal of Management Information Systems, Summer2000, Vol. 17 Issue 1 BusinessProcessReengineeringManagement Services, Spring 2010, Vol. 54 Issue 1 A Wider View of BusinessProcessReengineering, Grant, Delvin. Communications of the ACM, Feb2002, Vol. 45 Issue 2

Semester	IV	Specialization	Operations Management
Course Code	408OPE	Type	Subject - Elective
Course Title	Enterprise Resource Planning		

Course Objectives:

1	To understand how a business works and how information systems fit into business operations.
2	To understand the cross functional integration aspects of a business.
3	To understand better managerial decision making through real time data integration and sharing.
4	To understand the host of underlying technological tools of ERP.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding Enterprise Resource Planning: Concept of Enterprise , Overview of Business Functions and Business Processes, Integrated Management Information, Business Modeling, Evolution of ERP; ERP and related technologies; Myths about ERP; Importance of ERP; Value creation in organizations through ERP; Benefits of ERP; Risk of ERP - People Issues, Process Risks, Technological Risks, Implementation Issues, Operation & Maintenance Issues; Managing risk in ERP projects.	5 + 1
2	ERP & Related Technologies: Business Process Reengineering, Data Warehousing, Data Mining, OLAP, PLM, SCM, CRM, GIS, ERP Functional Modules , Integration of ERP, Supply Chain, CRM.	5 + 1
3	ERP Implementation: Technological, Operational, Business Reasons for ERP implementation , ERP implementation Life Cycle – Objectives - Phases - Reasons for failure; Implementation challenges; ERP transition strategies - Big Bang Strategy, Phased Implementation, Parallel Implementation, Process Line Transition Strategy, Hybrid Transition Strategy, Strategy Choice; Success and failure factors of an ERP implementation; ERP implementation costs; Organization and working of ERP implementation team.	5 + 1
4	ERP Operations and Future Trends: Operation and maintenance of the ERP system; Maximizing the ERP system; ERP and e-business; Integration of ERP, internet and www; Future of ERP.	5 + 1
5	ERP Systems Processes and Management Control: Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resource Management, Overview of an ERP product.	5 + 1

Learning Resources:		
1	Text Books	Enterprise Resource Planning by Leon, Alexis , TMH Publication, 2 nd Edition Enterprise Resource Planning by Koul, Saroj, Galgotia Publishing, 2001. ERP Concepts and Practice by Garg, V. K. and Venket Krishna N. K., PHI Publication, 1997. ERP In Practice by Vaman Jagan, TMGH
2	Reference Books	Enterprise Resource Planning by Sumner, Mary, Pearson Education, 2006. Enterprise Resource Planning by Jaiswal and Vanapalli, Macmillan Books.
3	Supplementary Reading Material	ERP Demystified by Leon, Alexis, TMH Publication, 2nd Edition, 2004.
4	Websites	https://www.sap.com
5	Journals	EnterpriseResource Planning (ERP) Systems and the Manufacturing-Marketing Interface: An Information-processing Theory View by Gattiker, T. F., International Journal of Production Research, 7/1/2007, Vol. 45 Issue 13 Critical Elements for a Successful Enterprise Resource Planning Implementation in Small-and Medium-sized Enterprises by Loh, T. C.; Koh, S. C. L., International Journal of Production Research, 9/1/2004, Vol. 42 Issue 17

Semester	IV	Specialization	Operations Management
Course Code	409OPE	Type	Subject - Elective
Course Title	Financial Perspectives in Operations Management		

Course Objectives:

1	To highlight the importance of cost management as a key to profitability and the key to successful Operations Management
2	To underline the role of cost management from a strategic perspective.
3	To teach the identification of key cost drivers and defined process of managing operational costs.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Cost Management: Cost management tools-life cycle costing, target costing, kaizen costing, JIT & theory of constraints, BPR and bench marking. Working Capital Management –Concept, Components, Scope, Practical applicability.	4 + 1
2	Activity Based Costing: Concept and basic knowledge, applicability, Limitations, Simple Numericals. Cost Concepts, behavior, type, allocation, apportionment and absorption along with nature, applicability and limitations of Job & Process Costing	4 + 1
3	Budgeting: Budgeting – nature, administration and effectiveness; budgeting cycle; activity-based budgeting; kaizen approach; ZBB; performance budgeting; human aspects of budgeting.	5 + 1
4	Capital Budgeting : The Capital Budgeting Concept & Process - An Overview, Generating Investment Project Proposals, Estimating Project, After Tax Incremental Operating Cash Flows, Capital Budgeting Techniques, Project Evaluation and Selection - Alternative Methods, Potential Difficulties ,Project Monitoring – Progress Reviews and Post - Completion Audits, Problem of Project Risk, Total Project Risk, Capital Rationing , Decision Tree.	7 + 1
5	Project Cost Estimate and Risk Analysis: Cost of project, Components of capital cost of a project, Project Risk Analysis, Project Organization. Project Evaluation and Audit: Sources of financing, Role of Financial Institutions in project financing, Data required for calculation of NPV, PI, IRR, BCR, NBCR, Project cost overruns and cost control, Phases of post audit, Type of post audit, Project closure.	5 + 1

Learning Resources:	
1	Text Books Financial Management by I.M. Pandey, Vikas Publications, 10 th Edition Financial Management by M.Y.Khan & P.K.Jain, TMGH., 5 th Edition Project Management by K. Nagarajan, New Age Publications, 2 nd Edition
2	Reference Books Financial Management by Rajiv Shrivastava & Anil Mishra, Oxford Publication, 2 nd Edition Corporate Financial Management by Arnold Glen, Pearson Publication
3	Supplementary Reading Material The Chartered Accountant Management Accountant
4	Websites www.icaai.org www.icwai.org www.moneycontrol.com
5	Journals Production & Inventory Management Journal of Operations Management International Journal of Operation and Quantitative Management Indian Journal of Advanced Operations Management International Journal of Operations & Production Management Manufacturing & Service Operations Management

Semester	IV	Specialization	Operations Management
Course Code	410OPE	Type	Subject - Elective
Course Title	Service Operations Management		

Course Objectives:	
1	To provide students with the concepts and tools necessary to effectively manage a service operation.
2	To discuss best practices of World-Class Service.

Syllabus:		
Unit Number	Contents	Number of Sessions
1	Services: Characteristics of Services, Importance of Service Sector, Classification framework, Service Delivery System – Process Flow Diagrams, Process Simulation,	4 + 1
2	Site Selection for Services: Types of Service Firms – Demand Sensitive Services, Delivered Services, Quasi-manufacturing Services, Site Selection for Demand Sensitive Services – Factor Rating, Regression, GIS, Gravity Model of Demand, Site Selection for Delivered Services – Expected Results, Mathematical Solution Methods for delivered services, Site Selection for Quasi-Manufacturing Services – Mixed Linear / Integer Programming for Location Selection	5 + 1
3	Yield Management: Capacity Strategies, Yield Management, Overbooking, Allocating Capacity – Static Methods, Nested Static Methods, Dynamic Methods. Pricing, Implementation issues – Alienating Customers, Customer Class Cheating, Employee Empowerment, Cost and Implementation Time.	5 + 1
4	Inventory Management in Services: Services versus Manufacturing Inventory, Set Up and Ordering Costs, Number of Products, Limited Shelf Space, Lost Sales versus Back Orders, Product Substitution, Demand Variance, Information Accuracy, The Newsvendor Model, Multiple Products and Shelf Space Limitations, Inventory Inaccuracy – Revenue Sharing, Markdown Money, Phantom Stockouts, Inventory Inaccuracy, Shrinkage.	6 + 1
5	Offshoring and Outsourcing: Outsourcing – Contract risk, Outsource Firm Risk and Pricing Risk, Competitive Advantage and Information Privacy Risk, Firm Specific Risks, Offshoring, Quantifying Offshoring, Offshoring and Competitive Capabilities – Cost, Non-cost Issues.	5 + 1

Learning Resources:		
1	Text Books	Successful Service Operations Management by Metters, King-Metters, Pulliman and Walton, Thomson India Edition, 2 nd Edition.
2	Reference Books	Service Operations Management - Improving Service delivery by Robert Johnston Graham Clark, Prentice Hall
3	Supplementary Reading Material	Service Operation –Itil, Version 3 ,David Cannon, David Wheeldon
4	Websites	http://www.referenceforbusiness.com/management/Sc-Str/Service-Operations.html
5	Journals	A perspective on service delivery by McManus, John; Howitt, Michael. Management Services, Winter2009, Vol. 53 Issue 4 Journal of Software Project Management and & Quality Assurance

Semester	IV	Specialization	Operations Management
Course Code	411OPE	Type	Subject - Elective
Course Title	Modeling Techniques for Operations		

Course Objectives:

1	To learn how to model typical Operations Domain Problems
2	To understand use of quantitative tools in solving typical Operations Domain Problems

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Business Modeling: Meaning & process of modeling, Certainty & uncertainty in models, Importance of understanding data before modeling, Application of modeling to find Break-even point	2
2	Linear Programming: Formulation of LPP, Simplex method, Duality, Sensitivity Analysis, Goal Programming, Problems on Machine scheduling, Formulating & solving Product mix problem, Formulating & solving Labour planning problem. Integer Linear Programming: Concept, Job-sequencing model, Branch & Bound method, Problems based on Branch & Bound method.	8+2
3	Decision trees: Concept of decision making & decision trees; Application of decision trees in making manufacturing decisions like expansion of present plant, build new plant or sub-contract.	5+1
4	Replacement Models: Introduction; Failure of items; Application of Replacement models to Items that deteriorate, items with increasing running cost, items that fail completely, Group replacement policy, Recruitment and promotional problems, Equipment renewal problems.	6+1
5	Sequencing problems: Introduction, Problems involving n jobs- 2 machines, n jobs- 3 machines & n jobs-m machines; Comparison of priority sequencing rules.	4+1

Learning Resources:

1	Text Books	Operations Research- by Nita Shah, Ravi Gor, Hardik Soni- Prentice Hall India
2	Reference Books	Managerial Decision Modeling with Spreadsheets by Nagraj Balakrishnan, Barry Render, Ralph M. Stair Jr.- Pearson Introduction to Operations Research-by Billey E. Gillett- Tata Mc Graw Hill
3	Supplementary Reading Material	Operations Research- Hamdy A. Taha- Pearson Publication
4	Websites	www.orsi.in
5	Journals	International Journal of Operations and Quantitative Management

Semester	IV	Specialization	Operations Management
Course Code	412OPE	Type	Subject - Elective
Course Title	Business Process Management		

Course Objectives:	
1	Students will be able to model processes for subsequent implementation in Business Process Management Systems.
2	Students will be able to discern between technologies for human-centric process automation and system-centric process automation.
3	Students will understand the difference between Business Processes and Business Rules, and be able to select an appropriate information system.
4	Students will know the different phases of the process management lifecycle, supporting technologies, and how to transition between the phases of the lifecycle
5	Students will understand the technical capabilities of Business Process Management Systems, how they relate to concepts such as SOA and EAI
6	Students will be able to develop an implementation and integration strategy for processes that leverages organizational and technical capabilities of an enterprise

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Overview of the Process Management Lifecycle, Review of Process Modeling techniques. Process Design for Implementation: Analytical process model , Implementable process model – concept and comparison, Graphical models and their translation to XML, Components of Workflow Models From BPMN to XPD.	5 + 1
2	Implementing Process Designs: Change Management - Process Implementation Alternatives: Manual Implementation, CSCW Systems, ERP Systems, Workflow & Business Process Management Systems, Process Outsourcing.	5 + 1
3	Automating Processes: Supporting processes with IS, components of a process-aware application, BPMS and Workflow , Systems Components and Architecture. Rules vs. Processes: Capturing decision-making activities, dealing with unstructured work, BPMS and BRMS, Integrating ECA rules with processes, Capturing Unstructured Processes. Managing the Run-Time: Ensuring efficient processes, Process Metrics, Business Activity Monitoring, Business Intelligence, Process Dashboards	5 + 1
4	Task and Resource Allocation: Organization models, Task allocation strategies, Mobile performers, External Participants. Standards for Business Process Management: WfMC Reference Model, Process design standards: BPMN, IDEF, Interchange standards: XPDL, BPEL, Integration standards: Wf-XML, WSCDL	5 + 1
5	Post-Execution Evaluation: How Business Intelligence based on Process Data, Process Mining. Business Process Management Maturity: BPM Maturity Models, BPM Centers of Excellence, Organization Structure of BPM Efforts. Process Simulation and Data Mining: Predictive Process Simulation, Data Mining based on Process Data, Integration of Process information into Strategy Maps.	5 + 1

Learning Resources:		
1	Text Books	Harmon, Paul: Business Process Change. A Guide for Business Managers and BPM and Six Sigma Professionals. 2nd Edition, Morgan Kaufmann, San Francisco. Managing Business Process Flows, 2nd edition, by Ravi Anupindi, et al., ISBN 0-13-067546-6, Pearson Prentice-Hall, 2006.
2	Reference Books	Hammer, Michael: The Process Audit. Harvard Business Review, April 2007, pp. 111-123. Khoshafian, S. Service-oriented Enterprises. Auerbach Publications, Taylor & Francis Group, Boca Raton, FL, 2007, pp. xxv, 438 p. Scheer, A.-W. Business process change management : ARIS in practice Springer, Berlin ; New York, 2003, pp. xiii, 290 p.
3	Supplementary Reading Material	Davis, R.: An Introduction to Business Process Modeling with the ARIS design platform: getting started with BPM, (1st ed.) Springer, New York, 2007. Dumas, M.; van der Aalst, W.M.P. and A.H.M. ter Hofstede (eds.): Process-Aware Information Systems. Bridging People and Software Through Process Technology, John Wiley & Sons, Inc., Hoboken, NJ, 2005. Jeston, John; Nelis, Johan: Business Process Management: Practical Guidelines to Successful Implementations. Butterworth-Heinemann, 2006, pp. 464, ISBN 0750669217 van der Aalst, W.M.P., and van Hee, K. Workflow Management. Models, Methods, and Systems MIT Press, Cambridge, MA, USA, 2002.
4	Websites	BPTrends.org
5	Journals	International Journal of Business Process Management Leymann, F., and Altenhuber, W. "Managing business processes as an information resource," IBM Systems Journal (33:2) 1994, pp. 326-348.

Semester	IV	Specialization	Operations Management
Course Code	413OPE	Type	Subject - Elective
Course Title	Challenges and Opportunities in Operations Management		

Course Objectives:

1	To make the student understand the ways of managing risk in Operations Management
2	To introduce various Environmental, Ethical and Technological issues in Operations Management
3	To introduce Global Reporting Initiatives, SA 8001, CSR, CDM, CT concept

Syllabus:

Unit Number	Contents	Number of Sessions
1	Managing Risk in Operations: Concepts and framework of Risk Management, COSO enterprise risk management, Risk standard AS/NZ 4360, M-o-R: Management of Risk Framework, Risk in the key decision areas of operations: Inventory management, Information technology, Process Technology, Operating planning and capacity management, Maintenance and servicing, Risk in service operations, Occupational Health and Safety, Environmental risk, Operations and corporate risk	5 + 1
2	Overview of Technological, Ethical and Environmental issues: Global challenges, Defining Technological options for the achieving Goals to combat the risks based on SWOT, Concept of Business ethics & CSR, Environmental – Introduction to GHG trading, Defining control against budgeting for identified impacts & risks for Quality, environment, safety, & global trading	5 + 1
3	Global Reporting: Business advantage with global reporting, Guidelines G 3 for sustainability, Study of any published report like Siemens, Social accountability aspect in Business across the borders, Case study in Indian industry for CSR Kyoto Protocol: Basic Features, Why Kyoto Protocol Failed, Limitations and aspect of Kyoto Protocol, Introduction to Clean Technology, Clean development mechanism, Government & statutory authorities and their role in promoting Sustainability	5 + 1
4	Sustainability in Operations: What is sustainability? Development of the concept of sustainability, Accepted definitions, What make sustainable practices successful, What is a sustainable practice, Quality and Excellence, Strategic connection, Business Case for sustainability, Building sustainability – the role of operations function, New capabilities of operations management to support sustainability,	5 + 1
5	Social Accountability: SA 8001, Considerations in identifying & mitigating child labour, Considerations in investigating un fair wages complaint, Considerations in investigating Discrimination related complaints, Consideration for recording and monitoring home workers and/ time logging for piece rate.	5 + 1

Learning Resources:		
1	Text Books	Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press. Ethics and Corporate Social Responsibility: Why Giants Fall by Ronald R. Sims
2	Reference Books	The Kyoto Protocol: International Climate Policy for the 21st Century by Sebastian Oberthür and Hermann E. Ott The Clean Tech Revolution: Discover the Top Trends, Technologies, and Companies to Watch by Ron Pernick and Clint Wilder
3	Supplementary Reading Material	Standard SA 8001:2002 & Interpretation Guidelines SA 8002 Power to the People: How the Coming Energy Revolution Will Transform an Industry, Change Our Lives, and Maybe Even Save the Planet by Vijay V. Vaitheeswaran
4	Websites	https://www.globalreporting.org/resourcelibrary/G3-Guidelines-Incl-Technical-Protocol.pdf http://www.siemens.com/sustainability/report/09/en/indices/global_reporting_initiative.htm
5	Journals	Should Sustainability Reporting Be Integrated? By Verschoor, Curtis C., Strategic Finance, Dec2011, Vol. 93 Issue 6 Go Green, Save Green by Mc Collum, T., Internal Auditor, Aug2009, Vol. 66 Issue 4

Semester	IV	Specialization	Operations Management
Course Code	414OPE	Type	Subject - Elective
Course Title	Lean Manufacturing		

Course Objectives:

1	To provide the concepts of Lean Manufacturing.
2	To give a hands on – How To – series of steps in Lean Manufacturing Implementation.
3	To highlight the role of company culture in transformation to Lean.

Syllabus:

Unit Number	Contents	Number of Sessions
1	History and Modern Applications of Lean Manufacturing: Popularity of MRP systems and their impact on organizations, Pre-computer Inventory Management tools, Rethinking the MRP Model, The search for Holy Grail of Manufacturing, Lean Manufacturing Model, Kanban Methodology, Sequencing production one piece at a time on the Lean Line, The benefits of embracing lean methodologies for manufacturing, Lean Manufacturing Challenges to the MRP paradigm, The continuous evolution to Lean Manufacturing, The Internet and E-commerce technologies.	5 + 1
2	Understanding Products, Processes and Demand: Determining the scope of initial Lean Manufacturing Implementation Area, Selecting parent parts for the lean line, Establishing the capacity to meet the demand volume of lean implementation area, Sources for determining demand, Documenting the Process flow and establishing mixed product families, Factors impacting throughput volume, Identifying process Demand Levels and Establishing Takt, Numerators and Denominators of Takt time, Documenting process Work elements and quality criteria, Nonvalue added activity and quality considerations, summing the total time of the process.	5 + 1
3	Line Layout and Work Station Identification with Process Linking and Balancing: The consequences of imbalance, The Lean approach to Achieving Balance, Calculating resource requirements, Defining Resources, The physical layout of resources, Assigning tasks for each workstation, the in-process Kanban Signalling methodology, Discipline for maintaining workstation balance, Designing 5S into the line design.	5 + 1
4	Kanban Strategies: The in-process Kanban, The Single Card Kanban System, The Multiple Card Kanban System, Managing inventory with the Kanban System: The advantages & disadvantages of Kanban System, Kanban manager job responsibilities.	5 + 1
5	Lean Implementation Mile Stones: Software requirements for Lean manufacturing methodologies, Commitment to change, Transformation process to Lean manufacturing, Initialization and Project Start-up, Understanding Products, Processes and Materials, Final Check, Line Start-up, Internalize. Organizational impact of Lean Manufacturing, Managing the Lean Manufacturing Line: Managing Line Output to Match Customer Demand, Establishing Customer Response policy, Suboptimizing the Lean line to meet daily rate of demand, flexible operators, Rewarding for Flexibility, Rewarding for Linear Performance, Resistance to change.	5 + 1

Learning Resources:		
1	Text Books	Lean Manufacturing Implementation by Dennis P Hobbs, Cengage Learning Co-published with APICS. Simplified Lean Manufacture – Elements, Rules & Implementation by N Gopalkrishnan, PHI.
2	Reference Books	Lean Manufacturing That Works by Bill Carreira, PHI, Eastern Economy Edition.
3	Supplementary Reading Material	Global Management Solutions Demystified by Dinesh Sheth and Subhash Rastogi, Thomson Learning Asia Lean Management – Concepts and Industry Perspectives by Mrudulla, ICFAI Books.
4	Websites	http://www.lean.org/
5	Journals	Evaluation of Value Stream Mapping in manufacturing system redesign by Serrano, Ibon; Ochoa, Carlos; Castro, Rodolfo De., International Journal of Production Research, Aug2008, Vol. 46 Issue 16 ERP Enabled Lean Six Sigma: A Holistic Approach for Competitive Manufacturing by Nauhria, Yugal; Wadhwa, S.; Pandey, Sunil., Global Journal of Flexible Systems Management, Jul-Sep2009, Vol. 10 Issue 3 Effect of buffer capacity and sequencing rules on single-card kanban system performance by Berkley, B.J., International Journal of Production Research, Dec1993, Vol. 31 Issue 12 Empowering Kanban through TPS - principles - An empirical analysis of the Toyota Production System by Thun, Jorn-Henrik; Druke, Martin; Grubner, Andre., International Journal of Production Research, Dec2010, Vol. 48 Issue 23

MBA SYLLABUS: SEMESTER IV
HUMAN RESOURCE MANAGEMENT - SPECIALIZATION

University of Pune

Semester	IV	Specialization	HRM
Course Code	403HR	Type	Subject Core
Course Title	Industrial Relations		

Course Objectives:

1	Give students insight into the IR scenario in India
2	Make students understand important laws governing IR
3	Create understanding about role of Govt., society and trade union in IR

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding IR: Concept, Philosophy of IR, Evolution of IR, Indian perspective, Parties to IR, Employers' organizations, Trade unions, Role of Government, Role of society Approaches to IR: The Dunlop's Approach, The Social Action Approach, The Human Relations Approach, The Gandhian Approach, Theoretical foundation and legal framework of IR in India	6 + 2
2	The Industrial Disputes Act 1947: Sections # 2 to 19 Provisions under Chapter V, VA, VC and chapter VI, VII.	6 + 2
3	Trade Union Act 1926 : Section # 2, Chapter II, III and chapter V, The Maharashtra Recognition of Trade Unions and prevention of unfair labour practices Act 71, Section# 3 and the provisions under chapter II, III, IV, V, VI, VII, VIII, X	8 + 2
4	Industrial Employment (Standing Orders) Act 1946: Section # 2,3,5,6,7,9,10,11, 12,13,14 The Contract Labour (Regulation and Abolition) Act 1970 Section# 2 and all provisions under Chapter III, IV, V, VI, and VII	6 + 2
5	IR Initiative: Worker's Participation in Management, Concept, evolution, implementation, Challenges. Collective Bargaining, Concept, evolution and implementation. Study of best practices in IR : The students and faculty to identify organizations in the area and study their IR practices.	9 + 2

Learning Resources:		
1	Text Books	Employee Relations Management by P.N. Singh, Neeraj Kumar, Pearson Publication
2	Reference Books	Industrial Relations, Trade Unions & Labour Legislation by P.R.N.Sinha, Indu Bala Sinha, Pearson Publication IR- Emerging Paradigms by B.D.Singh, Excel Books IR in India Shifting Paradigms by Ratna Sen, Macmillan India
3	Supplementary Reading Material	Industrial Relations by Arun Monappa Tata McGraw Hill Edition Personnel Management and Industrial Relations by R.S.Davar Vikas Publishing Industrial Relations by A.M.Sarma Himalaya Publishing House APS Labour Digest
4	Websites	www.india-laws.com www.Citehr.com www.ilo.org www.hrmguide.net www.nipm.in
5	Journals	Personnel Today Industrial Journal of Industrial Relations Indian Journal of Industrial Relations

Semester	IV	Specialization	HRM
Course Code	404HR	Type	Subject Core
Course Title	Strategic Human Resource Management		

Course Objectives:	
1	To make students understand HR implications of organizational strategies
2	Understand the various terms used to define strategy & its process
3	Understand HR strategies in Indian & global perspective

Syllabus:

Unit Number	Contents	Number of Sessions
1	Strategic Human Resource Management: Introduction, HRM Defined/SHRM Defined, Strategic HRM- Definition , Meaning of SHRM, Aims, approaches, challenges	3 + 1
2	HR Strategies: Definition, Types of HR strategies, criteria for an effective HR strategy Formulation of HR Strategies, conducting a strategic review, implementing HR strategies Impact on Organizational Performance, strategic role of top management, strategic role of line management	7 + 2
3	Talent Management Career Planning and Succession Planning: Evolution of careers, career planning perspectives organization-centered career planning, Individual-centered career planning Succession Planning: Definition, Elements of Succession planning, Relation between career planning and succession planning, challenges of succession planning Competency and Potential Development: What are competencies, How do competencies differ from skills and knowledge, Integrated HR practices through competency development, benefits from competency-based on HR practices, Desired outcomes for organizations, competency based HR practices : outcomes for employees, developing a skill matrix Retention strategies	7 + 2
4	Strategies for Improving organizational effectiveness Strategies for improving organizational effectiveness Strategies of organizational transformations-Cross border Mergers & Acquisitions Strategies for culture management, quality in strategies Strategies for learning organization Employee engagement strategy	10 + 3
5	Global Dimensions HR strategy in International Context, converting global presence into global competitive advantage Developing cross cultural sensitivity Training & development of International staff Compensation issues Performance management issues	8 + 2

Learning Resources:		
1	Text Books	Strategic Human Resource Management by Jeffrey Mello, Thomson South Western
2	Reference Books	International HRM by Peter Dowling, Denice Welch, Thomson Learning, 4 th Edition. HRM in Global Scenario by S.K. Bhatia, Deep & Deep Publications Pvt. Ltd, 2010
3	Supplementary Reading Material	Creating Wealth through Strategic HR & Entrepreneurship Gopalkrishnan by Upinder Dhar, Excel Books
4	Websites	www.shrmindia.org www.shrm.org www.peoplematters.com
5	Journals	Journal of Strategic Human Resource Management International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	405HR	Type	Subject - Elective
Course Title	Organizational Design & Development		

Course Objectives:

1	To develop an understanding of the nature, functioning and design of organization
2	Be able to understand the theory and practice relating to the processes of organization development and change
3	Develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating organizational processes and change in organizations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Organizations and Organizational Theory: Definition, Prospective Dimensions, Strategy, Organization design & effectiveness	3 + 1
2	Organizational Purpose & Structural Design: Basic challenges of organizational Design - Fundamentals of Organizational structure, Internal Design Elements. Organization size & life cycle	7 + 1
3	Organizational Culture & Ethics : Innovation & change, Decision making processes & organizational learning	5 + 1
4	Managing Innovation & Change: Process of OD, Individual and Interpersonal Interventions, Team / Group Interventions, Intergroup Interventions, Techno structural Interventions, Strategic Change	7 + 1
5	Organizational Transformation - Desk Research: Students need to study organizational culture & design of 2 organizations each & present a report on the same.	3 + 1

Learning Resources:

1	Text Books	Organizational Development & Transformation by French, Bell, Zawacki- TMGH Organization theory & Design by Richard L. Daft, Thomson Press.
2	Reference Books	Organization Development & Change by Cummings & Worely Cengage Learning's India Ltd, 8 th Edition. Managing Organizational Change by Nilkant & Ramnarayan, Response Books Organization Change & Development by Kavita Singh, Excel Books The Oxford Handbook of Organizational Theory by Tsoukas & Knudsen, Oxford University Press
3	Supplementary Reading Material	Creating Performing Organization by Pattanayak & Gupta, Response Books Organizational Effectiveness & Change Management by Kondalkar, PHI learning Organizational Theory Text & Cases by Garetn Jones, Pearson Publishing
4	Websites	www.codhyd.org/ www.humancapitalonline.com www.shrmindia.org
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	406HR	Type	Subject - Elective
Course Title	Global HR		

Course Objectives:	
1	To give exposure to the students to international HR
2	To make students understand various initiatives in global HR
3	To make students understand various issues in global HR

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Defining international HR, difference between domestic and international HR, Variables determining difference between domestic and international HR, The path to global status, Talent management, International business ethics and HRM	4 + 1
2	Managing and supporting international assignments: Linking international assignments with organizational strategy, Staffing for international assignments, Issues in staff selection, selection criterion, The role of expatriate, the role of non-expatriate, dual career couples, are female expatriate different? role of the corporate HR function.	6 + 1
3	International HR: Importance of pre departure training, programs, the effectiveness of pre departure training, developing staff through international assignments. Objectives of international compensation, key components of international compensation program, approaches to international compensation. Performance management in multinational, PM of international employees, Appraisal of international employees.	6 + 1
4	Key issues in international HR : Trade unions and international HR , the response of trade unions to multi nationals, the issue of social dumping, the impact of digital economy	4 + 1
5	Virtual Organization study: Field Study/ Desk Research Students to be divided in a group of 5 each. Each group to identify two organizations having presence in other country/countries and study their HR practices in the light of the above topics. This may be desk research or field visit. The groups will give hard copy of the work and also presentation.	5 + 1

Learning Resources:		
1	Text Books	International Human Resource Management by Peter j Dowling, Deice E Welch, 4 th Edition.
2	Reference Books	International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH
3	Supplementary Reading Material	International HRM- A cross cultural approach, Terence Jackson, SAGE publication.
4	Websites	http://www.cipd.co.uk/global/ www.shrm.org www.hrmguide.net
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	407HR	Type	Subject - Elective
Course Title	Employee Reward Management		

Course Objectives:	
1	To appraise students with reward management system practiced in organizations
2	To make students understand the process of setting reward management system
3	To give students exposure to the reward management practices followed various organizations

Syllabus:		
Unit Number	Contents	Number of Sessions
1	Reward Management: Definition, Aims of reward management, achieving the aims, reward system, elements of reward system, factors affecting reward system, policy and practice, impact of environment, internal & external	4 + 1
2	Grade and pay structures: Types of grades and pay structures, Developing grade and pay structures, individual pay, team pay, paying for organizational performance	6 + 1
3	Reward management for special groups: Rewarding directors and senior executives, international reward, rewarding sales and customer service staff, rewarding knowledge workers, shop floor pay	4 + 1
4	Union role in Reward Management: Impact of Trade Union on reward determination, unions and alternative reward system, Govt. and legal issues in reward system, reward system in India, National wage policy	5 + 1
5	Desk Research/Field Work: Faculty to invite minimum 4 experts from manufacturing/service/NGO/Govt. Organizations to expose the students to reward management system practiced by those organizations	6 + 1

Learning Resources:		
1	Text Books	Dynamics of Personnel Management by Prof M N Rudrabasavraj Himalaya publishing
2	Reference Books	A Handbook of Employee Reward Management and Practice by Michel Armstrong Personnel and Human Resource Management by George T Milkovich and John w Boudream, Published by All India Traveller Bookseller
3	Supplementary Reading Material	Personnel Management Text and Cases by C B Mamoria and S V Gankar, Himalaya publishing
4	Websites	www.cipd.co.uk www.payscale.com www.livesalary.com.au/
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	408HR	Type	Subject - Elective
Course Title	Change Management		

Course Objectives:

1	To make students understand meaning of change and need for organizational Change.
2	To appraise students with the change management process

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Definition of change, how people experience change?, Seven phases of change, shock and surprise, denial and refusal, rational Understanding, emotional acceptance, exercising and learning, Rationalization, integration.	5 + 1
2	Organizational Change: Definition, Change: a managerial necessity, Areas of change, management of environment and technology, change and the manager, managing change from gender perspective.	5 + 1
3	Model of Change Management: The organizational development model, people management, Organizational politics and change, the learning organization.	5 + 1
4	Leading Change: Leaders, heroes and Chief Executive officers. Student to study minimum two case studies	5 + 1
5	Executing Change: Challenges of execution, Why does change Succeed / Fail? Minimum two case studies one each of successful execution and one of failure	5 + 1

Learning Resources:

1	Text Books	Change Management by Andrew Pettigrew and Richard Whipp Infinity Books
2	Reference Books	Change and Knowledge Management by B Janakiram, P V Ravendra, Shubha Murlidhar Published by biztantra Change Management by Robert a Paton and James McCalman, Sage Publication, 3 rd Edition
3	Supplementary Reading Material	Change Management by V Nilkant, S Ramnarayan , Sage publication Change: How to adapt and transform the business : Editors N Anand and Nigel Nicholson Published by Biztantra.
4	Websites	www.changedynamix.com http://www.oursouthwest.com/SusBus/mggchange.html
5	Journals	Journal of Organizational Change Management International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	409HR	Type	Subject - Elective
Course Title	Conflict & Negotiation Management		

Course Objectives:

1	To develop an understanding of the nature and strategies of negotiation.
2	To understand conflict and strategies to resolve the conflict.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Fundamentals of Negotiation: Nature of negotiation, Dimensions of Negotiation, Structure , norms & values, Strategy & planning	5 + 1
2	Negotiation Processes: Perception & Preparation, Communication & Influence, Ethics in negotiation, Agreement, Role Play (activity)	6 +1
3	Conflict Management: Definition, Models of conflict (Process & Structural), Sources of conflict, Relationship between conflict & performance in team, Advantages & Disadvantages of Conflict	4 + 1
4	Managing Conflict: Individual difference, Personalities & abilities, Interpersonal conflict, Group conflict, Organizational conflict, Dealing with difficult subordinates & boss, Technique to resolve team conflict, Strategies to resolve organizational conflict, Role Play (activity)	7 + 1
5	Desk research: Students to study 4 case studies related to negotiation , third party conflict resolution(ADR) & prepare presentation on the same	3 + 1

Learning Resources:

1	Text Books	Negotiation by Lewicki, Saunders, Barry, TMGH Corporate Conflict Management - concepts & skills by Eirene Rout, Nelson Omika, PHI. Negotiation- Communication for diverse settings- Michael Spangle, Sage Publication.
2	Reference Books	Negotiation, Harvard Business Essentials, Harvard Business School Press How to negotiate effectively, David Oliver, The Sunday Times. Conflict Resolution Techniques by Subbulakshmi, ICFAI University press Conflict Management, Barbara Corvette, Pearson Education
3	Supplementary Reading Material	How to be a problem solver, M Stevens, The Industrial society, Kogan Page India. A Handbook of Human Relations, M.H.Shookla, Macmillan India Ltd.
4	Websites	http://www.religioustolerance.org/int_rel24.htm http://changingminds.org/links/links_negotiation.htm http://www.negotiatingedge.com/links.shtml http://www.mindtools.com/pages/article/newLDR_81.htm http://www.helpguide.org/mental/eq8_conflict_resolution.htm
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	410HR	Type	Subject - Elective
Course Title	LAB in CSR		

Course Objectives:

1	To help students understand & design CSR initiatives
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction of CSR: Aims & Objectives, Importance of CSR	10
2	CSR initiatives: Adopted by organization in Indian Context as well as Global context	10
3	Desk Research/ Field Study: Faculty to divide students in a group of 6 each. Groups will visit various industries in nearby area, understand various CSR activities initiated by them & present as well as submit the report on same.	10

Learning Resources:

1	Text Books	CSR Strategies: Corporate Social Responsibility for a Competitive Edge in Emerging Markets by Sri Urip, John Wiley & Sons, 2010
2	Reference Books	Corporate Social Responsibility And International Development: Is Business the Solution? By Michael Hopkins, Earthscan, 2007
3	Supplementary Reading Material	Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause by Philip Kotler, Wiley
4	Websites	Making Sense of Corporate Social Responsibility. Sathish, Ramya. "Corporate Social Responsibility in India - Putting Social-Economic Development on a Fast Track" Corporate Social and Environmental Responsibility in India - Assessing the UN Global Compact's Role by Chahoud, Dr. Tatjana; Johannes Emmerling, Dorothea Kolb, Iris Kubina, Gordon Repinski, Catarina Schläger, 2007.
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	411HR	Type	Subject - Elective
Course Title	Lab in Industrial Relations		

Course Objectives:

1	To expose students to drafting of various notice/ memos/ show cause etc.
2	To expose students to the working of Labour courts

Syllabus:

Unit Number	Contents	Number of Sessions
1	Study & Preparation of notice of strike & lockout (2 minimum each).	5 + 1
2	Study & drafting show cause notice (minimum 2)	5 + 1
3	Handling & drafting misconduct procedure	5 + 1
4	Inviting Trade Union leader to understand issues & functioning of Trade unions	5 + 1
5	Visit to Labour court & Industrial Tribunal	5 + 1

Learning Resources:

1	Text Books	Employee Relations Management by P.N. Singh, Neeraj Kumar, Pearson Publication
2	Reference Books	Industrial Relations, Trade Unions & Labour Legislation by P.R.N.Sinha, Indu Bala Sinha, Pearson Publication IR- Emerging Paradigms by B.D.Singh, Excel Books IR in India Shifting Paradigms by Ratna Sen, Macmillan India
3	Supplementary Reading Material	Industrial Relations by Arun Monappa, TMGH Personnel Management and Industrial Relations by R.S.Davar, Vikas Publishing Industrial Relations by A.M.Sarma, Himalaya Publishing House APS Labour Digest
4	Websites	www.india-laws.com www.ilo.org www.hrsguide.net www.nipm.in
5	Journals	Personnel Today Industrial Journal of Industrial Relations Indian Journal of Industrial Relations

Semester	IV	Specialization	HRM
Course Code	412HR	Type	Subject - Elective
Course Title	Lab in Legal compliances		

Course Objectives:

1	To equip students with various compliances the HR head has to give under different Acts
2	To learn drafting skills of these compliances

Syllabus:

Unit Number	Contents	Number of Sessions
1	The students are expected to study and draft the following compliances 1) Monthly return under The Factories Act 2) Annual return under the Factories Act 3) MPCB Act compliance and return 4) Payment of wages return 5) Minimum Wages return 6) Accident details form no 16 and 14 7) Factory License renewal 8) PF payment and return 9) Payment of Bonus return 10) ESIC Payment and return	25
2	Presentation on the learning by students	05

Learning Resources:

1	Text Books	Bare Acts Labour Law by S.P.Jain Labour Law by Malik
2	Reference Books	Introduction to Labour & Industrial Laws by Avatar Singh, LexisNexis Labour & Industrial Laws by S.N.Mishra, Central law publication Labour Laws by S.D. Geet, Nirali Prakashan Elements of Mercantile Law by N.D.Kapoor, Sultan Chand
3	Supplementary Reading Material	APS Labor Digest
4	Websites	www.india-laws.com www.lawinfo.com www.lawsinindia.com www.lawforyou.com http://www.vakilno1.com
5	Journals	Personnel Today International Labour Review Industrial Journal of Industrial Relations Indian Journal of Industrial Relations

Semester	IV	Specialization	HRM
Course Code	413HR	Type	Subject - Elective
Course Title	Lab in Mentoring and Coaching		

Course Objectives:

1	To apprise students with role of Mentor, Coach & Counselor
2	To demonstrate elements of Mentoring, Coaching & Counseling vis-à-vis industry
3	To get clarity on how to consciously influence themselves and others so as to create productive behaviors that lead to optimal personal impact.

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Manager as a Coach and Mentor: What is coaching & Mentoring? Why & how it is so important? Making the transition from Manager to Coach/ Mentor	4 + 1
2	Putting Coaching & Mentoring to Work: Dos and don'ts of Coaching & Mentoring, Putting it to work vis-à-vis Organizational Context, Selecting & Allotting Coaches and Mentors, Records, Feedback & Follow-up	4 + 1
3	What is Counseling? What is Counseling? Why & how it is so important, attending to? Performance Counseling, Personal and Family Wellbeing, Work-life balance to health problems	5 + 1
4	Dos and Don'ts of Counseling : Understanding Psychometrics, Helping the individual to understand and help himself , Understand the situations and look at them with a new perspective and positive outlook, Helping in better decision making, Alternate solutions to problems, Coping with the situation and the stress.	5 + 1
5	Field Study/ Desk Research: Student along with faculty are expected to study Mentoring, Coaching & Counseling practiced by the organizations in the area & prepare a report.	7 + 1

Learning Resources:

1	Text Books	Coaching & Mentoring by Jane Renton, Profile Books Ltd.
2	Reference Books	Making Mentoring Happen by Kathy Lace, Business & Professional Publishing Pvt. Ltd. Coaching and Mentoring, Harvard Business School Press Coaching, Counseling & Mentoring by Florence M. Stone, AMACOM, 1601 Broadway, New York.
3	Supplementary Reading Material	Improve Your Coaching & Training Skills by Patrick Forsyth, Kogan Page India Pvt. Ltd.
4	Websites	www.coachingnetwork.org.uk http://www.tobincls.com/mentoring.htm http://www.coachingandmentoring.com/Articles/mentoring.html
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	414HR	Type	Subject - Elective
Course Title	Best Practices in HR		

Course Objectives:

1	To expose students to organizations to know best HR Practices
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Faculty & students to develop desk research on Best HR practices like CSR Recruitment Retention Training Transfers Appraisals Employee engagement Compensation Employee participation By organizations like Infosys Wipro TCS TATA Motors IBM TVS Reliance	10
2	Invite HR professionals to share best HR practices & experience	6
3	Visit minimum 2 organizations in the area to know their HR Practices	14

Learning Resources:

1	Text Books	HRM Practices by K B S Kumar, ICFAI university press, I edition
2	Reference Books	HRM practices in Industry by Kaila, Ravishankar, Himalaya Publishing House, I edition
3	Supplementary Reading Material	Case Studies on HRD Practices by M.K. Patel, Anmol Publications Websites of the organizations mentioned above Annual Reports of the organizations mentioned above Newsletter of the organizations mentioned above
4	Websites	www.business-standard.com www.thehrpractice.in www.hrmguide.in www.shrm.org
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	415HR	Type	Subject - Elective
Course Title	Designing HR policies		

Course Objectives:	
1	To equip students with pros and cons of HR Policies
2	To study statutory & non statutory requirements
3	To acquaint students with role & responsibilities of HR professionals

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction on the Content and Use of the Manual</p> <p>Corporate Profile (History, Ownership, Products/Services/Clientele) Corporate Vision and Mission Statement Corporate Values Corporate Philosophy and Beliefs on Human Resource Corporate Table of Organization Manpower Planning: Procedure and Considerations HR Requirements Assessment Worksheet Position Analysis/Job Descriptions</p>	5
2	<p>Recruitment and Selection : Policies, Procedures (Internal placement, Direct Hire, Outsource)</p> <p>Forms (Application, Request for Recruitment, Request for Staffing) Test (IQ, Technical/Functional, Personality/Behavioral, Managerial) Interview Guides/Interview Sheets Background/Reference Check (Letters, Checklist) Verifying Credentials Employee Orientation and Induction: Procedure, Accountability and Content Guidelines Orientation Slides, Orientation Letter Employment Contracts / Bonds Types of Employment: Definition and Considerations Contract Forms, Procedures in Administering Contracts Personnel Movements Promotion, Transfer, Demotion Wage, Salary and Benefits Administration Policy on Compensation Compensation Package Job Classification, Salary Structure Rules on Adjustments Rules on Merit Increases</p>	6

3	Employee Benefits Leave Credits: Types, Procedures of Availing Leaves, Forms and Recording & Conversion of Unused Leaves Monetary and Tangible Benefits Compliance to Government Regulated Benefits Employee Attendance and Absences Policy Time Management Personal Leave of Absences Travel and Accommodation Modes of Transportation Accommodation Issues Travelling Formats(Requisition and Reimbursement) Code of Discipline Dress Code Personal Communications Gifts and Gratuity Policy on Discipline Rules Pertaining to : Attendance Adherence to Norms and Procedures Customer/Public Conduct Use of Company Resources/Properties Safety and Security Behaviors Defining the Corporate Policies Table of Offenses Procedures on Disciplinary Action Disciplinary Written Warning Format Disciplinary Action Report	6
4	Employee Relations and Grievance Handling Corporate Responsibility and Supervisory Responsibility Definition of ER Programs and Activities Grievance Handling Procedures Employee Records Management Employee Profile and History Employee Data Change Transfer/Accountability of Employee Records and Information Training and Development Corporate Policy on Training Training Accountability Procedures in Availing Training (Related Forms) Training Contract: Formal and Informal Outsourced Training: Procedures and Considerations Training Evaluation: Requirements and Forms Employee Training Record	5
5	Field study/ Desk Research Student along with faculty are expected to study HR policies available from various sources and work on designing HR policies (Manual) for an Organization (Wherever Possible real time or for model organization)* .	8

*The list of topics provided in the modules is not exhaustive as such students and faculty members can add as and when they feel the appropriateness of the dimension they get from the study.

Learning Resources:		
1	Text Books	How to Develop Essential HR Policies and Procedures, by John H. McConnell Amacom, Div American Mgmt. Association, Volume 1
2	Reference Books	Guide on Labour & Human Resources, Management Forms & Precedents (Law Practice & Procedure), Snow white Human Resource Policies and Procedures for Nonprofit Organizations by Carol L. Barbeito, John Wiley & Sons, 2004
3	Supplementary Reading Material	The HR Toolkit, Denise A Romano, TMGH HR Manuals, Handbooks available through Contacts and web sources
4	Websites	www.chillibreeze.com/articles_various/HR-policies-in-India.asp http://toostep.com/debate/are-hr-policies-of-indian-companies-employee-friendly
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	416HR	Type	Subject – Elective
Course Title	Competency Mapping		

Course Objectives:

1	Make the students understand concept and importance of competency mapping
2	Give insight into the process and models of competency mapping

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding Competency Mapping : Introduction---history and origin of competency mapping----Reasons for popularity of competency mapping--- Definitions and components of competency---Skill, knowledge and motive---traits of self-concept	6 + 1
2	Competency Mapping - procedures and steps : Determining objectives and scope---clarifying implementation goals and standards----create an action plan----define performance effectiveness----tools for data collection--data analysis---validating competency model----mapping future jobs and single incumbent jobs-----using competency profiles In HR decision	7 + 1
3	Competency Categories : Thresh hold, differentiating, generic vs. key, functional or technical, leadership , managerial	4 + 1
4	Leading and managing competency mapping : Acceptance of competency mapping----causes for resistance---recommended action to address resistance---- Delphi technic,360 degree feedback, HR generic competency mapping----supervisory generic competency mapping	4 + 1
5	Competency assessment and uses : Strategies to address the gaps---- competency recruitment and selection-----competency based appraisal----- competency based succession and career planning----competency based compensation and benefits-----competency based training and development	4 + 1

Learning Resources:

1	Text Books	The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations by Seema Sanghi Sage Publications Pvt. Ltd; Competency Mapping by R K Sahu, Publisher : Excel ASTD Competency Study: Mapping the FuturebyPaul R. Bernthal, Publisher: ASTD Press (June 6, 2004)
2	Reference Books	Competency Mapping For Superior Results by Mukherjee, Sraban TMGH, 2011 -12 Edition
3	Supplementary Reading Material	Understanding Organizational Behavior by Uday Parek, Oxford University Press
4	Websites	http://www.bodhih.com/humanresources/competencymapping.html http://competency-matrix.blogspot.in/ http://mmgindia.com/?tag=competency-mapping
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

MBA SYLLABUS: SEMESTER IV
INTERNATIONAL BUSINESS MANAGEMENT - SPECIALIZATION

University of Pune

Semester	IV	Specialization	IB
Course Code	403IB	Type	Subject - Core
Course Title	International Business Environment		

Course Objectives:

1	To help students understand the nature scope and structure of International Business
2	To explore students to various policy perspective in international regulatory environment.
3	To enable students to understand the influence of various environmental factors on international business operations..

Syllabus:

Unit Number	Contents	Number of Sessions
1	Environmental Context of International Business: Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions. Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.	7 + 2
2	International Financial Environment: Foreign investments -Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.	7 + 2
3	International Economic Institutions and Agreements: WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements.	7 + 2
4	Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.	7 + 2
5	Regional Economic Groupings in Practice: Regionalism vs. multilateralism, Structure and functioning of EC and NAFTA; Regional economic cooperation. Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.	7 + 2

Learning Resources:		
1	Text Books	Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
2	Reference Books	Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8th ed., Addison Wesley, Readings, 1998. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.
3	Supplementary Reading Material	Economic Times Daily Business Standard Daily The Hindu Business Line
4	Websites	http://www.wto.org/ http://www.imf.org/external/index.htm
5	Journals	Asian Economic Bulletin Asian Journal of Management Cases Economic and Political Weekly Enterprise and Society: The International Journal of Business History Global Business Review International Business & Economics Research Journal International Business and Management International Business Research Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy World Affairs: the Journal of International Issues

Semester	IV	Specialization	IB
Course Code	404IB	Type	Subject - Core
Course Title	Indian Economy and Trade Dependencies		

Course Objectives:

1	To explore students to the diversity of issues prevalent in the Indian Economy.
2	To provide insights to the students about the trade related issues of the Indian Economy.
3	To make students realize the importance of trade in the present globalized era.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Indian Economy : Alternative Development Strategies – Trends in National Income, Growth and Structure since 1991 - New Industrial Policy 1991 – Recent changes in Trade Policy - Competition Policy - Public Sector Reform - Privatization and Disinvestments – Progress of Human Development in India	7 + 2
2	Planning and Economic Development : Redefining the Role of the State – Human Capital Formation in India – Problem of Foreign Aid – Economic Reforms and Reduction of Poverty –Measures to Remove Regional Disparities	7 + 2
3	Indian Industries : Review of Industrial Growth under 10 th and 11 th Five year plan - Growth and present state of IT industry in India – Outsourcing, Nationalism and Globalization – Small Sector Industrial Policy	5 + 2
4	a) Foreign Trade : Trends of Exports and Imports of India – Composition of India's Foreign Trade - Direction of India's Foreign Trade – Growth and Structure of India's Foreign Trade since 1991 – Balance of Payments since the New Economic Reforms of 1991. b) Foreign Capital : Need for Foreign Capital – Foreign Investment Inflows – Role of Special Economic Zones (SEZ)	10 + 2
5	India in the Global Setting : India in Global Trade – Liberalization and Integration with the Global Economy – Globalization Strategies – India's Foreign Exchange Reserves – Convertibility of the Rupee – WTO and India.	6 + 2

Learning Resources:		
1	Text Books	Indian Economy by Datt & Sundharam, 61 st Edition, S Chand Indian Economy by Misra & Puri, 4 th Edition, Himalaya Publishing House
2	Reference Books	India's Economic Development Since 1947 3rd Ed. Editor : Uma Kapila
3	Supplementary Reading Material	Foreign Exchange Handbook by H.P Bharadwaj. World Development Reports (Recent years) Economic Times Daily Business Standard Daily The Hindu Business Line
4	Websites	http://www.wto.org/ http://www.imf.org/external/index.htm http://indiabudget.nic.in/
5	Journals	Economic and Political Weekly Foreign Trade Review Global Business Review International Trade Forum International Trade Journal Journal of Economic Perspectives Journal of International Trade & Economic Development Journal of Asian Business Monthly Statistics of International Trade World Affairs: the Journal of International Issues

Semester	IV	Specialization	IB
Course Code	405IB	Type	Subject - Elective
Course Title	Environment and Global Competitiveness		

Course Objectives:

1	To make students aware of the competitive issues facing nations, companies, and individuals in a global economy.
2	To help students understand the issues, policies, and actions that organizations should pursue to develop and maintain organizational strengths that will endure the competitive environment of global markets.
3	To make students realize the importance of sustainable development way of thinking in globally competitive world.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Measuring Competiveness: Defining Competiveness, Macro Economic Indicators – Global Competitiveness Index – Pillars of competitiveness. Michael Porter's five force and competitive advantage theory. Indicators of world competitiveness. Ranking of the current year and India's position. Changes in the top 5 rankings in last 3 year and lessons thereof	5 + 1
2	Globalization & Business: Overview of commercial geography. Impact of geographical aspects on international business and business strategies. Global dynamics: interplay of local, national, regional and worldwide forces OECD / WEF/ G8 / G33. Economic, political, social, cultural, legal, technological forces	5 + 1
3	Sustainable Competitiveness: Economic Growth – Problem or Solution? - Growth, Free Markets, and Business Responsibility – The failure of market-based policies - Sustainable Production and Sustainable Products - Sustainable Consumption - The Sustainable Competitiveness Index framework.	5 + 1
4	Innovation Management : Reducing Uncertainty - Virtualizing the Business Model to Drive Innovation, Agility, and Value Creation - Globalization for Innovations	5 + 1
5	Global Strategy, Structure and Implementation: Country Evaluation and Selection – Export and Import Strategies – Direct Investment and Collaborative Strategies.	5 + 1

Learning Resources:		
1	Text Books	International Business , 12/E, John Daniels, Lee Radebaugh, Daniel Sullivan and Prashant Salwan, Pearson International Business, 6/E, Hill and Jain, The McGraw – Hill Companies
2	Reference Books	Business, Ethics, and the Environment: Imagining a Sustainable Future Joseph DesJardins, Pearson Thomas L Friedman. The World Is Flat: A Brief History of the Twenty-First Century, Further Updated and Expanded, Release 3.0. New York: Picador/Farrar, Straus, and Giroux, 2007. Pankaj Ghemawat. World 3.0: Global Prosperity and How to Achieve It. Boston: Harvard Business Review, 2011. Tarun Khanna and Krishan G. Palepu. Winning in Emerging Markets: A Road Map for Strategy and Execution. Boston: Harvard Business Press, 2010. Richard M. Steers, Carlos J. Sanchez-Runde, and Luciara Nardon. Management Across Cultures: Challenges and Strategies. New York: Cambridge University Press, 2010. Innovation Management, 2/E , Allan Afuah, Oxford
3	Supplementary Reading Material	Global Competitiveness Report 2011-12 , World Economic Forum Economic Times Daily Business Standard Daily The Hindu Business Line
4	Websites	http://www3.weforum.org/docs/WEF_GCR_Report_2011-12.pdf Michael Porter on Competitiveness - Youtube
5	Journals	<u>Journal of Global Competitiveness</u> <u>Advances in Competitiveness Research</u>

Semester	IV	Specialization	International Business Management
Course Code	406IB	Type	Subject - Elective
Course Title	Marketing to Emerging Markets & Bottom of the Pyramid		

Course Objectives:

1	To understand needs and aspirations at the Bottom Of the Pyramid (BOP)
2	To learn about opportunities that exist at BOP

Syllabus:

Unit Number	Contents	Number of Sessions
1	Overview of Emerging Markets: Countries constituting emerging markets. Countries constituting BRICS & Next 11, Growing economic power of emerging markets, Demographic & economic scenario of emerging market countries. Emerging market size for different sectors	5 + 1
2	Emerging Markets - Perspectives & Practices: Characteristics of emerging markets: Emerging markets versus developed markets - market heterogeneity, sociopolitical governance, chronic shortage of resources, unbranded competition, and inadequate infrastructure. Comparative advantage of emerging markets: Policy based advantage, raw material based advantage, NGO based advantage, Marketing Implications in terms of strategy, policy & practice of marketing, Marketing Mix Implications.	7 + 1
3	Bottom of the Pyramid Markets: Difference between Emerging Markets & BOP Markets, Definition, size & composition of BOP markets all over the world, Characteristics of BOP markets	5 + 1
4	Marketing Strategies for BOP Markets: Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions. C K Prahalad's 12 principles, BOP Protocol	5 + 1
5	Criticism of Marketing to BOP & alternate perspectives	3 + 1

Learning Resources:		
1	Text Books	The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson – Singapore.
2	Reference Books	We are like that only by Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.
3	Supplementary Reading Material	<p>Bang V.V. and Joshi S. L. (2008), "Conceptualization of Market Expansion Strategies in Developing Economies", Academy of Marketing Science Review, 4, [Online] Available: http://www.amsreview.org/articles/bang04-2008.pdf</p> <p>World Business Council for Sustainable Development (WBCSD). (2004), Doing business with the poor – a field guide. (March). [Online] Available: http://www.wbcsd.org/DocRoot/uCxCGeI0hrCEXcsN5slo/sl-field-guide-reprint.pdf</p> <p>United Nations Development Programme (UNDP). (2008), "Creating Value For All: Strategies For Doing Business With Poor", The Growing Inclusive Markets Initiative, (July). [Online] Available: http://www.undp.org/gimlaunch/download.shtml.</p> <p>Preston, K, A. Libow, A. Bruno, C.Meade, and R. Wells. (2007), Opportunities for the Majority Index: Analysis of Corporate Performance in Latin America and the Caribbean, The Inter-American Development Bank, 21st December. [Online] Available:http://www.iadb.org/am/2008/docs/OM_Index_Final_Report_v2.pdf.</p> <p>Simanis, E. and S. Hart With J. DeKoszmovszky, P. Donohue, D. Duke, G. Enk, M. Gordon, and T. Thieme. (2008), The Base of the Pyramid Protocol: Toward Next Generation BoP Strategy, Center for Sustainable Global Enterprise, Johnson School of Management, Cornell University, 2nd Ed. . [Online] Available: http://www.wdi.umich.edu/files/BoPProtocol2ndEdition2008.pdf.</p> <p>Karamchandani, A., M. Kubzansky, and P. Frandano. (2009), Emerging Markets, Emerging Models: Market-Based Solutions To The Challenges Of Global Poverty, Monitor group, (March).</p> <p>Hammond, A., W. J. Kramer, R. S. Katz, J. T. Tran, and C. Walker. (2007), The Next 4 Billion: Market size and Business strategy at the Base of the Pyramid, World Resources Institute (WRI) and International Finance Corporation (IFC) [Online] Available: http://www.wri.org/publication/the-next-4-billion.</p> <p>Wilson, D. and R. Purushothaman. (2003) "Dreaming With BRICS: Path to 2050." Goldman Sachs, Global Economics Paper No.99, 1st October.</p>
4	Websites	http://www.wri.org/
5	Journals	<p>Prahalad, C.K., and A. Hammond. (2002), "Serving the World's Poor, Profitably", Harvard Business Review, 80(September), pp. 48-57.</p> <p>Prahalad, C. K. and S. L. Hart. (2002), "The Fortune at the Bottom of the Pyramid", Strategy + Business, 26, pp.54-67.</p> <p>Dawar, N. and A. Chattopadhyay (2000), "Rethinking Marketing Programs for Emerging Markets", William Davidson Institute, Working Paper Number 320.</p> <p>Beshouri, C.P. (2006), "A Grassroots Approach to Emerging-Market Consumers." The McKinsey Quarterly, (March), pp.61-71</p> <p>Karnani, A. (2007), "The Mirage of Marketing to the Bottom of the Pyramid: How The Private Sector Can Help Alleviate Poverty", California Management Review, 49(4), (Summer), pp.90-111.</p> <p>London, T. and S. L. Hart (2006), "Reinventing strategies for emerging markets: beyond the transnational model", Journal of International Business Studies, (August), pp.1–21. [Online] Available: http://e4sw.org/papers/JIBS.pdf.</p> <p>Simanis, E. and S. Hart (2006), "Expanding Possibilities at the Base of the Pyramid - Innovations Case Discussion: KickStart", Innovations, (winter), pp.43-51.</p> <p>Vachani, S. and N. Craig Smith. (2008), "Socially Responsible Distribution: Distribution Strategies For Reaching The Bottom Of The Pyramid", California Management Review, 50(2), (Winter), pp.52-84</p> <p>Sheth, J. N. (2011), "Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices", Journal of Marketing, Vol. 75 (July), 166 – 182.</p>

Semester	IV	Specialization	International Business Management
Course Code	4071B	Type	Subject - Elective
Course Title	CrossCultural Relationship Marketing		

Course Objectives:	
1	To help students understand the cultural aspects of relationships.
2	To emphasize the need for cultural adaptation in relationship development and negotiations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Mapping players and process- identifying players, deciders, Informal influences that make or break a deal. Cross cultural etiquette and behavior-the basics.	5 + 1
2	Buyer and seller feedback loop-Relational embeddedness - dependency and influence of network members over buyer and seller.	5 + 1
3	Communication in cross cultural relationships- Cross communication between network members.	5 + 1
4	Andersen's model (2003) on cross cultural relationship Initiation and development. Cross cultural sales negotiations.	5 + 1
5	Approaches to Negotiations-Top down, Protocol& Deportment, Deeper cultural characteristics, Consensus, Coalition Building-Negotiation specific expectations to shape process of negotiation.	5 + 1

Learning Resources:		
1	Text Books	<p>Relationship Marketing in Cross-cultural contexts by Rugimbana and Nwankwo, Thomson Learning-S. Melbourne</p> <p>The World's Business Cultures and How to Unlock Them by Barry Tomalin and Mike Nicks, Viva Books Pvt. Ltd.</p> <p>Relationship Marketing-the IMP Perspective in Handbook of Relationship Marketing by Jagdish Seth and Atul Parvatiyar 2nd Edition. Thousand Oaks California, Sage Publications</p> <p>Hofstede G - Cultural Consequences International differences in Work Related Values, Beverly Hills, CA Sage Publications</p> <p>Relationship Marketing -The UK Perspective in Hand book of Relationship Marketing by Jagdish Seth and Atul Parvatiyar 2nd Edition California, Sage Publications</p>
2	Reference Books	<p>Cross-Cultural Business Behavior: Marketing, Negotiating, Sourcing and Managing across Cultures by Richard Gesteland, 3rd Edition, Copenhagen Business School Press</p> <p>Cross-Cultural Business Behavior - A guide for Global Management by Richard Gesteland 5th Edition</p> <p>Marketing by Agreement: A Cross-cultural Approach to business negotiations by McCall, J.B. & M.B. Warrington 2nd Edition, John Wiley & Sons</p>
3	Supplementary Reading Material	<p>Global Marketing: A Decision Oriented Approach by Svend Hollensen, 5th Edition.</p> <p>Advances in International Marketing: Establishing Marketing Relationships in Cross Cultural Business, Emerald Insight Books</p> <p>Bargaining Across Borders - How to Negotiate Successfully Anywhere in the world by Foster D.A., MGH, New York</p>
4	Websites	-----
5	Journals	<p>Cross-Cultural Examination of Relationship Quality, by Barry, James M.; Doney, Patricia M.. Journal of Global Marketing, Sep/Oct2011, Vol. 24 Issue 4</p> <p>An investigation of relationship learning in cross-border buyer-supplier relationships: The role of trust, by Liu, C.-L.E.. International Business Review, Jun2012, Vol. 21 Issue 3</p> <p>The Complexities of Perceived Risk in Cross-Cultural Services Marketing by Keh, Hean Tat; Sun, Jin. Journal of International Marketing. 2008, Vol. 16 Issue 1, p120-146.</p> <p>The Effects of Adaptation, Commitment And Trust In Cross-Cultural Marketing Relationships by Walton, James R.; Salazar, Ronald J.; Jifu Wang. Journal of Applied Business Research. 2008 3rd Quarter, Vol. 24 Issue 3, p29-38.</p>

Semester	IV	Specialization	International Business Management
Course Code	408IB	Type	Subject - Elective
Course Title	Foreign Exchange Management		

Course Objectives:

1	To make the student aware about importance, concept and tools of Foreign Exchange Management.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Management of Foreign Exchange with special reference to India: Meaning of the Term " Foreign Exchange", Exchange Market, Statutory basis of Foreign Exchange, Evolution of Exchange Control, Outline of Exchange Rate and Types, Introduction to International Monetary Developments : Gold standard, Bretton Woods system, Fixed-Flexible Exchange Rate Systems, Euro market.	5 + 1
2	Sources of demand for and supply of foreign exchange – the balance of payments (bop) framework; nominal, real and effective exchange rates; determination of rate of exchange; monetary portfolio balance; purchasing power parity approaches; overvalued and undervalued currencies; exchange rate systems. India's Forex Scenario : BOP crisis of 1990, LOERMS, Convertibility.	5 + 1
3	General factors of exchange rate fluctuations; the DORNBUSCH Sticky – price theory of exchange rate volatility; exchange rate overshooting and the J-curve effect; central banking intervention for exchange rate stability; effect of depreciation on trade balance.	5 + 1
4	Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; forwards in hedging and arbitrage; methods of quoting exchange rates; cross rates of exchange; arbitrage operations; bid-ask spreads; the Interest Rate Parity. Theorem; the Expectation Theory; International Fisher Effect.	5 + 1
5	Currency futures, options and determination of their market value, over-the-counter options; Fisher Black's Optional-Pricing model; currency and interest rate swaps; credit risk of swaps; Euro currency market and its instruments; measuring foreign exchange risk and exposure; basic techniques of exposure management; foreign exchange regulation in India.	5 + 1

Learning Resources:		
1	Text Books	D Levi Maurice, International Finance, Prentice Hall of India, New Delhi Roth Paul, Mastering Foreign Exchange and Money Markets, Pitman, London
2	Reference Books	Giddy, IAN, Global Financial Markets, AITBS, New Delhi Apte P G, International Financial Management, Tata McGraw Hill, New Delhi
3	Supplementary Reading Material	Buckley, Multinational Finance, Prentice Hall of India, New Delhi
4	Websites	-
5	Journals	Asian Economic Bulletin Asian Journal of Management Cases Economic and Political Weekly Global Business Review Global Journal of International Business Research International Business & Economics Research Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development World Affairs: the Journal of International Issues

Semester	IV	Specialization	International Business Management
Course Code	409IB	Type	Subject - Elective
Course Title	E Commerce		

Course Objectives:

1	To introduce students to the concept of e-commerce
2	To equip students to assess e-commerce requirements of a business and develop e-business plans
3	To help students understand various e-commerce applications

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Electronic Commerce: Meaning, nature and scope; Channels of e-commerce; Business applications of e-commerce; Global trading environment and adoption of e-commerce. Business Models of E-commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; product and service digitization; Remote servicing procurement, and online marketing and advertising E-commerce resources and infrastructure planning.	5 + 1
2	Business to Consumer E-commerce Applications: Cataloging; Order planning and order generation; Cost estimation and pricing; Order receipt and accounting; Order selection and prioritization: Order scheduling, fulfilling and delivery, Order billing and payment management; Post sales services.	5 + 1
3	Business to Business E-Commerce: Need and alternative models of B2B e-commerce; Using Public and private computer networks for B2B trading; EDI and paperless trading: characteristic features of Edi service arrangement; Internet based EDI; EDI architecture and standards; VANs; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing-Traditional web promotion: Web counters; Web advertisements.	5 + 1
4	Electronic Payment Systems and Order Fulfillment: Types of payment systems - e-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Operational, credit and legal risks of e-payment, Risk management options for e-payment systems; Order fulfillment for e-commerce. Security Issues in E-Commerce: Security risks of e-commerce-Types and sources of threats; Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption approach to e-commerce security.	5 + 1
5	Regulatory Environment of E-Commerce: Borders and jurisdiction contracting and contract enforcement; International cyber laws -aims and salient provisions; cyber laws in India and their limitations; Taxation and e-commerce; Ethical issues in e-commerce.	5 + 1

Learning Resources:		
1	Text Books	Bajaj, Deobyani Nag, E-Commerce, Tata McGraw Hill Company, New Delhi, 2000. Diwan, Prag and Sunil Sharma, Electronic Commerce -A Manager's Guide to E-Business, Vanity Books International, Delhi. Greenstein, M. and T.M. Feinman, Electronic Commerce: Security, Risk Management and Control, Tata McGraw hill, 2000.
2	Reference Books	Agarwala, Kamlesh N., Amit Lal and Deeksha Agarwala, Business on the Net: An Introduction to the Whats and Hows of E -Commerce, Macmillan India Ltd., 2000. Fitzerald, Business Data Communication Network, McGraw Hill, 1998. Kalakota, Ravi and Andrew P. Whinson, Frontiers of Electronic Commerce, Addison Wesley. Kosiur, David, Understanding Electronic Commerce, Prentice Hall of India Private Ltd., New Delhi.
3	Supplementary Reading Material	Schneider, Gary P. and James T. Perry, Electronic Commerce, Thompson Learning, Cambridge, 2001. Turban, E., et. al., Electronic commerce: A Managerial Perspective, Pearson Education Asia. Whiteley, David, E-commerce, McGraw Hill, New York, 2000. Young, Margaret Levine, The Complete Reference to Internet, Tata McGraw Hill, New Delhi, 1999.
4	Websites	-
5	Journals	-

Semester	IV	Specialization	International Business Management
Course Code	410IB	Type	Subject - Elective
Course Title	Enterprise Resource Planning		

Course Objectives:

1	To help the student understand how a business works and how information systems fit into business operations.
2	To emphasize the cross functional integration aspects of a business.
3	To enable better managerial decision making through real time data integration and sharing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding Enterprise Resource Planning: Concept of Enterprise , Overview of Business Functions and Business Processes, Integrated Management Information, Business Modeling, Evolution of ERP; ERP and related technologies; Myths about ERP; Importance of ERP; Value creation in organizations through ERP; Benefits of ERP; Risk of ERP - People Issues, Process Risks, Technological Risks, Implementation Issues, Operation & Maintenance Issues; Managing risk in ERP projects.	5 + 1
2	ERP & Related Technologies: Business Process Reengineering, Data Warehousing, Data Mining, OLAP, PLM, SCM, CRM, GIS, ERP Functional Modules , Integration of ERP, Supply Chain, CRM.	5 + 1
3	ERP Implementation: Technological, Operational, Business Reasons for ERP implementation , ERP implementation Life Cycle – Objectives - Phases - Reasons for failure; Implementation challenges; ERP transition strategies - Big Bang Strategy, Phased Implementation, Parallel Implementation, Process Line Transition Strategy, Hybrid Transition Strategy, Strategy Choice; Success and failure factors of an ERP implementation; ERP implementation costs; Organization and working of ERP implementation team.	5 + 1
4	ERP Operations and Future Trends: Operation and maintenance of the ERP system; Maximizing the ERP system; ERP and e-business; Integration of ERP, internet and www; Future of ERP.	5 + 1
5	ERP Systems Processes and Management Control: Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resource Management, Overview of an ERP product.	5 + 1

Learning Resources:		
1	Text Books	Leon, Alexis, "Enterprise Resource Planning" TMH Publication, 2nd Ed., 2008. Sumner, Mary, "Enterprise Resource Planning" Pearson Education, 2006. Koul, Saroj, "Enterprise Resource Planning" Galgotia Publishing, 2001. Garg, V. K. and Venket Krishna N. K., "ERP Concepts and Practice", PHI Publication, 1997.
2	Reference Books	Leon, Alexis, "ERP Demystified", TMH Publication, 2nd Ed., 2004.
3	Supplementary Reading Material	ERP In Practice by Vaman Jagan, TMGH
4	Websites	-
5	Journals	-

Semester	IV	Specialization	International Business Management
Course Code	411IB	Type	Subject - Elective
Course Title	Global HR		

Course Objectives:

1	To give exposure to the students to international HR
2	To make students understand various initiatives in global HR
3	To make students understand various issues in global HR

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Defining international HR, difference between domestic and international HR, Variables determining difference between domestic and international HR, The path to global status, Talent management, International business ethics and HRM	4 + 1
2	Managing and supporting international assignments: Linking international assignments with organizational strategy, Staffing for international assignments, Issues in staff selection, selection criterion, The role of expatriate, the role of non-expatriate, dual career couples, are female expatriate different? role of the corporate HR function.	6 + 1
3	International HR: Importance of pre departure training, programs, the effectiveness of pre departure training, developing staff through international assignments. Objectives of international compensation, key components of international compensation program, approaches to international compensation. Performance management in multinational, PM of international employees, Appraisal of international employees.	6 + 1
4	Key issues in international HR : Trade unions and international HR , the response of trade unions to multi nationals, the issue of social dumping, the impact of digital economy	4 + 1
5	Virtual Organization study: Field Study/ Desk Research Students to be divided in a group of 5 each. Each group to identify two organizations having presence in other country/countries and study their HR practices in the light of the above topics. This may be desk research or field visit. The groups will give hard copy of the work and also presentation.	5 + 1

Learning Resources:		
1	Text Books	International Human Resource Management by Peter j Dowling, Devis E Welch, 4 th Edition.
2	Reference Books	International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH
3	Supplementary Reading Material	International HRM- A cross cultural approach, Terence Jackson, SAGE publication.
4	Websites	http://www.cipd.co.uk/global/ www.shrm.org www.hrmguides.net
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	International Business Management
Course Code	412IB	Type	Subject - Elective
Course Title	WTO and Intellectual Property Rights		

Course Objectives:

1	To sensitize the students about the importance of WTO and Intellectual property in the global economy.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	GATT and WTO: GATT and Evolution of World Trade Organization (WTO), Role of WTO in International Trade, Main Features of WTO, New Issues in WTO: Environment, Investment, Competition Policy, Government Procurement, Trade Facilitation, Electronic Commerce, Social Clause, Labour Standards; Implementation and Implication.	5 + 1
2	General Introduction in the Intellectual Property Law: The Notion of Intellectual Property, Historical Background, The Main Fields of Intellectual Property, Industrial Property Law: Inventions, Industrial Creations Characterized by Relative Novelty (innovations), Know-How, Industrial Designs and Models, Utility Models, Layout-designs of Semiconductor Integrated Circuits (semiconductor chips), Plant Varieties, Trademarks, Geographical Indications, Trade-names, Emblems, Other Distinctive Signs; Scientific Discoveries, Neighbouring Rights.	5 + 1
3	Intellectual Property: IPR and Economic Development, Copyright Law ("Rights of Authors"), Correlation of Intellectual Property Law with Unfair Competition, Common Features of the Intellectual Property Rights, Legal Nature of the Intellectual Property Rights, Position of the Intellectual Property Law in the Legal System.	5 + 1
4	International Protection of Intellectual Property: The World Intellectual Property Organization, The Agreement on Trade-Related Aspects of Intellectual Property Rights ("TRIPS"), The Paris Convention for the Protection of Industrial Property, The Patent Cooperation Treaty, The Hague Agreement Concerning the Deposit of Industrial Designs, The Berne Convention for the Protection of Literary and Artistic Works, The Rome International Convention for the Protection of Performers, Producers of Phonograms and Broadcasting Organizations, The Geneva Convention for the Protection of Producers of Phonograms Against Unauthorized Duplications of their Phonograms.	5 + 1
5	Trademarks: The International Convention for the Protection of New Varieties of Plants, The Budapest Treaty on the International Recognition of the Deposit of Microorganisms, The Madrid Agreement Concerning the International Registration of Trademarks and the Protocol Relating to the Madrid Agreement, The Trademark Law Treaty	5 + 1

Learning Resources:		
1	Text Books	Das Bhagirath Lal (2003). The WTO and the Multilateral Trading System: Past, present and future, Third World Network and Zen Books. David Rainbridge (2003). Intellectual Property, Pearson Education.
2	Reference Books	Ganguli, Prabudha (2001). IPR-unleashing the Knowledge Economy, Tata McGraw-Hill Publishing Co. Ltd. Ramappa, T. (2000). Intellectual property rights under WTO: Task before India, Wheeler Publishing.
3	Supplementary Reading Material	Maskus Keith E. (2000). Intellectual Property Right in the global economy, Institute for International Economies, Washington.
4	Websites	www.wipo.int/ www.wto.org/english/tratop_e/trips_e/trips_e.htm www.wipo.int/pct/en/texts/articles/atoc.htm www.wipo.int/treaties/en/ip/wct/ www.ipmatters.net/features/000707_gibbs.html www.iptoday.com
5	Journals	Journal of Intellectual Property Rights Indian Journal of Intellectual Property Law Journal of Intellectual Property Law & Practice IDEA- The Intellectual Property Law Review

Semester	IV	Specialization	International Business Management
Course Code	413IB	Type	Subject - Elective
Course Title	Global Competitiveness and Strategic Alliances		

Course Objectives:

1	To develop conceptual understanding of global competitiveness
2	To understand strategies and processes that lead to global competitiveness
3	To understand strategic alliance as an important initiative to achieve global competitiveness
4	To know steps to be taken to implement strategic alliance program

Syllabus:

Unit Number	Contents	Number of Sessions
1	Global Competitiveness: An Overview – Macroeconomic and Business Strategy Perspective, Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies.	5+1
2	Developing Competitiveness – Role of Quality and Productivity in Achieving World Class Competitiveness - Role of Government Policy - Attaining Competitiveness through Integrated Process Management, Technology and Innovation - Human Capital and Competitiveness - Role of Information Systems in Building Competitiveness - Industrial Clusters and Business Development - Strategic Management of Technology and Innovation.	5+1
3	Global Competitiveness of Indian Industry – Status; Causes for lack of competitiveness - Strategic Options for Building Competitiveness -	5+1
4	Joint Ventures and other forms of Strategic Alliance-Benefits and Scope of Strategic Alliance – Forms of management/ ownership – Types of Alliance – Steps in implementing Strategic Alliance – Limitations and Pitfalls of Strategic Alliance	5+1
5	Internationalization of Indian Business - Case Studies of Globally Competitive Indian Companies.	5+1

Learning Resources:

1	Text Books	Momaya Kiran (2001). International Competitiveness: Evaluation and Enhancement, Hindustan Publishing Corporation (India). Fidelis Ezeela Harrison (1999). Theory and Policy of International Competitiveness, Greenwood Publishing Group.
2	Reference Books	International Business, 4th Edition, Griffin and Pustay, Prentice Hall
3	Supplementary Reading Material	Marcela, Vivian Walsh (2007). International Competitiveness and Technological Change, Oxford Press. Hamel G. and Prahalad C.K (1994). Competing for the future. Harvard Business Press. IMD, World Competitiveness Year Book, Latest issue. World Economic Forum, Global Competitiveness Report, Latest report.
4	Websites	-
5	Journals	-

Semester	IV	Specialization	International Business Management
Course Code	414IB	Type	Subject - Elective
Course Title	International Diversity Management		

Course Objectives:

1	To equip students with the knowledge and importance of culture and help them to manage International Diversity.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Broad concept and definition of diversity. Historical perspective of diversity management in changing demographics	5 + 1
2	Understanding cultures, influence of behavior. Explanation of the dimension of race, ethnicity, gender, caste, sexual orientation. Socio-economic status, age, physical abilities, religious beliefs, political ideologies.	5 + 1
3	Formulations of international equal opportunity and non-discrimination policies. Limitations of Affirmative action welcoming ex-parte evaluation and other legal policies.	5 + 1
4	Recruitment, development and retention strategies in diverse organizations and Workplaces. Diversity management training programs for all employees and continuous monitoring of results, Diversity Audit.	5 + 1
5	Analysis of any two Organization's culture,	5 + 1

Learning Resources:		
1	Text Books	International Business, S Shajahan, Macmillan India Limited, Delhi, 2006. International Business: An Introduction, Geert Hofstede, Palgrave, New York, 2001. International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH
2	Reference Books	International Human Resource Management by Peter j Dowling, Deice E Welch, 4 th Edition
3	Supplementary Reading Material	International HRM- A cross cultural approach, Terence Jackson, SAGE publication.
4	Websites	-
5	Journals	Colorful window dressing: A critical review on workplace diversity in three major American corporations by Marques, Joan F. Human Resource Development Quarterly. Winter2010, Vol. 21 Issue 4, p435-446. Managing Diversity: Using an Equal Opportunities Audit to Maximize Career Potential and Opportunities in a UK Bank by Sutherland, Valerie J.; Davidson, Marilyn J. European Journal of Work & Organizational Psychology. 1996, Vol. 5 Issue 4, p559. How to...take advantage of diversity by People Management. 3/7/2002, Vol. 8 Issue 5, p52. How multinationals can attract the talent they need by Dewhurst, Martin; Pettigrew, Matthew; Srinivasan, Ramesh; Choudhary, Vimal. McKinsey Quarterly. 2012, Issue 3, p92-99. Reverse mentoring at work: Fostering cross-generational learning and developing millennial leaders by Marcinkus Murphy, Wendy. Human Resource Management. Jul/Aug2012, Vol. 51 Issue 4, p549-573. International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	International Business Management
Course Code	415IB	Type	Subject - Elective
Course Title	Foreign Language for International Business - II		

Course Objectives:

1	To equip the students with a foreign language skill at least to that extent that is required for conducting international business.
2	To provide the student with listening, reading, speaking and writing skills in chosen foreign language.
3	To enhance the vocabulary in the selected Foreign Language.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introducing a company : Introducing a company, its organization, its activities, its market, its trade policy, its financial and trade positions as well as its result and experience all these quantitatively and indicate also their evolution and make comparisons, interpret and comment on tables and graphs.	5 + 1
2	Speaking about the Professional environment : Talking about the framework of professional environment, its working conditions, the posts, the timings, Salaries leave, holidays and language learner's relationship with other colleagues.	5 + 1
3	Explaining the details : Understanding and explaining the manufacturing process and understand the directions for use. Asking and giving information on a product and on a service. Obtaining and providing information on the price, the modes and conditions of payment. Noting down and convey requests and claims of the clients. Placing orders.	5 + 1
4	Managing Visitors : Welcoming visitors and clients and to provide them with necessary information, orient them, scan the visitors and also to be able to make them wait.	5 + 1
5	Organizing : Organizing meetings and participate in meetings. Organizing different events, for example, an appointment, a meeting, a seminar, a fair or an exhibition and also be able to fix up, confirm, postpone or cancel an appointment or a programme.	5 + 1

Note:

Institute may offer any one of the following foreign languages to the students: SPANISH / FRENCH/ GERMAN/ JAPANESE / CHINESE

Learning Resources:

1	Text Books	Relevant Standard Text Books, Videos, Audio CDs for the language offered to the students.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

MBA SYLLABUS: SEMESTER IV
SUPPLY CHAIN MANAGEMENT - SPECIALIZATION

University of Pune

Semester	IV	Specialization	Supply Chain Management
Course Code	403SCM	Type	Subject Core
Course Title	Strategic Supply Chain Management		

Course Objectives:	
1	To understand the role and objectives of Strategic Supply Chain Management
2	To recognize the role and importance of strategic partnerships and alliances in Supply Chain Management
3	To appreciate the increasing scope of Supply Chain Management and its future challenges

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chain Strategy: Strategic objectives of SCM - customer focus, product development, market development, diversification, learning & organizational capability, sustainable competitive advantage through SC	7 + 2
2	Managing SC for Strategic Fit: concept of strategic fit, steps in achieving strategic fit, impact of customer needs, impact of uncertainty, multiple products & customer segments, PLC, globalization & competitive changes over time	7 + 2
3	Expanding Strategic Scope: Minimize local cost perspective, Minimize functional Cost perspective, Maximize Company Profit perspective, Maximize SC Surplus perspective, Agile intercompany inter functional scope	7 + 2
4	Strategic Partnerships & Alliances: Collaborative Advantages, Framework for Strategic Alliances, Core Competence – 3PL, 4PL & Outsourcing: Advantages & Disadvantages, Prerequisites, Implementation Issues	7 + 2
5	Supply Chain Challenges – Strategies for the future: Mass customization, Globalization, Greening, Ethical SC, Intelligent System, Implications for managers, organizations & policy makers	7 + 2

Learning Resources:		
1	Text Books	Supply Chain Management: Strategy Planning & Operation by Sunil Chopra, Peter Meindl, Kalra, Pearson, 3 rd Edition. Supply Chain Strategies – Customer Driven & Customer Focused by Tony Hines, Elsevier, 1 st Edition
2	Reference Books	Managing the SC- A Strategic Perspective by Gattorna Walters, Palgrave Macmillan, 1 st Edition New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Extending the Supply Chain by Boyer, Forhlich and Hult, PHI, 3 rd Indian Reprint, 2009
3	Supplementary Reading Material	Designing & Managing the SC – Concepts, Strategies & Case studies – by Levi, Kaminskyet. al., TMGH, 3 rd Edition Manufacturing Operations and Supply Chain Management: The Lean Approach by Taylor and Brunt, Thomson Learning. Supply Chain Management by Mentzer, Response Books, 2007
4	Websites	http://csmp.org/ www.supplychain.org
5	Journals	An adaptive framework for aligning (re)planning decisions on supply chain strategy, design, tactics, and operations by Ivanov, Dmitry., International Journal of Production Research, Jul2010, Vol. 48 Issue 13 The Impact of Competitive Strategy and Supply Chain Strategy on Business Performance: The Role of Environmental Uncertainty by Yinan Qi; Xiande Zhao; Chwen Sheu., Decision Sciences, May2011, Vol. 42 Issue 2 An Exploration of Fisher's Framework for the Alignment of Supply Chain Strategy With Product Characteristics by Harris, Gregory A.; Componation, Paul J.; Farrington, Phillip A., Engineering Management Journal, Dec2010, Vol. 22 Issue 4 Alignment of Supply Chain Strategy with Business Strategy by Mitra, Amarnath; Bhardwaj, Sunil., IUP Journal of Supply Chain Management, Sep2010, Vol. 7 Issue 3 What's the buzz about moving from 'lean' to 'agile' integrated supplychains? A fuzzy intelligent agent-based approach by Jain, Vipul; Benyoucef, Lyes; Deshmukh, S. G., International Journal of Production Research, Dec2008, Vol. 46 Issue 23 Improving supply-chain collaboration by linking intelligent agents to CPFR by Caridi, M.; Cigolini, R.; De Marco, D., International Journal of Production Research, 2005, Vol. 43 Issue 20

Semester	IV	Specialization	Supply Chain Management
Course Code	404SCM	Type	Subject Core
Course Title	Knowledge Management in Supply Chains		

Course Objectives:	
1	To know Supply Chain Systems Classification
2	To understand the role of IT as an enabler of Supply Chain Management for today's businesses

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chain IT Framework: Supplier Relationship Management, Internal Supply Chain Management, Customer Relationship Management, Transaction Management Foundation	7 + 2
2	Supply Chain Information Systems: SC Information System classification, Requirement Analysis for Information Systems in SC, Information for Strategic SC decisions, Risks & Challenges in implementing SC Information Systems, Benefits of SC Information Systems	7 + 2
3	Digital Markets & Efficient Supply Chains: Web enabled Supply Chains, Technological impact of SC disintermediation, Reconfiguration of SC, Pure technology applications in SC, Process Improvements - technology adoption	7 + 2
4	E-Supply Chain Opportunities: E business & SCM – Upstream Perspective, B-2-B Perspective, E supply chain opportunities - e procurement, e fulfillment, auctions & reverse auctions, collaborative demand planning, intranets, extranets & VPN, Benefits to SMEs & MSMEs	7 + 2
5	Technology Standards: Overview of Information Technology infrastructure – interface devices, system architecture, e-commerce. Service oriented architecture – Introduction to ERP. Applications of Bar coding & scanning, RFID, EPOS, Global data synchronization, Image Processing, GPRS	7 + 2

Learning Resources:		
1	Text Books	Supply Chain & Logistics Management by Bowersox, Closs & Cooper, TMGH, 2 nd Edition. Supply Chain Management – Strategy, Planning and Execution by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3 rd Edition Supply Chain Management Process, System & Practice by N.Chadrasekaran, Oxford, 1 st Edition Supply Chain Strategies: Customer Driven and Customer Focused by Tony Hines, Elsevier, 2008
2	Reference Books	Designing & Managing the SC – Concepts, Strategies & Case studies by Levi, Kaminsky et. al., TMGH, 3 rd Edition.
3	Supplementary Reading Material	New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007
4	Websites	www.supplychainmanagement.in
5	Journals	Explicating the Mediating Role of Integrative Supply Management Practices in Strategic Outsourcing: A case study analysis by Narasimhan, Ram; Narayanan, Sriram; Srinivasan, Ravi., International Journal of Production Research, Jan2010, Vol. 48 Issue 2 Intra-Organizational Perspectives On IT-Enabled Supply Chains by Singh, Nitin; Kee-hung Lai; Chen, T. C. E.. Communications of the ACM, Jan2007, Vol. 50 Issue 1 E-Enabled Closed-Loop Supply Chains by van Nunen, Jo A. E. E.; Zuidwijk, Rob A. California Management Review, Winter2004, Vol. 46 Issue 2 The Role of Trust and Collaboration in the Internet-enabled Supply Chain by Grossman, Martin., Journal of American Academy of Business, Cambridge, Sep 2004, Vol. 5 Issue 1/2

Semester	IV	Specialization	Supply Chain Management
Course Code	405SCM	Type	Subject - Elective
Course Title	Green Logistics and Supply Chains		

Course Objectives:

1	To sensitize the students to external costs of logistics and supply chains (climate change costs).
2	To analyze the environmental costs of logistics and how to deal with them effectively.
3	To highlight how different types of environmentally sustainable practices should be adopted at different stages of supply chains.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Environmental Sustainability & Green Logistics: Concept of Green Logistics, Green Logistics – Rhetoric & reality, Key drivers for greening of Logistics & Supply Chains, Benefits of Green Supply Chains	4 + 1
2	Environmental Costs of Logistics: Arguments for and against internalizing environmental costs of logistics, Monetary calculation of environmental costs, Concept of Carbon Credits, Guidelines for carbon foot printing, Carbon foot printing process, success factors in carbon foot printing, Carbon Auditing of Supply Chains	5 + 2
3	Reverse Logistics for Waste Management: Waste Management in the context of reverse logistics, Waste Treatment Legislation, Reuse & refurbishment markets and take back business models, Managing waste as a part of sustainable reverse process.	5 + 1
4	Public Policy and Green Supply Chains: Role of Government, Policy Measures, Energy Efficiency, Cutting Emissions.	5 + 1
5	Green Supply Chains: Case Studies on Green Initiatives by Manufacturers, Green Initiatives by Government & Non-Profit Organizations, Green Initiatives by Retailers, Green Initiatives by Consumers.	5 + 1

Learning Resources:

1	Text Books	Green Logistics – Improving the Sustainability of Logistics, Edited by McKinnon, Cullinane, Brown & Whiteing, Published by Chartered Institute of Logistics & Transport, UK.
2	Reference Books	Total Supply Chain Management by Basu & Wright, Elsevier, 1 st Ed.
3	Supplementary Reading Material	Greening the Supply Chain- A guide for Asian Managers by Purba Halady Rao, Response Books, 1 st Edition.
4	Websites	www.greenlogistics.org www.greenlogisticsforum.com
5	Journals	Why business needs to green the supply chain by Hoskin, Paul., University of Auckland Business Review, Autumn 2011, Vol. 13 Issue 1 How Green Are Your Supply Chains? By Crandall, Richard E., Industrial Management, May/Jun 2006, Vol. 48 Issue 3. Greening The Supply Chain: A New Initiative In India With Special Reference To Chhattisgarh by Ashraf, Gazala Yasmin; Raichoudhary, Arpita; Mukherjee, P. N.; Srivastava, R. K. Pranjana., The Journal of Management Awareness, Jan-Jun 2009, Vol. 12 Issue 1 The Economic Value of a Sustainable Supply Chain by Mefford, Robert N., Business & Society Review (00453609), Spring 2011, Vol. 116 Issue 1

Semester	IV	Specialization	Supply Chain Management
Course Code	406SCM	Type	Subject - Elective
Course Title	Enterprise Resource Planning		

Course Objectives:	
1	To help the student understand how a business works and how information systems fit into business operations.
2	To emphasize the cross functional integration aspects of a business.
3	To enable better managerial decision making through real time data integration and sharing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding Enterprise Resource Planning: Concept of Enterprise , Overview of Business Functions and Business Processes, Integrated Management Information, Business Modeling, Evolution of ERP; ERP and related technologies; Myths about ERP; Importance of ERP; Value creation in organizations through ERP; Benefits of ERP; Risk of ERP - People Issues, Process Risks, Technological Risks, Implementation Issues, Operation & Maintenance Issues; Managing risk in ERP projects.	5 + 1
2	ERP & Related Technologies: Business Process Reengineering, Data Warehousing, Data Mining, OLAP, PLM, SCM, CRM, GIS, ERP Functional Modules , Integration of ERP, Supply Chain, CRM.	5 + 1
3	ERP Implementation: Technological, Operational, Business Reasons for ERP implementation , ERP implementation Life Cycle – Objectives - Phases - Reasons for failure; Implementation challenges; ERP transition strategies - Big Bang Strategy, Phased Implementation, Parallel Implementation, Process Line Transition Strategy, Hybrid Transition Strategy, Strategy Choice; Success and failure factors of an ERP implementation; ERP implementation costs; Organization and working of ERP implementation team.	5 + 1
4	ERP Operations and Future Trends: Operation and maintenance of the ERP system; Maximizing the ERP system; ERP and e-business; Integration of ERP, internet and www; Future of ERP.	5 + 1
5	ERP Systems Processes and Management Control: Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resource Management, Overview of an ERP product.	5 + 1

Learning Resources:		
1	Text Books	Enterprise Resource Planning by Leon, Alexis, TMH Publication, 2 nd Edition, 2008. Enterprise Resource Planning by Koul, Saroj, Galgotia Publishing, 2001. ERP Concepts and Practice by Garg, V. K. and Venkat Krishna N. K., PHI Publication, 1997.
2	Reference Books	Enterprise Resource Planning by Sumner, Mary, Pearson Education, 2006.
3	Supplementary Reading Material	ERP In Practice by Vaman Jagan, TMGH
4	Websites	www.oracle.com/ERP www.sap.com/ www.openerp.com/
5	Journals	Measuring System Performance of an ERP-based Supply Chain by Ho, Chrwan-Jyh., International Journal of Production Research, 2007, Vol. 45 Issue 6 Supply Chain Transformation byERPfor Enhancing Performance: An Empirical Investigation by Zong Dai., Advances in Competitiveness Research, 2008, Vol. 16 Issue 1 Coordination Strategies in an SaaS Supply Chain by Demirkan, Haluk; Cheng, Hsing Kenneth; Bandyopadhyay, Subhajyoti., Journal of Management Information Systems, Spring2010, Vol. 26 Issue 4

Semester	IV	Specialization	Supply Chain Management
Course Code	407SCM	Type	Subject - Elective
Course Title	Purchasing & Supplier Relationship Management - II		

Course Objectives:

1	To provide an in-depth understanding of the fundamentals surrounding purchasing in different contexts.
2	To make the students aware of the different demands placed on the purchasing and supply chain managers by business stakeholders.
3	To help the students understand the impact of purchasing on competitive success and profitability of modern day organizations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Purchasing for Institutions & Government Organizations: Similarities and dissimilarities with industrial purchasing. Purchasing procedure, roles of purchasing. Products & services purchased, functions performed, Purchase Cycle, Establishing sources of supply, Contracts Administration, Internal & External Environmental factors	5 + 1
2	Purchasing of Services: Hidden Opportunities, Planning the statement of work, Writing the statement of work, Selecting service contractors, Compensating Service suppliers, Professional services, Technical services, Operating services, Contract administration, Develop a sound Procedure for Evaluation	5+ 1
3	Purchasing of Capital Equipment: Differences in the procurement of capital equipment - Nonrecurring purchases, Nature and size of Expenditure. Considerations in Source Selection –Operating Characteristics of equipment, Engineering features of equipment, Total economic analysis, Various qualitative considerations, Life cycle cost analysis, Role of Purchasing, Used / Second hand equipment Purchasing, Leased equipment– factors favouring leasing	5 + 1
4	Worldwide Sourcing - Creating a world class supply base: An overview of Worldwide Sourcing, Why source worldwide? Barriers to worldwide sourcing, Information about Worldwide sources, Supplier selection issues, Cultural understanding, Language and communication differences, Legal issues, Logistical issues, Organizational issues, Costs associated with Worldwide Sourcing, Managing international currency risk, Hedging – Spot & Forward Contracts, Progressing from International Purchasing to Global Sourcing, Differentiating factors between successful and less successful Global Sourcing Efforts, Benefits of global sourcing, Future Global Sourcing Trends	5 + 1
5	Performance Measurement & Evaluation: Why Measure Performance, Problems with Purchasing Measurement and Evaluation, Purchasing Measurement Categories – Price Performance Measures, Cost-Effectiveness Measures, Quality, Time related Measures, Technology Innovation Measures, Physical Environment and Safety, Asset Management and Integrated SC Measures, Administration and Efficiency Measures, Developing a Performance Measurement and Evaluation System - Determining which Performance Categories to Measure, Developing Specific Performance Measures, Establish Performance Objectives for each Measure, Finalize system Details, Implement and Review	5 + 1

Learning Resources:		
1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Thomson South Western, 3 rd Edition. Purchasing & Supply Chain Management by Lyons and Farrington, Pearson Education, 2010.
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6 th Edition.
3	Supplementary Reading Material	Organizational Buying Behaviour by Webster and Wind, Prentice Hall, 1972
4	Websites	www.cips.org www.eipm.org
5	Journals	e Global Sourcing and Logistics Exercise: A Group Exercise to Demonstrate Basic Global Supply Chain Principles by Ashenbaum, Bryan., Decision Sciences Journal of Innovative Education, Sep2008, Vol. 6 Issue 2 Strategic Alliance-Based Global Sourcing Strategy for Competitive Advantage: A Conceptual Framework and Research Propositions by Murray, Janet Y., Journal of International Marketing, 2001, Vol. 9 Issue 4 Global sourcing in the auto industry by Bergmann, Markus; Mangaleswaran, Ramesh; Mercer, Glenn A., McKinsey Quarterly, 2004 Special Edition Pursuing competitive advantage through integrated global sourcing by Trent, Robert J.; Monczka, Robert M., Academy of Management Executive, May2002, Vol. 16 Issue 2

Semester	IV	Specialization	Supply Chain Management
Course Code	408SCM	Type	Subject - Elective
Course Title	Supply Chain Risk Management		

Course Objectives:

1	To help the students understand the pressures on managing the supply chain and their impact on supply chain's vulnerability to disruptions.
2	To introduce the principles of supply chain risk management.
3	To provide an understanding of the basics of identifying, defining and analyzing risks.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basics of Risk Management: Risk & Management, Growth of risk Management, defining Risk, Features of Risk. Decisions & Risk, Decisions with certainty, uncertainty, risk, ignorance, Managing Risk	4 + 1
2	Risk in Supply Chain: Risks arising out of Trends affecting SC – Integration, Cost Reduction, Agile Logistics, E-Business, Globalization, Outsourcing, SC Risk Management – Aims, Steps & Principles	5 + 1
3	Identifying & Analyzing Risks: Types of Risks, Identifying Risks, Tools for analyzing past events, collecting opinions, analyzing operations, Measuring Risk, Likelihood of a risky event, Consequences of risk, Responding to risks, Alternative responses, defining the options & choosing the best response, Network View of Risk - Shared risks	5 + 2
4	Creating resilient SC: Design of a resilient SC, Principles of designing resilient SC, Physical features of a resilient SC, relationship within a resilient SC, Risk compensation & Business Continuity	5 + 1
5	Business Continuity Management: Emergencies & Crisis, Views of BCM & Steps in BCM	5 + 1

Learning Resources:		
1	Text Books	Supply Chain Risk Management by Donald Walters, Kogan Page, 1 st Edition.
2	Reference Books	The New Supply Chain Challenge: Risk Management in a Global Economy by Bosman R, FM Global, Johnston RI, 2006.
3	Supplementary Reading Material	Risk management for executives by Kendall R, FT Prentice Hall London, 1998.
4	Websites	www.disasterplan.com www.globalcontinuity.com www.riskinfo.com
5	Journals	Reconciling Supply Chain Vulnerability, Risk And Supply Chain Management by Peck, H., International Journal of Logistics: Research & Applications, Jun2006, Vol. 9 Issue 2 Sources of Supply Chain Disruptions, Factors That Breed Vulnerability, and Mitigating Strategies by Stecke, Kathryn E.; Kumar, Sanjay., Journal of Marketing Channels, Jul-Sep2009, Vol. 16 Issue 3 Drivers Of Supply Chain Vulnerability: An Integrated Framework by Peck, Helen., International Journal of Physical Distribution & Logistics Management, 2005, Vol. 35 Issue 4 A Conceptual Framework For The Analysis Of Vulnerability In Supply Chains by Göran Svensson., International Journal of Physical Distribution & Logistics Management, 2000, Vol. 30 Issue 9 Key Areas, Causes And Contingency Planning Of Corporate Vulnerability In Supply Chains: A Qualitative Approach by Svensson, Göran., International Journal of Physical Distribution & Logistics Management, 2004, Vol. 34 Issue 9 Managing Uncertainty - An Empirical Analysis Of Supply Chain Risk Management In Small And Medium-Sized Enterprises by Thun, Jorn-Henrik; Druke, Martin; Hoenig, Daniel., International Journal of Production Research, Sep2011, Vol. 49 Issue 18 Analyzing Risks In Supply Networks To Facilitate Outsourcing Decisions by Lockamy, Archie; McCormack, Kevin., International Journal of Production Research, Jan2010, Vol. 48 Issue 2

Semester	IV	Specialization	Supply Chain Management
Course Code	409SCM	Type	Subject - Elective
Course Title	Project Management		

Course Objectives:	
1	To make the students understand the complex issues in Project Management
2	To increase the understanding of project management tools and techniques
3	To teach the students the concepts and skills that are used by managers to plan projects, secure resources, budget, lead project teams to successful completion of projects.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to Project Management: Definition, functions, evolution of Project Management, classification of projects, Project management in different environments.</p> <p>The Project Management Systems, Methodologies & Systems Development Cycle: Systems approach, systems analysis, systems development, project feasibility, Project life cycle, project appraisal, project contracting, the phases of system development life cycle.</p>	5 + 1
2	<p>Project Feasibility Study: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis.</p> <p>Project Planning: Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.</p>	6 + 1
3	<p>PERT, CPM, Resource allocation: Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling.</p> <p>Cost Estimating Budgeting : Cost estimating process elements of budgeting, project cost accounting & management information systems, cost schedules & forecasts.</p>	5 + 1
4	<p>Managing Risks in Projects: Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods.</p> <p>Project Control: Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control.</p>	5 + 1
5	<p>Project Management Information System: Computer based tools, features of PMIS, using project management software, (MS Projects)</p> <p>Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract.</p>	4 + 1

Learning Resources:		
1	Text Books	Effective Project Management by Clements and Gido, Thomson India Edition, 2007. Project Management : The Managerial Process by Gray and Larson, MGH, Special Indian Edition, 3 rd Edition Project Management for Business and Technology: Principles and Practice by John Nicholas, PHI – Eastern Economy Edition, 2 nd Edition.
2	Reference Books	Project Management – Core Text by Mantel, Meredith, Shafer, Sutton and Gopalan, 1 st Indian Edition
3	Supplementary Reading Material	Project Management: A Managerial Approach by Meredith, Mantel Wiley India, 6 th Edition. The Practice of Project Management by Freigenti and Comminos, Kogan Page
4	Websites	www.pmi.org.in/
5	Journals	Risk Analysis of Infrastructure Projects: A Case Study on Build-Operate-Transfer Projects in India by Maniar, Hiren., IUP Journal of Financial Risk Management, Dec2010, Vol. 7 Issue 4 Enercon India: Project Planning by Mukherjee, Saral; Raghuram, G., Vikalpa: The Journal for Decision Makers, Jan-Mar2007, Vol. 32 Issue 1 Critical Factors Affecting Schedule Performance: Evidence from Indian Construction Projects by Iyer, K. C.; Jha, K. N., Journal of Construction Engineering & Management, Aug2006, Vol. 132, Issue 8 What attributes should a project coordinator possess? by Jha, Kumar Neeraj; Iyer, Chandrashekhar K., Construction Management & Economics, Sep2006, Vol. 24 Issue 9 A Study of Critical Project Success Parameters in Different Organizational Conditions by Piyush, Mishra; Dangayach, G. S.; Mittal, M. L., Advances in Management, Aug2011, Vol. 4 Issue 8

Semester	IV	Specialization	Supply Chain Management
Course Code	410SCM	Type	Subject - Elective
Course Title	Supply Chain Performance Measurement		

Course Objectives:	
1	To understand various types of traditional performance measures of supply chain , their use and drawbacks
2	To introduce a select world class performance measures of Supply Chain
3	To understand the right metrics for a Supply Chain

Syllabus:

Unit Number	Contents	Number of Sessions
1	Performance Measurement along the Supply Chain: Relationship between Company Strategy & Supply Chain Metrics, Functional classification of Decision areas in SCM – Procurement, Manufacturing, Distribution, Logistics, Global	5 + 1
2	Traditional Approaches to Performance Measurement: Productivity Measures, Quality Measures, Customer Service Measures, Cost Measures, Drawbacks of Traditional Measures	5 + 1
3	World Class Performance Measures for Supply Chains: Balanced Scorecard, Activity Based Management & Costing, EVA (In depth discussion & analysis expected)	5 + 1
4	Process Driven Metrics: SCOR framework, EFQM (In depth discussion & analysis expected)	5 + 1
5	Building & Leveraging Metrics to drive Supply Chain Performance: All metrics are not equal, Establishing the right Metrics, Linking Metrics to overall strategic objectives, Insights through cause & effect guided analysis, Quantifying financial impacts of SC Metrics, Identifying corrective actions	5 + 1

Learning Resources:		
1	Text Books	Supply Chain Management Process, System & Practice by N. Chadrsekaran, Oxford, 1 st Edition Supply Chain Performance Measurement & Improvement Edited by Venkata Nimeesha Posa, ICFAI Press, 1 st Edition
2	Reference Books	New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Supply Chain Management by Mentzer, Response Books, 2007
3	Supplementary Reading Material	Principles of Supply Chain Management : A Balanced Approach by Joel Wisner, Keong Leong, Keah-ChoonTan, Cengage Learning.
4	Websites	http://www.supplychainmetric.com/
5	Journals	Supply Chain Performance Measurement: A Literature Review by ArzuAkyuz, Goknur; Erman Erkan, Turan., International Journal of Production Research, Sep2010, Vol. 48 Issue 17 On Measuring Company Performance within A Supply Chain by Martin, P. Richard; Patterson, J. Wayne., International Journal of Production Research, May2009, Vol. 47 Issue 9 Aligning Business Process Reengineering in Implementing Global Supply Chain Systems by the SCOR model by Wang, William Y. C.; Chan, H. K.; Pauleen, David J., International Journal of Production Research, Oct2010, Vol. 48 Issue 19

Semester	IV	Specialization	Supply Chain Management
Course Code	411SCM	Type	Subject - Elective
Course Title	Supply Chain Management - Financial Perspectives		

Course Objectives:	
1	To highlight the importance of cost management as a key to profitability and the key to successful supply chain networks.
2	To underline the role of cost management from a strategic perspective.
3	To teach the identification of key cost drivers and defined process of managing supply chain costs.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Pricing & Revenue Management in Supply Chain: Role of Pricing & Revenue Management in SC, Pricing and Revenue Management for - Multiple Customer Segments, Perishable Assets, Seasonal Demand, Bulk and Spot Contracts, Role of IT in Pricing & Revenue Management, Using Pricing and Revenue Management in Practice	5 + 1
2	Identifying Critical Costs in the SC: Concept of cost, Process Mapping, SC Cost flow, Selecting critical costs to be managed, Obtaining cost data – supplier provided data, internal data, Measuring Secondary & Tertiary Costs – Overview of Allocation based costing system, Management Based costing system	5 + 1
3	Defining Key cost Drivers & developing Strategic Options: Review of current cost drivers, selection of key cost drivers, Weighted value of cost drivers, Potential for improvement, Developing strategic options for selected cost drivers	5 + 1
4	Reducing, Eliminating or Changing activities that cause cost: Risk return model for choosing strategic options – Market driven, Standard, Critical & Danger Quadrants, Identifying constraints, Evaluating risks & benefits in SC cost management from stakeholders perspectives, prioritizing strategies for implementation	5 + 1
5	Implementation & Control for Cost Management In SC: Creating a Implementation Plan, Addressing Implementation Risks, Developing Contingency Plans, Selling the Plan to Stakeholders, Monitoring Performance, Documenting Savings, Qualitative Benefits, Sharing the learning process, Eternally improving & leveraging the process	5 + 1

Learning Resources:		
1	Text Books	Supply Chain Cost Management – Strategy, Planning & Operation by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3 rd Edition.
2	Reference Books	Supply Chain Cost Management by Jimmy Anklesaria , JAICO Publishing, 1 st Edition
3	Supplementary Reading Material	Supply Chain Strategies – Customer Driven & Customer Focused by Tony Hines, Elsevier, 1 st Edition Supply Chain Management by Mentzer, Response Books, 2007
4	Websites	http://www.supplychaintoday.com/index.htm
5	Journals	A Total Cost/Value Model For SupplyChain Competitiveness by Cavinato, Joseph L., Journal of Business Logistics, 1992, Vol. 13 Issue 2 Pricing Management for a Closed-loop Supply Chain by Gu Qiaolun; Ji Jianhua; Gao Tiegang., Journal of Revenue & Pricing Management, Mar2008, Vol. 7 Issue 1 Strategic Cost Management in SupplyChains, Part 1: Structural Cost Management by Anderson, Shannon W.; Dekker, Henri C., Accounting Horizons, Jun2009, Vol. 23 Issue 2 Strategic Cost Management in SupplyChains, Part 2: Executional Cost Management by Anderson, Shannon W.; Dekker, Henri C., Accounting Horizons, Sep2009, Vol. 23 Issue 3

Semester	IV	Specialization	Supply Chain Management
Course Code	412SCM	Type	Subject - Elective
Course Title	Global Logistics		

Course Objectives:

1	To get acquainted with global dimensions of logistics management
2	To introduce basic operational aspects i.e. procedure, documentations & related legal aspects of global logistics
3	To sensitize students to basics of shipping line industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Introduction to Global Logistics :International Logistics Development, International Trade Logistics Chain, Shipper's Logistics Requirements in trade, 7R's of Logistics Management, 5 P's of Logistics, International Commercial Terms – Use of Incoterms in a Contract, Incoterms Laws.</p> <p>1.2 Logistics and Documentation: Consular Invoice, Commercial Invoice, Certificate of Origin, certificate of Value, Bill of Lading, Cargo Manifest or Packing List, Health Certificate, Import license, Insurance Certificate, Export Declaration Forms.</p> <p>1.3 Transportation: Modes of transportation, Transport and Communication, Transport activities and Land Use, Transport, Energy and the Environment.</p> <p>1.4 Air Cargo: Transportation of goods through Air, Transportation Infrastructure, World Air Cargo growth, Benefits of Airfreight, Airport classification, International Airports of India, Types of Aircraft, Unit loading devices, Airport Charges, International Country Codes.</p>	5 + 1
2	<p>2.1 Carriage of Goods by Land: Motor Vehicles Act, 1988, Central Motor Vehicles Rules, 1989, Carriers Act, 1865 – Definition of common carrier, Scheduled and Non Scheduled Goods, Railways Act, 1989 – Railway's liability, Merits and Demerits of Railway Transportation, Railway Freight rates.</p> <p>2.2 Carriage of Goods by Sea & Ocean Freight & Freight Calculations: Ocean Shipping Methods, Ocean Freight or Tariff rates, Freight rates terminology used in international shipments, Freight surcharges, Freight Rebates, Conference Discounts, Contract Shippers, Weight or Measure in the Freight Cost Calculation, Freight Adjustments – Currency Adjustment Factor (CAF), Bunker Adjustment Factor (BAF).</p> <p>2.3 Types of Ships: Mail and Supply Ships, Expedition Ships, Coasters, Bulk Carriers, Tankers, Refrigerated Vessels and Reefers, Livestock carriers, LNG Carriers, Car Carriers, Container Ships, Heavy lift Vessels, Tugs, Ro-Ro Vessels.</p>	5 + 1
3	<p>3.1 Shipping Formalities: Booking Shipping Space, Conference Shipping, Non-conference Shipping, Charter Shipping, Charter Party, Shipping Storage, Ocean Shipping procedure.</p> <p>3.2 Shipping Intermediaries: Function and Roles of Custom Brokers, Freight Forwarders and Consolidators, Shipping Agents, Stevedores.</p> <p>3.3 The Major Port Trusts Act, 1963.</p> <p>3.4 Shipping Corporation of India: Products and Services, STS Lighthouse Operations</p>	5 + 1

4	<p>4.1 Major Ports in India: Present Policy, Privatization Policy, Indian Port Policy Reform, Major Ports in India – Chennai, Cochin, Ennore, JNPT, Kandla, Mormugao, Mumbai, Paradip, NMPT, Pipavav, Tuticorin, Visakapatnam.</p> <p>4.2 Important Sea Routes: Northern Sea route, North Atlantic Route, Mediterranean Route, Panama Route, Baltic Sea Route, Indian Ocean route, Cape Route, South Atlantic Route, North Pacific Route.</p> <p>4.3 International Chamber of Shipping</p> <p>4.4 World's Major Ports: Major Ports and Port codes, Seaports of the world.</p>	5 + 1
5	<p>5.1 Containerization: Origin of containerization, Origin of TEU, Container sizes - dimensions and capacity, Container Flavours, Swap Bodies, Other considerations, Registration, Container Classification numbers, Lift/Stacking fittings, Movement of containers, Recent Developments – Coltainer, Cargosprinter, Safety of container ships, Container Classification – General Cargo service, Specific cargo service, Unit Load Device, Rating – Tare Mass and Pay load of Containers, Marking and Identification of Containers. Benefits of containerization.</p> <p>5.2 Inland Container Depots & Container Freight Stations: Functions, Benefits, Requirements for successful ICD/CFS, Designs and Layout, Equipping the ICD/CFS, Procedures for approval and implementation. Concor – The Multimodal Logistics Professionals.</p>	5 + 1

Learning Resources:		
1	Text Books	Logistics Management for International Business – Text and Cases, by Sudalaimuthu and Anthony Raj, PHI, 2009 Edition. Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and Kouvelis, Wiley India, 2006
2	Reference Books	Global Logistics – New Directions in Supply Chain Management, Edited by Donald Waters, Kogan Page, 5 th Edition
3	Supplementary Reading Material	Logistics in International Business by Rajiv Aserkar, Shroff Publishers, 2 nd Edition.
4	Websites	http://mhlnews.com/
5	Journals	Executive Insights: Global Logistics by Bowersox, Donald J.; Calantone, Roger J., Journal of International Marketing. 1998, Vol. 6 Issue 4, p83-93. Emerging Global Logistics Networks: Implications for Transport Systems and Policies by Tavasszy, L.A.; Ruijgrok, C. J.; Thissen, M. J. P. M., Growth & Change. Fall2003, Vol. 34 Issue 4, p456-472. 17p Logistics Industry Profile: Global , Logistics Industry Profile: Global. Dec2008, p1 –30

Semester	IV	Specialization	Supply Chain Management
Course Code	413SCM	Type	Subject - Elective
Course Title	Supply Chain Practices - II		

Course Objectives:	
1	To give a practical understanding of the practice of supply chain management in various sectors.
2	To give a practical understanding of the peculiarities of supply chain management practices in various sectors.

Syllabus:		
Unit Number	Contents	Number of Sessions
1	Supply Chains for Projects – Construction (Housing, Infrastructure), Power Plants, New Factories, etc.	NA
2	Supply Chains for Disaster Management.	NA
3	Virtual Supply Chains for Books, Electronic Goods, Music, Apparel, Tourism, etc.	NA
4	Supply Chains for SMEs and MSMEs.	NA
5	Global Supply Chains - PCs, Desktops, Luxury Cars, Toys, etc.	NA

* Field/Self Study under Faculty guidance.
 Students should work in groups of two each on any two Companies from the Sectors listed above. The Sectors should be from different groups.
 Students shall study various aspects of the SCM principles and practices as followed in these sectors. They should identify the peculiarities of the sector, map the supply chain in detail (identify the parties involved and their role in the supply chain), compare the top two players in each of these sectors and identify best practices, Prepare a summary evaluation of each sector studied.
 Students shall submit a structured detailed report based on the above parameters.
 The evaluation shall be made by a panel of two examiners. One of the examiners shall be the Internal Faculty. The other examiner may be an external faculty or a person from the relevant industry. The evaluation shall be based on the following criteria:
 Report – 20 Marks
 Presentation – 15 Marks
 Question & Answer – 15 Marks

Learning Resources:		
1	Text Books	Logistics and Supply Chain Management- Cases and Concepts – G Raghuram, N Rangaraj, Macmillan India, 1 st Edition International Supply Chain Management by David and Stewart, Cengage Learning, 2007. Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and Kouvelis, Wiley India, 2006 Supply Chain Management – A Managerial Approach by Amit Sinha & Herbert Kotzab, TMGH, 1 st Edition.
2	Reference Books	Global Logistics – New Directions in Supply Chain Management, Edited by Donald Waters, Kogan Page, Fifth Edition
3	Supplementary Reading Material	Supply Chain Management in the 21st Century Editor by B S Sahay, Macmillan, 2006 reprint.
4	Websites	http://www.gsb.stanford.edu/scforum/
5	Journals	Relaxing channel separation: Integrating a Virtual Store into the Supply Chain via Transshipments by Seifert, Ralf W.; Thonemann, Ulrich W.; Sieke, Marcel A., IIE Transactions, Nov2006, Vol. 38 Issue 11 Interorganizational Governance Value Creation: Coordinating for Information Visibility and Flexibility in Supply Chains by Wang, Eric T. G.; Wei, Hsiao-Lan., Decision Sciences, Nov2007, Vol. 38 Issue 4 Virtual Integration and Information Risks: A Supply Chain Perspective by Faisal, Mohd Nishat; Banwet, D. K.; Shankar, Ravi., IIMB Management Review An Analysis on Application of Lean Supply Chain Concept for Construction Projects by Baladhandayutham, T.; Venkatesh, Shanthi., Synergy, Jan2012, Vol. 10 Issue 1 Simulating the Impact of Supply Chain Management Practice on the Performance of Medium-sized Building Projects by Hatmoko, Jati Utomo Dwi; Scott, Stephen., Construction Management & Economics, Jan2010, Vol. 28 Issue 1 Aligning Business Process Reengineering in Implementing Global Supply Chain Systems by the SCOR model by Wang, William Y. C.; Chan, H. K.; Pauleen, David J., International Journal of Production Research, Oct2010, Vol. 48 Issue 19 Managing information flow in construction Supply Chains by Titus, Silas; Bröchner, Jan., Construction Innovation, Sage Publications, Ltd. , Jun2005, Vol. 5 Issue 2

**MBA SYLLABUS: SEMESTER IV
RURAL and AGRIBUSINESS MANAGEMENT - SPECIALIZATION**

University of Pune

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	403RABM	Type	Subject – Core
Course Title	Rural Credit and Finance		

Course Objectives:

1	To help students to understand various facets of agricultural credit in Indian rural market
2	To motivate students to know the relationship between and the institutional structural bodies and their linkages with rural credit.
3	To initiate students into the world of Micro Financial Institutions and their interventions in the rural finance

Syllabus:

Unit Number	Contents	Number of Sessions
1	Role and Characteristics of Indian Agriculture :Introduction, Role of Agriculture in Economic Development, Characteristics of Indian Agriculture.	3 + 2
2	Critical Review of Agricultural Finance :Role of Credit in Agriculture, Agricultural Finance in India, Classification of Agricultural Finance, Significance of Co-op. Credit, Some Issues of the Present System. Financial Intermediaries In Agriculture : Functions, Structure and Performance.	9 + 2
3	Cooperative Banks : Concept and special features of co-operative banking, Structure of co-operative credit system in India, Primary Level Credit Institutions (PACs, LAMPs, MPCs, FSS) their functioning and problems, District Central Cooperative Banks Structure and functions , Apex Co-operative Banks Structure and functions , Impact of liberalization on Co-operative Banks with particular reference to de regulation of interest rates and prudential norms.	8 + 2
4	Theories of Agricultural Finance :Risk and Uncertainty Theory, Demand and Supply Theory, Business Vs. Social and Moral Theory, Cost Theory, Productive Vs. Consumption , – The concept of 3 C's, 7 P's and 3 R's of credit, Credit Analysis, Kind Loans Vs. Cash Loans, Principle of Micro- and Macro-Finance, Principle of Supervised Credit, Principle of Crop Loan, Principle of Co-op. Credit, Principle of Better Credit.	8 + 2
5	Rural Finance and Microfinance : Players and Approaches; Microfinance& Rural Finance – Lessons from microfinance and historical interventions, Rural finance: approach, delivery channels and actors involved, and linkages, Triangle of microfinance and the role of BDS in rural finance.	7 + 2

Learning Resources:		
1	Text Books	Agricultural Development Rural Credit And Problems Of Its Recovery, By A. Ranga Reddy, Mittal Publications
2	Reference Books	Theories of Agricultural Finance, Jugale, Atlantic Publishers Barry, P.J., and P.N. Ellinger. Financial Management in Agriculture. 7th ed. Pearson Education, Inc., 2012. Ross, S.A., R.W. Westerfield, B.D. Jordan. "Essentials of Corporate Finance. The McGraw-Hill/Irvin, 2011. Keown, A.J., J.D. Martin, J.W. Petty, and D.F. Scott. Foundations of Finance. 7th ed. Prentice Hall, 2010.
3	Supplementary Reading Material	Innovations in Rural and Agriculture Finance – International Food Policy Research Institute (http://www.ifpri.org/sites/default/files/publications/focus18.pdf)
4	Websites	Ministry of Statistics and Programme Implementation Reserve Bank of India Agricultural Finance Corporation Limited (AFCL)
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Finance Indian Management Studies Journal Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	404RABM	Type	Subject – Core
Course Title	Rural Marketing II		

Course Objectives:

1	To objective of this course is to develop understanding regarding issues in rural marketing mix.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Product Strategy: Product decisions, product classifications, product strategy levels, significance of product strategy, product strategies : assessment of acceptability, product design decisions, types of product strategies, product innovation strategies, customer value strategies, product identity strategies – branding, product identity strategies – packaging, brand building strategies, product lifecycle strategies, fighting fakes.	7 + 2
2	Pricing Strategy: Concept and significance, pricing objectives, pricing policy, pricing strategy – <i>the affordability challenge, rural versus urban, needs integrated approach</i> , pricing for the <i>quality conscious segment, value conscious segment and price conscious segment</i> , Pricing and environmental factors, pricing for competition, pricing by retailers, pricing and product lifecycle .	7 + 2
3	Distribution Strategy: Distribution – The Availability Challenge, Distribution Practices, Distribution Trends, Rural Logistics, Rural Coverage Decision, Geographical Information System for Planning Rural Coverage, Distribution decision – Direct Versus Indirect, Direct Marketing, Indirect Marketing.	7 + 2
4	Rural Retailing: The rise of organized retailing, types of retail outlets, role of retailers, rural malls, Government initiated retail outlets, entrepreneur founded malls, agri company retail outlets, retail outlets of petro-chemical companies, retailing by urban players, PPP models, E Tailing, Training Retailers.	7 + 2
5	Promotion Strategy: IMC – Concept and Management Awareness and Motivation Challenge, Objectives and Framework of IMC, Promotional Mix, Communication Process, Communication Media, Designing the Communication Strategy, IMC Strategy, Rural Advertising.	7 + 2

Learning Resources:		
1	Text Books	Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH
2	Reference Books	Rural Marketing, Velayudhan, Sage Rural Marketing, Gopaldaswamy, Vikas Publishing house Rural Marketing, Badi and Badi, Himalaya Publishing House
3	Supplementary Reading Material	Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House Rural Marketing Text and Cases, S L Gupta, Wisdom Publications Cases in Rural Marketing, Krishnamacharyulu, Pearson Indian Rural Markets and Marketing Practices - Recent Developments, Gopalan and Mueen, ICFAI University Press Rural Marketing, Bir Singh, Anmol Publication Rural Marketing - Concept and Cases, Edited by ParthaSarathy, ICFAI University Press A new approach to rural marketing, Sircar, Himalaya Publishing House Rural Marketing - focus on agricultural inputs, Sukhpal Singh, Vikas Publishing house Agricultural Communications, Boone, Meisenbach and Tucker, Surjeet Publications. Agricultural Marketing in India, Acharya and Agarwal, Oxford and IBH Publishing New Perspectives in Rural Agricultural Marketing, Ramkishen, Jaico Rural Agriculture and Marketing, Verma, Jiloka and Mandal, Deep and Deep Publications
4	Websites	http://market.ap.nic.in/ agmarknet.nic.in/ http://www.rbi.org.in/home.aspx
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Marketing Indian Journal of Marketing Indian Management Studies Journal Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	405RABM	Type	Subject – Elective
Course Title	Rural Development – II		

Course Objectives:

1	To help students understand various aspects of Rural Development in India
2	To make students know the challenges in rural development and the importance of monitoring and people's participation in rural projects

Syllabus:

Unit Number	Contents	Number of Sessions
1	Planning for Rural Development: Levels and Functions of Planning, Decentralization of Planning, Methodology of Micro level Planning, Methodology for Block and District Level Planning.	5 + 1
2	Organizing for Rural Development: Organizational Models, the search for a new paradigm, criteria for designing an appropriate organization, Government Organizations, Panchayati Raj Institutions (PRIs), Cooperatives, Voluntary Agencies/Non-Governmental Organizations, Corporations and Rural Development.	5 + 1
3	Financing Rural Development: Domestic Institutional Sources, the role of non – institutional agencies, deficit financing or controlled inflation, foreign sources of funds.	5 + 1
4	Implementation, Monitoring and Evaluation: Project Implementation, Project Control, Integration and Coordination, People's Participation in Implementation, Project Monitoring, Project Evaluation.	5 + 1
5	Poverty and Unemployment Eradication Programmes: Current Poverty Scenario and Trends, Rural Employment Scenario, Poverty and Unemployment Alleviation Programmes, Social Welfare – oriented programmes (SWOP) Natural Resources and Infrastructure Development Programmes: Natural Resources based Programmes, National Agriculture Insurance Scheme (NAIS), Infrastructure Development Programmes.	5 + 1

Learning Resources:

1	Text Books	Rural Development, Katar Singh, Sage Rural Transformation - Infrastructure and Micro Finance, Bhargava and Deepak Kumar, ICFAI University Press
2	Reference Books	Agriculture and Rural Development in India, Smita Patel, Paradise Publishers
3	Supplementary Reading Material	Rural Development – Planning Commission of India (http://planningcommission.nic.in/plans/stateplan/sdr_punjab/sdrpun_ch5.pdf)
4	Websites	http://www.irri.org/ http://www.fao.org/index_en.htm http://www.dahd.nic.in/dahd/default.aspx
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	406RABM	Type	Subject – Elective
Course Title	Special Areas in Agro produce Management		

Course Objectives:

1	To explore the students to the Special Areas in Rural Marketing Environment
2	To help students to understand opportunities and emerging challenges in the upcoming rural markets .

Syllabus:

Unit Number	Contents	Number of Sessions
1	Management of Biotech Industries : Agricultural needs & application of biotechnology for agricultural uses and benefits; tissue culture, their structure, quality parameters, marketing, Intellectual Property Rights and legal implications.	5 + 1
2	Management of Floriculture and Landscaping : Recent advances in floriculture industry; evolution of new cultivators and production technology of ornamental plants; landscape gardening; style of gardening, commercial cultivation of flower crops storage of Aromatic and Medicinal oils and perfumes; storage and packing of cut flowers determining optimum time harvesting of flowers for export and home use.	5 + 1
3	Feed Business Management : Role of management in feed manufacturing industry, organizing and planning feed manufacturing unit, quality control of raw material and finished products, cost analysis and pricing decisions.	5 + 1
4	Fruit Production and Post-harvest Management – Present status of fruit industry in India and emerging scenario; major fruit growing zones, management of fruit production technology for domestic and global market; post-harvest handling technology harvesting, pre-cooling, grading, packing, storage and transportation for cooling, grading, packing, storage and transportation, pre and post-harvest management for quality and shelf life; fruit processing industry; international trade in fruits problems and prospects and global marketing of fruits, and government policy, incentives domestic and global trade.	5 + 1
5	Visit to Poultry / Hatchery / Emu Breeding / Piscicultural farm and preparing a report on management of the same.	5 + 1

Learning Resources:		
1	Text Books	Gopalakrishnan, C.A. and G.M.M. Lal - Livestock and Poultry enterprises for Rural DevelopmentVikas Publishing House
2	Reference Books	Floriculture, Landscaping and Turf Management: Production and Management Strategies, Alagarsamy Nithya Devi, Alagarsamy Ramesh Kumar, Valliappan Lakshmanan, Lambert Academic Publishing Poultry Production in Hot Climates, N. J. Dagher, Successful Poultry Management 2 nd edition, By Morley Allan Jull, Biotech Books Postharvest Management And Value Addition By Ashwani Kumar Goel, Rajinder Kumar, Satwinder Singh Mann, Daya Publishing House Handbook of Fruits and Fruit Processing, edited by Y. H. Hui, Blackwell Publishing
3	Supplementary Reading Material	Floriculture A Sector Study – Export Import Bank of India (http://www.eximbankindia.com/op/OP%20112%20Floriculture%20[Full%20Report].pdf) Product – Market Identification for Exports of Fruits & Vegetables – Government of India (http://agritrade.iift.ac.in/html/Training/Product%20study/Fruits%20&%20Vegetables.pdf)
4	Websites	http://mofpi.nic.in/ http://www.dahd.nic.in/dahd/default.aspx http://plantquarantineindia.org/
5	Journals	Agribusiness – An International Journal Indian Journal of Agricultural Marketing Indian Journal of Marketing Indian Management Studies Journal Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	407RABM	Type	Subject – Elective
Course Title	Commodity Markets – II		

Course Objectives:	
1	To introduce the concept of commodity markets.
2	To develop an understanding about the functioning of Commodity Exchanges.
3	To develop an understanding about the price movements of Commodities.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Trading on Commodity Exchanges: The exchange platform, exchange membership, commodity brokerage, participants in commodity markets, market positions, order types, access to commodity exchanges.</p> <p>Clearing and Settlement on Commodity Exchanges: Risks in commodity markets, the commodity clearing house, margining method, the settlement process, warehousing and warehouse receipts, the delivery process, distinctive features of commodity futures, markets, the lifecycle of a commodity futures contract</p>	5 + 1
2	<p>Commodity Futures Pricing: The commodity futures contract, pricing of futures, carrying cost, futures spot convergence, price relationships</p> <p>Commodity Futures Applications: Futures for the hedger, mismatches in basis and basis risk, futures for the speculator, spreads, futures for the arbitrageur</p>	5 + 1
3	<p>Commodity Options: Working of option, buying options, the arithmetic of option premiums, the option Greeks, selling options, pricing options, exotic options</p> <p>Commodity Options Applications: Options for hedging, options for speculating, advanced option trading strategies, commodity trading strategies : Round up</p>	5 + 1
4	<p>Commodities : An Emerging Investment Class: The investment rationale, investing in commodities, commodity indices, risks and challenges of commodity investing.</p>	5 + 1
5	<p>Fundamental and Technical Analysis of Commodities: The law of demand, the law of supply, supply – demand relationship, equilibrium price and disequilibrium. Basic concepts of fundamental analysis and technical analysis. Students should work in groups of 5 each. They should collect commodity prices traded on any commodity exchange and carry out its technical analysis. They should also carry out a fundamental analysis of the same commodity.</p>	5 + 1

Learning Resources:		
1	Text Books	Commodity Markets – Operations, Instruments and Applications by Chatnani, TMGH Commodity Derivatives by Indian Institute of Banking & Finance, Macmillan
2	Reference Books	Commodity Options: Trading and Hedging Volatility in the World's Most Lucrative Market, Carley Garner & Paul Britain, Pearson Agricultural Commodity Markets: A Guide to Futures Trading, By Michael Atkin, Routledge Agricultural Commodity Markets And Trade: New Approaches to Analyzing Market and Trade, By Dr. Alexander Sarris, David Hallam, Edward Elgar Publishing
3	Supplementary Reading Material	Understanding Agricultural Commodity Markets – EPW - December 29, 2012, Vol xvii no 52 Leuthold RM, Junkus JC & Cordier JE. 1989. <i>The Theory and Practice of Futures Markets</i> . Lexington Books. Lofton T. 1993. <i>Getting Started in Futures</i> . 3rd Ed. John Wiley & Sons, 1993.
4	Websites	www.indiabudget.nic.in/ www.commodityonline.com/ in.reuters.com/finance/commodities
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Economics Indian Journal of Finance Indian Management Studies Journal Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	408RABM	Type	Subject – Elective
Course Title	Agricultural Marketing and Price Analysis – II		

Course Objectives:

1	To critically analyze the important marketing concepts, models, properties of agricultural commodity prices and forecasting, data collection and analysis using current software etc., in order to make them policy decisions in the field of agricultural marketing.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Importance of market analysis in the agricultural system - types of marketing advantages and disadvantages - quantitative estimation - the distinguishing characteristics and role of agricultural prices - data sources for agricultural products and prices - software used in market analysis.	5 + 1
2	Role of various formal institutions in agricultural marketing - and functions - measuring their efficiency - public - private partnership – institutional arrangements. Successful case studies. Multi market estimation, supply response models. Market integration and price transmission - supply / value chain management. GAP analysis. Current trends in information in the changing agrifood system.	5 + 1
3	Agricultural commodity marketing - spot and futures- marketing of derivatives- speculation, hedging, swap, arbitrage etc. commodity exchanges - price discovery and risk management in commodity markets- Regulatory mechanism of futures trading.	5 + 1
4	Estimation of demand/ supply forecasting, supply chain / value chain analysis for different commodities - Commodity models- multi market estimation- time series analysis - market integration studies- price discovery price volatility estimation - commodity price forecasting using econometric software.	5 + 1
5	Students should work on a group project of collecting information about agricultural prices of select commodities and using spreadsheet based software or any other appropriate software build a forecasting model.	5 + 1

Learning Resources:		
1	Text Books	Ferris JN. 1998. <i>Agricultural Prices and Commodity Market Analysis</i> . McGraw-Hill. Goodwin JW. 1994. <i>Agricultural Price Analysis and Forecasting</i> . Wiley.
2	Reference Books	Hallam D. 1990. <i>Econometric Modeling of Agricultural Commodity Markets</i> . New Routledge. Martimort D. (Ed.). 1996. <i>Agricultural Markets: Mechanisms, Failures, and Regulations</i> . Elsevier.
3	Supplementary Reading Material	Schrimper RA. 2001. <i>Economics of Agricultural Markets</i> . Pearson. Timmer CP. 1986. <i>Getting Prices Right</i> . Cornell University Press. Tomek WG & Robinson KL. 2003. <i>Agricultural Product Prices</i> . 4th Ed. Cornell University Press.
4	Websites	http://market.ap.nic.in/ agmarknet.nic.in/
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Finance Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	409RABM	Type	Subject – Elective
Course Title	Agricultural Finance and Project Management		

Course Objectives:

1	To impart knowledge on issues related to lending to priority sector credit management and financial risk management.
2	To acquaint the learner with course would bring in the various appraisal techniques in project - investment of agricultural projects.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Role and Importance of Agricultural Finance: Agricultural Finance- meaning, Financial Institutions and credit flow to rural/priority sector. Agricultural lending – Direct and Indirect Financing - Development of Rural Institutional Lending - Branch expansion, demand and supply of institutional agricultural credit and Over dues and Loan waiving.</p> <p>Role of Cooperatives: Financing through Co-operatives, NABARD and Commercial Banks and RRBs. Lead Bank Scheme District Credit Plan and lending to agriculture/priority sector. Micro-Financing and Role of MFI's - NGO's, and SHG's.</p>	5 + 1
2	Lending to farmers: Lending to farmers, Estimation of Technical feasibility, Economic viability and repaying capacity of borrowers and appraisal of credit proposals.	5 + 1
3	Project Approach: Project Approach in financing agriculture. Financial, economic and environmental appraisal of investment projects. Identification, preparation, appraisal, financing and implementation of projects.	5 + 1
4	Project Appraisal Techniques: Project Appraisal techniques – Undiscounted measures. Time value of money – Use of discounted measures - B-C ratio, NPV and IRR. Agreements, supervision, monitoring and evaluation phases in appraising agricultural investment projects.	5 + 1
5	<p>Risks in financing agriculture: Risk management strategies and coping mechanism. Crop Insurance programmes – review of different crop insurance schemes – yield loss and weather based insurance and their applications.</p> <p>Case Study Analysis of an Agricultural project, Financial Risk and risk management strategies – crop insurance schemes, Financial instruments and methods – E banking, Kisan Cards and core banking.</p>	5 + 1

Learning Resources:		
1	Text Books	Dhubashi PR. 1986. <i>Policy and Performance - Agricultural and Rural Development in Post Independent India</i> . Sage Publishing Muniraj R. 1987. <i>Farm Finance for Development</i> . Oxford & IBH Publ.
2	Reference Books	Gupta SC. 1987. <i>Development Banking for Rural Development</i> . Deep & Deep Publishers
3	Supplementary Reading Material	Little IMD & Mirlees JA. 1974. <i>Project Appraisal and Planning for Developing Countries</i> . Oxford & IBH Publishers Gittinger JP 1982. <i>Economic Analysis of Agricultural Projects</i> . The Johns Hopkins Univ. Press.
4	Websites	http://www.eximbankagro.com/ http://www.rbi.org.in/home.aspx http://planningcommission.nic.in/
5	Journals	Agribusiness – An International Journal Indian Journal of Finance Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	410RABM	Type	Subject – Elective
Course Title	Management of Agricultural Input Marketing		

Course Objectives:

1	To develop an understanding of the peculiarities of marketing in the context of agricultural inputs.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Agricultural input marketing : Agricultural input marketing – meaning and importance; Management of distribution channels for agricultural input marketing; Agricultural Inputs and their types – farm and non-farm, role of cooperative, public and private sectors in agri-input marketing.	5 + 1
2	Seed Marketing: Seed- Importance of seed input; Types of seeds- hybrid, high yielding and quality seeds; Demand and supply of seeds; Seed marketing channels, pricing, export&import of seeds; Role of NSC and State Seed Corporation.	5 + 1
3	Fertilizers Marketing: Chemical Fertilizers- Production, export-import, supply of chemical fertilizers, Demand/consumption, Prices and pricing policy; subsidy on fertilizers; marketing system – marketing channels, problems in distribution; Role of IFFCO and KRIBCO in fertilizer marketing.	5 + 1
4	Electricity: Plant Protection Chemicals- Production, export/import, consumption, marketing system – marketing channels; Electricity/Diesel Oil-marketing and distribution system; pricing of electricity for agriculture use; subsidy on electricity.	5 + 1
5	Farm Machinery: Farm Machinery- Production, supply, demand, Marketing and distribution channels of farm machines; Agro-industries Corporation and marketing of farm machines / implements/equipments.	5 + 1

Learning Resources:		
1	Text Books	Acharya SS & Agarwal NL. 2004. <i>Agricultural Marketing in India</i> . 4th Ed. Oxford & IBH. Singh Sukhpal 2004. <i>Rural Marketing- Focus on Agricultural Inputs</i> . Vikas Publishing House.
2	Reference Books	Broadway AC & Broadway Arif A. 2003. <i>A Text Book of Agri-Business Management</i> . Kalyani. Singh AK & Pandey S. 2005. <i>Rural Marketing</i> . New Age.
3	Supplementary Reading Material	Rural Marketing, Velayudhan, Sage Rural Marketing, Gopaldaswamy, Vikas Publishing house Rural Marketing in India, Habeeb - ur - Rahman, Himalaya Publishing House Indian Rural Markets and Marketing Practices - Recent Developments, Gopalan and Mueen, ICFAI University Press Agricultural Marketing – New Trends and Techniques, K K Tiwari, D.N.D Publications
4	Websites	http://www.icar.org.in/ http://cacp.dacnet.nic.in/ http://vistar.nic.in/ www.nabard.org/
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Marketing Indian Journal of Marketing Indian Management Studies Journal Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Management Review Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	411RABM	Type	Subject – Elective
Course Title	Intellectual Property Management		

Course Objectives:	
1	To create awareness about intellectual property rights in agriculture and related industries.
2	To provide an overview of management of patents, trademark, geographical indications, copy rights, designs, plant variety protection and biodiversity protection.
3	To provide inputs into Commercialization of Intellectual Property.

Syllabus:

Unit Number	Contents	Number of Sessions
1	World Trade Organization : World Trade Organization- Agreement on Agriculture (AoA) and Intellectual Property Rights (IPR) - Importance of Intellectual Property Management - IPR and Economic growth- IPR and Bio diversity -Major areas of concern in Intellectual Property Management - Technology Transfer and Commercialization-Forms of different Intellectual Properties generated by agricultural research.	5 + 1
2	Discovery versus Invention : Meaning of Discovery and Invention - Patentability of Biological Inventions - Method of Agriculture and Horticulture-procedure for patent protection: Preparatory work. Record keeping, writing a patent document, filing the patent document -Types of patent application-patent application under the Patent cooperation treaty (PCT).	5 + 1
3	Plant Genetic Resources : Plant genetic resources -Importance and conservation - Sui Generic System –Plant Varieties Protection and Farmers Rights Act- Registration of Extant varieties - Registration and protection of New Varieties / Hybrids / Essentially Derived Varieties - Dispute prevention and settlement -Farmers' Rights.	5 + 1
4	Trademark : Trademark- Geographical Indications of Goods and Commodities – Copy rights- Designs – Biodiversity Protection.	5 + 1
5	Procedures for Commercialization of Technology : Valuation, Costs and Pricing of Technology- Licensing and implementation of Intellectual Properties- Procedures for commercialization – Exclusive and non-exclusive marketing rights-Research Exemption and benefit sharing.	5 + 1

Learning Resources:		
1	Text Books	Ganguli P. 2001. <i>Intellectual Property Rights –Unleashing the Knowledge Economy</i> . Tata McGraw Hill.
2	Reference Books	Gupta AK. 2003. <i>Rewarding Conservation of Biological and Genetic Resources and Associated Traditional Knowledge and Contemporary Grass Roots Creativity</i> . Indian Institute of Management, Ahmedabad.
3	Supplementary Reading Material	Khan SA & Mashelkar R. 2004. <i>Intellectual Property and Competitive Strategies in the 21st Century</i> . Kluwer Law International, The Hague.
4	Websites	www.managingip.com ipindia.nic.in/niipm/index.htm www.iasri.res.in
5	Journals	Decision Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	412RABM	Type	Subject – Elective
Course Title	Food Retail Management		

Course Objectives:

1	The objective of this course is to assist students in understanding the structure and working of food marketing system in India
2	To examine how the system affects farmers, consumers and middlemen
3	To illustrate the response of this dynamic marketing system to technological, socio-cultural, political and economic forces over time.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to International Food market : India's Competitive Position in World Food Trade, Foreign Investment in Global Food Industry, Retail management and Food Retailing, The Nature of Change in Retailing, Organized Retailing in India, E-tailing and Understanding food preference of Indian Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern of Indian Consumer.	5 + 1
2	Value Chain in Food Retailing : Value Chain in Food Retailing, Principal trends in food wholesaling and retailing, food wholesaling, food retailing, the changing nature of food stores, various retailing formats, competition and pricing in food retailing, market implications of new retail developments, value chain and value additions across the chain in food retail, food service marketing.	5 + 1
3	Food Retail Management : Food Retail Management, Brand Management in Retailing, Merchandise pricing, Pricing Strategies used in conventional and non-conventional food retailing, Public distribution system, Promotion mix for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers.	5 + 1
4	Retail Operations : Managing Retail Operations, Managing Retailers' Finances, Merchandise buying and handling, Merchandise Pricing, Logistics, procurement of Food products and Handling Transportation of Food Products.	5 + 1
5	Retail Sales Management : Retail Sales Management Types of Retail Selling, Training of Salesperson, Evaluation and Monitoring, Customer Relationship Management, Managing Human Resources in retailing, Legal and Ethical issues in Retailing.	5 + 1

Learning Resources:		
1	Text Books	<i>Berman & Evans. 2008. Retail Management: A Strategic Approach. 10th Ed. Prentice Hall of India</i>
2	Reference Books	Cox. 2006. <i>Retailing: An Introduction</i> . 5th Ed. Pearson Edu. Levy M & Weitz BW. 2004. <i>Retailing Management</i> . 5th Ed. McGraw Hill.
3	Supplementary Reading Material	Organized Agri Food Retailing in India - NABARD (http://www.nabard.org/fileupload/DataBank/Publications/Nabard%20E%20Book.pdf)
4	Websites	http://market.ap.nic.in/ http://eands.dacnet.nic.in/latest_2006.htm http://cacp.dacnet.nic.in/ http://mofpi.nic.in/
5	Journals	Agribusiness – An International Journal Indian Journal of Agricultural Marketing Indian Journal of Marketing Indian Management Studies Journal Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Management Review Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	413RABM	Type	Subject – Elective
Course Title	Agri-Entrepreneurship		

Course Objectives:

1	To orient learners towards agri-entrepreneurship
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Rural Entrepreneurship: Concept of rural entrepreneurship, Endowment of Skill sets and Natural resources in rural India, aims of rural entrepreneurship, barriers to entrepreneurship in rural India.	5 + 1
2	Skill Development: Process of entrepreneurship, rural applicability, skills required to succeed, Government training programmes and Public Private Partnership	5 + 1
3	Women Entrepreneurship: Primary goals for development, Women's role in economy, factors that support women's participation in rural entrepreneurship.	5 + 1
4	ICT and Rural Entrepreneurship: Rural ICT initiatives, Need to create rural ICT entrepreneurs, how IT is changing rural India, Rural BPO.	5 + 1
5	Case study; Corporate intervention and entrepreneurship Development.	5 + 1

Learning Resources:

1	Text Books	Entrepreneurship Development – Theories and Practices – By N.P.Singh
2	Reference Books	Projects : Profile and process – Vasant Desai Entrepreneurship and Technology – Vasant Desai Economic Environment in Business – By Misra and Puri Women Entrepreneurs – By Deepak Walokar
3	Supplementary Reading Material	Rural Entrepreneurship Development Programme in India – An Impact Assessment- NABARD (http://www.nabard.org/fileupload/DataBank/OccasionalPapers/Rural%20Entrepreneurs%20Develop[1].pdf)
4	Websites	www.icpd.org business.gov.in/agriculture/index.php www.ediindia.org
5	Journals	Agribusiness – An International Journal Decision Indian Management Studies Journal Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	414RABM	Type	Subject – Elective
Course Title	Management of Agribusiness Cooperatives		

Course Objectives:

1	To provide the students an understanding about the agribusiness cooperative organizations and their management.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Cooperative administration- a global perspective, ecology of cooperative administration, cooperative sector and economic development.	5 + 1
2	Cooperative management- nature, functions and purpose of cooperatives – procurement, storage, processing, marketing, process of cooperative formation, role of leadership in cooperative management.	5 + 1
3	The state and cooperative movement, effects of cooperative law in management, long range planning for cooperative expansion, policy making.	5 + 1
4	Human resource management, placement and role of board of directors in cooperative management.	5 + 1
5	Overview of agribusiness cooperative – credit cooperatives, cooperative marketing, dairy cooperative; financing agribusiness cooperative.	5 + 1

Learning Resources:

1	Text Books	Akmat JS. 1978. <i>New Dimensions of Cooperative Management</i> . Himalaya Publishing House.
2	Reference Books	Ansari AA. 1990. <i>Cooperative Management Patterns</i> . Anmol Publishers Sah AK. 1984. <i>Professional Management for the Cooperatives</i> . VikasPublishingHouse.
3	Supplementary Reading Material	Agricultural Cooperatives: Key To Feeding The World – FAO (http://www.fao.org/fileadmin/templates/getinvolved/images/WFD2012_leaflet_en_lo w.pdf)
4	Websites	www.fao.org agriculture.indiabizclub.com
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	415RABM	Type	Subject – Elective
Course Title	Tourism Marketing – II		

Course Objectives:

1	To develop an understanding of the 4Ps of marketing in the context of Tourism.
2	To provide an overview of marketing strategy in the context of Tourism.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Tourism Product Strategy: Background, Product Strategy, Product Life Cycle, Modifying and Revitalizing the Product, Branding, Why ascribing a brand name? How to make the branding decisions? How to make a good brand name? The Reasons for product failure, Launching a New Product, Product Screening, A Package Tour, Formulating the Product Mix, Need of the Hour.	5 + 1
2	Tourism Pricing Strategy: Background, Pricing- the influencing Factors, Inter – Play of Price and Demand, Pricing Objectives, Pricing Policies, Pricing Strategies, Pricing Strategy During Different Stages, Discounting Price, Pricing and Product Mix , Pricing and Marketing Mix, Summary.	5 + 1
3	Tourism Distribution Strategy: Background , Marketing Channel – the Concept, Distribution Policy – Influence, The Chain of Distribution, The Distribution System, The Middlemen, Tour Operators, Travel Agents, Importance, Functions of Travel Agents, Opening a Travel Agency, Designing of Travel Agency Office, Travel Agency Commission, Management of Reservation, Travel Agents Organizations, Travel Guide, Channel Decisions in the Tourism Industry.	5 + 1
4	Tourism Promotion Strategy: Background, Word of Mouth Information, Personal Selling, Skill Needed for Selling, Sales Sequence, Tourism Advertising , Advertising Purpose in Tourism , Advertising Importance to Tourism, Advertisement Planning, Selection of Media, Selection of Message, Advertising Agencies, Testing Advertisement Effectiveness, Advertisement Campaign, Advertisement Strategy, Tourism Publicity, Public Relations, Sales Promotion, Techniques of Sales Promotion, Stages in Sales Promotion Decisions, Key Tools of Sales Promotion, Evaluating Sales Promotion Efforts, Tourism Promotion Strategy.	5 + 1
5	Overall Marketing Strategy for Tourism: Background, Overall Marketing Strategy, Formulation of Overall Marketing Strategy, The Selection of Marketing Inputs, Factors in Selecting the Marketing Strategy, Marketing Inputs Strategies, Evaluating of Overall Marketing Strategy through Marketing Audit.	5 + 1

Learning Resources:		
1	Text Books	Tourism Management, Anil Sharma, Essential Books, New Delhi Tourism and Travel Management, Biswanath Ghosh, Vikas Publishing House Pvt. Ltd. New Delhi Basic of Tourism Management, Suddhendu Mishra, Excel Books, New Delhi Starting a Tourism Company, Monika Prakash and Nimit Chowdhary, Matrix Publishers, New Delhi
2	Reference Books	Tourism Development Revisited: Concepts, Issues and Paradigms, Suteeshna Babu. S, Sitikantha Mishra, Biraj Bhusan Parida, Response Books New Delhi Tourism Management, Stephen J Page, Butterworth-Heinemann Oxford
3	Supplementary Reading Material	Foundations For Tourism Development, Jagmohan Negi, Galgotia Publishing Company, New Delhi Tourism Marketing, Tapan K Panda and Sitikantha Mishra, The ICFAI University Press, Hyderabad
4	Websites	www.agritourism.in/ www.agritourismworld.com
5	Journals	<u>International Journal of Contemporary Hospitality Management</u> <u>Tourism Review</u>

Semester	IV	Specialization	Rural and Agribusiness Management
Course Code	416RABM	Type	Subject – Elective
Course Title	Agriculture and WTO		

Course Objectives:

1	To provide an Overview of World Agricultural Trade
2	To develop an understanding of issues pertaining to International Agricultural Marketing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	An Introduction to Agricultural Trade – Overview of World Agricultural Trade, India's Performance in Agricultural Exports and Imports. Theoretical Foundation of International Trade, Trade Policies of Importing and Exporting Countries, Trade Barriers, Market Size, Familiarization with Harmonized System of Codes and International Trade Databases	5 + 1
2	Instruments of Trade Policy –Definition of policy instruments of Tariffs, quotas, subsidies, etc. Preferential duties, Generalized system of preferences, Normal trade relations/most favored nation, Offshore Assembly Provisions/Production-Sharing arrangements, Effective rate of protection.	5 + 1
3	International Agricultural Marketing – Importance of Cultural Factors in International Trade, International Market Entry Strategies, Preparation For Export Price Quotation, Incoterms, Letter of Credit and Other system of payment	5 + 1
4	Agricultural Trade Policies – Concepts and Principles, Unilateral, bilateral, regional and multilateral trade policies, Special treatment of agriculture Trade tools and mechanisms, Defensive and offensive trade interest in agricultural trade Political Economy and Indian Trade Policy for Agricultural Products, European Union's Common Agricultural Policy (CAP) and U.S. 2002 Farm Bill	5 + 1
5	Competitiveness in Global Food Economy – Operational Issues for the Starting up an Export Business, Interaction with Exporter of Agricultural Products and Project Report Preparation and Presentation, Foreign Direct Investment and Processed Food Trade.	5 + 1

Learning Resources:

1	Text Books	International Trade in Agricultural Products, Michael R. Reed, Prentice Hall
2	Reference Books	Dynamics of International Trade and Economy: An Inquiry Into Emerging Markets, Rajagopal, Nova Science Publishing International Trade and Agriculture: Theories and Practices, Won W. Koo, P. Lynn Kennedy, Blackwell Publishing Agriculture and International Trade: Law, Policy and the WTO, Michael N. Cardwell, Margaret Rosso Grossman, C. P. Rodger, CABI Publishing
3	Supplementary Reading Material	The WTO Agreement Series (http://www.wto.org/english/res_e/booksp_e/agmntseries3_ag_2008_e.pdf)
4	Websites	www.wto.org/english/tratop_e/agric_e/agric_e.htm ec.europa.eu/agriculture/wto/index_en.htm unctad.org/es/Docs/edmmisc232add32_en.pdf
5	Journals	Journal of International Trade Law and Policy Frontiers of Economics and Globalization,

University of Pune

MBA SYLLABUS: SEMESTER IV
FAMILY BUSINESS MANAGEMENT SPECIALIZATION

Semester	IV	Specialization	Family Business Management
Course Code	403FBM	Type	Subject – Core
Course Title	Essentials of Family Business Management – II		

Course Objectives:

1	To empower students with the understanding of Corporate Governance and Corporate Sustainability
2	To sensitise students to the issues at various stages (life Cycle) of the family business
3	To empower student to understand and handle such family issues

Syllabus:

Unit Number	Contents	Number of Sessions
1	Professionalizing the boardroom: the role of balanced board of directors: Ownership of an Enterprise Built to Last, Shareholder priorities, Responsibilities of shareholders to the company, Effective governance of the shareholder-firm relationship, Information, communication, and education of shareholders, Family Business Governance - Advisory Boards and Boards of Directors, Recruitment and selection, Compensation and motivation, The rubber stamp board, Making the transition, Establishing a well-balanced board, Board composition, Organizing the board. Effective working boards -Relationship with the family. Two-tier boards. The impact of Sarbanes-Oxley on the family business and its board.	7 + 2
2	Cousin companies: family governance in multigenerational family firms: Introduction, Evolution of family business ownership, Culture shock. Complexity in cousin companies - Family complexity, Ownership complexity. Responding to growing complexity - Ownership policies, Business policies, Family policies. Setting up a family governance process - Recording decisions- the family constitution. Structuring family governance - Family council, Boundaries between the board and the family council, The family assembly, The annual shareholders meeting, The family office, The top management team. Other governance entities, Roles and membership. Getting the structure working.	7 + 2
3	Managing succession: the leadership challenge: The succession paradox, Resistance to succession planning - The founder, The family, Employee and environmental factors. Leading the transition - Start planning early, Encourage intergenerational teamwork, Develop a written plan, Involve everyone and obtain outside help, Establish a training process, Plan for retirement, Decide when to retire and stick to it. Selecting the right successor - Whom to choose? What if no one fits the bill? Is the next generation good enough to run the business? Rewards and challenges for latter-generation family members, Next-generation attributes, interests, and abilities: ingredients for responsible leadership, Crafting the next-generation career plan, Sibling and cousin teams, A top management team, Managing interdependence, A vision for the company: taking it to the next level, Partnerships and a focus on the future, Incumbent generation leadership: governance and resolution of the past. Succession in older family businesses - Second to third generation, Third to fourth generation and beyond. New generation, new system, new culture.	7 + 2

4	<p>Transfer of Power and Building financial security and relinquishing control: The CEO as architect of governance, The transfer of power, The CEO as architect of succession and continuity, CEO exit style and the transfer of power, Promoting trust among family members in the process of transferring power, The unique roles of the CEO spouse, Role types of the CEO spouse and the transfer of power, Implications of CEO exit styles and CEO spouse roles for succession and the transfer of power.</p> <p>Building financial security -Money into or out of the business. Setting the business - A hard decision, Sale mechanics and Principle exit options. Passing down the business - Capturing values for later generations, Estate-planning principals, Treating heirs fairly. Ownership and control considerations - Life insurance, Splitting the company, Conditions attaching to ownership, Isolating voting control. Implementing the estate plan - Trusts and their uses, The benefits of life insurance</p>	7 + 2
5	<p>Change and Adaptation: The Future of Family Business, Continuity and culture, Changing the culture, New leaders of the evolution, The raw materials of a new culture, Three states of evolution - The future state, The present state, The transmission state. Continuity and family management ownership structures, Commitment planning, Institutionalizing the change, The future: can the family business compete and thrive? Agility in the face of change, Competition and value creation, Tapping the next generation, Thriving through competition, Organic competencies and the business's future, Intrapreneurship: Intergenerational growth in entrepreneurial families, Global opportunities, Positive-Sum dynamics through family and enterprise leadership, Family firm recourses for the future.</p>	7 + 2

Learning Resources:

1	Text Books	Family business: The essentials by Peter Leach, Profile books Ltd. Family Business by Ernesto J. Poza
2	Reference Books	Entrepreneurs: Talent, Temperament, Technique 2 nd Edition. By – Bolton, Bill and John, Thompson. Butterworth-Heinemann, MA. 2004. ISBN: 978-81-312-1366-7 Unleashing your Entrepreneurial Potential. By – Raghu Nanadan. Response Business Book from Sage, New Delhi.2009. ISBN: 978-81-7829-908-2
3	Supplementary Reading Material	Management of Succession in Family-Owned Business. Edited by Pramod Verma. The ICFAI University Press, Hyderabad. 2007. ISBN: 978-81-314-1185-8 Family Wars: Classic Conflicts in Family Business and How to Deal With Them. By - Grant Gordon and Nigel Nicholson. Kogan Page, London. 2008. ISBN: 978-0-7494-5457-9
4	Websites	-
5	Journals	Siblings and Succession in the Family Business, Warren D. Miller, HBR # 98108 Transferring Power in the Family Business, Louis B. Barnes and Simon A. Hershon, HBR # 76401 Conflicts That Plague Family Businesses, Harry Levinson, HBR # 71206

Semester	IV	Elective	Family Business Management
Course Code	404FBM	Type	Subject – Core
Course Title	Managing Innovation – II		

Course Objectives:

1	To expose students to the need of innovation vis-à-vis sustainability
2	To broaden the view of approaching problems and finding solutions

Syllabus:

Unit Number	Contents	Number of Sessions
1	Globalization for Innovation: Technological Uncertainty, Market Uncertainty, Endogeneity, Generic Strategies for World Wide Innovation, Strategic Choice – Balancing Cost & Innovation, Role of Complimentary technologies, Protecting Entrepreneurial Rents – Team Up , Block, Run. Methods of Globalization – Acquisitions and Mergers, Strategic Alliances, Licensing, Internal Development.	7 + 2
2	Innovation for Emerging Economies: Value Stock, Techno economic Factors – Economic Differences, Product Specificity. Entry Strategies – Reach for later stage of the Product Life Cycle, Reach Deeper into the Value Stock, Options Approach. Implementation – Technology Transfer, Commercialization, Establishing Co-opetitors.	7 + 2
3	Role of National Governments in Innovation: Why a Government Role? – Public Nature of Knowledge, Uncertainty, Public Complementary Assets, Network Externalities, Politics. Government Actions – Financing R & D, Lead User, Provider of Public Complementary Assets. Regulator, Macro-Economic Fundamentals, Baby-Sitter and Godfather, Educator, Information Centre and Provider of Political stability.	7 + 2
4	Innovation in Services: Service Organizations do Innovate, The Concept of Innovation in Services, Type of Innovation in services, The CI-3 Framework – Customer Intelligence, Customer Intimacy, Customer Innovation. Brand Asset Monitoring, Customer Satisfaction & Loyalty Measurement, Touch Points Data Management. Customer Blending, Customer Mind Mapping, Customer Ecosystem Mapping. Innovation Process, Magnet team. Product Forums. Benefits of the CI – 3 Frameworks.	7 + 2
5	Cases on Innovation: Business / Process innovations, Social Innovations, Organizational innovations. Overview of National Innovation Systems – Brazil Denmark, Singapore, USA, Japan.	7 + 2

Learning Resources:		
1	Text Books	Innovation Management, Allan Afuah, Oxford Indian Edition. Business Innovation in the 21 st Century, Praveen Gupta, S Chand. A Case Study Special on Innovation – Making Aspirations Count, Business World Publication. Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi.
2	Reference Books	Adair on Creativity and Innovation Edited by Neil Thomas, Viva Books.
3	Supplementary Reading Material	Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's Toolkit, Harvard Business Press. Fastback to Success Innovation, Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B Van Gundy, and PHI – Eastern Economy Edition.
4	Websites	-
5	Journals	-

Semester	IV	Elective	Family Business Management
Course Code	405FBM	Type	Subject – Elective
Course Title	Creativity and Change in Organizations		

Course Objectives:

1	To sensitize student to critical thinking, nurturing team work and change
2	To prepare students for fostering entrepreneurial leadership and institutional culture

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Process of Change, Creativity & Innovation: Organizational Change – Definition & Key Dimensions, Factors that Promote Change, Creativity & Innovation, Theories of Innovation and Levels & Types of Innovation, The age of Creativity, Creativity & National prosperity, Creative Industries & potential for growth.	5 + 2
2	The Individual – Promoting Critical Thinking: Cognitive factors - Implications for HRM, Personality Traits - Implications for HRM, Knowledge – Explicit & Implicit, Informal and Tacit, Knowledge for creativity - Implications for HRM, Motivation – Types of Motivation. The Group – Nurturing Team Work: Difference between groups and teams, Why do people join teams? Team Development process, Why do teams fail? Blind conformity, Group Think, Social loafing. Team Inputs - size, longevity, task, Knowledge, Skills and Abilities (KSAs), Resourcing of the team, Team composition. Team processes – Action processes. Brainstorming. Electronic Brainstorming. Nominal Group Technique (NGT). Trust – Conflict – Team cohesiveness. Moderators of Team Performance – Task Type, Task Leadership. Team outcomes.	5 + 2
3	The Leader – Promoting New Ideas at Work: Defining Leadership, Difference between Managers and Leaders, Ingredients of Leadership, Trait approaches to Leadership, Behavioural approaches to Leadership, Managerial Grid, Contingency theories – Fiedler model, Hersey Blanchard situational theory, Leader participation model, Push-Goal Theory. Transformational and transactional leadership. Charismatic and Visionary Leadership. Leading change, creativity & Innovation –Leadership –Leadership and change, Ingredients of leadership for creativity & Innovation. Challenges in leading for creativity & Innovation.	5 + 2
4	The Internal Environment – Orchestrating Structure, Systems and Resources; The Balanced Score Card – Value Creation and Performance management. Organizational Structure – work specifications, departmentalization, chain of command, span of control, centralization and decentralization, Formalization. Situational factors – Corporate Strategy, Organizational Size and Environmental uncertainty. Structural forms – Traditional and contemporary forms. Organizing for change, creativity and innovation - Goal Setting and reward Systems. Evaluation. Resources – Sufficient resourcing. Systems of Communication.	5 + 2

5	<p>Culture – Enabling & Constraining Creative Processes at Work: Organizational culture, Different Perspectives of Organizational culture, Can we manage Organizational culture? Culture as an important ingredient of Organizational Creativity. Norms that promote Creativity and Innovation, Norms that promote Implementation. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation?</p> <p>The Organization – Managing Process of Change: Change and Organizations, Change Drivers, People and Change, The problem of resistance, Organizational Development approach to change, Situational Approach to Change Management, Political process approach to change management, Processual perspective for understanding change. Studying change over time.</p>	5 + 2
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Learning Resources:		
1	Text Books	Managing Change, Creativity & Innovation, Constantine Andriopoulos and Patrick Dawson. Sage Publications.
2	Reference Books	Innovation Management, Allan Afuah, Oxford Indian Edition. Business Innovation in the 21 st Century, Praveen Gupta, S Chand. Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi. Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.
3	Supplementary Reading Material	Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's Toolkit, Harvard Business Press. Fastback to Success Innovation, Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B Van Gundy, PHI – Eastern Economy Edition.
4	Websites	- -
5	Journals	- -

Semester	IV	Specialization	Family Business Management
Course Code	406FBM	Type	Subject – Elective
Course Title	Accounting for Small Business		

Course Objectives:

1	To expose student to needs of Family business / small business Accounting and Finance
2	To prepare student to inventory, inventory control.
3	To expose student to risk management practices.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Small business accounting: Projecting and evaluating performance Why accounting matters to small business, Basic accounting concepts, business entity concepts, Going concern, Accounting Equations, What is a Cost? What is an Expense? Information Usefulness, Why does Accounting matter? Setting up an Accounting system, Financial reports, Income statement, Balance sheet, Applying for loan, Cash flow Statement, Uses of financial accounting, Reporting to outsiders, Record keeping, Taxation and Control of receivables.</p> <p>Analysis of Business operations, Uses of Management Accounting, The business plan and budget process, Planning/Budgeting, Completing a master budget, Sales budget, Purchase budget, Cost of goods sold, Labor budget, Selling, general, and administrative expense budget, Overhead budget, Budgeted income statement, Completing a comprehensive budget, Controlling, Preparing a Master Budget, Decision Making.</p>	5 + 2
2	<p>Cash: Lifeblood of the business: The importance of money management, Money in/ Money Out – Just how importance it is? Money as a key idea, Cash and cash equivalents, Managing cash flow, Company and bank cash balances, Reconciling bank balances with company book balances, Planning cash needs, Sales budget: forecasting sales receipts, Cash receipts budget, Forecasting cash disbursements, A comprehensive budget, Preventive cash flow problems, Techniques to increase cash inflow, Techniques to decrease cash outflows, Controlling Cash shortages.</p>	5 + 2
3	<p>Small business finance: Using equity, debt, and gifts: Focus on small business: Sources of financing for small businesses, Financing with equity, Determining personal net worth, Getting equity investment for your business, Obtaining your credit report, Gift financing, Finding grants, What type of financing is right for your business? Financial management for the life of your business, Tools for financial management, Financial Management for start-up, Financial Management for growth, Financial Management for operations, Financial Management for business exit.</p>	5 + 2

4	<p>Assets: Inventory and operations management: Focus on small business: Curtis Graf and the Nightmare on Construction Street, Managing short-term assets, Accounts receivable, The pros and cons of offering credit to customers, Managing account receivables and receive the greatest benefit for your business, Using your accounts receivable as a source of financing, Using receivables to raise immediate cash, Managing inventory, Determining the appropriate level of inventory, Scheduling ordering and receipt of inventory, Just-in-time inventory systems, Other approaches to inventory control, Value of assets in your business, Determining the value of your operating assets, Determining the value of Inventory, Property, Plants and equipment, Understanding whole of life costs for capital budgeting, The capital budgeting decisions, Payback period, Rate of return on investment, Rent or buy, Financing with leases, Fractional ownership and other forms of joint venture, Management operations, Inputs into your business, Business operations comprise converting time and materials into service and product, Business outputs, Feedback, Measuring and improving productivity, Operations management challenges for product-based firms, Operations management challenges for service firms.</p>	5 + 2
5	<p>Small business protection: Risk management and insurance: Risk in small business, Risks associated with specific business operations, Property of the business, Events related to personnel, Events related to customers and others, Managing risks, Managing risk to tangible property, Managing risk to buildings and lands, Managing risk to computers and data, Managing risk to intangible property, Managing risk from violations of tax regulations, Managing risk from employee violation of Government regulations, Insuring against risks, Using insurance to manage risks, Developing comprehensive insurance program, Sharing risk, Joint ventures , Industry groups for insurance coverage, Government funding for risky ventures.</p>	5 + 2

Learning Resources:

1	Text Books	Entrepreneurial small business by Jerome Katz, Richard Green, Tata McGraw-Hill, 2 nd Edition
2	Reference Books	-
3	Supplementary Reading Material	-
4	Websites	-
5	Journals	<p>N.S. Economides (1988), "The Economics of Trademarks", <i>Trademark Reporter</i>, 78, 523-39. How Much Money Does Your New Venture Need?, James M. Stancill, HBR, 1986. Sticking it out: Entrepreneurial survival and liquidity constraints; Holtz-Eakin, How Much Cash Does Your Company Need?, Richard Passov, HBR # R0311J</p>

Semester	IV	Specialization	Family Business Management
Course Code	407FBM	Type	Subject – Elective
Course Title	Management of Intellectual Property Rights		

Course Objectives:

1	Expose the participants to the basic concepts of IPRs, their coverage and scope.
2	Provide some insights into the strategic role of IPRs in the current Indian context
3	Generate understanding of issues relating to the management of IPRs

Syllabus:

Unit Number	Contents	Number of Sessions
1	Concept of Property vis-à-vis Intellectual Property : Overview of Concept of Property and Theories of Property , Theories of Intellectual Property Rights, Intellectual Property as an Instrument of Development , Need for Protecting Intellectual Property- Policy Consideration- National Perspectives and International demands. Types of Intellectual Property- Origin and Development- An Overview. Intellectual Property Rights as Human Right. Intellectual Property Rights in the Cyber World.	5 + 2
2	Patent Law : Introduction to Patent Law, Paris Convention, Patent Cooperation Treaty, WTO- TRIPS, Harmonization of CBD and TRIPs. Indian Patent Law - The Patents Act, 1970 , Amendments to the Patents Act , Patentable Subject Matter, Patentability Criteria, Procedure for Filing Patent Applications, Patent Granting Procedure, Revocation, Patent Infringement and Remedies , Relevant Provisions of the Biological Diversity Act, 2002 , Access and Benefit Sharing Issues	5 + 2
3	Trademarks: Introduction to Trademarks , Need for Protection of Trademarks, Kinds of Trademarks , International Legal Instruments on Trademarks , Indian Trademarks Law, The Trade and Merchandise Marks Act, 1958 - Trademarks Act, 1999, Procedural Requirements of Protection of Trademarks, Content of the Rights, Exhaustion of Rights , Assignment under Licensing, Infringement, Right of Goodwill, Passing Off , Domain Names and Effects of New Technology (Internet).	5 + 2
4	Industrial Designs: Need for Protection of Industrial Designs, Subject Matter of Protection and Requirements, The Designs Act, 2000, Procedure for obtaining Design Protection, Revocation, Infringement and Remedies.	5 + 2
5	Role of International Institutions: World Intellectual Property Organization (WIPO) , Function of WIPO , Membership of WIPO , Agreement between the WIPO and the WTO , Dispute Settlement- New Treaties. Commercialisation of Intellectual Property Rights by Licensing, Determining Financial Value of Intellectual Property Rights, Negotiating Payments Terms in Intellectual Property Transaction.	5 + 2

Learning Resources:		
1	Text Books	Al-Ali, N. (2003) Comprehensive Intellectual Capital Management: Step-by-Step. John Wiley & Sons, Inc., Hoboken, New Jersey. Andriessen, D. (2003). Making Sense of Intellectual Capital. Designing a Method for the Valuation of Intangibles. Butterworth Heinemann. Stewart, T.A. (1997). Intellectual Capital: The New Wealth of Organizations, Nicholas Brealey, London.
2	Reference Books	Sveiby, K. E. (1997). The New Organizational Wealth: Managing & Measuring Knowledge-Based Assets. Berrett-Koehler Publishers, San Francisco. Edvinsson, L. and Malone, M.S. (1997). Intellectual Capital: Realizing your company's true value by finding its hidden brainpower, Harper, New York. Low, J. and Kalafut, P.C. (2002). Invisible advantage: How Intangibles are Driving Business Performance, Perseus Publishing, Cambridge
3	Supplementary Reading Material	Sullivan, P. H. (2000). Value-Driven Intellectual Capital: How to Convert Intangible Corporate Assets into Market Value. John Wiley & Sons, Inc., Hoboken, New Jersey Tissen, R. and Andriessen, D. and Deprez, F.L. (2000). The Knowledge Dividend: Creating High-Performance Companies through Value-Based Knowledge Management, Financial Times Prentice Hall, London.
4	Websites	-
5	Journals	Andriessen, D. and Boom, M. van den (2006). Asia and Europe, knowledge economies in encounter. INA Magazine, Vol.XVII, 15-18. S. Khoury (1998), "Valuing Intellectual Properties", in P.H. Sullivan (1998), Profiting from Intellectual Capital: Extracting value from Innovation, John Wiley & Sons, 335-356. Stam, C. D. (2007). Knowledge productivity. Designing and testing a method to diagnose knowledge productivity and plan for enhancement.

Semester	IV	Specialization	Family Business Management
Course Code	408FBM	Type	Subject – Elective
Course Title	Managing, Growing and Exiting The New Venture		

Course Objectives:

1	To empower student with nuances of stages of venture and entrepreneurial conduct
2	To prepare student with the understanding of resources and external sources
3	To prepare student of separation and exit strategies

Syllabus:

Unit Number	Contents	Number of Sessions
1	Entrepreneurial Strategy: Generating And Exploiting New Entries: New Entry, Generation of a New Entry Opportunity - Resources as a Source of Competitive Advantage, Creating a Resource Bundle That is Valuable, Rare, and Inimitable. Assessing the Attractiveness of a New Entry Opportunity - Information of New Entry, Comfort with Making a Decision under Uncertainty, Decision to Exploit or Not to Exploit the New Entry. Entry Strategy for New Entry Exploitation - Environmental Instability and First Mover (Dis) Advantages, Customer Uncertainty and First Mover (Dis) Advantages, Lead Time and First Mover (Dis) Advantages. Risk Reduction Strategies for New Entry Exploitation - Market Scope Strategy, Imitation Strategies, Managing Newness.	5 + 2
2	Strategies For Growth And Managing The Implications of Growth: Growth Strategies: Where to Look for Growth Opportunities - Penetration Strategies, Market Development Strategies, Product Development Strategies, Diversification Strategies, Example of Growth Strategies. Economic Implications of Growth. Implications of Growth for the Firm - Pressures on Existing Financial Resources, Pressures on Human Resources, Pressures on Management of Employees, Pressures on Entrepreneur's Time. Overcoming Pressures on Existing Financial Resources. Financial Control - Managing Cash Flow, Managing Inventory, Managing Fixed Assets, Managing Costs and Profits, Taxes, Record Keeping. Overcoming Pressures on Existing Human Resources, Overcoming Pressures on the Management of Employees, Overcoming Pressures on Entrepreneur's Time - Basic Principles of Time Management. Implications of Firm Growth to the Entrepreneur - A Categorization of Entrepreneurs and Their Firms' Growth.	5 + 2
3	Accessing Resources For Growth From External Sources: Using External Parties to Help Grow a Business, Franchising - Advantages of Franchising- to the Franchisee, Advantages of Franchising- to the Franchiser, Disadvantages of Franchising, Types of Franchising, Investing in Franchising. Joint Ventures - Types of Joint Ventures, Factors in Joint Ventures. Acquisition - Advantages of Acquisition, Disadvantages of Acquisition, Synergy, Structuring the Deal, Locating Acquisition Candidates. Mergers, Leveraged Buyouts, Overcoming Constraints by Negotiating for More Resources.	5 + 2
4	Going Public: Advantages and Disadvantages of Going Public – Advantages, Disadvantages. The Alternatives to Going public, Timing of Going Public and Underwriter selection – Timing, Underwriter Selection. Registration Statement and Timetable - The Prospectus, Part II, Procedure. Legal issues. After Going public - Aftermarket Support, Relationship with the Financial Community, Reporting Requirements, Myths concerning Going Public.	5 + 2

5	Ending The Venture: Bankruptcy- An overview, Reorganization - Surviving Bankruptcy, Prepackaged Bankruptcy, Extended Time Payment Plans, Liquidation, Strategy during Reorganization, Keeping the Venture Going, Warning Signs of Bankruptcy, Starting Over, The Reality of Failure, Business Turnarounds, Exit Strategy. Succession of Business - Transfer to Family Members, Transfer to Non-Family Members. Harvesting Strategy - Direct Sale, Employee Stock Option Plan, Management Buyout.	5 + 2
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Learning Resources:		
1	Text Books	Entrepreneurship By Robert D Hisrich , Michel P Peters, Dean A Shepherd , TMGH, 6 th ed.
2	Reference Books	James Collins, William C. Lazier, Beyond Entrepreneurship: Turning Your Business into an Enduring Great Company.
3	Supplementary Reading Material	--
4	Websites	--
5	Journals	The Role of the Founder in Creating Organizational Culture, Edgar H. Schein, Organizational Dynamics, Summer 1983.

Semester	IV	Specialization	Family Business Management
Course Code	409FBM	Type	Subject – Elective
Course Title	Project Management		

Course Objectives:

1	To make the students understand the complex issues in Project Management
2	To increase the understanding of project management tools and techniques
3	To teach the students the concepts and skills that are used by managers to plan projects, secure resources, budget, lead project teams to successful completion of projects.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to Project Management: Definition, functions, evolution of Project Management, classification of projects, Project management in different environments.</p> <p>The Project Management Systems, Methodologies & Systems Development Cycle: Systems approach, systems analysis, systems development, project feasibility, Project life cycle, project appraisal, project contracting, the phases of system development life cycle.</p>	5 + 1
2	<p>Project Feasibility Study: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis.</p> <p>Project Planning: Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.</p>	6 + 1
3	<p>PERT, CPM, Resource allocation: Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling.</p> <p>Cost Estimating Budgeting : Cost estimating process elements of budgeting, project cost accounting & management information systems, cost schedules & forecasts.</p>	5 + 1
4	<p>Managing Risks in Projects: Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods.</p> <p>Project Control: Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control.</p>	5 + 1
5	<p>Project Management Information System: Computer based tools, features of PMIS, using project management software, (MS Projects)</p> <p>Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract.</p>	4 + 1

Learning Resources:		
1	Text Books	Effective Project Management by Clements and Gido, Thomson India Edition, 2007. Project Management : The Managerial Process by Gray and Larson, MGH, Special Indian Edition, 3 rd Edition Project Management for Business and Technology: Principles and Practice by John Nicholas, PHI – Eastern Economy Edition, 2 nd Edition Project Management –by Mantel, Meredith, Shafer, Sutton and Gopalan, 1st Indian Edition
2	Reference Books	Project Management by Dennis Lock, Coles Publishing Co., Ltd. Project Management – a systems approach and planning, scheduling and controlling by Harold Kerzner, CBS Publishers Project Management for 21st Century by Bennet P Lientz and Cathryn P Rea , Academic Press, Latest Edition A management guide to PERT/CPM by Jerome D Weist and Sertinand K Levy Prentice Hall India Appraisal &Control of Project costs by Roy.Pilchar, McGraw Hill. Project Management by Gary R Heerkens & Roger A Formisano, McGraw Hill.
3	Supplementary Reading Material	Project Management: A Managerial Approach by Meredith, Mantel Wiley India, 6 th Edition. The Practice of Project Management by Freigenti and Comninos, Kogan Page
4	Websites	www.pmi.org.in/
5	Journals	Risk Analysis of Infrastructure Projects: A Case Study on Build-Operate-Transfer Projects in India by Maniar, Hiren., IUP Journal of Financial Risk Management, Dec2010, Vol. 7 Issue 4 Enercon India: Project Planning by Mukherjee, Saral; Raghuram, G., Vikalpa: The Journal for Decision Makers, Jan-Mar2007, Vol. 32 Issue 1 Critical Factors Affecting Schedule Performance: Evidence from Indian Construction Projects by Iyer, K. C.; Jha, K. N., Journal of Construction Engineering & Management, Aug2006, Vol. 132, Issue 8 What attributes should a project coordinator possess? by Jha, Kumar Neeraj; Iyer, Chandrashekhar K., Construction Management & Economics, Sep2006, Vol. 24 Issue 9 A Study of Critical Project Success Parameters in Different Organizational Conditions by Piyush, Mishra; Dangayach, G. S.; Mittal, M. L., Advances in Management, Aug2011, Vol. 4 Issue 8

Semester	IV	Specialization	Family Business Management
Course Code	410FBM	Type	Subject – Elective
Course Title	Environment and Laws		

Course Objectives:

1	To sensitise students towards environmental issues
2	To expose students to Applicable Acts vis-à-vis Environmental issues

Syllabus:

Unit Number	Contents	Number of Sessions
1	An Overview of Pollution Control Laws – Acts and Rules applicable to control of air, water and noise-pollutions (with reference to Water Act, 1974, Air Act, 1981 and E.P. Act, 1986)	5 + 1
2	Waste Management Law: (i) Solid waste, (ii) Hazardous waste, (iii) Bio-medical waste, (iv) Manufacture, Use, Import, Export and Storage of Hazardous Microorganisms Genetically Engineered Organism or Cells Rules, 1989.	5 + 1
3	Polluter's Liability: Tortious Liability: Strict and absolute liability, vicarious liability, Liability for Industrial Accidents , The Public Liability Insurance Act, 1991, The National Environment: Tribunal Act, 1995, Liability under criminal Law, Relevant provisions of Indian Penal Code, Relevant provisions of Pollution Control Legislations.	5 + 1
4	Bio-diversity law: An overview with special emphasis on traditional knowledge and intellectual property rights. Coastal Zone-Regulations and select judicial decisions , River Water and Ground Water Pollution- Legislative attempts and select judicial decisions.	5 + 1
5	Administrative Machinery: Dispute Settlement Mechanism and Remedies - Powers, Functions and Procedure of Administrative Agencies , Central Government, State Government, Central Pollution Control Board, State Pollution , Control Boards and local authorities. Forums for Resolution of Environmental Disputes - Primary judiciary (District Court), High Courts and Supreme Court, The role of Collector under Public Liability Insurance Act, 1991, Environment Tribunal under N.E.T. Act, 1995, National Environment Appellate Authority under the N.E.A. Authority Act, 1997.	5 + 1

Learning Resources:	
Text Books	Relevant Bare Acts (e.g. The Environment (Protection) Act, 1986) Industry Environment and Law / Shastri S.C. ; Balre P.P.; Khan T.I. 1996
Reference Books	International Law, Ku Charlotte, 2004
Supplementary Reading Material	http://www.loc.gov/rr/scitech/subjectguides/environmentalsg.html http://www.environment.nsw.gov.au/publications/evri.htm
Websites	http://www.moef.nic.in/modules/rules-and-regulations/environment-protction/ http://www.ceeraindia.org/documents/lib_tabofcon_160300.htm http://edugreen.teri.res.in/explore/laws.htm http://www.conservation.org/act/get_involved/protect_forests/Pages/deforestation.aspx?gclid=Clyj1M_p57UCFY966wodYHMApg http://www.carbonfund.org/?gclid=CJz8o9Dp57UCFcV56wodjBAA0Q http://www.ielrc.org/home.php
Journals	www.ceeraindia.org/documents/ijelvol2(1).pdf www.supremecourtofindia.nic.in http://www.lead-journal.org/ http://www.columbiaenvironmentallaw.org/

Semester	IV	Specialization	Family Business Management
Course Code	411 FBM	Type	Subject – Elective
Course Title	Information, Disaster and Health Management		

Course Objectives:	
1	To prepare student for Information Security and Disaster Management
2	To familiarize the learners with the meaning, factors, significance, causes and effects of disasters.
3	To sensitize students of importance of self-health & sustenance and practicing positive living.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Information Management Describe and apply a range of information systems planning techniques. Identify appropriate risk management techniques for managing information and information security. Describe and apply a range of evaluation methods to information systems evaluation and management.	5 + 1
2	Fire Safety and Fire Fighting Describe and understand chemistry of Fire, Fire prevention methods. Types of Fire and Firefighting equipment. Plan, Develop and Implement Safety Procedures.	5 + 1
3	Disaster Management Humanitarian Principles and Values in context of Disaster Management. Introduction to Hazards, Vulnerabilities and Disasters. Disaster Risk Reduction and Development Planning. Disaster Response and Recovery	5 + 1
4	Health Management General Awareness about Healthy living and Health Practices. Yoga and Pranayama Sessions Out Door Fitness Activities (Running Trekking, Outdoor Games etc.)	5 + 1
5	Work Life Balance Making work your Hobby and vice versa. Healthy practices for self, business and co-workers (Case Studies of Successful Family Business Houses)	5 + 1

Learning Resources:		
1	Text Books	Entrepreneur's Book of Checklists / Ashton Robert . - New Delhi : Pearson Education in South Asia High Performance Entrepreneur : Golden rules for success in today's world / Bagchi, Subrato. . - New Delhi : Penguin Books India Pvt. Ltd.
2	Reference Books	1. Applied Information Management System user's manual, Elmer W. Heller, System Development Corporation, the University of Michigan 2. Information Management: The Evaluation of Information Systems Investment, Leslie Willcoks 3. Handbook of Information Management edited by Alison Scammell

3	Supplementary Reading Material	<ol style="list-style-type: none"> 1. Off Balance: Getting Beyond the Work-Life Balance Myth to Personal and Professional Satisfaction Hudson Street Press; 1 edition (September 15, 2011), ISBN-10: 159463081X 2. The Myth of Work-Life Balance: The Challenge of Our Time for Men, Women and Societies, Wiley; 1 edition (April 24, 2006), ISBN-10: 0470094605 3. Strategic Project Management Made Simple: Practical Tools for Leaders and Teams Wiley; 1 edition (February 9, 2009), ISBN-10: 0470411589 4. Fire Safety: An Employer's Guide (HSE books), Stationery Office Books (July 1999), ISBN-10: 0113412290 5. A Comprehensive Guide to Fire Safety Colin Todd, BSI British Standards Institution; 3rd edition (17 Jan 2008), ISBN-10: 0580509435
4	Websites	<ol style="list-style-type: none"> 1. http://www.information-management.com/ 2. http://www.aiim.org/what-is-information-management 3. http://www.ilpi.com/safety/extinguishers.html 4. http://en.wikipedia.org/wiki/Emergency_management 5. http://www.ndmindia.nic.in/ 6. http://ndma.gov.in/ndma/index.htm 7. http://en.wikipedia.org/wiki/Health_administration 8. http://en.wikipedia.org/wiki/Work%E2%80%93life_balance 9. http://www.webmd.com/balance/guide/5-strategies-for-life-balance 10. http://www.oecdbetterlifeindex.org/topics/work-life-balance/
5	Journals	<ol style="list-style-type: none"> 1. http://jhm.sagepub.com/ 2. http://www.mayoclinic.com/health/work-life-balance/WL00056

Semester	IV	Specialization	Family Business Management
Course Code	412 FBM	Type	Subject – Elective
Course Title	Business Incubation		

Course Objectives:	
1	To develop a basic understanding of their own business model
2	Learn basics of startup formation
3	Receive mentoring from successful, articulate, and committed entrepreneurs.

Syllabus::

Students shall work in groups of not more than 3, identify a business idea and come up with the following in the context of their identified business idea:

1. Competitive Analysis
2. Marketing Plan
3. Operational Plan
4. Financials
5. Market research
6. Advertising
7. Advisory board development
8. Legal issues (company structure, legal agreements, intellectual property)
9. Insurance issues
10. Other revenue
11. Marketing
12. Technology
13. Operations/costs
14. Funding
15. Institutional / Government Support to the venture.
16. Relationships
17. Team-building
18. Ethical issues
19. One-Page Business Summary

The students shall present their work to the faculty and fellow students. To the extent possible an entrepreneur should be involved in the evaluation process.

The following questions shall form the basis of evaluation of the work:

1. Is the idea well-conceived?
2. Is the plan well researched?
3. Has the team identified and addressed key questions and challenges and, as an entrepreneur, adjusted nimbly?
4. Did the team present the plan well?

Weightage to the work shall be as follows:

1. Initial competitive analysis
2. Preliminary marketing plan
3. Operational plan
4. Financials
5. One-page business summary
6. Written Work

Learning Resources:		
1	Text Books	Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, by Alexander Osterwalder and Yves Pigneur Founders at Work: Stories of Startups' Early Days P. Denning and R. Dunham, The Innovator's Way, MIT Press: Cambridge, Massachusetts, 2010.
2	Reference Books	Steven Gary Blank, The Four Steps to the Epiphany, paperback and PDF, 2006. E. Ries, The Lean Startup, Crown: New York, 2011.R. Dorf, T. Byers, Technology Ventures: From Ideas to Enterprise, McGraw Hill: New York, 2008 T. Hopkins, Selling for Dummies, Wiley: Indianapolis, 20110
3	Supplementary Reading Material	Peter Drucker, Innovation and Entrepreneurship, Harper & Row: New York, 1985.
4	Websites	-
5	Journals	-

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MBA Syllabus: Semester IV
Technology Management

Semester	IV	Specialization	Technology Management
Course Code	403TM	Type	Subject – Core
Course Title	Technology Competition and Strategy		

Course Objectives:	
1	To highlight the role of technology and innovation as value drivers.
2	To emphasize the open systems view and underscore the role of environment in Technology strategy.
3	To highlight linkages between technology and business strategy

Syllabus:

Unit Number	Contents	Number of Sessions
1	Technology & Competition: Competitive Domains, Competitive Consequences of Technological Change – Creation of New Products, Changes in the Value Chain, Changes in the Value Constellation, Competitive Rivalry. Technological Characteristics of Competitive Domains – Technological Opportunity, Appropriability, Resource Requirements, Collateral Assets, Institutional Milieu, Speed. Dynamics of Change in the Competitive Domain – Technology Emergence Phase, Incremental Change Phase. Framework for Analysis of Technology Emergence, Influence of Environmental trends on competition. Technology as critical to Business Outcomes – Technology Strategy and Technology Leadership.	7 + 2
2	Technology Intelligence: Signals of New Technology, What is Technology Intelligence, Importance of Technology Intelligence, Levels of Technology Intelligence, External versus Internal Technology Intelligence. Mapping the Technology Environment – Steps in Mapping, Mapping the Macro-level and Industry Level Environment. Mechanisms for Data Collection – Challenges, Organizational Arrangements and Key Principles for Data Collection. Contemporary Challenges in Mapping the Technology Environment.	7 + 2
3	Business Strategy and Technology Strategy: Business Strategy , Strategic Analysis and Decision Making using Product Evaluation Matrix, Market-Growth-Market-Share Analysis Matrix, X-Y Coordinating Method, M-by-N Matrix, SWOT Matrix, Formulation of Technology Strategy, Core Competencies, Exploitation of Core Competencies, Integration, Linking Technology & Business Strategies, Creating the Product-Technology-Business Connection. Technology's Interface with – Market, Customers and Suppliers. Customer-Supplier and Product-User relationships.	7 + 2
4	Technology Strategy Choice: Technology – Business Connection, Domains of Technology Choice, Linkages between Technology Choice and Competitive Advantage, Technology Strategy Definition, Role of Chief Technology Officer, Key principles underlying Technology Strategy – Objectives, Drivers, Decision criteria. Technology Strategy Types – Appropriateness of the Technology Strategy Types, Diversified Firms, A Framework for formulating Technology Strategy – Strategic Diagnosis, Formulation of Technology Strategy, Crafting and Implementation Approach, Execution. Technology Strategy – Superior Performance Characteristics. Accountability to Shareholders, Government and Other Stakeholders/ Performance Measurement.	7 + 2

5	Technology Strategy – Collaborative Mode: Collaborative Arrangements – Definitions, Trends, R&D Alliances, Marketing Alliances, Outsourcing Alliances, Collaboration between small and large firms, Strategic and Operational Reasons for Collaborative Arrangements. Collaborative Arrangements in the domain of Technology Strategy – Appropriation of technology, Deployment of technology in New Products, Deployment of technology in the Value Chain, Marketing of technology. Risks of Collaborative Activity – Intellectual Property Right Risk, Competitive Risk, Organizational Risk. Cases on R & D Collaborations, Global Technology Alliances. The form of Collaborative Arrangement.	7 + 2
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Learning Resources:		
1	Text Books	Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education, 2009 Edition. Technology Management – Text and International Cases, Norma Harrison and Danny Samson, MGH.
2	Reference Books	Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition. Management of Technology – The Key to Competitiveness and Wealth Creation, Tarek Khalil and Ravi Shankar, TMGH, New Delhi, 2 nd Edition. Technology & Business Strategy – An Introduction, Edited by Prashanta Kumar Banerjee, ICFAI books.
3	Supplementary Reading Material	Managing Strategic Innovation and Change – A Collection of Readings, Michael L Tushman and Philip Anderson, Oxford University Press. 2 nd Edition. Management of Technology and Innovation – Competing through Technological Excellence, P N Rastogi, Response Books, 2 nd Edition. Utterback, James. "Invasion of a Stable Business by Radical Innovation." Chapter 7 in Mastering the Dynamics of Innovation. Cambridge, MA: Harvard Business School Press, 1994. ISBN: 9780875843421.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	McGahan, Anita. "How Industries Change." Harvard Business Review, October 1, 2004. Lieberman, M. & C. Montgomery. 1988. First Mover Advantages: A Survey, in <i>Strategic Management Journal</i> , 9: 41-58. Henderson, Rebecca, and Kim Clark. "Architectural Innovation: The Reconfiguration of Existing Product Technologies and the Failure of Established Firms." <i>Administrative Science Quarterly</i> 35 (1990): 9-30. Bowman, E. H. & D. Hurry. 1993. Strategy through the Option Lens: An Integrated View of Resource Investments and Incremental-Choice Process, in <i>Academy of Management Review</i> , 18(4): 760-782. Linton, J. D., S T. Walsch & J. Morabito. 2002. Analysis, Ranking and Selection of R&D Projects in a <i>Portfolio</i> , in <i>R&D Management</i> , 32(2): 139-148. Arthur, W.B.: Increasing Returns and the New World of Business, Harvard Business Review July 1996

Semester	IV	Elective	Technology Management
Course Code	404TM	Type	Subject –Core
Course Title	Managing Innovation – II		

Course Objectives:

1	To provide exposure to an integrative framework for innovation.
2	To highlight global and emerging market context of globalization
3	To describe government's role in innovation
4	To describe innovations in service sector context.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Globalization for Innovation: Technological Uncertainty, Market Uncertainty, Endogeneity, Generic Strategies for World Wide Innovation, Strategic Choice – Balancing Cost & Innovation, Role of Complimentary technologies, Protecting Entrepreneurial Rents – Team Up , Block, Run. Methods of Globalization – Acquisitions and Mergers, Strategic Alliances, Licensing, Internal Development.	7 + 2
2	Innovation for Emerging Economies: Value Stock, Techno-economic Factors – Economic Differences, Product Specificity. Entry Strategies – Reach for later stage of the Product Life Cycle, Reach Deeper into the Value Stock, Options Approach.. Implementation – Technology Transfer, Commercialization, Establishing Co-opetitors.	7 + 2
3	Role of National Governments in Innovation: Why a Government Role? – Public Nature of Knowledge, Uncertainty, Public Complimentary Assets, Network Externalities, Politics. Government Actions – Financing R & D, Lead User, Provider of Public Complimentary Assets. Regulator, Macro-Economic Fundamentals, Baby-Sitter and Godfather, Educator, Information Centre and Provider of Political stability.	7 + 2
4	Innovation in Services: Service Organizations do Innovate, The Concept of Innovation in Services, Type of Innovation in services, The CI-3 Framework – Customer Intelligence, Customer Intimacy, Customer Innovation. Brand Asset Monitoring, Customer Satisfaction & Loyalty Measurement, Touch Points Data Management, Customer Blending, Customer Mind Mapping, Customer Ecosystem Mapping. Innovation Process, Magnet team. Product Forums. Benefits of the CI – 3 Framework.	7 + 2
5	Cases on Innovation: Business / Process innovations, Social Innovations, Organizational innovations. Overview of National Innovation Systems – Brazil Denmark, Singapore, USA, Japan.	7 + 2

Learning Resources:		
1	Text Books	Innovation Management , Allan Afuah, Oxford Indian Edition. Business Innovation in the 21 st Century, Praveen Gupta, S Chand. A Case Study Special on Innovation – Making Aspirations Count, Business World Publication. Innovation Management, ShlomoMaital and D V R Seshadri, Response Books, Sage Publications, New Delhi.
2	Reference Books	Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.
3	Supplementary Reading Material	Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's ToolKit , Harvard Business Press. Fastrack to Success Innovation , Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Henderson, R. & K. Clark. 1990. Architectural Innovation: The Reconfiguration of Existing Product Technologies and the Failure of Established Firms, in <i>Administrative Science Quarterly</i> , 35: 9-30. Cattani, G. 2006. Technological Pre-Adaptation, Speciation and Emergence of New Technologies: How Corning Invented and Developed Fiber Optics, in Industrial and Corporate Change , 15(2): 285-318. International Journal of Innovation and Technology Management

Semester	IV	Specialization	Technology Management
Course Code	405TM	Type	Subject – Elective
Course Title	Innovation, Product Development and Commercialization		

Course Objectives:

1	To offer a holistic framework for new product development and commercialization especially in the context of high technology products.
2	To highlight critical role of leadership in management of new product development & commercialization.
3	To illustrate how to integrate business, market, technology and resource strategies for optimal product development decisions and global commercialization success.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Product Platform and Knowledge Integration: Product Development Goals, Knowledge - Generation, Retention, Reuse and Integration. Dimensions of Knowledge integration, Knowledge integration across the value chain and virtual teams, Time Value of Knowledge and Short time to Market, Types of Products and Product Development Projects, Product and Process Platforms – Definitions, Defining a Product platform. Modularity in System Design, Strategic Outsourcing and Product Architecture, Product Life Cycle, Continuous Improvement of a Product, Baseline and Derivative products.	5 + 1
2	Product Development Process: Product Development framework, product Development process at leading corporations, New Product Development and Commercialization Process, Scaling the process and dynamic nature of Product Development, Knowledge generation and Integration in the PDCP, Flexibility in Product Development, Market Requirement Specifications, Phases of the PDCP, Product Launch, Cross-functional responsibilities and deliverables in the Product Development. Process Development Methodology, Software Product Development, Product Release and Post release Management, Product Change Management.	5 + 1
3	Excellence in Design and Product Reliability: Product Design , Design for Excellence – Design for Manufacturability, Serviceability, Maintainability, Safety, Environment Sustainability. Design for Reliability, Predictability and Robustness. Reliability profile over the Life Cycle, Reliability Assurance beyond the design phase. Reliability design and reliability modeling, Fault Tree Analysis, Failure Modes, Effects and Criticality Analysis, Design of Experiments, Passive Data Collection, Accelerated Testing and Screening, Weibull Analysis, Duane Growth Model, Terminology in Product Design and Development, Product Documentation, Prototyping, Product Characterization Testing, Customer Participation in Product Development, Quality.	5 + 1
4	Commercialization of High Tech Products: Challenges in the development and commercialization of high tech products, Strategies for flawless execution, process orientation, Kaizen in PDCP, Managing critical interfaces, Systems analysis, Systems Engineering and Life Cycle Thinking, Product Development – A Systems Analysis Perspective, A Global Perspective. Managing Constraints. Common innovation problems in large companies, Engineering Excellence and Team Productivity, Lean Product Development, Virtual teams through strategic alliances and sourcing to external and internal suppliers, core competency, core activities, leveraging resources.	5 + 1

5	<p>Managing New Product Development Teams: Overview, Constructing New Product Development teams, Team Size and Composition, Structure of the New Product Development team, Functional teams, Lightweight teams, Heavyweight teams, Autonomous teams. Team Leadership, Team Administration. Managing Virtual teams.</p> <p>Managing Product and Technology Portfolios for Shareholder Value: Factors affecting long term growth of shareholder value – RoA, RoE, RoI models, Product and Technology Portfolio Planning, A framework for Product Portfolio Planning, Steps in Product Portfolio Planning, Resource Distribution, Assessing Market and Business Opportunities.</p>	5 + 1
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Learning Resources:		
1	Text Books	Innovation, Product Development and Commercialization – Case Studies and Key Practices for Market Leadership, Dariush Rafinejad, Cengage Learning, India Edition. Strategic Management of Technological Innovation, Melissa A Schilling, TMGH, Special Indian Edition, 2nd Edition.
2	Reference Books	Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition. Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education, 2009 Edition.
3	Supplementary Reading Material	Management of Technology and Innovation – Competing through Technological Excellence, P N Rastogi, Response Books, 2 nd Edition.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Cooper R. G. "Third Generation New Product Processes", <i>Journal of Product Innovation Management</i> , 11, 1994, 3-14. Griffin A., and Hauser J. R. 1993. "The Voice of the Customer", <i>Marketing Science</i> , 12 (1), pp. 1-27 Lynn G. S., J. G. Morone, and A. S. Paulson, "Marketing and Discontinuous Innovation: The Probe-and-Learn Process" <i>California Management Review</i> 38, Spring 1996, 8-37 Von Hippel E. "Creating Breakthroughs at 3M", <i>Harvard Business Review</i> , September-October 1999. "The Ultimate Creativity Machine: How BMW Turns Art into Profit" <i>Harvard Business Review</i> , Jan/Feb 2001

Semester	IV	Elective	Technology Management
Course Code	406TM	Type	Subject – Elective
Course Title	Strategies for Information Goods and Network Economies – II		

Course Objectives:

1	To describe alternative strategies for pricing in the context of information goods.
2	To describe role of platform based strategies in the context of network economy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Strategies for Internet and Telecommunication Services: Price discrimination via multi-part tariffs, Pricing of future consumption.	5 + 1
2	Enterprise Technology Strategies: Subscription vs. per-use pricing, Technology Licensing, site licensing vs. employee pricing, software sharing , Timing of release and upgrades, product launch and versioning, damaged goods, managing buyer disbelief about product quality. Managing switching costs and lock-in.	5 + 1
3	Strategies for platform and network goods: Compatibility, product complements and network effects: Compatibility within own network, one-way and two-way compatibility, compatibility under competition and direct network effects. Product complementarities and compatibility.	5 + 1
4	Platform Competition, Control, Alliances: Network compatibility and alignment, Why Dominant Designs are Selected – Learning Effects, Network Externalities, Government Regulation, Winner-take-all markets. Are Winner-take-all markets good for consumers?	5 + 1
5	Standards: Standards Wars - Battle for standards, openness, control, Managing and analyzing alliances.	5 + 1

Learning Resources:

1	Text Books	Carl Shapiro and Hal R. Varian. Information rules: a strategic guide to the network economy. Boston, MA, USA: Harvard Business School Press, 1998 Economics of Information Technology: An Introduction , Hal R. Varian, Joseph Farrell, and Carl Shapiro. Cambridge University Press, 2005.
2	Reference Books	Competition, Regulation and Strategy: The Information Technology Industry, Morris Game Theory and Business Strategy , Oberholzer-Gee and Yao Hirshleifer, J. and J. Riley (1992). The Analytics of Uncertainty and Information (Cambridge Univ. Press).
3	Supplementary Reading Material	The Economics of Network Industries. Oz Shy , Cambridge University Press, 2002. "Freeing the Source: The Story of Mozilla" by Jim Hamerly and Tom Paquin with Susan Walton, in: Open Sources: Voices from the Open Source Revolution, O'Reilly, 1999
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Katz, M. L. and Shapiro, C. (1994). Systems Competition and Network Effects. Journal of Economic Perspectives. 8(2): 93-115. Liebowitz, S. J. and Margolis, S. E. (1994). Network Externality: An Uncommon Tragedy. Journal of Economic Perspectives. 8(2): 133-150.

Semester	IV	Elective	Technology Management
Course Code	407TM	Type	Subject – Elective
Course Title	Technology Use and Assessment		

Course Objectives:

1	To describe linkages among society, environment, and technology.
2	To describe a framework for technology assessment.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Technology Assessment: Definitions and Purpose of Technology Assessment: Policy, Decision-making (Organizational and personal). Assessment Criteria - Stakeholder Interests, Authority, Sustainability: Social, Economic, & Environmental, Efficiency, Ethical Considerations, Costs, Benefits, and Tradeoffs. Scope of Technology Assessment - Personal and Organizational, Formal and Informal, Small- and Global-Scale.	5 + 1
2	Technology and its Influence: Technology and its influence on Society, Government & Politics, Energy, Health, Environment, Education.	5 + 1
3	Selected Technology Assessment Techniques: Risk and Impact Assessment, Environmental Impact Assessment, Health Technology Assessment, Critical Incident, Suturing, Brainstorming, Interpretive structural modeling, Trend extrapolation, Opinion measurement, Scenarios, Checklists, Relevance trees, Cross-effect matrices, Simulation models, Sensitivity analysis, Probabilistic techniques, Benefit-cost analysis, Export base models, Decision analysis - Decision Trees, Policy capture, Life cycle analysis, Force field analysis.	5 + 1
4	Technology Use: Definitions and Purpose of the study of Use. Usability: System & Product Acceptability Criteria, Usability Defined, Usability Attributes (e.g., learnability, efficiency, and satisfaction), Usability Engineering Lifecycle - Goal Setting & Design Criteria, User-centered design, Ergonomics and anthropometrics, Trade-Offs. Usability Research Methods - Observation, Usability Tests, User Surveys, Task Analysis.	5 + 1
5	Conducting Research on Technology Use: Planning - Human subjects protection, Standards for verifiability, validity, and reliability. Gathering data - Analyzing and Interpreting data, Reporting.	5 + 1

Learning Resources:

1	Text Books	Porter, A. L., Rossinni, F., Carpenter, S. R, Roper, A. T., Larson, R. W., and Tiller, J. S. (1980). A guidebook for technology assessment and impact analysis. New York: North Holland. R.C. Megantz (1996), <i>How to License Technology</i> , John Wiley & Sons. R.L. Parr & P.H. Sullivan (1996), <i>Technology Licensing, Corporate Strategies for Maximizing Value</i> , John Wiley & Sons. P.H. Sullivan (1998), <i>Profiting from Intellectual Capital: Extracting value from Innovation</i> , John Wiley & Sons.
2	Reference Books	Porter, A.L., Roper, A.T., Mason, T.W., Rossinni, F.A. & Banks, J. (1991). Forecasting and management of technology. John Wiley & Sons. Barnum, Carol. (2002). Usability testing and research. NY: Longman
3	Supplementary Reading Material	Rubin, Jeffrey. (1994). Handbook of usability testing: How to plan, design, and conduct effective tests. NY: Wiley Nielsen, Jakob. (1993). Usability engineering. San Diego, CA: Morgan Kaufman

4	Websites	Ely, A., Van Zwanenberg, P. & Stirling, A. (2011). New models of technology assessment for development. Working paper from the STEPS Centre. Retrieved from http://www.steps-centre.org/PDFs/Technology_Assessment.pdf Mohr, H. (1999). Technology assessment in theory and practice. Society for Philosophy of Technology, 4(4). http://scholar.lib.vt.edu/ejournals/SPT/v4n4/mohr.html
5	Journals	Deal, W. (2002). Making the connection: Technological literacy and technology assessment. The Technology Teacher, 61(7), 16-18. International Journal of Technology Management

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Semester	IV	Elective	Technology Management
Course Code	408TM	Type	Subject – Elective
Course Title	Product Strategy for High Technology Companies – II		

Course Objectives:

1	To propose vectors of differentiation as a framework for sustainable competitive advantage
2	To describe alternative product-market strategies for high technology product companies
3	To provide a fundamental understanding of global product strategies and framework for opportunities and risk assessment

Syllabus:

Unit Number	Contents	Number of Sessions
1	Achieving Sustained Differentiation through Vectors of Differentiation: Effects of Differentiation. Benefits of Vectors of Differentiation. Differentiation Strategies – Using Unique Features, Measurable Customer Benefits, Ease of Use, Improved Productivity, Protecting the Customer's Investment, Lower Cost of Product Failure, Higher-Performance products, Unique Fundamental Capabilities, Through Design, Based on Standards, Total Solutions, Total Cost of Ownership, Brand Name, Convenience. Risks of Differentiation, Sustainable Differentiation – Maintaining Technological Advantage, Using Patent Protection, Rapidly Advancing the Vector.	5 + 1
2	Product Pricing Strategy: Effects of Pricing Strategy, Offensive Pricing Strategies - Price Leadership, Penetration Pricing, Experience Curve Pricing, Price / Performance, Promotional Discounting. Defensive Pricing Strategies – Adapt prices to maintain Highest Competitive Price, Use Price to Segment the Market, Use Skim Pricing to Maximise Profit, Redirect Product line Sales by Bait-and-Switch Pricing. Internet Pricing Strategies, Risks of Offensive Pricing Strategies. Sources of Cost Advantage.	5 + 1
3	First-to-Market and Fast-Follower Strategies: Advantages of Being First to Market, Advantages of being the fastest, First-to-Market Strategies – First to Upgrade Products with New Technology, Respond Rapidly to Market Changes, Introduce Continual Product Innovation, Be a First to Create a New Market. Fast Follower Strategies – Wait Until a New Market is Clarified, Reverse Engineer Successful Competitor Brands. Risks of Timing Strategies – Entering the Market prematurely, Compressing Product Life cycles, Relying on Inferior Product Development Process.	5 + 1
4	Thinking Globally about Product Strategy: International Differences in Products – Certification Requirements, Standards, Language Differences, Differences in use, Demographic Differences, National Preferences and Protectionism, National Laws. Global Product Strategy Integration with Other Global Strategies – Global Market Strategy, Global Manufacturing Strategy, Global Product Development Process. Global product Strategies – Design and Develop Products Uniquely for Country Markets, Leverage a Country Specific Product through Reengineering, Customize a Global Product Platform to Meet the Needs of Different Regions, Develop a Universal Global Product. Risks of Global Strategies.	5 + 1
5	Opportunities and Risks of Cannibalization: Causes of Unfavourable Cannibalization, Offensive Cannibalization Strategies – Cannibalize the Market to Attach the Market Leader, Introduce New Technology First. Defensive Cannibalization Strategies – Cannibalize yourself before Competitors do it, Introduce Cannibalization to Continue as the Technology Leader, Manage the Rate of Cannibalization through Pricing, Restrict Cannibalization to Specific Market Segments. Risks of Cannibalization Strategies, Analytical Framework for Cannibalization.	5 + 1

Learning Resources:		
1	Text Books	Product Strategy for High Technology Companies, Michael McGrath, MGH, 2nd Edition. Butje, M.: Product Marketing for Technology Companies, Butterworth-Heinemann, Burlington, 2005 Cooper, R.G.: Product Leadership – Creating and Launching Superior New Products, Perseus Books, Cambridge, 2000
2	Reference Books	Marketing of High-Technology Products and Innovations by Jakki Mohr, Sanjit Sengupta, Stanley Slater, 2nd Edition Gorchels, L.: The Product Manager's Handbook: The Complete Product Management Resource, 3 rd edition, McGraw Hill, New York, 2005
3	Supplementary Reading Material	Marketing High Technology by William H. Davidow Product Marketing for Technology Companies by Mark Butje, Elsevier
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Moore, J.F.: Predators and Prey: A New Ecology of Competition, Harvard Business Review May 1993

Semester	IV	Elective	Technology Management
Course Code	409TM	Course Type	Subject - Elective
Course Title	Systems & Technologies for Knowledge Management		

Course Objectives:

1	To familiarize the participants with systems & technologies used for knowledge capture, discovery, sharing & application.
2	To highlight role of artificial intelligence, knowledge based systems & data mining in knowledge Management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Artificial Intelligence 1.1 Artificial Intelligence – Meaning, Knowledge Vs. Intelligence, Concept of Expertise, state space search methods comprising early AI Work, 1.2 Modern knowledge-based systems (KBS), Heuristic Search, Kinds of Knowledge in Knowledge Based Systems, Expert Systems, Advantages & Disadvantages of KBS 1.3 AI Based Reasoning - Model-based reasoning, Constraint-based reasoning, Diagrammatic Reasoning, Fuzzy logic, Evolutionary algorithms	5 + 1
2	Knowledge Based Systems (KBS) 2.1 User's & Developer's Views of KBS, Components of KBS - Inference engine, The knowledge base The user interface, The fact base 2.2 Means of Representing Knowledge – Rules & Frames, Inference Chains, Attributes, Inheritance 2.3 Rule based reasoning, Frame based reasoning, Forward & Backward Chaining, Weaknesses of Rule based reasoning, Knowledge Engineering, Tools available for KBS 2.4 Case Based Reasoning (CBR), CBR Systems, Using CB Libraries, Advantages & Disadvantages	4 + 1
3	Knowledge Elicitation & Capture 3.1 Repertory Grid as Knowledge Elicitation Tool, Techniques to automate knowledge acquisition, 3.2 Knowledge Capture System –Techniques for Using & Organising Organisational Stories, 3.3 Concept Maps, Cmap Tools, Context Based Reasoning	4 + 1
4	Data Mining 4.1 Concept of Data Mining, Objectives of Data Mining, Data Mining Techniques – Predictive & Descriptive 3.3 Statistical pattern Recognition, Statistical Clustering, 3.4 Decision Trees, Induction Trees 3.5 Artificial Neural Networks, Basic feed forward neural networks with supervised learning, Unsupervised learning, Clustering techniques and the Kohonennetworks. CRISP DM Methodology	6 + 1

5	<p>Knowledge Sharing & Application Systems</p> <p>5.1 Organizational Memory</p> <p>5.2 Requirements & barriers to Knowledge Sharing Systems</p> <p>5.3 Types of Knowledge Sharing Systems, Repositories, Incident report databases, Alert systems, Best practices databases, Lessons-learned systems, Expertise locator systems</p> <p>5.4 Knowledge Application Systems, Design Considerations, Case Method Cycle, Technologies</p> <p>5.5 Types of Systems- Expert systems, decision support, advisor systems, fault diagnosis (troubleshooting) systems, help desk systems</p>	6 + 1
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Learning Resources:		
1	Text Books	Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges, Solutions, and Technologies . Prentice Hall. ISBN: 0-13-109931-0.
2	Reference Books	<p>Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1.</p> <p>Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition.</p> <p>Amrit Tiwana (2002). The Knowledge Management Toolkit: Orchestrating IT, Strategy, and Knowledge Platforms (2nd Edition). Prentice Hall. ISBN: 013009224X.</p> <p>Stuart Russell, Peter Norvig (2003). Artificial Intelligence: A Modern Approach (2nd Edition). ISBN: 0-13-790395-2.</p> <p>Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.</p> <p>Madanmohan Rao (2004). Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186.</p> <p>Stuart Barnes (Ed) (2002). Knowledge Management Systems Theory and Practice. Thomson Learning.</p> <p>Kimiz Dalkir, Knowledge Management in Theory and Practice, Elsevier, Butterworth-Heinemann.</p> <p>Shelda Debowski, Knowledge Management, Wiley India Edition.</p>
3	Supplementary Reading Material	<p>Chris Collison, Geoff Parcell (2001). Learning to Fly: Practical Lessons from one of the World's Leading Knowledge Companies. Capstone. ISBN: 1-84112-124-X.</p> <p>Helen N Rothberg and G Scott Erickson, From Knowledge to Intelligence – Creating Competitive Advantage in the Next Economy, Elsevier, Butterworth-Heinemann.</p> <p>Peter F. Drucker, David Garvin, Leonard Dorothy, Straus Susan, John Seely Brown (1998). Harvard Business Review on Knowledge Management. Harvard Business School Press. ISBN: 0875848818.</p> <p>Madanmohan Rao, Leading with Knowledge – Knowledge Management Practices in Global Infotech Companies, TMGH.</p>
4	Websites	<p>http://www.research.ibm.com/journal</p> <p>http://hbswk.hbs.edu/</p> <p>http://knowledge.wharton.upenn.edu/</p> <p>http://www.technologymanagementchicago.org/</p>

5	Journals	<p>Dueck, G. (2001) Views of knowledge are human views. IBM Systems Journal, 40(4), 885-888. http://www.research.ibm.com/journal/sj/404/du eck.html.</p> <p>Lesser, E.L. & Storck, J. (2001) Communities of practice and organizational performance. IBM Systems Journal, 40(4), 831-841. http://www.research.ibm.com/journal/sj/404/le sser.html.</p> <p>Avram, G (2006). "At the Crossroads of Knowledge Management and Social Software" The Electronic Journal of Knowledge Management 4 (1), 1-10. http://www.ejkm.com/volume-4/v4-1/Avram.pdf.</p> <p>Marwick, A.D. (2001) Knowledge management technology. IBM Systems Journal, 40(4), 814-830. http://www.research.ibm.com/journal/sj/404/marwick.html.</p>
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University of Pune

Semester	IV	Elective	Technology Management
Course Code	410TM	Course Type	Subject - Elective
Course Title	Strategic Management of Intellectual Property Rights		

Course Objectives:

1	To expose the participants to the concept of intellectual property & intellectual property rights
2	To describe procedures & agencies involved in issues related to IPR
3	To highlight strategic issues related to IPR & its management

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction</p> <p>1.1 Meaning of Intellectual Property & Intellectual Property Rights, Historical perspectives and need for the introduction of Intellectual Property Right regime, Ethical & Social Issues</p> <p>1.2 Types of IPRs - patents, copyrights, trademarks, trade secrets and traditional knowledge, industrial design, integrated circuits, plant protection and geographical indications, domain names</p> <p>1.3 Benefits of securing IPRs, Strategic Relevance of IPR,</p> <p>1.4 International conventions and treaties on IP, TRIPs and various provisions in TRIPs Agreement</p> <p>1.5 IP issues on the internet</p>	6+1
2	<p>Filing Patent Applications</p> <p>2.1 Indian Legislations for the protection of various types of Intellectual Properties</p> <p>2.2 Patent Filing procedure, Claim drafting, agencies involved, what can be patented & what can not be, Strategic Issues relating to the content of the application</p> <p>2.3 Traditional Knowledge & Geographical Indications</p> <p>2.4 Introduction to Global IP & Different form of IPRs, Global IP and Litigation, US Patent Statutes and Filing procedure</p> <p>2.5 Key strategic and policy issues.</p>	5+1
3	<p>IPRs and their strategic relevance</p> <p>3.1 Patents in various industries such as Pharmaceutical & Biotech, Agriculture , Engineering, Information Technology Industry etc., ownership and period of protection;</p> <p>3.2 Trademarks- Boundaries between trade-mark, trade-dress and industrial design</p> <p>3.4 Copyright: Strategic Issues Relating to Software and Artistic Works</p> <p>3.5 Securing and Commercializing IPRs</p>	4+1
4	<p>IPRs Licensing & Strategic Alliances</p> <p>4.1 IP appraisal, IP Valuation</p> <p>4.2 Technology transfer through licensing, strategic alliances and other types of contractual arrangements.</p> <p>4.3 Licensing of technologies, Material Transfer Agreements, Research Collaboration Agreement</p> <p>4.4 IPRs and Licensing Strategies – Strategic impact on licensors & licensees of technology,</p> <p>4.5 Key issues involved in the licensing process.</p>	5+1

5	Management of IPR : Inter & Intra Firm Alliances 5.1 Role of Inter-firm Networks and Strategic Alliances 5.2 Organizational Incentive Mechanisms & Intra-organizational arrangements , 5.3 Internal Assessment of Technology and Intellectual Property& strategies to protect it., search for similar or related innovations/inventions, Exploring databases 5.4 Issues Relating to Commercialization of IPRs, Evaluating the commercial viability of IPRs 5.5 Overseas IP Operations	5+1
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Learning Resources:

1	Text Books	Ganguli, P., 2001. intellectual Property Rights: Understanding Knowledge Economy. McGraw-Hill. David J. Teece, 2000. Managing Intellectual Capital: Organizational, Strategic, and Policy Dimensions, Oxford University Press
2	Reference Books	The Indian Acts – Patents Act, 1970 and amendments; Design Act, 2000; Trademarks Act, 1999; The Copyright Act, 1957 and amendments; Layout Design Act, 2000; PPV and FR Act 2001, and Rules 2003; National Biological Diversity Act, 2003. Saha, R. (Ed.). 2006, Intellectual Property Rights in NAM and Other Developing Countries: A Compendium on Law and Policies. Daya Publ. House. Watal, Jayashree, 2001. Intellectual Property Rights in the WTO and Developing Countries, Oxford University Press, Delhi Breeding Innovation and Intellectual Capital, Dr. Ajay Batra, SPD, 2nd Edition Intellectual Property-Copyrights, Trademarks and Patents, Richard Stim, Cengage Learning, India Edition Intellectual Property, A Power Tool for Economic Growth by Kamilldris, WIPO Pub. No. 888, January 2003.
3	Supplementary Reading Material	Erbisch, F.H. and Maredia, K., 1998, Intellectual Property Rights in Agricultural Biotechnology. CABI. Intellectual Property Rights: Key to New Wealth Generation. 2001. NRDC & Aesthetic Technologies. Patrick H. Sullivan, 2001. Profiting from Intellectual Capital : Extracting Value from Innovation, Wiley Robert P. Merges, Peter S. Menell, Mark A. Lemley, 2006. Intellectual Property in the Technological Age Alexander I. Poltorak, Paul J. Lerner, 2003. Essentials of Licensing Intellectual Property, Wiley Howard B. Rockman, 2004. Intellectual Property Law for Engineers and Scientists, IEEE Press, Wiley. (Textbook) H. Jackson Knight, 2002. Patent Strategy : For Researchers and Research Managers, Wiley.
4	Websites	http://www.managingip.com/ http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	International Journal of Intellectual Property Management Journal of Intellectual Capital

Semester	IV	Elective	Technology Management
Course Code	411TM	Type	Subject – Elective
Course Title	Change , Creativity & Innovation		

Course Objectives:

1	To emphasize the key aspects of managing change and the drivers of innovation and creativity in organizations.
2	To deconstruct and demystify the processes of change, creativity and innovation in organizational context.

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Process of Change, Creativity & Innovation: Organizational Change – Definition & Key Dimensions, Factors that Promote Change, Creativity & Innovation, Theories of Innovation, Levels & Types of Innovation, The age of Creativity, Creativity & National prosperity, Creative Industries & potential for growth.	5 + 1
2	The Individual – Promoting Critical Thinking: Cognitive factors - Implications for HRM, Personality Traits - Implications for HRM, Knowledge – Explicit & Implicit, Informal and Tacit, Knowledge for creativity - Implications for HRM, Motivation – Types of Motivation. The Group – Nurturing Team Work: Difference between groups and teams, Why do people join teams? Team Development process, Why do teams fail? Blind conformity, Group Think, Social loafing. Team Inputs - size, longevity, task, Knowledge, Skills and Abilities (KSAs), Resourcing of the team, Team composition. Team processes – Action processes. Brainstorming. Electronic Brainstorming. Nominal Group Technique (NGT). Trust – Conflict – Team cohesiveness. Moderators of Team Performance – Task Type, Task Leadership. Team outcomes.	5 + 1
3	The Leader – Promoting New Ideas at Work: Defining Leadership, Difference between Managers and Leaders, Ingredients of Leadership, Trait approaches to Leadership, Behavioural approaches to Leadership, Managerial Grid, Contingency theories – Fiedler model, Hersey Blanchard situational theory, Leader participation model, Push-Goal Theory. Transformational and transactional leadership. Charismatic and Visionary Leadership. Leading change, creativity & Innovation – Leadership and change, Ingredients of leadership for creativity & Innovation. Challenges in leading for creativity & Innovation.	5 + 1
4	The Internal Environment – Orchestrating Structure, Systems and Resources; The Balanced Score Card – Value Creation and Performance management. Organizational Structure – work specifications, departmentalization, chain of command, span of control, centralization and decentralization, Formalization. Situational factors – Corporate Strategy, Organizational Size, Environmental uncertainty. Structural forms – Traditional and contemporary forms. Organizing for change, creativity and innovation - Goal Setting and reward Systems. Evaluation. Resources – Sufficient resourcing. Systems of Communication.	5 + 1

5	<p>Culture – Enabling & Constraining Creative Processes at Work: Organizational culture, Different Perspectives of Organizational culture, Can we manage Organizational culture? Culture as an important ingredient of Organizational Creativity. Norms that promote Creativity and Innovation, Norms that promote Implementation. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation?</p> <p>The Organization – Managing Process of Change: Change and Organizations, Change Drivers, People and Change, The problem of resistance, Organizational Development approach to change, Situational Approach to Change Management, Political process approach to change management, Processual perspective for understanding change. Studying change over time.</p>	5 + 1
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Learning Resources:

1	Text Books	Managing Change, Creativity & Innovation, Constantine Andriopoulos and Patrick Dawson. Sage Publications.
2	Reference Books	Innovation Management , Allan Afuah, Oxford Indian Edition. Business Innovation in the 21 st Century, Praveen Gupta, S Chand. Innovation Management, ShlomoMaital and D V R Seshadri, Response Books, Sage Publications, New Delhi. Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.
3	Supplementary Reading Material	Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hiemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's ToolKit , Harvard Business Press. Fastrack to Success Innovation, Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B Van Gundy, PHI – Eastern Economy Edition.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Cattani, G. & Simone Ferriani. 2008. A Core/Periphery Perspective on Individual Creative Performance, in Organization Science , 19(6): 824-844.

Semester	IV	Elective	Technology Management
Course Code	412TM	Type	Subject – Elective
Course Title	Seminar on Managing Emerging Technologies		

Course Objectives:	
1	To define the concept and scope of emerging technologies
2	To catalog and describe emerging technologies
3	To enable students to develop a systematic framework for analyzing emerging technologies
4	To discuss the possible managerial applications of these technologies

Students will work in groups of 2 or 3 each. They shall identify emerging technologies and explore applications of emerging technologies and document the same. The participants will determine the issues, questions, and areas that they would like to examine. The choice of technologies shall be shaped by the interests of the group participants as well as the relevance of specific technologies to managerial aspects in specific contexts.

Each group will prepare two presentations for class. Before, between, and after the presentations the group will post relevant articles, etc. for the rest of the class on the class website.

The idea is that each group will be working on their topic each week, but only present twice. However, the intervening work will be on the site for others to examine and discuss. This work on the site is each group's opportunity to try out ideas. It is also the opportunity for the other groups to pose questions that will help direct the group's research.

Towards the end the group will present their "findings" providing hard copies for every class member. As a class, students will brainstorm/explore the potential applications of the information, possibly around a theme.

The purpose is to examine critically the thinking and direction of other groups.

Learning Resources:		
1	Text Books	NA
2	Reference Books	NA
3	Supplementary Reading Material	NA
4	Websites	NA
5	Journals	NA

Semester	IV	Elective	Technology Management
Course Code	413TM	Type	Subject – Elective
Course Title	Marketing of High Technology Products		

Course Objectives:

1	To provide students with the concepts and tools necessary to effectively market a high technology product.
2	To help the students learn the marketing mix aspect of marketing high technology products.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to High Technology: Common Characteristics of High Technology, Continuum of Innovations -Radical/Breakthrough Innovations - Incremental Innovations - Implications of Different Types of Innovations - Contingency Model for High-Tech Marketing - Does Marketing Need to Be Different for High-Technology Products and Innovations? - Framework for Making High-Technology Marketing Decisions.	5 + 1
2	Product Development and Management Issues in High-Tech Markets: Market Orientation, R&D–Marketing Interaction, High-Tech Marketing Research Tools - Concept Testing - Conjoint Analysis - Customer Visit Programs - Empathic Design - Lead Users - Quality Function Deployment - Prototype Testing - Beta Version Testing, Technology Development - The “What to Sell” Decision, Product Architecture: Modularity, Platforms and Derivatives, New Product Development Teams - Developing Services as Part of the High-Technology Product Strategy, Implications for High-Tech Marketing - Protection of Intellectual Property - Understanding Gray Markets - Black Markets, Piracy, and Restricted Exports - Managing Intellectual Property. Categories of Adopters - Crossing the Chasm. The Choice of Customer, Customer Strategies to Avoid Obsolescence, Customer Migration Decisions, Marketers’ Migration Options.	8 + 1
3	Pricing Considerations in High-Tech Markets: The High-Tech Pricing Environment, Customer Oriented Pricing- Steps and Implications. Pricing of After-Sales Service - The Technology Paradox- Solutions to the Technology (Pricing) Paradox - From Free to Fee. The Effect of the Internet on Pricing Decisions - Additional Pricing Considerations - Outright Sale of Know-How versus Licensing Agreements - Licensing Restrictions - Pay-Per-Use versus Subscription Pricing - Price Bundling – Leasing.	4 + 1
4	Distribution Channels in High-Tech Markets: Channel Considerations in High-Tech Markets - Blurring of Distinctions Between Members in the Supply Chain - Need for Indirect Channels to Provide Value for Manufacturers - Evolution of High-Tech Channels.	4 + 1
5	Advertising and Promotion in High-Tech Markets: Tools to Build and Maintain Customer Relationships: The Importance of Branding in High-Tech Markets, Developing a Strong Brand - Ingredient Branding - Branding for Small Business. New-Product Pre-announcements - Advantages and Objectives of Pre-announcements -Disadvantages of Pre-announcements - Tactical Considerations in the Pre-announcement Decision.	4 + 1

Learning Resources:		
1	Text Books	Marketing of High-Technology Products and Innovations by Jakki Mohr, SanjitSengupta, Stanley Slater, 2 nd Edition
2	Reference Books	Marketing High Technology by William H. Davidow Product Marketing for Technology Companies by Mark Butje
3	Supplementary Reading Material	Crossing the chasm: Marketing and Selling High Tech Products to Mainstream Customers by Geoffrey Moore Product Strategy for High Technology Companies by Michael E. McGrath. Next Generation Product Development : How to Increase Productivity, Cut Costs, and Reduce Cycle Times by Michael E. McGrath The Innovator's Dilemma by Clayton M. Christensen
4	Websites	http://marketinghightech.net/ http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/
5	Journals	Drucker's Insights on Market Orientation and Innovation: Implications for Emerging Areas in High-technology Marketing by Mohr, Jakki J.; Sarin, Shikhar. Journal of the Academy of Marketing Science. Spring2009, Vol. 37 Issue 1, p85-96. High Technology Marketing: Conceptualization and Case Study by Yadav, Naveen; Swami, Sanjeev; Pal, Prosanto. Vikalpa: The Journal for Decision Makers. Apr-Jun2006, Vol. 31 Issue 2, p57-74. The Marketing of Innovations in High-technology Companies: A Network Approach by Borg, Erik A. European Journal of Marketing. 2009, Vol. 43 Issue 3/4, p364-370. Sales Forecasting in High-Technology Markets: A Utility-Based Approach by Decker, Reinhold; Gribba-Yukawa, Kumiko. Journal of Product Innovation Management, Jan2010, Vol. 27 Issue 1 Sales Forecasting of Products with Very Short Life Cycles by Pizzano, Rudolph. Journal of Business Forecasting, Summer2011, Vol. 30 Issue 2 Forecasting Organizational Adoption of High-technology Product Innovations separated by impact: Are traditional macro-level diffusion models appropriate? By McDade, Sean; Oliva, Terence A.; Thomas, Ellen. Industrial Marketing Management, Feb2010, Vol. 39 Issue 2, p298-307. What High-Tech Managers Need to Know About Brands by Ward, Scott; Light, Larry; Goldstine, Jonathan. Harvard Business Review. Jul/Aug1999, Vol. 77 Issue 4, p85-95. Innovation and the Management of Marketing in High Technology Small Firms by Oakley, Ray. Journal of Marketing Management. Oct91, Vol. 7 Issue 4, p343-356. Introduction to the Special Issue: Marketing Of High-Technology Products and Innovations by Mohr, Jakki J.; Shooshtari, Nader H. Journal of Marketing Theory & Practice. Summer2003, Vol. 11 Issue 3, p1-12. Success in High-Technology Markets: Is Marketing Capability Critical?byDutta, Shantanu; Narasimhan, Om; Rajiv, Surendra. Marketing Science. 1999, Vol. 18 Issue 4, p547-568. Sustaining Competitive Advantage in a High-Technology Environment: A Strategic Marketing Perspective by Rao, P. M. Advances in Competitiveness Research. 2005, Vol. 13 Issue 1, p33-47