

### MBA, Year – II, Sem III & IV

	Level	Subject Name	Credits
<b>SEM III</b>	Core	Summer Internship Program - 6 weeks	6
	Core	Business Policy and Strategic Management	3
	Core	Legal Aspect of Business	3
	Sectoral Elective	Sectoral Elective – I / Grand Project – I	1
		Banking-I/Family Business-I/Retail-I/Hospitality & Tourism-I/Aviation-I Course	
	<b>Specialization</b>	<b>Functional Specialization (1 to 5)</b>	
	Marketing	1. Integrated Marketing Communication	3
		2. Consumer Behavior	3
		3. Rural Marketing	3
		4. Marketing Research	3
		5. Functional Specialization Project – I	3
	Finance	1. Management of Financial Services	3
		2. Security Analysis and Portfolio Mgt	3
		3. Strategic Financial Management	3
		4. Corporate Tax & Financial Planning	3
		5. Functional Specialization Project – I	3
	Human Resources	1. Change Management & Organizational Dev	3
		2. Labour Laws and Industrial Relations	3
		3. Compensation Management	3
		4. Negotiation & Counseling Skills for Managers	3
5. Functional Specialization Project – I		3	
Information Technology	1. Software Project Management	3	
	2. Enterprise Resource Planning	3	
	3. Web Design & Multimedia.	3	
	4. Network & Security Analysis	3	
	5. Functional Specialization Project – I	3	
<b>SEM IV</b>	Core	International Business Mgt	3
	Core	Management Control System	3
	Sectoral Elective	Sectoral Elective – II / Grand Project – II	2
		Banking-II/Family Business-II/Retail-II/Hospitality & Tourism-II/Aviation-II Course	
	<b>Specialization</b>	<b>Functional Specialization (1 to 5)</b>	
	Marketing	1. Strategic Brand Management	3
		2. Service and Relationship Marketing	3
		3. Supply Chain and Logistics Management	3
		4. Contemporary Issues in Marketing	3
		5. Functional Specialization Project – II	3
	Finance	1. Risk Management	3
		2. International Financial Management y	3
		3. Mergers and Acquisitions	3
		4. Contemporary Issues in Finance	3
		5. Functional Specialization Project – II	3
	Human Resources	1. Human Resource Development	3
		2. Strategic Human Resource Management	3
		3. Knowledge Management	3
		4. Contemporary Issues in HR	3
		5. Functional Specialization Project – II	3
Proposed Information Technology	1. E Governance	3.	
	2. Information Security Risks & Audits	3.	
	3. Data Warehousing and Data Mining	3.	
	4. Internet & Digital Marketing	3.	

		5. Functional Specialization Project – II	3.
--	--	-------------------------------------------	----

## **SEMESTER – III**

### **Core Subjects:**

- **Summer Internship Program – 6 weeks  
(Separate Guidelines)**
- **Business Policy and Strategic  
Management**
- **Legal Aspect of Business**

Name of the course: Business Policy and Strategic Management

Code of the Subject:

1	Name of the course	Business policy and Strategic Management
2	Description of the course	MBA II /Semester – III
3	Code of the course	
4	Objectives of the course	<ul style="list-style-type: none"> <li>• To prepare for a better understanding of the dynamics of the competitive environment and organization`s strategy</li> <li>• To develop an insight for business focused and qualitative policy framework formulation</li> <li>• To understand the development of Corporate Strategy in the conducts of the external environment, resources and stake holders expectations. (Both the Strategy formulation and implementation)</li> </ul>
5	Contents of the courses	
	Module I 20%weightage	<b>Introduction ;</b> Definition of Strategy and Business Policy; Charting Company`s Direction: Vision,Mission,Objective and Strategy; School of Thoughts in Strategy Management
	Module II 20% weightage	<b>Tools of Strategy Analysis:</b> Exploring External environment ;Evaluating Company`s Resources, Capabilities and Competitiveness; Industry Analysis ; Competitor`s Analysis; Segmentation Analysis
	Module III	<b>Strategy Formulations:</b> Building and sustaining the competitive Advantage; Strategy at Business level ; Strategy at corporate Level; Acquisition and Restructuring strategy; Strategy in competing in the international Market; Cooperative Strategy
	Module IV	<b>Strategy Implementation &amp;Leadership</b> Strategy & Structure; Ethics ,Corporate Governance&CSR; Strategy Entrepreneurship; Strategic Leadership
	Module V	<b>Strategy Evaluation &amp; Control:</b> Managing Internal Operations; Operational Control& Strategic Control ;Technological Control; Corporate Culture
6	Pedagogy of the courses	Lectures & Case Studies.
7	Names and other details of text book/s such as publisher ,edition ,etc.	<ol style="list-style-type: none"> <li>1. <i>Crafting and Executing Strategy: The quest for Competitive Advantage</i>- Thomson &amp; Strickland, Tata McGraw – Hill</li> <li>2. <i>Business Policy and strategic Management</i>- AzarKazmi, Tata McGraw – Hill</li> <li>3. <i>Strategic Management</i>- Hitt ,Ireland&amp;Hoskisson-Cenage Learning</li> </ol>
8	Names and other details of reference book/s such as publisher ,edition ,etc.	<ol style="list-style-type: none"> <li>1. <i>Contemporary Strategic Management</i>-Robert Grant-Blackwell Publishing</li> <li>2. <i>Exploring Corporate Strategy</i>, By Gerry Johnson &amp;Kevan Scholes, (latest edition)</li> <li>3. <i>Business Policy and strategic Management</i>- G.V.SatyaShekhar</li> <li>4. <i>Strategic Management: An Integrated Approach</i>-Charles W. L. Hill, Gareth R. Jones</li> </ol>

9	Names of newspapers , magazines ,journals ,etc. to be referred for better understanding of the courses	<ol style="list-style-type: none"> <li>1. Economics Times,</li> <li>2. Financial Express,</li> <li>3. Business Standard,</li> <li>4. Business Today,</li> <li>5. Business India,</li> <li>6. Business World, etc.,</li> </ol>
10	Evaluation Pattern	As per University Pattern.
11	Expected no. Of hours to be spent by the student outside the class for the course	100 Hours
12	Any other relevant information / Suggestion	

Name of the course: Legal Aspects of Business

Code of the Subject:

1.	Name of the course	Legal Aspects of Business
2.	Description of the Course	MBA-II/ SEM-III / 50 Hours
3	Code of the Course	
4	Objective of the course	<ul style="list-style-type: none"> <li>• The course is designed to assist the students in understanding basic laws affecting the operations of business enterprises</li> <li>• To inculcate in the students an awareness of legal framework within which the business function.</li> <li>• To create awareness in respect of rules and regulations affecting various managerial functions.</li> </ul>
5	Content of the course	
	Module-I (20% Weightage) 10 Hours	Indian Contract Act – 1872 – Introduction, Essentials of a contract, Agreement and contract, Kinds of Agreements, Kinds of contracts, Proposal, Acceptance, Capacity to contract, Free consent, Performance of contract, Discharge of contract, and Breach of contract.
	Module-II (20% Weightage) 10 Hours	<ul style="list-style-type: none"> <li>• Special Contracts: Law of Indemnity &amp; guarantee, Law of Bailment &amp; pledge, Law of Agency</li> <li>• Negotiable Instruments Act – 1881 – Instruments, Parties to negotiable instrument, Discharge of parties from liabilities, Dishonour of Cheques.</li> </ul>
	Module-III (20% Weightage) 10 Hours	<ul style="list-style-type: none"> <li>• Sales of Goods Act – 1930 – Contract of sales conditions &amp; warranties, Performance of Contract, Unpaid Seller, and Breach of Contract.</li> <li>• Consumer Protection Act, 1986 – Introduction, Consumer &amp; consumer disputes, Consumer protection council, and consumer disputes redressal agencies.</li> </ul>
	Module-IV (20% Weightage) 10 Hours	<ul style="list-style-type: none"> <li>• Companies Act – 1956 or Other Act prevailing at that time – Company, Types of companies, Memorandum &amp; Articles of Association, Prospectus, meetings, appointments &amp; removal of directors, membership of company, and issue of capitals.</li> </ul>
	Module-V (20% Weightage) 10 Hours	<ul style="list-style-type: none"> <li>• Intellectual Property Rights: Patent, Trademarks and Copyright</li> <li>• Environment Protection Act – 1986</li> <li>• Information Technology Act 2000</li> </ul>
6	Pedagogy of the course	70% lectures-cum-presentations; 30% applications (a) Lectures and case discussion covering a cross section of decision situations. (b) Discussions on issues and techniques Projects/ Assignments/ Quizzes/ Class participation etc
7	Names of text book/s	<ol style="list-style-type: none"> <li>1. K. R. Bulchandani, <i>Business Laws for management</i>, Latest Edition, Himalaya Publishing House, Bombay</li> <li>2. Ravinder Kumar, <i>Legal Aspects of Business</i>, Cengage Learning, Latest Edition</li> <li>3. N. D. Kapoor, <i>Mercantile Law</i> –Latest Edition Sultan Chand &amp; Company, New Delhi</li> </ol>
8	Names of reference book/s	<ol style="list-style-type: none"> <li>1. Tejpal Seth, <i>Legal Aspects of Business</i>, Pearson Publication</li> <li>2. A. Pathak, <i>Legal Aspects of Business</i>, Tata-McGraw Hill Co. Ltd</li> </ol>

		<p>4. V. Balachandran and S. Thothadri, <i>Legal Aspects of Business</i> Tata McGraw Hill Latest edition</p> <p>3. S. S. Gulsan Mercantile Law, Excel Books. New Delhi 2<sup>nd</sup> or Latest Edition.</p> <p>4. P.K. Goel, Business Law for Managers, Biztantra</p> <p>5. M C Kuchhal&amp;DeepaPrakash, Business Legislation 3<sup>rd</sup> edition, Vikas Publication</p>
9	Names of newspapers, magazines to be referred for better understanding of the course	<ul style="list-style-type: none"> <li>• Times of India,</li> <li>• DNA</li> <li>• Economic Times</li> <li>• The Hindu Business Line</li> </ul>
10	Evaluation Pattern	As per university scheme
11	Expected no. Of hours to be spent by the student outside the class for the course	100 Hours
12	Any other relevant information / Suggestion	

## **SEMESTER – III**

### **Sectoral Electives- I / Grand project - I:**

- **Banking-I**
- **Family Business-I**
- **Retail Management-I**
- **Hospitality & Tourism**
- **Aviation-I Course**



Name of the course: Banking-I

Code of the Subject:

1.	Name of the course	Banking
2.	Description of the Course	MBA-II / SEM-III / 50 Hours
3	Code of the Course	
4	Objective of the course	To give fundamental Knowledge to the students regarding the working of the Banking Sector
5	Content of the course	
		Introduction to Indian Banking System, Reserve Bank – Legal framework and main functions, Different types of accounts, Banker customer relationship, Customer services in banks, KYC norms and anti-money laundering.
		Technology in banks, Payment & settlement system in banks - New age clearing, National gateways and International gateways, Retail banking, Treasury management, Priority sector lending.
		Marketing of banking, Contemporary issues in banking.
6	Pedagogy of the course	
7	Names of text book/s	<ul style="list-style-type: none"> <li>• Vijayragavanlyengar , <i>Introduction to Banking</i>, Excel, latest edition</li> <li>• K C Shekhar and Lakshmi Shekhar , <i>Banking Theory and Practice</i> Vikas , latest edition</li> </ul>
8	Names of reference book/s	
9	Names of newspapers, magazines to be referred for better understanding of the course	
10	Evaluation Pattern	
11	Expected no. Of hours to be spent by the student outside the class for the course	
12	Any other relevant information / Suggestion	

Name of the course: Family Business Management in Indian Context

Code of the Subject:

1.	Name of the course	Family Business-I Management in Indian Context
2.	Description	MBA-II / SEM III / 50 hours
3.	Code	
4.	Objectives of the course	<ul style="list-style-type: none"> <li>• To develop an insight in development and growth of family business in Indian Business Scenario and the gradually evolving Indian family businesses</li> <li>• To familiarize students with the difference in the growth pattern of Family business</li> <li>• to Inculcate among students, entrepreneurial competencies including self-confidence, goal setting, planning, information seeking, problem solving and planned risk taking</li> <li>• to Provide intensive personal counseling to develop a competent entrepreneur and a successful business executive of tomorrow.</li> </ul>
5.	Content of the course	<p><b>Introduction</b> :Defining family business; Why family businesses are special,Family business dynamics: people, systems &amp; growing complexity; The family's relationship with the business: developing a strategic vision &amp; building teamwork</p> <p><b>The new Challenges and strategies for Owner Entrepreneurship:</b> Understanding the changing economic and business environment – domestic &amp; global; Conceptual understanding of major challenges and tasks facing owner-managers and developing an integrated perspective of one's family business; <u>Family business</u> – its unique nature and the interface between family and business; Need for developing a professional approach for managing one's family business.</p> <p><b>Managing Growth:</b>Financial management and control systems ; Developing global competencies; Cost Management Techniques and cases for a competitive edge; Operations, Supply Chain and supplier relations managementFuture Growth of Family-managed businesses ; Role of Cousin companies</p>
6.	Text Books	Jain, Rajesh, <i>Chains that Liberate: Governance of Family Firms</i> , Macmillan India Ltd.
7.	Reference books	<ol style="list-style-type: none"> <li>1. Peter Leach, Family Business</li> <li>2. Ernesto J.Puzo ,Family Business Cenage Learning</li> <li>3. SudiptDutta, Family business in India</li> </ol>
9.	Newspapers, magazines to be refereed	<ol style="list-style-type: none"> <li>1. Journal of industrial Relations</li> <li>2. Indian Management</li> <li>3. Management Review – IIM Bangalore</li> <li>4. Vikalp – IIM Ahmedabad</li> <li>5. Human Capital</li> <li>6. Entrepreneurship</li> </ol>
10.	Evaluation Pattern	As per university scheme

1.	Name of the course	Retail Management – I			
2.	Description	MBA – I : Sem –3/ 20 hrs			
3.	Code of the course	Sector Elective			
4.	Objective of the course	To gain knowledge of Basic of Retail Sector			
5.	Content	N.B.: Chapter numbers refer to the prescribed material developed in-house.			
	Module - I (20% weightage) 4 Hours	1. Introduction to Retailing – Retailing in India <ul style="list-style-type: none"> <li>• Significance of retail industry</li> <li>• Marketing retail equations</li> <li>• New role of retailers</li> <li>• Indian retail scenario and its future prospects.</li> </ul>			
	Module - II (20% weightage) 4 Hours	2 Retail Formats and Theories <ul style="list-style-type: none"> <li>• Theories of retail development</li> <li>• Concept of retail life cycle,</li> <li>• Classification of retail stores</li> <li>• The role of franchising in retail</li> </ul>			
	Module - III (20% weightage) 4 Hours	. Understanding the Retail Consumers <ul style="list-style-type: none"> <li>• The factors influencing retail shopper</li> <li>• Consumer decision making process</li> <li>• changes in the Indian consumer</li> <li>• the use of market research as a tool for understanding markets and consumers</li> </ul>			
	Module - IV (20% weightage) 4 Hours	4. Store Locations <ul style="list-style-type: none"> <li>• The importance of store locations</li> <li>• types of locations, steps involving in choosing a location</li> <li>• trade areas and their evaluation</li> <li>• how to evaluate a retail location</li> </ul>			
	Module - V (20% weightage) 4 Hours	5. Measuring Financial Performance <ul style="list-style-type: none"> <li>• Measures of Financial Performance</li> <li>• The strategic profit model,</li> <li>• measures of retail performance</li> </ul>			
6.	Pedagogy of the course	40% lectures-cum-presentations; 60% applications / problems			
7.	Names and other details of text book	Material developed in house by Indus University will be provided to all the students.			
8.	Names and other details of reference book/s such as publisher, edition, etc	1	Retail Management	Gourav Ghosal	2007
		2	Retail Management	Patrick M.Dunne & Robert F.Lusch	Reprint 2008
		3	Retail Management	S.C.Bhatia	2008
		4	Retail Management - Principles and Practices	Prof. R.Sudarshan, Prof. S.Ravi Prakash & Prof. M.S. Sarma (Eds.)	June, 2007
9.	Names of newspapers, magazines, journals, etc. to be referred for	RAI , Retailer Association of India Magazie & News letters			

	better understanding of the course	
10	Evaluation pattern	As per University Scheme
11	Expected number of hours to be spent by the students outside the class for the course	40 hours (applying a 'thumb rule' of twice the contact hours allotted to the course)
12	Any other relevant information/suggestion	

Name of the course: Hospitality Marketing

Code of the Subject:

1.	Name of the course	Hospitality & Tourism-I
2.	Description	MBA-II / SEM III / 50 hours
3.	Code	
4.	Objectives of the course	<ul style="list-style-type: none"> <li>To enable students to identify the basic content of the course to any hospitality set up of their choice.</li> <li>To enable students to prepare project on, identified pre encounter and post encounter marketing components of hospitality set up of their choice</li> </ul>
5.	Content of the course	
		<b>Introduction to Hospitality Marketing</b>
		<b>Pre encounter Marketing -I:</b> Marketing research Segmenting customers Developing offer Locating offer
		<b>Pre encounter Marketing -II:</b> Pricing Offer Distributing Offer Communicating Offer
6.	Text Books	
7.	Reference books	David Bowie, Francis Buttle, <i>Hospitality Marketing – Principles and Practice</i> , Elsevier
9.	Newspapers, magazines, online resources to be referred	Journal of Hospitality Marketing and Management, Taylor and Francis thehoteltimes.in indianmirror.com hospitalityindia.com
10.	Evaluation Pattern	As per university scheme



## **SEMESTER – III**

### **Specialization Subjects:**

#### **Functional Specialization 1 to 5:**

#### **Marketing**

- **Integrated Marketing Communication**
- **Consumer Behavior**
- **Rural Marketing**
- **Marketing Research**
- **Functional Specialization Project – I**  
**(Separate Guidelines)**

Name of the course: Integrated Marketing Communication

Code of the Subject:

1.	Name of the course	Integrated Marketing Communication (IMC)
2.	Description	MBA-III / SEM III / 50 hours
3.	Code	
4.	Objectives of the course	<ul style="list-style-type: none"> <li>To familiarize the students with concepts and practices in marketing communications.</li> <li>To learn about various communication tools and their effectiveness in contemporary time,</li> <li>Draw a lesson from that knowledge for better integration of various marketing communications tools.</li> <li>Bring out ideas for effective marketing communications.</li> </ul>
5	Content of the course	
	Module I (20% weightage)	<b>An Introduction to Integrated Marketing Communication (IMC):</b> Meaning and Role of IMC in Marketing process, one voice communication v/s IMC, Introduction to IMC tools, IMC as an integral part of marketing, structure of Advertising and Promotions world and perspectives on consumer behavior.
	Module II (20% weightage)	<b>Understanding the communication process:</b> Source, Message, Channel factors, Communication response hierarchy – AIDA model, Hierarchy of effect model, Innovation Adoption mode, Information Processing Model, The Standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarch. Consumer Involvement – The Elaboration Likelihood (ELM) Model, the Foote, Cone and Belding (FCB) Model and the Kim-Lord model
	Module III (20% weightage)	<b>Communication budget and objectives</b> Setting promotional objectives, Sales versus communication objectives, DAGMAR approach for setting ad objectives. Budgeting : approaches to budgeting : top-down and bottom-up; marginal analysis and sales response curves
	Module IV (20% weightage)	<b>Developing the IMC program</b> Developing the IMC program : Creative strategies – Planning, development, implementation and evaluation; Media planning and strategy, introduction to social media networking : growing importance and consequences
	Module V (20% weightage)	<b>Creative strategies and ethical issues in advertising</b> Creative strategies in advertising, sales promotion, publicity, public relations, personal selling, direct marketing, internet marketing, corporate advertising, event sponsorships etc, role of support media, ethical issues in advertising
6.	Pedagogy	60 % lecture 40 % activities ( written / oral / group )
7.	Text books	<ol style="list-style-type: none"> <li>George Belch, Michael Belch, and KeyoorPurani latest edition. <i>Advertising &amp; Promotion – an Integrated Marketing Communications Perspective</i>, TMH Publishing company Ltd</li> <li>Kruti Shah &amp; Alan D Souza, <i>Advertising and Promotions: An IMC Perspective</i>, latest edition by TMH Publishing company Ltd</li> </ol>
8.	Reference books	<ol style="list-style-type: none"> <li>Kenneth Clown&amp;Donald Bach, <i>Integrated Marketing Communications</i></li> <li>Belch &amp; Belch , <i>Advertising and Promotions</i> , Tata McGraw Hill</li> </ol>

		<p>3. Rajeev Batra, John G. Myers &amp; David A. Aaker, <i>Advertising Management</i>, PHI</p> <p>4. Otto Kleepner's, <i>Advertising Procedure</i>– PHI</p> <p>5. <i>Contemporary Advertising</i>, Irwin/McGraw –Hill</p> <p>6. Duncon, <i>Integrated Marketing Communications</i>, TMH</p> <p>7. S.A. Chawalla &amp; K.C. Sethia, <i>Foundations of Advertising Theory &amp; Practice</i>, Himalaya Publishing</p>
9.	Newspapers, magazines to be refereed	<ul style="list-style-type: none"> <li>• Mastermind by IUP</li> <li>• Advertising Mastermind by IUP</li> <li>• Times of India</li> <li>• The Hindu Business Line</li> </ul>
10.	Evaluation Pattern	As per university scheme



Name of the course: Consumer Behaviour

1.	Name of the course	Consumer Behaviour
2.	Description of the Course	MBA-II/SEM-III/50 Hours
3.	Code of the course	
4.	Objective of the course	<ul style="list-style-type: none"> <li>• Familiarize the students with the behavioural aspects of consumers.</li> <li>• To understand the internal forces, external influences and processes that goes on to affect consumer behaviour, the challenges generated for the marketers and the strategies which could be implemented</li> </ul>
5.	Content of the course	
	Module –I (20% Weightage ) 10 Hours	<b>Understanding the Consumer:</b> Consumer Behavior: Meeting Changes and Challenges, The Consumer Research Process, Market Segmentation and Strategic Targeting
	Module –II (20% Weightage ) 10 Hours	<b>The Consumer as an Individual:</b> Consumer Motivation, Personality and Consumer Behavior, Consumer Perception
	Module –III (20% Weightage ) 10 Hours	<b>The Consumer as an Individual:</b> Consumer Learning, Consumer Attitude Formation and Change ,Communication and Consumer Behavior
	Module –IV (20% Weightage ) 10 Hours	<b>Consumers in their Social and Cultural Settings:</b> The Family and Social Class, Influence of Culture on Consumer Behavior, Cross-Cultural Consumer Behavior: An International Perspective
	Module –V (20% Weightage ) 10 Hours	<b>The Consumer’s Decision-Making Process and Ethical Dimensions:</b> Consumers and the Diffusion of Innovations, Consumer Decision Making and Beyond, Marketing Ethics and Social Responsibility
6.	Pedagogy of the course	<ul style="list-style-type: none"> <li>• Lectures and case discussion covering a cross section of decision situations.</li> <li>• Discussions on issues and techniques</li> <li>• Projects/ Assignments/ Quizzes/ Class participation etc</li> </ul>
7.	Name of the Textbooks	1. Leslie Lazar Kanuk,S. Ramesh Kumar,Leon G. Schiffman, <i>Consumer Behaviour</i> , Pearson
8.	Name of the reference books	<ol style="list-style-type: none"> <li>1. Blackwell and Engel, <i>Consumer Behaviour</i>, Cenage.</li> <li>2. MajumudarRamanuj, <i>Consumer Behaviour</i> , Insights from Indian Market, PHI</li> <li>3. Hoyer, MacInnis andDasguptaBiztantra, <i>Consumer Behaviour</i></li> <li>4. Evans, <i>Consumer Behaviour</i>,Wiley</li> <li>5. Lingquist Jay D, <i>Consumer Behaviour</i>, Cengage</li> <li>6. David Loudon, Albert Della Bitta, <i>Consumer Bahavior</i>.Tata McGraw Hill.</li> </ol>
9.	Name of the newspapers, magazines to be referred for better understanding of the course	<ul style="list-style-type: none"> <li>• Productivity Journal</li> <li>• Indian Management</li> <li>• Business India</li> <li>• Supply Change</li> </ul>
10.	Evaluation pattern	As per university scheme <span style="float: right;">16</span>
11.	Expected no. of hours to be spent by the	100 Hours

	students outside the class for the course	
12.	Any other relevant information/suggestion	

Name of the course: Rural Marketing

Code of the Subject:

1.	Name of the course	Rural Marketing
2.	Description	MBA-III / SEM III / 50 hours
3.	Code	
4.	Objectives of the course	<ul style="list-style-type: none"> <li>To be able to describe and explain fundamentals of Rural Marketing,</li> <li>To be aware of Rural Marketing practices</li> </ul>
5.	Content of the course	
	Module I (20% weightage)	<p><b>Introduction:</b> Definition, Phased evolution of rural marketing; Scope of rural marketing- concepts, components of rural markets; Rural Marketing Model; Classification of rural markets; Rural vs. urban markets</p> <p><b>Rural marketing environment:</b> Brief profile of Indian Rural Markets- Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities; Rural credit institutions; Rural retail outlets</p>
	Module II (20% weightage)	<p><b>Rural Consumer Behavior:</b> Consumer buying behavior models; Factors affecting Consumer Behavior- Social factors, Technological Factors, Economic Factors, Political Factors; Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty</p>
	Module III (20% weightage)	<p><b>Rural Marketing Strategies:</b> Rural Marketing Mix; 4 As of Rural Marketing Mix: Affordability, Availability, Awareness, Acceptability;</p> <p><b>Segmenting, Targeting and Positioning:</b> Segmentation- Heterogeneity in Rural, Prerequisites for Effective Segmentation, Degrees of Segmentation; Basis of Segmentation and Approaches to Rural Segmentation- Geographic, Demographic, Psychographic, Behavior, Multi-attribute; Targeting- Evaluation and Selection of Segments, Coverage of Segments; Positioning- Identifying the positioning Concept, Selecting the positioning Concept, Developing the Concept, Communicating the Concept</p>
Module IV (20% weightage)	<p><b>Product Strategy:</b> Marketing Mix Challenges; Product concepts; Classification of Products, Rural Product Categories – FMCG, Consumer Durables, Agriculture Goods, Services</p> <p><b>Branding in Rural India:</b> Branding Process; Branding and Rural Buying Behavior; Brand Loyalty Vs Stickiness; Brand building in Rural India</p> <p><b>Distribution Strategy:</b> Accessing Rural Markets; Coverage Status in Rural Markets; Channels of Distribution; Evolution of Rural Distribution Systems-Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats, Public Distribution System, Co-operative Societies; Behavior of the Channel; Prevalent Rural Distribution Models- FMCG Companies, Durable Companies, Emerging Distribution Models- Corporate –SHG (Self Help Groups) Linkage, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers</p>	

	Module V (20% weightage)	<p><b>Communication strategy:</b> Challenges in Rural Communication, Developing Effective Profiling of the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences rural media- Mass media, Non-Conventional Media, Personalized media, Rural Media; Media innovation; Influence of Consumer Behavior on Communication strategies</p> <p><b>Rural Marketing of FMCGs:</b> Case Studies of Marketing of FMCGs- HUL</p> <p><b>Rural Marketing of Consumer Durables:</b> Issues related to Marketing of Consumer Durables in Rural Markets; Select Case Study</p> <p><b>Rural Marketing of Financial Services:</b> Marketing strategies of Banking Services in rural markets; Marketing strategies of Insurance Services in rural markets;</p> <p><b>Marketing of Agricultural Inputs:</b> Marketing for Tractor Industry; Marketing for Fertilizer Industry; Agro-chemicals</p> <p><b>Agricultural Co-operative Marketing:</b> Types of Co-operative societies; Challenges for Co-operative societies</p>
6.	Text Books	<ol style="list-style-type: none"> <li>1. Dogra, Ghuman, Rural Marketing- Concepts and Practices, Tata McGraw Hill</li> <li>2. Velayudhan, Rural Marketing- Targeting the Non-urban Consumer, SAGE</li> </ol>
7.	Reference books	<ol style="list-style-type: none"> <li>1. Kashyap, Raut, Rural Marketing, Biztantra</li> <li>2. GopalSwamy, Rural Marketing, Vikas Publishing House</li> <li>3. C. S. G. Krishnamacharyulu, LalithaRamakrishnan, <i>Rural Marketing Text &amp; Cases</i>, Pearson</li> </ol>
9.	Newspapers, magazines to be referred	Selective reports, reviews and news available in Business magazines, Journals and Newspapers with reference to "Rural Marketing in India".
10.	Evaluation Pattern	As per university scheme

Name of the course: Marketing Research

Code of the Subject:

1.	Name of the course	Marketing Research
2.	Description	MBA-III / SEM III / 50 hours
3.	Code	
4.	Objectives of the course	<ul style="list-style-type: none"> <li>To enable students understand the fundamentals of marketing research process,</li> <li>To develop understanding of Sources of data for research</li> <li>To enable application of appropriate research designs to Specific Marketing problems</li> <li>To develop understanding of sampling techniques, research tool design esp. Questionnaire</li> <li>Introduce to basics of report writing.</li> </ul>
5	Content of the course	
	Module I (20% weightage)	<ul style="list-style-type: none"> <li>Introduction,</li> <li>Evolution and Emerging Issues</li> <li>Marketing Research Process</li> </ul>
	Module II (20% weightage)	<ul style="list-style-type: none"> <li>Research Methods and Design</li> <li>Questionnaire Design</li> <li>Sampling Methods, Field Procedures</li> </ul>
	Module III (20% weightage)	<ul style="list-style-type: none"> <li>Planning and Data Analysis:</li> <li>Simple Tabulation &amp; Cross Tabulation</li> <li>ANOVA and Design of Experiments</li> <li>Correlation &amp; Regression: Explaining Association and Causation</li> </ul>
	Module IV (20% weightage)	<ul style="list-style-type: none"> <li>Industrial Marketing Research</li> <li>Sales Analysis and Forecasting</li> </ul>
	Module V (20% weightage)	<ul style="list-style-type: none"> <li>New product Development and Test marketing</li> <li>Advertising Research</li> <li>Export Marketing Research</li> </ul>
6.	Pedagogy	60 % lecture 40 % activities ( written / oral / group )
7.	Text books	<ol style="list-style-type: none"> <li>Beri G. C., <i>Marketing Research</i>, Tata McGraw-Hill, New Delhi</li> <li>NargundkarRajendra, <i>Marketing Research</i>, Tata McGraw-Hill, New Delhi</li> </ol>
8.	Reference books	<ol style="list-style-type: none"> <li>Naresh K. malhotra, <i>Marketing Research: an Applied Orientation</i>, Pearson Education Inc.</li> <li>SunandaEashwaran, Sharmila J. Singh, <i>Marketing Research, Concept Practices and Cases</i>, Oxford Higher Education</li> <li>Zikmund and Babin, <i>Essentials of marketing Research</i>, South Western Cengage Learning</li> </ol>
9.	Newspapers, magazines to be refereed	<ul style="list-style-type: none"> <li>Mastermind by IUP</li> <li>Advertising Mastermind by IUP</li> <li>Times of India</li> <li>The Hindu Business Line</li> </ul>
10.	Evaluation Pattern	As per university scheme

## **SEMESTER – III**

### **Specialization Subjects:**

#### **Functional Specialization 1 to 5:**

##### **Finance**

- **Management of Financial Services**
- **Security Analysis and Portfolio Mgt**
- **Strategic Financial Management**
- **Corporate Tax & Financial Planning**
- **Functional Specialization Project – I**  
**(Separate Guidelines)**

Name of the course: Management of Financial Services

Code of the Subject:

1.	Name of the course	Management of Financial Services
2.	Description of the Course	MBA-II/ SEM-III / 50 Hours
3	Code of the Course	
4	Objective of the course	<ul style="list-style-type: none"> <li>• To enable the students to understand the working of Indian Financial System as a whole.</li> <li>• To provide an insight into the quality and range of the package of the financial services largely provided by the Banking &amp; Non-Banking financial companies</li> </ul>
5	Content of the course	
	Module-I (20% Weightage) 9 Hours	<b>Financial Markets &amp; its instruments:</b> Money Market, Capital Market, Primary Market, Secondary Market, Debt Market-Regulatory body & its role, Reforms & its impact
	Module-II (20% Weightage) 10 Hours	<b>Financial Institutions &amp; their services – I</b> NBFCs-Prudential Norms; Hire Purchase Finance; Leasing- Types
	Module-III (20% Weightage) 10 Hours	<b>Financial Institutions &amp; their services – II</b> Housing Finance-Regulatory body & its role, Prudential Norms; Venture Capital Financing; Mutual Funds
	Module-IV (20% Weightage) 10 Hours	<b>Financial Institutions &amp; their services – III</b> Depository & Custodians; Credit Rating; Factoring & Forfeiting, Stock Broking
	Module-V (20% Weightage) 10 Hours	<b>Financial Institutions &amp; their services – IV</b> Banking-Contemporary issues, Prudential Norms, Regulatory body & its role ; Insurance- Regulatory body & its role, Prudential Norms
6	Pedagogy of the course	<p>The following pedagogical tools will be used to teach this course:</p> <ul style="list-style-type: none"> <li>• Lectures &amp; Discussions</li> <li>• Assignments &amp; Presentations</li> <li>• Case Analysis</li> </ul>
7	Names of text book/s	<ol style="list-style-type: none"> <li>1. M Y Khan, <i>Financial Services</i>, Tata McGraw hill, 4<sup>th</sup> / Latest Edition</li> <li>2. Bharti V Pathak, <i>Indian Financial System</i>, Pearson Education, 2<sup>nd</sup> / latest Edition</li> </ol>
8	Names of reference book/s	<ol style="list-style-type: none"> <li>1. M Y Khan, <i>Indian Financial System</i>, Tata McGraw hill, Latest Edition</li> <li>2. H. R. Machiraju, <i>Indian Financial System</i>, Vikas Publishing House, Latest Edition</li> <li>3. Meir Khon, <i>Financial Institutions and Markets</i>, Tata McGraw hill, Latest Edition</li> <li>4. Dr. S. Guruswamy, <i>Financial Services and System</i>, Vijay Nicole, Latest Edition</li> </ol>
9	Names of newspapers, magazines to be referred for better understanding of the course	<ul style="list-style-type: none"> <li>• Business Standard</li> <li>• The Economic Times</li> <li>• Financial Express</li> <li>• Chartered Financial Analyst</li> <li>• Business Today</li> <li>• Business India</li> <li>• Business World</li> </ul>

		<ul style="list-style-type: none"> <li>• Finance India</li> <li>• Banking Finance</li> <li>• Chartered Secretary</li> <li>• The Economic Challenger</li> <li>• Insurance Chronicle</li> </ul>
10	Evaluation Pattern	As per university scheme
11	Expected no. Of hours to be spent by the student outside the class for the course	100 Hours
12	Any other relevant information / Suggestion	



Name of the course: Security Analysis and Portfolio Management

Code of the Subject:

1.	Name of the course	Security Analysis and Portfolio Management (SAPM)
2.	Description of the Course	MBA-II/ SEM-III / 50 Hours
3	Code of the Course	
4	Objective of the course	To acquaint students with notions of investments and Securities market structure as well as to lead them into discussion of modern investments and portfolio theories. Also to equip them with ability to carry out security valuations and creation & monitoring of investment portfolios.
5	Content of the course	
	Module-I (20% Weightage) 9 Hours	Overview: Investment concepts & Features, Investment Avenues, Stock Market Indices, Depository System and Listing of Securities
	Module-II (20% Weightage) 10 Hours	Introduction to Futures and Options, Risk and Return Market Regulators Multifactor Risk and Return Models.
	Module-III (20% Weightage) 10 Hours	Efficient Market Hypothesis, Introduction to Technical Analysis & Fundamental Analysis
	Module-IV (20% Weightage) 10 Hours	Markowitz Model Sharpe Portfolio Optimization Model. Portfolio Construction
	Module-V (20% Weightage) 10 Hours	Portfolio Construction, Portfolio Evaluation, Portfolio Revision and Management
6	Pedagogy of the course	The following pedagogical tools will be used to teach this course: <ul style="list-style-type: none"> <li>• Lectures &amp; Discussions</li> <li>• Assignments &amp; Presentations</li> <li>• Case Analysis</li> </ul>
7	Names of text book/s	1. K Sasidharan, Alex K Mathews, <i>Security Analysis and Portfolio Management</i> , Tata McGraw hill, Latest Edition 2. M. Ranganathan & R. Madhumat, <i>Investment Analysis &amp; Portfolio Management</i> , Pearson Education, Latest Edition
8	Names of reference book/s	1. Punithavathy Pandian, <i>Security analysis and Portfolio mgt</i> , Vikas, Latest Edition 2. Prasanna Chandra, <i>Investment Analysis &amp; Portfolio Management</i> , Tata McGraw hill, Latest Edition 3. V. K. Bhalla, Sultan Chand, Latest Edition
9	Names of newspapers, magazines to be referred for better understanding of the course	<ul style="list-style-type: none"> <li>• Business Standard,</li> <li>• The Economic Times,</li> <li>• Financial Express,</li> <li>• Chartered Financial Analyst,</li> <li>• Journal of Applied Finance,</li> <li>• CFA Reader,</li> <li>• Business Today,</li> <li>• Business India,</li> <li>• Business World,</li> <li>• Finance India,</li> <li>• Portfolio Organizer,</li> </ul>

		<ul style="list-style-type: none"> <li>• Capital Market,</li> <li>• Dalal Street Journal,</li> <li>• Capitaline / Prowess Softwares,</li> <li>• NSE &amp; BSE Websites</li> </ul>
10	Evaluation Pattern	As per university scheme
11	Expected no. Of hours to be spent by the student outside the class for the course	100 Hours
12	Any other relevant information / Suggestion	

Name of the course: Strategic Financial Management

Code of the Subject:

1.	Name of the course	Strategic Financial Management
2.	Description of the Course	MBA-II/ SEM-III / 50 Hours
3	Code of the Course	
4	Objective of the course	<p>The modern industrial or service firm must conduct its business in a rapidly changing and highly competitive environment. Finance managers have come to understand that they can contribute to the enhancement of firm's value and reduction of risk. A successful finance manager must know how to listen to the markets and take advantage of opportunities in the financial markets. Keeping these things in mind,</p> <ul style="list-style-type: none"> <li>• This course seeks to integrate corporate financial decisions, corporate strategy and financial markets. A premium is placed on the ability to react quickly and correctly to constantly changing market conditions.</li> <li>• The objective of the course is to make student aware of the strategic decisions to be undertaken to familiarize with finance function.</li> </ul>
5	Content of the course	
	Module-I (20% Weightage) 10 Hours	<ul style="list-style-type: none"> <li>• Financial Strategy and Planning</li> <li>• Project Planning and Control</li> </ul>
	Module-II (20% Weightage) 10 Hours	<ul style="list-style-type: none"> <li>• Capital Budgeting Principles and Techniques</li> <li>• Risk Evaluation and Capital Budgeting</li> </ul>
	Module-III (20% Weightage) 10 Hours	<ul style="list-style-type: none"> <li>• Valuation of Business</li> <li>• Mergers and Acquisitions</li> </ul>
	Module-IV (20% Weightage) 10 Hours	<ul style="list-style-type: none"> <li>• Dividend and Retention Policies</li> <li>• Designing Capital Structure</li> </ul>
	Module-V (20% Weightage) 10 Hours	<ul style="list-style-type: none"> <li>• Operating, Financial and Combined Leverage</li> <li>• Business Restructuring and Industrial Sickness</li> </ul>
6	Pedagogy of the course	<p>80% Sessions, 20 % Practical Sessions</p> <p>(a) Lectures and case discussion covering a cross section of decision situations.</p> <p>(b) Discussions on issues and techniques</p> <p>(c) Projects/ Assignments/ Quizzes/ Class participation etc</p>
7	Names of text book/s	<ol style="list-style-type: none"> <li>1. Ravi M. Kishore, <i>Strategic Financial Management</i>, Taxmann Publication Latest</li> <li>2. Khan and Jain, <i>Financial Management Text, Problems and Cases</i> Tata McGraw Hill Latest Edition</li> </ol>
8	Names of reference book/s	<ol style="list-style-type: none"> <li>1. Brealey &amp; Myers, <i>Principle of Corporate Finance</i>, Tata McGraw Hill Latest Edition</li> <li>2. Prasanna Chandra, <i>Financial Management – Theory and Practice</i>, latest edition, Tata McGraw-Hill</li> <li>3. G P Jakhota, <i>Strategic Financial Management</i>, Vikas Publication</li> </ol>

		<p>4. AshvarathDamodaran, <i>Corporate Finance</i>, Wiley Publication Latest Edition</p> <p>5. J.B. Gupta, <i>Strategic Financial Management</i>, Taxmann Publication</p> <p>6. I.M. Pandey, <i>Financial Management</i>, Vikas Publication</p>
9	Names of newspapers, magazines to be referred for better understanding of the course	<ul style="list-style-type: none"> <li>• Harvard Business Review, Business India / Business Today / Business World,</li> <li>• “Vikalpa” –Journal of Indian Institute of Management, Ahmedabad,</li> <li>• SANKALPA: Journal Of Management &amp; Research, Effective Executive, etc.</li> </ul>
10	Evaluation Pattern	As per university scheme
11	Expected no. Of hours to be spent by the student outside the class for the course	100 Hours
12	Any other relevant information / Suggestion	

Name of the course: Corporate Tax & Financial Planning

Code of the Subject

1.	Name of the course	Corporate Taxation and Financial Planning
2.	Description	MBA – II; Sem – III / 50 hrs.
3.	Code of the course	
4.	Objective of the course	The basic objective of this course is to provide an insight into the concept of corporate tax planning and to equip the students with a reasonable knowledge of tax planning devices leading to better grasp of the issues regarding corporate decision making.
5.	Content	
	Module - I (20% weightage) 10 hours	<ul style="list-style-type: none"> <li>• Introduction:Basic Concepts of Income Tax,Definitions</li> <li>• Residential status of Individual and Company</li> <li>• Heads of Income</li> <li>• Income under the Head “Salaries”</li> </ul>
	Module - II (20% weightage) 10 hours	<ul style="list-style-type: none"> <li>• Income under the Head “Profit and Gains of Business or Profession”</li> </ul>
	Module - III (20% weightage) 10 hours	<ul style="list-style-type: none"> <li>• Income under the Head “ Capital Gains</li> </ul>
	Module - IV (20% weightage) 10 hours	<ul style="list-style-type: none"> <li>• Set off or Carry Forward and Set off of Losses</li> <li>• Deductions to be made in Computing Total Income</li> <li>• Computation of Total Income and Tax Liability</li> <li>• Tax Planning, Tax Management, Tax Avoidance, Tax Evasion</li> </ul>
	Module – V (20% weightage) 10 hours	<ul style="list-style-type: none"> <li>• Tax Planning in respect of Employee’s Remuneration; Location and Nature of Business; Financial Management Decisionsand others</li> <li>• Returns of Income and Filing of return</li> <li>• Advance Payment of Tax</li> <li>• Deduction and Collection of Tax at Source (TDS)</li> </ul>
6.	Pedagogy of the course	60% lectures-cum-presentations; 40% applications (a)Lectures and case discussion covering a cross section of decision situations. (b) Discussions on issues and techniques (c) Projects/ Assignments/ Quizzes/ Class participation etc
7.	Names of text book	<ol style="list-style-type: none"> <li>1. Dr. Girish Ahuja &amp; Dr. Ravi Gupta, <i>Systematic Approach to Income Tax</i>. Allahabad, Bharat Law House. Latest Edition</li> <li>2. Dr. Vinod K. Singhania&amp; Dr. Monica Singhania, <i>Tax Planning &amp; Business Tax Procedures</i>,Taxmann’s Publication</li> </ol>
8.	Names reference book/s	<ol style="list-style-type: none"> <li>1. Dr. Vinod K. Singhania&amp; Dr. Monica Singhania, <i>Student’s Guide to Income Tax</i>,Taxmann’s Publication (Latest)</li> <li>2. Dr. Vinod K. Singhania&amp; Dr. KapilSinghania,<i>Direct Taxes: Law and Practices</i>. Delhi, Taxman.</li> <li>3. Bhagwati Prasad, <i>Direct Taxes Law &amp; Practice</i>, WishwaPrakashan.</li> <li>4. GirishAhuja&amp; Ravi Gupta,<i>Corporate Tax Planning &amp; Management</i>, Bharat Law House. Latest Edition</li> </ol>

9.	Names of newspapers, magazines, journals, etc. to be referred	<ul style="list-style-type: none"> <li>• Business Standard</li> <li>• Business Line</li> <li>• Business India</li> <li>• Business World</li> <li>• Business Today</li> <li>• The Economic Times</li> </ul>
10.	Evaluation pattern for internal	As per university scheme
11.	Expected number of hours to be spent by the students outside the class for the course	100 Hours
12.	Any other relevant information/suggestion	

## **SEMESTER – III**

### **Specialization Subjects:**

#### **Functional Specialization 1 to 5:**

#### **Human Resources**

- **Change Management & Organizational Dev**
- **Labour Laws and Industrial Relations**
- **Compensation Management**
- **Negotiation & Counseling Skills for Managers**
- **Functional Specialization Project – I**  
**(Separate Guidelines)**

Name of the course: Change Management & Organizational Development

Code of the Subject:

1.	Name of the course	Change Management and Organizational Development
2.	Description	MBA-II / SEM III / 50 hours
3.	Code	
4.	Objectives of the course	<ul style="list-style-type: none"> <li>• To understand the context of change and organizational development</li> <li>• To understand organizational and individual processes</li> <li>• To understand the individual processes</li> <li>• To develop ability to design interventions</li> <li>• To develop the ability to evaluate the impact of the interventions</li> <li>• To understand the issues and concerns involved in organizational development interventions.</li> <li>• To develop theoretical and practical insights and problem-solving capabilities for effectively managing the organizational development process</li> </ul>
5	Content of the course	
	Module I (20% weightage)	<b>Management of Organizational Change</b> Introduction to Change management; Anticipating Change; Nature of the Planned Change; Organizational Renewal : the challenge of change; challenging the culture Field of OD; Definitions of OD; History of OD: Values, Assumptions and beliefs of OD
	Module II (20% weightage)	<b>Understanding the Organization Development Process</b> Role and style of OD practitioner; Entering and Contracting; The Diagnostic Process; Overcoming the resistance of Change; Diagnosing Groups and Jobs; Collecting and analyzing the Diagnostic information; Feeding back Diagnostic information; Designing Interventions; Leading and Managing Change ; Evaluating and institutionalizing the OD interventions
	Module III (20% weightage)	<b>Developing Excellence in Individual and high Performance in Team</b> Human Process Interventions; Techno structural interventions; Human Resource Management interventions; Strategic Change Interventions Team Development Interventions; Intergroup Development Interventions; Goal setting for effective organization; Work team Development
	Module IV (20% weightage)	<b>Developing Successful Organization</b> High performing Systems and the learning organization; Power Politics in OD ; Reengineering ; Third Wave Organization; System-4 Management; Organizational Transformations and Strategic Change ; The Challenge and Future of OD
	Module V (20% weightage)	<b>Special Application of Organizational Development</b> Organizational Development in Global settings; Organizational Development in Non-industrial settings: Health Care, Family Business, School Systems and the Public Sector
6.	Pedagogy	60 % lecture 40 % activities ( written / oral / group )
7.	Text books	1. Cummings & Worley, <i>Organizational Development and Change</i> , Cenage Learning



		2. Donald R. Brown & Donald Harvey, <i>An Experiential Approach to Organization Development</i> , Pearson Education, New Delhi
8.	Reference books	<ol style="list-style-type: none"> <li>1. V.G. Kondalkar, <i>Organization Effectiveness and Change management</i>--PHI Publication</li> <li>2. French W and Bell C., Adapted by Vohra, <i>Organization Development</i> (latest Low price ADAPTED Indian edition) Pearson Education, New Delhi</li> <li>3. Edited by S Ramanarain, T.V. Rao, Kuldeep Singh <i>O.D Interventions and Strategies</i>, Response books, Sage Publications.</li> <li>4. S.K. Bhatia, <i>Managing Change and Organization Development</i>, Deep and Deep Publications, New Delhi.</li> </ol>
9.	Newspapers, magazines to be refereed	<ul style="list-style-type: none"> <li>• Indian Management</li> <li>• Management Review – IIM Bangalore</li> <li>• Vikalp – IIM Ahmedabad</li> <li>• Human Capital</li> </ul>
10.	Evaluation Pattern	As per university scheme

Name of the course: Labour Laws and Industrial Relations  
Code of the Subject:

1.	Name of the course	Labour Laws & Industrial Relation
2.	Description of the Course	MBA-II/SEM-III/50 Hours
3.	Code of the course	
4.	Objective of the course	<ul style="list-style-type: none"> <li>• To help students understand the legal implications in Human Resource Management.</li> <li>• To help students understand and handle Industrial Relations</li> </ul>
5.	Content of the course	
	Module –I (20% Weightage ) 10 Hours	<ul style="list-style-type: none"> <li>• <b>Industrial Relation:</b> Concept, Importance of IR, Scope and Aspect of IR, factors affecting IR, Perspective/Approaches to IR.</li> <li>• <b>Paradigm Shift:</b> from IR to Employee relation, Employee relation management at work. Textbook 3 (Chapter 7,8)</li> <li>• <b>Industrial Disputes Act, 1947:</b> Meaning of Industrial Dispute, Object of the Act, Definitions, Authorities under the Act, Procedure, powers and duties of Authorities, Strikes &amp; lockouts, Lay-off, Retrenchment &amp; Closure. Domestic Inquiry</li> </ul>
	Module –II (20% Weightage ) 10 ours	<ul style="list-style-type: none"> <li>• <b>Factories Act, 1948:</b> Objectives, definitions, Provisions regarding, Health, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, annual leave with wages, offences and penalties, Department of Industrial safety</li> <li>• <b>Contract Labour Act</b></li> </ul>
	Module –III (20% Weightage ) 10 Hours	<ul style="list-style-type: none"> <li>• <b>Trade Unions Act, 1926:</b> Introduction, meaning, definitions, nature of trade unions, trade union movement in India, problems of trade union, appointment of Registrar, procedure for registration of a trade union, cancellation of registration, appeal, rights and Privileges of a registered TU, duties and</li> <li>• liabilities, amalgamation, dissolution of TUs, offences and penalties, etc.</li> </ul>
	Module –IV (20% Weightage ) 10 Hours	<ul style="list-style-type: none"> <li>• <b>Industrial Employment Standing Order Act, 1946:</b> Introduction, Objectives, definitions, Model Standing Orders, Procedure for approval of standing orders, appeal, modification of standing orders Certifying Officer, subsistence allowance, offences and penalties.</li> <li>• <b>Shops and Establishment Act, 1948:</b> Objectives, definitions, registration of establishments, health and safety, leave with pay, opening and closing hours, employment of children, young persons and women, offences and penalties</li> </ul>
	Module –V (20% Weightage ) 10 Hours	<ul style="list-style-type: none"> <li>• IR &amp; Technological Change, IR &amp; HRD, IR &amp; the constitution</li> <li>•</li> </ul>
6.	Pedagogy of the course	<ul style="list-style-type: none"> <li>• Lectures and case discussion covering a cross section of decision situations.</li> </ul>

		<ul style="list-style-type: none"> <li>• Discussions on issues and techniques</li> <li>• Projects/ Assignments/ Quizzes/ Class participation etc</li> </ul>
7.	Name of the Textbooks	<ol style="list-style-type: none"> <li>1. Mamoria, <i>Dynamics of Industrial Relations</i>, Himalaya</li> <li>2. P K Padhi, <i>Labour and Industrial Laws</i>, PHI</li> </ol>
8.	Name of the reference books	<ol style="list-style-type: none"> <li>1. P.N. Singh, Neerajkumar, <i>Employee Relation Management</i>, TMH</li> <li>2. A M Sarma, <i>Industrial Relations- Conceptual &amp; legal framework</i>, Himalaya</li> <li>3. B D Singh, <i>Industrial Relations and Labour Laws</i>, Excel</li> </ol>
9.	Name of the newspapers, magazines to be referred for better understanding of the course	<ul style="list-style-type: none"> <li>• Journal of Management of Industrial Relations</li> <li>• Human Capital</li> <li>• Online Journals and Resources</li> </ul>
10.	Evaluation pattern	As per university scheme
11.	Expected no. of hours to be spent by the students outside the class for the course	100 Hours
12.	Any other relevant information/suggestion	

Name of the course: Compensation Management

Code of the Subject:

1.	Name of the course	<b>Compensation Management</b>
2.	Description	MBA-III / SEM III / 50 hours
3.	Code	
4.	Objectives of the course	<ul style="list-style-type: none"> <li>• To provide insights in to strategic choices in managing compensation.</li> <li>• There have been several innovations in the field of Compensation so deliberating the same through compensation model.</li> <li>• The course also provides major Compensation issues in the context of current theory, research and practice.</li> <li>• The practices illustrate new development and as well as established approaches to compensation decision.</li> </ul>
5	Content of the course	
	Module I (20% weightage)	<b>Concept and Context</b> <ul style="list-style-type: none"> <li>• Role of Compensation and Rewards in Organization</li> <li>• Economic and Behavioral Issues in Compensation</li> <li>• Framework of Compensation Policy</li> </ul>
	Module II (20% weightage)	<b>Legal Framework of Wage and Salary Administration</b> <ul style="list-style-type: none"> <li>• Wage Concepts and Definition of Wages Under Various Labour Legislation</li> <li>• Constitutional Perspective, International Labour Standards, and Norms for Wage Determination</li> <li>• Law relating to Payment of Wages and Bonus</li> <li>• Regulation of Minimum Wages and Equal Remuneration</li> <li>• Workmen's Compensation Act, 1923.</li> </ul>
	Module III (20% weightage)	<b>Compensation Structure and Differentials</b> <ul style="list-style-type: none"> <li>• Pay Packet Composition</li> <li>• Institutional Mechanism for Wage Determination</li> <li>• Job Evaluation and Internal Equity</li> <li>• External Equity and Pay Surveys</li> </ul>
	Module IV (20% weightage)	<b>Reward System, Incentives and Pay Restructuring</b> <ul style="list-style-type: none"> <li>• Design of Performance-linked Reward System</li> <li>• Incentives for Blue and White Collars</li> <li>• Bonus, Profit Sharing and Stock Options</li> <li>• Allowances and Benefits</li> </ul>
	Module V (20% weightage)	<b>Emerging Issues and Trends</b> <ul style="list-style-type: none"> <li>• Fringe benefits</li> <li>• Overview of Future Trends in Compensation Management</li> <li>• Provident Fund Act &amp; Gratuity Act</li> <li>• Payment of Bonus Act</li> </ul>
6.	Pedagogy	60 % lecture 40 % activities ( written / oral / group )
7.	Text books	1. Kogan Page, Michael Armstrong <i>Handbook of Reward Management Practices, Improving Performance Through Reward Compensation</i> Latest Edition 2. Sinha & Sinha, <i>Industrial relations and Labour laws</i> Pearson

8.	Reference books	<ol style="list-style-type: none"> <li>1. Milkovich, Newman, VenkatRatnam; <i>Compensation</i> Tata McGraw Hill Latest Edition</li> <li>2. Tapomoy Deb, <i>Compensation Management- Text and Cases</i>, Excel Latest Edition</li> <li>3. Mousumi Bhattacharya, NilanjanSengupta, <i>Compensation Management</i>, Excel Latest Edition</li> <li>4. Dipak Kumar Bhattacharyya, <i>Compensation Management</i>, Oxford Latest Edition</li> </ol>
9.	Newspapers, magazines to be refereed	<ul style="list-style-type: none"> <li>• Journal of Compensation Management.</li> <li>• Offers Letters from Corporate</li> <li>• SMEs to employees (if not confidential).</li> </ul>
10.	Evaluation Pattern	As per university scheme

Name of the course: Negotiation & Counseling Skills for Managers

Code of the Subject:

1.	Name of the course	Negotiation & Counseling Skills For Managers(NCSM)
2.	Description	MBA-II / SEM III / 50 hours
3.	Code	
4.	Objectives of the course	<ul style="list-style-type: none"> <li>• Providing an overview of the counseling and negotiation processes and techniques.</li> <li>• Selecting the key areas and situations where management can and should help employees in performance planning and career advancement</li> <li>• Developing alternative approach to dealing with problem situations</li> <li>• Helping them learn the art of negotiation as it makes a better HR manager.</li> <li>• Creating a forum for practicing the basic counseling skills.</li> <li>• Selecting the key areas and situations where management can and should help employees in performance planning and career advancement.</li> </ul>
5.	Content of the course	
	Module I (20% weightage)	<b>Introduction and relevance of counseling Skills:</b> Introduction to Counseling; Six Approaches to Counseling. Goals of Counseling; Counseling Skills. Skills of Counselors; creating communication Skills and Feelings ; Creating mind sets; Counseling and the helping Process ; Counseling and helping Relationship
	Module II (20% weightage)	<b>Process of Counseling</b> Process of Counseling: the RUC model; Counseling Procedures; Counseling Skills. Role Conflicts in Counseling. Changing Behaviors Through Counseling; Organizational Application of Counseling Skills.
	Module III (20% weightage)	<b>Fundamentals of Negotiation Skills;</b> The Nature of Negotiation ; Strategy and Tactics of Distributive Bargaining ; Strategy and Tactics of Integrative Negotiation Negotiation: Strategy and Planning Negotiation Sub processes : Perception, Cognition, and Emotion ;Communication ; Finding and Using Negotiation Power ;Ethics in Negotiation
	Module IV (20% weightage)	<b>Negotiation Contexts &amp; Individual Difference:</b> Relationships in Negotiation ; Agents, Constituencies, Audiences Coalitions ; Multiple Parties and Teams Individual Differences I: Gender and Negotiation Individual Differences II: Personality

	Module V (20% weightage)	<b>Counseling and Negotiation Issues across Culture and miscellaneous issues</b> International and Cross-Cultural Negotiation; Resolving Differences ;Managing Negotiation Impasses ; Managing Negotiation Mismatches ; Third Party Approaches to Managing Difficult Negotiations Dealing with Problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse; Ethics in Counseling.
6.	Text Books	<ol style="list-style-type: none"> <li>1. Kavita Singh, <i>Counseling skills for managers</i>, Pearson Education, New Delhi</li> <li>2. Roy Lewicki, David Saunders, Bruce Barry, <i>Negotiation</i> , McGraw-Hill Education</li> </ol>
7.	Reference books	<ol style="list-style-type: none"> <li>1. Richard Nelson Jones, <i>Introduction to Counseling Skills</i>, Sage Publication</li> <li>2. Roy Lewicki, David Saunders, Bruce Barry, <i>Essentials of Negotiation</i>, McGraw-Hill Education</li> <li>3. Conflict Management: A practical guide to Developing Negotiation Strategies- Barbara A Budgeet Corvette- <i>Pearson Education, New Delhi</i></li> </ol>
9.	Newspapers, magazines to be referred	<ul style="list-style-type: none"> <li>• Journal of Industrial Relations</li> <li>• Indian Management</li> <li>• Management Review – IIM Bangalore</li> <li>• Vikalp – IIM Ahmedabad</li> <li>• Human Capital</li> </ul>
10.	Evaluation Pattern	As per university scheme

# **SEMESTER – III**

## **Specialization Subjects:**

### **Functional Specialization 1 to 5:**

#### **Information Technology**

- **Software Project Management**
- **Enterprise Resource Planning**
- **Web Design & Multimedia.**
  - **Network & Security Analysis**
- **Functional Specialization Project – I(Separate Guidelines)**



1.	Name of the course	<b>Software Project Management</b>
2.	Description	MBA II/Sem.III/50Hrs
3.	Code	
4.	Objectives of the course	To understand different aspects of Software Project Management as an important field of practice under IT Management <ul style="list-style-type: none"> <li>To learn tools and techniques of Software Project Management</li> <li>To understand importance of, and learning techniques to ensure, software quality</li> <li>To learn to use a Software Package for Software Project Management</li> </ul>
5	Content of the course	
	Module I (20% weightage)	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
	Module II (20% weightage)	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
	Module III (20% weightage)	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
	Module IV (20% weightage)	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
	Module V (20% weightage)	Control - Visualizing Progress - Cost monitoring - Change Control 5 Using Project Management Software - Introduction to either of Microsoft Project 2010, Prince2 and Primavera and learning to use any one of these products
6.	Pedagogy	<b>60 % lecture</b> <b>40 % activities ( written / oral / group )</b>
7.	Text books	Software Project Management, 5 <sup>th</sup> Edition, Hughes, Cotterel, Rajib Mall, Tata McGraw Hill
8.	Reference books	<ul style="list-style-type: none"> <li>Software Project management in practice by PankajJalote</li> <li>Software project management by Rajendra Mishra</li> </ul>
9.	Website	<ul style="list-style-type: none"> <li>www.projectbubble.com</li> <li>www.sei.cmu.edu</li> </ul>
10.	Evaluation Pattern	As per university scheme
11	Journals	International Journal of Software Project management

1.	Name of the course	Enterprise Resource Planning
2.	Description	MBA II/Sem.III/50hrs.
3.	Code	
4.	Objectives of the course	<p>Course Objectives:</p> <ul style="list-style-type: none"> <li>To acquire in-depth knowledge of ERP as a prime Application Software product</li> <li>To learn operational aspects of ERP implementation and support</li> <li>To know features of important ERP modules</li> <li>To learn, through case studies, practical aspects of ERP in various industries</li> </ul>
5.	Content of the course	
	Module I (20% weightage)	<ul style="list-style-type: none"> <li>Enterprise Resource Planning</li> <li>What is ERP? - Features of ERP (Basic and Advanced) - ERP Architecture -ERP Need Analysis - Return on Investment for ERP</li> </ul>
	Module II (20% weightage)	<ul style="list-style-type: none"> <li>ERP Implementation and Support</li> <li>ERP Life Cycle, Methodologies and Strategy - Vendor and Software Selection</li> <li>Business Process Re-engineering related to ERP - Implementation Process</li> <li>Change Management - Post Implementation Support, Maintenance, Security</li> </ul>
	Module III (20% weightage)	<ul style="list-style-type: none"> <li>ERP Functional Modules</li> <li>Human Resource Management Accounting and Finance Procurement, Inventory Control Production Planning, Operations Sales, Customer Relationship Management e-Commerce</li> </ul>
	Module IV (20% weightage)	<ul style="list-style-type: none"> <li>ERP Technology Areas, Enterprise Applications</li> <li>Portal and Content Management, Data Warehousing and Data Mining,</li> <li>Business Intelligence and Analytics - Emerging Trends in ERP Applications</li> </ul>
	Module V (20% weightage)	<ul style="list-style-type: none"> <li>ERP Case Studies Case Studies of ERP Implementation in Manufacturing and Service Sectors</li> </ul>
6.	Text Books	1. Enterprise Resource Planning, Ray, Tata McGraw Hill
7.	Reference books	2. ERP Demystified, Alexis Leon, Tata McGraw Hill 3. Enterprise Resource Planning, A Managerial Perspective, Goyal, Tata McGrawHill
9.	Journals	Journal of Enterprise Resource Planning Studies
10.	Evaluation Pattern	As per university scheme
11.	Websites	<a href="http://www.sap.com">www.sap.com</a> <a href="http://erp.iitkgp.ernet.in">erp.iitkgp.ernet.in</a>

1.	Name of the course	Web Design & Multimedia.
2.	Description	MBA II/ Semester III/ 50Hrs.
3.	Code	
4.	Objectives of the course	<ul style="list-style-type: none"> <li>• To acquire technical competence in Web Designing and Multimedia Applications</li> <li>• To learn to use HTML, VB Script and Java script</li> <li>• To integrate Web and Multimedia with business objectives of the organization</li> </ul>
5.	Content of the course	
	Module I (20% weightage)	Multimedia and hypermedia, world wide web, overview of multimedia software 5+1 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.
	Module II (20% weightage)	Fundamental concepts in video and digital audio Types of video signals, analog video, digital video, digitization of sound, MIDI, quantization and transmission of audio.
	Module III (20% weightage)	HTML - tags, lists, tables, Frames, layers , using images in web pages and DHTML
	Module IV (20% weightage)	Introduction in VB Script - Data types, operators, control structures, functions and strings.
	Module V (20% weightage)	Introduction to java script - Operators, identifiers, control structures, functions arrays and error handling.
6.	Text Books	Mastering HTML- CYBEX Publication
7.	Reference books	Complete Reference VB Script and Java Script - Tata McGraw Hill Dynamic HTML- O'Reilly Media Internet & Web Technologies- Tata McGraw-Hill Education
9.	Journals	International Journal of Web & Semantic Technology Web Technology Journal
10.	Evaluation Pattern	As per university scheme
11.	Websites	<a href="http://www.3school.com">www.3school.com</a>

1.	Name of the course	Network & Security Analysis
2.	Description	MBA II/Semester III/50 hrs.
3.	Code	
4.	Objectives of the course	<ul style="list-style-type: none"> <li>To acquire an overview of (but not technical proficiency in) various computer networks, technologies behind networks and application protocols, e-mail and communication protocols</li> <li>To develop awareness of managing networks well so as to offer high quality service to the users</li> </ul>
5.	Content of the course	
	Module I (20% weightage)	<b>Introduction to Networking:</b> Hardware Architecture, Topologies, Media, Devices. Transmission Technique , Twisted Pair, Coaxial Cable, Fiber optics, Wireless Transmission Switching, Circuit Switching, Message Switching, Packet Switching <b>Common Network Architecture:</b> Connection oriented Networks, Connectionless Networks Example of Networks -P2P, X.25, ATM, Ethernet Wireless LANs - 802.11, 802.11x, Gigabit
	Module II (20% weightage)	<b>The OSI Reference Model:</b> Protocol Layering, TCP/IP Model, OSI vs. TCP/IP <b>Local Area Networks:</b> Components & Technology, Access Technique, Transmission Protocol & Media <b>Broad Band Networks:</b> Integrated Service Digital Networks(ISDN), Broad Band ISDN, ATM, ATM Traffic Management. Introduction to Very Small Aperture Terminal(VSAT)
	Module III (20% weightage)	<b>IP Addressing &amp; Routing:</b> 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 <b>Domain Network Services (DNS):</b> Domain Names, Authoritative Hosts ,Delegating Authority, Resource Records, SOA records, DNS protocol, DHCP & Scope Resolution <b>SNMP:</b> An IP Management Protocol Network Management protocols SNMP the Simple Network Management Protocol, Agents & Managers, SNMP Organization, Object Identifiers, Problem with SNMP
	Module IV (20% weightage)	<b>Network Applications:</b> (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.

	Module V (20% weightage)	<b>Network Security:</b> Threats, Packet-filtering firewalls, Firewall policies and rules, 5 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
6.	Text Books	<ul style="list-style-type: none"> <li>• Computer Networks Andrew S. Tanenbaum 4e</li> </ul>
7.	Reference books	<ul style="list-style-type: none"> <li>• Network Essential Notes GSW MCSE Study Notes</li> <li>• Internetworking Technology Handbook CISCO System</li> <li>• Introduction to Networking and Data Communications Eugene Blanchard</li> </ul>
9.	Journals	International Journals of Internet Security & Its Applications International Journal of Wireless Networks and Broadband Technologies
10.	Evaluation Pattern	As per university scheme
11.	Websites	<a href="http://www.cert.org">www.cert.org</a>

## **SEMESTER – IV**

### **Core Subjects:**

- International Business Management
- Management Control System

Name of the course: International Business Management

Code of the Subject:

1	Name of the course	International Business(IB)
2	Description of the course	MBA II /Semester – IV
3	Code of the course	
4	Objectives of the course	<ul style="list-style-type: none"> <li>• Apply theories, tools, and insights found in the field of international management to common real world scenarios.</li> <li>• Demonstrate or understanding of the similarities (without which no international business could take place) and differences among the peoples of the world and how they affect business management.</li> <li>• Discuss how various legal, political, economic, and cultural systems affect business attitudes and behavior.</li> <li>• Discuss the managerial issues related to strategic planning, human resource management, financial management, motivation, and leadership which arise in an international context.</li> </ul>
5	Contents of the courses	
	Module I 20%weightage	<b>Introduction:</b> Globalization; National Difference in Political Economy; Difference in Culture ;Ethics in International Business
	Module II 20% weightage	<b>The Global trade and Investment Environment:</b> International Trade Theory; Political Economy of International Trade; FDI; Political Economy of FDI; Regional Economic Integration
	Module III 20%weightage	<b>The Global Monetary System:</b> Foreign Exchange Market: Introduction , Nature and Function; International Monetary System ; Crisis Management by IMF
	Module IV 20%weightage	<b>Strategy and Structure of International Business:</b> Strategy of International Business; Organization Of International Business; Entry Strategy and Strategic Alliances
	Module V 20%weightage	<b>Business Operations :</b> Exporting; Importing and Countertrade; Global Production, Outsourcing and Logistics; Global Marketing and R&D; Global HRM; Accounting in International Business
6	Pedagogy of the courses	Lectures & Case Studies.
7	Names and other details of text book/s such as publisher ,edition ,etc.	<ol style="list-style-type: none"> <li>1. Hill, Charles W. L., Arun K Jain, <i>International Business</i>, McGraw Hill Publication</li> <li>2. Francis Cherulinam, <i>International Business</i></li> </ol>
8	Names and other details of reference book/s such as publisher ,edition ,etc.	<ol style="list-style-type: none"> <li>1. Griffin, Ricky W. and Pustay, Michael W- Addison Wesley, <i>International Business: A Managerial Perspective</i>, Readings, 1999</li> <li>2. Bhattacharya. B; <i>Going International: Response Strategies of the Indian Sector</i>, Wheeler Publishing, New Delhi, 1996.</li> <li>3. Rao and Rangachari, <i>International Business</i></li> </ol>
9	Names of newspapers ,	<ul style="list-style-type: none"> <li>• Economics Times,</li> </ul>

	magazines ,journals ,etc. to be referred for better understanding of the courses	<ul style="list-style-type: none"> <li>• Financial Express,</li> <li>• Business Standard,</li> <li>• Business Today,</li> <li>• Business India,</li> <li>• Business World</li> <li>• Vikalpa</li> </ul>
10	Evaluation Pattern	As per University Pattern.



Name of the course: Management Control System

Code of the Subject:

1	Name of the course	Management Control System
2	Description of the course	MBA II /Semester – IV
3	Code of the course	
4	Objectives of the course	<ul style="list-style-type: none"> <li>To inculcate the awareness about control systems in the business management environment</li> </ul>
5	Contents of the courses	
	Module I 9 hours 20%weightage	Boundaries of management control, formal and informal, control system, functions of the controller, responsibility centre, revenue centre expense centre administration and R & D centres and marketing centres
	Module II 9 hours 20% weightage	<ul style="list-style-type: none"> <li>Business unit as profit centre, other profit centre and measuring profitability</li> <li>Transfer pricing methods and their objectives, ,Pricing Corporate services administration of transfer prices</li> </ul>
	Module III 9 hours 20%weightage	<ul style="list-style-type: none"> <li>EVA v/s ROI</li> <li>Budget preparation nature and budget preparation process</li> <li>Variance analysis and limitation of variance analysis</li> </ul>
	Module IV 9 hours 20%weightage	<ul style="list-style-type: none"> <li>Performance measurement and interactive control</li> <li>Organisational incentives, incentive compensation plans. Incentives for corporate Officers and Business units managers</li> <li>Professional , Financial Services organisation , Health care Organization Non-profit organisations</li> </ul>
	Module V 9 hours 20%weightage	<ul style="list-style-type: none"> <li>Multinational Organizations, Transfer Pricing Exchange rates</li> <li>Nature of project , Project planning execution and evaluation</li> </ul>
6	Pedagogy of the courses	The course will use the following pedagogical tools: (a) Case discussion covering a cross section of decision situations. (b) Discussions on issues and techniques of strategic aspects (c) Projects/ Assignments/ Quizzes/ Class participation etc
7	Names and other details of text book/s such as publisher ,edition ,etc.	1. Robert N. Anthony, Vijay Govindrajan, <i>Management Control Systems</i> , Tata M/c graw Hill , Special Indian 12 edition
8	Names and other details of reference book/s such as publisher ,edition ,etc.	1. Pro.Mahesh S. Halale, <i>Management control systems</i> , Everest Publishing House, First edition, 2006 2. N. Ghosh, <i>Management Control Systems</i> , Prentice hall of India Pvt Ltd, New Delhi Second Printing, 2006

		3. Subhash Sharma, <i>Management Control systems-text and cases</i> , Tata McgrawHill, 1988
9	Names of newspapers , magazines ,journals ,etc. to be referred for better understanding of the courses	<ul style="list-style-type: none"> <li>• Business standard</li> <li>• Economic Times</li> <li>• Other Business magazines</li> </ul>
10	Evaluation Pattern	As per University Pattern.

## **SEMESTER – IV**

### **Sectoral Electives II / Grand Project II:**

- **Banking-II**
- **Family Business-II**
- **Retail Management-II**
- **Hospitality and Tourism-II**
- **Aviation-II Course**

Name of the course: Banking

Code of the Subject:

1.	Name of the course	Banking-II
2.	Description of the Course	MBA-II / SEM-IV / 50 Hours
3	Code of the Course	
4	Objective of the course	
5	Content of the course	<p>Corporate Banking – Term Loans, working capital loans, LC(domestic and foreign) and Bank Guarantee, Equipment financing, Foreign Currency Loans, Retail banking – Retail Assets and Liabilities, NRI Services, Third party Product sales.</p> <p>Banks spread management, Interlink Branch banking, Online banking, Tele banking, Information Technology in Banks, Management of NPA, SARFAISI Act, Risk Management Tools.</p> <p>Treasury management in banks, Regulatory Framework for banks</p> <p>Risk Management in Banking: Meaning, Types of Risks, Strategies for risk Management including Reinsurance, Operational Risk management Enterprise Risk management, Corporate Governance, Risk management and Internal Audit.</p>
6	Pedagogy of the course	
7	Names of text book/s	<ul style="list-style-type: none"> <li>• Vijayragavanlyengar , <i>Introduction to Banking</i>, Excel, latest edition</li> <li>• K C Shekhar and Lakshmi Shekhar , <i>Banking Theory and Practice</i> Vikas , latest edition</li> </ul>
8	Names of reference book/s	
9	Names of newspapers, magazines to be referred for better understanding of the course	
10	Evaluation Pattern	
11	Expected no. Of hours to be spent by the student outside the class for the course	
12	Any other relevant information / Suggestion	

Name of the course: Family Business-II Management in Indian Context

Code of the Subject:

1.	Name of the course	Family Business-II Management in Indian Context
2.	Description	MBA-II / SEM -IV / 50 hours
3.	Code	
4.	Objectives of the course	<ul style="list-style-type: none"> <li>• To develop an insight in development and growth of family business in Indian Business Scenario and the gradually evolving Indian family businesses</li> <li>• To familiarize students with the difference in the growth pattern of Family business</li> <li>• to Inculcate among students, entrepreneurial competencies including self-confidence, goal setting, planning, information seeking, problem solving and planned risk taking</li> <li>• to Provide intensive personal counseling to develop a competent entrepreneur and a successful business executive of tomorrow.</li> </ul>
5.	Content of the course	
	Module IV (20% weightage)	<b>Developing Competencies:</b> Modern Management concepts and practices; Marketing and customer relationship management; Communication and net-working skills; HRM/HRD-Systems and Practices for Family Business ; Accounting and financial concepts; The meaning of “Professional Management” ; Moving from traditional to professional management style and likely obstacles
	Module V (20% weightage)	<b>Enhancing Managerial Effectiveness in Family owned business:</b> Human resource management and leadership Perspective; Getting help: making the most of outside resources; Professionalizing the boardroom: the role of balanced board of directors Succession Planning :Managing leadership ; Founder`s values and ethos; Philanthropy .s
6.	Text Books	Jain, Rajesh, Chains that Liberate: Governance of Family Firms, Macmillan India Ltd.
7.	Reference books	<ol style="list-style-type: none"> <li>1. Peter Leach, <i>Family Business</i></li> <li>2. Ernesto J.Puzo ,<i>Family Business</i>,Cengage Learning</li> <li>3. SudiptDutta, <i>Family business in India</i></li> </ol>
9.	Newspapers, magazines to be refereed	<ul style="list-style-type: none"> <li>• Journal of industrial Relations</li> <li>• Indian Management</li> <li>• Management Review – IIM Bangalore</li> <li>• Vikalp – IIM Ahmedabad</li> <li>• Human Capital</li> <li>• Entrepreneurship</li> </ul>
10.	Evaluation Pattern	As per university scheme

1.	Name of the course	Retail Management – II
2.	Description	MBA – II : Sem –4/ ( 3 Credits)
3.	Code of the course	Sector Elective
4.	Objective of the course	To gain knowledge of Basic of Retail Sector
5.	Content	N.B.: Chapter numbers refer to the prescribed material developed in-house.
	Module - I (20% weightage)	<ul style="list-style-type: none"> <li>. Retail Pricing <ul style="list-style-type: none"> <li>• The concept of retail pricing and the factors affecting price</li> <li>• elements of retail price</li> <li>• developing a pricing strategy</li> <li>• adjustment to retail price</li> <li>• GMROI</li> </ul> </li> <li>. Retail Merchandising <ul style="list-style-type: none"> <li>• The concept of merchandising</li> <li>• the evolution of merchandising function in retail</li> </ul> </li> </ul>
	Module - II (20% weightage)	<ul style="list-style-type: none"> <li>. Merchandising Buying <ul style="list-style-type: none"> <li>• The process of merchandising buying</li> <li>• the procedure for selecting vendors and building partnerships</li> <li>• the concept of own brand and manufacturers' brand</li> <li>• the concept of category management</li> </ul> </li> <li>. Role of Pvt. Labels</li> </ul>
	Module - III (20% weightage)	<ul style="list-style-type: none"> <li>. Retail Communication <ul style="list-style-type: none"> <li>• The concept of retail marketing mix</li> <li>• STP</li> <li>• the role of POP in retail</li> <li>• branding</li> </ul> </li> <li>Servicing the Retail Customer <ul style="list-style-type: none"> <li>• The concept of customer service</li> <li>• the gaps in customer service</li> <li>• methods and tools available for encouraging loyalty, role of retail sales person,</li> <li>• selling process</li> </ul> </li> </ul>
	Module - IV (20% weightage)	<ul style="list-style-type: none"> <li>. Retail Store Operations</li> <li>Retail Store Design &amp; Visual Merchandising <ul style="list-style-type: none"> <li>• The relationship between store image and store design</li> <li>• components of exterior and interior</li> <li>• consideration for selecting layout</li> <li>• visual merchandising in retail</li> </ul> </li> <li>Supply Chain Management <ul style="list-style-type: none"> <li>• The concept of SCM</li> <li>• innovation is SCM</li> <li>• retail logistics</li> <li>• reverse logistics</li> </ul> </li> </ul>

	Module - V (20% weightage) 4 Hours	. Retail Management (IT) <ul style="list-style-type: none"> <li>• Role and importance of IT</li> <li>• □application of IT</li> </ul> CRM HR in Retail Project Presentations			
6.	Pedagogy of the course	40% lectures-cum-presentations; 60% applications / problems			
7.	Names and other details of text book	Material developed in house by Indus University will be provided to all the students.			
8.	Names and other details of reference book/s such as publisher, edition, etc	1	Retail Management	Gourav Ghosal	2007
		2	Retail Management	Patrick M.Dunne & Robert F.Lusch	Reprint 2008
		3	Retail Management	S.C.Bhatia	2008
		4	Retail Management - Principles and Practices	Prof. R.Sudarshan, Prof. S.Ravi Prakash & Prof. M.S. Sarma (Eds.)	June, 2007
		5	Retail Management - A Realistic Approach	Neelesh Jain	2008
		6	Retail Management - A Global Perspective (Text and Cases)	Dr. Harjit Singh	2009
		7	Retail Management (Certification Series) (Book + 6 ACDs)	International Academy for Certification & Training (iACT)	Latest
		8	RETAIL Management - A Strategic Approach	Barry Berman & Joel R.Evans	11th edition, 2011
		9	Retail Management (4th Edition)	Gibson G. Vedamani	2003
9.	Names of newspapers, magazines, journals, etc. to be referred for better understanding of the course	RAI , Retailer Association of India Magazine & News letters			
10	Evaluation pattern	As per University Scheme			
11	Expected number of hours to be spent by the students outside the class for the course	40 hours (applying a 'thumb rule' of twice the contact hours allotted to the course)			

Name of the course: Hospitality Marketing

Code of the Subject:

1.	Name of the course	Hospitality Marketing
2.	Description	MBA-IV / SEM II / 50 hours
3.	Code	
4.	Objectives of the course	To enable students to prepare a marketing plan on specific identified area of Hospitality Industry
5.	Content of the course	
	Module I	<b>Encounter Marketing:</b> Managing the physical environment Managing service process Managing customer-contact employees
	Module II	<b>Post encounter Marketing:</b> Managing Customer Satisfaction Relationship Marketing <b>The Marketing Plan</b>
6.	Text Books	
7.	Reference books	David Bowie, Francis Buttle, <i>Hospitality Marketing – Principles and Practice</i> , Elsevier
9.	Newspapers, magazines, online resources to be referred	Journal of Hospitality Marketing and Management, Taylor and Francis thehoteltimes.in indianmirror.com hospitalityindia.com
10.	Evaluation Pattern	As per university scheme



**SEMESTER – IV**

**Specialization Subjects:**

**Functional Specialization 1 to 5:**

**Marketing**

- **Strategic Brand Management**
- **Service and Relationship Marketing**
- **Supply chain and logistics management**
- **Contemporary Issues in Marketing**
- **Functional Specialization Project – II**  
**(Separate Guidelines)**

Name of the course: Strategic Brand Management

Code of the Subject:

1.	Name of the course	Strategic Brand Management (SBM)
2.	Description	MBA-II / SEM IV / 50 hours
3.	Code	
4.	Objectives of the course	<ul style="list-style-type: none"> <li>• To develop an understanding of the basic branding principles and their exposure to classic and contemporary branding applications.</li> <li>• To make the students aware about the role of brands, the concept of brand equity, and the advantages of creating strong brands.</li> <li>• To increase the understanding of the important issues in planning, implementing, and evaluating brand strategies.</li> <li>• To acquaint the students with the appropriate concepts, theories, models and other tools to make better brand decisions.</li> <li>• To understand the latest developments and cultivate an understanding of the adjustments to be made in branding strategies over time and geographic boundaries to maximize brand equity.</li> </ul>
5.	Content of the course	
	Module I (20% weightage)	<b>Introduction to the concept of Brand Management:</b> Brand –Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand, Branding- Meaning, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas. Brand Management- Meaning & Definition. Strategic Brand Management Process- Meaning, Steps in Brand Management Process
	Module II (20% weightage)	<b>Customer Based Brand Equity:</b> Customer Based Brand Equity-Meaning, Model of CBBE Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks. Brand Building Implications; Brand Identity & Positioning: Meaning and need, Dimensions of brand identity, Brand positioning – Meaning, Point of parity & Point of difference, Brand Value: Definition, Core Brand values, Brand mantras, Internal branding
	Module III (20% weightage)	<b>Choosing Brand Elements to Build Brand Equity:</b> Criteria for choosing brand elements, options & tactics for brand elements; Designing programs to build equity, Meaning of Leveraging Secondary Brand Associations and Knowledge
	Module IV (20% weightage)	<b>Measuring &amp; Interpreting brand performance and Brand Equity:</b> Brand Value chain- Designing Brand Tracking studies, Establishing brand Equity Management Systems. Methods for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Comprehensive models of CBBE.

	Module V (20% weightage)	<b>Brand Strategies:</b> Brand Extension- Meaning, Types, Needs, Advantages & Disadvantages of Brand Extension, Brand-Product matrix, Brand Hierarchy- Designing a branding strategy, Brand hierarchy decision-Consumer's Evaluation of Brand Extensions & Opportunities. Managing brands over time and geographic boundaries
6.	Text Books	<ol style="list-style-type: none"> <li>1. Kevin Lane Keller, M.G. Rameswaram, Isaac Jacob ; third edition -<i>Strategic Brand Management</i>, Pearson Education</li> <li>2. Kirti Dutta, <i>Brand Management- Principles and Practices</i>; first edition Oxford University Press</li> </ol>
7.	Reference books	<ol style="list-style-type: none"> <li>1. Harish V Verma, <i>Brand Management</i>, 2/e, Excel Books</li> <li>2. Chunnawalla, <i>Compendium Brand Management</i>, HPH, 1/e, 2003</li> <li>3. S Ramesh Kumar, <i>Managing Indian Brands</i>, Vikas</li> <li>4. Richard Elliott &amp; Larry Perclu, <i>Strategic Brand Management</i>, Oxford Press, 1/e</li> <li>5. Chernatony, <i>Creating powerful brands</i>, Elsevier Publication, 1/e</li> </ol>
9.	Newspapers, magazines to be refereed	<ul style="list-style-type: none"> <li>• Mastermind by IUP</li> <li>• Brand Equity : The Economic Times</li> <li>• Times of India</li> <li>• The Hindu Business Line</li> </ul>
10.	Evaluation Pattern	As per university scheme

Name of the course: Service and Relationship Marketing

Code of the Subject:

1.	Name of the course	Service and Relationship Marketing
2.	Description of the Course	MBA-II/SEM-IV/50 Hours
3.	Code of the course	
4.	Objective of the course	This course examines the important and growing role services marketing plays in both consumer and organizational target markets. Discussing current issues in services marketing and customer service strategies, this course focuses on effective customer relationship management; key service delivery elements; and service recovery strategies that lead to the successful implementation of a customer focus in service-based businesses.
5.	Content of the course	
	Module –I (20% Weightage ) 10 Hours	<b>Understanding Service Products, Consumers &amp; Market:</b> New Perspectives on marketing in the service economy, Consumer Behavior in a service context.
	Module –II (20% Weightage ) 10 Hours	<b>Applying the 4 Ps of Marketing to services:</b> Developing service products, Distributing Services through physical & electronic channels, Setting prices and implementing Revenue management, Promoting services and educating customers
	Module –III (20% Weightage ) 10 Hours	<b>Managing the customer interface:</b> Designing and managing service processes, Balancing demand and productive capacity
	Module –IV (20% Weightage ) 10 Hours	<b>Managing the customer interface:</b> Crafting the service environment, Managing people for service Advantage, Striving for service Leadership
	Module –V (20% Weightage ) 10 Hours	<b>Implementing profitable Service strategies:</b> Managing Relationship and building loyalty, Complaint handling and service recovery, Improving service quality and productivity.
6.	Pedagogy of the course	<ul style="list-style-type: none"> <li>• Lectures and case discussion covering a cross section of decision situations.</li> <li>• Discussions on issues and techniques</li> <li>• Projects/ Assignments/ Quizzes/ Class participation etc</li> </ul>
7.	Name of the Textbooks	1. Lovelock Christopher, Wirtz Jochen and Chatterjee Jayanta, <i>Services Marketing: People, Technology, Strategy</i> , Pearson Prentice Hall
8.	Name of the reference books	<ol style="list-style-type: none"> <li>1. R. Srinivasan, <i>Services Marketing</i>, PHI</li> <li>2. Apte Govind, <i>Services Marketing</i>, Oxford</li> <li>3. Godson Mark, <i>Relationship Marketing</i>, Oxford</li> <li>4. Fitzsimmons J.A. and Fitzsimmons M.J., <i>Service Management: Operations, Strategy, Information Technology</i>, Tata McGraw-Hill</li> <li>5. Zeithaml V. A., Bitner M.J., Gremler D.D., and Pandit A., <i>Services Marketing: Integrating Customer Focus Across the Firm</i>, Tata McGraw Hill</li> </ol>
9.	Name of the newspapers, magazines to be referred for better understanding of the	<ul style="list-style-type: none"> <li>• Productivity Journal</li> <li>• Indian Management</li> <li>• Business India</li> <li>• Supply Change</li> </ul>

	course	
10.	Evaluation pattern	As per university scheme
11.	Expected no. of hours to be spent by the students outside the class for the course	100 Hours
12.	Any other relevant information/suggestion	

Name of the course: SUPPLY CHAIN AND LOGISTICS MANAGEMENT

Code of the Subject:

1.	Name of the course	SUPPLY CHAIN & LOGISTICS MANAGEMENT
2.	Description of the Course	MBA-II/SEM-IV/50 Hours
3.	Code of the course	
4.	Objective of the course	<ul style="list-style-type: none"> <li>• A practical approach designed for the general manager</li> <li>• To provides a knowledge base in basic human resource topics, as well as an in-depth analysis of important current issues in the field.</li> <li>• Through text readings, case studies, experiential exercises, Internet activities, and research, students will learn to synthesize and integrate theory with application and evaluate the effectiveness of an organization's human resources</li> </ul>
5.	Content of the course	
	Module –I (20% Weightage ) 10 ours	<ul style="list-style-type: none"> <li>• TWENTY FIRST CENTURY SUPPLY CHAINS: The Supply Chain Revolution – Generalized Supply Chain Model – Supply chain and networks –Extended organization - Integrative Management – Responsiveness – FinancialSophistication – Globalization- Digital Business Transformation</li> </ul>
	Module –II (20% Weightage ) 10 Hours	<ul style="list-style-type: none"> <li>• LOGISTICS: The Logistics Of Business - The Logistical Value Proposition- The Work Of Logistics-Logistical Operating Arrangements Flexible Structure –Supply Chain Synchronization CUSTOMER ACCOMMODATION: Customer Focused Marketing Customer Services-Customer Satisfaction - Customer Success-Forecasting.</li> </ul>
	Module –III (20% Weightage ) 10 Hours	<ul style="list-style-type: none"> <li>• PROCUREMENT AND MANUFACTURING: The Quality Imperative-Procurement – Manufacturing-Logistical Interfaces.</li> <li>• INFORMATION TECHNOLOGY FRAMEWORK: Information System Functionality-Comprehensive Information System Integration-Communication Technology-Rationale For ERP Implementation-ERP System Design-Supply Chain Information System Design.</li> <li>• INVENTORY: Inventory Functionality and Definitions- Inventory Carrying Cost-Planning Inventory-Managing Uncertainty-Inventory Management Policies- Inventory Management Practices.</li> </ul>
	Module –IV (20% Weightage ) 10 Hours	<ul style="list-style-type: none"> <li>• TRANSPORTATION: Transport Functionality, Principles and Participants, Transportation Service - Transportation Economic And Pricing- Transport Administration – Documentation</li> <li>• WAREHOUSING: Strategic Warehousing-Warehousing Operations-Warehousing Ownership Arrangements- Warehouse Decisions.</li> <li>• PACKAGING AND MATERIALS HANDLING: Packaging Perspectives-Packaging For Materials</li> </ul>

		<p>Handling Efficiency-Materials Handling.</p> <p>OPERATIONAL INTEGRATION: Why Integration Creates Value- Systems Concept And Analysis-Logistical Integration Objectives-Enterprise Integration-Supply Chain Processes-Sales and Operations Planning(S &amp; OP)-Supply Chain Planning Considerations;Pricing.</p>
	<p>Module –V (20% Weightage ) 10 Hours</p>	<ul style="list-style-type: none"> <li>• GLOBAL STRATEGIC POSITIONING: Global Supply Chain Integration-Supply Chain Security-International Sourcing.</li> <li>• NETWORK INTEGRATION: Enterprise Facility Network-Warehouse Requirements-Total Cost Integration-Formulating Logistical Strategy</li> <li>• RELATIONSHIP DEVELOPMENT AND MANAGEMENT: Development and Management Of Internal Logistics Relationships-Development and Management Of Supply Chain Relationships.</li> <li>• E COMMERCE AND SCM: E commerce advantages and disadvantages for</li> <li>• SCM – e-commerce as an enabler – evolution of world class supply chains – EDI Exchanges, hubs and marketplaces – ERP.</li> </ul>
6.	Pedagogy of the course	<ul style="list-style-type: none"> <li>• Lectures and case discussion covering a cross section of decision situations.</li> <li>• Discussions on issues and techniques</li> <li>• Projects/ Assignments/ Quizzes/ Class participation etc</li> </ul>
7.	Name of the Textbooks	<ol style="list-style-type: none"> <li>1. Supply Chain Logistics Management - Bowersox, Closs &amp; Cooper – McGraw-Hill, 2nd Indian ed.</li> <li>2. World Class Supply Management - Burt, Dobbler, Starling, TMGH, 7th ed</li> </ol>
8.	Name of the reference books	<ol style="list-style-type: none"> <li>1. Global operations &amp; Logistics- Philippe - Pierre Dornier, John Wiley &amp; sons Inc, New York, 2002.</li> <li>2. Designing and Managing the supply chain - David Simchi, Levi &amp; Philip Kaminski, McGraw-Hill Companies Inc., 2000.</li> <li>3. Operations Now – Finch, McGraw Hill, 3rd ed.</li> </ol>
9.	Name of the newspapers, magazines to be referred for better understanding of the course	<p>Human Capital HRM Review Vikalpa Times of India The Mint Journal of Industrial Relation</p>
10.	Evaluation pattern	As per university scheme

Name of the course: Contemporary Issues in Marketing

Code of the Subject:

1.	Name of the course	Contemporary Issues in Marketing (CIM)
2.	Description	MBA-IV / SEM IV / 50 hours
3.	Code	
4.	Objectives of the course	• To make students aware of the current marketing practices and issues in the field of marketing
5.	Content of the course	
	Module I (20% weightage)	Contemporary issues/ practices – part I
	Module II (20% weightage)	Contemporary issues/ practices – part II
	Module III (20% weightage)	Contemporary issues/ practices – part III
	Module IV (20% weightage)	Contemporary issues/ practices – part IV
	Module V (20% weightage)	Contemporary issues/ practices – part V
6.	Text Books	None
7.	Reference books	None
9.	Newspapers, magazines to be refereed	Mastermind by IUP Brand Equity : The Economic Times Times of India The Hindu Business Line All leading news papers, online blogs, company's websites, journals, articles etc
10.	Evaluation Pattern	As per university scheme



## **SEMESTER – IV**

### **Specialization Subjects:**

#### **Functional Specialization 1 to 5:**

#### **Finance**

- **Risk Management**
- **International Financial Management**
- **Mergers and Acquisitions**
- **Contemporary Issues in Finance**
- **Functional Specialization Project – II**  
**(Separate Guidelines)**

Name of the course: Risk Management

Code of the Subject:

1.	Name of the course	Risk Management
2.	Description of the course (year, semester, etc.)	MBA – II, Semester IV/ 50 hrs.
3.	Code of the course	
4.	Objective of the course	<p>The course intends</p> <ul style="list-style-type: none"> <li>to equip students with the ability to apply stock market basics to Indian Derivative market. Financial Derivatives are discussed in terms of their valuation, analysis &amp; application for hedging, speculation &amp; arbitrage.</li> <li>Students are appraised with the recent innovations in derivatives in India unlike other countries. At the end of the course, they are expected to have learnt the mechanics, valuation &amp; trading strategies of derivative market. They are also required to frame their own trading strategies in this volatile market.</li> </ul>
5.	Content of the course	
	Module – I (20% weightage) 10 hours	Introduction, Mechanics of Future Market, Hedging Strategies using futures, Determination of Forward and Future Prices.
	Module II (20% weightage) 10 hours	Interest Rate Futures, Swaps, Mechanics of Options Market, Properties of Stock Options
	Module III (20% weightage) 10 hours	Trading strategies involving options, Introduction to Binomial Trees, Valuing stock options, Options on stock indices and currencies
	Module IV – 10 hours – 20% weightage	Future Options, Valuing using binomial trees volatility smiles, Value at risk
	Module V (20% weightage) 10 hours	Interest rate options, exotic options, credit derivatives
6.	Pedagogy of the course	<p>80% lectures-cum-presentations; 20% applications</p> <ul style="list-style-type: none"> <li>Lectures and case discussion covering a cross section of decision situations.</li> <li>Discussions on issues and techniques</li> <li>Projects/ Assignments/ Quizzes/ Class participation etc</li> </ul>
7.	Names of text book	<ol style="list-style-type: none"> <li>Vohra&amp; Bagri, <i>Futures and Options</i>, Tata McGraw hill, Latest Edition</li> <li>John C. Hull, <i>Futures and Option Markets</i>, Pearson Education, Latest Edition</li> </ol>
8.	Names and other details of reference book/s such as publisher, edition, etc.	<ol style="list-style-type: none"> <li>Varma, <i>Derivatives &amp; Risk Management</i>, Tata McGraw hill, Latest Edition</li> <li>George E. Rejda, <i>Principles of Risk Management &amp; Insurance</i>, Pearson Education, Latest Edition</li> <li>Patwari&amp;Bhargava, <i>Options and Futures: An Indian Perspective</i>, Jaico Publishing House, Latest Edition</li> </ol>
9.	Names of newspapers, magazines, journals, etc.	<ul style="list-style-type: none"> <li>Business Standard</li> <li>The Economic Times</li> </ul>

	to be referred for better understanding of the course	<ul style="list-style-type: none"> <li>• Financial Express</li> <li>• NSE &amp; BSE Websites</li> <li>• ICFAI journal of Derivative Market</li> <li>• Business Today</li> <li>• Business India</li> <li>• Business World</li> <li>• Finance India</li> <li>• Treasury Management</li> <li>• Financial Risk Management</li> </ul>
10	Evaluation pattern	As per university Scheme
11	Expected number of hours to be spent by the students outside the class for the course	100 hours
12	Any other relevant information/suggestion	-

Name of the course: International Financial Management

Code of the Subject:

1.	Name of the course	International Financial Management (IFM)
2.	Description of the course (year, semester, etc.)	MBA – II, Semester IV/ 50 hrs.
3.	Code of the course	
4.	Objective of the course	To acquaint students with fundamental concepts of International Finance and Exchange Rate Systems and to acquaint students with tools, techniques and strategies to make International finance related decisions. To provide the better understanding about export & import procedures and financing.
5.	Content of the course	
	Module – I (20% weightage) 10 hours	<b>International Finance – Overview</b> Globalization and the Multinational Firm International Monetary System Balance of Payments The Market for Foreign Exchange International Parity Relationship and Forecasting Foreign Exchange Rate
	Module II (20% weightage) 10 hours	<b>Forward Exchange Arithmetic</b> Exchange Arithmetic Forward Exchange contracts Forward Exchange Rates based on cross rates Inter bank deals Execution of forward contract Cancellation/Extension of forward contract
	Module III (20% weightage) 10 hours	<b>International Financial Markets</b> International Banking and Money Market International Bond Market International Equity Markets Cash Management Futures and Options on Foreign Exchange Currency and Interest Rate Swaps
	Module IV – 10 hours – 20% weightage	<b>International Portfolio Management with Exposure Management</b> International Portfolio Investments Foreign Direct Investment and Cross-Border Acquisitions Management of Economic Exposure Management of Transaction Exposure Management of Translation Exposure
	Module V (20% weightage) 10 hours	<b>Foreign Trade Contracts &amp; Procedures</b> Foreign Trade contracts and documents- Incoterm Letters of Credit-Meaning and Mechanism Types of Letters of Credit Operation of a Letters of Credit Finance of Foreign Trade – Financing Exports Post shipment Finance, Project Exports & Investments Abroad Export-Import Bank of India Export Credit Insurance, Financing Imports
6.	Pedagogy of the course	80% lectures-cum-presentations; 20% applications <ul style="list-style-type: none"> <li>• Lectures and case discussion covering a cross section of decision situations.</li> </ul>

		<ul style="list-style-type: none"> <li>• Discussions on issues and techniques</li> <li>• Projects/ Assignments/ Quizzes/ Class participation etc</li> </ul>
7.	Names of text book	1. Eun&Resnick, <i>International Financial Management</i> , Tata McGraw hill, latest Edition
8.	Names and other details of reference book/s such as publisher, edition, etc.	<ol style="list-style-type: none"> <li>1. P. G Apte, <i>International Financial Management</i>, PHI, Latest Edition</li> <li>2. Madhu Vij, <i>International Financial Management</i>, Excel Books, Latest Edition</li> <li>3. J. Madura, <i>International Financial Management</i>, South Western Publication, Latest Edition</li> <li>4. Alen Shapiro, <i>Multinational Financial Management</i>, John Wiley Publication, Latest Edition</li> <li>5. H. P. Bhardwaj, <i>Foreign Exchange Handbook</i>, Bhardwaj Publishing Co., 2<sup>nd</sup> Edition</li> </ol>
9.	Names of newspapers, magazines, journals, etc. to be referred for better understanding of the course	<ul style="list-style-type: none"> <li>• Journal of Finance</li> <li>• Monetary Economics – ICFAI Journal</li> <li>• Money &amp; Finance (ICRA Bulletin)</li> <li>• Public Finance</li> <li>• Treasury Management – ICFAI Magazine</li> <li>• Business Standard</li> <li>• The Economic Times</li> <li>• Financial Express</li> <li>• CFA Reader</li> <li>• Business Today</li> <li>• Business India</li> <li>• Business World</li> <li>• Finance India</li> </ul>
10	Evaluation pattern	As per university Scheme
11	Expected number of hours to be spent by the students outside the class for the course	100 hours
12	Any other relevant information/suggestion	-

Name of the course: Mergers and Acquisitions

Code of the Subject:

1.	Name of the course	Merger and Acquisition
2.	Description of the course (year, semester, etc.)	MBA – II, Semester IV/ 50 hrs.
3.	Code of the course	
4.	Objective of the course	<p>Liberalized economy has generated many opportunities of combining businesses to create wealth.</p> <ul style="list-style-type: none"> <li>• The fundamental aim of the course is to prepare students to take advantage of the current scenario and understand how mergers, acquisition and corporate restructuring are implemented.</li> </ul>
5.	Content of the course	
	Module – I (20% weightage) 10 hours	<ul style="list-style-type: none"> <li>• Corporate Restructuring: An Overview</li> <li>• Merger and Acquisition: Basic</li> <li>• Procedure, Aspects and Issue in Merger &amp; Acquisition</li> </ul>
	Module II (20% weightage) 10 hours	<ul style="list-style-type: none"> <li>• The Legal and Regulatory Framework</li> <li>• Accounting for Merger and Acquisition</li> <li>• Due Diligence</li> </ul>
	Module III (20% weightage) 10 hours	<ul style="list-style-type: none"> <li>• Basics of Valuation</li> <li>• Business Valuation Methods</li> </ul>
	Module IV – 10 hours – 20% weightage	<p>Other Forms:</p> <ul style="list-style-type: none"> <li>• Demerger</li> <li>• Takeover</li> <li>• Strategic Alliance</li> <li>• Joint Venture</li> <li>• Leverage Buy Out (LBO)</li> </ul>
	Module V (20% weightage) 10 hours	<ul style="list-style-type: none"> <li>• Employee Stock Ownership Plan (ESOP)</li> <li>• Financial Restructuring: Shares Buyback</li> <li>• Cross Border Merger and Acquisition</li> <li>• Case Studies</li> </ul>
6.	Pedagogy of the course	<p>80% lectures-cum-presentations; 20% applications</p> <p>(a) Lectures and case discussion covering a cross section of decision situations.</p> <p>(b) Discussions on issues and techniques</p> <p>(c) Projects/ Assignments/ Quizzes/ Class participation etc</p>
7.	Names of text book	<ol style="list-style-type: none"> <li>1. Bhagaban Das, Debdas Raskhit &amp; SathyaSwaroop Debasish <i>Corporate Restructuring: Merger, Acquisition and Other Forms</i> Himalaya Publishing House Latest Edition</li> <li>2. Rajesh Kumar, B (2011). <i>Mergers and Acquisitions Text and Cases</i>, 1/e; New Delhi: Tata McGraw Hill</li> <li>3. Aurora, Shetty, Kale; <i>Mergers and Acquisitions</i>, Oxford University Press, Latest Edition</li> </ol>
8.	Names and other details of reference book/s such as publisher, edition, etc.	<ol style="list-style-type: none"> <li>1. Prasad G Godbole <i>Mergers, Acquisitions and Corporate Restructuring</i> Vikas Publication Latest edition</li> <li>2. SudiSudarsanam <i>Creating Value from Mergers and Acquisitions</i> Pearson Education Latest edition</li> <li>3. Machiraju H.R <i>Mergers Acquisitions and Takeovers</i> New</li> </ol>

		<p>Age International Publishers</p> <p>4. <u>Patrick A. Gaughan</u> <i>Mergers, Acquisitions, and Corporate Restructurings</i>, 5th Edition Wiley Publication</p> <p>5. Ravindhar Vadapalli <i>Mergers, Acquisitions And Business Valuation</i> Excel Books</p>
9.	Names of newspapers, magazines, journals, etc. to be referred for better understanding of the course	<ul style="list-style-type: none"> <li>• All Financial Dailies:</li> <li>• Business Standard,</li> <li>• The Hindu Business Line,</li> <li>• The Economic Times,</li> <li>• Financial Express</li> </ul>
10	Evaluation pattern	As per university Scheme
11	Expected number of hours to be spent by the students outside the class for the course	100 hours
12	Any other relevant information/suggestion	-

Name of the course: Contemporary Issues in Finance

Code of the Subject:

1.	Name of the course	Contemporary Issues in Finance
2.	Description of the course (year, semester, etc.)	MBA – II, Semester IV/ 50 hrs.
3.	Code of the course	
4.	Objective of the course	The objective of this course to enhance the student's understanding on various contemporary issues related to financial area. The course will focus on generating awareness and understanding amongst the students related to market scenario and business challenges in various financial issues. It aims to keep the student well-informed regarding current issues and face the corporate world
5.	Content of the course	
	Module – I (20% weightage) 10 hours	1. Behavioral Finance 2. Venture Capital
	Module II (20% weightage) 10 hours	3. Indian Commodities Derivatives Market 4. Financial Technical Analysis
	Module III (20% weightage) 10 hours	5. Introduction to Global International Market Analysis 6. Microfinance
	Module IV – 10 hours – 20% weightage	7. Direct Tax Code 8. Asset & Liability Management in Banks/Funds Management in Banks
	Module V (20% weightage) 10 hours	9. Voluntary Corporate Governance 10. New norms in Accounting System(IFRS)
6.	Pedagogy of the course	The student is expected to select and submit the area/topic of his choice to respective instructor in the beginning of this semester. He / She is required to be in constant interaction with the course instructor and the submission of the Special Study Report will be during the end of the semester. The students are expected to spend around 45-50 hours on the study of the different topics. There will be few sessions (5-6) handled by the faculty to orient the students about the course
7.	Names of text book	Compiled Material will be provided to students
8.	Names and other details of reference book/s such as publisher, edition, etc.	
9.	Names of newspapers, magazines, journals, etc. to be referred for better understanding of the course	As required



## **SEMESTER – IV**

### **Specialization Subjects:**

#### **Functional Specialization 1 to 5:**

##### **Human Resources**

- **Human Resource Development**
- **Strategic Human Resource Management**
- **Knowledge Management**
- **Contemporary Issues in HR**
- **Functional Specialization Project – II**  
**(Separate Guidelines)**

Name of the course: Human Resource Development

Code of the Subject:

1.	Name of the course	Human Resource Development
2.	Description	MBAII/Sem.IV
3.	Code	
4.	Objectives of the course	<ul style="list-style-type: none"> <li>• To help to understand various concepts of HRD</li> <li>• To develop understanding of HRD systems and processes.</li> <li>• To develop HRD facilitators skills; to develop and design HRD programmes, to implement and control them in various organizational setups in different sectors</li> </ul>
5	Content of the course	
	Module I (20% weightage)	<b>Foundation of HRD:</b> Introduction to HRD; Scope, Efforts, Philosophy, Characteristic, Features, Mechanisms, Practices, Role of an HRD professionals and HRD Professionals, Changing workforce Demography, Competing in Global Economy, Eliminating the Skill Gap, Learning and HRD
	Module II (20% weightage)	<b>Framework of HRD:</b> Influence on Employee Behavior; Learning and HRD Performance and its determinants; Competency Mapping, need method, Process and Approach
	Module III (20% weightage)	<b>Training systems:</b> Pre Training Work; Training Need Assessment; Designing Curriculum; Appropriate Pedagogy; Evaluation of Training and follow –up; Post Training work
	Module IV (20% weightage)	<b>Development Initiatives:</b> Developing in the Role-Coaching; Developing Leadership-Mentoring Helping to Cope-Counseling; Developing Motivation and Commitment; Developing Collaboration; 360-degree feedback; Developing the sub-ordinate staff and Workers
	Module V (20% weightage)	<b>Research in HRD:</b> Introduction to Research objectives and Motivation to do research work, Types; Statistical Tool; Data Collection; Measurement; Reliability and Validity of instrument
6.	Pedagogy	60 % lecture; 40 % activities ( written / oral / group )
7.	Text books	<ol style="list-style-type: none"> <li>1. Uday Kumar Haldar, <i>Human resource Development</i>, OUP</li> <li>2. Werner &amp; Desimone, <i>Human resource Development</i>, Cenage Learning</li> <li>3. Udai Pareekh &amp; T.V.Rao, <i>Designing and managing Human Resource Systems</i>, Oxford Publications, Oxford &amp; IBH Publication.</li> </ol>
8.	Reference books	<ol style="list-style-type: none"> <li>1. Pareekh Udai &amp; TV Rao, <i>Understanding HRD System</i>, Tata McGraw-Hill Publication</li> <li>2. V.D. Dudheja, <i>Human Resource Management and Development in the new millennium</i>, Commonwealth Publishers, New Delhi</li> </ol>
9.	Newspapers, magazines to be refereed	<ul style="list-style-type: none"> <li>• Indian Management</li> <li>• Management Review – IIM Bangalore</li> <li>• Vikalp – IIM Ahmedabad</li> <li>• Human Capital</li> <li>• HBR</li> </ul>
10.	Evaluation Pattern	As per university scheme

Name of the course: Strategic Human Resource Management

Code of the Subject:

1.	Name of the course	Strategic Human Resource Management (SHRM)
2.	Description	MBA-IV / SEM IV / 50 hours
3.	Code	
4.	Objectives of the course	<ul style="list-style-type: none"> <li>• This course presents a thorough and systematic coverage of issues related to strategic human resource management,</li> <li>• This course is basically for the students who are specializing in the field of Human resource management.</li> <li>• This course will help the students to think strategically and integrate the activities of HR in the organizations goals.</li> </ul>
5.	Content of the course	
	Module I (20% weightage)	<b>Part I: The context of strategic Human Resource Management</b> <ul style="list-style-type: none"> <li>• An investment perspective of Human Resource Management</li> <li>• Challenges in Strategic Human Resource Management</li> <li>• Strategic Management</li> <li>• The evolving/strategic role of Human Resource Management</li> </ul>
	Module II (20% weightage)	<ul style="list-style-type: none"> <li>• Human Resource Planning</li> <li>• Design &amp; Redesign of Work systems</li> <li>• Employment Laws</li> </ul>
	Module III (20% weightage)	<b>PartII: Implementation of Strategic Human Resource Management</b> <ul style="list-style-type: none"> <li>• Staffing &amp; Recruiting</li> <li>• Training &amp; Development</li> <li>• Performance Management &amp; Feedback</li> </ul>
	Module IV (20% weightage)	<ul style="list-style-type: none"> <li>• Compensation</li> <li>• Labor relations</li> <li>• Employee separation</li> </ul>
	Module V (20% weightage)	<ul style="list-style-type: none"> <li>• Career Development</li> <li>• Quality Work Life</li> <li>• Global Human Resource Management</li> </ul>
6.	Text Books	<ol style="list-style-type: none"> <li>1. Jeffrey A Mello; India edition -<i>Strategic Human Resource Management</i>,Cengage Learning</li> <li>2. Tanuja Agarwala-<i>Strategic Human Resource Management</i>,Oxford University Press</li> </ol>
7.	Reference books	<ol style="list-style-type: none"> <li>1. James Baron and David Kreps, <i>Strategic Human resources</i>, Wiley Publication</li> <li>2. Schuler and Jackson; <i>Strategic Human resources</i>,</li> </ol>

		Wiley Publication 3. James Baron and David Kreps, <i>Strategic Human Resources: Frameworks for General managers</i> , Wiley Publication
9.	Newspapers, magazines to be refereed	<ul style="list-style-type: none"> <li>• International Journal of strategic human management</li> <li>• Articles on Cite HR</li> <li>• Human Capital</li> </ul>
10.	Evaluation Pattern	As per university scheme

Name of the course: Knowledge Management

Code of the Subject:

1.	Name of the course	Knowledge Management.(KM)
2.	Description	MBAII/SemIV
3.	Code	
4.	Objectives of the course	<ul style="list-style-type: none"> <li>• Understand the fundamental concepts in the study of knowledge and its creation, acquisition, representation, dissemination, use and re-use, and management.</li> <li>• Know the core concepts, methods, techniques, and tools</li> <li>• Understand the HR implications of maintaining the Knowledge Management</li> <li>• Critically evaluate current trends in knowledge management and their manifestation in business and industry.</li> </ul>
5	Content of the course	
	Module I (20% weightage)	<b>Basics Of Knowledge Management:</b> Understanding Knowledge ; Data, Information, Knowledge; Types; Human Thinking and Learning; Working Smarter and not harder; Knowledge management System Life cycle
	Module II (20% weightage)	<b>Knowledge Creation and Capture and Codification:</b> Knowledge Creation and transfer; Knowledge Architecture; Defining Tacit Knowledge and capturing it; Capturing tools; Implications of Knowledge Management; Other Capturing tools; Intellectual Capital ,Concept and valuation
	Module III (20% weightage)	<b>Creation of Knowledge Management tools:</b> Codification of Knowledge; Deployment of Knowledge; Deployment and Training of KMSystem personnel; Overcoming the resistance to Change
	Module IV (20% weightage)	<b>Ethical legal and Managerial issues in KM:</b> Knowledge Ownership: Ethical and legal issues; Managing Knowledge Workers; Business Role in the learning organization; Work Adjustment, Technology and Knowledge Workers; Role of ergonomics
	Module V (20% weightage)	<b>Looking forward:</b> Expectation from KM; Future of KM; Cases & Applications
6.	Pedagogy	<b>Instructional Method , Cases and Projects</b>
7.	Text books	<ol style="list-style-type: none"> <li>1. Elias M. Awad, Hassan M. Ghaziri, <i>Knowledge Management</i>. (2004 Pearson Education</li> <li>2. Supplementary Notes and Handouts</li> <li>3. Donald Hislop, <i>Knowledge Management</i>, Oxford University Press</li> </ol>
8.	Reference books	<ol style="list-style-type: none"> <li>1. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal, <i>Knowledge Management Challenges, Solutions, and Technologies</i>, Pearson Education</li> <li>2. Madanmohan Rao, <i>Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions</i>.</li> </ol>
9.	Newspapers, magazines to be	<ul style="list-style-type: none"> <li>• Indian Management</li> <li>• Management Review – IIM Bangalore</li> </ul>

	refereed	<ul style="list-style-type: none"><li>• Vikalp – IIM Ahmedabad</li><li>• Human Capital</li><li>• HBR</li></ul>
10.	Evaluation Pattern	As per University Rules

Name of the course: Contemporary Issues in HR

Code of the Subject:

1.	Name of the course	Contemporary issues in HR
2.	Description of the Course	MBA-II/SEM-IV/50 Hours
3.	Code of the course	
4.	Objective of the course	<ul style="list-style-type: none"> <li>• A practical approach designed for the general manager</li> <li>• To provides a knowledge base in basic human resource topics, as well as an in-depth analysis of important current issues in the field.</li> <li>• Through text readings, case studies, experiential exercises, Internet activities, and research, students will learn to synthesize and integrate theory with application and evaluate the effectiveness of an organization's human resources</li> </ul>
5.	Content of the course	
	Module –I (20% Weightage ) 10 Hours	<b>Introduction to Contemporary issues in HR:</b> Globalization trends technology trends, Demographic trends The changing perspective of HRM
	Module –II (20% Weightage ) 10 Hours	<b>Quality of Work Life and Productivity :</b> Meaning and scope, Importance ,ways to increase QWL,objectives of QWL, determinants/categories of QWL <b>Human Resource Information System:</b> Basic needs Application and benefits, barriers, steps in implementing HRIS HR and Social Audit
	Module –III (20% Weightage ) 10 Hours	<b>Outsourcing:</b> Meaning, advantages, risk involved and types, process of outsourcing. <b>HR in Mergers and Acquisitions:</b> Meaning,Strategic Drivers of M&A, phases of merger, HR Issues & their Implications on Various Stages of M&A, Managing HR Issues in M&A, Role of HR in M&A,Carry Out Effective HR Integration.
	Module –IV (20% Weightage ) 10 Hours	<b>Learning Organizations Virtual Organizations and emerging HR issues:</b> Meaning,characteristics of learning, Tools ,techniques &process of LO,Creating of LO&I its working, Meaning, process &need of VO, Driving Trends in Virtual & Virtual Work Patterns, Virtual Organization Perspectives.
	Module –V (20% Weightage ) 10 Hours	<b>People's Capability Maturing Model (PCMM):</b> Introduction, Difference between CMM and P-CMM, Architecture, Process area and maturity levels. <b>Intellectual Capital;</b> Human Capital Valuation Social Capital
6.	Pedagogy of the course	<ul style="list-style-type: none"> <li>• Lectures and case discussion covering a cross section of decision situations.</li> <li>• Discussions on issues and techniques</li> <li>• Projects/ Assignments/ Quizzes/ Class participation etc</li> </ul>

7.	Name of the Textbooks	<ol style="list-style-type: none"> <li>1) By Udai Pareek and V Sisodia, <i>HRD in New Millennium</i>, Tata McGraw-Hill publishers.</li> <li>2) Dr. Vidyut Joshi, <i>Organizing Unorganized Labor</i>, Oxford and IBH Publishing House, New Delhi</li> </ol>
8.	Name of the reference books	<ol style="list-style-type: none"> <li>1) <i>Contemporary HRM</i> – Prentice Hall Publications</li> <li>2) Schuster, <i>Contemporary Issues in HRM</i>, McGraw Hill Publishers, 1995.</li> </ol>
9.	Name of the newspapers, magazines to be referred for better understanding of the course	<ul style="list-style-type: none"> <li>• Human Capital</li> <li>• HRM Review</li> <li>• Vikalpa</li> <li>• Times of India</li> <li>• The Mint</li> <li>• Journal of Industrial Relation</li> </ul>
10.	Evaluation pattern	As per university scheme



## **SEMESTER – IV**

### **Specialization Subjects:**

#### **Functional Specialization 1 to 5:**

#### **Information Technology**

- **E Governance**
- **Information Security Risks & Audits**
- **Data Warehousing and Data Mining**
- **Internet & Digital Marketing**
- **Functional Specialization Project – II (Separate Guidelines)**

Name of the course- E –Governance

Code-

1.	Name of the course	E -Governance
2.	Description	MBA – II, Semester IV/ 50 hrs
3.	Code	
4.	Objectives of the course	<ul style="list-style-type: none"> <li>• To learn operational aspects of e-Governance</li> <li>• To know tools and techniques of e-Governance</li> <li>• To acquire / develop skills of implementing e-Governance in appropriate situations</li> </ul>
5.	Content of the course	
	Module I (20% weightage)	<b>Introduction:</b> 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
	Module II (20% weightage)	<b>E-Governance Models</b> 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
	Module III (20% weightage)	<b>E- Governance infrastructure</b> Data Systems Infrastructure, Legal infrastructural preparedness Institutional infrastructural preparedness, Human infrastructural preparedness, Technological infrastructural preparedness
	Module IV (20% weightage)	<b>Applications of Data Warehousing and Data Mining in Government</b>
	Module V (20% weightage)	<b>Case studies, especially, on E- Governance in India</b>
6.	Text Books	E- Governance Concepts and case Studies- C.S.R Prabhu , Prentice Hall of India
7.	Reference books	
9.	Journals	Indian Journal of e-Governance
10.	Evaluation Pattern	As per university scheme
11.	Websites	www.egovamc.com/ egovstandards.gov.in/

Name of the Course- Information Security Risks and Audits  
Code-

1.	Name of the course	Information Security Risks & Audits
2.	Description	MBA – II, Semester IV/ 50 hrs
3.	Code	
4.	Objectives of the course	<ul style="list-style-type: none"> <li>• To understand perspectives of Information Security risks</li> <li>• To appreciate security audit as a preventive system</li> <li>• To know other techniques / approaches of risk prevention</li> </ul>
5.	Content of the course	
	Module I (20% weightage)	Information Security Risk Analysis Fundamentals. Importance of Physical Security 5+1 and Biometric Controls for Protecting Information Systems Assets
	Module II (20% weightage)	Overview of Network Security Perspectives, Networking and Digital Communications, Security of Wireless Networks.
	Module III (20% weightage)	Cryptographic Techniques and Encryption. Intrusion Detection Systems and 5+1 Firewalls. Security of Virtual Private Networks.
	Module IV (20% weightage)	Auditing concepts - Information Security Audit - Need, Concept, Standards, 5+1 Performance, Steps , Techniques , Methodologies , around and through computer
	Module V (20% weightage)	Controls - Concept, Objectives, Types, Risk, Exposure
6.	Text Books	Information Security and Auditing in the Digital Age by: Amjad Umar
7.	Reference books	Computer Security, Art and Science by Matt Bishop, Pearson Management Information Systems by Laudon, Laudon, Dass, Pearson
9.	Journals	
10.	Evaluation Pattern	As per university scheme
11.	Websites	

Name of The Course – Data Warehousing and Data Mining

Code-

1.	Name of the course	Data Warehousing and Data Mining
2.	Description	MBA – II, Semester IV/ 50 hrs
3.	Code	
4.	Objectives of the course	<ul style="list-style-type: none"> <li>• To learn operational aspects of Data Warehousing and Data Mining</li> <li>• To know applications of Data Warehousing / Data Mining in business</li> </ul>
5.	Content of the course	
	Module I (20% weightage)	<b>Introduction to data mining (DM)</b> 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
	Module II (20% weightage)	<b>Data Warehouse Architecture</b> Steps for design and construction, Three-tier Data Warehouse architecture Types of OLAP servers: ROLAP versus MOLAP versus HOLAP
	Module III (20% weightage)	<b>Data Warehouse Implementation:</b> Efficient computation of Data cubes Indexing OLAP Data and efficient processing of OLAP queries Back-end tools and utilities
	Module IV (20% weightage)	<b>Data Preprocessing</b> 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
	Module V (20% weightage)	<b>Data Mining Primitives, Languages and System Architectures:</b> Task relevant data, Kind of Knowledge to be mined, DM Query languages: Syntax, Designing GUI, Architectures of DM Systems <b>Concept of Cluster Analysis. Application and trends in Data mining</b> Data Mining for Financial data analysis, Data Mining for retail industry, Data mining for telecommunication industry
6.	Text Books	1. Data Mining Concepts and Techniques, J. Han, M. Kamber, Morgan Kaufmann Publishers, 2001.
7.	Reference books	<ol style="list-style-type: none"> <li>1. Data mining: Concepts, Models, Methods and Algorithms, M. Kantardzic, John Wiley &amp; Sons Inc., 2003.</li> <li>2. Data Mining: Introductory and Advanced Topics, M. Dunham, Pearson</li> <li>3. Data mining: Practical machine learning tools and techniques, H. Witten, E. Frank, 2nd ed., Morgan Kaufmann Publishers, 2005.</li> <li>4. Data mining: A tutorial-based primer, R. J. Roiger, M. W. Geatz, Pearson Education, 2003.</li> </ol> <p>UCI Repository of Machine Learning, C. L. Blake, C. J. Merz. 19 July 2002.</p>
9.	Journals	International Journal of Data Warehousing and Mining (IJDWM) International Journal of Data Mining, Modeling and Management

10.	Evaluation Pattern	As per university scheme
11.	Websites	<a href="http://www.cs.waikato.ac.nz/ml/weka">http://www.cs.waikato.ac.nz/ml/weka</a> <a href="http://www.infoacumen.com">http://www.infoacumen.com</a> <a href="ftp://axon.cs.byu.edu/pub/randy/ml/drop/">ftp://axon.cs.byu.edu/pub/randy/ml/drop/</a> <a href="http://www.crisp-dm.org">http://www.crisp-dm.org</a> <a href="http://www.dmg.org">http://www.dmg.org</a>

Name of The Course – Internet and Digital Marketing  
Code

1.	Name of the course	Internet & Digital Marketing
2.	Description	MBA – II, Semester IV/ 50 hrs
3.	Code	
4.	Objectives of the course	<ul style="list-style-type: none"> <li>To understand, various approaches to Internet Marketing</li> <li>To learn advantages and disadvantages of approaches to Internet Marketing</li> <li>To develop skills to implement Internet Marketing under appropriate situations</li> </ul>
5.	Content of the course	
	Module I (20% weightage)	<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</p> <p>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>
	Module II (20% weightage)	<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>
	Module III (20% weightage)	<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</p> <p>Web and brand building - Brand – brand promise, brand personality, unique selling proposition, The web's place in brand building</p>
	Module IV (20% weightage)	<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>
	Module V (20% weightage)	<p>Online promotion techniques: Search engine marketing, online PR, Online partnerships, interactive advertising, e-mail marketing, viral marketing</p>

6.	Text Books	Principles of Internet Marketing- new tools and methods for web developers by Jason I. Miletsky, <b>Course Technology</b> , Cengage Learning, <b>200</b>
7.	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
9.	Journals	Internet Marketing Research & Theory
10.	Evaluation Pattern	As per university scheme
11.	Websites	<a href="http://www.interdigitalmarketing.com/">www.interdigitalmarketing.com/</a>