**COURSE STRUCTURE FOR EXECUTIVE MBA**

**Second Year Fourth Semester**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Sr. No** | **Course Code** | **Course Title** | **L** | **T** | **P** | **Credit** |
| 1 | MB 401 | Strategic Management | 4 | 0 | 0 | 4 |
| 2 | MB 402 | Comprehensive Viva Voce | 0 | 0 | 8 | 8 |
| 3 | Specialization | Four courses – Three from one specialization and one from another specialization | 16 | 0 | 0 | 16 |
|  |  | **Total Credits** |  |  |  | **28** |

**List of Electives:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Code** | **Course Name** | **Code** | **Course Name** |
| **MARKETING SPECIALIZATIONS** | | **IT SPECIALIZATIONS** | |
| MM 404 | International Marketing | SM 404 | Software Management |
| MM 405 | Service Marketing | SM 405 | E - Business |
| MM 406 | Consumer Behaviour | SM 406 | Fundamentals Of  Networking |
| **FINANCE SPECIALIZATIONS** | | **HR SPECIALIZATIONS** | |  |
| FM 404 | Financial Institutes And Markets. | HR 404 | Industrial Relations |
| FM 405 | International Finance | HR 405 | Organizational  Development |
| FM 406 | Derivatives And Risk Manegement | HR 406 | Human Resource  Development |

**Course Description**

**Title of Course: STRATEGIC MANAGEMENT**

**Course Code: MB -401**

**L-T Scheme: 3L+1T Course Credits: 4**

**Course Objectives:**

This is a comprehensive integrated course which focuses on formulation and implementation of organizational strategy. This course deals with 'big picture' of organizations.

**Course Outcomes:**

At the end of this course, the students are able to:

1. Explain the Strategic drivers and obstacles affecting industries and companies.

**Course Contents:**

**Module – I (20 hrs)**

1. **Strategic Management :** Objectives, policies, Tools – Balanced Score Card, Strategic Management proces[ 4L]
2. **Environmental Scanning :** SWOT Analysis, External Environment Analysis (Economic, Legal, Govt, Political,Social, Geographic, Technical); Internal Environment Analysis - Strategic Advantage Factors (Finance, Market

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Production, HR, R & D, etc.) | | | [ 4L] |
|  | **v** | **Strategic Planning** :Corporate; Functional and Managerial Goal Setting; Positioning Organization, Models | | |
|  | for Resource Allocation, Environmental Turbulence Strategic Investment, Strategic Entry | | |  |
|  |  | |  | [ 6L] |

1. **Formulating Strategies :** Corporate, Administrative/Executive and Operating Levels, Developing FunctionalStrategies – Production/Operations, Finance, Marketing, HR, Materials, R & D; BCG Matrix, Portfolio analysis.

[ 6L]

**Module – II (20 hrs)**

1. **Implementation of Strategies :** Role of Managers, Leadership, Strategic Control System and Measurement,

|  |  |  |
| --- | --- | --- |
|  | Structural Implementation, Functional Implementation. | [ 6L] |
|  | **Strategic Actions :** Mergers, Acquisitions, Diversification, Joint Ventures, De-Merger | [ 4L] |

1. **Evaluation of Strategy** : Need, Problems, Criteria for Evaluation (Qualitative/Quantitative), Process of

|  |  |  |
| --- | --- | --- |
|  | Evaluation | [4 L] |
|  | **Case studies –** Strategic Planning and Management | [ 6L] |
|  | **Books:** |  |

1. Ansoff, H.I. & McDonnel, E.J. : Implementing Strategic Management, Prentice-Hall
2. Banerjee, Bani P. : Corporate Strategies, OUP
3. Das, Ranjan : Crafting the Strategy, Tata McGraw Hill
4. Kazmi, A. : Business Policy & Strategic Management, Tata McGraw Hill
5. Mellahi, K.,Frynas, J.G.& Finlay, P. : Global Strategic Management, OUP
6. Porter, Michael E. : Competitive Strategy, The Free Press
7. Roy, Dilip : Discourses on Strategic Management, Asian Books

**[ MB-403] : COMPREHENSIVE Viva Voce**

**(8 Credit : 80 Hrs.)**

**Course Description**

**Title of Course: INTERNATIONAL MARKETING**

**Course Code: MM -404**

**L-T Scheme: 3L+1T Course Credits: 4**

**Course Objectives:**

The course provides a thorough understanding of fundamentals of international marketing theory and key concepts. This course will also create an awareness of processes, context and influences associated with International marketing by studying topics like Cultural, Political and legal environment, International differences in consumer behavior, Challenge of managing and delivering high quality service to customers in a cross-cultural context, Developing a Global vision through marketing research, Products and services for international consumer and business markets, Channel and Advertising strategies etc

**Course Outcomes:**

At the end of the course students are able

1. To explain factors associated with international markets and the impact of different cultural values and belief systems on marketing products.

2. To acquire skills in developing the concepts for different international marketing situations and contexts faced by an organization

3. To apply these marketing plans and strategies to succeed in the dynamic International marketplace

**Course contents**

**Unit I Introduction**: Definition of international marketing, Domestic vs. international marketing, Benefits of international marketing, Process of internationalization, Marketing orientation of a Firm **Trade Theories**: Basis of international trade, Principles of absolute and relative advantage,

Factor endowment theory

**Unit II Dynamics of World Market**: Identifying and satisfying global needs, Coordinating activities and recognizing constraints **Environment of International Marketing: Economic-cultural** – culture and its characteristics, influence of culture on consumption decisions, cultural universals, **Politico- Legal –** concept of multiplicity of political and legal environment, different political and legal systems

**Unit III International Institutions**: (only the objectives) – WTO, World Bank, IMF, ADB, UNCTAD, EEC, SAPTA, NAFTA etc. **International Product Policy**: New product policy, International product life cycle, Product line policies, Branding, packaging and labeling

**Unit IV International Pricing Strategies**: Factors in pricing, Alternative strategies, Forfeiting, Transfer pricing, Dumping, Counter trade **Distribution**: Methods of entry into foreign markets, Foreign market channels, Global logistics **Promotion**: Global promotion mix, Standardized global communication

**Unit V Foreign Exchange**: Concepts of spot rate, forward rate, arbitrage, translation; FEMA **Procedure of Foreign Trade and Documentation**: Process of importing and exporting, Documentation (only the purpose) – certificate of origin, bill of lading, mates receipt, letter of credit, line of credit

**Case Study**

**Books:**

1. Black & Sundaram: International Marketing: PHI
2. Doole, J. & Lowe, R.: International Marketing Strategy; Thomson
3. Johansson, J.K., TMH
4. Joshi: International Marketing: OUP
5. Keegan: Global Marketing Management: Pearson
6. Lee, K. & Carter, S., Global Marketing management, OUP
7. Onkvisit & Shaw: International Marketing – Analysis & Strategy: Pearson
8. Paul, J,& Kapoor, R, International Marketing, TMH
9. Terpestra & Sarathy: International Marketing: Harcourt College Publishers

**Course Description**

**Title of Course: Service Marketing**

**Course Code: MM -405**

**L-T Scheme: 3L+1T Course Credits: 4**

**Course Objectives:**

This course describes basics of service marketing with focus on Gaps Model of Service Quality, Consumer Behavior in services, Consumer Expectation & Perception of Service, Understanding Customer Requirements, Aligning Service Design and Standards, Delivering and Performing Service and Managing Service Promises. Students will study the basic fundamentals of services marketing along with emphasis on practical from the corporate world so as to help them apply the fundamentals of the course in the dynamic business world.

**Course Outcomes:**

At the end of the course students are be able

1. To explain the basic concepts of services marketing

2. To exhibit the skills required in identifying and closing the service gaps existing in a service organization.

3. To apply the skills required in identifying and closing the service gaps existing in a real time situation.

**Courses Contents**

**Unit I Service Marketing**: Introduction, Need and scope of service marketing, Reasons for growth

of services, Contribution to economy, Different types of service sectors – traditional and new, Trends in service sector, Impact of technology on different service sectors **Service Concept**: Definition, Characteristics of services, Tangibility continuum, Marketing mix for services - product, price, place, promotion, physical evidence, people & process

**Unit II Consumer Behaviour in Service Marketing**: Service Experience- moments of truth, customer needs, expectations, perceptions, zone of tolerance, customer satisfaction, understanding the differences among customers **Service Strategy Planning**: Understanding the customer and competition, Positioning

services, Service triangle concept

**Unit III Creating the Service Product**: Creating service product, Customer value hierarchy, Flower

of service, Service product mix, Branding service products **Service Marketing Communications**: Elements of promotional mix for services **Pricing of Services**: Foundations of pricing, How service prices are different, Approaches

to pricing

**Unit IV Distributing Services**: Distribution in service context, Direct channels, franchising, agents

and brokers, electronic channels, Strategies for effective delivery **Designing and Managing Services**: Designing service delivery system, Service blue printing, Quality function deployment, Customer as co-producer **Managing Demand and Capacity**: Capacity constraints, Demand patterns, Strategies for

matching capacity and demand, Wait lines and reservations **Planning the Service Environment**: Physical evidence, Servicescapes - types and role,customer response to environment, guidelines for servicescape strategies

**Unit V Managing People**: Critical importance of service employees, Problems and difficulties of boundary-spanning roles, Strategies for delivering service quality through people, Service leadership and culture **Service Quality**: Service quality, Integrated Gap model - to identify and correct quality problems, Measuring and improving service quality **Different Services**: **N**ature and characteristics of financial, hospitality, health-care,educational & professional, logistics, entertainment services and their respective marketing- mix analysis **Building Customer Relationships**: Goals of relationship marketing, Understanding customer-firm relationships, Relationship value of customers, Customer profitability segment, Targeting right customers, Relationship development strategies, Relationship challenges, Life-time value

**Case Studies**

**Books:**

1. Apte, G.: Service Marketing; OUP
2. Fitzsimmons, J A & Fitzsimmons, M J: Service Management; McGraw Hill
3. Gronroos, C.: Services management and marketing; Wiley
4. Haksever, C., Render, B., Russel, R., Murdick, R.: Service Management and Operations; Pearson
5. Lovelock, C., Wirtz, J. & Chatterjee, J.: Services Marketing; Pearson Education
6. Rao, K.R.M.: Services Marketing, Pearson Education
7. Srinivasan R.: Services Marketing; PHI
8. Verma, H.V. : Services marketing, Pearson
9. Zeithaml,V.A., Bitner, M J, Grembler, D.D. & Pandit, A.: Service Marketing;, TMH

**Course Description**

**Title of Course: CONSUMER BEHAVIOUR**

**Course Code: MM -406**

**L-T Scheme: 3L+1T Course Credits: 4**

**Course Objectives:**

This course is designed to improve the students' understanding of the basic concepts of consumer behavior. The students are expected to be able to identify behavior of consumers before, during and after purchase. Students will gain an overall conceptual knowledge of .how the concepts of motivation, perception, personality and other behavioral studies influence the consumer in making purchase decisions. This in turn will help the students to gain an insight about the growing importance and application of consumer behavior concepts in various areas of marketing.

**Course Outcomes:**

At the end of this course, the students are able to exhibit

1. A thorough understanding of the wide range of social, cultural and economic factors which influence consumer behavior.

2. Skills of analyzing the decision making process of the consumer

3. Ability to use and understand key consumer behavior concepts, theories and techniques for analyzing decision making process of the consumer, application of consumer behavior concepts with respect to formulation of marketing strategy.

**Courses Contents**

**Unit I Introduction to Consumer Behaviour**: Defining consumer behaviour, Impact on marketing strategies, Current trends in consumer behavior **Consumer Decision Process**: Need recognition, information search, evaluation of alternatives, purchase decision, consumption and post-purchase evaluation, Variables that shape decision process- individual differences, psychological processes, environmental influences, Types of decision process – complex decision making, variety seeking, impulse buying, loyalty, degree of involvement in buying

**Unit II Individual Characteristics**: Demographic and psychographic characteristics and market segmentation, Personality, personal values, lifestyle concepts and measurements  **Consumer Perception**: Marketing stimuli and perception, Perceptual selection - organization, interpretation, selective perception process **Learning and Memory**: Information acquisition and processing, Learning elements, Theories, Memory processes

**Unit III Consumer Motivation**: Nature and role of motives, Classifying motives, Motive arousal, Motivation and involvement **Self-concept**: Perspective of self, Consumption and self concept, Gender roles **Attitude**: Characteristics and functions of attitude, Attitude development, Attitude theories and models, Role of belief in attitude formation, Relationship of attitude and behaviour, Attitude reinforcement and change

**Unit IV Culture Subculture and Social Class**: Nature of culture, Cultural values, Changing values, Cross-cultural understanding of consumer behaviour, Types of subculture and their influence on behaviour, Nature of social class, Social stratification **Reference Group Influence**: Nature and types of reference groups, How groups influence individuals, Opinion leadership, Word-of-mouth, Innovation and diffusion **Family and Household**: Structural and sociological variables affecting families and households, Family life cycles, Role behaviour, Conflict resolution, Changing role of

women, Children and household consumer behaviour

**Unit V Models of Consumer Behaviour**: Nicosia, Howard-Sheth & EKB **Organizational Buying Behaviour**: Organizational buyers versus consumers, Factors influencing business buying, Types of buying situations, Organizational buying process

Case Studies

**Books:**

1. Assael, H.: Consumer Behaviour & Marketing Action; South-Western
2. Blackwell, R.D., Miniard, P.W. & Engel, J,F.: Consumer Behaviour; South-Western
3. Hawkins, D.I., Best, R.J.. Koney, K.A.& Mookerjee, A.: TMH
4. Kumar: Conceptual issues in Consumer Behaviors; Pearson Education
5. Loudon & Bitta, Della: Consumer Behaviour; TMH
6. Shiffman & Kanuk: Consumer Behaviour; Pearson Education
7. Solomon, M. R., Consumer BehaviouR, Pearson Education

**Course Description**

**Title of Course: FINANCIAL INSTITUTES AND MARKETS**

**Course Code: FM -404**

**L-T Scheme: 3L+1T Course Credits: 4**

**Course Objectives:**

This course gives fundamental knowledge on the structure, function and role of the financial system in light of the complex web of links and interconnections with the banking sector. The course will cover financial intermediaries, financial instruments and the different markets where credit institutions are active players.

**Course Outcomes:**

1. At the end of this course, the students are able to exhibit
2. 1. Students will be able to explain the functions and benefits of money.
3. 2. Students will be able to discuss the history of money.
4. 3. Students will be able to explain the role and the benefits of financial intermediaries.
5. 4.  Students will be able to discuss the nature, determination and role of interest rates.

**Course Contents**

1. **Unit I Indian Financial System In India** : Financial Concepts, Financial Assets, Financial Intermediaries, Financial Markets, Classification, Components of Financial Market,Financial Instruments, Multiplicity of Financial Instruments. 3L
2. **Unit II Money Market :** Definition, Money Market and Capital Market and their Features, Objectives, Features of aDeveloped Money Market, Importance of Money Market, Composition of Money Market, Money Market

Instruments, Structure of Indian Money Market, Features of Indian Money Market , Call Money Market, Recent Developments. 4L

1. **New Issues Market :** Relationship between New Issues Market and Stock Exchange, Functions of NewIssue Market, Instrument of Issues, Players in the New Issue Market, Recent Trends, causes for Poor Performance - Suggestions. 2L
2. **Secondary Market :**Introduction, Control Over Secondary Market, Registration of Stock Brokers,

Registration Procedure, Method of Trading in a Stock Exchange, Depository services, Emergence of NSE, Objectives, Features of NSE- Comparative analysis of BSE & NSE functioning 6L

**Unit III Securities And Exchange Board of India :** SEBI – Background, Objectives, Functions, Powers, Organization,SEBI and the Central Government , SEBI Guidelines for Primary Market , Secondary Market. 4L

1. **The Banking Sector** – Industry Overview – Financial statements and Analysis, Regulation of Commercial Banks,Prudential accounting Norms 4L

**Unit IV he Insurance Sector** – Basic Principles of Insurance – components of insurance Market- The changing scenario of the Indian Insurance Sector 4L

1. **Mutual Funds** : Concept - Types - Nature – NAV – Trends in Indian Mutual Fund Market - SEBI & Mutual Fund. 4L
2. **Merchant Banking** : Concept -Types -Functions - Trends in Merchant Banking in India - SEBI & Merchant Banking. 4L
3. **Unit V Leasing & Hire Purchase Finance**: Definition of Leasing, Types of Lease, The Leasing Process, Definition of HirePurchase, Rights of Hirer, Rate of Interest, Evaluation of Leasing & Hire Purchase as method of financing 2L

**Credit Rating Agencies** : Concept - Functions - Different Credit Rating Agencies - Popular Symbols – SEBI & Credit Rating. 2L

**Readings :**

**Text:**

Fabozzi: Financial Markets & Institutions, Pearson

Guruswamy: Fianacial services and Markets, Thomson Learning

Khan: Indian Financial Systems, Tata McGraw-Hill

Kohn: Financial Institutes and Markets, OUP

Pathak: Indian Financial System, Pearson

**Reference:**

1. Fabozzi: Bond Markets, Analysis and Strategies, Pearson Education

**Course Description**

**Title of Course: INTERNATIONAL FINANCE**

**Course Code: FM -405**

**L-T Scheme: 3L+1T Course Credits: 4**



**Course Objectives:**This course provides students with a comprehensive foundation level of general knowledge, skills and insights about the world of finance and the capacity to analyze those factors that contribute to global and regional financial stability, financial opportunities and prosperity. In the course, students will gain a practical understanding of factors contributing to foreign exchange rate risk, Asian capital markets, global tax management, global investment strategies.

**Course Outcomes:**

The objective of the course is to provide an understanding of both the key features of foreign exchange markets and the actual problems of multinational corporation within an environment of free flows of foreign capital and floating exchange rates. Our attention will be especially focused on:

* the architecture of foreign exchange markets
* the motivation of participants in foreign exchange markets (arbitrage, speculation, hedging)
* the role of conventions in exchange rates quotation and trading in foreign exchange markets
* the type of foreign exchange operations (spot, forward, FX swaps, currency swaps, futures and option)
* the factors that influence the price of currency derivatives (forward rate, swap points, interest rates, futures price, option premium)

**Course Contents**

1. **Unit I International Dimensions of Financial Management** : The Emergence of the MNC, Nature of the MNC,Objectives of the Firm & Risk Management, Domestic Financial Management & International Financial Management 2L
2. **International Monetary System**: History of International Monetary System, Present Day Currency Regimes 4L
3. **Unit II Balance of Payments (BOP)**: Principles of BOP Accounting, Components of BOP, Significance of ‘Deficit’ &‘Surplus’ in BOP, India’s BOP and Economic Performance, Capital Mobility and Capital Account Convertibility. 4L
4. **The Foreign Exchange Market, Exchange Rate Determination, and Currency Derivatives**: The ForeignExchange Market – Functions – Exchange Rates and Quotations – Indian foreign Exchange Market, Foreign Currency Derivatives – Currency Options , Futures, Forwards, Swaps – Foreign Currency Derivatives in India , International Parity Conditions – Purchasing Power Parity- Interest rate Parity, Foreign Exchange Rate Determination. 8L
5. **Unit III Foreign Exchange Exposure & Risk Management**: Two dimensions of Foreign Exchange Risk (viz. Exposure & Unanticipated change in Foreign Exchange Rates ), Types of exposure Measuring and Managing Economic Exposure, Transactions Exposure & Translation Exposure : (a) internal hedging strategies. (b) External or market based Hedging strategies. 10L
6. **Unit IV International Financial Markets** : International Banking & Money Market- International banking Services –Capital Adequacy Standards-International Money Markets, International Equity Sources - Global Equity Markets-Methods of Sourcing, International Bond Market 4L
7. **Unit V Financial Management of MNCs :** Foreign Direct Investment and Cross- Border Acquisitions; Impact of Internationalization on Optimal Financial Structure - Financial Structure of Foreign Affiliates; Multinational Capital Budgeting- Capital Budgeting: An overview- Capital Budgeting for Foreign Projects – Two Foreign Complexities- Parent vs project valuations; Multinational Cash Management- The Management of Multinational Cash Balances- Cash Management Systems in Practice- Transfer Pricing & Related Issues- Blocked Fund

**Reading and text books**

* Apte, PG : International Financial Management, Tata McGraw Hill.
* Eiteman, Stonehill & Pandey: Multinational Business Finance, Pearson Education
* Eun & Resnick: International Financial management,
* Tata McGraw-Hill Jeff Madura: International Corporate Finance, Cenage Learning O’ Brien: International Finance, OUP

**Reference:**

 Butler: Multinational Business Finance, Thomson Learning

 Hull: Options, Futures and Other Derivatives, Pearson Education

**Course Description**

**Title of Course: DERIVATIVES AND RISK MANEGEMENT**

**Course Code: FM-406**

**L-T Scheme: 3L+1T Course Credits: 4**

**Course Objectives:**

This course provides students with a comprehensive foundation level of general knowledge, skills and insights about the world of finance and the capacity to analyze those factors that contribute to global and regional financial stability, financial opportunities and prosperity.

**Course Outcomes:**

The objective of the course is to provide an understanding of both the key features of foreign exchange markets and the actual problems of multinational corporation within an environment of free flows of foreign capital and floating exchange rates. Our attention will be especially focused on:

* the architecture of foreign exchange markets
* the motivation of participants in foreign exchange markets (arbitrage, speculation, hedging)
* the role of conventions in exchange rates quotation and trading in foreign exchange markets
* the type of foreign exchange operations (spot, forward, FX swaps, currency swaps, futures and option)
* the factors that influence the price of currency derivatives (forward rate, swap points, interest rates, futures price, option premium)

**Course Contents**

**Unit I Forward and Futures** – markets; use of futures for hedging; Risk Management Using Futures and Forwards; pricing- Cost of Carry Model; interest rate futures Put Call Parity; Uses of Options; Option Strategies 10L

**Unit II Options** – Markets; Payoffs; Risk Neutral Valuation; Binomial Option Pricing Model ; Black Scholes Option Pricing Model; Put Call Parity; Uses of Options; Option Strategies. 12L

**Unit III Management** of market risk – Stop loss; Delta hedging; Theta; Gamma; ga; Rho; Scenario Analysis; Portfolio insurance, VaR, **Other derivatives**- Swaps, Warrants, Convertibles 8L

**Unit IV Risk Management in Financial Institutions –** Overview of BASEL –II, Market Risk, Credit Risk and Operational risk elements 4L

**Readings Text**:

Chance: Derivatives & Risk Management, Thomson Learning

Dufobsky & Miller: Derivatives Valuation and Risk Management,

Hull: Options, Futures and Other Derivatives, Pearson Education/PHI

Kumar: Financial Derivatives, PHI

Stulz: Risk Management & Derivatives, Thomson Learning

Varma: Derivatives and Risk Management, Tata McGraw-Hill

**Reference:**

Björk: Arbitrage Theory In Continuous Time, OUP, New York

Wilmott; Quantitative Finance, Vol I & II, John Wiley & Sons, New York

**Course Description**

**Title of Course: SOFTWARE MANAGEMENT**

**Course Code: SM - 404**

**L-T Scheme: 3L+1T Course Credits: 4**

**Course Objectives:** Objective of this course is to aware students about various software processes and software project planning.

**Course Outcomes:** After the study of this course students will be able to do project management in a proper way.

**Course Contents:**

**Unit I Introduction to Software Processes and Metrics, problems:**

Goals and requirements of Software Development. **Software Project Planning:** Project Process Groups (Initiating, Planning, Executing, Controlling and Closing Processes).Planning Activities – Schedule Development, Resource Planning, Cost estimating / Budgeting, Quality Planning, Human Resource Planning, Communication Planning, Risk Management Planning, Procurement Planning, Developing on Information Technology, Project Management Methodology, Software Project Management Plan (SPMP). Change Control on Information Technology Projects.

**Unit II Project Scope Management:**Definition, Project Initiation – strategic planning & project selection, Project Charters, the scope statement, Work Breakdown Structure - approaches (using guidelines, the Analogy Approach, Top – Down & bottom – up Approaches), Scope Verification and Scope change Control. **Project Time Management:** Project Schedule, Project Network Diagrams ( AOA or ADM, PDM ), Activity duration Estimating, Gantt Charts, Critical Path method , PERT.

**Unit III Project Cost Management:**Importance, Basic Principles, Cost Estimating (Types), Techniques and Tools, Problems with Cost Estimates, Cost Control, Earned Value Management. Estimation Techniques:COCOMO (Basic, Intermediate & complete COCOMO Model)Halstead’s Software Science Putnam Model Jensen Model

**Unit IV Quality Management:** Quality Planning, Assurance & Control, Leadership - Cost of Quality, Organizational Influences, Work Place factors & Quality, Maturity Models.[CMM, CMMi, Six Sigma], Zero defect, Quality assurance. **Project Human Resource Management:**Managing People (Motivation Theories, Influences & power, Improving Effectiveness), Organizational Planning, Staff Acquisition & Team Development. **Project Communication Management:**Importance, Communication Planning, Information Distribution, Performance Reporting, Administrative Closure.

**Unit V Disaster Recovery Planning & Risk Management:**Importance, Risk Management Planning, Sources of Risk, Risk Identification, Qualitative & Quantitative Risk, Risk Response Planning , Risk Monitoring & Control. **Change management:**Configuration management, ITIL methodology **Project Procurement Management:** Importance, Planning , Solicitation Planning, Solicitation, Contract Administration & Close Out. **Using Project Management Tool:** MS Project 2000 / 2003. Case Study.

**Suggested Readings:**

Behforooz: Software Engg. Fundamentals, OUP

Hughes & Cotterell, Software Project Management: TMH

Mall, Rajib: Fundamentals of Software Engineering, PHI.

Maylor: Project Mgmt., Pearson Education

Pressman: Software Engineering, McGraw Hill

Schwalbe, Kathy: Information Technology Project Management, Thomson Learning.

Basics of Software Project Management: NIIT, PHI

**Course Description**

**Title of Course: E-BUSINESS**

**Course Code: SM - 405**

**L-T Scheme: 3L+1T Course Credits: 4**

**Course Objectives:** Objective of this course is to aware students about various electronic commerce technologies.

**Course Outcomes:** After the study of this course students will be able to do electronic commerce business models, e-strategy, m-commerce, supply chain management, EDI, ERP etc.

**Course Contents:**

**Unit I** Electronic Commerce: Overview, Definitions, Advantages & Disadvantages of E – Commerce, Threats of E – Commerce, Managerial Prospective.Overview, Definitions, Advantages &Disadvantages of E – Commerce, Threats of E – Commerce, Managerial Prospectives. Technologies: [2L]

Relationship Between E – Commerce & Networking, Different Types of Networking For E – Commerce, Internet, Intranet & Extranet, Client – Server, Web – Server Architecture, Infrastructure Requirement For E – Commerce, Intelligent Systems.

**Unit I**I Business Models of e – commerce: Model Based On Transaction Type, Model Based On Transaction Party - B2B, B2C, C2B, C2C, Revenue based models, E – Governance. E – strategy: Overview, Strategic Methods for developing E – commerce, E-advertisement. M-commerce: Definition, Hand Held Devices, Mobility & Commerce, Mobile Computing, Wireless Web, Web Security, concepts of WAP.

**Unit III** Supply Chain Management: E – logistics, Supply Chain Portal, Supply Chain Planning Tools (SCP Tools), Supply Chain Execution (SCE), SCE - Framework, Internet’s effect on Supply Chain Power. [4L] E – Payment Mechanism: Payment through card system, E – Cheque, E – Cash, E – Payment Threats & Protections. Commercial packages for building e-Shopping portal e.g. One&One .Case study [4L]

**Unit IV** Electronic Data Interchange (EDI): Meaning, Benefits, Concepts, Application, EDI Model, Protocols (UN EDI FACT / GTDI, ANSI X – 12), Data Encryption (DES / RSA). Risk of E – Commerce: Overview, Security for E – Commerce, Security Standards, Firewall, Cryptography, Key Management, Password Systems, Digital certificates, Digital signatures. Rules & Regulations For Controlling E – Commerce, Cyber Laws. [4L]

**Unit V** ERP: Evolution through MRP I and MRPII, Need Identification, Scope and Problem of ERP selection and Implementation, Products and Packages of ERP, Selection of EEP processes, Integrating ERP with other systems, Opportunities and benefits. Case Study – BPR.

**Suggested Readings:**

Bhaskar Bharat : Electronic Commerce - Technologies & Applications.TMH

Christopher J. & Clerk T.H.K., Global E-Commerce, University Press

Joseph P.T. : E-commerce An Indian Perspective, PHI

Kalakota, Whinston : Frontiers of Electronic Commerce , Pearson Education.

Loshin Pete, Murphy P.A. : Electronic Commerce , Jaico

Whiteley, David, E – Commerce : Strategy Technologies

**Course Description**

**Title of Course: FUNDAMENTALS OF NETWORKING**

**Course Code: SM - 406**

**L-T Scheme: 3L+1T Course Credits: 4**

**Course Objectives:** The objective of this course is to give students knowledge about various aspects of fundamental networking.

**Course Outcomes:** After the study of this course students will be able to do networking communications, various networking models, TCP/IP, networking and internetworking devices, mobile computing, network security & privacy

**Course Contents:**

**Unit I Communications**: Need for computer networking, components of a data communication system, direction of data flow(simplex, half-duplex, full-duplex) Network topology, transmission media. Applications of networking in business and society. concepts of data transmission, signal encoding, modulation methods, synchronization, multiplexing and concentration, coding method, cryptography.

[6L]

**Unit II Network:**Communication system architecture – OSI reference model, Topology types, selections, design, Local area networks (LAN), CSMA / CD, token bus, token ring techniques, link level control (LLC) protocols, HDLS, analysis of protocols & performance, concepts in network layer, switching techniques, routing methods (static & dynamic), concepts of ALOHA, MACA, MACAW protocols. Concepts of Wi-Fi & Wi-Max. Case study: telephone network and satellite network. [10L]

**Unit III TCP / IP:**Session, Presentation and Application Layers functions. **Networking and Internetworking devices:**Introduction to repeater, hub, bridge, switch, router and gateway.Case study: Office network

**Unit IV Distributed Processing Potential:** Client Server Computing, introduction to distributed database. **[5L]**. **Internet:** Internet Protocols, IP addressing (IP4 + IP6 ), class & subnets (concept only), Internet computing, MPLS. **[5L]**

**Unit V**. **Mobile Computing:** Introduction to mobile technology, concept of GPRS, Wireless Application Protocols & other protocols, concept of Bluetooth. **Network Security & Privacy:** overview, purpose, spamming , cryptography (ciphering, DES, RSA -concept only), authentication (concept only) and firewall. [4L]

**Suggested Readings:**

Comer : Internetworking with TCP / IP, Vol – 1, PHI/ Pearson Education

Forouzan : Data Communication & Networking, TMH.

Stallings, W., Data and Computer Communications, Pearson Education

Tanenbaum : Computer Networks, Pearson Education

Zheng,Computer Networks for Scientists & Engineers,OUP

**Course Description**

**Title of Course: INDUSTRIAL RELATIONS**

**Course Code: HR – 404**

**L-T Scheme: 3L+1T Course Credits: 4**

**Course Objectives**: The objective of this course to provide student’s a broader outlook of the Industrial relation functions. Whole course is divided into five units and each unit has its unique topics related to subject and to give insight of the course as a whole. It covers IR Systems and workers related affairs in Indian Industries.

**Course Outcomes**: The outcome of this course is to equip students to understand the Industry and employees outlook and to make the strategy to find out amicable solution for smooth functioning of an organization.

**Course Contents:**

**Module – I (20 hrs)**

**Industrial Relations** : Concept, Approaches to IR, Parties to IR, System Model of IR [ 4L]

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| **Industrial Worker in India** : Rise of Industrial Workers, Profile of Industrial Workers in India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics) | [2 L] |

**Trade Unionism in India** : Origin, Growth, Structure and Management of Trade Unions, Recognitions,

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| Leadership, Trade Unionisms, Employers’ Organisations in India, Managerial Associations. | [4 L] |

**Industrial Relations in India** : Labour Policy in Five Year Plans, Tripartism, Role of Government and State, Role of Management, Role of Trade Unions.

**Industrial Disputes :** Causes, Types, Trends and Settlement of Disputes (Internal Options, Third Party Machinery [4L]

**Module – II** (20 hrs)

**Collective Bargaining** : Theories, Prerequisites, Process, Negotiating Skills and Strategies, agreement content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India. [4L]

**Workers’ Participation in Management** : Concept, Purpose and Practices in other countries; Workers’Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council, WPM, EPM; Problems and Prospects in India; Quality Circles – Concept and Practices in India. [4 L] **Labour Welfare and Industrial Relations** : Concept, Purpose, Statutory and Non-Statutory Provisions, ILO Conventions and its application in India, Workers’ Education Programmes in India. [4L]

**Employee Discipline** : Meaning Types, Misconduct, Disciplinary Action, Domestic Enquiry, Grievance Handling. [4L]

**Case Studies -** Wage Negotiation, Disciplinary Action, Industrial Disputes [4 L]

**Books:**

1. Marchington, M. : Managing Industrial Relations, McGraw Hill.
2. Monapppa, Arun : Industrial Relations, Tata McGraw Hill.
3. Ramaswamy, E. A. : Managing Human Resources, Oxford University Press.
4. Venkata Ratnam, CS: Industrial Relations, OUP

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**Course Description**

**Title of Course: ORGANIZATIONAL DEVELOPMENT**

**Course Code: HR – 405**

**L-T Scheme: 3L+1T Course Credits: 4**

**Course Objectives:** The objective of this course to explain meaning and importance of OD functions and its scope on industry. The nature of changes in the industry by training, performance appraisal, OD intervention along with management of quality and productivity in HR and business reengineering.

**Course Outcomes**: This course equips the students at post graduate level such a way that they are ready to face business world in terms of organizational development. During this course, Students would learn about the organization development and employee’s development and find the ways and means to improve that.

**Course Contents:**

**Module – I (20 hrs)**

**Organisational Change and Development :** Concept, History, Assumptions, Organisational Change, Process, Lewin’s Model, Organizational Life Cycle, Values and Asumption of OD. [4L]

**Operational Components of OD** : Diagnostic, Action and Process – maintenance component [4L]

**Characteristics and Foundation of OD Process** : On-going interactive process, Form of Applied Behavioral Science, Strategy of Changing, Systems Approach, Approach to Planned Change, Experience-based, Goal Setting and Planning, Focus on Work Teams. [4L]

**OD and Action Research** : Process, Approach, Use of Action Research in OD. [2L]

**OD Interventions** : Nature of OD Interventions, Major OD Interventions, Dimensions, Group and Individual, Task – Process, Effective OD Interventions – Characteristics, Factors for Design [6L]

**Module – II (20 hrs)**

**Team Interventions** : Teams and Work Groups, Team Building Interventions, Diagnostic Meeting, Team Building Meeting, Role Analysis Techniques, Role Negotiation Techniques, Gestalt Orientation to Team Building, Intergroup Interventions. [6L]

**Personal, Interpersonal and Group Process Interventions** : Process consultation, Third – Party Intervention, Sensitivity Training, Tansactional Analysis, Career Planning Interventions. [4L]**Comprehensive Interventions** : Confrontation Meeting, Survey Feedback, Four System Management, Grid, Contingency Approach. [4L]**Structural Interventions** : Job Design, MBO, QWL, Socio-technical Systems, Physical Setting, Conditions for

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| OD, Re-engineering. | [4 L] |

**Issues in OD** : OD facilitators Role, OD consultant, Consultant – Client relationship, Problems in OD Interventions, Resistance – Individual and Organizational, Research in OD. [2L]

**Books:**

French, W. L. & Bell, C. H. : Organisation Development, Prentice Hall of India./Pearson Education

French, W. L. & Bell , C. H. : Organisation Development and Transformation, Tata McGraw Hill

Gummings,T.G.& Worley, C.G. : Organization Development and Change, Thomson

Pareek, Udai : Understanding Organisational Behaviour, OUP

Robbins, S. P. : Organisational Behaviour, Prentice Hall of India./Pearson Education

**Course Description**

**Title of Course: HUMAN RESOURCE DEVELOPMENT**

**Course Code: HR – 406**

**L-T Scheme: 3L+1T Course Credits: 4**

**Course Objectives:** The objective of this course to explain meaning and importance of HRD functions and its scope on industry. The nature of changes in the industry by training, performance appraisal, OD intervention along with management of quality and productivity in HR and business reengineering.

**Course Outcomes**: This course equips the students at post graduate level such a way that they are ready to face business world in terms of human recourses development. During this course, Students would learn about the organization development and employee’s development and find the ways and means to improve that.

**Course Contents:**

**Module – I ( 20 hrs)**

**Human Resource Development** : Meaning, Scope and Purpose, HRD Process, Techniques of Assessment of HRD Needs – Organizational Analysis, Task Analysis, Individual Analysis.

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|  | [6L] |

**Strategies of HRD**: Organizational Development, Individual Development, Team Development, Organizational Culture Building.

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**Individual Development through Training:** Designing Training Programme; On-the-Job, Off-the-Job; Methods –Lecture, Case Analysis, Role Play, Games, Exercises; Role of Trainer, MDPs, Out-Bound Training.

**Evaluation of Training :** Need, Principles, Criteria, Technique of Evaluation, Impediments to Effective

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| Training, Improving Effectiveness of Training. | [4 L] |

**Module – II ( 20 hrs)**

Individual Development through Non - Training - Job Redesign Programmed; Job Enlargement, Job Enrichment, Job Rotation, Suggestion Schemes, Career Planning, Counseling**. [6L]**

1. **Team Development Programmes** – Methods and Schemes : Role of Staff and Line Managers in HRD,Quality Circle, Kaizen, Autonomous Small Group Activities [4L]
2. **Competency Management –** Planning, Mapping, Measurement [4L]

**HRD Experiments and Cases –** In India and Other Countries [6L]

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**Books:**

1. Desimone, R. L., Werner, J. M. & Harris, D. M. : Human Resource Development, Thomson.
2. Pareek, Udai & Rao, T. V.: Designing and Managing Human Resource Systems, Oxford & IBH.
3. Rajsekharan, N.P. : Competency Web, Universities Press
4. Rao, T. V. : Readings in HRD, Oxford & IBH
5. Silvera, D. M. : Human Resource Development – The Indian Experience-Publisher