

# **COURSE STRUCTURE & SYLLABUS**

## **MBA PROGRAMME SCHOOL OF MANAGEMENT**



**Centurion**  
**UNIVERSITY**

**CENTURION UNIVERSITY OF TECHNOLOGY &  
MANAGEMENT, ODISHA**

**CENTURION UNIVERSITY OF TECHNOLOGY AND MANAGEMENT**  
**SCHOOL OF MANAGEMENT**

**Course Book for Regular MBA**

The regular mode M.B.A will be imparted in four semesters spread over 2 years. The curriculum structure is as follows for 108 credits

**ACADEMIC CALENDAR AND CREDIT PATTERN**

<i>Semester/ Course work</i>	<i>Course work Duration</i>	<i>Courses</i>	<i>Credits</i>	<i>Examination Windows</i>
Induction Programme	18 <sup>th</sup> . July to 30 <sup>th</sup> July	Mathematics, accounting, Economics, etc.	----	---
Semester I	1 <sup>st</sup> Aug to 30 <sup>th</sup> November	8 core courses	28 credits	1 <sup>st</sup> Dec to 8 <sup>th</sup> Dec.
Semester II	12 <sup>th</sup> . Dec to 22 <sup>nd</sup> . March	8 core courses	26 credits	24 <sup>th</sup> . March to 31 <sup>st</sup> . March
Pre-Internship Training	2 <sup>nd</sup> . & 3 <sup>rd</sup> . April	-----	-----	
Summer Internship	11 <sup>th</sup> . April to 9 <sup>th</sup> . June	-----	4 credits	-----
Semester III	18 <sup>th</sup> June to 31 <sup>st</sup> . October	6 core 3 elective courses	30 credits	2 <sup>nd</sup> . Nov to 13 <sup>th</sup> . Nov
Semester IV	22 <sup>nd</sup> . Nov. to 23 <sup>rd</sup> . March	Electives/ Domain courses offered through workshop mode	20 credits	Concurrent evaluation

**LIST OF COURSES**

<b>SEMESTER - I (CORE COURSES)</b>			
<b>Sl. no</b>	<b>Course Title</b>	<b>Course Code</b>	<b>Credits</b>
1	Evolution of Management Thought	EMT	2

2	Communication Perspective of Management	CPM	4
3	Decision Perspective of Management	DPM	4
4	Essential Economics for Management	EEM	4
5	Managerial Computing	MC	2
6	Accounting for Managers	AM	4
7	Marketing Management	MM	4
8	Human Resource Management	HRM	4

**SEMESTER - II (CORE COURSES)**

<b>Sl. no</b>	<b>Course Title</b>	<b>Course Code</b>	<b>Credits</b>
9	Management Information System	MIS	2
10	Information Technology Management	ITM	2
11	Organizational Behavior	OB	4
12	Management & Market Research	MMR	4
13	Financial Management	FM	4
14	Production & Operations Management	POM	4
15	Socio-ethical context of Business and Corporate Governance	SECG	4
16	Legal Environment for Enterprises	LEE	2

**SEMESTER - III**

<b>Sl. no</b>	<b>Course Title</b>	<b>Course Code</b>	<b>Credits</b>
17	Strategy Formulation and Implementation (CORE COURSES)	SFI	4
18	Sales and Distribution Management. (CORE COURSES)	SDM	2
19	Project Appraisal and Financing (CORE COURSES)	PAF	4
20	Organization Structure & Design (CORE COURSES)	OSD	2

21	Logistics and Supply Chain Management (CORE COURSES)	LSCM	2
22	Project Management (CORE COURSES)	PM	4
	Elective - 1		
	Elective - 2		
	Elective - 3		

<b>SEMESTER - IV (Electives/ Domain)</b>			
<b>20 Credits</b>			
<b>Elective Basket</b>			
<b>Sl. No</b>	<b>Course Title</b>	<b>Course Code</b>	<b>Credits</b>
<b>ELECTIVES FROM MARKETING</b>			
23	Bottom of the Pyramid Marketing.	BPM	
24	Services Marketing.	SM	
25	Consumer Behavior	CB	
26	Product and Brand Management.	P&BM	
27	Integrated Marketing Communication	IMC	
28	B2B Marketing.	B2B	
29	Retail Management	RM	
<b>ELECTIVES FROM FINANCE</b>			
30	Options, Futures and Swaps	OFS	
31	International Finance and Markets	IFM	
32	Commercial Banking & Asset Liability Management	CBALM	
33	Insurance & Risk Management	IRM	
34	Security Analysis & Portfolio Management	SAPM	

35	Working Capital Management	WCM	
<b>ELECTIVES FROM OPERATIONS MANAGEMENT</b>			
36	TQM and Six Sigma	TSS	
37	Business Process Reengineering and Simulations	BPRS	
38	Service Operations Management	SOM	
39	Enterprise Resource Planning	ERP	
<b>ELECTIVES FROM RURAL MANAGEMENT</b>			
40	Development Paradigms.	DP	
41	Rural Environment and Public Policies	REPP	
42	Globalization and Development	G&D	
43	Sustainable Development and Agriculture	SD&A	
<b>ELECTIVES FROM HUMAN RESOURCE MANAGEMENT</b>			
44	Training and Development	T&D	
45	Legal Framework of HRM	LFH	
46	Compensation and Reward management	C&RM	
47	Performance management	PrM	
48	Human resource Development	HRD	
49	Organizational Change and Development	OCD	
50	International Human Resource Management	IHRM	

## SEMESTER I

### Paper I: EVOLUTION OF MANAGEMENT THOUGHT. (EMT)

Credit: 2

#### Course Objective:

It will provide the philosophical foundations and analytical view of the development of the discipline of Management. This course is intended to expose the students to the concept and functions of management. It would provide for basic knowledge and skills relating to Planning and Organizing Decision-making,

#### Course Content:

Concepts: Management Definitions, Management as a science, art, profession, Levels of Management; Concept of Managerial Skill (Robert Katz), Elements: Luther Gulick's 'POSDCORB', Henri Fayol's Planning, Organizing, Command, Coordination, Control, Henry Mintzberg's Managerial Roles; Social Context and Emergence of Management Discipline; Management Thought: Scientific Management (F.W.Taylor), Administrative Management(Henry Fayol), Human Relations (Mayo), Integration theory (Follete) Behavioral theory (X,Y theory); Herbert A Simon's Decision Making; Indian Wisdom on Management: Kautilya, Bhagvad Gita & Gandhi; Modern Organization Theory: Behavioral, system, information processing, situational, contingency.

#### Books & References:

1. JL Massie, Essentials of Management
2. Stoner, Freeman, Gilbert, Management
3. Koontz, Essential of Management
4. M.K. Gandhi, India of my Dream
5. M.K. Gandhi, Hind Swaraj
6. L.M. Prasad, Principles and Practice Of Management
7. Fred Luthans, Organizational Behavior
8. Miner, OB-1,2,3: Essential Theories of Motivation and Leadership
9. Jeffery K. Liker & Michael Hoseus; Toyota Culture: The Heart & Soul of the Toyota Way

## **Paper II: COMMUNICATION PERSPECTIVE OF MANAGEMENT (CPM) Credit:4**

### **Course Objective:**

Focus on the basic communication skills required to manage the human resources of the organization, emphasize on the grammar of functional language and provide a useful strategy for self- improvement. Audiovisual aids, collaborative planning, monitoring and evaluating, learning to learn, full-frontal communicativity, writing workshops are adopted for teaching and learning.

### **Course Content:**

**Essentials of Management Communication** : Importance of communication in management, overcoming barriers, 7 C's of effective communication, body language, listening to be heard, reading comprehension and verbal ability, empowering employees- self esteem and assertive skills **Written Analysis and Communication** -house communication, correspondence feedback, résumé, cover, job acceptance letters **Business Performance Skills** business reports, proposals, presentation skills for emergent managers, public speaking, negotiation skills, business meetings, group discussion, interview skills **Communicating Across Cultures** Understanding crosscultural communication, Etiquette to netiquette

**LAB:** Sounds of English, listening activity, reading practice, reading comprehension and vocabulary building exercises, book/article/Movie review, role plays on communication style, Presentations, case based discussions, mock meetings, mock interviews, project writing Grammar, writing workshop on Business English, Telephoning, Writing Emails, Quiz on corporate communication

### **Books & References:**

1. Krizen. Merrier. Logan. Williams, Business Communication, Thomson
2. Bovee, Thill and Schatzman, Business Communication Today
3. M.M. Monippally, Business Communication Strategies
4. Rai & Rai, Managerial Communication
5. How to Write and Speak Better, Reader's Digest
6. Allan Pease, Body Language
7. Arthur H. Bell & Dayle M. Smith, Management Communication
8. Bonny E. Stuart & Marilyn S. Sarow, Integrated Business Communication in a Global Marketplace
9. Leena Sen, Communication Skills

**Course Objective:**

Understand the complexity of today's managerial decision. Know the meaning and need of quantitative approach to managerial decision. Have a brief idea of various statistical methods. Understand the different approaches to probability. Appreciate why sampling is so common in managerial situations, Various sampling methods with their strengths and weaknesses, introduce experimental design, sampling procedure. Understand the meaning of statistical hypothesis, appreciate the importance of the significance level, learn the steps involved in conducting a test of hypothesis. The complexities involved in decision making especially in the corporate world, require decision makers to formulate structures of problems on which decisions are required. To overcome these issues in a competitive environment and explaining the decision process in an effective manner, this course gives an insight to the students several approaches like decision tree, linear programming, transportation problems, game theory, queuing theory and networking. After working on this course the students will be in a position to factor in quantitative modeling in business problems.

**Measure of Central Tendency:**

Introduction, Meaning of quantitative technique, statistical research

Measures of central tendency (Averages), Arithmetic mean, Weighted Mean, Median, Mode

**Measure of Dispersion:**

Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation

**Probability:** Basic concepts, Bayesian, **Probability Distribution-** Binomial, Poisson, Normal Distribution

**Sampling:**

Introduction, why sampling, sampling methods, Sampling distribution, standard error, type I and II error, Estimation, properties of good estimator, Type of estimation, Confidence limit

**Hypothesis:**

Hypothesis testing, Z-test, t-test, Chi square test, F-test, ANOVA

**Forecasting:**

Forecasting, Simple Correlation, Regression Analysis, Time Series Analysis

**Decision Theories:** Elements in Decision Making, Pay-off Table, EMV, EVPI

Decision Trees

**Linear programming:** Formulation, Graphic method, Simplex method, Applications

**Transportation Model:** Initial solution-NWCM, LCM, VAM Test for optimality, MODI method

**Assignment Problem:** Hungarian Method, Travelling Salesman problem.

**Game theory:** Solution of pure strategy games, Principle of Dominance, Solution of mixed strategy problems, Arithmetical method, Graphic Method.

**Books Recommended:**

1. Business Statistics - J K Sharma (Text)
2. Statistics for Management - Levin / Rubin
3. Fundamentals of statistics - Elhance
4. Statistical Methods - S.P.Gupta
5. Fundamentals of Statistics - S.C.Gupta
6. Operation Research - V.K.Kapoor (Text)
7. Operation Research - S.D.Sharma

**Course Objective:**

The course aims to familiarize the students with the fundamentals of microeconomics and its applications, crucial macroeconomic variables and present scenario of the national and international economic environment.

**Course Content:****Module-1: Introduction & Micro Economics**

Definition and scope of Economics, Marshallian utility analysis, Demand function, Demand estimation and forecasting, Elasticity of demand and its measurement, Marshallian concept of consumer surplus and its measurement, Production function, Diminishing marginal returns, Returns to scale, Cost concepts, Total, average and marginal cost functions, Law of supply, Economies of scale, Economies of scope, Price and output determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly.

**Module-2: Macro Economics**

Measurement of national income, Circular flow of income, Inflation- measurement of inflation, GDP deflator, WPI, CPI, Components of money supply, Consumption, saving and investment functions, Business cycle- causes and consequences, Fiscal and monetary policies for price stability, Balance of payments- meaning and measures to correct adverse balance of payments, Functions of International Monetary Fund.

**Module-III: Economics of Development:**

Economic development and Economic growth, Human development (Social sectors of India- Health and education), Balanced and unbalanced growth

**Module-IV: Indian & International Economics:**

Basic characteristics of Indian economy, Poverty, inequality and unemployment in India, Indian agriculture- causes of its low productivity, investments and subsidies in Indian agriculture, Indian industry- Public sector, Private sector, MSMEs, FDI in India, Globalisation- its consequences, WTO

**Books & Reference:**

1. Dholokia and Oza(1999),Microeconomics for Management Students,2<sup>nd</sup> Editon. Oxford.
2. Koutsoyiannis, A (1975), Modern Microeconomics Macmillian Press.
3. Mankiw,N.G (2006), "Principles of Microeconomics" engage Learning
4. Meheta, P.L (1999)," Managerial Economics" Sultan Chand & Sons
5. Pinyck & Rubinfeld, Mehta, P.L. (2009), "Microeconomics", 7th edition, Prentice hall.
6. Salvatore (S). (2009), "Principles of Microeconomics", 5<sup>th</sup> edition, Oxford University Press
7. Gupta, G.S (2007), "Microeconomics"3<sup>rd</sup> edition, Tata McGraw Hill, New Delhi.
8. Mankiw, N.Gergory (2007), "Principles of Microeconomics", Thomson, south-Western.
9. Dornbusch,Fisher, and Startz (2005), "Microeconomics", 9<sup>th</sup> Edition, Tata McGraw hill.
10. Dwivedi D.N (2007), "Microeconomics Theory and Policy", 2<sup>nd</sup> Edition, Tata McGraw Hill
11. D'Souza, E (2008), "Microeconomics" Pearson Education.
12. Economic Survey-2010-11, Oxford Education.
13. Economic Survey of Orissa-2010-11
14. Thirlwall, A.P (. 2006), Theories of economic growth: why growth rate differ between countries. In growth & development with special reference to developing economies (pp.122-164).New York: Palgrave Macmillan.
15. Shapiro, E – Microeconomics.
16. Rudder Dutt & Sundharam –Indian Economy, S Chand
17. Indian economy since independence- Uma Kapila,Nineteenth Edition 2008-09.
18. Indian economy by Mishra & Puri.
19. Economics for Development by R.K.LEKHI
20. Stonier, A W and Hague, D C, Text Book of Economic Theory, Longman Green & Co., London, 2008

**Course Objective:**

To provide a foundation for understanding information technology in context of today's business environment and to impart those skills necessary for solving a range of information-based problems in this competitive era .

**Course Content:**

**Introduction :** Meaning and Definition of Computers, Characteristics & History of Computer, Types of Computer systems, Classification of Computers, Basic Computer operations, Functional units of Computers, Practical data processing application in business, Computer applications in various areas of business **Components of a Computer:** Computer memories, Primary Storage, Secondary Storage / Auxiliary Storage, Input / Output Devices **Introduction to Software:** Introduction, Software types, Systems Software, Classification of Operating System, Application Software, Introduction to Programming Language, Types of Programming Languages. **Microsoft Office** Working with MS Word, MS Excel, MS Power point **Networks and Telecommunication Systems** Introduction, Networks, Network Topology, Network components, Data Communication, Communication Channels, Data Transmission, Network Architectures, Internet, Intranet and Extranet Applications, Data Communication at Work **Data Processing:** Introduction, Data Processing Cycle, Kinds of Data Processing, Data Base, Data Base Management System **Internet, Security and E-Commerce :** Introduction, History and Core features of the Internet, Internet Applications, Internet and World Wide Web, Extranet and E-mail, Mobile Computing, Electronic Commerce, Types of E-Commerce and Activities **Operating System:** Introduction, Types of Operating System, MS DOS, Windows OS **HTML** Introduction, A HTML file, Web Publishing, Using HTML tags, Multimedia

**Books & Reference:**

1. Alexis Leon, Mathews Leon. (1999). "Introduction to Computers", Leon Tech World
2. S.Sudalaimuthu, S.Anthony Raj. 2008, "Computer Application in Business", Himalaya Publishing House
3. O'Brien, J.A. (2004). Management Information Systems: Managing Information Technology in the Business Enterprise. (6th edition). New Delhi: Prentice Hall Publications
4. Rajaraman, V. (2005). Fundamentals of Computers. (4th edition). New Delhi: Prentice Hall Publications
5. Lucas, H. C. Jr. (2004). Information technology for management. (7th ed.). New Delhi: TMH
6. Yadav, D.S. (2002). Foundations of Information Technology. New Delhi: New Age International

**Course Objective:**

This course 'Accounting for Managers' has been designed to enable the students to acquire the skills necessary to prepare, use, interpret and analyze financial information.

Accounting Environment of business, Corporate Entities: Salient Features, GAAP: Concepts, Conventions, Assumptions, Accounting Equation: Tool to understand business decisions, Financing Decisions/Investment Decisions/Operating Decisions, Accounting Equation and Financial Statements, Balance Sheet/Income Statement/Cash Flow Statement, Financing Decisions and Financial Statement, Equity Instruments: Equity and Preference Capital, Debt Instruments: Debentures/ Bonds/ Loans, Dividend and Interest payment, Investment Decision and Financial Statements, Fixed Assets:/Inventory Valuation/Investment , Operating Decisions and Financial Statements, Revenue Recognition, Expenses, Profit: Gross Profit/PBDITA/PBIT/PBT/PAT, Interrelationship between Financial statements

Financial Statement Analysis: common size statements, ratio analysis, Du pont analysis, Inter-firm and intra-firm comparison, reading CFS

Cost Concepts and decision making, Overheads, CVP analysis. Preparation of Cost Sheets using excels, Budgeting and Budgetary Control, Variance analysis, Activity based costing (ABC), cost & pricing

A group project work will be given to students to analyse an industry and track market price movement.

**Books & Reference:**

1. Financial Accounting -- A managerial Perspective, R. Narayanswamy, PHI
2. Cost Accounting- A managerial Emphasis by Horn green, Dater and Foster.
3. Khan & Jain – Management Accounting, TMH.
4. Horngren , Datar, Foster- Cost Accounting, Pearson.
5. Financial Accounting, Jain/Narang/Agrawal, Kalyani.
6. Basic Financial Accounting for Management, Shah, Oxford.

**Course Objective:**

To familiarize the students with the concepts and theories and strategies of marketing.

**Course Content:**

**Introduction to marketing;** What is marketing?, Importance of marketing function, Process of marketing, Concepts like need, want, value, satisfaction etc, Elementary idea of marketing mix. **Understanding Marketing Environment;** Factors affecting marketing environment (PESTEL), Competition, Porter's five force model, Market intelligence system, Introduction to market research, Market research and forecasting, **Segmentation, Targeting & positioning (STP);** What is market segmentation?, Criteria for effective segmentation, Evaluating & selecting market segmentation, Targeting selected markets, Targeting strategies, Positioning theory, Effective positioning strategies, Positioning of brands and repositioning **Product Management;** Product concept, Classification of products, Product life cycle (PLC), Brand & brand management, what is brand equity. **Pricing;** Meaning & objective, steps in setting the price, price responses to competition, pricing policies. **Promotion;** What is promotion, types of promotion, advertising, sales promotion, integrated marketing communication **Place;** Marketing channels, Channel conflict management, Distribution system and logistic management **Sales management;** Basics of sales management, managing sales force, Principle of personal selling **Consumer Behavior;** Role of consumers, Consumer decision making process, Post purchase behavior. **Services Marketing;** Characteristics of services, service quality, service quality dimensions, 7Ps of services, service failure and service recovery **Retail Management;** what is retailing, Issues associated with retail management. **Social marketing;** Importance of social marketing, Key success factors in social marketing. **Marketing and Organizational Strategy;** Managing the product portfolio, SBU, The Boston Consulting Group Matrix, The GE Matrix, Ansoff's matrix **Special topics;** Green marketing, e-marketing

**Books & Reference:**

1. Marketing Management: A South Asian Perspective- Phillip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha, 13th Edition Pearson, Education Publication
2. Marketing Mangement: Fourth edition- Rajan Saxena
3. Positioning: The Battle for Your Mind- Al Ries & Jack Trout, Warner Books USA

**Course Objective:**

Organizations now recognize that the source of competitive advantage often comes not from having the most ingenious product design, the best marketing strategy, or the most state-of-the-art production technology, but rather from having an effective system for sourcing, mobilizing, and managing the organization's human capital. A number of recent developments, including demographic changes in the labor force, increased global competition, restructuring of organizations and public policy attention to work force issues have made human resource management increasingly important for organizations. The course aims at providing theoretical knowledge and practical skills in the area of HRM and to hone the skills of students for meeting the HR requirements for emerging Markets

**Course Content:**

**Evolution of HRM**, A genesis from the welfare movement up to Strategic Human resource management. **Concept and Contours of HRM, Employee sourcing** HR Planning and HR Demand analysis, Job analysis Recruitment and Selection. **Employee Engagement** Placement and Induction, job designing, Grievance redressal and Discipline (Individual Focused). Team- building & Small Group Activities like quality circles (Group Focused). Promoting healthy work and organizational Culture, Administering Organizational Justice, Communication and Feedback, Performance Management (Organization Focused)**Employee Development** Training and Development, Human Resource Development- Matrix and Methods, Performance Appraisal & MBO, Career Planning , **Employee Compensation, Employee Retention** Chartering employee careers, mentoring and Work-life balancing , **Managing Separations** Downsizing and retirement benefits **Understanding Industrial Relations**, Concept and contours of IR (Industrial Disputes Act, 1947), Employee welfare and social security. IR policies promulgated by Govt of India, Trade Unionism and Collective Bargaining, Resolving Industrial disputes, Managing IR through Participative Management, Introduction to legal framework relating to HR. **HR Information and Audit System**

**Books & Reference:**

1. Dessler, G. A framework of Human resource Management. (10th Edition) Pearson.
2. Decenzo, D. Robbins S.P. Fundamentals of Human resource management. John Wiley and sons.
3. Venkatratnam, C.S, Srivastava, B.K. Personal management and human resources, TMH
4. Mello, A. Jeffery. Strategic human resource management, Cengage learning.
5. Gomez-mejia, Balkin, Cardy. Managing Human resource, (4th edition) PHI.
6. Rao, T.V. Human resource development. Response books.

## SEMESTER II

### Paper I: MANAGEMENT INFORMATION SYSTEM: (MIS)

Credit: 2

#### Course Objective:

Management Information systems (MIS) are like the nervous systems of the organizations, which provide the organization with ability to respond to changing business environment in a strategic way. MIS provides the crucial information needed to take informed decisions.

#### Course Content:

Introduction to MIS: Information; information for decisions; Management information; strategic importance of MIS; System Concepts: System; Types of System; System Control and Maintenance; Organization as a System; System thinking, Planning information System: Planning for competitive advantage ; strategically positioning information systems; Business application planning. Concepts and Principles of MIS: Characteristics, functions, structure & Classification of MIS; Assumptions for MIS; principles of MIS, Software aspects of MIS: Program, software & hardware; Typical software applications; MIS in Production, marketing, Maintenance, Materials & Project Management; Enterprise Business System: CRM; The Business focus: ERP; Knowledge Management: Understanding Knowledge ;information management Vs Knowledge management Implementation Challenges, Developing information system,,: System Development Life Cycle(SDLC); System analysis and Design; End user development; Roles of a Manager. Beyond MIS: Decision Support System; Business Expert System; Artificial Intelligence; Managing global Information Systems: Global IT management; Cultural, Political and geo economic challenges; Management challenges: Security, Cryptography, ethics and societal challenges, security management; Crucial IT Decisions for Management. PRACTICE:\_Project on MS, exploring reports, creating a new project plan, SAD, Setting networking days, entering project properties.

#### Books & Reference:

1. Management Information systems, O'Brien & Marakas, TMH Publication
2. Management Information Sytems, Effy OZ, Thomson Publications
3. Management Information Systems, Davis & Olson, TMH Publications
4. Management Information Systems, Jaiswal & Mittal, Oxford University Press

**Course Objective:**

Understand the key technologies that make up the IT infrastructure of a modern enterprise from a technology consumer viewpoint. Understand the dynamics of the industry that provides this infrastructure. Understand the critical IT management issues faced by a modern organization and the tools and techniques available to effectively manage the IT function.

**Course Content:**

Survey of the IT industry and landscape, Major IT Management Issues,  
The Value Chain and IT, new ways of competing through information,  
The communications infrastructure, Local and Wide Area Networks,  
Networking Equipment, Networking Services, ATM and Frame Relay,  
Wireless and Mobile Technologies,  
The data infrastructure, data base technology, data warehousing, data mining,  
decision support systems and intelligent systems, data privacy,  
The software infrastructure, ERP systems, CRM systems,  
Supply chain systems, EAI software, Supply Chain Technologies,  
Open Source, Emerging Technologies, web services, E-Commerce Infrastructure,  
E-Commerce Strategy, Intranets, Extranets, Trading Hubs, Information Technology Economics,  
IT systems development and acquisition, IT Outsourcing, Vendor Management, IT Security,  
Business Continuity and Disaster Recovery

**Books & Reference:**

There is no text book for this course. Cases and materials from internet will be given. Handouts will also supplement.

**Course Objective:**

Organizational Behavior (OB) is a field of study that investigates the impact that individuals, groups, and structure have on behavior within an organization. Then it applies that knowledge to make organizations work more effectively. This course will expose students to gain knowledge on the diversified behavioral science theories and its applications in organizations.

**Course Content:**

Introduction: Concept and models of OB, OB Systems- Formal Organization System (FOS), IS (Individual System) & Social System (SS) **Individual System:** Perception, Learning, motivation, attitude and Values, personality, emotion and stress. **Social System:** Communication, Group Dynamics, Conflict, Leadership. Organizational systems: Organizational power and politics, Organizational culture and climate, Organizational Change and development, International Dimensions of OB, Managing Diversity. Synergy: Behavior Reinforcement, Behavior Modification

**Books & Reference:**

1. Robins & Sanghii; Organizational Behavior, Pearson
2. Luthans ,F; Organizational Behavior - TMH
3. Udai Pareek ; Understanding Organizational Behavior, Oxford
4. Prasad,L.M; Organization behavior, S.Chand.
5. K.Aswathappa; Organization behavior

**Course Objective:**

The course Management & Market Research (MMR) is concerned with systematic gathering and analysis of information needed either to understand or to solve a managerial problem or a phenomenon. The objective of the course is to sensitize students with an appropriate research design, several research techniques, to enable them to conduct investigations within and outside their organizations. Further, the course helps to develop the approach, the skills and the attitudes required to specify, evaluate and utilize marketing information for better marketing decisions.

**Course Content:**

Nature and Scope of Business Research, Identification of Research problem, Research objective, **Marketing Research and application, Importance, how to do**, Marketing Research as an Investment Decision – Bayesian Approach **Interpretation, Role in Strategy** formulation, Identification of research problem, research objective, types of business research, research process, **Research designs:** Exploratory, descriptive, experimental and observational, planning and formulation of research projects. Research Brief: Statement of Research Problem, Review of Literature, Hypotheses Formulation. **Tools of research:** Preparation of questionnaire and schedules, measurement problem and scaling Techniques, Nominal, Ordinal, Interval, Ratio, Thurston Scale, Questionnaires using Item Analysis e.g. Likert Scale, collection of data: Primary and secondary data, Survey Design (including online survey) . Social Science Research, Participatory Rural Appraisal. Sampling, Sampling size and design. **Sampling:** Probabilistic & NP sampling, methods of drawing samples, concepts of different sampling methods Qualitative Vs Quantitative research methods, Qualitative techniques used in gathering raw primary data, Focus Group discussion, **Data Analysis:** Data entry, editing, coding, Data Tabulation,- (USE OF SPSS) Data Analysis Techniques–Crosstabs, Correlation, Goodness of fit, ANOVA- one way , two way, Demand Estimation, Qualitative forecasting techniques- Delphi Technique, Opinion Based method. Non-parametric tests : chi-square, Tukey Kramer, Kruskal Wallis, Wilcoxon signed rank test, ,Man-Whitney U test. Factor Analysis, Cluster Analysis, **Research Results:** Report preparation and presentation process, report format, report writing, guidelines for table and graph.

**Books & Reference:**

1. Debashis Pati ,Marketing Research , University Press
2. Paul E. Green, D. S. Tull& G. Albaum, Research for Marketing Decisions , PHI
3. Aker, Kumar &Dey, Marketing Research ,John Willy & Sons
4. Marketing Research by N. Malhotra, Pearson Education.
5. Cooper, Donald R and Pamela S Schindler, Business Research Methods, Tata McGraw-Hill
6. Graham Gibbs Analyzing Qualitative Data , , Sage Qualitative Research Kit.

**Paper V: FINANCIAL MANAGEMENT (FM)****Credit: 4****Course Objective:**

Developing skills for preparation and interpretation of business information apart from application of financial theory in investment decisions, with special emphasis on working capital management, Capital Budgeting and other concepts.

**Course Content:**

Introduction to Financial management, profit maximization, wealth maximization, Time Value of Money (TVM), compounding & discounting, Risk & Return trade off, measurement of risk, sources of finances: long term & short term. Valuation of Financial Instruments (Bonds, Debentures, Equity shares etc.), Financial investment decisions, Capital budgeting, Risk in capital budgeting, Sensitivity analysis, Decision tree analysis, Cost of capital, Financial and Operational Leverages, Dividend theory and policy. Inventory Management, Receivable and Cash Management, Working Capital Management (WCM). Practice session (Financial Modeling), Valuation methods, Venture Capital.

**Books & Reference:**

1. Financial Management: (I.M .Pandey) Vikas Publishing House Pvt . Ltd.
2. Financial Management : Prasanna Chandra, TMH
3. Fundamental of Financial Management, Brigham & Houston, Cengage
4. Financial Management, Srivastav, Misra, Oxford
5. Cases in Financial Management, Pandey, TMH

**Course Objective:**

The course is designed to acquaint the students with decision making in planning, scheduling and control of production and operation functions in both manufacturing and services. The facility layout decisions about a firms competitive priorities, process and capacity in to actual physical arrangements of people and equipment. Operational planning and productivity improvement in operations are the fundamental guidelines for decision maker in management. Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organization.. The facility layout decisions about a firms competitive priorities, process and capacity in to actual physical arrangements of people and equipment. Operational planning and productivity improvement in operations are the fundamental guidelines for decision maker in management. Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organization.

**Course Content:****Operations Management- An Introduction**

Primary topics in Operations Management, Operations Function, and Transformation process and Competitiveness.

**Operations Strategy**

Strategic Decisions in Operations, Strategy Deployment, and Vertical Integration, Service Operation, Service strategy, Manufacturing Strategy and Mass customization;

**Product Development and Service Design**

New Product design, Product life cycle, Process design, Process life cycle, Form design, Functional design, Production design, Concurrent design, Technological design and Service design process.

**Facilities Location & Layout Planning**

**Location** - Principles and Factors; Location Analysis techniques- Factor Rating, Centre of Gravity Technique, Brown & Gibson Model. **Layout** – Concept & Basic Principles, Process Layout (Block Diagramming, Relationship Diagram, Computerized Layout Solutions, Service Layout); Product Layout – Process Layout; Fixed Position Layout. Hybrid Layouts – Cellular, FMS (Flexible Manufacturing System)

**Project Management and Scheduling**

Project planning, , project control, project scheduling Models Project Network, Critical path Method (CPM), Programme Evaluation Review Technique( PERT) , Project crashing and Time cost Trade-Off; Objective of Scheduling, Sequencing, Gantt charts, Advanced Planning and Scheduling System.

Strategies for Managing Demand, Strategies for Managing Supply Production planning control, Aggregate planning costs and strategies. Gantt chart, Sequencing model. "n" jobs 1 machine, "n" jobs 2 machines, "n" jobs "m" machines

**Inventory Management**

Concept of inventory with independent demand: Inventory cost structure Deterministic inventory model - EOQ models, instantaneous receipt, Inventory model with discounts, delivery over a period of time, Periodic review and continuous review inventory model; Selective Inventory Control - ABC and VED.

### **Quality Management**

Concept of quality; Quality of design, Conformance & performance; Cost of poor process performance and quality. Statistical Quality Control - Process Control (X, R & P chart), Product control-acceptance sampling and OC curve. Concept of TQM.

### **Just in Time and Lean Production**

Basic element in JIT, Pull system, Push system, Kanban production control system , Benefits of JIT, Jit implementation in Learning Organization, JIT in Services.  
topics.

### **Books & Reference:**

- 1 Chase, Jacobs, Aquilano, Agarwal, - "Operations Management", TMH
- 2 Krajewski, Ritzman, Kansal, - "Operations Management", Pearson
- 3 Everette. Adam Jr., Ronald J. Ebert, - "Production and Operations Management", PHI
4. Roberta S. Russell & Bernard W. Taylor III, - "Operations Management", Pearson/ PHI
5. Aswathappa & Sridhar Bhat, - "Production and Operations Management", HPH
6. Gaither, Frazier- Operations Management

## **Paper VII: SOCIO-ETHICAL CONTEXT OF BUSINESS AND CORPORATE GOVERNANCE (SECG) Credit: 4**

### **Course Objective:**

- To bring conceptual clarity among students on social and ethical aspects of management
- To make them appreciate the cultural diversity, social control and gender issues
- To develop Societal Analysis Skills in students
- To foster ethical behavior in the future managers and infuse the spirit of corporate social responsibility in them.
- To make them aware of the corporate governance practices

### **Course Content:**

- I. **Understanding the Socio-ethical Context of Management:** Concepts: Society, Community, Social Groups ; Institutions & Institution Building Process; Role of Norms, Values & ethics; Culture: Concept, Regionalism, Multiculturalism, National culture, Culture and Communication, **Societal Analysis** Participation Analysis, Stakeholder Analysis, Social Capital Analysis, Social Risk Analysis; Human Rights and Gender Issues.
- II. **Ethical Perspective:** Sources, Types, Ethics and Law, Justification for Ethics; Theories of Ethics, Application of Theories & Ethical Principles in Business, Ethics of Consumer Protection, Environmental Ethics, Marketing Ethics, Ethical Issues in Human Resource Management , Corporate Ethics: Investors Rights, Privileges, Problems and Protection , Handmaid of Ethics: Corporate Social Responsibility , Globalization and Business Ethics
- III. **Corporate Governance:** An Overview , The Theory and Practice of Corporate Governance , Landmarks in the Emergence of Corporate , Board of Directors: A Powerful Instrument in Governance , Role, Duties and Responsibilities of Auditors , Monopoly, Competition and Corporate Governance , The Role of the Government in Ensuring ,

Corporate Governance , Corporate Governance in Developing and Transition Economies  
, Corporate Governance: The Indian Scenario

**Books & Reference:**

1. Ram Ahuja, Indian Social System
2. Ram Ahuja, Social Problems in India
3. Websites of UNDP and World Bank
4. Manuel G. Velasquez, Business Ethics, Pearson Education, 2007, New Delhi.
5. Laura P. Hartman, Business Ethics, Tata McGraw-Hill, New Delhi, 2004.
6. G.S.V. Murthy, Business Ethics, Himalaya Publishing House, Mumbai, 2007.
7. Ronald D Francis & Mukti Mishra, Business Ethics , Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2009
8. Corporate Governance: Principles, Policies and Practices by A.C. Fernando, Pearson Education, 2006
9. Corporate Governance, by Kenneth A Kim, John R. Nofsinger

**Paper VIII: LEGAL ENVIRONMENT FOR ENTERPRISE (LEE)**

**Credit: 2**

**Course Objective:**

To introduce the students to some of the most important laws of business, particularly in the areas of contract law, sale of goods, company law and legal frameworks for conducting business. To equip the students with the minimum legal framework for starting a business venture and running it successfully in conformity with legal parameters.

**Course Content:**

Introduction ;Scope and subject matter of Business Law, Source of laws; Law Of Contracts, Special Contracts, Partnership act, Sale of Goods Act(1930), Negotiable instruments act(1881),Companies Act(1956), Consumer Protection Act(1986), Information technology Act(2000)

**Books & Reference:**

1. S.S.Gulshan and G.K.Kapoor ; Business Law including Company Law.New Age International Publishers.
2. Mercantile law by N.D.Kapoor
3. Company law by Majumdar & Kapoor, Taxmann

## SEMESTER III

### Paper I: STRATEGY FORMULATION AND IMPLEMENTATION (SFI)

CREDIT: 4

#### Course Objective:

This course emphasizes to integrate the functional activities of the firm in planning corporate objectives and achieving operating results. It is designed to identify issues and problems of the firm as a whole, explore alternatives and make decisions which recognize the interrelationships of the functional specialties within the total organization. The course integrates knowledge and skills from previous core course work, and makes one to learn specific new ideas/information and new vocabulary for general management.

#### Course Content:

Introduction *What is Strategy? Evolution of Strategy Strategic Position SWOT Analysis, Porter's 5 forces; The Delta Model Strategic Capability Roots of Strategic Capability, Critical Success factors, Core competence ,Hyper competition Strategy Models Structure Conduct Performance, Porter's Value Chain ,Resource Based View, Delta Model; Strategic Choices: Business Strategy Theory of Competitive advantage, Approaches to Competitive advantage, Sustaining competitive advantage Strategic Choices: Corporate Strategy Portfolio view, Importance of diversification, Growth by Acquisition Strategic Structure Types of structure, Role of Structure Strategic Change Introduction to Strategic Change, Managing Change: A beginner's perspective International Strategy International Joint Ventures Strategic Thinking and beyond The process of Strategic Thinking, Contemporary Issues in Strategic Management*

#### Books & Reference:

1. Hill. C.W.L, & Jones. G.R., Strategic Management, Biztantra, New Delhi
2. Azhar,K. , Business Policy and strategic Management, Tata McGrawhill.
3. L.M.Prasad, Business Policy: Strategic Management, Sultan Chand & Sons
4. Den,G.G & Miller, A., Strategic Management, Mc GrawHill
5. Thomson, J.L, Strategic Management- Awareness and Change, International Thompson Business Press
6. Hitt, Ireland and Hoskisson, Strategic Management: Competitiveness and Globalization, Thomson

**Course Objective:**

To introduce course participants to the issues, problems and choices facing a sales manager To expose course participants to the tools and strategies necessary for designing, motivating and evaluating sales and distribution management systems. To introduce course participants to national and international sales and distribution practices.

**Course Content:**

**Introduction to Sales and Distribution Management** Evolution of Sales and Distribution Management, Emerging Trends in Sales and Distribution Management, Linking Sales and Distribution Management. **The Indian Distribution Environment** Key players involved in the distribution function, Comparison with developed markets like the USA. **Developing a Distribution Strategy;** Integrating Distribution channels with the company sales force, Developing channel objectives, designing the distribution channel, Use of alternate channels like Internet **Understanding Key Channel Institutions:** Types of Distributors, Wholesaling in India, Retailing in India **Managing the Distribution Channel:** Selecting and Appointing Channel Members, Conducting Appraisals of Channel Partners, Issues and methods in evaluating channel members, Strategies to maintain and enhance channel commitment, Managing conflict among channel members, **The Selling process and strategies:** The buying decision process, Buying situations and types of purchases, Sales and marketing issues and policies **Managing Sales Territories and Quotas:** Defining and designing sales territories, Assigning sales force to territories, **Organizing and Staffing the Sales Force:** Types of sales force organization structures, Deciding the size of the sales force, Specializations within the sales organization **Sales Force Motivation and Training:** The sales force training process, Motivating the training process, **Controlling the Sales Force:** Monitoring sales force expenses, Marketing and sales force audits

**Books & Reference:**

1. Venugopal, P. (2005). Marketing Channel Management: A Customer-Centric Approach. New Delhi: Response Books
2. Kapoor, R. (2005). Fundamentals of Sales Management. Delhi: Macmillan India
3. Still, R. R., Cundiff, E. W., & Govoni, N. A. P. (1988). Sales Management: Decisions, Strategies and Cases. (5th edition). New Delhi: Prentice-Hall of India
4. Panda, T. K. & Sahadev, S. S. (2005). Sales and Distribution Management. New Delhi: Oxford University Press
5. Havaladar, K. K. & Cavale, V. M. (2007). Sales and Distribution Management: Text and Cases. New Delhi: Tata-McGraw-Hill

### **Paper – III: PROJECT APPRAISAL & FINANCING (PAF)**

#### **Course Objective:**

This course 'Project Appraisal & Finance' has been designed to enable the students to acquire the skills necessary to prepare financial project & business plans.

#### **Course Content:**

**Basic Concepts:** Concept of a Project; categories of project; project life cycle phases; Role and responsibility of project managers; Facets of Project analysis , Project Planning and techniques Zero based project formulation. Project Appraisals and Procedure: Methods of Appraisal Technical, Commercial, Economic, Financial, Management appraisals, Project risk analysis Evaluation of project alternatives, Socio Cost Benefit Analysis and its approaches Project Estimation and Selection: Preparation of cost estimates, Investment criteria, Project selection models , PBP, ARR, NPV, PI, IRR, Means of Financing a Project; Project financing techniques and Process Tax Aspects in Project Finance; Role of Financial Institution in Project Finance Credit rating of projects, Preparation of financial statements using excel, Financing of projects, creation of SPVs

#### **Books & Reference:**

1. Projects by Prasanna Chandra, TMH
2. Project Management by K.Nagarajan, New Age International Publishers

### **Paper – IV: ORGANIZATION STRUCTURE & DESIGN (OSD)**

#### **Course Objective:**

This course aims to help the participants acquire a keener appreciation of organizations. The organization theorists invariably clarify to the new enthusiasts that organization theory is not a collection of facts and are not useful techniques. However this course helps us to appreciate organizations, more deeply and comprehensively than one otherwise would. This is largely based upon patterns and regularities in organization design and performance. History has time and again proven that the process of change is inevitable in the progress of mankind. The ability of the human race to innovate has brought about radical transformation of society. All the countries of the world are undergoing some kind of change which is especially true in the context of organizations. At the same time we do notice resistance to change due to its displacing effect overtime. As change in organization is inevitable, it's the primary responsibility of the managers to manage change towards development not deterioration. The purpose of this course is to learn to plan and implement change at the individual, group and organizational level. The course is designed to help the students to develop as potential change agents and organization development professionals. After completing the course

#### **Course Contents:**

Introduction, outline, overview: definition of organization, case analysis, Drucker's definition, organizations; what and why: transaction cost economics approach towards an incipient science of organization; systems approach; new developments; case analysis: assignment; structure and design; dimensions; determinants; configurations; determinant macro variables; size, technology, environment, evolution, culture, strategy and power, challenges to organizations and organizing ;

new IT, inside and outside organizations, globalization; hyper competition, predatory financial system, reacting people and communities.

Understanding Change: Types, Factors critical to change & Change Agents; Theories & Models of Change: Systems model of change, Lewin's force field analysis model, Continuous change process model; Forms of Organizational Change: Mergers and acquisitions, Turn around management, Process based change, Group based approaches; Leadership & change; Resistance to Change: Nature, types and sources & Minimizing resistance to change; Foundations of Organization Development; Organization development Process: Entering and contracting, Organization Diagnosis, Collection and analysis of diagnostic information, Designing Intervention; Organizational Transformation;

### **Books & Reference:**

1. Cummings, G.T. & Worley, G.C. (2005), *Organization Development & Change*, Thomson
2. Kotter, J.P. (1996), *Leading Change*, Boston: Harvard Business School Press
3. Harvey D & Brown D (1996), *An Experimental Approach to Organizational Development*, Prentice Hall
4. Beckhard, R (1969), *Organizational Development: Strategies & Models*, Addison-Wesley
5. Schein, E. (1988), *Process Consultations: Its Role in OD*, Addison-Wesley
6. Harigopal K. (2006), *Management of Organizational Change: Leveraging Transformation*, Response Books
7. Waddell, D.M., et al (2004), *Organizational Development and Change*, Thomson
8. Gallos John V. *Organization Development*, Jossey Bass
9. Burke W. (1982), *organizational Development: Principles and Practices*, Boston Little Brown
10. Toffler A. (1970), *Future Shock*, Random House
11. Peter M.S. (1990), *The Fifth Discipline: The Art & Practice of the Learning Organization*, Currency Doubleday
12. Organisation Theory by Stephen P. Robbins (PHI)

### **Paper – V: LOGISTICS AND SUPPLY CHAIN MANAGEMENT (LSCM)**

#### **Course Objective:**

This course is aimed at creating awareness on the desirability of supply chain management (SCM) concepts for the Indian Industry. The focus will be on integrated supply chain management systems. The integration of the physical (material flow) and virtual (information flow) value chain across multiple organizations will be highlighted. The emphasis will be on cross-functional approaches to supply chain management, including marketing, sales, research & development, finance and accounting, manufacturing/operations, and information technology. The participants will get a chance to rethink the way their organization integrates suppliers, production and distribution in the globally competitive economy.

#### **Course Content:**

##### ***Introduction to Supply Chain Management***

overview of supply chain management, objectives of a supply chain and the decision phases in a supply chain, the process views of a supply chain, nature and scope of supply chain management, model of supply chain management, “supply chain drivers” and the framework for the same. Importance of Logistics/supply chain management

##### ***Designing the Supply Chain Network***

Logistics/supply chain network design and its importance, steps involved in logistics/supply chain network design process, factors influencing network design decisions, “design of channel of distribution” and the considerations of channel design, “physical distribution management” and the tasks in physical distribution management, various modelling approaches to logistics/supply chain network design.

#### ***Demand Management and Customer Service***

Understand the meaning of demand management and customer service, performance measures for customer service, demand management process and the problems in demand management, basic approach to demand forecasting and the forecasting methods or techniques, how to establish a customer service strategy.

#### ***Order Processing and Information System***

“customer order cycle”, order management system and order management functions, components of a customer order cycle, elements of order processing, categories of order processing, how the ordering system can work using the internet (*i.e.*, E-commerce), major subsystems of the logistics information system, types of logistics information systems.

#### ***Location Strategy in a Supply Chain***

Need for long-range planning, major locational determinants, historical perspectives on location problems, single facility location problem as compared with multi-facility location problem, methods of evaluating location alternatives

#### ***Transportation Strategy in a Supply Chain***

Role of transportation in a supply chain, characteristics of transportation modes and carrier selection, transportation infrastructure available in the country, concepts of transportation economy and pricing, various transportation strategies employed by transportation managers.

#### ***Co-ordination and Information Technology in a Supply Chain***

“Bull-whip effect” in a supply chain, managerial levers to achieve coordination within a supply chain, role of information technology in a supply chain, customer relationship management (CRM) approach and the supplier relationship management (SRM) approach, various logistics/supply chain information technologies used.

#### ***Supply Chain Performance Management***

Dimensions of performance measures, measurement criteria used in supply chain management, major categories of performance metrics, performance measures for supply chain management, various types of performance measures, SCOR model and balanced score card method, Confidence limit

#### ***Current Issues in Supply Chain Management***

Strategic and competitive areas used by companies to their full advantage by implementing a supply chain management system, various supply chain strategies used by supply chain managers, characteristics of ‘virtual supply chains’, ‘continuous replenishment supply chains’, ‘lean supply chains’, ‘agile supply chains’, ‘green supply chains’ and ‘flexible supply chains’, characteristics of “World class supply chain management”, “World-class demand management” and ‘World-class logistics management’.

#### **Books & Reference:**

1. Supply Chain Management - K Shridhar Bhatt (Text)
2. Supply Chain Management - Chopra • Meindl
3. Supply Chain Management for competitive Advantages -Rangaraj

## **Paper VI: PROJECT MANAGEMENT**

### **Course Objective:**

*Project Management* is a fast-growing and increasingly 'professionalised' discipline with record numbers of practitioners now gaining the PRINCE qualification. The formal tools and techniques of project management are being applied in an ever-wider range of industries and organisations. As a mainstream skill, critical to business success, and under closer scrutiny for the benefits it delivers, it's important the students of today – and practitioners of tomorrow – can rely on a comprehensive and contemporary text to support their learning. *It* takes a decision-making, business-oriented approach to the management of projects, which is reinforced throughout the text with current examples of project management in action. And because understanding project management is central to operations in various industries, this text also addresses project management within the context of a variety of successful organizations, whether publicly held, private, or not-for-profit.

### **Course Content:**

Introduction: Why Project Management?, The Organizational Context: Strategy, Structure, and Culture, Project Selection and Portfolio Management, Leadership and the Project Manager, Scope Management, Project Team Building, Conflict, and Negotiation, Risk Management, Cost Estimation and Budgeting, Project Scheduling: Networks, Duration Estimation, and Critical Path, Project Scheduling: Lagging, Crashing, and Activity Networks, Critical Chain Project Scheduling, Resource Management, Project Evaluation and Control, Project Closeout and Termination

### **Books & Reference:**

Project Management : By [Jeffery Pinto](#)

Project Management : By [Harvey Maylor](#)

## SEMESTER IV ELECTIVE BASKET

### Electives From Marketing

#### **Paper – I: BOTTOM OF PYRAMID MARKETING (BoPM)**

##### **Course Objective:**

The course serves to familiarize participants with environment, challenges, opportunities, strategies and methodology for emerging markets. The aim would be to develop skill sets to cater to the rural Indian market.

##### **Course Content:**

**Introduction:** Fortune at the bottom of Pyramid- A Marketing perspective, Rural Marketing in the development paradigm, Rural India- a promising Market place, Rural Economy- A reality check, Issues and Challenges in marketing in rural India. **Understanding Rural Marketing environment:** Evolution of rural marketing, Rural market structure, Factors of market environment. **Consumer behavior of emerging market:** Factors affecting consumer behavior, Characteristic of rural consumer, Opinion leadership process, Consumer buying process. **BOP market research:** Planning the rural research, unique methods of data collection, sampling, Field procedures & locations of conducting research, Limitation of rural research. **STP of BOP market:** Issues in & basis of rural market segmentation, Targeting Selected Markets, The concept of Positioning, From positioning to differentiation. **Product strategy:** 4A of BOP marketing, Rural product categories, New product development, Branding in BOP markets, Fake brands, Product warranty & after sales services. **Pricing Strategy:** Pricing objectives, Factors of pricing, Pricing strategies, Market entry strategies. **Distribution strategy:** Challenges and dilemma, Evolution of rural distribution system, Channels involved, Behavior of the channel, Public distribution system (PDS), Cooperative societies, Prevalent distribution models (corporate). **Communication Strategy:** Challenges in rural communication, developing effective communication, Selecting communication channel, rural advertising, rural media, Folk media, Melas. **Innovations in rural markets:** Role of innovations in rural markets, Importance of ICT, ICT initiatives in rural markets, Emergence of organized retailing. **Future of BOP marketing:** Public private partnership, Focused marketing strategies, Innovative credit delivery system etc.

##### **Books & Reference:**

1. The Rural Marketing Book, Text and Practices- Pradeep Kashyap & Siddhartha Raut, 2006 Edition, Biztantra Publications.
2. The Fortune at the Bottom of the Pyramid – Dr. C K Prahalad, 2005 Edition, Wharton School Publishing.
3. Positioning: The Battle for Your Mind- Al Ries & Jack Trout, Warner Books USA
4. Marketing Management: A South Asian Perspective- Phillip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha, 13th Edition Pearson, Education Publication
5. Rural Marketing- Ramakrishnan.L, Krisnamacharyullu.C.S.G, Pearson Education.

## **Paper – II: SERVICES MARKETING (SM)**

### **Course Objective:**

The course sensitizes participants about the services environment, competition, methods, strategies and methodologies. The aim is to impart skill sets that are required to understand, survive and flourish in the field of services marketing.

### **Course Content:**

Origin, growth & classification of Services, the emergence of service economy; Nature of services, Goods & Services Marketing; Marketing challenges in Service business. Characteristics of Services. The service Encounter, The Service Consumer Behavior, Service Vision and Service Strategy, Service Delivery, Service Blueprint, Servicescape. Service quality and the dimensions of Services quality, Quality model (Gaps Model, SERVQUAL); Demand-Supply Management, Advertising, Branding and packaging of Services, Pricing of Services. Service Failure, Service Recovery, Customer Retention, Customer Relationship Management, Concepts of Marketing of Financial Services, Tourism Services, Health & Hospitality Services.

### **Books & Reference:**

1. Zeithalm, V.A.and Bitner, M.J., Services Marketing, New York, Mcgraw Hill
2. Lovelock, Writz, Chatterjee-Services Marketing, People, Technology , Strategy, Pearson Education, New Delhi
3. Hoffman, Services Marketing, Concept, Strategy & Cases, Cengage/Thomson
4. K.Ram Mohan Rao, Services Marketing, Pearson Education

## **Paper -III CONSUMER BEHAVIOR (CB)**

### **Course Objective:**

Understanding consumer behavior is a challenging & interesting experience, every marketer tries to know how consumers behave before, during and after purchasing any product or service. Insight gained from consumer behavior will lead the development of an effective marketing strategy that wins the heart & minds of today's discerning customer. The course will introduce course participants to the issues and models in consumer behavior help understand the diversity of the Indian market, the demographic & psychological differences that account for the same and how marketing strategies are crafted & executed based on a in depth understanding of Consumer Behavior.

### **Course Content:**

Nature and scope of consumer behavior, Consumer decision making: four view of consumer decision making-Economic man, Cognitive man, Emotional man, Passive man, Consumer Decision Process, Factors influencing consumer decision making process, Comprehensive models of consumer decision making : Nicosia Model, Howard –Sheth Model, Engel-Kollat- Blackwell model. Individual determinants of behavior: Personality, Perception, Attitudes (Structural models of attitudes: Tri-component attitude model, multi attribute model), learning and motivation. Group influence (the influence of culture & sub culture, Characteristics of culture) social class, reference group and family, Family life cycle (FLC), Lifestyle profiles of the social class (AIO & VALS), Consumer Psychographics: application of psychographic analysis, Opinion Leadership Process. Consumer Research, Diffusion of Innovations: The diffusion process, The adoption process, A profile of the consumer innovator, consumer behavior application for profit and non-profit organization. Post Purchase behavior.

### **Books & Reference:**

1. Leon G Schiffman & Leslie Lazar Kanuk : Consumer Behavior, Pearson PHI.
2. Loudon & Della Bitta, Consumer Behavior, TMH
3. Batra & Kazmi, Consumer Behavior, Excel Books.
4. Kurtz and Boone, Principles of Marketing, Thomson
5. Hawkins, Best & Concy, Consumer Behavior, TMH
6. Srivastava, Khandoi, Consumer Behavior, Galgotia Publication

## **Paper – IV: Product and Brand Management (P&BM)**

### **Course Objective:**

The course provides cutting edge knowledge about brand, branding & brand management. In the competitive marketing space building a brand, nurturing a brand and establishing a brand is very much important, the course intend to fulfil the purpose.

### **Course Content:**

Product;: Basic Concept, New Product Development Process, Research Technologies used in the Process, Research Techniques used in the process, Product Development Strategies: Idea Generation, Concept Testing, Concept Evaluation, Product Testing, Pre Test Marketing and Test Marketing, Launching Strategies for new products. Product Life Cycle Management, Product Portfolio Analysis and Management, Product Line and Mis-management, Industrial Products and Services, Consumer Products and Services (Durables FMCG).Branding, Concepts, Functions, Brand Decisions, Brand Positioning & Extensions, Brand hierarchy. Brand Leveraging Strategies, Brand Identity System, Brand Evaluation and Brand Equity, Building Strong Brands in Indian and International Contexts, Importance of Branding in terms of product success.

### **Books & Reference:**

1. Keller, Kevin, Strategic Brand Management, Pearson Education

## **Paper – V: INTEGRATED MARKETING COMMUNICATION (IMC)**

### **Course Objective:**

Brands are built by good advertising, a communication which not only connects with the target audience but work its way into the customer's heart and soul in creating a trial. Communication evaluation is measurement of results obtained due to communication i.e. Advertising, Public relation activities, Direct Marketing, Sales Promotion etc. All communication is done with distinctly defined objectives. Company invests a lot of Money in media and therefore, the ROI matters. Thus, through communication evaluation a firm tries to measure whether the objective has been achieved.

### **Course Content:**

Introduction to Media Management, ATL,BTL and TTL.Definition, objectives, Functions and Classifications of advertising, Advertising Agency: Functions & structure of Modern agency, functions of the advertising department and advertising manager, CAR (Client-Agency Relationship). Introduction to IMC Campaign, understanding the consumer in the 360 degree environment, communication mix, Creative strategy: Copy, message, advertising appeals. AIDA concept, TV Commercials, Radio Jingles, Print ads. Advertising Media, General and special characteristics of different media : Media planning, scheduling and evaluation, Measuring advertising effectiveness(DAGMAR), The rationale of testing: pretesting, concurrent testing & post testing, recall and recognition. Advertising budget: Approach and procedures for determining the size of the budget, Administration and control of budget, Regulation of Advertising: Self Regulation by advertising media(ASCI), Ethics & Social Responsibility in advertising, E-advertising. IMC Campaign: Vodafone launch in India-efficient execution of change, Surf excel Quick Wash Campaign- Social cause for marketing a detergent, International Case Studies on award winning IMC Campaigns, Coke in Argentina- Walking of Coca Cola side of life, BBC Asian Network, BBC iplayer launch, J&B Scotch Whisky's Nightology etc.

### **Books & Reference:**

1. Kazmi & Batra – Advertising and sales Promotion, Excel Books
2. Batra,Myers & Aaker – Advertising Management, PHI
3. Shah,Dsouza, Advertsing & Sales Promotion, TMH
4. Jefkins and Yadin; Advertising, Pear

## **Paper - VI : Business 2 Business Marketing( B2BM)**

### **Course Objective:**

Concepts are *ways of thinking* that help managers deal with issues they face. Participants will be exposed to a number of important B2B marketing concepts and be expected to use them in analyzing marketing issues and making marketing decisions.

### **Course Content:**

*Business Market Management: Guiding Principles*, Introduction to Industrial marketing management, differences between industrial and consumer marketing, various types of industrial products and services and their implications on industrial marketing, concept of value in industrial markets and guiding principles of industrial marketing, *Understanding Value; Market Sensing: Generating and Using Knowledge about the Marketplace*, Basic concepts of marketing intelligence and marketing research, concept of customer value management. *Understanding Firms as Customers; Understanding Purchasing Orientation and Purchase Decision Process* Purchasing Orientation and introduction to industrial buying behavior, purchasing objectives, purchasing activities, types of buying situations, the Buy grid framework, buying center and industrial buying behaviour models *Crafting Market Strategy; Formulating Market Strategy* Various value based strategies, Introduction to formulation and implementation of marketing strategies *Managing Market Offerings; Developing Flexible Market Offerings and Value Based Pricing* Flexible market offerings and the concept of value based pricing *New Offering Realization* New product development process and issues and challenges associated with new market offerings in industrial markets, *Business Channel Management; Configuring Channel Network* , Various issues involved in developing channel networks, *Acquiring Customers; Prospecting for New Customers and Gaining Initial Order* The process of identifying new customers and gaining initial order from the customer, various stages in the sales funnel and required market interventions at different stages, various sales techniques to gain initial order, *Sustaining Reseller Partnership; Working together with Resellers* Developing and maintaining relationship with resellers in B2B context, *Sustaining Customer Relationship; Selectively growing the Customer Relationships*, Identifying customers to develop relationship, various approaches for ensuring continuity and growth of relationship. Case Presentation and Viva Voce: *HP-Computer Systems Organizations: Selling to Enterprise Customers, Infosys Technologies Ltd.: Growing Share of a Customer's Business.*

### **Books & Reference:**

1. **Business Marketing Management- Understanding, Creating and Delivering Value** by James C. Anderson and James A. Narus, Prentice Hall, Second Edition

## **Paper-VII : RETAIL MANAGEMENT (RM)**

### **Course Objective:**

To learn the meaning of Retail and Retailing To provide emphasis on Retail Market Strategy and Consumerism To provide exposure to contemporary skills and practices in Retail Management To adopt the approaches, concepts, and theories to be more effective as a person and as a managerial leader.

### **Course Content:**

Introduction to Retail Management: Meaning of Retail and Retailing, Types of retailers, Retailing in India, Retail Market Strategy and Consumerism: Meaning of Retail Market Strategy, Rural Retailing, Consumerism and Ethics in Retailing. Research for Retailing: Purpose and Types of Research Methods, Retail Audits.Planning and Merchandise Management for Retail Outlets: Meaning of Merchandise Management, Sales Forecasting for Retailing, Buying Systems. Finance and Location Strategies for Retailing: 'Strategic Profit Model', Activity Based Costing (ABC), Retail Location Strategies. Location Selection and Human Resource Management: Retail Location Research and Techniques, Importance of Human Resource Management (HRM) in Retailing, Retail Organization Designs and Structures. Marketing Management and Related Issues in Retailing: Understanding Consumer Behavior, Stages in Buying Process, Role of Pricing in Retail Market, Pricing Strategies and Approaches Store Loyalty Management and Visual Merchandising Types of Customers, Meaning of Customer Loyalty, Variables influencing Store Loyalty, A Store Loyalty Model Retailing and Information Technology (IT) Support Systems Meaning of Information Technology and Its Growing Role in Retailing, Campaign Management, Benefits of Data Base Marketing, Applications of IT to Retailing, Limitations to the Web Applications Common Woes in Retailing Focus on Safety/Security at Retail Outlets, Handling of Inventory Shrinkages, Measures to Reduce Shoplifting, Importance of Data Security Brand and Mall Management Meaning of 'Franchising', Franchise Market, Franchising in India, Growth Potential, Brand Management, Managing Brand Equity and Brand Loyalty, Mall Management, Factors Affecting the Success of Malls.

### **Books & Reference:**

1. Gibson G. Vedamani, Retail Management, Jaico Publishing House, 2003.
2. David Gilbert, Retail Marketing Management, Pearson Education, India Reprint, 2003.
3. A.C.Nielson Asia Pacific Retail Shopper Trends 2004, Report.
4. David A. Aaker, V. Kumar, and George S. Day, Marketing Research, 6<sup>th</sup> edition, John Wiley & Sons, Singapore, 2001.
5. Levy, Micheal, Weitz, A. Barton, Retailing Management, Tata McGraw-Hill, Delhi, 2003
6. Daly L. John, Pricing for Profitability : Activity-Based Pricing for Competitive Advantage, John Wiley & Sons, New York, October, 2001.
7. Dr. Brassington, Frances, Dr. Pettitt Stephen, Principles of Marketing, Pitman Publishing, London 1997.
8. Sheth, N. Jagdish, Mittal, Banwari, Customer Behavior : A Marginal Perspective, 2<sup>nd</sup> Ed, Thomson South Western Learning, Singapore, 2003.
9. Robert East, Consumer Behavior, Great Britain, Prentice Hall, Europe, 1997.
10. Kochummen, Ann. Preethy, 'Perception V/s Reality can IT work wonders'? , Retail Biz, May, 2004.
11. Christopher Martin, Marketing Logistics, Butterworth. Heinemann Oxford, 1997.
12. Merlin Stone, Neil Woodcock, Liz MachTynger, The Art of Marketing, Customer Relationship Marketing, Vol. 8, Crest Publishing House, New Delhi, 2001.

## **Elective from Finance:**

### **Paper-I: Options, Futures and Swaps**

#### **Course Objective:**

To understand and appreciate the most widely used tools and products of financial derivatives so as to allocate and hedge against the risk arising due to the movement of market factors.

#### **Course Content:**

Introduction, evolution, features, types of derivatives, basic financial derivatives, OTC products, exchanged traded products, traders in derivatives market, factors contributing to growth of derivatives market, derivative market in India. Forward contracts, futures contracts, margining system, collateralization, operators in future market, trading mechanism, hedging concepts: long, short, cross. American options, European options, uses of options: hedging, arbitraging, speculation; determinants of option pricing, Black-Scholes option pricing model, binomial option pricing model, Basics Swaps, plain vanilla Interest Rate swap, currency swap, Commodity swap etc, application of financial derivatives.

#### **Books & Reference:**

1. J.C. Hull, Options, Futures & other Derivatives, Pearson
2. S.L Gupta, Financial Derivatives: Theory, concepts and problems, PHI
3. Marshall & Bansal: Financial Engineering, a complete guide to financial innovations, PHI.
4. David A. Dufresne and Thomas W. Miller, J.R Derivatives: Valuation and Risk management, Oxford.

### **Paper -II: International Finance & markets**

**Course Objective :** The aim of this course is to develop an understanding of topics in international finance, viewed primarily from the perspective of managers doing business overseas, namely the management of foreign exchange exposure, multinational investment decisions with regard to fixed interest securities, equity markets, interest rates and exchange rates, international risk diversification and global asset allocation structures. It also involves the understanding of the macroeconomic environment governing international business.

**Course Contents:** Features of International Finance – A brief history of Money and Finance, The European Monetary System (EMS) and European Monetary Union (EMU), Global Financial Markets, The Foreign Exchange Markets, Foreign Exchange Risk Management, Multinational Financial Management (Investing overseas), International Financial Reporting and Analysis, currency strengths and fund flow, global financial systems

### **Paper-III: Commercial Banking & ALM**

**Course Objective:**

This course is designed to give a comprehensive overview of commercial banking. We will follow a composite balance sheet approach to understand the functioning of a Bank. Apart from the good understanding of the balance sheet dynamics of a commercial bank, this course will provide a thorough treatment of the emerging trends in Indian Banking especially Banking sector reforms, Basel-II, ALM

**Course Content:**

An Overview of the Banking Industry and Regulations ;Functions and Forms of Banking, Indian Banking System & Reserve Bank of India , The Bank Regulatory Environment, Evaluating Bank Performance ; Asset-Liability Management ; Bank Valuation, An Overview of Asset/Liability Management (ALM) , Techniques of Asset/Liability Management: Futures, Options, and Swaps. Investment, Lending, and Liquidity Management; Investment Management, Credit Evaluation Process ,Commercial, Real Estate, and Industrial Lending ,Liquidity Management. Capital, Liability, and Off-Balance Sheet Management; Capital Management , Liabilities Management ,Off-Balance Sheet Activities. Domestic and International Financial Services; Indian Financial Institutions ,Securities, Investment and Insurance Services.

**Books & Reference:**

1. Banking Theory and Practice by K.C. Shekhar & Lekshmy Shekar : Vikas Publishing House (p) Ltd., 9th Edition 2007.
2. Management of Banking and Financial Services by Justin Paul & Padmalatha Suresh : published by Pearson Education – 2008
3. “Trend and Progress of Banking in India-2008” and other Reports / Periodicals/Journals published by Reserve Bank of India /Others.

**Paper IV: Insurance & Risk Management****Course Objective:**

The insurance sector has some a full circle during last 25 years. From private to the public regime and back to private regime has indeed been a long, arduous road for insurance sector. Though insurance sector as such has not been privatized and only some private players have been allowed to operate in this sector, last couple of years has witnessed tremendous growth, mainly propelled by the private players. It is felt that during the current financial melt down the insurance sector may be the only financial sector which is expected to be least affected by the ensuing recession and may in fact provide some stability to the financial activities. Resultantly the sector promises to reduce the ill effects of recession by ensuring employment at normal levels. This course primarily tries to capture the essence of insurance as a system of transfer of risk by the business enterprise / individual to insurance set up as a mechanism of transfer of risk and resultant financial stability.

**Course Content:**

Risk Management & Insurance , Risk Management for Property Risks , Management of the risk of dying too early, Managing the Risk of Living Too Long, Life & Health Actuarial Principles

**Paper – V: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT****Course Objective:**

For the purpose of investment management, financial assets can be grouped into major asset classes: Equities, Fixed Income Securities, and Derivatives, Alternative Investments (Real Estate, Venture Capital, Private Equities, and International Investments etc.). The objective of the course is to help in structured thinking about how surplus capital is invested to generate adequate return (risk adjusted) by investing in equity markets.

**Course Contents:**

The course would provide understanding of theoretical concepts in the field of investment management and how these theories applied in real life. Students would learn how to use the concepts they have already learned in Accounting, Financial Management, and Macroeconomics courses in investment management.

We will cover the following topics in the course: asset allocation, portfolio optimization, asset pricing, portfolio management, market efficiency and market-microstructure theory, portfolio performance measurement, valuation of stocks, and equity research.

**Reference books:**

1. Bodie, Kane, Marcus, Mohanty: Investments (TMH)
2. Alexander, Sharpe, Bailey: Investments

Elton, Grubber: Investments (Wiley)

## **Paper -VI : Working Capital Management.(WCM)**

### **Course Objective:**

Management must be concerned with proper financial structure and funds must be raised judiciously. Short-term or current assets constitute a part of the asset-investment decision and require diligent review. This course is aimed at making the students more conversant with the discipline of Finance and provides a strong conceptual foundation on which to build the future financial decisions and activities.

### **Course Content:**

Working capital overview, Operating cycle approach, Working capital policies, Assessment of working capital requirement, operating cycle, cash cycle, financing policies, Estimation of working capital, working capital leverage, Analysis of the components of working capital, Ratios related to WC & application. Management of cash, managing the cash flow, managing float, cash concentration, cash flow analysis, cash flow gap, Cash flow forecasting- Cash Budgeting(using MS Excel), Short term investments/ short term sources of financing, Management of liquidity, Statement of changes in financial position, optimum cash balance – Baumol model, Beranek model, Miller-Orr model, Stone Model. Management of receivables, goal and function of account receivable management, NPV approach/ Capital Budgeting approach, Change in credit policy, Discount policy, Inventory management- Components of inventory, EOQ, Costs, Discount model, multiproduct model, ABC, VED, Fixed order system, Periodic order system, JIT. Management of payables- Trade credit, stretching accounts payable, cash discount, disbursement float management, Financing of working capital, Managing credit risk, Credit Risk Analysis, credit risk assessment. Cash budgeting on Excel to plan strategies.

### **Books & Reference:**

1. Working Capital Management by V. K. Bhalla, Anmol Publications.
2. Working Capital Management by Hrisikesh Bhattacharya, Prentice Hall of India
3. Working Capital Management and Control by Satish B. Mathur, New Age International.

## **Electives From Operations Management**

### **Paper I : TQM AND SIX SIGMA (TSS)**

#### **Course Objective:**

Total Quality Management has ushered in a new philosophy into management thinking for successful running of organizations. It emphasizes organizations focus towards the customer and towards meeting their needs and aspirations. It focuses on bringing about continuous improvement in all its activities through involvement and empowerment of its employees, to understand the Total Quality Management concept and principles and the various tools available to achieve Total Quality Management, to understand the statistical approach for quality control, to create an awareness about the ISO and QS certification process and its need for the industries.

#### **Course Content:**

Quality Concepts , Quality Gurus, The Philosophy of Total Quality Management , Leadership and Strategic Planning , TQM Kitemarks  
Statistical Concepts in Quality Management, Quality Improvement Tools , Kaizen—Continuous Improvement , Breakthrough , Improvement , Benchmarking , Total Productive Maintainance , Customer-driven Quality , TQM in Services , Quality Management System , Quality Audit Design for six sigma. Major processes used in design for six sigma in technology and product development, use of critical parameter management in design for six sigma in technology and product development.

#### **Books & Reference:**

1. Total Quality Management, 2/e by Poornima M Charantimath
2. Total Quality Management, 2/e by Tapan Bose
3. Design for Six Sigma in Technology and Product Development by Clyde M. Creveling, Jeffrey Lee Slots, David Antis

## **Paper II : BUSINESS PROCESS REENGINEERING AND SIMULATIONS (BPRS)**

### **Course Objective:**

Progressive organizations are observed with improvement, not only "continuous improvement" but also "break-through-improvement" which is achieved through business process reengineering. It is about innovating and changing the way work is done and the way people work together to get it done. Total Quality Management and Business Process Reengineering are two approaches that complement each other having the same focus-"customer satisfaction"

### **Course Content:**

Business Process Reengineering ? An overview , Business Process Reengineering and kaizen , Break- Through Improvement and Innovation , Business Process Reengineering- Concepts and Techniques , Relationship Between BPRE and TQM, Implementation of BPRE , Organising for BPRE, Problems in BPRE, Change Management in BPRE , Reinventing the Organisation

### **Books & Reference:**

Business Process Reengineering By R. Srinivasan TMH

Business Process Reengineering By JAYARAMAN, M.S. NATARAJAN, GANESH ANGARAMANUJAN, A.V TMH

Business Process Reengineering By Mr.K.Shridhara Bhat

### **Paper III : SERVICE OPERATIONS MANAGEMENT (SOM)**

#### **Course Objective:**

Service Operations management is set within the wider business context, recognising the impact of other management functions and covering wider issues, such as organisational culture and design, people issues, and customer relationships. It Includes issues service management issues on different types of organizations, such as: the Internet, public and voluntary sectors, mass transport services, professional services, retailers, internet services, tourism and hospitality.

#### **Course Content:**

The Role of Services in an Economy , The Nature of Services, Service Strategy, New Service Development, Technology in Services, Service Quality, The Service Encounter, The Supporting Facility, Service Facility Location, Managing Service Projects, Forecasting Demand for Services, Managing Capacity and Demand, Managing Waiting Lines, Capacity Planning and Queuing Models, Managing Service Supply Relationships, Managing Facilitating Goods, Growth and Globalization of Services

#### **Books & Reference:**

Service Operations Management By Robert Johnston, Graham Clark

## **Paper – IV: ENTERPRISE RESOURCE PLANNING (ERP)**

### **Course Objective:**

To familiarize participants with conceptual model of ERP and its evolution over a period of time; to be exposed to various world-class practices and their practical implications, and provide generalized understanding of the core logic of ERP culture; To understand the current ERP market scenario and strategies played by ERP vendors globally, especially in the Indian context.

### **Course Content:**

Introduction to ERP; ERP Concept, Conceptual Model of ERP, The Evolution of ERP, The Cost of ERP The Best Practices in ERP; The Concept of Best Practice, Style of Manufacturing, Supply Chain Management, Resource Management. Demand Management, Organization Structure and elements, Risks / Benefits of ERP. Business Engineering and ERP along with Business-Modelling for ERP; Business Engineering, Significance of Business Engineering, Principles of Business Engineering, BPR, ERP and IT, Business Engineering with Information Technology, ERP and Management Concerns, Building the Business Model.ERP Vendor Analysis; Introduction about ERP vendors, Industry Solutions with ERP Products like SAP, Oracle, PeopleSoft, Baan, J.D.Edwards. Functional Modules in ERP; Manufacturing, Distribution and Financial Requirements, Item Control Module in ERP, BoM Module of ERP, Financial Accounting Module in ERP, Materials Requirement Planning (MRP) Module in ERP, Purchase Control Module in ERP. ERP Implementation; An overview, Role of Consultants, Vendors and users, Customization & Precautions, ERP: Post-implementation Options, ERP Implementation Methodology, Guidelines for ERP Implementation.ERP and the Competitive Advantage; An Overview, ERP and the Competitive Strategy, Problems.Marketing of ERP; An overview, Market Dynamics and Competitive strategy, Current Market Scenario, The Indian Scenario. ERP and E-Commerce; Definition of E-Commerce, Evolution of E-Commerce, Growth factors of E-Commerce, Integration of E-Commerce with ERP, ERP, Internet and WWW, ERP to ERP II – Bringing ERP to the Entire Enterprise. Comparative study of Essar Steel with Jindal Steel with respect to their ERP Models.

### **Books & Reference:**

1. Rahul V Altekar, P. (2008). Enterprise Resource Planning, Theory and Practice. Prentice Hall of India
2. Vinod Kumar Garg, N K Venkitakrishnan. (2003). Enterprise Resource Planning, Concepts and Practice. Second Edition, PHI.
3. Ashim Raj Singla. Enterprise Resource Planning. Cengage Learning
4. Alexis Leon. (2008). ERP Demystified. New Delhi: Tata-McGraw-Hill
5. Jagan Nathan Vaman. ERP in Practice: ERP strategies for steering organizational competence and competitive advantage. New Delhi: Tata-McGraw-Hill
6. SAP SD Black Book by Wiley Publications
7. Simha R Magal, Jeffrey Word (2009). Essentials of Business Processes and Information Systems. Wiley Publications

## **Electives From Rural Management**

### **Paper I: DEVELOPMENT PARADIGM (DP)**

#### **Course Objective:**

This course will introduce to the participants the concepts, theories and approaches to development in various development paradigms. The course will explore the contemporary relevance of theories, concepts and approaches that shapes the current development process.

#### **Course Content:**

Understanding the concept, meaning of development-growth vs development; objectives and goals of development; Development paradigms-a brief discussion on development models under various paradigms- Classical and neoclassical growth theories: Adam Smith; David Ricardo; John Mynard Keynes, Harrod - Domar; Rosentine Rodan, Rostows, Schumacher, Gunnar Myrdal; Structuralist padigm: Lewis( Dual Economy), Prebish (Centre periphery theory), Marxist and neo Marxist: Rossa Luxemburg; Gandhian Model, Amartya Sen and Williamson The emergence of Human Development paradigms- participation, equity, gender and sustainability; Measuring Development: Discussion on various indicators and measures of development GDP, PCI, Life expectancy, IMR, Literacy, PQLI, HDI, GDI, GEM etc ; Participatory Development-Defining and interpreting participation, Pros and cons of participation-Participatory development and participation in development-Principles and approaches-Obstacles to people's participation-Promoting participatory development-Institutional Mechanism-Attitudes and Behaviours for participation; Gender and development- engendering development process-women in development – women and development; gender mainstreaming-women empowerment, Sustainable development.

#### **Books & Reference:**

1. Todaro, Michael. Development Economics
2. UNDP. Human Development Reports:
3. Schumacher. Small is beautiful
4. Amartya, Sen. Development as Freedom
5. Gunnar Myrdal. Asian Drama

## **Paper II: RURAL ENVIRONMENT AND PUBLIC POLICIES [REPP]**

### **Course Objective:**

Rural environment is subject to rapid changes over the years. These changes are influenced by several policy initiatives. The course will provide an in-depth understanding of the current rural environment and the factors influencing the current situation with emphasis on poverty, employment/unemployment, migration, growth and globalization etc. The course will also discuss the public policy process and how public policies and institutions are responding to various changes in rural environment.

### **Course Content:**

Understanding rural environment- village economy-changing visions of village and village republic- Mapping the development context of rural India- Natural/Human resource; Dynamics of rural environment-political and economic environment, Rural social/ economic issues- poverty-unemployment/employment- migration; Changing forces- Economic development and globalization- trade- liberalization and international policies; Fundamentals of public policies and policy process; public policy process in India; Planning and budgetary process- Decentralization and governance; New policy mechanism- institutional economics- public private partnership; Review of public policies and policy analysis.

### **Books & Reference:**

1. Thomas Dye, Understanding Public Policy
2. Uma Kapila. Understanding the Problems of Indian economy
3. Chambers, R. Ideas for Development.
4. Chambers, R. Rural development: Putting the Last First.

## **Paper – III: GLOBALIZATION AND DEVELOPMENT (G&D)**

### **Course Objective:**

The course will adopt a global perspective in addressing interrelationship between Globalization and Rural Economy focusing on India as well as the broader global context. Issues covered include the impact of Globalization on rural poverty, agriculture, rural industry, trade. The course will also explore the social dynamics of Globalization.

### **Course Content:**

Understanding the concept and meaning of globalization, de-globalization and re-globalization  
Impact of globalization on rural poverty and inequality: UN's approach to globalization, FAO, World Food Programme , International Development Goals (IDGs), Millennium Development Goals (MDGs), Globalization and its impact on agriculture and subsidiary occupation: Crisis facing Indian Agriculture High input costs, seeds, fertilizer, pesticides, low price of output, credit facilities, Farmer's suicide, Private investment in agriculture, Role of MNCs, WTO Agreement: Doha Development Round, Sanitary and Phytosanitary Measures (SPS), Plant Variety Protection and Farmer's Right Bill Globalization and rural industry: Impact on unorganized sector, farmers, artisans, unskilled labour, workers and women. Failure of trickle down effect, Globalization and trade: EXIM Policy, Impact of globalization on culture: Growth of cross cultural contracts, Multiculturalism, Media impact, Social: Globalization with a human face (rural community), Development of NGO Organizations

### **Books & Reference:**

1. Soumyen Sikdar , CONTEMPORARY ISSUES IN GLOBALIZATION, An Introduction to Theory and Policy in India,.
2. Kenichi Ohmae. The Next Global Stage- Challenges and Opportunities in our Borderless world,
3. Pamela S. Chasek , The Global Environment in the Twenty-first Century,
4. Thomas L. Friedman, The world is Flat, Penguin.
5. Alvin and Heidi Toffler; Revolutionary Wealth, Knopf.

## **Paper – IV: Sustainable Development and Agriculture (SD&A)**

### **Course Objective:**

About 75% people are living in rural areas and are still dependent on Agriculture and 43% of India's geographical area is used for agricultural activity but its contribution to GDP is 2.3% still its continues to pay a major role in Indian economy by engaging most of the skilled and unskilled labor force. The agriculture sector is shifting towards more organized and mechanized farming while organizations have shown interest and started procuring produce at the farm gate and this innovative supply chain management changed the game rules. This course will provide on the complexity and the multiple facets of the Indian agriculture & sustainability concept It will also sensitize for technological, socio-economic and environmental aspects and inter-linkages for future concepts of human living

### **Course Content:**

Sustainable development and its impact on Agriculture (Population trends, Food production and Food security & Climate change), Introduction, changing Agricultural scenario in India, opportunities for Agriculture industry and small scale enterprises, Indian agriculture facts and figures and it's world position. Indian Agriculture: Basic Issues, Indian monsoons & Climatic zones in India, Agriculture Cooperative Institutions, Improving Rural Credits, Research, Education & Extension in agriculture, Human Resources Development in agriculture, Trade & Export Promotion, Land Reforms & Different kind of soils. Mile Stones in Agricultural Development: Green Revolution (1968), Ever-Green Revolution (1996), Blue Revolution (water, fish), White Revolution (Milk) Yellow Revolution (flower, edible), Bio-Technology Revolution. ICT Revolution. Difference between Agriculture production process and industrial production, Challenges in Agriculture inputs marketing in India (Fertilizers, pesticides and tractor), Future trends in Agriculture ( Large farming, Biotechnology, Technology, Extension and Concern for food quality).

### **Books & Reference:**

1. The Triple Bottom Line -Andrew W.Savitz
2. ANGRAU vyvasaya panchangam
3. Sir N. Stern, Economics of Climate Change (Cambridge, 2006)
4. The club of Rome-“The Limits of the growth” D. Meadows et al., Thomas

## **Electives From Human Resource Management**

### **Paper – I : TRAINING AND DEVELOPMENT (T&D)**

#### **Course Objective:**

Productivity, employee satisfaction, Increasing market competitiveness, managing customer expectation, skill obsolescence as a result of rapid technological change, diverse demographic profile of the workforce are perennial issues and always remain at the helm of organizational affairs. In the arduous journey of becoming good to great, companies adopt practices such as TQM, reengineering, restructuring and for implementing such practices the role of training is increasingly becoming a major strategic issue. The course will enable a comprehensive understanding of training as a strategic stimulator of organization performance.

#### **Course Content:**

Training and development an overview; Training objective and significance in organizations, Knowledge, skills and attitudes, Acquiring Competencies via training route. Learning and motivation; General concept of learning, The motivation to learn, a socio-psychological conundrum. Training need assessment; The rationale of conducting a TNA, When to conduct TNA. The process of conducting TNA. A three stage approach. Training design; The importance of setting objectives. Facilitation of Learning : Focus on Trainee. Facilitation of learning : Focus on Training design. Facilitation of Transfer : Focus on Training. Facilitation of Transfer : Focus on Organizational Intervention. Design outcomes. Design theories Gagne –Briggs Theory; Training methodology On the Job training , Off the job Training Methodology. Supervisory Training, Executive Development Training development and implementation. Training Innovations; Emerging Training technologies. Computer based Training and E.Learning. Training Evaluations. Training for the unorganized sectors.

#### **Books & Reference:**

1. Blanchard,P.Thacker,J.W. (2007)Effective training Systems, strategies and Practices (3<sup>rd</sup> Edition) PHI New Delhi.
2. Goldstein and Ford, (2007) Training in Organization(4<sup>th</sup> Edition) Cenage Learning, New Delhi.
3. Lynton, R. Pareekh Udai (2005) Training and development Sage publications, New Delhi.
4. Mello,J.(2001) Strategic Human Resource Management, Cenage Learning ,New Delhi.
5. Agochiya,D (2007) Every Trainers Handbook, Sage, New Delhi.

## **Paper – II: LEGAL FRAMEWORK FOR HRM (LFH)**

### **Course Objective:**

The course objective is to expose the students to the industrial relations and labour laws with thrust on welfare, wages, industrial relations and social security laws. Further, an attempt will be made to expose the students in select laws relating to unorganized sector. Knowledge of law is highly essential as minimum compliance of Law will be expected from HR managers. It becomes imperative for handling unions and meeting the statutory compliances. The Course shall emphasize on the institutional framework for protection of labour rights (including collective bargaining, trade unions, and dispute settlement mechanisms), foundational concepts like industry, workmen and industrial dispute and the key substantive rights guaranteed to the organised sector workers in India

### **Course Content:**

Foundation, Principles and Classification of Labour Legislation, Protective Legislations such as The Factories Act, 1948; The Contract Labour (Abolition and Regulation) Act, 1970, Regulative Legislations such as the Industrial Disputes Act, 1947; The Trade Unions Act 1926: The Industrial Employment (Standing Orders) Act, 1946. Wage Laws such as the Payment of Wages Act, 1936; Payment of Bonus Act, 1965; Social Security Legislations such as the Workmen's Compensation Act, 1923; The Employees' State Insurance Act, 1948; The Employees' Provident Fund and Miscellaneous Provisions Act, 1952; The Maternity Benefit Act, 1961; The Payment of Gratuity Act, 1972, Unorganized Sector Laws such as, The Minimum Wages Act, 1948 (for sweated industries); Unorganized Sector Bill, 2005

### **Books & Reference:**

1. Taxman's Labour Laws, New Delhi, Taxman Allied Services Ltd, 2003
2. P.R.N.Sinha et al; Industrial Relations, Trade Unions, and Labour Legislation; Pearson Education; Delhi, 2006; chapters 15 to 29.
3. P.K.Padhi; Labour and Industrial Laws; Prentice Hall of India Ltd, Delhi, 2007
4. Abdul Majid, Legal Protection to Unorganized Labour, Deep & Deep Publications Ltd, Delhi, 2000
5. C.S.Venkataratnam; Industrial Relations; Oxford University Press, Delhi, 2006. Chapters 17 & 25.

## **Paper –III : COMPENSATION AND REWARD MANAGEMENT (C&RM)**

### **Course Objective:**

Compensating employees represents a critical human resource management practice, and without a sound compensation system companies would not be able to attract and retain the best qualified employees. Looking from a global perspective, Labor costs affect organization competitiveness to a great extent. And compensation systems can promote companies competitive advantage when properly aligned with strategic goals. The purpose of this course is to provide students a solid understanding of the art of compensation practice and its role in promoting companies' competitive advantages.

### **Course Content:**

Compensation and Rewards: Concepts and Issues. Contextual Changes and the New Pay Systems. Theories of Wages, Reward Systems – The Behavioral Dimension, Macro level Compensation policies, Micro level Compensation Policies, Wage Determination – Principles and Practices. Wage Structure – Components and Contours. Wage Differentials – Inter-Sector, Inter-Industry, and Spatial . Internal Wage Differentials–Job Evaluation, Grade Structure and Broad- banding, Incentive Schemes – Payment by Results, Profit Sharing and Co-partnership, Employee Benefits and Services. Performance Linked Compensation. The Managerial Remuneration. The Retirement Compensation. Social Security Compensation. Compensation for Downsizing. International Compensation Practices.

### **Books & Reference:**

1. Milkovich & Newman; COMPENSATION; Tata Mcgraw Hill;2005
2. T.N.Chabra & Savita Rastogi; COMPENSATION MANAGEMENT; Sun India Publications, 2007
3. B.D.Singh, COMPENSATION AND REWARD MANAGEMENT; Excel Books, 2007
4. Subhasheesh Bhattacharya; COMPENSATION MANAGEMENT, Icfai University Press, 2007
5. Duncan Brown; REWARD STRATEGIES- FROM INTENT TO IMPACT, Encyclopedia of HRD; Jaico Publishing House, 2004

## **Paper –IV : PERFORMANCE MANAGEMENT & APPRAISAL (PMA)**

### **Course Objective:**

The objective of this course is to develop a generic understanding of the various human resource management systems and processes in place which coordinates and facilitates the strategic as well as day-to-day operations of the organization. The course aims to provide the students with a firm grasp of the building blocks of HRM and also looks to provide a strong platform to the students for undertaking HR policy formulation and implementation, irrespective of the fact whether the students work in the HR domain or in non-HR sectors.

### **Course Content:**

This course addresses the topic of performance management, a continuous process of identifying, measuring and developing the performance of individuals and teams and aligning performance with the strategic goals of the organisation.

The field of Human Resource Development is one that is being increasingly recognized and accepted as one of the most vital contributors to total organizational growth and effectiveness. Performance Management is one important area of HRD that is a key tool to transform people's talent and motivation into a strategic organisational advantage. In addition, performance management is an integral part of all organisational units and not the domain of the HR function only. Consequently, a good understanding of this area would enable a manager to help in developing and maintaining the dynamism and vitality of the organization.

## **Paper – V: HUMAN RESOURCE DEVELOPMENT (HRD)**

### **Course Objective:**

HRD is assuming significance in management education, as human resource is the winning bet for corporate as well as the countries. In recent years it has assumed significance in terms of human development index published by United Nations comparing the achievements of the member countries on certain basic parameters like health, education, unemployment etc. The HRD at macro level has been conceived as embodiment of State policy in the areas of population planning, health and educational development, sports and culture, labour market conditioning, and employment. In India, the Central Government has started a Ministry of HRD since mid 1980s. The micro level HRD, more organization specific, attempts to integrate the HRM practices with organizational development and effectiveness. As managers in the making, the students shall know the intricacies of all these forms of HRD, so as to make the best use of the human talent with which they would seek success. This paper is designed to cater to this purpose.

### **Course Content:**

HRD Concept and Contours: Human Development Perspective, Macro National Perspective and Micro Organizational Perspective; Approaches to HRD: Human Capital Approach; Social Psychological Approach, Poverty Alleviation; The World Development Context; The UN Plan; Human Development Indices and comparative country profiles; Macro level Strategic Interventions in HRD

Sectors and Target (Groups –I: Population Planning; and Health; Groups –II: Basic, Adult, Technical, Vocational and Higher Education; Groups –III: Science & Technology, Environment; Groups –IV: Empowerment of women; Entrepreneurial Skills for the poor and Unemployed); Macro Level Strategic Interventions in HRD Sectors and Target; Strategic Interventions in HRD Sectors and Target; Process interventions For HRD (Level I: Using NGOs; Decentralization and Enhancing Participation; Level II : Mobilizing Resources and Enhancing Coordination; Level III :Professionalizing Government; Government Policies); Integrated HRD systems at organizational(micro) level- The HRD matrix; Planning for HRD-Need Analysis; HRD climate in Organizations-OCTAPACE; Performance oriented HRD- Appraisal to management to development; Performance Counseling and monitoring; Training strategies in HRD; HRD – OD interface; Institution Building and Self Renewal systems in organizations; HRD experiences in Indian Organizations.

### **Books & Reference:**

1. Udai Pareek and T.V.Rao; “Designing and Managing Human Resource Systems”; Oxford & IBH Publishing Co, New Delhi
2. T.V.Rao; “Readings in Human Resource Development”; Oxford & IBH Publishing Co.
3. T.V.Rao; “Human Resource Development- Experiences, Interventions and Strategies”; SAGE Publications.
4. Jon M.Werner & Randy L.DeSimone; “Human Resource Development- Foundation, Framework, Application” South-Western Cengage Learning, USA; 2006
5. Udai Pareek;”Training Instruments in HRD & OD”; Tata McGraw Hill Publishing Co Ltd, New Delhi.
6. Parminder Kaur; “Human Resource Development for Rural Development” Anmol Publications Pvt. Ltd; New Delhi; 1996

### **Paper – VI: ORGANIZATION CHANGE AND DEVELOPMENT (OCD)**

#### **Course Objective:**

It is often said that change is the only reality, rest is subject to change. History has time and again proven that the process of change is inevitable in the progress of mankind. The ability of the human race to innovate has brought about radical transformation of society. All the countries of the world are undergoing some kind of change which is especially true in the context of organizations. At the same time we do notice resist to change due to its displacing effect overtime. As change in organization is inevitable, it's the primary responsibility of the managers to manage change towards development not deterioration. The purpose of this course is to learn to plan and implement change at the individual, group and organizational level. The course is designed to help the students to develop as potential change agents and organization development professionals. After completing the course

#### **Course Content:**

Introduction: Understanding Organizations and approaches; Understanding Change: Types, Factors critical to change & Change Agents; Theories & Models of Change: Systems model of change, Lewin's force field analysis model, Continuous change process model; Forms of Organizational Change: Mergers and acquisitions, Turn around management, Process based change, Group based

approaches; Leadership & change; Resistance to Change: Nature, types and sources & Minimizing resistance to change; Foundations of Organization Development; Organization development Process: Entering and contracting, Organization Diagnosis, Collection and analysis of diagnostic information, Designing Intervention; Organizational Transformation;

### **Books & Reference:**

13. Cummings, G.T. & Worley, G.C. (2005), *Organization Development & Change*, Thomson
14. Kotter, J.P. (1996), *Leading Change*, Boston: Harvard Business School Press
15. Harvey D & Brown D (1996), *An Experimental Approach to Organizational Development*, Prentice Hall
16. Beckhard, R (1969), *Organizational Development: Strategies & Models*, Addison-Wesley
17. Schein, E. (1988), *Process Consultations: Its Role in OD*, Addison-Wesley
18. Harigopal K. (2006), *Management of Organizational Change: Leveraging Transformation*, Response Books
19. Waddell, D.M., et al (2004), *Organizational Development and Change*, Thomson
20. Gallos John V. *Organization Development*, Jossey Bass
21. Burke W. (1982), *organizational Development: Principles and Practices*, Boston Little Brown
22. Toffler A. (1970), *Future Shock*, Random House
23. Peter M.S. (1990), *The Fifth Discipline: The Art & Practice of the Learning Organization*, Currency Doubleday

### **Paper – VII: INTERNATIONAL HUMAN RESOURCE MANAGEMENT (IHRM)**

#### **Course Objective:**

The current economic climate as a result of globalization forcing many companies to see transfrontier operations as a logical, even unavoidable step in developing their own competitive potential. Cross-border operations require not only students understand a sound strategy, but also the people and the organization that can implement it. In this context, the course is designed to help the students understand the consequences of the internationalization and human resource management and to make the students acquainted with internationalization process and complexity associated with unstructured, often paradoxical circumstances and events for organizations to operate effectively.

#### **Course Content:**

Introduction: principles and problems of internationalization, the trend, the theories/models of international trade, social consequences, the process for the personnel and organizational policies of international companies; The strategic decision making process within multinationals: theories and models of organizational structure and HRM policy in multinational operations; Differences between countries in the area of personnel and organizational policy: theoretical models explaining national differences in human resource management; problems which a human resource manager might encounter in international organization: assembling international managers, preparation of expatriating managers for assignment abroad, International staff flow policy, international reward policy, gender perspective; multiculturalism and diversity management. Personnel policies to tackle the issues of industrial democracy and industrial relations in an international context.

**Books & Reference:**

1. Harzing A. & Ruysseveldt J.V., *International Human Resource Management*, Sage Publications Ltd., London, 1995.
2. Dowling, Welch, Schuler., *International Human Resource Management: Managing People in the Multinational context* - 4th. Edition - 2004  
International Thomson Publishing

## SEMESTER– IV : DOMAIN SPECIALIZATION

<b>Sl. No</b>	<b>Rural Development Management Workshop Themes</b>	<b>Credits</b>
1	Rural living	2
2	Rural Development programs	2
3	Rural Livelihoods Promotion and Management	2
4	Tools for Participation	2
5	Development Internship	2
6	Social Entrepreneurship Lab (SE-Lab)	2
7	Value Chains and Enterprise development	2
8	Gender mainstreaming for development	2
9	Project management for Development sector	2
10	Decentralization and Governance	2
		20 Credits

SEMESTER- IV : DOMAIN SPECIALIZATION

<b>Sl No</b>	<b>Financial Services Workshop Themes</b>	<b>Credits</b>
1	Retail Banking -1( Different Accounts, Fixed Deposits, Recurring Deposits, Cheque Processing, Loans, Debit & Credit cards)	2
2	Treasury Management & Forex.	2
3	Retail Banking-2 (Banking & Technology, Others)	2
4	Share Trading	2
5	Insurance.	2
6	Credit Rating	2
7	Data Analytics ( Financial statement analysis, Sensitivity analysis, Portfolio analysis)	2
8	Mutual Fund & Risk Management	2
9	Customer Relationship Management	2
10	Microfinance	2

## Enterprise Resource Planning

**Credits:** 20 (3 credits each for ERP-BPI & ERP-GBI rest 14 credits on Niche segments)

### Course Objective:

- ✓ To make the students understand the Optimization and Innovative Operations of ERP
- ✓ To familiarize students how to manage enterprise-wide knowledge transfer and communication
- ✓ The ERP Domain helps the students develop skills and experience in practical management and application of technology.

**Note:** A participant after completing BPI & GBI can switch to their specific area of concentration. The following content is with respect to SAP-SD.

### CONTENT:

#### Module-1: Introduction to SAP Sales and Distribution

SAP Basics, Organizational and Master Data

#### Module-2: Sales Documents

Item Proposals, Basic Sales Order Cycles, Sales Document Types, The Assignment of Sales Areas to Sales Documents, Overview of a Sales Document, Copy Control, Sales Document "Order" Types, Special Sales Document Types, Contracts in SAP SD, Scheduling Agreements, Bill of Materials (BoMs)

#### Module-3: Deliveries and Invoicing

Condition Technique, Material Determination or Product Selection, Material Listing and Exclusion, Materials Requirement Planning, Availability Check, Delivery Document Types, Delivery Item Categories, Shipping Point Determination, Delivery Process, Invoice and Billing Processes, Rebate Agreements

#### Module-4: Basic Functions

The Condition Technique as Used In Pricing, Pricing, Pricing Procedure Determination, Define Pricing by Item Category, Price-Relevant Master Data, Tax Determination, Tax/VAT Registration Number Determination in Sales and Billing Documents, Plants Abroad, Partner Determination, Customer Hierarchies, Product Hierarchies, Credit Management, Decentralized Sales Processing with Central Financial Accounting, Blocking Customers, Factory Calendars

#### Module-5: Cross Functionality

Online Service System (OSS), Logistics Information System (LIS), Statistics Currencies, Batch Inputs

### Evaluation Component

Each module will be completed either in 2/3 workshops along with BPI & GBI and marking is done on a continuous evaluation process.

### Reference:

- ✓ SAP SD Black Book by Wiley Publications
- ✓ Simha R Magal, Jeffrey Word (2009). Essentials of Business Processes and Information Systems. Wiley Publications

<b>Sl No</b>	<b>Business Analytics Workshop Themes</b>	<b>Credits</b>
1	Basic Financial Accounting, Financial Statement Analysis	2 Credits
2	Business Context & MIS	2 Credits
3	Principles of Data Analysis, Basic Statistics	2 Credits
4	Software Tools in Analytics (SPSS, SAS, MS Access, MS Excel, Minitab)	2 Credits
5	Market Research and exposure to research designs and data analysis	2 Credits
6	Econometrics	2
7-8	Techniques: Optimization, Statistical Modeling, Financial Modeling, Advanced Statistical Techniques, Dash-boarding, Data mining	4 Credits
9-10	Domain specific Analytics: Web Analytics, Risk Analytics, Financial Analytics, Sales & Marketing Analytics, Market Research, Customer Analytics, Health & Life Science Analytics	4 Credits