

# SECOND YEAR SYLLABUS FOR MBA PROGRAMME

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**INSTITUTE OF BUSINESS & COMPUTER STUDIES**  
**Faculty of Management**  
**SIKSHA 'O' ANUSANDHAN UNIVERSITY, BHUBANESWAR**  
**ORISSA, INDIA**  
**2011-2012 (2010-12 Batch)**

## Course Structure

### Trimester-IV

<b>Code</b>	<b>Subject</b>	<b>Credit</b>	<b>L</b>	<b>T</b>	<b>P</b>
MSC 422	<b>Strategic Management</b>	3	3	0	0
Major Electives	<b>Three Papers each from any two specialization group</b>	18	18	0	0
<b>Total</b>		<b>21</b>	<b>21</b>	<b>0</b>	<b>0</b>

### Trimester-V

<b>Code</b>	<b>Subject</b>	<b>Credit</b>	<b>L</b>	<b>T</b>	<b>P</b>
MSC 523	<b>Business Law</b>	3	3	0	0
Major Electives	<b>Three Papers each from the same two specialization group as opted in Trimester-IV</b>	18	18	0	0
<b>Total</b>		<b>21</b>	<b>21</b>	<b>0</b>	<b>0</b>

### Trimester-VI

<b>Code</b>	<b>Subject</b>	<b>Credit</b>	<b>L</b>	<b>T</b>	<b>P</b>
MSC 627	<b>Dissertation</b>	12	0	0	12
<b>Total</b>		<b>12</b>			
<b>2<sup>nd</sup> yr Grand Credit Total ( 21+ 21+ 12)</b>		<b>54</b>			
<b>Grand Credit Total (66+54)</b>		<b>120</b>			

## **SPECIALISATION GROUPS**

### **Financial Management**

#### **Trimester-IV**

MSF 401	Investment Management
MSF 402	Financial Market and services
MSF 403	Project Planning & Management
MSF 404	Corporate Financial Reporting & Earnings Management
MSF 405	Behavioral Finance
MSF 406	Commercial Bank Management

#### **Trimester-V**

MSF 507	Financial Derivatives
MSF 508	International Finance
MSF 509	Mergers & Acquisitions and Corporate Restructuring
MSF 510	Financial Engineering
MSF 511	Corporate Tax Planning
MSF 512	Risk & Insurance Management

### **Marketing Management**

#### **Trimester-IV**

MSM 401	Consumer Behaviour
MSM 402	Integrated Marketing Communication
MSM 403	Service Marketing
MSM 504	Marketing Research
MSM 405	Business-to-Business Marketing
MSM 406	Pharmaceutical Marketing

#### **Trimester-V**

MSM 507	Sales & Distribution Management
MSM 508	International Marketing
MSM 509	Product and Brand Management
MSM 510	Customer Relationship Management
MSM 511	Retail Management
MSM 512	Marketing of Financial Service

## **Human Resource Management**

### **Trimester-IV**

MSH 401	Human Resource Planning
MSH 402	Labour Laws
MSH 403	Industrial Relation
MSH 404	International Human Resource Management
MSH 405	Organizational Change and Leadership Development
MSH 406	Corporate Social Responsibility

### **Trimester-V**

MSH 507	Performance Management
MSH 508	Strategic Human Resource Management
MSH 509	Compensation Management
MSH 510	Human Resource Information Systems
MSH 511	Emotional Intelligence and Creativity
MSH 512	People Management & Ethics

## **System & IT**

### **Trimester-IV**

MSS 401	Data base Management System
MSS 402	Enterprise Resource Planning and Management
MSS 403	Information Systems Analysis & Design
MSS 404	Information, Communication, Technology & Development
MSS 405	IT Enabled Services
MSS 406	Cyber Law

### **Trimester-V**

MSS 507	Business Intelligence & Data Mining
MSS 508	E-Commerce
MSS 509	Software Engineer and Project Management
MSS 510	Enterprise JAVA Application Development
MSS 511	Object Oriented Programing using JAVA
MSS 512	Technology Management

## MSC-422 STRATEGIC MANAGEMENT

**Objective:** This course aims to develop strategic skills of management graduate. The methods of formulation of strategy and its implementation by corporate houses are covered in the syllabus.

### Module-I (6 Hrs)

A Conceptual Framework of Strategic Management Course- Its objective, Scope and Recent Trends : Strategic Intent Vision, Mission, Objectives and Goals. Balance Score Card-Concepts and Practices.

### Module-II (8 Hrs)

SWOT Analysis: Environmental Analysis and Corporate Appraisals, Preparation of ETOP and SAP. Industry and Competitor Analysis, Organizational Analysis and Competitive advantage.

### Module-III (10 Hrs)

Designing Strategic Alternatives : Stability, Growth and Retrenchment Strategies. Expansion, Diversification, Vertical Integration, Merger / Acquisition and Takeover Strategies, Joint Venture, Strategic alliance, Turnaround, Divestment and Divestment Liquidation Strategies. Strategic choice using BCG, GE, Hoffer Analysis and Directorial Policy Matrix Models.

### Module-IV (6 Hrs)

Strategy Implementation : Structural, Functional and Behavioral implementation; McKinsey 7 S Framework and Change Management. Strategic Evaluation and Control.

### Suggested Readings:

1. Kazmi Azahar-Strategic Management and Business Policy, Tata McGraw Hill.
2. Prasad L.M. – Business Policy and Strategy, Sultan Chand & Sons
3. Porter M, Competitive Strategy, Free Press
4. Porter M, Competitive Advantage, Free Press
5. Porter M, Competitive Advantages of Nation, Mcmillan
6. Wheelen, Thomas L and Hunger David J, strategic management and business policy, Pearson.
7. Hamel G. and Prahalad C.K., Competing for future, HBS Press Hiit. M.I. and Ho Skinssan, R.E. Strategic Management, Thompson Asia
8. Gupta, gollakota and srinivasan; Business Policy and strategic management, PHI.

## **MSC- 523: BUSINESS LAW**

**Course Objective:** To offer students a first hand exposure to the legal aspects of business, so as to enable them to face the real-life world with a positive mind-set.

### **Module - I (9 Hours)**

#### **Contract Act:**

Offer and Acceptance, Consideration, Free consent, Legality of object and consideration, Performance and Discharge of contract, quasi contract, Contract of Agency.

### **Module - II (9 Hours)**

#### **Sale of Goods Act:**

Sale and Agreement to sell, Conditions and Warrantees, Transfer of property, Finder of goods. Performance of contract of sale, Rights of an unpaid seller, auction sale. Intellectual Property Rights – Introduction, Patents, Copyright and Trademark Protection

### **Module -III (6 Hours)**

#### **Foreign Exchange Management Act:**

Objects, Definition, Regulation and Management of Foreign Exchange, Authorized Person, Contraventions and Penalties. Competition Act 2002: Definition, Prohibition and regulation of combinations, Duties, Powers and Functions of Competition Commission, Penalties

### **Module -IV (6 Hours)**

#### **Indian Company Law:**

Objectives, Classification and Formation of Companies, Memorandum and Articles of Association, Prospectus Company Administration, Doctrine of Indoor management, Prospectus, Winding up of Companies.

### **Suggested Readings:**

1. Kuchhal M.C., Business Law, Vikas Publishing House Pvt. Ltd
2. Gulson. S.S., Mercantile Law, Excel Books.
3. Kapoor N.D., Business Law, Sultan Chand & Sons
4. Pathak A., Legal Aspects of Business, Tata-McGraw Hill Co. Ltd
5. Bulchandani, Business Law for Management, Himalaya Publishing House
6. Pillai and Bhagabati, Business Law, S.Chand & Co.
7. Ryder Rodney D, Intellectual Property Law-Concept to Commercialisation, Macmillan
8. Rao Palle Krishna, WTO Text & Cases, PSG, Excel Books.

# Financial Management

## Trimester -IV

### MSF-401 INVESTMENT MANAGEMENT

#### Course Objectives:

Investors today have a lot more opportunity to invest intelligently than did previous generations. Tremendous progress has been made in both the theory and practice of investment management. An understanding of the science of market equilibrium and portfolio theory will serve as a powerful tool to reach the cutting edge for successful investing.

#### Module – I (7 Hrs)

##### Concept of Investment:

Investment Environment; Securities Trading Mechanism; Concept of Index; Risk and Return of Securities; Sources of Risk and Risk Premiums; Real versus Nominal Return.

#### Module – II (10 Hrs)

##### Portfolio Theory:

Risk and Return of Portfolio; Markowitz's Model & Single Index Model; Selection of Optimal Portfolio; Bond Portfolio Management; Portfolio Performance Evaluation; Portfolio Revision.

#### Module – III (6 Hrs)

##### Security Analysis:

Fundamental Analysis: Economic Analysis, Industry Analysis and Company Analysis; Technical analysis: The Dow theory, Predicting market movement, Predicting the individual stock movement.

#### Module – IV (7 Hrs)

##### Asset Pricing & Market Efficiency:

Asset Pricing Theories: CAPM, APT; Efficient Market Hypothesis: Weak Form and Random Walk, Semi-strong Form and Strong Form; Empirical Testing of EMH; Market Anomalies.

#### Suggested Readings:

1. Fisher, D. E. and Jordan, R. J., Security Analysis and Portfolio Management, Pearson Publication, New Delhi, 2009.
2. Alexander, G. J., Sharpe, W. F. and Bailey, J. V., Fundamentals of Investment, Pearson Publication, New Delhi, 2007.
3. Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Publication, New Delhi, 2009.
4. Avadhani, V. A., Investment Management, Himalaya Publication, Mumbai, 2007.
5. Kevin, S., Security Analysis and Portfolio Management, PHI Publication, New Delhi, 2009.

## **MSF-402 FINANCIAL MARKETS & SERVICES**

**Course Objectives:** The financial sector in India is developing tremendously. Due to this, financial markets have been increasingly influenced in recent times by financial products and instruments. This course will help the students to cope up with changing financial scenario.

### **Module – I (7 Hrs)**

#### **Financial System & Money Market:**

Introduction to Indian Financial System: Concept and Characteristics. Money Market and Capital Market: Importance, Objectives; Money Market Instruments: Call Money, Commercial Papers, Certificate of Deposits, Treasury Bills; Commercial Bills, GILT-edged Securities.

### **Module – II (8 Hrs)**

#### **Mutual Fund and Credit Rating:**

Mutual Funds: Genesis; Classification; Advantages; Management of Mutual Funds in India; Functions of AMC; Performance Evaluation of Mutual Funds, Money Market Mutual Funds. Credit rating: Credit Rating in India; Benefits; Credit Rating Agencies; Rating Methodology; Credit Rating Symbols.

### **Module – III (7 Hrs)**

#### **Merchant Banking and Venture Capital:**

Merchant Banking: Importance; Role and Functions; Categories; Regulatory Framework. Venture Capital: Meaning; Stages of Venture Capital Financing; Criteria for Analyzing Venture Capital Proposals; Styles of Venture Financing; SEBI guidelines; Venture Capital Funds in India.

### **Module – IV (8 Hrs)**

#### **Leasing and Hire purchasing:**

Lease financing: Concept and Classification; Significance and Limitations; Financial Evaluation of Leasing. Hire Purchasing: Conceptual Framework; Financial Evaluation of Hire Purchase; Lease financing Vs. Hire Purchase Financing. Consumer finance: Meaning; Types; Sources; Demand for Consumer Finance; Consumer Finance Practice in India.

### **Suggested Readings:**

1. Saunders, A. and Cornett, M. M., Financial Markets and Institutions, Tata McGraw-Hill Publication, New Delhi, 2007.
2. Guruswamy, S., Financial Institutions and Markets, Tata McGraw-Hill Publication, New Delhi, 2009.
3. Madura, J., Financial Institutions and Markets, Thomson Publication, New Delhi, 2007.
4. Gordon, E. and Natarajan, K., Financial Markets and Services, Himalaya Publication, Mumbai, 2009.
5. Bhole, L. M. and Mahakud, J., Financial Institutions and Markets, Tata McGraw-Hill Publication, New Delhi, 2009.
6. Avadhani, V. A., Marketing of Financial Services, Himalaya Publication, Mumbai, 2008.

## **MSF-403 PROJECT PLANNING & MANAGEMENT**

**Course Objectives:** Successful new ventures for economic development and growth do not just happen. They are the result of right environment, planning, effort and innovation. This paper attempts to discuss the entire area of project management and control.

### **Module – I (6 Hrs)**

#### **Introductory Ideas:**

Project: Meaning, Types, Characteristics, Life Cycle. Project Ideas: Generation of Ideas; Monitoring Environment; Tools for Identifying Investment Opportunities; Scouting for Ideas; Project Screening; Project Rating Index.

### **Module – II (7 Hrs)**

#### **Project Appraisal:**

Technical Appraisal, Marketing Appraisal, Environmental Appraisal, Economic Appraisal, SCBA: Little-Mirrlees & UNIDO approach; Preparation of DPR.

### **Module – III (10 Hrs)**

#### **Financial Estimations & Projections:**

Project Cost; Sources of Finance; Projection of Financial Statements; Project Selection Techniques: PBP, ARR, NPV, IRR, BCR; Project Risk Analysis: Sensitivity Analysis, Break-even Analysis, Monte-Carlo Simulation, Decision Tree Analysis.

### **Module – IV (7 Hrs)**

#### **Implementation, Control and Review:**

Project Organizations: Types; Project Planning and Control; Network Techniques: PERT, CPM, Crashing. Post-Completion Audits, Abandonment Analysis.

### **Suggested Readings:**

1. Chandra, P., Projects, Tata McGraw-Hill Publication, New Delhi, 2009.
2. Singh, N., Project Management and Control, Himalaya Publication, Mumbai, 2007.
3. Ghattas, R. G. and McKee, S. L., Practical Project Management, Pearson Publication, New Delhi, 2001.
4. Desai, V., Project Management, Himalaya Publication, Mumbai, 1997.
5. Nagarajan, K., Project Management, New Age Publication, New Delhi, 2010.

## **MSF-404 CORPORATE FINANCIAL REPORTING & EARNINGS MANAGEMENT**

**Course Objectives:** This paper aims at providing the students with an insight and to gain ability to analyze financial statements including consolidated financial statements of group companies and financial reports of various types of entities, to gain ability to apply valuation principles, to familiarize with recent developments in the area of financial reporting and to gain ability to solve financial reporting and valuation cases.

### **Module -I (8 Hrs)**

#### **Basic Concepts:**

Accounting Standards, Accounting Standards Interpretations and Guidance Notes on various accounting aspects issued by the ICAI and their applications, Overview of International Accounting Standards (IAS)/International Financial Reporting Standards (IFRS), Significant difference vis-a-vis Indian Accounting Standards, Understanding of US GAAP, Applications of IFRS and US GAAP, Corporate Financial Reporting - Issues and problems with special reference to published financial statements, Introduction to consolidation of financial statement

### **Module -II (8 Hrs)**

#### **Valuation:**

Concept of Valuation, Valuation of Tangible Fixed Assets, Valuation of Intangibles including Brand Valuation and Valuation of Goodwill, Valuation of Liabilities, Valuation of Shares, Valuation of Business

### **Module-III (7 Hrs)**

#### **Reporting:**

Accounting and Reporting of Financial Instruments- Meaning, recognition, de-recognition and offset, compound financial instruments Measurement of financial instruments, Hedge accounting, Financial Reporting by Mutual funds, Non-banking finance companies, Merchant bankers, Stock and commodity market intermediaries.

### **Module -IV (7 Hrs)**

#### **Developments in Financial Reporting:**

Value Added Statement, Economic Value Added statement, Market Value Added, Shareholders' Value Added, Human Resource Reporting, Inflation Accounting, social responsibility accounting, Human resources accounting, Environmental accounting.

### **Suggested Readings:**

1. Lawrence Revsine, Daniel Collins, W. Bruce Johnson, Financial Reporting and Analysis, Pearson
2. Tim Sutton, Corporate Financial Accounting and Reporting 2nd Edition

3. Jawaharlal, Corporate Financial Reporting, Taxmann
4. Rawat. D. S, Students Guide to Accounting Standards, TAXMANN

## **MSF-405 BEHAVIORAL FINANCE**

**Course Objectives:** To identify the behavioral factors that systematically influence financial markets and corporations and to determine the properties and characteristics of empirical data pointing to the presence of behavioral phenomena.

### **Module – I (7 Hrs)**

#### **Behavioral factors and financial markets:**

Empirical data that challenges the Efficient Markets Hypothesis; Fundamental information and financial markets; Information available for market participants and market efficiency; Market predictability; Asset management and behavioral factors; Fundamental information, technical analysis, and behavioral factors; Case Analysis

### **Module – II (8 Hrs)**

#### **External factors and investor behavior:**

Weather, emotions, and financial markets: sunshine, geomagnetic activity. Mechanisms of the external factor influence on risk perception and attitudes. Statistical methodology for capturing the effects of external influence onto stock market returns. Emotional content of news articles and their correlation with market dynamics. Social trends and market dynamics: music, fashion, demographics; Case Analysis

### **Module – III (8 Hrs)**

#### **Human preferences, rationality, and market efficiency:**

Decision-making under risk and uncertainty; Expected utility as a basis for decision-making; Evolution of theories based on expected utility concept; Decision-making in historical perspective; Rationality from an economics and evolutionary perspective; Investor rationality and market efficiency; Empirical data that questions market efficiency; Case Analysis

### **Module – IV (7 Hrs)**

#### **Information perception and inter-temporal choice:**

Cognitive information perception. Peculiarities (biases) of quantitative and numerical information perception. Weber law. Subjective probability. Representativeness, anchoring, asymmetric perception of gains and losses, framing and other behavioral effects. Why exponential discounting does not describe human economic behavior. Discount factors for short and long horizons. Experimental measurement of the discount factor. Hyperbolic discounting; Case Analysis

### **Suggested Readings:**

1. Baker, Malcolm and Wurgler, Jeffrey, Market Timing and Capital Structure, Journal of Finance, 2002,
2. Shefrin, Hersh, Understanding Behavioral Finance and the Psychology of Investing, Harvard Business School Press, 2000.
3. Shefrin, Hersh, Beyond Greed and Fear, Harvard Business School Press, 2000.

4. Rau P.R., Patel, A., Osobov, I., Khorana, A., Cooper, M.J., The Game of the Name: Value Changes Accompanying Dot.com Additions and Deletions, 2001.
5. Marshall John F & Bansal Vipul K, Financial Engineering, PHI, New Delhi, 2010
6. Neftci Salih N., Principles of Financial Engineering, Academic Press, ELSEVIER, London, 2010

## **MSF-406 COMMERCIAL BANK MANAGEMENT**

**Course Objectives:** The course is designed to make students realize the opportunities brought about by the dramatic changes that have occurred in the past decade in the banking industry, to understand the risk associated by the unique position that banks hold as a recipient of funds, and how to effectively manage them.

### **Module- I (07 Hrs)**

#### **Commercial Bank & Economic Development**

Economic Development; Role of Banks, Evolution of Commercial Banking; Banking Systems: Branch, Unit, Retail, Wholesale, Universal; Basle Committee in banking supervision, Recent trends of banking in Indian Scenario.

### **Module- II (08 Hrs)**

#### **Efficiency of Banking System**

Assets and Liabilities of Banks; Functions of Bank Capital; Capital Adequacy; Inter Bank Borrowings; CRR & SLR; Investment in Government and other Securities; Types of deposits; NPAs and its Resolution; Appraisal of Internal Performance.

### **Module-III (08 Hrs)**

#### **Risk Management**

Overall Risks; Interest Sensitive Areas; RBI Guidelines; Management of Interest Rate Risk, Liquidity Risk, Credit Risk, Foreign Currency Risk; Off-Balance Sheet exposure and its management.

### **Module- IV (07 Hrs)**

#### **Loan Policy and Money Management Services**

Principles of Sound Lending; Secured and Unsecured Advances, Modes of Charging Security; E-Banking, Bancassurance, Letter of Credit, Guarantees.

### **Suggested Readings:**

1. Varshney, P.N., Banking Law & Practice, Sultan Chand & Sons Publication, New Delhi, 2007.
2. Gordon, E. and Natarajan, K., Banking Theory, Law & Practice, Himalaya Publication, Mumbai, 2009.
3. Machiraju, H.R., Modern Commercial Banking, New Age International Publication, New Delhi 2008
4. Srivastava, P.K., Banking Theory & Practice, Himalaya Publication, Mumbai, 2009.

## Trimester -V

### MSF-507 FINANCIAL DERIVATIVES

**Course Objective:** To introduce the students to the principles of pricing and hedging derivative instruments (futures, forwards, options and swaps), and their use in treasury and portfolio risk management.

#### Module - I (8 Hrs)

##### **Introduction to Financial Derivatives:**

Definition of financial derivatives, Features, Types of derivatives, Basic financial derivatives, History of derivatives markets, Uses of derivatives, Traders in derivatives market, Factors contributing to the growth of derivatives, Financial derivatives market in India. Features of Forward contract, Classification of Forward Contracts, Valuation of Forward contracts.

#### Module – II (8 Hrs)

##### **Financial Futures Market:**

Introduction to Financial futures: Features of financial future contracts, Types of financial futures, contracts, Evolution of financial futures market in India, Operators / Traders in future market, Functions of futures market, Future market trading mechanism, Theories of future prices, Forward prices Vs Future prices. Hedging concepts: Long Hedge, Short Hedge, Cross Hedge, Computation of optimal Hedge ratio, Hedge effectiveness, Tailing the hedge, Rolling the hedge.

#### Module – III (8 Hrs)

##### **Financial Options Market:**

Introduction to financial Options: Concept, Types, Distinction between option and futures contract, Option valuation: Determinants of option pricing, Binomial option pricing model, Black-Scholes Option pricing model, Trading with options, Hedging with options.

#### Module – IV (6 Hrs)

##### **Financial Swaps & Interest Rate Derivatives:**

Financial swaps: Introductory concepts, nature, evolution, features, types of swaps, uses of swap, valuation of swap contracts Interest rate derivatives: Forward Rate agreements, Interest rate futures, interest rate options, Interest rate swaps.

#### **Suggested Readings:**

1. Hull, John C., Options Futures and other Derivatives, PHI Publication, 2010.
2. Dubofsky, David A., Derivatives valuation and risk Management, Oxford University Press, 2010.
3. Watsham, Terry J., Futures and options in risk Management, Cengage Publication, 2010.
4. Varma, Jayanth Rama, Derivatives and risk Management, TMH Publication, 2010.
5. Kumar, S.S.S., Financial Derivatives, PHI Publication, 2010.

6. Gupta, S.L., Financial Derivatives, PHI Publication, 2010.
7. Mishra, Vishnupriya, Financial Derivatives, Excel Publication, 2010.

## **MSF-508 INTERNATIONAL FINANCE**

**Course Objectives:** To equip the students with the complete information of international financial markets as well as the foreign exchange markets and also provide them with analytical tools to make sound business decision in present competitive global scenario.

### **Module – I (8 Hrs)**

#### **International Financial & Monetary Environment:**

International Financial Management –An Overview: Nature of International financial Functions and the scope of IFM, Factors leading to fast strides in international finance functions, IFM and Domestic Financial Management Exchange Rate Mechanism-Direct and Indirect Quote, American term & European term, Two –way Quote, Bid & Ask rate, Spot rate& Forward rate, Forward premium & Forward discount, Appreciation & Depreciation of currency, Swap points, Cross Exchange rates, Nominal & Real Exchange rates, Effective exchange Rate.

### **Module – II (6 Hrs)**

#### **Theories of Exchange Rate Behaviour:**

Traditional Theories: Purchasing power parity theory, Interest rate parity theory, Fisher effect, International fisher effect, Pure expectation theory Modern Theories: Balance of payment theory, Asset –market model (monetary approach, portfolio balance approach)

### **Module – III (8 Hrs)**

#### **Management of Exchange Rate Exposure:**

Transaction Exposure: Measurement & Hedging techniques (Internal hedging, External Hedging Techniques)  
Real Operating Exposure: Measurement & Hedging techniques (Financial strategy, Marketing strategy, Production strategy)  
Translation Exposure: Measurement & Hedging techniques (Balance-sheet Hedge)

### **Module – IV (8 Hrs)**

#### **International Dimensions of Financial Management:**

International Capital Budgeting: Computation of cash flow, Computation of blocked funds, Parent-Subsidiary Perspective, Adjusted Present Value approach, Sensitivity analysis, Real options and Project appraisal, Evaluating M&As, Nonfinancial factors in capital budgeting.

International working capital Management: Working capital policy, Managing cash & near cash items, Management of receivables, Management of inventory, Financing of current assets. (In context of MNCs)

### **Suggested Readings:**

1. Shapiro, Alan C., Multinational Financial Management, Wiley Publication, 2010.
2. Clark, Ephraim, International Financial Management, Cengage Publication, 2010.
3. Click, Reid W., International Financial Management, Pearson Publication, 2010.
4. Madura, International Corporate Finance, Cengage Publication, 2010.
5. Apte, Prakash G, International Finance, TMH Publication, 2010.
6. Bhalla, V.K., International Financial Management, Anmol Publication, 2010.
7. Sharan, V., International financial Management, PHI Publication, 2010.

## **MSF-509 MERGERS AND ACQUISITIONS & CORPORATE RESTRUCTURING**

**Course Objectives:** Powerful change forces and dramatic events in the field of mergers, acquisitions and restructuring have been particularly prominent in the last part of 20th century and early part of 21st century. This course is intended to sensitize student to deal with the most current subject in depth and to inter-link the subject of finance with the major strategic decisions of a proactive firms

### **Module – I (7 Hrs)**

#### **Takeovers, mergers and Acquisition:**

Nature & objective, Forms of Corporate restructuring, Types of Merger, Reasons for merger take over and Acquisitions, Common Take Over Tactics and Defenses, Legal and Procedural Aspects, Tax implication. Cross border acquisitions and International acquisitions, Ethical Issues of Merger and Take-over, Regulatory Considerations.

### **Module – II (8 Hrs)**

#### **Valuation:**

Financial Methodology, DCF valuation, Principle of valuation, Increasing value of the organization, calculating growth rate, Pricing of Mergers (Pricing the Competitive Bid for Take-over)

### **Module – III (7 Hrs)**

#### **Restructuring:**

Merger and divestitures, Theory of mergers, Tender offer, Empirical test of alternative Theory, Divestment and Abandonment.

### **Module IV (8 Hrs)**

#### **M & A strategies:**

Joint venture, ESOPS and Management buy outs, use and advantage of Management leveraged buy outs, operations & norms for financing leveraged buyouts, Bank finance and LBO in India, Reasons for International mergers, Share Repurchase, Managing Post-Merger Issues.

### **Suggested Readings:**

1. Shiva Rama, Strategic alliances, Response Books.
2. Weston, Chung, Hoag, Mergers, Restructuring & Corporate Control, PHI
3. Marshal J.F., Bansal V.K., Financial Engineering, PHI
4. Sudarshanam, Mergers & Acquisition, PHI
5. Weston, Siu & Johnson, Takeovers, Restructuring and Corporate Governance, Pearson, 2002.

## **MSF- 510 FINANCIAL ENGINEERING**

**Course Objectives:** To impart knowledge about Financial Innovations in Indian Financial System, Risk management and investment decision making. It also aims at improving skills in investment analysis and developing new financial instruments.

### **Module – I (6 Hours)**

#### **Overview of Financial Engineering:**

Introduction to financial engineering, Overview, Scope, Tools; Financial Engineering Vs Financial Analysis; Factors contributing to the growth of financial engineering; Case Analysis

### **Module – II (8 Hrs)**

#### **Conceptual tools of the Financial Engineering:**

Risk & Return; Mathematics of Portfolio Analysis; Interest Rates & Exchange Rates; Speculation; Arbitrage & Market Efficiency; Case Analysis

### **Module – III (10 Hrs)**

#### **Physical tools of the Financial Engineering:**

Product Development; Model for new product development: Directions, Design, Testing, Instrument preview; Debt market innovation; Equity & Equity related instruments; Swaps; Hybrid instruments; Case Analysis

### **Module – IV (6 Hrs)**

#### **Financial Engineering Process & Strategies:**

Hedging & Risk Management Techniques; Arbitrage & Synthetic Instruments; Tax Driven Deals; Legal Protections for innovative financial products; Case Analysis

### **Suggested Readings:**

1. Marshall John F & Bansal Vipul K, Financial Engineering, PHI, New Delhi, 2010
2. Neftci Salih N., Principles of Financial Engineering, Academic Press, ELSEVIER, London, 2010

## **MSF-511 CORPORATE TAX PLANNING AND MANAGEMENT**

**Course Objectives:** This paper aims at providing the students basic knowledge about various taxes and tax planning in various types of organizations. The primary objective of this course is to familiarize the students with relevant provisions of taxation laws (both direct and indirect taxes) stressing on the tax planning considerations, Providing necessary inputs to the students for handling real life business problems efficiently using appropriate concepts of taxation law and to acquaint them with the salient features of taxation laws but emphasis is laid on sound concepts and their managerial implications focusing on tax planning.

### **Module – I (10 Hrs)**

#### **Basic Concepts:**

Residential Status and Tax Incidence, Income Exempt from Companies Point of View, Deductions, Relief, Rebates, Exemption, Brief Knowledge/ Understanding of Wealth Tax, Fringe Benefit Tax, Securities Transaction Tax, Methods Commonly Used By Tax Payers to Minimize Tax Liability (Tax Evasion, Tax Avoidance, Tax Planning), Distinction between Tax Evasion, Tax Avoidance and Tax Planning, Types of Tax Planning: Short Term and Long Term, Factors on The Basis of Which Planning Is Done: Residential Status and Citizenship of the Assessee, Heads of Income/Assets to be included In Computing Net Wealth, Special Consideration for Employee Remuneration, Central Sales Tax, Service Tax, Excise Duty and CENVAT, Major changes / Developments as per the last Union Budget.

### **Module – II (8 Hrs)**

#### **Tax Planning In Respect of Business/Profession:**

Choosing Entity, Location of Business, Nature and Size of Business, Form of Business Organization and Pattern of its Ownership, Choice of Method of Accounting, Income during Construction Period, Allowable Expenditures on Companies Point of View, Set off and Carry Forward of Losses, TDS and TCS, Tax Consideration with Respect to Various Management Decisions: Sources of Funds, Make or Buy, Own or Lease, Capital Structure, Renew or Replace, Capital Gains and Tax Planning

### **Module – III (5 Hrs)**

#### **Corporate Restructuring:**

Amalgamation/ Merger, Demerger, Conversion of Sole Proprietary Business into Company, Conversion of Firm into Company.

### **Module -IV (7 Hrs)**

#### **Foreign Collaboration and Tax implication:**

Dividend, Interest, Royalty and Fees, Capital or Revenue, Drawings and Designs, Grossing up Principles, Supply of Plant and Equipment, Tax Deducted at Source

### **Suggested Readings:**

1. Singhanian, Vinod and Kapil, Corporate Tax Planning and Management, Taxman Publication

2. Girish Ahuja and Ravi Gupta Professional Approach to Direct Taxes, Law & Practice including Tax Planning, Bharat publication
3. Manoharan. T. N, Student's hand book on Income Tax law, , Snow White Publication Pvt.Ltd

## **MSF-512 RISK & INSURANCE MANAGEMENT**

**Course Objectives:** The objective of this paper is to acquaint the students with the nitty-gritty of Insurance Management along with Risk Management and Innovative Financial Instruments.

### **Module – I (6 Hrs)**

#### **Introduction to risk & insurance management:**

Overview of risk; Types of risk; speculative & pure risk; property risk, income risk, self-insurance, liability; risk identification, risk control, risk evaluation & risk assessment and management; difference between life and general insurance;

### **Module – II (9 Hrs)**

#### **Life Insurance – organization and Products:**

Introduction to life insurance; The policy; underwriting; endorsements; subrogation; Insurable interest; assignments; surrender value; options; guarantees; premium; claims; Insurance Products - term insurance, whole life insurance, endowment insurance, annuities, unit linked insurance, term with ROP, with and without profit insurance, riders, health;; group life products

### **Module – III (10 Hrs)**

#### **General Insurance, Pensions & Regulations – Ratings and products:**

Introduction to property and casualty insurance; factors affecting ratings; probability; TAC; General Insurance products – Fire, marine, motor, health, liability insurance, Introduction to pensions; life expectancy; types of pension; defined benefit plans; GPF, Gratuity, EPS, Superannuation; History of insurance regulation in India; IRDA Act; Insurance Act; Unit Linked regulations; LIC Act

### **Module – IV (5 Hrs)**

#### **Distribution of insurance products:**

Insurance product providers; Agents and brokers; insurance brokers, direct brokers; reinsurance brokers; composite broker; corporate agents; banc assurance

### **Suggested Readings:**

1. Balachandran, S, IC 33 Life Insurance, Insurance Institute of India
2. Bhaskaran R, Introduction to Financial Planning, Taxmann
3. Bhaskaran R, Insurance Products, Taxmann

## **Marketing Management Trimester-IV**

### **MSM - 401 CONSUMER BEHAVIOUR**

**Course Objective:** The basic objective of this course is to build a conceptual framework to understand the implementation of Consumer Behaviour principles to marketing strategies. It is the study on consumers purchase decision making process. It is interdisciplinary and is based on concepts and theories from diverse fields.

#### **Module-I (7 Hrs.)**

##### **Introduction to Consumer Decision Making Process-**

Overview of Consumer Behavior, Theories of Consumer Behaviour: Learning theory, Psychoanalytic theory, Gestalt Theory, Cognitive theory, Psychoanalytic theory, Black box Model, S.R relationship, R.R relationship, Different roles of Consumers, Consumer Decision Making Process, Factors influencing Consumer Decision Making Process, Case analysis.

#### **Module-II (10 Hrs.)**

##### **Basic Models & Individual Determinants**

Comprehensive Models of Consumer Decision Making: Nicosia Model, Howard-Sheth Model, Engel-Kollat-Blackwell Model (Multimediation Model), Sheth's Family Decision Making Model, Effect of individual Personality, Perception, Learning, Motivation and Attitude upon Consumer Behaviour. Structural Models of Attitude, Theories of Learning ,Case analysis.

#### **Module-III (8 Hrs.)**

##### **Environmental Determinants**

The influence of Culture & Sub Culture, Characteristics of Culture, The Measurement of Culture, Social Class: The Measurement of Social Class and its impact on Consumer Behaviour, Reference Group, Family influence, Family Life Cycle, Study of Lifestyle Profiles (AIO & VALS), Opinion Leadership Process: Measurement of Opinion Leadership, Case analysis.

#### **Module-IV (5 Hrs.)**

##### **Process of Diffusion & CB Applications-**

Consumer Research, Diffusion of Innovations: The Diffusion and Adoption Process, Categories of Adopters, Consumerism , consumer protection Act,Case analysis.

#### **Suggested Readings:**

1. Leon G. Schiffman & Leslie Lazar Kanuk, Consumer Behavior, Pearson / PHI.
2. Loudon & Della Bitta, Consumer Behavior, Tata McGraw Hill
3. Batra & Kazmi, Consumer Behavior, Excel Books.
4. Nair S., Consumer Behaviour and Marketing Research, HPH.
5. Hawkins, Best & Concy, Consumer Behaviour, Tata McGraw Hill.
6. Peter. D. Bennett Harold H. Kassarjian: Consumer Behaviour (PHI).
7. M.S.Raju & Dominique. Xardel, Consumer Behaviour, Vikas Publications.

8. Soloman, Consumer Behaviour: Buying, Having and Being, Pearson / PHI.
9. Jain & Bhatt, Consumer Behaviour, S. Chand.
10. H.Assael, Consumer Behavior, Biztantra.

## **MSM-402 INTEGRATED MARKETING COMMUNICATION**

**Course Objectives:** To enable students to build a sound theoretical and practical understanding of the formulation of promotional strategy and the management of the marketing communication process. To develop an understanding of the economic and creative justifications for marketing communications and to be sensitive to legal and ethical considerations in the formulation and the implementation of marketing communications strategy.

### **Module – 1 (7 Hrs)**

#### **Introduction to Integrated Marketing Communication:**

The Promotional –Mix, Role of Marketing Communications in Marketing, Evolution and Importance of Integrated Marketing Communication, Economic and Creative justification of marketing communications. Developing a Theoretical understanding of Marketing Communications: The Communication Process, Behavioral Aspects of Marketing Communication, Consumer response to persuasive Communications. Different models like Response Hierarchy Models, FCB planning Model, Cognitive Processing Models, Influence of source message and channel factors on communication.

### **Module – 2 (8 Hrs)**

**Planning and organising the Integrated Marketing Communication Processes:** Concepts of STP, Identification of the target audience, Establishment of Marketing Communications objectives, Setting Marketing Communication Budget, Organising for Marketing Communications : Role of Ad Agencies and other Marketing Communication organizations, Client Agency Relationship Media Issues: Print Media, Broadcast Media, Display Media, Internet and Interactive Media, Support Media, Media Planning and Strategy Media Plan, Media objectives, Developing, Implementing and Evaluating Media strategies.

### **Module – 3 (7 Hrs)**

#### **Message Strategy:**

Creativity, The Creative Process, Creative strategy development Copy Platform, The Big Idea, Creative Strategy, Implementation and Evaluation Other elements in Marketing Communications Strategy: Below the line Communications, Sales Promotion, Public Relation, Event management, Publicity, Corporate Advertising, Direct Marketing, Personal Selling.

### **Module – 4 (8 Hrs)**

#### **Monitoring Evaluation and Control of Integrated Marketing Communications Strategy:**

To measure or not to measure, Measurement process for Advertising, Measuring the Effectiveness of other Marketing Communication elements. International Marketing Communication: Role of international marketing communication in international marketing, Cultural and other differences, Global Vs. localized marketing communications, Organizing for international marketing communication Wider issues in Integrated Marketing Communications: Regulation of Advertising and Promotion – Self and State regulation, Social, Ethical and economic aspects of Marketing Communication.

### **Suggested Readings:**

1. Belch, G E / Belch, M A - Advertising and Promotion, Tata McGrawHill
2. Rathore, B.S.,- Advertising Management, Himalaya Publishers
3. Parameswaran, M G - FCB Ulka Brand Building Advertising Concepts and Cases, Tata McGrawHill
4. Aaker, David A - Advertising Management, Prentice Hall, India
5. Rossiter / Percy - Advertising Communications and Promotion Management, Tata McGraw Hill

6. Rossiter, John R / Percy, Larry - Advertising and Promotion Management, McGrawHill
7. Halve, Anand - Planning for power Advertising , Sage publication
8. Chunawalla, Sethia – Advertising : Theory and Practice, Himalaya Publication House

## **MSM- 403 SERVICE MARKETING**

**Objectives:** The course aim to discuss in depth the emerging trends in service sector and the strategies adopted in the management of services. As consumer's knowledge of the market and product increases, he/she demands better service. As the role of service in the economy increased, marketers realised that the services needed different marketing Strategies to survive in the competition.

### **Module-I (6Hrs)**

#### **Introduction to Service Marketing:**

Origin, growth and classification of services, Difference in Goods vs Service Marketing, Service Marketing Mix. service vision, service encounter

### **Module-II (8 Hrs)**

#### **Service Product Development :**

Service Design with reference to service blue print, Service Standards, Servicescape. Service Delivery: Customers' Role, Employee's Role, Role of Electronic & Other Channels. Customer Expectations & Perceptions of Service.

### **Module-III (8 Hrs)**

#### **Service Quality:**

The Gaps, Dimensions of service quality, Measurement of Service Quality, Managing Supply & Demand, Pricing of services, Advertising, Branding & Packaging of Services.

### **Module-IV (8 Hrs)**

Customer Relationship Management, Complaint Handling, & Service Recovery, Modern service Strategy, Marketing of Financial Services, Tourism Services & Health Services.

### **Suggested Readings:**

1. Lovelock, Writz, Chatterjee. - Services Marketing: People, Technology, Strategy, Pearson Education, New Delhi
2. Rajendra Nargundkar, Services Marketing, Tata Mcgraw Hill
3. P.Srinivasan, Services Marketing. PHI
4. Zeithaml, V. A and Bitner, M. J. Services Marketing. New York, McGraw Hill,
5. Bhattacharjee, Services Marketing, Excel Books
6. Apte, Govind, Services Marketing, Oxford University Press.
7. Nargundkar – Service marketing, TMH.
8. Nimit & Monika Chowdhary, Text book of Marketing of Services: The Indian Experience, MacMillan India

Limited

9. Jha – Service Marketing, Himalaya.

10. Andersen & Kotler, Strategic marketing for Non Profit Organisations, PHI/Pearson

## **MSM-404 MARKETING RESEARCH**

**Objective:** The objective of the course would be to give the students an understanding of marketing research from both user's (management) and doer's (the researchers) perspective.

### **Module-I: (6 Hrs.)**

#### **Basic Concepts and Issues**

Introduction: A Decision Making Perspective of Marketing Research, An Overview of the Marketing Research, Problem Identification and Methodology of Marketing Research, Qualitative Research, CASE ANALYSIS

### **Module-II: (7 Hrs.)**

#### **Data Collection and Presentation**

Basic Scales of Measurement, Validity Analysis, Reliability Analysis, Research instrument design, Field work, Non-sampling Errors and remedial measures, Data Preparation and Preliminary Analysis, CASE ANALYSIS

### **Module-III: (10 Hrs.)**

#### **Multivariate Data Analysis Tools**

Revision of Basic Statistical Tools, Variance Analysis, Multiple Regression Analysis, Techniques of Sales Forecasting, Data Reduction: Factor Analysis, Data Classification: Cluster Analysis, Multidimensional Scaling & Perceptual Map, CASE ANALYSIS

### **Module-IV: (7 Hrs.)**

#### **Marketing Research Applications**

Research in Segmenting and Positioning, Marketing research in New Product Development, Pricing Research, Media Research, Strategy Formulation, Brand Value, Selling the Idea of MR, CASE ANALYSIS

### **Suggested Readings:**

1. Malhotra N.K, Marketing Research: An Applied Orientation, Pearson.
2. Hair Joseph F, Bush Robert P and Ortinau David J; Marketing Research: Within a Changing Information Environment; Tata McGraw Hill.
3. Beri G. C; Marketing Research; Tata McGraw Hill
4. Nargundkar Rajendra, Marketing Research: Text and Cases, Tata McGraw Hill.
5. Richard I. Levin & David S. Rubin, Statistics for Management, Prentice-Hall India.

## **MSM-405 BUSINESS TO BUSINESS MARKETING**

**Course Objective:** Analyze how companies operate in business-to-business markets. Identify critical elements of value offerings in business markets and apply models and methods for design of marketing strategies in a business-to-business context.

### **Module – 1 (8 Hrs.)**

#### **Introduction:**

What is B2B, Character of B2B, B2B Purchase Function, Org. Buyer Behavior, Building Customer Relationship, Segmenting and Targeting of Business Market, Industrial Marketing Research and Intelligence.

### **Module – 2 (7 Hrs.)**

#### **Strategy and the Industrial Marketer:**

Market Opportunities in B2B, Marketing Strategy in B2B, Weaving Marketing into the Fabric of the firm, Managing B2B Products, Innovation, Entrepreneurship and the Business Marketer.

### **Module – 3 (8 Hrs.)**

#### **Pricing & Communicating with Customers (IMC) –**

Industrial Pricing & Negotiations, B2B Channels, Advertising, Trade, and PR, One-to-One Media.

### **Module – 4 (7 Hrs.)**

#### **Sales and Sales Management –**

Changing Role of the Sales Force, Distribution and the Value -Added Chain, The need for Accountability: Control and the Industrial marketer

### **Suggested Readings:**

1. Dwyer, F. Robert & Tanner, John F. Jr. (2009) *Business Marketing*, 4rd ed., McGraw-Hill
2. Michael H. Morris, Leyland F. Pitt, Earl D. Honeycutt, *Business to Business Marketing: A Strategic Approach*, Sage Publications
3. Krishna K. Havaladar, *Industrial Marketing*, Tata McGraw Hill

## **MSM-406 PHARMACEUTICAL MARKETING**

**Objectives:** To enable students to have a understanding of the Pharmaceutical Industry and Pharmaceutical Marketing which applies cutting-edge marketing concepts and tools to the real-world intricacies of marketing a heavily regulated product whose success is determined not by the actual end-user, but by various industry stakeholders. From creating a worldwide vision that cascades into local tactics to managing a drug portfolio or pricing.

### **Module – 1 (7 Hrs.)**

#### **Pharmaceutical Industry –**

Importance and Global Scenario, Pharmaceutical Industry classification, Manufacturing Technologies, Types of Pharmaceutical products & Distribution Structure, Indian Pharmaceutical Industry.

### **Module – 2 (8 Hrs.)**

#### **The Product-**

The Product and Augmented Product Concept, Product and Market Life Cycles, Managing new product-NPD process, Product portfolio analysis, product positioning and branding decisions, protection of International Patents and IPR. Price – Is price an element of Pharmaceutical Marketing Mix? Bases for pricing strategies, Psychological effects of Pricing, Price control.

### **Module – 3 (8 Hrs.)**

#### **Place and Promotion –**

The manufacturer, the Physician, the wholesaler, the retailer, Pharmaceutical distribution channels. Trade United, NOC and LOC, AICOD physical distribution., Promotion- Personal Selling, Super sales person, medical representatives' role: Four key areas, Prescription – Studying prescribing behavior, prescription research. Public relations in Pharma marketing, The principles of Medical advertising, CRM in Pharma Marketing.

### **Module – 4 (7 Hrs.)**

#### **Pharmaceutical Industry Operations -**

Marketing of Pharmaceutical Products, Research & Development, Manufacturing Operations & Control, Quality Control & Quality Assurance, Materials Management, Pharmaceutical Exports.

### **Suggested Readings:**

1. Itkar , Sachin – Pharmaceutical Management, Nirali Prakashan
2. Chaganti, Subba Rao - Pharmaceutical Marketing in India, Excel Publication
3. Smith, Mickey C. – Pharmaceutical Marketing, Taylor & Francis Books India Pvt. Ltd.
4. Zikmund - Customer Relationship Management, John Wiley & Sons

## Trimester-V

### MSM – 507 SALES AND DISTRIBUTION MANAGEMENT

**Objectives:** The course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management.

#### Module-I (6 Hrs)

##### **Introduction:**

Conceptual framework of Sales Management, The Selling Process, Personal Selling and Salesmanship, Sales Organization.

#### Module-II (10 Hrs)

##### **Management of Sales Force-**

Recruitment, Selection, Training, Motivation & Compensation of Sales Force, Controlling the Sales Force. Size & Design of the Sales Force, Sales Budget, Sales Quotas, Sales Territories

#### Module-III (7 Hrs)

##### **Distribution Management –**

Channel Behaviour and Organization, Channel Design Decision, Channel Management Decision, Wholesaling, Retail Theories & Formats.

#### Module-IV (7 Hrs)

##### **Physical Distribution Management:**

Transportation & Traffic Management, Warehousing & Storage, Emerging Trends in Distribution: Supply Chain Management.

#### **Suggested Readings:**

1. Still, Cundiff & Govoni - Sales Management: Decision Strategies & Cases, Pearson/PHI.
2. Panda & Sahdev- Sales and Distribution Management, Oxford University Press.
3. Havaladar & Cavale – Sales and Distribution Management,
4. Kapoor & Konshal-Basics of Distribution Management, PHI
5. Gupta S.L. - Sales and Distribution management, Excel Books
6. Watuba, Thomas R., Sales Management - Texts and Cases, Business Publication Inc.

## **MSM- 508 INTERNATIONAL MARKETING**

**Objectives:** The objective of this course is to expose the students to the global environment and methods of entering into overseas market with marketing techniques.

### **Module-I (6 Hrs)**

#### **The conceptual framework of International marketing –**

International Marketing Environment, Involvement, EPRG framework in International Marketing.

### **Module-II (12 Hrs)**

#### **International Marketing task –**

Country selection decision. International product planning, pricing and promotional strategies, overseas distribution system, International Marketing Research

### **Module-III (6 Hrs)**

#### **Export Assistance –**

EXIM policy for facilitating export, Institutional infrastructure.

### **Module-IV (6 Hrs)**

#### **Risks in international Marketing –**

Role of ECGC in maximizing risks. Export procedure and documentation.

### **Suggested Readings:**

1. Varsney, R.L., International Marketing Management, Sultan Chand & Sons
2. Cherunilam ,Francis, International Trade & Export Management, Himalaya Publishing House
3. Paul,Justin, Kapoor Ramneek, International Marketing, Tata McGraw Hill
4. Warren Keegan, Global Marketing, Pearson
5. Philip R, International Marketing Tata McGraw Hill
6. Cherunilam ,Francis, International Marketing, PHI

## **MSM-509 PRODUCT BRAND MANAGEMENT**

**Objectives:** The brand objective of this course is to give an overview of the concept of product and brand management, its unique role in developing new product, managing product in its life cycles and contributing to the marketing process. It would also familiarizes the students with concept of brand, role of branding in marketing activities, how to create and retain brand equity, operational aspect of brand management.

### **Module- 1 (5 Hrs.)**

#### **Introduction to Product Management**

Product Management: Product Development, Product focused organization; Market focused organization, Factors influencing design of the product, Changes affecting product management.

### **Module- 2 (6 Hrs.)**

#### **Developing Product Strategy**

Setting objectives & alternatives, Product strategy over the life-cycle, Customer analysis, Competitor analysis, Design of manufacture, new product development, Market Potential & Sales Forecasting: Forecasting target market potential and sales, Methods of estimating market and sales potential, Sales forecasting, planning for involvement in international market.

### **Module- 3 (8 Hrs.)**

#### **Brand & Brand Management**

The role of brands, The brand equity concept, Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance. Building brand equity, brand identity and brand image, Brand leveraging & Brand performance; establishing brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement.

### **Module- 4 (11 Hrs.)**

#### **Brand Positioning & Brand building**

Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values, Designing & Sustaining Branding Strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing brand over time. Brand Value chain, Brand Audits, Brand Tracking, Brand valuation. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, and Brand Crisis.

#### **Suggested Reading:**

1. Lehmann, Donal R., Winer, Russel S. - Product management
2. Keller, Kevin Lane - Strategic Brand Management
3. Pati, Debashish - Branding Concepts & Process
4. Kotler, Philip - Marketing Management
5. Choudhary, Pran K - Successful Branding
6. Sen Gupta, Subrato - Brand Positioning Strategies for Competitive Advantage
7. Caperer - Strategic Brand Management

8. Jones - Behind Powerful Brands
9. Kumar, S. Ramesh - Managing Indian Brands

## **MSM – 510 CUSTOMER RELATIONSHIP MANAGEMENT**

**Objectives:** As Technologies and Customer Expectations Rapidly change, Business realizes the value of having long term relationships with Customers and therefore the need for CRM is essential. The emergence and acceptance of Customer Relationship Management is helping businesses successfully implement strategies aimed at winning and retaining customers. The Course aims at providing tools and techniques along with an understanding to the student as to how to enhance shareholder value by shifting from a Market Share mindset to obtaining higher Share of Individual Customer's Business i.e., Enhancing Lifetime Value of Customers.

### **Module – I (8 Hrs)**

#### **Introduction and Significance of Customer Relationship Management:**

Transaction Marketing Vs Relationship Marketing, CRM Emerging Concepts, Need of CRM, CRM Model, Relationship Building Strategies, Building Customer Relationship Management by Customer Retention, Stages of Retention, customer retention strategy, Sequences in Retention Process, Understanding Strategies to Prevent Defection and Recover, Customer interaction management(CIM), Factors influencing CIM. Case studies

### **Module -II (6 Hrs)**

#### **CRM Process:**

Objectives and benefits of CRM Process, an Insight into CRM and e- CRM/ online CRM, requirements of e-CRM, Key e-CRM features, The CRM cycle, Modules in CRM, 4C's (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Affiliation in Retailing Sector, . Case Studies

### **Module -III (8 Hrs.)**

#### **CRM Architecture:**

IT and CRM, Data Warehousing Integrating Data from different phases with Data Warehousing Technology, Data Mining: - functions, Understanding of Data Mining Process, OLAP, Benefits of CRM Architecture in Sales force automation(SFA), Relationship Marketing and Customer Care, Case Studies

### **Module -IV (8 Hrs)**

#### **CRM Implementation:**

Choosing the right CRM Solution, Implementing CRM: a Step-by-Step Process: Five Phases of CRM Projects, Development of Customizations, Beta Test and Data Import, Train and Retain, Roll out and System Hand-off, Support, System Optimization and Follow-up, Client/Server CRM Model, Use of CRM in Call Centers using Computer Telephony Integration (CTI), CTI Functionality, Integration of CRM with ERP System. Case Studies

### **Suggested Readings:**

1. William, G. Zikmund, Raymond McLeod Jr.; Faye W. Gilbert, Customer Relationships Management. Wiley.
2. Alex Berson, Stephen Smith, Kurt Thearling, Building Data Mining Applications for CRM. Tata McGraw Hill.
3. Mohammed, H. Peeru and a Sagadevan, Customer Relationship Management. Vikas Publishing House,

Delhi.

4. Paul Greenberg, CRM-Essential Customer Strategies for the 21st Century. Tata McGraw Hill.

## **MSM-511 RETAIL MANAGEMENT**

**Objectives:** To enable the students to learn the basics in retailing, evolution and trends in retailing. On successful completion of the course the students should have: understood the features of retailing, an analysis of the retail environment and exposures to issues and developments in the industry.

### **Module - 1 (8 Hrs)**

#### **Introduction to retailing:**

Definition – functions of retailing - types of retailing – forms of retailing based on ownership, store based retail strategy mix, Non-store based and nontraditional. Retail theories – Wheel of Retailing – Retail life cycle. Retailing in India – Influencing factors – present Indian Retail scenario. Retailing from the International perspective

### **Module - 2 (7 Hrs)**

#### **Consumer Behavior in the retail context**

Buying decision process and its implication to retailing – influence of group and individual factors. Customer shopping behavior, Customer service satisfaction. Retail planning process – Factors to consider – Preparing a complete business plan – implementation – risk analysis.

### **Module - 3 (8 Hrs)**

#### **Retail Operations:**

Choice of Store location – Influencing - Factors Market area analysis – Trade area analysis – Rating Plan method - Site evaluation. Retail Operations: Store Layout and visual merchandising – Store designing – space planning. Retail Operations: Inventory management – Merchandise Management – Category Management.

### **Module - 4 (7 Hrs)**

#### **Retail marketing mix**

An Introduction. Retail marketing mix: Product: Decisions related to selection of goods (Merchandise Management revisited) – Decisions related to delivery of service. Pricing: Influencing factors – approaches to pricing – price sensitivity - Value pricing – Markdown pricing. Place: Supply channel – SCM principles – Retail logistics – computerized replenishment system – corporate replenishment policies. Promotion: Setting objectives – communication effects - promotional mix. Human Resource Management in Retailing – Manpower planning – recruitment and training – compensation – performance appraisal.

### **Suggested Readings :**

1. Barry Bermans and Joel Evans, "Retail Management – A Strategic Approach", 8th edition, PHI private limited, Newdelhi, 2002.
2. Bajaj, Tuli, Srivastava, Retail Management, OXFORD
3. Suja Nair, Retail Management, Himalaya Publishing House
4. Swapna Pradhan; Retailing Mngement McGraw Hill

5. A.J.Lamba, "The Art of Retailing", 1st edition, Tata McGrawHill, Newdelhi, 2003

## **MSM- 512 - MARKETING OF FINANCIAL SERVICES**

**Objective:** The basic objective of development of this course is to share knowledge and experience in terms of application of marketing concepts and techniques in financial services industry. The application of marketing concept, market segmentation, product development, distribution network, and pricing to the financial service field will be examined to develop innovative marketing programmes and strategies.

### **Module-I (7 Hrs)**

#### **Financial System & Marketing Approach-**

An Overview of the Financial System in India: Functions, Classification of Financial Market, Critical view of Indian Financial System; Concepts of Banking, Insurance, and Mutual Fund; New Marketing challenges in Financial Service Industry; Key Elements for Formulating Marketing Strategy; Concept of Customer Satisfaction.

### **Module-II (8 Hrs)**

#### **Marketing of Banking Products-**

Classification of Banks; The Banking System in India; Banking Regulations Act; Banker and Customer Relationships; Paying Banker; Market Segmentation Strategy in Banking Industry; New Product Development; SERVQUAL Model; Concept of E-Banking.

### **Module-III (9 Hrs)**

#### **Marketing of Insurance Products-**

An Overview of Insurance Products; Introduction to IRDA Act; Product Design & Development; Insurance Pricing; Insurance Marketing; Insurance Intermediaries; Concept of Bancassurance.

### **Module-IV (6 Hrs)**

#### **Mutual Fund, Lease & Hire-Purchase –**

Mutual Funds: Classification, Importance, General Guidelines for Investors, Mutual Funds in India; Lease: Concept, Classification, Advantages, Leasing in India; Hire-Purchase: Concept, Types and Advantages, Tax implication.

### **Suggested Readings:**

1. Avadhani V.A, Marketing of Financial Services, HPH
2. Gordon E. & Natarajan K., Financial Markets and Institutions, HPH
3. Gupta P.K, Insurance & Risk Management, HPH
4. Jha S. N, Bank Marketing, HPH
5. Gordon E. & Natarajan K., Banking: Theory, Law & Practice, HPH
6. Srivastava P. K, Banking: Theory and Practice, HPH
7. Bhattacharya K.M & Agarwal O.P, Basics of Banking and Finance, HPH

## **HUMAN RESOPURCE MANAGEMENT TRIMESTER -IV**

### **MSH 401 HUMAN RESOURCE PLANNING**

**Objectives:** The objectives of this paper is to develop the analytical abilities for understanding the implications of changes in the man power situation of a company and the availability of HR within the organization and outside, so as to advise and assist the authorities concerned in their manpower planning and development activities.

#### **Module-I (5 Hrs)**

##### **Human Resource Planning at Macro Level-**

Concept, importance, objectives, Types of HR plan, Dimensions of Human Resource Planning Approaches- Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach.

#### **Module-II (4 Hrs)**

##### **Human Resource Information System-**

Types of information, sources of information, Method of data collection, Procedure of maintaining HRIS, Human Resource Reporting, and Computerized HRIS.

#### **Module-III (10 Hrs)**

##### **Human Resource Planning Process-**

Methods of Demand Forecasting and supply forecasting at micro level, Managing Surplus and Shortage, Evaluating Human Resource Planning Effectiveness.

#### **Module-IV (9 Hrs)**

##### **Manpower Utilization and Improvement-**

Career planning - Concept, objective, career planning vs. Human Resource Planning, Career Planning vs. Succession Planning, Process of career planning and career development; Human Resources Evaluation - Human Resources Audit and Human Resource Accounting, Succession planning, HR Metrics.

#### **Suggested Readings:**

1. Stainer Gareth – Manpower Planning.
2. Paranjpee Vivek – Strategic Human Resource Planning (Allied Publisher).
3. Bhattacharya Deepak – Human Resource Planning Excel Books.
4. Beath Gardan MC – Manpower Planning, Blackwell.
5. Bell D.T. – Planning Corporate Manpower.
6. Patnaik Biswajeet – Human Resources, PHI.
7. Kandula – Managing Human Resources, PHI
8. IGNOU Study Materials (MS 21)

## MSH 402 LABOUR LAWS

**Objectives:** The course is designed to impart knowledge of the contents of the labour laws, to expose the students to the interpretations, and stimulate thinking on rationale behind the laws and their enforcement problems.

### Module-I (10 Hrs)

#### **Introduction and Working Conditions Legislations**

Need, objectives scope, growth of labour Legislation in India. Legislations on working conditions-Factories Act, 1948, Mines Act, 1952, Contract, Labour (Regulation & Abolition) Act, Child Labour (Prohibition & Regulation) Act-1986.

### Module-II (5 Hrs)

#### **Wages Legislations**

Minimum Wages Act, 1948, Payment of Wages Act, 1936, Payment of Bonus Act 1965, Equal Remuneration Act, 1976.

### Module III (8 Hrs)

#### **Social Security Legislations**

The Workmen's Compensation Act, 1923, Employees' State Insurance Act, 1948, The Employees Provident Fund Act, 1952 and 1995, Maternity Benefit Act 1961, Payment of Gratuity Act 1972.

### Module IV (7 Hrs)

#### **Industrial Relations Legislations**

Indian Trade Union Act 1926, Industrial Employment Standing Order Act 1946, Industrial Dispute Act 1947.

#### **Suggested Readings:**

1. Sinha G.P. and Sinha P.R.N. – Industrial Relations and Labour legislation in India, Pearson.
2. Kapoor N.D. –Industrial Laws, Sultan Chand.
3. Sharma A.M. – Industrial Jurisprudence & Labour Legislations, Himalaya Publication.
4. Mamoria C.B. – Dynamics of Labour Legislations, Himalaya Publication.
5. Srivastava S.C. – Industrial Relation and Labour Laws, Vikash Publishers.
6. Malhotra O.P. – The law of Industrial Disputes – Vol –I and II,
7. Mallik P.L. – Handbook of Industrial Law, Eastern Book

## **MSH 403 INDUSTRIAL RELATIONS**

**Objectives:** Organizational efficiency and performance are intricately interlinked with employer-employee relations. This paper is an attempt to develop an understanding of the interaction pattern among labour, management and the state, to appreciate the conceptual and practical aspects of industrial relations at the macro and micro level, and to build awareness of certain important and critical issues in industrial relations.

### **Module-I (9 Hrs)**

#### **Concept, Scope and Approaches to Industrial Relations:**

Unitary, Pluralistic, and Radical approach, Industrial Relations Systems (IRS), Values in IR. Role of State in Industrial Relations in India. Trade Unionism: Concept, structure and function, Union Registration and Recognition, Theories on Trade Unionism □ Selling Pearl man, Sidney and Beatrice Webb, Karl Marx, Robert Hoxie and Mahatma Gandhi, White Collar Trade Unions, Trade Union Movement in India.

### **Module-II (8 Hrs)**

#### **Industrial Dispute:**

causes, types, methods of settlement of dispute in India, Code of Discipline and Grievance Management. Collective Bargaining: Meaning, Concept and functions, Types of Bargaining, Process of Bargaining, Emerging Trends in Collective Bargaining, Theories of Collective Bargaining by M.W. chamberlain, Allan Flanders, Walton Mckersie and Sidney & Beatrice Webb. Levels of bargaining and agreements, negotiation techniques and skills.

### **Module -III (7 hours)**

#### **Tripartism and IR:**

ILC & SLC. ILO □ Structure and Functions. Conventions and Recommendations. Bipartism link with Tripartism, Strengthening Tripartite Social Dialogue.

### **Module -IV (6 Hours)**

#### **Participative management:**

Concept, Scope, and forms, Origin and growth of workers participation forums in India, Workers participation in other countries: Co-determination in Germany and Quality circle in Japan.

### **Suggested Readings:**

1. Venkatratnam – Industrial Relation, Oxford.
2. Sinha & Sinha - Industrial Relations and Labour Legislation, Pearson Education.
3. B.D.Singh, Industrial Relation, Excel Books.
4. B.R.Patil – Collective Bargaining, University Press (India) Ltd.
5. Arun Monapa – Industrial Relations, TMH.
6. M. Arora, Industrial Relation, Excel Books.
7. Venkatratnam- (Globalization & Labour Mgmt. Relation) – Sage Publication.

8. V.P. Michel – Industrial Relations in India and works involvement in Management.
9. Nirmal Singh & S.K.Bhatia - Industrial Relation & Collective Bargaining, Deep Publication

## **MSH 404- INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Objectives :** The objective of the paper is to understand the changing role of HR and its impacts on international organizations. Students will learn to design and implement various HRM functions in International organizations.

### **Module-I (7 Hrs)**

#### **Internationalization of HRM: Socio-Cultural Context**

Global Business Environment, Human and Cultural variables, Cross cultural differences and managerial implication; cross cultural research methodology and Hofstede study, National Culture & HRM, Business imperatives and other noncultural influences on HRM.

### **Module - II (7 Hrs)**

#### **International HRM: Institutional Contexts**

National and International Institutions, National institutions & HRM – Political economic system, Government, Economy, Trade Unions, Employers Associations, Legal Systems, Industrial Relations Laws, Social Hierarchy & Class System; International Institutions & HRM- International Labour Organisation, European Union.

### **Module-III (8 Hrs)**

#### **HRM in Multinational Companies**

Managing HR across the world - Going international, Parent subsidiary relationship; HRM in international Joint ventures - Going international in partnership with others, Joint ventures and national cultures, Foreign assignments.

### **Module -IV (8 Hrs)**

#### **HRM in Global Village**

HRM practices in world' leading economy - Countries especially in Japan, U. K, Arab Middle East, Turkey, USA, China and India.

### **Suggested Readings:**

1. Dowling, Welch & Schuler - International HRM , Excel Books
2. Monir.H. Tayeb – International HRM: A MNC Perspective, Oxford.
3. Aswathappa - Human Resource & Personnel Mgt TMH
4. Doweing , P.J. – International Dimensions of Human Resource Mgt. End Edition Words Worth
5. G. Hofstede – Cultures Consequence ; International Differences in Work related Values , Sage Publications.
6. Meraic, D and Puffer, S. - Management International cross Exercises and Reading St . Paul . West Publishing.
6. Deresky - (International Management )

## **MSH 405 ORGANISATIONAL CHANGE AND LEADERSHIP DEVELOPMENT**

**Objectives:** To familiarize the students with basic organizational processes to bring about organizational change, development and effectiveness.

### **Module-I (8 Hrs)**

**Understanding Change-** Concept, Forces, and Types of change, The process of organizational change - Recognizing the need for change, Problem diagnosis, Identifying alternate change techniques, Resistance to change, Managing resistance to change.

### **Module-II (7 Hrs)**

**Managing Change-** Managing Change and Transformation, Planning, Creating the support system, Managing the transition, Organization restructuring, Reorganizing work activities Strategies, Process oriented strategies, competitor and customer oriented strategies.

### **Module -III (7 Hrs)**

**Organizational Development-** Organizational diagnosis Organizational change and process Consultation, Organization, Development, OD process, OD Approaches, OD Interventions, Action Research, Evaluating OD Effectiveness.

### **Module IV (8 Hrs)**

#### **Leadership Development –**

Nature and Importance of Leadership, Traits, motives & Characteristics of leadership, Effective leadership behaviours & attitudes, Leadership Styles, Contingency and Situational Leadership, power, Politics & Leadership, Developing team work, leadership development, succession & the future.

#### **Suggested Readings:**

1. Harigopal K, Management of Organisational Changes, Response Book
2. Singh Kavita, Organization Change & Development, Excel Books.
3. Sengupta N and Bhatta M, Managing change in the organization, PHI.
4. Stephon Robins P., Organisational Behaviour, PHI.
5. French, Organization Development, Pearson. **(30)**
6. Nilakant V. S. and Ramanarayan, Managing Organisational Change, Response Books.
7. Sharma Radha.R., Change Management: Concepts & Applications.
8. Management of Change in organization, MS25 (IGNOU).
9. Pierce Jon L. & Gardner Donald G., Management and Organisational Behaviour, Thomson.

## **MSH-406 CORPORATE SOCIAL RESPONSIBILITY**

**Objectives:** The objectives of this paper is to promote the understanding of various issues of community of the organizations and provide tools to develop the community by providing financial and educational training through corporate social responsibility.

### **Module-I (8 Hrs)**

#### **Corporate Social Responsibility –**

Concept, Nature, Scope of CSR, Objectives of CSR, Changing expectations of Social Responsibility, the four faces of social responsibility.

### **Module-II (7 Hrs)**

#### **CSR & Social Issues**

Different Aspects of Enterprise social responsibility, Gender sensitivity as ethical issue- pedagogy of the liberated, social development.

### **Module -III (7 hours)**

#### **Community Development-**

Concept and importance of community development, growth and development of the community, vocational training to community people, financial and ethical development of the community.

### **Module IV (8 Hrs)**

#### **Corporate Governance-**

Role of Corporate Governance, a framework of social orientations, nature of the corporation, thought-action(T\_A) analysis, OSHA Model for better behavioural analysis, harm minimization and ecoterian view of the world.

### **Suggested Readings:**

1. Murthy C.S.V, Business Ethics, Himalaya Publishing house
2. Machiraju, H.R. Corporate Governance, Himalaya Publishing House
3. Dayal Rajeswal, Community Development Program in India, Kitab Mahal Publication
4. Ahuja B.N., Community Development, Ahuja Publication
5. Chandra S.S., Urban Community Development in India, Vikash Publication

## **TRIMESTER-V**

### **MSH-507 PERFORMANCE MANAGEMENT**

**Objectives:** The objective of this paper is to equip students with comprehensive knowledge and practical skills to improve their ability of performance management of their organizations. It is particularly intended for future HR managers who will facilitate the performance appraisal and performance management of their organizations.

#### **Module - I (7Hrs)**

##### **Performance Management Conceptual Frame Work**

Introduction to Performance Management, Dimensions of Performance Management, Role of Appraisals in Performance Management, Benefits of Performance Management, Performance Planning, Role Clarity and Evaluating Performance Management.

#### **Module - II (8 Hrs)**

##### **Performance Appraisal & Potential Appraisal**

Meaning of Performance Appraisal, Methods and Approaches of Performance Appraisal, Obstacles in appraisal, Designing appraisal for better results, Performance Appraisal interview, Potential Appraisal.

#### **Module-III (7 Hrs)**

##### **Performance Management Application & Improvement**

Performance Management and development, Performance Management and pay, Performance Management for Teams, Performance Management in practice, Analyzing performance problems.

#### **Module –IV (8 Hrs)**

##### **Performance Management Systems**

Competency Mapping, 360 feedback, Assessment centers, performance reviews, Coaching and Counseling, Mentoring, Performance Management in Manufacturing, and Service Sector.

#### **Suggested Readings:**

1. Chadha, Prem, "Performance Management", Macmillan, New Delhi
2. Armstrong, Michael and Baron, Angela, "Performance Management", Jaico Pub. House , Mumbai
3. Rao , T.V., "Performance Management and appraisal systems", Response .
4. Cardy, Robert L., "Performance Management ", PHI , New Delhi
5. Colenso, Michael , Kaizen, "Strategies for improving team Performance", Pearson Education.
6. Kandula Srinivas R. , "Performance Mgt., Strategic, Interventions, Drives", PHI
7. Rao TV , "360o Feedback & Performance Management", Vol-I, II & III, Excel Books.
8. Sahu R.K., "Performance Management System", Excel Books.
9. Srivastava K. Dinesh, "Strategies for Performance Management", Excel Book

## **MSH-508 STRATEGIC HUMAN RESOURCE DEVELOPMENT**

**Course Objective:** The course is designed to provide linkages of Business Strategy to HR Strategies -Policies & Systems and to equip the student with the tools & techniques essential as a strategic contribution of HRM to organizational success.

### **Module- I (8 Hrs)**

#### **Introduction to SHRM –**

Changing Environment, Changing Business Environment, Strategic Responses of Organizations to Changing Environment, Introduction, Traditional vs. Strategic HR, Portfolio Related Strategic Responses, Structure Related Strategic Responses.

### **Module- II (8 Hrs)**

#### **HRD :A Strategic Perspective-**

Introduction, Significance of HRD, Human Resources for Competitive advantage, Business Strategy and HRD, HR and Business Policy Linkages, HRD and Life Cycle of Organization, HRD and Organizational Performance, Strategic HRD Practices, Strategic HRD Facilitators

### **Module-III (8 Hrs)**

#### **Strategic Responses of Organizations and SHRD System in India's Most Valuable Companies-**

Introduction, Profile of Study Organization, Strategic Responses of Study Organizations, SHRD system in Study Organization, Relationship Between SHRD Practices and SHRD Facilitator, Alignment between Strategic Responses of Organization and SHRD System.

### **Module- IV (6 Hrs)**

#### **Strategic Responses of Organizations and SHRD System: Blocks and Solutions –**

Major Findings of the Study, Blocks of Alignment, Solutions for Alignment, Challenges in SHRM, Global Human Resource Management

### **Suggested Readings:**

5. Kandula Srinivas R. , Strategic Human Resource Development, PHI
6. Mello Jeffrey A., Strategic Human Resource Management, Centage Learning India Private Limited.
7. Bhatia S.K., Strategic Human Resource Management, Deep & Deep Publications
8. Sharma Anuradha and Khandekar Aradhana, Strategic Human Resource Management : An Indian Perspective, Response Books
9. Dessler Gary, Human Resource Management, PHI, New Delhi

10. Greer Charles R., Strategic Human Resource Management, Pearson Education
11. Gomez Luis R., Mejia, Balkin David B., Cardy Robert L., Managing Human Resources, PHI
12. Dowling Peter J., Welch Denice E., Schuler Randall S., International Human Resource Management, Thomson Publications.

## **MSH-509 COMPENSATION MANAGEMENT**

**Objective:** The objectives of this paper is to promote understanding of issues relating to the compensation or rewarding human resources in organizations and to sensitize students to the various facts of managing people and to create an understanding of the various policies and practices of human relations management.

### **Module-I (10 Hrs)**

#### **Introduction to Compensation Management:**

Concept of Wages and Salary, Principles of Wage and Salary administration, Theories of Wages, Components of Wages, Criteria of Wage Fixation, Job Evaluation, Methods of Wage Determination in India, Wage Differential, Methods of payment, Incentive based pay system, Performance based pay systems; Knowledge based pay system & market based pay system, Broad-banding,

### **Module-II (7 Hrs)**

#### **Benefits and Services:**

Goals for benefits, Benefit needs analysis, Classification of employee benefits, Benefit determination process, Administration of benefits and services

### **Module-III (7 Hrs)**

#### **Managerial Remuneration :**

Elements of managerial remuneration, Benefits for executives, Strategies for managerial compensation, Innovative approaches to compensation and rewards

### **Module-IV (6 Hrs)**

#### **International Compensation**

Elements of Expatriate's compensation, Conditions attached to expat compensation, The Balance sheet approach, Alternatives to Balance sheet approach.

### **Suggested Readings:**

1. Gary Dessler, Human Resource Mgt., PHI.
2. V.S.P. Rao, Human Resource Management, Excel Book.
3. Gerhat and Rynes, Compensation – Theory, evidence and strategic Implications, Response books.
4. Milkovich & Newman, "Compensation", Tata McGraw Hill
5. Singh B.D, "Compenstaion and Reward Management", Excel Books, New Delhi.

## **MSH-510-HUMAN RESOURCE INFORMATION SYSTEMS**

**Objectives:** The objective of the course is to acquaint students to understand the concept of human resource information systems and its applications with relate to different functional areas of management in order to stimulate thinking, to encourage innovative approaches in designing, implementing and managing human resource systems.

### **Module- I (8 Hrs)**

#### **Introduction to HRM and HRIS –**

Evolution of HRM and HRIS: The Role of IT, Introduction, Historical Evolution of HRM and HRIS, HR Activities, Interface between HR and Technology, a Primer of HRIS. Database Concepts and Applications in HRIS: Data, Information and knowledge, Database management systems, Key Relational Database Terminology, Introduction to Microsoft access Data warehouses, Business Intelligence, and data mining.

### **Module-II (8 Hrs)**

#### **Systems Considerations in the design of an HRIS: Planning for Implementation –**

Introduction, HRIS Customers/Users: Data Importance, HRIS Architecture, Best of Breed, system Implementation Process Determining HRIS needs. HRIS needs, planning and analysis planning, The Big 3- The global positioning system of HRIS, Gap Analysis. System Design and Acquisition- Working with vendors, assessing system Feasibility, cost justifying HRIS investments. Cost Justifying HRIS Investments: HRIS Cost benefit analysis, estimating the timing of benefits and costs, estimating the valued indirect benefits, avoiding common problems, packaging the analysis for decision makers.

### **Module-III (6 Hrs)**

#### **Project Management Development and HRIS Acceptance of the HRIS-**

Project Management, The IT Perspective and The HRM perspective. Change Management: Implementation, Integration and Maintenance of HRIS- Introduction the management of change, models of the change process, why do systems failure occurs? Organizational & Individual issues in HRIS implementation, HRIS.HR Administration and HRIS- Introduction, HRM Administration, equal employment opportunity, HR strategic goal achievement and the balanced scorecard.

### **Module- IV (8 Hrs)**

#### **Job analysis and HR Planning –**

Talent management, job analysis, a framework of strategic hr planning, HRIS Utilization for talent management and HR Planning: The current status. Recruitment and Selection in an internet context- Recruitment and Technology, Summary of Online Recruitment, Selection and Technology, Summary of selection. Training and Development: Strategic Implications and Learning Organizations – Training Metrics and Cost Benefit Analysis, HRIS Applications in Training, Performance Management, Compensation, Benefits, Payroll and the HRIS, Increasing importance of International HRM, HR programs in global organizations, HRIS applications in IHRM.

Information Security and Privacy in HRIS- Threats to information security, components of information security, legal requirements for information security, role of HR in Information Security.

### **Suggested Readings:**

1. Kavanagh Michael J and Thite Mohan , Human Resource Information Systems, Sage Publications

## **MSH-511 EMOTIONAL INTELLIGENCE AND CREATIVITY**

**Objectives:** The course is designed to make students understand the concept of emotional intelligence, its application, development and management. Also to acquainted them with the concept of creativity, its role, the process of creativity and how it is developed in the organization.

### **Module-I (8 Hrs)**

#### **Introduction to Emotional Intelligence –**

The Role of Emotion, Types of emotions, The role of intelligence, Concept of Emotional Intelligence, Mental Intelligence and Emotional Intelligence, Importance, Myths about emotional intelligence, Emotional Competence.

### **Module-II (8 Hrs)**

#### **ABCD Model of Emotional Intelligence –**

Emotional Awareness, Behavior, Commitment and Development of Emotional Intelligence, Applying Emotional Intelligence in Organizations Managing Emotional Intelligence

### **Module III (8 Hrs)**

#### **Introduction to Creativity-**

Creativity definition, Nature of creativity, Creative Approach, Role of Creativity in decision making, Stages in Creative Process, Creativity and Innovation, Innovation Generation, Innovation Diffusion

### **Module IV (6 Hrs)**

#### **Creativity in Organizations –**

Characteristics of creative individuals, Methods of enhancing creativity, inducing factors, Conditions in Creativity, Ways to Block Creativity.

### **Suggested Readings:**

- 1) Luthans Fred, Organizational Behavior, Ninth Edition, McGraw Hill International.
- 2) Aswathappa K, Organizational Behaviour, Sixth Revised Edition, Himalaya Publishing House
- 3) Prasad L.M., Organizational Behaviour, Fourth Revised Edition, 2006, Sultan Chand & Sons
- 4) Goleman Daniel, Working With Emotional Intelligence, Bantam Books
- 5) Bradberry Travis, Emotional Intelligence Quickbook

## **MSH 512 PEOPLE MANAGEMENT AND ETHICS**

**Objectives:** The objectives of this paper is to promote the understanding of various issues of employee psychology and accordingly deal with them by applying tools of peoples management.

### **Module-I (8 Hrs)**

#### **Understanding Human Behaviour-**

Employee psychology, employees' contribution towards organization, how to manage boss, how to manage subordinates.

### **Module-II (7 Hrs)**

#### **Managing Intellectual Capital Employees –**

Value of human capital, employee's retention, talent management, expectation from organization, time management

### **Module -III (7 Hrs)**

#### **Knowledge Management-**

Managing knowledge, retaining knowledge, types of knowledge: implicit and tacit knowledge, sources to tap knowledge.

### **Module IV (8 Hrs)**

#### **Ethical values in management-**

Ethics in HR, Ethics in Marketing, Ethics in Finance and Ethics in systems.

### **Suggested Readings:**

1. Murthy C.S.V, Business Ethics, Himalaya publishing house
2. Lance A. Berger and Dorothi R. Berger, Talent Management Hand Book, Tata McGrawHill
3. Morey Stettner, Skills for New Managers, Tata McGrawHill.
4. Frank Jefkins, Public Relations for your Business, Excel Books
5. Rao Madanmohan, Leading with Knowledge: Knowledge of high practices in Global InfoTech Companies, TataMcGrawHill.
6. Lynn Underwood, Mastering the Time Management, Infinity Books.
7. Choudhuri K.K.-Personal Management for Executives, Himalaya Publishing House.

**SYSTEMS & IT**  
**TRIMESTER-IV**  
**MSS-401 DATABASE MANAGEMENT SYSTEMS**

**Objectives :** The basic objective of the course is to make conversant with the large databases, customized creation and storage of data in databases. Optimization in the process of data retrieval through customized query processes, the various concepts and models used in the database applications and the various types of high-end databases applications like Oracle operations for storage & retrieval of data.

**Module I (9 Hrs.)**

**Introduction –**

Purpose, Advantages and Disadvantages of DBMS, Data Models, Schemas and Instances, DBMS Architecture and Data Independence, Types of DBMS – Hierarchical, Network, Relational, Object-oriented and Object relational. E-R Model: Basic concepts, Design issues, Mapping constraints, Keys, E-R Diagram, Design of an E-R Database schema, Reduction of E-R schema to tables.

**Module II (6 Hrs.)**

**Database Structure & Normalization –**

Structure of relational databases, Relational algebra, tuple calculus, relational calculus, Functional dependencies, Normal forms NF1, NF2, NF3 and BCNF, multivalued dependencies and fourth normal form, join dependencies and fifth normal form, Domain key normal form. Transaction, Concurrency, Control and Recovery.

**Module III (6 Hrs.)**

**SQL:**

Background, Basic structure, Set operations, Aggregate functions, Null values, Nested sub queries, Derived relations, Views, Modification of database, Joined relations, Data definition language, Domain constraints, Referential Integrity, Assertion, Triggers, Functional Dependencies.

**Module IV (9 Hrs.)**

**Oracle:**

Basic architecture, Data definition, Data manipulation (LIKE operator, string commands, numeric function, date function, translate and decode function), Introduction to PL/SQL (conditional, logic, loops, go to statements, exceptional handling, triggers, procedures, functions, cursor, LOB's, snapshots, sequences).

**Suggested Readings:**

1. Introduction to database management system, Bipin C. Desai, Galgotia Publication.
2. Database System, Peter Rob & Carlos Carousal, Thomson Learning
3. Oracle 8 The complete reference, G. Koch & K. Loney, TMH.
4. Fundamentals of database systems, R. Elmsari & S. D. Navathe, Addison Wesley.
5. Database system concepts, A. Silberschatz, H. F. Korth, S. Sudarshan, McGraw-Hill.
6. An introduction to database systems, C. J. Date, Narosa Publications.
7. Database management Systems, Pratt, Adamski, Thomson Learning.

## **DBMS Lab. (20 Hrs.)**

The programme to be implemented using SQL

1. Create Table, SQL for Insertion, Deletion, Update and Retrieval using aggregating functions.
1. Write Programs in PL/SQL, Understanding the concept of Cursors.
2. Write Program for Join, Union & intersection etc.
3. Creating Views, Writing Assertions, Triggers.
4. Creating Forms, Reports etc.
5. Writing codes for generating read and update operator in a transaction using different situations.
7. Implement of 2PL concerning central algorithm.
8. Developing code for understanding of distributed transaction processing. Students are advised to use Developer 2000 Oracle 8+ version for above experiments for implementation.

## **MSS-402 ENTERPRISE RESOURCE PLANNING AND MANAGEMENT**

**Objectives:** This course aims at providing overall knowledge regarding the concepts and structure of ERP systems and imparts necessary managerial skills for ERP implementation in a business enterprise.

### **Module-I (6 Hrs)**

#### **ERP: Enterprise Perspective:**

An Overview, Features of ERP, Reasons for the growth of ERP, Various modules of ERP, ERP for Small Business, ERP for Make to Order Companies, Business Process Mapping for ERP Module Design, Hardware Environment and its Selection For ERP Implementation MIS Integration, ERP drivers, Trends in ERP, ERP in India.

### **Module-II (10 Hrs)**

#### **ERP: System Perspective:**

Management Information System, Operations Support System, DSS, Transaction Processing System, Network Structure of ERP System, ERP Work flow, Process modeling for ERP Systems, Communication in ERP Systems, OLTP, (On Line Transaction Processing), OLAP (On Line Analytical Processing), Enterprise Integration Application Tools for ERP.

### **Module-III (8 Hrs)**

#### **ERP: Resource Management Perspective:**

Business Modules in ERP Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management, Business Process Reengineering, Relationship between ERP & BPR, ERP Implementation Life Cycle, Implementation methodology, ERP Project Management & Monitoring.

### **Module-4 (6 Hrs)**

#### **ERP: Key Issues:**

ERP and E-Commerce, ERP Culture, ERP and CRM, ERP and SCM, ERP Selection Issues, ERP in Public Sector Enterprises, Pre and Post Implementation Issues, ERP Vendors, Key ERP Consultants in India, Future Directions in ERP. (10 Hours)

### **Suggested Readings:**

1. Alexis, Leon . ERP Demystified. Tata McGraw Hill.
2. Garg, V.K. and Venket, Krishna, N.K., ERP Concepts and Practices. PHI Publications.
3. Sadagopan, S. . ERP: A Managerial perspective. Tata McGraw Hill.
4. Langenalter, A. Gary . Enterprise Resources Planning and Beyond. St. Lucie Press, USA.

5. Imhoff, C. Loftis Lisa & Geiger, G. Jonathan . Building the Customer Centric Enterprise. John Wiley & Sons.
6. Shankar, Ravi & Jaiswal, S. Enterprise Resource Planning. Galgotia Publications.
7. Diwan, Parag & Sharma, Sunil Enterprise Resource Planning: A Manager's Guide. Excel Books.

## **MSS-403 INFORMATION SYSTEMS ANALYSIS AND DESIGN**

**Objectives:** To teach techniques and approaches to students so that they may analyze and develop business systems more effectively and efficiently. The objective of the course is to familiarize the students with the various concepts of system analysis, design and planning.

### **Module I (4 Hrs.)**

#### **System Concepts and Information Systems Environment:**

The System Concept: Definition, Characteristics of Systems, Elements of a System, Categories of Information of Systems,

### **Module II (8 Hrs.)**

**The System Development Life Cycle and Systems Planning:** Recognition of needs, Impetus for System Change, Feasibility Study, Analysis, Design, Implementation, Post implementation & Maintenance. The Role of the Systems Analyst .Systems Planning : Strategies for Determining Information Requirement, Problem Definition & Project initiation, Background Analysis, Fact Analysis, Review of Written Documents, Onsite Observations, Interviews & Questionnaires, Fact Analysis, Performance Analysis, Efficiency Analysis, Service Analysis.

### **Module III (8 Hrs.)**

#### **Information Gathering & Feasibility Study:**

Kinds of Information do we need? Information about the firms, Information gathering tools, The art of Interviewing, Interviews and reviews, The Structured and Unstructured Alternatives. Tools of Structured Analysis: Dataflow Diagram (DFD), Data Dictionary, Decision Trees and Structured English. System performance, Economic Feasibility, Technical Feasibility, Behavioral Feasibility, Steps in Feasibility Analysis. Input/Output and Designs. H/W / S/W Selection and Maintenance, Major Phases in Selection Process, The Used Computer and Computer Contract.

### **Module-IV (10 Hrs)**

#### **System testing and Object oriented Analysis and Design**

System Testing and Quality Assurance; Audit Trail; implementation and Software Maintenance, Hardware and Software selection; Security, Disaster/Recovery & ethics in Systems Development. Object-Oriented Analysis and Design, and Testing: Object Concepts, Introduction to the Unified Modeling Language, Use Case Diagrams, Sequence Diagrams, Class Diagrams, Statechart Diagrams

### **Suggested Readings:**

1. Alan Dennis and Barbara H. Wixom (2002). Systems Analysis and Design: An Applied Approach. John Wiley & Sons.
2. Roger, S. Pressman (2001). Software Engineering: A Practitioner's Approach. McGraw-Hill.

3. Sandra, D. Dewitz (2002). System Analysis and Design and the Transition to Objects. McGraw-Hill.
4. Hawryskiewycs –Introduction to system analysis and design (PHI)
5. Raja Raman: Analysis and Design of information System. (PHI).
6. Elias M.Awad, "Systems Analysis & Design", Galgotia Publication.
7. Hoffer, "Modern Systems Analysis & Design", Addison Wesley.
8. Kendall, "Introduction to System Analysis & Design", McGraw Hill.

## **MSS-404 INFORMATION COMMUNICATION TECHNOLOGY AND DEVELOPMENT**

**Objectives:** This course aims at providing basics of computer networks and network-based services. With the advent of Internet, Network based services have become very important for organizations and business. In this course, the participants will be able to appreciate the basic components of a network as well as understand to integrate network based services for enhanced productivity & security within the organization as well as with the outside world.

### **Module I (8 Hrs.)**

#### **Data communication concepts and application:**

Introduction to Data communications, components of data communications, Trends in computer communications and networking, Network applications. Fundamentals of Data Communications and Networking: Messages, characters, bit streams, symbols and waveforms, digital/analog, serial & parallel, simplex, half-duplex, full duplex, modem, synchronous/asynchronous transmission, multiplexing, network hardware, network software, reference models. Physical layer: Transmission media, wireless transmission, the telephone system, cellular radio, communication satellites. Data link layer: Media access control, error control in networks, data link protocols.

### **Module II (8 Hrs.)**

#### **Networking : Network layer :**

Network topology, network routing, network standards, network protocols, system network architecture. Local Area Network (LAN) : LAN components, Ethernet (IEEE 802.3), Token Ring (IEEE 802.5), selection of LAN, Improving LAN performance. Metropolitan Area Network (MAN) & Wide Area Network (WAN) : Telephone network, Dialed circuit services, Dedicated circuit sources, Switched circuit services, Packet switched networks, Improving MAN & WAN performance. Back bone networks : Backbone network components, Fast Ethernet, FDDI. Network Applications and Management: Design of business networks, installation guidelines, maintenance and security. Case studies on network design and establishment.

### **Module III (7 Hrs.)**

#### **Introduction to Cryptography:**

Introduction To Security: Attacks, Services & Mechanisms, Security, Attacks, Security Services. Conventional Encryption: Classical Techniques, Conventional Encryption Model. Classical Encryption Techniques, Modern Techniques: Simplified DES, Block Cipher Principles, DES Standard, DES Strength, Differential & Linear Cryptanalysis. Public Key Encryption: Public-Key Cryptography: Principles of Public-Key Cryptosystems, RSA Algorithm, Key Management.

### **Module IV (7 Hrs.)**

#### **Network & System Security:**

Authentication Applications: Kerberos X.509, Directory Authentication Service, Electronic Mail Security, Pretty Good Privacy (PGP), S / Mime, Security: Architecture, Authentication Header, Encapsulating Security Payloads, Combining Security Associations, Key Management, Web Security: Secure Socket Layer & Transport Layer Security, Secure Electronic Transaction (Set), System Security: Intruders, Viruses, Firewall Design Principles, Trusted Systems.

### **Suggested Readings:**

1. A. S. Tanenbaum, 'Computer Networks', Eastern Economy ed., PHI.
2. W. Stallings, 'Data and Computer Communications', Prentice Hall of India Pvt. Ltd., New Delhi.
3. William Stallings, "Cryptography and Network Security: Principles and Practice", Prentice Hall,
4. David A Stamper, 'Business Data Communications', Adison Wesley.
5. Johannes A. Buchmann, "Introduction to cryptography", Springer- Verlag.
6. Atul Kahate, "Cryptography and Network Security", TMH
7. Jerry Fitzgerald, Alan Dennis, 'Business Data Communications & Networking', John Wiley & Sons Inc.
8. Information Security Intelligence – Cryptographic Principles & Applications, Calabrese, Thomson Learning.

### **Networking Lab. (20 Hrs.)**

#### **Overview :**

The Data Communications Industry, The Best Way to Approach Data Communications, What is Data Communications, Challenges and Solutions to Business-Oriented Data Communications Analysis, The Data Communications Profession

#### **Data Communications Concepts:**

Architecture, Transmission Techniques, Communication Techniques, Error Control Techniques

**Local Area Networks:** Data Link Layer, LAN Architecture Model, LAN Architecture, LAN Interconnection Hardware

**LAN Communications Protocols:** The Network Layer, Encapsulation/De-encapsulation, Fragmentation, Addressing and Routing, Routing Protocols, The Transport Layer, The Session Layer, The Presentation and Application Layers, Internet Suite of Protocols, IP Addressing.

**Advanced TCP/IP Network Design:** Network Design with Classful IP Addressing, Address Classes, Subnet Masks, Subnet Design.

**Advanced TCP/IP Network Design:** Classless Addressing and Variable-Length Subnet Masks, Classless Inter-Domain Routing.

## **MSS-405 IT ENABLED SERVICES**

**Objectives:-** The Global Outsourcing Market on a growth path, which leads to the development of IT Enabled Services and Outsourcing is one of the key benefits of IT enabled services. In the scenario of Indian IT Enabled Services Market, The market in India is significantly influenced by the existing size and the Market Segmentation.

### **Module I: (8 Hrs)**

#### **Business Strategy: Challenges and Opportunities for IT**

Business Strategy: Challenges and Opportunities in the Globalised, Interconnected, Convergent World, IT Strategy, Application Strategy, Technology Strategy for IT, IT Management Strategy, Evolution of ITES, Key Drivers of ITES, Developing IT Strategy for Competitive Advantage, Stages of IT Strategy Development and Implementation, Challenges of IT and Business Strategy Alignment.

### **Module II: (8Hrs)**

#### **Strategic IT Planning**

Inhibitors of Business and IT Strategy Alignment, Business Implications for IT Strategic and Planning, Strategic IT Planning Motivations, Contents of a Typical Enterprise IT Architecture, Standard for Enterprise IT Architecture, Technology Management strategy Framework, Prevalent Technology Reference Architectures Framework and Standards, Program Management, Benefits of PMO, Desired Qualities of a Program Office Manager, Implementation of PMO Strategy, Measuring PMO Performance, Project Scope Management, PMO Dashboard and Reporting, Business Models Driving IT Enabled Services.

### **Module III: (8 Hrs)**

#### **IT Service Management Strategy**

Information Technology Infrastructure Library (ITIL), ITIL Overview, ITIL Service Support Processes, Incident Management, Problem Management, Service Level Agreement, Service Delivery, Service Level Management, Financial Management, Capacity Management, IT Service Continuity Management (ITSCM), Availability Management, Imperatives for Outsourcing, IT Management Layers, Variants of Outsourcing, Business Process Outsourcing, In-sourcing, Key benefits of IT enabled outsourcing, Challenges Facing the Indian IT Enabled Outsourcing Market.

### **Module IV: (6 Hrs)**

#### **Copyright and IPR**

Understanding the concepts of Copyright, Intellectual Property Law, Patents, Indian Standards Institution and its role Indian copyright law of 1957 and its most important amendment from a software viewpoint, Intellectual property rights, Caution with Internet , Email Etiquette, Spamming, Broadcasting, Computer crime, Social Networking, Understanding Software Compliance, Software Piracy, Professional Responsibility.

## **Suggested Readings:**

1. Marketing of Information Technology- K.Venkatesh, Tata McGraw Hill
2. IT strategy and Management- Sanjiva Shankar Dubey, Prentice Hall India
3. Offshore Ready: Strategies to plan and profit from Offshore IT – Enabled Services, Stuart Morstead and Greg Blount, ISANI Press, 2003.

## **MSS-406 CYBER LAW**

**Objective:** This course aims at providing the basic fundamentals of cyber law in today's Global Business Environment, the students will be aware of the IT act 2000 and its role in conducting transaction over the internet. It also focuses on the IPR issues and E-Governance.

### **Module-1 (6 Hrs)**

#### **Basic Concepts of Cyber Law and Technology Law**

Understanding the Technology of Internet: Origin of Internet; How the Internet functions; Understanding TCP/IP, HTTP, Web hosting etc; Scope of Cyber Law: Nature of Cyber Space; Cyber Property; Cyber Personality; Cyber Transactions; Cyber Jurisprudence: Concepts of Historical, Analytical and Ethical Jurisprudence; Relationship between Meta Society Laws and Cyber Law; How Cyber Law need to be developed. Cyber Crimes and Cyber Laws; Types of Cyber Crimes; Legal Provisions regarding Cyber Crimes; Investigation and adjudication of cyber crimes; Digital evidence; Methodology of Cyber Crime Investigation; Basic Investigation Techniques;

### **Module-2 (8 Hrs)**

#### **Cyber Law – India Perspective**

Historical Development of Cyber Law in Bangladesh; Overview of the Information Communication and Technology Act 2005; Amendments and Limitations of IT Act; Digital Signatures; Cryptography; Cryptographic algorithm; Public cryptography; Private cryptography; Electronic Governance; Legal Recognition of Electronic Records; Legal recognition of digital signature; Certifying Authorities; Cyber Crime and Offences; Network Service Providers Liability; Cyber Regulations Appellate Tribunal; Penalties and Adjudication

### **Module-3 (8 Hrs)**

#### **Cyber Law – International Perspective**

International Conventions on Cyber Law; Development of Cyber Laws in USA; Development of Cyber Laws in Europe; Development of Cyber Laws in Asia; Data Protection Laws in EU and USA; OECD Principles of Data Protection; EU Data Protection Laws; Privacy and Freedom Issues in the Cyber World; Nature of Privacy Rights; Cyber Stalking; Use of Cookies; Privacy Invasion by Government; Privacy Invasion by Employer; Freedom of Speech Vs Privacy Rights, Spam etc; E-Government and E-governance; Legal Issues in E-Governance

### **Module-4 (8 Hrs)**

#### **Intellectual Property Issues in Cyber Space**

Domain Names and Related issues: Understanding the system of domain names, Different Perspectives, Cyber Squatting, UDRP; Copyright in the Digital Media: Copyright & Cyberspace; Nature of Copyright in Cyberspace; Fair use and Infringement, Copyright issues in Digital Media, Hyper linking, Caching, and Framing etc.; Patents in the Cyber World: Nature of Patent Rights; Patents in the Digital Environment; Procedure of Obtaining Patents, Difference between Copyright and Patents, Patenting of Business Methods; Trademark in Cyberspace: Trademark law & Cyberspace; Law relating to Semiconductor Layout & Design

## **Suggested Readings:**

1. J. Rosenoer, Cyberlaw: The Law Of The Internet (Springer Verlag 1996).
2. Kruse, Warren G., II; & Heiser, Jay G. (2001). Computer Forensics: Incident Response Essentials . Boston , MA: Addison-Wesley

## **TRIMESTER -V**

### **MSS-507 BUSINESS INTELLIGENCE AND DATA MINING**

**Objective:** The objective of the course is to make the students proficient in the tools and techniques of Business Intelligence making use of Data mining and Data Warehousing processes. Students will be able to identify key components of Business Intelligence tool sets. Differentiate between Business Intelligence tools and practices and other legacy/emerging technologies. Articulate examples of how businesses are using Business Intelligence tools to enhance competitiveness and profitability. Apply IT/Strategic framework that are enabled by Business Intelligence tools and practices.

#### **Module – 1 (5 Hrs)**

##### **Business Intelligence from business side- Components of BI**

Architecture-BI Front end- BI and Business Value- BI Market Business Query & Reporting-Production Reporting- Dash Boards-Performance Management- Success of Business Impact- Measuring Success of Business Impact-ROI-LOFT Effect.

#### **Module-2 (5 Hrs)**

##### **Data Mining and Data warehousing**

Motivation for Data Mining, Data Mining-Definition & Functionalities, Classification of DM systems, DM task primitives, Integration of a Data Mining system with a Database or a Data Warehouse, Major issues in Data Mining. Data Warehousing – (Overview Only): Overview of concepts like star schema, fact and dimension tables, OLAP operations, From OLAP to Data Mining.

#### **Module-3 (10 Hrs)**

##### **Data Preprocessing**

Descriptive Data Summarization, Data Cleaning: Missing Values, Noisy Data, Data Integration and Transformation. Data Reduction:-Data Cube Aggregation, Dimensionality reduction, Data Compression, Numerosity Reduction, Data Discretization and Concept hierarchy generation for numerical and categorical data. Mining Frequent Patterns, Associations, and Correlations: Market Basket Analysis, Frequent Itemsets, Closed Itemsets, and Association Rules, Frequent Pattern Mining, Efficient and Scalable Frequent Itemset Mining Methods, The Apriori Algorithm for finding Frequent Itemsets Using Candidate Generation, Generating Association Rules from Frequent Itemsets, Improving the Efficiency of Apriori.

#### **Modulet-4 (10 Hrs)**

## **BI Applications**

Cluster Analysis: What is it? Types of Data in cluster analysis, Categories of clustering methods, Partitioning methods – K-Means, K-Medoids. Hierarchical Clustering- Agglomerative and Divisive Clustering, BIRCH and ROCK methods, DBSCAN, Outlier Analysis .Web Mining: Web mining introduction, Web Content Mining, Web Structure Mining, Web Usage mining, Automatic Classification of web Documents. Data Mining for Business Intelligence Applications: Data mining for business Applications like Balanced Scorecard, Fraud Detection, Clickstream Mining, Market Segmentation, retail industry, telecommunications industry, banking & finance and CRM etc.

## **Suggested Readings**

1. Cindi Howson: Successful Business Intelligence, Tata McGraw Hill, 2008
2. Turban: Business Intelligence, Pearson, 2009.
3. C.S.R.Prabhu: Data Warehousing, 3/e, PHI Learning, 2008
4. George M.Markas: Decision Support Systems, 2/e, Pearson Education, 2008
5. Efreem G.Mallach: Decision Support and Data Warehousing Systems, Tata McGraw Hill, 2008
6. Berson Smith: Data Warehousing, Data Mining 7 OLAP, Tata McGraw-Hill, 2007
7. Michael J.A. Berry, Gordon S.Linoff: Data Mining Techniques, 2/e, Wiley -India, 2005
8. Marakas: Modern Data Warehousing, Mining, and Visualization Core Concepts Pearson Education, 2008
9. Carlo Verelise: Business Intelligence & Data Mining, Wiley-2009
10. Han, Kamber, "Data Mining Concepts and Techniques", Morgan Kaufmann 2nd Edition
11. P. N. Tan, M. Steinbach, Vipin Kumar, "Introduction to Data Mining", Pearson Education
12. G. Shmueli, N.R. Patel, P.C. Bruce, "Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner", Wiley India.
13. Michael Berry and Gordon Linoff "Data Mining Techniques", 2nd Edition Wiley Publications.
14. Alex Berson and Smith, "Data Mining and Data Warehousing and OLAP", McGraw Hill Publication.
15. Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner" by Galit Shmueli, Nitin R. Patel and Peter C.Bruce, Wiley, 2007.
16. Data Mining Concepts and Techniques, Jiawei Han and Micheline Kamber, Morgan Kaufman Publications
17. Introduction to Data Mining, Adriaan, Addison Wesley Publication
18. Data Mining Techniques, A.K.Pujari, University Press

## **MSS-508 E-COMMERCE**

**Course Objective:** To help the student to understand the basics of e-Business and e-Commerce □To help the student to understand the securities and other issues related to e-Business.

### **Module-I (8 Hrs)**

#### **E-Business:**

Fundamentals, E-Business framework, E-Business application, Technology Infrastructure for E-Business, Strategies for Electronic Business, Web portals and Vortals concepts. Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.

### **Module-II (8 Hrs)**

#### **Payment Systems:**

Type of E-payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment Security Environment: Client-server security, data and message security, document security, firewalls. Cyber Laws, Cyber Crime and Frauds, Types and Tools of Hacking

### **Module-III (6 Hrs)**

#### **EDI:**

Application in business, Legal, Security, Standardization, EDI software implementation, VANs (value added net work) Internet based EDI. ERP: The Basics of Enterprise Resource Planning, ERP Architecture, ERP and SCM

### **Module-IV (8 Hrs)**

#### **Online Marketing Concepts:**

Consumer and Business markets-Online-Ordering Process, Advertisement and Marketing on Internet, Electronics Customer Support. Web- catalogues, Business care for Documents Library, Types of Digital Documents, Documents Infrastructure.E-Commerce and Online-Publishing.

### **Suggested Readings:**

1. Ravi Kalakotta & Whinston B., "Frontiers of e-Commerce", Pearson Education, Reprint 2009 New Delhi
2. Kalakota Ravi: E-business 2.0 Roadmap for Success, Pearson education, New Delhi
3. Laudon and Traver. E-Commerce: Business Technology Society, 4<sup>th</sup> Edition, 2009 Pearson Education, New Delhi
4. Schneider, e-Commerce Strategy Technology and Implementation, 1<sup>st</sup>, edition, 2008. Cengage Learning, India
5. Daniel Amor, "The E-Business (R) Evolution", PHI Learning, New Delhi

- 6 Hanson, E-Commerce & Web Marketing, Cengage Learning, India, 1st edition, 2009
7. Kamlesh K. Bajaj & Debjani Nag, "E-Commerce", Tata McGraw Hills, New Delhi,
- 8 Joseph-e-commerce, Indian Perspective, PHI, 3RD Edition, 2009
- 9 Murthy C. S. V., e-Commerce, 2007, Himalaya Publishing House.
- 10 Parag Kulkarni & P.K.. Chande, IT Strategy for Business, 1st edition Oxford University Press 2008
11. Pradhan & Dash, "E-Commerce", Vrinda Publications, New Delhi.

## **MSS-509 SOFTWARE ENGINEERING & PROJECT MANAGEMENT**

**Objectives:-** Today it is self-evident that information technology is fundamental to the practice of general management. With the coming of age of computerization efforts in most businesses today, the need for the technomanager is but natural. Students with a wide array of business skills often choose jobs that need computerization knowledge and skills for the proper functioning of the person on the job. While on the one hand they have good functional expertise, it is often found that on the other hand the skills to manage in the present computerized environment are lacking.

### **Module I: (8 Hrs.)**

#### **Introduction:**

Software, Software process, Software Engineering, Characteristics of Software Project, Activities covered by Software Project Management, Problems involved, Management function related to Project Management, Feasibility Analysis, Software requirement study and Analysis, Software Requirement Specifications, Need for Software Estimation, Problems with Over and Under Estimation, Software Estimation techniques, Expert Judgment, Estimating by Analogy, Function Point Analysis, Object points, COCOMO model.

### **Module II: (7 Hrs.)**

#### **Project Planning & Execution:**

Overview of Project Planning, Finalising Project Scope, Infrastructure, Analysing Project Characteristics, Identifying Project goals and activities, Estimating time & effort, allocating resources, Review plan. Project Execution Approach, Choosing Technologies, Structure VS speed of Delivery Waterfall Model, V- Process Model, Evolutionary model, Spiral Model, Software Prototyping, Incremental Delivery, Controlling changes during project execution.

### **Module III: (8 Hrs.)**

#### **Project Scheduling & Risk Management:**

Objectives of activity planning, project scheduling, sequencing and scheduling activities, Network planning models, forward pass, backward pass, identifying critical path, project crashing, Project progress review, Software Design Concepts, Risk Management: Risk and its implication, types of risk, Identifying risks, analyzing risks, prioritizing risks, Risk avoidance, Risk containment, Resource identification, Resource planning Resource allocation, monitoring critical resources

### **Module IV: (7 Hrs.)**

#### **Project Testing, Implementation & Management:**

Managing People and Organising Teams, Understanding Team Behavior, Motivation, Building and Managing coherent teams, Leadership challenges, Software Quality, Product versus Process Quality management, techniques to help enhance software quality, Software Validation and Verification, Quality plans, Objectives of Software Testing, Black Box and White Box testing, testing of Static and Dynamic applications, Validation

testing, Integration testing, Designing a test plan, test criterion, test data, test results analysis, Software Maintenance.

### **Suggested Readings:**

1. Software Project Management- Bob Hughes and Mike Cotterell, Tata McGraw Hill
2. Software Engineering a Practitioner's approach- Roger S Pressman, Tata McGraw Hill
3. Software Engineering- Ian Sommerville, Addison Wesley
4. An Integrated Approach to Software Engineering- Pankaj Jalote, Narosa, McGraw Hill
5. Software Engineering- Rajiv Mall, Tata McGraw Hill

## **MSS-510 ENTERPRISE JAVA APPLICATION DEVELOPMENT**

**Objectives:** The objective of the course is to familiarize the students with the various Enterprise application of JAVA Programming Language

### **MODULE I (6 Hrs.)**

#### **Enterprise Application & JAVA Environment:**

Challenges of Enterprise Application Development, Platform for Enterprise Solutions: J2EE Platform Overview, J2EE Platform Benefits, J2EE Application Scenarios, J2EE Platform Technologies: Component Technologies, Platform Roles, Platform Services, Service Technologies, Communication Technologies

### **MODULE II (8 Hrs)**

#### **Principle of Designing JAVA Client Tire:**

Client Considerations, General Design Issues and Guidelines, Design Issues and Guidelines for Browser Clients, Design Issues and Guidelines for Java Clients, The Web Tier: Purpose of the Web Tier, Web-Tier Technologies, Web-Tier Application Structure, Web-Tier Application Framework Design: Web-Tier MVC Controller Design, Web-Tier MVC View Design, Web-Tier MVC Model Design, Web Application Frameworks, Distributable Web Applications.

### **MODULE III (8Hrs)**

#### **Enterprise JavaBeans Tier:**

Business Logic and Business Objects, Enterprise Beans and EJB Containers, Guidelines for Using Local or Remote Client Views, Entity Beans and Local Client Views, Session Beans, Message-Driven Beans, Remote versus Local Client Access for Entity Beans, Session Beans as a Facade to Entity Beans, Fine-Grained versus Coarse-Grained Object Access, Master-Detail Modeling Using Enterprise Beans, Implementing an Entity Bean without a Create Method, Portability Guidelines: Typecast Remote References, Mark Non-Serializable Fields Transient, Structs & its Features.

### **MODULE IV (8Hrs)**

#### **Integrating with the Enterprise Information System Tier:**

J2EE Integration Technologies, Synchronous Integration, Asynchronous Integration, Programming Access to Data and Functions, Using Tools for EIS Integration, Developing EIS Access Objects, Packaging J2EE Applications, Deployment Descriptors & Tools. Transaction Management: ACID Transaction Properties,

Transaction Participants, Distributed Transactions, J2EE Platform Transactions, J2EE Transaction Technologies, Enterprise JavaBeans Tier Transactions

### **Suggested Reading:**

1. Keogh James, J2EE: The Complete Reference, McGraw Hill Publication, 2010
2. Singh Inderjeet , Steams Beth & Mark Johnson, Designing Enterprise Applications with J2EE 2/E, Prentice Hall Publication,2010
3. Eckstein J. Robert & Perry Steven, Java Enterprise Best Practices, O' Reilly Media Inc. Publication, 2010
4. Art Taylor, J2EE & Beyond, Prentice Hall Publication , 2010
5. William Crawford & Jonathan Kaplan, J2EE Design Patterns , O' Reilly Media Inc. Publication, 2010

## **MSS-511 OBJECT ORIENTED PROGRAMMING USING JAVA**

**Objective:** The course introduces the basic concepts of Java Language and helps students to improve their programming skills in order to develop a complete Java application

### **MODULE I (6 Hrs.)**

#### **An overview of Object oriented programming:**

Object Oriented Programming: Structured Language and object oriented languages, Features of Object oriented programming, JAVA as Object Oriented Programming Language, Introduction to JAVA: Java AS A PROGRAMMING TOOL, Features of Java , Two control statement, using blocks of code, Lexical Issues, The java class Libraries, Data Types, Variables & Arrays: the primitive types, integers, floating-point types, Characters, Booleans, Arrays operators and arithmetic operators, the bitwise operators, relational operators, Boolean logical operators, the assignment operators, operator precedence, using parentheses, control statements: java's selection statements, iteration statements, jump statements

### **MODULE II (7 Hrs)**

#### **Classes & inheritance:**

Class Fundamentals, Declaring Objects, Assigning Object Reference Variables, introducing methods, constructors, the finalize() Method, A stack class, overloading methods, using objects as parameters, argument passing, returning objects, recursion, introducing access control, understanding static, introducing final, Arrays revisited, introducing nested & inner classes, exploring the string class, using command-line arguments, Inheritance: Inheritance basics, using super, creating a multilevel Hierarchy, when constructors are called, method overriding, dynamic method dispatch, using abstract classes, using final with inheritance

### **MODULE III (9 Hrs)**

#### **Packages and interfaces:**

Packages, Access Protection, Importing Packages, Interface, Exception Handling: Exception types, Uncaught Exceptions, using try & catch, Multiple catch clauses, Nested try statements, throw, java's Built-in Exceptions, creating exception subclasses, chained exceptions, Multithreaded programming: Java i thread model, Main thread, creating a thread, creating multiple threads, thread priorities, Synchronization Strings: string constructors, string length, special string operations, Character extraction, string buffer, Java I/O and serialization: I/O basics, reading console input, writing console output, Exploring java.io: the java I/O Classes and interfaces, file , the stream classes, Using stream I/O, Serialization

### **MODULE IV (8 Hrs)**

#### **Java Applets:**

The applet class: Applet architecture, simple applet display methods, The HTML APPLET Tag, Passing parameters to Applets, getDocumentBase() and getCodeBase(), AppletContext and showDocument(), The

audio clip Interface, Event HANDLING: Two event handling Mechanisms, The Delegation Event Model, Event Classes, Sources of events, Adapter classes, Inner classes .

AWT Components: AWT Classes,, Working with frame Windows, creating a windowed program, working with graphics, Managing text output using FrontMetrics, Handling events by extending AWT Components, Swing & its features.

### **Suggested Reading:**

1. Herbert Schildt, The Complete Reference JAVA, J2SE 6<sup>TH</sup> Edition, TMH,2010
2. E. Balaguruswamy, Programming with Java, TMH,2010
3. Wu C Thomas, Introduction to Object Oriented Programming with Java, TMH, 2010
4. Bhave M.P. & Patekar S.A., Programming with Java, Pearson Education, 2010
5. Deitel & Deitel, Java How to Program, Prentice Hall, 2010
6. Timothy Budo, An Introduction to Object Oriented Programming with Java, Pearson Education, 2010

## **MSS-512 TECHNOLOGY MANAGEMENT**

**Objectives:** Technology is a key resource of reflective importance for corporate profitability and growth. It has an enormous significance for the well being of national economies as well as international competitiveness. The management of technology is actually the practice of integrating technology strategy with business strategy in the company. This paper covers the decision in strategic technology management, innovation and transfer.

### **Module-I (08 Hrs.)**

#### **Technology and Business**

Concept and meaning of Technology, Technology and Business, role and significance of management of technology, Impact of technology on society and business Technology and indicators of competitiveness, Technological Innovation and Technology strategy, Challenges of strategic technology management, Technology strategy and core competence, Critical factors in strategic technology management- Creativity factor, Technology and market interaction, Technology-Price relationship, Timing factor.

### **Module-II (08 Hrs.)**

#### **Innovation & Technology**

Technological innovation and its process, Risk and successes in technological innovation, Innovation chain reaction, Critical trajectories impacting innovation process, Factors influence technological innovation, Technology strategy framework, structured approach to corporate technology & strategy

### **Module-III (06 Hrs.)**

#### **Technology and Market**

Technology lifecycle (TLC), Market growth and TLC, Product life cycle and TLC, Product /Technology Matrix, Diffusion of Technology, Upstream-Downstream technology relationship, Fore casting technological change, Managing innovation within the product life cycle.(Case Studies)

### **Module-IV (08 Hrs.)**

#### **Technology and Global Environment**

Implementing technology on products/services, Research strategy for technology push,acquisition,Technology transfer, Types of Technology transfer and methods, Technology assessment, Technological metrics, Mechanism of technology transfer, exploitation of technology, Technology acquisition agreement, Role of

Government in Technology Development. Linkage between technology, development and competition, Managing research and development (R&D), Managing Intellectual Property..(Case Studies)

**Suggested Readings:**

1. Strategic Technology Management by Frederick Betz-McGraw-Hill
2. Management of Technology by Tarek-M Khalil –McGraw-Hill
- 3.Strategic Management of Technological Innovation – Schilling – McGraw-Hill, 2nd ed.
- 4.Managing Technology and Innovation for Competitive Advantage – V K Narayanan -Pearson Education Asia
5. Chugan, Pawan Kumar-International Technology Transfer, Himalaya-2000
- 6.Strategic Management of Technology & Innovation – Burgelman, R.A., M.A. Madique, and S.C. Wheelwright -. Irwin.
- 7.Managing New Technology Development – Souder, W.C. and C.M. Crawford - McGraw-Hill.
- 8.Bringing new technology To Market – Kathleen R Allen – Prentice Hall India
- 9.Management of New Technologies for Global Competitiveness - Christian N Madu – Jaico Publishing House