

Jankidevi Bajaj Institute of Management Studies
SNDT Women's University, Mumbai
Master of Business Administration - Systems
(MBA - Systems)

Revised Syllabus (Effective from AY 2018-19)

Name of the Course : **MBA – Systems**

Duration : **2 years**

Number of Semesters : **4**

Total Number of

Papers in 4 Semesters : **31**

Total Credits : **120**

Structure : **As given below**

Programme Outcome:

- The objective of the programme is to provide students with opportunities to pursue a career in Systems Management acquiring knowledge, skills and attitudes that give a strong foundation for holding competent and responsible executive positions.
- The curriculum has been designed to enable the students to develop a thorough knowledge of the basic concepts and techniques for understanding systems management.
- It aims to enable the student to develop analytical, decision-making and managerial skills required for the industry and be ready to contribute and manage the various systems and technology related functions in the current scenario.
- The programme is designed to enable the learner to manage IT software projects, understand cyber laws, manage enterprise IT risks and handle overall information security requirements for an organization and apply the concepts of databases for data handling and data models.
- The programme also aims to enable the learner to deploy enterprise applications across the organization to automate business processes and execute effective ecommerce strategy for a business, apply concepts of Big Data, Artificial intelligence, machine learning and data science to business problems and build a digital business by cultivating the various skills and insights into digital platforms.

SCHEME: Semester I

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1.	1001	Managerial Economics	2	4	2	2	50	50	--	100
2.	1002	Business Communication	1	2	1	--	--	50	--	50
3.	1003	Financial Reporting, Statements and Analysis	2	4	2	2	50	50	--	100
4.	1004	Marketing Management	2	4	2	2	50	50	--	100
5.	1005	Computer Applications for Business	2	4	2	2	50	50	--	100
6.	1006	Managerial Skills for Effectiveness	2	4	2	2	50	50	--	100
7.	1007	Organizational Behavior	2	4	2	2	50	50	--	100
8.	1008	Business Statistics and Analytics for Decision Making	2	4	2	2	50	50	--	100
			15	30	15	14	350	400		750

SCHEME: Semester II

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1.	2001	Indian Economy and Policy	2	4	2	2	50	50	--	100
2.	2002	Legal and Business Environment	2	2	--	2	50	--	--	50
3.	2003	Corporate Finance	2	4	2	2	50	50	--	100
4.	2004	Business Research Methodology	2	4	2	2	50	50	--	100
5.	2005	Operations Management	2	4	2	2	50	50	--	100
6.	2006	Project Management	2	4	2	2	50	50	--	100
7.	2007	Human Resource Management	2	4	2	2	50	50	--	100
8.	2008	Quantitative Techniques	2	4	2	2	50	50	--	100
			16	30	14	16	400	350		750

SCHEME: Semester III

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1.	3001	Indian Ethos, Business Ethics and Corporate Social Responsibility and Sustainability	2	4	2	2	50	50	--	100
2.	3002	Entrepreneurship and Sectoral Specialization	2	4	2	2		50+50	--	100
3.	3003	Summer Internship		6		-		100	--	100
4.	3004	Database Management System and Data warehouse	2	4	2	2	50	50	--	100
5.	3005	Managing Software Project and Information System Security, Enterprise Risk and Cyber Laws	2	4	2	2	50	50	--	100
6.	3006	Enterprise Management Systems	2	4	2	2	50	50	--	100
7.	3007	E-Commerce and Digital Markets	2	4	2	2	50	50	--	100
8.	3008	Technology Forecasting	2	4	2	2	50	50	--	100
			14	34	14	14	300	500		800

Sectoral Specialization (Code - 3002)

Semester – III

*** A student can choose any one of the following:**

	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1.	Agency and Broking		2				50	--	50

2.	Any other sector of Interest to the students with specific approval of the Institute		2				50	--	50
3.	BPO and KPO		2				50	--	50
4.	Digital Marketing		2				50	--	50
5.	Education Management		2				50	--	50
6.	Food Processing		2				50	--	50
7.	Health and Wellness Management		2				50	--	50
8.	Horticulture		2				50	--	50
9.	Hospitality Management		2				50	--	50
10.	Insurance		2				50	--	50
11.	Investment Banking		2				50	--	50
12.	Logistics and Supply Chain Management		2				50	--	50
13.	Management of Family Business		2				50	--	50
14.	Mutual Funds		2				50	--	50
15.	Pharma Management		2				50	--	50
16.	Retail and Shopping Mall Management		2				50	--	50
17.	Technology Management		2				50	--	50

SCHEME: Semester IV

Core Papers

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1	4001	Corporate Strategy	2	4	2	2	50	50	--	100
2.	4002	Big Data and Data Mining	2	4	2	2	50	50	--	100
3.	4003	IT Consulting	2	4	2	2	50	50	--	100
4	4004	Strategic Information Technology Management	2	4	2	2	50	50	--	100
5	4005	Artificial Intelligence for Business and Data Science using R	2	4	2	2	50	50	--	100
6	4006	Managing Digital Platforms and IT Resource Management	1	2	1	2	25	25	--	50
7	4007	Research Project (Year Long Project) #		4			50	50	--	100
			11	26	11	12	325	325		650

Research Project can be of Interdisciplinary nature also.

Semester: I

Paper No: 1

Course code: 1001

Paper: Managerial Economics

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to understand tools and techniques of managerial economics to enable them to appreciate its relevance in decision making; understand how microeconomics affect the business strategy of companies and develop economic way of thinking in dealing with practical business problems and challenges.

Learning Outcome:

This course will enable the student to

- understand the concepts and principles of microeconomics, impacting the household, firms and the markets
- analyse cost, revenue and profit implications across various types of markets
- evaluate the demand, determinants of demand and demand forecasting techniques

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Introduction: Nature and Scope of Managerial Economics; Micro and macro-economics; Positive versus normative economics; Circular-flow diagram; How the economy works as a whole	04	25
	2.	The market forces of supply and demand: Market demand versus individual demand; Demand schedule and demand curve; Determinants of demand/demand function; Law of demand, Exceptions to the Law of Demand; Expansion & contraction; Increase & decrease in demand; Supply and demand – equilibrium	06	
II	3.	Demand Forecasting: Importance of Demand Forecasting; Techniques of Demand Forecasting	05	25
	4.	Elasticity and its application: The elasticity of demand; Types of Elasticity of Demand; Using Elasticity in Managerial Decision Making	05	
III	5.	Production Analysis: Factors of production; Theory of production; Production function; Short run and long run production function; Law of variable proportion; Isoquant and Iso-cost line; Optimal factor combinations; Returns to scale; Economics and Diseconomies of scale	05	25
	6.	Cost Analysis: Short run and Long run cost; Various measures of cost- FC, VC, AC, MC; Cost curves & their shapes	05	

IV	7.	Market Structure and Pricing Practices: Perfect competition, its characteristics; Short run and Long run equilibrium of a perfectly competitive firm Monopoly, its characteristics; Short run and Long run equilibrium under monopoly; Price Discrimination by a monopolist Monopolistic competition, its Characteristics; Individual equilibrium and Group equilibrium Oligopoly, its characteristics; Game theory.	10	25
		Total	40	100

Reference Books:

Ahuja, H.L., Managerial economics (8thed.). New Delhi: S.Chand, 2011

Damodaran, S, Managerial Economics (2nded.). New Delhi: Oxford University Press, 2010

Dwiwedi, D.N. Micro Economics: Theory & Applications (2nded.). New Delhi: Pearson Education. 2011

Greenlaw, S & Taylor, M. Principles of Microeconomics. OpenStax (2018)

Mankiw, G. Economics: Principles & Applications (6thed.). New Delhi: Cengage Learning. 2012

Salvatore, D., & Srivastava, R. Managerial Economics: Principles and Worldwide Applications (7thed.). New Delhi: Oxford University Press. 2012

Thomas, C.R & Maurice, C.S. Managerial Economics (10thed.). New Delhi: McGraw Hill. 2014

Semester: I

Paper No: 2

Course code: 1002

Paper: Business Communication

Marks: 50

Credits: 2

Semester End Examination: Nil

Continuous Internal Evaluation: 50 Marks

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to improve their oral and written communication skills, reading and listening skills, and write effective reports and proposals and make effective presentations.

Learning Outcome:

This course will enable the student to

- understand the basics of communication
- improve their communication skills
- make effective presentations

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Introduction and Communication Basics - Process of Communication - Communication in Organization - Nature, Function and Scope. Barriers to effective communication Management of written and oral communication	06	25
	2.	Just-A-Minute Presentation - Overcoming Glossophobia	04	
II	3.	Presentation–1 (Planning & Preparing) Presentation–2 (Visual Aids) Presentation–3 (Delivery) Graded Team Presentations-Group 1-Graded Team Presentations-Group 2-Reading, listening & Questioning	10	25
III	4.	Writing Business Communication-Writing Reports, Proposals, Emails, Summaries Graded Individual Presentations- Presentation feedback, Bios and Resumes	10	25
IV	5.	Communication technology and its impact on office procedures and automation.	10	25
Total			40	100

Reference Books:

Sharma, R. C. & Krishna Mohan. Business Correspondence and Report Writing: Third Edition. New Delhi: Tata McGraw-Hill Publishing company Limited, 2007.

Hasson, Gill. Brilliant Communication Skills. Great Britain: Pearson Education, 2012.

Lesikar, Raymond V., & John D. Pettit, Jr. Report Writing for Business: Tenth Edition. Delhi: McGraw-Hill,

Semester: I
Paper No: 3

Course code: 1003

Paper: Financial Reporting, Statements and Analysis

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to prepare financial statements, analyse them using various tools and use them for managerial decision making in the areas of finance and investment.

Learning Outcome:

This course will enable the student to

- understand the accounting mechanics and process involved in preparing the financial statements
- analyse the accounting statements of companies and prepare comparative study of the financial strength of different firms
- distinguish and appreciate the importance of internal and external audit

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Financial Accounting-Scope and Importance, Users of accounting statements, Accounting Principles, Concepts and Conventions	10	25
	2.	Accounting Process: Basic Records; Understanding of Transactions and related documents		
II	3.	Preparation of Financial Statements	10	25
III	4.	Financial Reporting, Reporting Practices - Mandatory Accounting Standards - Overview of External and Internal Audit	10	25
IV	5.	Analysis of Financial Statements with managerial perspective: Ratio Analysis, Cash Flow/Fund Flow Analysis	10	25
		Total	40	100

Reference Books:

Bhattacharya S.K., Accounting for Management: Text and Cases, Vikas Publishing, 2009

Earl K. Stice, James D. Stice, Financial Accounting: Reporting and Analysis, Thomson South-Western, 2007

Godwin, Alderman, Sanyal, Financial ACCT, Cengage Learning, 2012

Harsolekar Dinesh, Financial Accounting for Management: Text and Cases, Edu-Tech Publishing Co, 2013

Ramachandran. N and Ram Kumar Kakani, Financial Accounting for Management, Tata McGraw-Hill, 2005

Semester: I

Paper No: 4

Course code: 1004

Paper: Marketing Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to identify core concepts of marketing and the role of marketing in business and society; explore appropriate measures to operate effectively in local and global settings and develop marketing strategies based on product, price, place and promotion objectives

Learning Outcome:

This course will enable the student to

- understand the marketing concepts and practices in consumer and business markets
- evaluate marketing mix adopted by organizations
- develop analytical skills, and acumen for designing marketing plans.
- design marketing strategies for organizations

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)

I	1.	Introduction: Importance and Scope of Marketing; Fundamental marketing concepts; Change in marketing management in recent years; Understanding Marketing as Creating, Communicating, and Delivering Value	10	25
	2.	Identifying And Selecting Markets: Consumer Markets and Buying Behavior; Business Markets and Buying Behavior; Market Segmentation, Targeting and Positioning; Concept of Marketing Mix; Marketing Research and Market Information		
II	3.	Designing Value: Setting Product Strategy; Designing and Managing Services; New-Product Development and Product Life-Cycle Strategies; Pricing Considerations and Strategies.	10	25
III	4.	Delivering Value: Designing and Managing Integrated Marketing Channels; Managing Retailing, Wholesaling, and Logistics.	10	25
	5.	Communicating Value: Designing and Managing Integrated Marketing Communications; Advertising, Sales Promotion, and Public Relations; Personal Selling and Direct Marketing.		
IV	6.	Managing The Marketing Effort: Strategic Marketing Planning; Marketing Implementation and Evaluation; Competitive Dynamics.	10	25
Total			40	100

Reference Books:

Etzel, M., Walker, B, Stanton, W., & Pandit, A..Marketing,(14thed). New Delhi: McGraw Hill Education, 2009

Kotler, P., Keller, K, Koshy, A., & Jha, M. Marketing Management: A South Asian Perspective (14thed). New Delhi: Pearson Education. 2013

Lamb; Hair; Sharma & McDaniel. MKTG, 1/e (1sted). New Delhi: Cengage Learning, India 2009

Ramaswami & Namakumari. Marketing Management: Global Perspective Indian Context (4thed). New Delhi: Macmillan (India) Limited. 2013

Saxena, R. Marketing Management (5thed). New Delhi: McGraw Hill Education, 2016

Semester: I

Paper No: 5

Course Code: 1005

Paper: Computer Applications for Business

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to use office productivity improvement tools effectively and apply information technology solutions to make faster managerial decisions and also update on the emerging technologies

Learning Outcome:

This course will enable the student to

- understand the concepts of information technology applied in the areas of management
- appreciate the use of Information Technology in an organization
- learn to apply IT solutions for faster business decision-making
- use office productivity improvement tools such as word processing, spreadsheets, business presentations and databases

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Evolution of IT and IT building blocks: - Historical Perspective of Computer and Information Technology; How a Computer works – Hardware and Software components and their characteristics from a user/buyer’s perspective; - Basics of networking (LAN/ WAN/ MAN) and various means to access internet (Dial-up, leased, DSL, VSAT, wireless) from a buyer’s perspective - Basics of Internet – how internet works; Familiarity with various components of the internet; Browser, Web Server, DNS Server, Search Engines; Applications of Internet – Websites, Blogs, email, FTP, Voice over Internet	02	25
	2.	MS Word - Usage of Word processing - Applications in documentation preparation and making reports, mail merge, preparation of questionnaires, presentations, tables and graphs, drawings.	08	
II	3	Power point Presentation	02	25
	4.	Advanced spreadsheet functions: - Usage of spreadsheet – Basic tables and charts - Formulas (e.g. add, subtract, multiply, divide) – application	08	

		<ul style="list-style-type: none"> in creating budget sheets - Functions (e.g. average, sum, date-time, etc) – application in student averages - Conditional logic (e.g. if, countif, sumif) - application - Analysing scenarios, sensitivity analysis - Creating pivot tables - Lookup functions (e.g. VLookup functions in Excel) 		
III	5.	Introduction to databases: <ul style="list-style-type: none"> - Concept, characteristics, objectives - Spreadsheets vs Databases - Advantages & limitations - Entity, attribute, schema, subschema 	02	25
	6.	<ul style="list-style-type: none"> - Application to analyse survey results of a marketing campaign using a database tool such as MS Access - Project Management, e.g. MS Project for defining tasks, start/ end dates, identifying critical tasks, etc. 	08	
IV	7.	E-commerce and its impact on organization	05	25
	8.	Emerging technologies, concepts and the organization of future <ul style="list-style-type: none"> - Social Media & Its Impact – Sentiment Analysis - Cloud computing – Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service - Mobile computing - Big Data & Analytics – Volume, Variety and Velocity of data - Internet of Things, Machine-2-Machine 	05	
Total			40	100

Reference Books:

Basandra, Suresh. K, Computers Today, Galgotia Publications, 2002

Behl Ramesh, Information Technology for Management (2nd Edn.), McGraw Hill, 2012

Kenneth C. Laudon, Carol GuericioTraveler, E-Commerce-business – technology - Society, Pearson Education, 2003

Turban Efraim and Volonino Linda, Information Technology for Management (7th Edn.), Wiley India, 2012.

Semester: I

Paper No: 6

Course Code: 1006

Paper: Managerial Skills for Effectiveness

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments

2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to describe, analyse and evaluate the environmental, social, cultural, economic, legal and organizational aspects in the current businesses scenario by acquiring the knowledge and relevant skills like analytical, leadership, communication, problem solving and decision making with building the ethical and business centric attitude.

Learning Outcome:

This course will enable the student to

- understand the basic principles of a management and evolution of management philosophy, and management thought
- appreciate the management processes such as planning, organizing, motivating and controlling
- acquire the ability to apply general management principles in practical situations
- develop the skills for managing work and organization

Course Contents:

Module	unit No.	Topic	Contact Hours	Weight age (%)
I	1.	Management: Concepts, evolution of management philosophy, definition, principles of management, functions of management, Managerial roles, Role of management techniques in modern industry and Its evolution in India.	10	25
	2.	Planning: Planning process: goals, objectives, standards and MBO, types of planning -policies, processes, methods, Concepts, types and process of decision making. Risk and uncertainty, Managerial skills- Budgeting, Time management, Goal setting, Problem solving, presentation skills, Communication skills, Managing meetings		
II	3.	Organizing: Organization as a structure, formal and informal organization, line, staff and functional authority—Centralization Vs. decentralization, delegation of authority, chain of command; span of management, authority, responsibility, and accountability, types of organizational structures, bases of departmentation	10	25
	4.	Organizational Culture: Cultural Diversity, Multi Ethnic Workforce, Organizing Knowledge resource. Managerial skills--Assessing culture, interaction across business functions, collaboration, networkingskills,		

III	5.	Leading: Motivating employees- motivation theories, current issues, Leadership- Theories, issues, styles, Understanding leadership challenges and strategies, techniques of communication and co-ordination. Motivating Indian workforce,	10	25
	6.	Managerial skills--team management, mentoring, Negotiation & Assertiveness skills, creating teams, Delegating, designing motivating jobs, developing trust, providing feedback		
IV	7.	Controlling: Concept of Managerial control, Definition ,importance, process, types, contingency factors ,contemporary issues, Effective control system, Controlling organizational performance, Operations Management and value chain management	10	25
	8.	Management audit, social audit, coordination of all controls in the organization. Managerial skills-Acquiring power, Active listening, Disciplining		
Total			40	100

Reference Books:

Jackson Helbrigel, Slocum, *Management – A Competency based approach*, Thomson South - Western, 2007

Koontz Harold, *Essentials of Management an International and Leadership Perspective*, Tata McGraw Hill Education, 2012

Koontz Harold and Cyril O'Donnell, *Essentials of Management*, Tata McGraw Hill, 2000

Stephen Robbins, Coulter Mary, *Principles of Management*, Pearson Education, 2008

Stoner, Freeman and Gilbert, *Management*, Prentice Hall India, 1995

Supplementary reading:

The Frontiers of Management by Peter Drucker, Harvard Business Review Press.

Technology, Management and Society by Peter Drucker, Harvard Business Review

The Drucker Lectures: Essential Lessons on Management

Website-<http://www.druckerinstitute.com/link/about-peter-drucker/>

Semester: I

Paper No: 7

Course Code: 1007

Paper: Organizational Behaviour

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to describe, analyse and evaluate the individual and group behaviour, organization's culture, and systems impacting behaviours of employees in the organizational settings in the current businesses by acquiring the knowledge and relevant skills for the same with human centric values and attitude.

Learning Outcome:

This course will enable the student to

- understand the main theories of Organizational Behavior
- analyze how these theories can help understand contemporary organizational issues
- apply theories to practical problems in organizations in a critical manner
- evaluate organizational practices and their impact on work behaviors, attitudes and performance

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction-Understanding Organizational Behaviour, Concept, Challenges and Opportunities of Organizational Behaviour- Basic Model of Organizational Behavior	10	25
	2.	Individual Behaviour- Biographical characteristics, Ability, Learning, Personality and emotions, Perception, Individual decision making, attitude and values, Job satisfaction –employee performance		
II	3.	Basic motivation concepts and its application- MBO, employee recognition program, employee involvement program, variable pay program, Special issues in motivation	10	25
	4.	Foundations of Group Behaviour: Nature and Types of Groups; Stages of Group Development; Group member resources, Group Structure; Group Tasks and Processes; Communication in groups. Group decision making, Work Teams- Teams Vs. Groups, creating effective teams, issues in managing teams		
III	5.	Conflict, Negotiations and Intergroup Behaviour: Sources of Conflict, Classification of Conflict, Conflict Process; Negotiations – Process & Issues; Intergroup Relations.	10	25

	6.	Leadership –applying theories, Leadership styles and effectiveness. Trust and leadership, Power and Politics: Definition and Bases of Power; Power tactics, Organizational Politics; Ethics and Ethical behavior in Organizations.		
IV	7.	Organization Structure, Common organizational designs and new options, why structures differ. Organizational Culture, creating and sustaining culture, How employees learn culture	10	25
	8.	Organizational Change - Forces for Change; the Change Process; What can be changed, Resistance to change, Managing organizational change, Current change issues, Work stress and stress management		
		Total	40	100

Reference Books:

Luthans Fred: Organizational Behaviour, McGraw Hill, 2011

Nelson, Debra L and James C: Organizational Behaviour, Cengage Learning India Pvt. Ltd., 2010

Pareek Udai: Understanding Organizational Behaviour, Oxford University Press, 2010

Robbins Stephen: Organizational Behaviour, Prentice Hall of India, 2010

Singh B. P. and Chhabra T. N: Organization Theory and Behaviour, Dhanpat Rai and Co.(p) Ltd., 2012

Journals

Organizational Behavior and Human Decision processes

Journal of Organizational Behavior

Journal of Human Values

International Studies of Management & Organization

Websites

<http://papers.ssrn.com>

<http://www.nwlink.com/~donclark/leader/leadob.html>

Semester: I

Paper No: 8

Course code: 1008

Paper: Business Statistics and Analytics for Decision Making

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies

3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to analyse and solve various business related problems by using various mathematical techniques and statistical tools and apply these techniques in effective decision making

Learning Outcome:

This course will enable the student to

- understand the importance and scope of mathematics and statistics from the point of view of application to business
- apply mathematical and statistical techniques in business decision making

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Applications of Matrix algebra: Markov's Brand Switching Model National Income model, Prices under market equilibrium for two or more commodities	10	25
	2.	Applications of Differential calculus: Elasticity of demand, Marginal function concept, Optimization of economic functions such as total cost, total profit, total utility etc.		
II	3.	Applications of Integral Calculus: Total function from Marginal function, Producer's Risk, Consumer's Risk, Learning curve	10	25
	4.	Probability		
	5.	Random variables and distribution concept Use of random variable and concept of conditional Averages in decision making such as newspaper boys problem Use of Bayes' theorem in decision making		
III	6.	Probability distributions: Binomial, Asset pricing model using binomial distribution, Poisson, Normal, Negative binomial, Hyper geometric, Geometric	10	25
	7.	Estimation: Point estimation, Interval estimation of mean, proportion, difference of mean, variance		
	8.	Hypothesis testing, Use of Chi Square distribution, Independence of attributes, Testing goodness of fit		
IV	9.	Applications of t distribution Value of population mean, equality of population means, dependent and independent samples	10	25
	10.	Applications of z distribution Value of population mean, equality of population means, value of population proportion and equality of population proportion		
	11.	Analysis of variance: one way and two way		

		Checking for the significantly different treatment		
			Total	40
				100

Reference Books:

R.S.Soni, Essential of Business Mathematics and Business Statistics, Ane Books Pvt. Ltd., 2009

G.S.Monga, Mathematics and Statistics for Economics, Vikas Publications, 2007

Mizrahi and Sullivan, Mathematics: An Applied Approach, Wiley, 2000

Semester: II

Paper No: 1

Course code: 2001

Paper: Indian Economy and Policy

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to analyse the impact of economic policies on the business and relate micro and macro environmental forces and their impact on the Indian economy in effective decision making.

Learning Outcome:

The student will be able to

- understand the role of economy specific to India
- analyse the impact of economic policies on the business

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	National Income, Savings and Investment	05	25

	2.	Development and Planning, and the role of Planning Commission	05	
II	3.	Agriculture; Rural development sector including microfinance, NBFCs	05	25
	4.	Industrial Policy	05	
III	5.	Public and Private Sectors, MSME sectors	03	25
	6.	Infrastructure Development Industrial labour	03	
	7.	Banking trends – KYC norms. Technologies – ATMs, Core banking	04	
IV	8.	Role of FIs, and Financial Markets	10	25
	9.	Monetary policy, Fiscal Policy: Objectives and Trends		
	10.	Centre – State financial relationship		
		Total	40	100

Reference Books:

K. P. M. Sundharam, GauravDatt, AshwaniMahajan, Indian Economy, S. Chand, 2013

N Gregory Mankiw, Economics: Principles & Applications, CengageLearning, 2012

Errol D'Souza, Macroeconomics, Pearson Education, 2012

H.L Ahuja, Macroeconomics - Theory and Policy, Sultan Chand, 2012

Semester: II

Paper No: 2

Course code: 2002

Paper: Legal and Business Environment

Marks: 50

Credits: 2

Semester End Examination: 50 Marks

Continuous Internal Evaluation: Nil

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will become aware of the different legal aspects of business and the various legal matters that they will confront in the corporate and business environment

Learning Outcome:

This course will enable the student to

- understand legal matters that they will be exposed in their business and professional life
- understand legal aspects of companies

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction to Law: Nature of law; law and ethics; law and morality; legal systems; bodies of law.	10	25
	2.	Sources of Law: Constitutional law; statutory law; delegated legislation; judicial precedents; treaties; and customs		
II	3.	Indian Contract Act	10	25
III	4.	Sale of Goods Act	10	25
	5.	Negotiable Instruments Act		
III	6.	Competition Law: Anti-competitive agreements; abuse of dominance; and anti-competitive mergers	10	25
	7.	Overview of Company Law: Features of companies; types of companies; formation of companies, dividends, debentures, directors and meetings		
Total			40	100

Reference Books:

Bare Acts

Aggarawal, Students Guide to Mercantile and Commercial Law, Taxman Publications, 2007

G.K.Kapoor, Business Law including Company Law, New Age International, 2008

P C Tulsian, Business Law, Tata McGrawHill, 2005

Semester: II

Paper No: 3

Course code: 2003

Paper: Corporate Finance

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to apply time value of money in valuation, use different criteria for investment decision making, analyse the impact of capital structure on the value of the firm and assess working capital requirements of the firm

Learning Outcome:

This course will enable the student to

- apply the concept of time value of money in valuation of Stocks and Bonds
- analyze capital investments
- relate capital structure decisions of the firms on the value of the firm
- appreciate the role of cost of capital in capital investment decisions
- assess working capital requirements of a firm

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction to Financial Management	02	25
	2.	Time Value of Money and its Application	08	
II	3.	Capital Investment Analysis – Pay Back – Accounting Rate of Return, Discounted Payback, NPV, IRR, MIRR	10	25
III	4.	Capital Structure Theories – NOI Approach, NI Approach, MM Hypothesis – Capital Structure Decisions	10	25
	5.	Cost of Capital – Cost of debt, equity, preference shares, retained earnings, weighted average and marginal cost of capital		
IV	6.	Working capital management – Working Capital cycle - assessing working capital requirements – financing working capital requirements	10	25
Total			40	100

Reference Books:

Brigham Eugene, Financial Management: Theory and Practice, Cengage Learning, 2012

Semester: II

Paper No: 4

Course code: 2004

Paper: Business Research Methodology

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to define research problem pertaining to businesses, frame hypothesis, collect data and analyse them, suggest solutions to the problems based on analysis and write research reports

Learning Outcome:

This course will help the students to

- understand and develop insights about different methods of research, research methodology, and design aimed at solving business problems
- design and execute Research Projects

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction to Research: Nature and Scope of Business Research, The Role of Research in Management Decision Making, The Research Process, Basic Terminologies used in Research, Defining Research Problem, Research Objectives and Framing Hypothesis, Preparing a Research Plan	10	25

II	2.	Research Design Formulation: Research Design-Concept and types; Exploratory Research Design-Secondary data and Qualitative Research; Descriptive Research Design-Survey and Observation; Causal Research Design – Experimentation.	10	25
III	3.	Sources and Collection of Data: Secondary Data; Collection of Primary Data; Measurement and Scaling; Questionnaire and Form Design; Sampling: Design and Procedures; Fieldwork: Data Collection.	10	25
IV	4.	Presentation, Analysis and Interpretation of Data using analytical tools and software	10	25
	5.	Report writing, referencing and preparing bibliography		
	6.	Contemporary issues in Research such as ethics		
		Total	40	100

Reference Books:

Donald Cooper, Pamela Schindler, J K Sharma, Business Research Methods, McGraw Hill Education, India, 11th edition, 2012

Sachdeva J.K., Business Research Methodology, 3rd Edition, Himalaya Publishing, 2012

Thomas Edwards, Research Design & Statistics, McGraw Hill Education, India, 1st edition, 2012

T N Srivastava, ShailajaRego, Business Research Methodology, McGraw Hill Education, India, 1st edition, 2012

William Zikmund, BusinessResearch Methods, Cengage, 9th edition, 2012

Semester: II

Paper No: 5

Course code: 2005

Paper: Operations Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to analyze the importance of Operations Management and how it can provide a competitive advantage in the marketplace; experiment with the knowledge of the issues related to designing and managing Operations and the techniques to do so.

Learning Outcome:

This course will enable the student to

- understand the types of manufacturing systems
- appreciate the role of production and operations management functions in an organization
- compare production and operations management practices across various types of manufacturing systems
- evaluate the current operations management practices in organizations.

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction: Nature and Scope of Production and Operations Management; The production function– interface with other functional areas like marketing, finance, personnel, materials, service and business sectors. Difference between Manufacturing and service operations. Transformation Processes for manufacturing, service & hybrid organizations. Types of Manufacturing Systems and their impact.	04	25
	2.	Plant Location: Importance of plant location & the location factors, Steps in choosing a plant location, Location Models and its applications	06	
II	3.	Plant layout: objectives of a good layout, principles of layout, factors influencing layouts, types of layouts – functional, line, static and cellular layouts, techniques of optimizing layouts, computerized layout models.	06	25
	4	Materials handling – objectives, principles and methods of efficient handling, Introduction to material handling equipment.	04	
III	5.	Production planning and control(PPC):Concept, Objectives of PPC;Role of PPC in Operations Management; Functions/Elements of PPC in detail, PPC in different Manufacturing Systems, Advantages & limitations of PPC function.	10	25
	6.	Resource Requirement Planning Systems: Introduction to MRP-I, MRP-II, ERP & SAP; Aggregate Planning and Master Production Schedule;MRP system structure; Performing the MRP Calculations(Logic of the MRP computer Program)		
IV	7.	Reliability, maintenance and plant services –	10	25

		objectives, types of maintenance – breakdown and preventive maintenance, safety. Emerging trends – Just – in time manufacturing, robotics, Supply chain Management.		
		Total	40	100

Reference Books:

Ashwathappa, Bhat, Production and Operations Management, Macmillan (India) Limited, New Delhi, 2nd edition, 2012

Chary S., Production and Operations Management, McGraw Hill Education, India, 5th edition, 2012

Chase, Jacobs, Aquilano, Agarwal, Operations Management, McGraw Hill Education, India, 11th edition, 2012

Krajewsk J. Lee, Larry P. Ritzman, Manoj K. Malhotra, Operations Management, Pearson Education, 9th edition, 2010

Semester: II

Paper No: 6

Course Code: 2006

Paper: Project Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to undertake project feasibility studies, identify projects, conduct project appraisal, execute various projects starting from project identification till project termination and apply various IT tools in order to execute projects efficiently.

Learning Outcome:

The student will be able to

- understand concepts of project management
- execute various projects, starting from project identification till project termination

- apply IT tools in project management.

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Project Management Concepts: Concept and characteristics of a project, importance of project management, types of project, project organizational structure, project life cycle, Statement of Work, Work Breakdown Structure, Characteristics of Project Manager. Project Feasibility Studies: Project Identification; Market and Demand Analysis; Technical Analysis; Project Cost Estimate; Financial Appraisal of Single Projects; Financial Appraisal of Multiple Projects; Socio-Cost Benefit Analysis	10	25
II	2	Project Planning: Project Planning and Scheduling techniques; developing the project network using CPM/PERT; constructing network diagram; AON basics; Forward Pass and backward pass; Limitations of CPM/PERT; Project Crashing; Probability of Project Completion. Resource Scheduling: Resource allocation method, splitting and multitasking, Multi project resources scheduling.	10	25
III	3	Critical Chain Scheduling: Concept of critical chain scheduling; critical chain scheduling method, application of Critical chain scheduling and limitations. Project performance Measurement and Control: Monitor and assess project performance, schedule, and cost. Earned value Management, performance measurement; Methods to monitor, evaluate, and control planned cost and schedule performance.	10	25
IV	4	Project Closure/ Termination: Meaning of closure/ termination, project audit process, termination steps, final closure. IT in Projects: Overview of types of softwares for projects, major features of softwares like MS Project, criterion for software selection. Ethical issues involved in Sales and Distribution Management.	10	25
		Total	40	100

Reference Books:

Carroll, J. (2011). Project Management in Easy Steps (1sted). New Delhi: McGraw Hill.

Horine, G (2010). Absolute Beginner's Guide to Project Management (2rded.). New Delhi: Pearson.

Larson, E. Gray, C., & Desai, G. (2013). Project Management::the managerial process (4thed). New Delhi: McGraw Hill.

Maylor, H. (2003). Project Management (3rded). .). New Delhi: Pearson.

Semester: II

Paper No: 7

Course Code: 2007

Paper: Human Resource Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this Course, students will be able to describe, analyse and evaluate the people, cultural, organizational aspects in the current businesses scenario by acquiring the knowledge and relevant skills like communication, interpersonal relationship, soft skills, leadership skills , with building the ethical and business centric attitude for supporting the corporate level strategies of the business

Learning Outcome:

This course will enable the student to

- understand the role of human resource management, concepts and theories
- appreciates how HRM contributes to organizational strategy and planning
- develop the skills to analyze a firm's HRM system and evaluate its strengths and weaknesses and propose changes to improve.

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Human resource management – Definition, importance, process, scope, HR policies, HR as a factor of competitive advantage, Role of HR Managers	10	25
	2.	Manpower planning, Downsizing & outplacement, Job analysis and Design		

II	3.	Recruitment ,Selection ,Orientation and placement	10	25
	4.	Performance appraisal,job evaluation, Appraisal-methods, Designing effective PMS, performance counseling, Potential Appraisals, Career planningand Development, Counselling		
III	5.	Compensation Management-, employee and executive remuneration, incentives, bonus, ESOPs, Fringe Benefits	10	25
	6.	Motivating employees-Motivation Theories and application, motivational strategies-incentive schemes, rewards, job rotation, enlargement, enrichment, empowerment, QWL, Job satisfaction, morale, Participative management		
IV	7.	HRD- Employee Training- Meaning, scope, importance, process, methods. Skill training, Management development, training evaluation,	10	25
	8.	Overview of Industrial Relations and Labour Laws. Ethical issues in human resources Management, Latest trends in HRM		
Total			40	100

Reference Books:

Armstrong Michael, HRM, Kogan Page Publishers, 2010

Mello Jeffery, Human Resource Management, Cengage Learning, 2008

RaoSubbaP.,Human Resource Management and Industrial Relations, Himalaya Publishing Co.

Ashwathappa K., Human Resource Management – Text and cases, Tata McGraw Hill Company, 2007

Mathis, R.L., Jackson, J.H, Human Resource Management, Thomson South Western, 2003

DeCenzo, D.A., Robbins, S.P., Fundamentals of Human Resource Management, Wiley India Edition, 2007

Journals

International Journal of Human Resource Management
Human Resource Management Journal
Human Resource Management

Websites

www.business-standard.com
www.thehrpractice.in
www.hrmguide.in
www.shrm.org

Semester: II

Paper No: 8

Course code: 2008

Paper: Quantitative Techniques**Marks: 100 (Internal 50 + External 50)****Credits: 4****Semester End Examination: 50 Marks****Continuous Internal Evaluation: 50 Marks****Duration of the Exam: 2 hours****Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome

On completion of this course, students will be able to formulate business models for various business problems and apply various operations research techniques in decision making in various managerial aspects of an organisation.

Learning Outcome:

This course will enable the student to

- understand the concept of Operations Research
- gain knowledge on the application of various OR techniques in decision making in management of all aspects of an organization.

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	<p>Introduction to OR: Concepts, genesis, application potential to diverse problems in business and industry, scope and limitations.</p> <p>Assignment Problem (AP): Concepts, formulation of model, Hungarian method of solution maximization / minimization, balanced / unbalanced prohibited assignments problems.</p> <p>Transportation problems (TP): Concepts, Formulation of models, solution procedures for IFS and Optimality check, balanced / unbalanced, maximization / minimization – case of degeneracy, prohibited routing problems – post optimal sensitivity analysis.</p>	10	25
	2.	<p>Linear Programming (LP): Concepts, formulation of models, solution procedures for IFS and Optimality check, balanced / unbalanced, maximization / minimization - case of degeneracy, prohibited routing problems - post optimal sensitivity analysis.</p>		

		Linear Programming (LP): Duality Principle Primal / Dual inter relation post optimal sensitivity analysis for changes in the b-vector, c-vector, addition / deletion of variables / constraints, dual simplex method, problems, limitations of LP vis-à-vis Non-linear programming problems, brief introduction to non LP methods an associated problems.		
II	3.	Network Analysis: Minimal spanning, tree problems, shortest route problem, maximal flow in capacitated network concepts and solution algorithm as applied to problems project planning and control by use of CPM / Pert. Concepts: definitions of project jobs events; arrow diagrams - time analysis and derivation of the critical path. Concepts of floats (total free, interfering and independent) crashing of a CPM network. Probability assessment in PERT network.	10	25
III	4.	Queuing (waiting line) Models: Concepts: Type of queuing systems (use of 6 character codes) Queues in series and parallel problems and based on the results of following models (M/m/1) single channel queue with Poisson arrival rate negative exponential service time, with and without limitations of queue size, (m/G/1) single channel with Poisson arrival and general service time, PK-formulae.	05	25
	5.	Digital Simulation: Concepts area of application, random digits and methods of generating probability distributions, application to problems in queuing, inventory, new product profitability maintenance, etc.	05	
IV	6.	Game Theory: Concepts - 2 person, n person game-zero sum games and non zero games; solution procedures to 2 person zero sum games; saddle point, mixed strategy sum games method for mx2 games. Graphical methods equivalence of game theory and linear programming models. Solution of 3x3 games by LP simplex method including duality application for maximizing / minimizing players strategy	10	25
		Total	40	100

Reference Books:

HamdyA.Taha, Operations Research: An Introduction, Pearson, 2008

Anderson, Introduction to Management Science, Cengage Learning, 2008

Semester III

CORE Papers

Semester: III

Paper No: 1

Course code: 3001

Paper: Indian Ethos, Business Ethics and Corporate Social Responsibility and Sustainability

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to understand the importance of Indian Ethos and value systems, get exposure to social sector and current local as well as global needs of doing business ethically, transparently and sustainably by acquiring the knowledge and relevant skills with building the ethical and business centric attitude.

Learning Outcome:

This course will enable the student to

- understand the value and significance of doing business ethically, ethical issues and dilemmas and their influence on decision making in business activities
- appreciate the significance of corporate governance from local and global perspective, doing business ethically, ethical issues and dilemmas and their influence on corporate decision making
- identify the need and importance for an organization to be a corporate citizen and the impact of CSR, and sustainability on corporate sector
- gain insight into the present day leadership imperatives and leadership challenges in the global scenario, and the role of women leaders

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1	Ethics and “Business “ethics: What is ethics? Nature and objectives of ethics-, ethics and morality, ethics and religion,	10	25

		ethics and law, ethics and values. The 3 C's of business ethics: compliance, contribution and consequences. Factors causing unethical behaviour.		
	2	Environmental issues in Business Ethics. Workplace Ethics. Ethics in Marketing and Consumer Protection. Ethics in Accounting and Finance. Ethics in HR practices. Ethics in the board room. Professional ethics. Ethics and conflict of interest.		
II	3	Value crisis in contemporary Indian Society – Value crisis at : the individual level, societal level, intellectual level, cultural level. The way out. The Good Life and its Values- Values: what are they? The Indian concept of values- the modern approach to the study of values – what is a good life? Value spectrum for a good life	10	25
	4	Material Values. Societal Values. Psychological values. Aesthetic values. Moral and ethical values. Spirituality and Spiritual values. Human values. Values in work life. Human values in Management.		
III	5	Corporate Governance- Evolution of corporate governance- Governance practices and regulation-Structure and development of boards-Role of capital market and government- Governance ratings-Future of governance- innovative practices- Transparency and disclosures; Some important Reports on Corporate Governance - Case studies with lessons learnt-Highlights of Kumarmangalam Birla Committee for SEBI on Corporate Governance; CII's Desirable Corporate Governance Code; Cadbury Committee report for effective Corporate Governance; Blue ribbon Committee on improving the effective corporate audit committees; Naresh Chandra Committee on Corporate audit and governance; Corporate Governance Voluntary Guidelines 2009, Sarbanes Oxley and Clause 49	10	25
	6	Corporate Social Responsibility- Theoretical perspectives- Corporate citizenship-Business practices-CSR Management Philosophy; Objectives-Definition- Evolution- Need for CSR - Strategies for CSR-Challenges and implementation- CSR Charter; CSR Codes of Conduct; Core stake holders and Multi stake holders		
IV	7	Sustainable Development: concept, definition of sustainable development, need, importance, education, Philosophical development, Gandhian Thoughton Sustainable Development, Sustainable Development and social framework,equitable distribution, criticism. Meaning and Scope- Corporate Sustainability-Sustainability Terminologies and Meanings- Why is Sustainability an Imperative-Sustainability Case Studies-Triple Bottom Line (TBL).	10	25
	8	Corporate Sustainability Reporting Frameworks-Global Reporting Initiative Guidelines-National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business-International Standards-Sustainability Indices-		

		Principles of Responsible Investment-Challenges in Mainstreaming Sustainability Reporting		
		Total	40	100

Reference Books:

S. Balachandran, K C R Raja and BK Nair, Ethics, Indian Ethos and Management, Shroff Publishers, New Delhi, 2004

Swami Anubhavananda, Arya Kumar, Ethics in Management: Insights from Ancient Indian Wisdom, Anne Books, 2008

A B Rao, Business Ethics and Professional Values, Excel Books, 2009

Nirmala Tandon, Contemporary Indian Ethics, English Edition, 2003

Neeru Vasishth and Dr Namita Rajput, Business Ethics and Values (with case studies), Taxmann, 2010

Ronald Francis and Mukti Mishra, Business Ethics: An Indian Perspective, Tata McGrawHill, 2009

Laura P Hartman and Abha Chatterjee, Perspectives in Business Ethics, Tata McGraw Hill, 2006

P S Bajaj and Raj Agrawal, Business Ethics: An Indian Perspective, Biztantra, 2004

S G Hundekar, Business Ethics and Human Values, Excel Books, 2009

Swamy Dr Parthasarathy, Human Values and Management, Anne Books India, 2013

A.N. Tripathi, Human Values, New Age International (P) Ltd, 2006

Harvard Business Review on Corporate Ethics, Harvard Business School Press, 2010

K R Kim, Essence of Good Management, Times Business Series, 2011

Doing Business Ethically, Harvard Business Press, 1989

Agarwal K. Sanjay, 'Corporate Social Responsibility in India', SAGE Publications, 2008

Aras Guler and Crowther David, 'A Handbook of Corporate Governance and Social Responsibility', FIRST INDIAN REPRINT, Gower Publishing Limited, 2013

Chandratre K.R., and Navare, A.N., 'Bharat's Corporate Governance', Bharat Law House, 2010

Cloud Henry, 'Boundaries for Leaders', Harper Business, 2013

Coombs Timothy W. & Holladay Sherry J., Managing Corporate Social Responsibility A Communication Approach', Willey – Blackwell A John Wiley & Sons, Ltd., 2012

Crane Andrew, Matten Dirk and Spence Laura J. (Eds.), Corporate Social Responsibility Readings and cases in global context, First Indian Reprint, 2012

Crane Andrew, McWilliams Abigail, Matten Dirk, Moon Jeremy, Siegel Donald S. (Eds.), The Oxford Handbook of Corporate Social Responsibility, Oxford University Press Inc., New York, 2008

Aron Cramer , Zachary Karabell ;Sustainable Excellence: The Future of Business in a Fast-Changing World, 2010- Jenson Books Inc

Websites

<https://www.globalreporting.org/Pages/default.aspx>
<http://database.globalreporting.org/search/>
<http://www.csrwire.com/>
<http://www.oecd.org/corporate/>
<https://aflcio.org/what-unions-do/social-economic-justice/corporate-accountability>
<http://www.theacsi.org/>

Journals

Business Ethics Quarterly
Business Strategy & the Environment
Ethical Corporation
The Journal of Corporate Citizenship
Journal of Management & Governance
Corporate Social-Responsibility and Environmental Management
CSRwire
Triple Pundit

Semester: III

Paper No: 2

Course code: 3002

Paper: Entrepreneurship and Sectoral Specialization

Marks: 100 (Internal 100)

Credits: 4

Application Based Research Project on Entrepreneurship: 50 Marks

Sectoral Specialization Project: 50 Marks

Course Outcome:

On completion of this course, students will be able to understand the requirements to start a new small/medium business enterprise and augment their entrepreneurial skills in the area of their interest by acquiring the knowledge and relevant skills like Planning, acquiring, organizing and disseminating resources, using analytical, leadership, communication, problem solving and decision making skills with a entrepreneurial mind set and business centric attitude. Sectoral Specialization in Management: focuses on the application of

management concepts and principles to specific sectors to improve the performance of these sectors.

Learning Outcome:

This course will enable the student to

- understand the requirements to start a new business
- capture and evaluate the business opportunity and convert the viable idea in to a business proposition
- cultivate an entrepreneurial mind set
- exhibit effective decision-making skills, employing analytical and critical thinking ability to establish their own start up enterprise

Evaluation:

Evaluation will be 100% internal. An application based research project will be evaluated for 50 marks at the mid of the semester and a Sectoral Project will be evaluated at the end of the semester for 50 marks.

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Concept of Entrepreneurship and emergence of entrepreneurial class Theories of entrepreneurship Characteristics of entrepreneurial leadership, risk taking, decision taking and business planning.	02	25
	2	Analysis of business opportunities, environmental scanning, Sectoral studies, process of generating business ideas, screening and selection	02	
	3	Techno-economic feasibility studies. Development of detailed project report for implementation.	03	
	4	Ancillary industry development; Identification of opportunities for ancillary industries. Entrepreneurial opportunities in service industries, transportation, distribution and agro industries.	03	
II	1	Institutional framework for entrepreneurship development in our country. Government policy, agencies supporting entrepreneurship & development, industrial estates, financial incentives, backward area benefits, schemes for the educated unemployed, fiscal incentives, procurement of industrial equipment, marketing support, source of finance : institutional and others.	04	25
	2	Training for entrepreneurship development.	03	
	3	Entrepreneurial behaviour, techno-economics innovation and entrepreneurship, socio-psychological factors influencing entrepreneurial development.	03	

			Total	20	50
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The following areas of sectoral specialization will be offered.

1. Agency and Broking
2. Any other sector of Interest to the students with specific approval of the Institute
3. BPO and KPO
4. Digital Marketing
5. Education Management
6. Food Processing
7. Health and Wellness Management
8. Horticulture
9. Hospitality Management
10. Insurance
11. Investment Banking
12. Logistics and Supply Chain Management
13. Management of Family Business
14. Mutual Funds
15. Pharma Management
16. Retail and Shopping Mall Management
17. Technology Management

Semester: III

Paper No: 3

Course code: 3003

Paper: Summer Internship

Marks: 100 % Internal Evaluation

Credits: 6

Semester End Examination: Presentation and Project Report: 100 Marks

Learning Outcome:

The summer project is expected to provide the student with a firsthand experience of working in an organization and understand the various business functions practically by observation and participation wherever feasible.

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Hands on experience	300	100

Semester: III

Paper No: 4

Course code: 3004

Paper: Database Management System and Data warehouse

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to understand the concepts of databases, structured language for data handling and data models. They will cultivate skills to use and apply these concepts and tools in the business context for improved managerial reporting, decision making and forecasting.

Learning Outcome:

This course will enable the student to

- understand the introduction, meaning and definition of databases, data models, various types of database management systems and their usage
- understand and learn about data warehouse
- evaluate the tools and usage of databases, datawarehouse and tools
- apply the concepts in business context

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Introduction to Databases and Data models: Introduction, Meaning and Definition of Database, Database Environment, Working of a Simple Centralized Database System, Traditional File Systems vs. Modern Database Management Systems, Types of Database Users, Advantages of using DBMS Data Models: The importance of data models, Basic building blocks, Business rules, The evolution of data models Hierarchical, Network, Relational, Entity-Relationship model: entity and Entity sets, relationship, constraints, E-R diagrams and issues.	10	25
II	2	Distributed Databases, RDBMS and ORDBMS Basic concepts : data, information, metadata, definition of DBMS, Components, entities, attributes ,relationships, Data dependency Keys, Entity Integrity, Referential Integrity ,DBMS	10	25

		<p>three level(Logical, Conceptual, Physical) Database system environment and utilities</p> <p>Client/Server Architecture : two and three tier Architecture</p> <p>Distributed Databases: Introduction to Distributed DBMS Concepts, Client-Server Model, Data Fragmentation, Replication, and Allocation Techniques</p> <p>Relational Database Management System (RDBMS): Relational Database design: features of good relational database design, atomic Domain and Normalization (1NF, 2NF, 3NF, BCNF).</p> <p>Object-Relational Database Management System(ORDBMS): Introduction, Basics of Object Oriented Design (OOD)</p>		
III	3	<p>Structured Query Language, Database Security and User Rights</p> <p>SQL: Introduction, SQL, Multi table Queries, Nested Queries or Sub queries, Multiple Row Nested Queries, Data Manipulation Language, The Create Table Statement</p> <p>Security and integrity: Introduction, Security and Integrity Violations, Authorization, Granting of Privileges, Security Specification in SQL</p>	10	25
IV	4	<p>DataWarehousing</p> <p>Introduction to data warehousing, Multidimensional Data Models, Data Warehouse Architecture, ROLAP, MOLAP, HOLAP, OLAP and OLTP</p>	10	25
		Total	40	100

Reference Books:

1. Database System and Concepts by A Silberschatz, H Korth, S Sudarshan, McGraw-Hill
2. Database Management Systems by P.S.Gill
3. Database System Concepts by Silberschatz
4. Database Management Systems by Bipin Desai
5. Principles of Database Systems by J.D.Ullman
6. Rob, Coronel, "Database Systems", Seventh Edition, Cengage Learning
7. Database management by E.F Codd

Semester III - Specialization Papers - Systems

Semester: III

Paper No: 5

Course code: 3005

Paper: Managing Software Project, Information System Security, Enterprise Risk and Cyber Laws

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to manage IT software projects including aspects of estimation, budgeting and cost control, team management, procurement and outsourcing. They will be able to understand cyber laws and manage enterprise IT risks and handle overall information security requirements for an organization.

Learning Outcome:

This course will enable the student to

- understand the state of IT project management, process and methodologies for software development and project integration
- cultivate skills to manage budgets, estimations and evaluate tools
- build understanding for procurement and outsourcing management
- understand concepts for information security, audit and needs for an organization
- build knowledge around cyberspace law and enterprise IT risk

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	An overview of IT Project Management : Introduction, the state of IT project management, need of project management, project goals, project life cycle and IT development, extreme project management, PMBOK. IT Project Methodology (ITPM), project feasibility, request for proposal (RFP), the business case, project selection and approval, project contracting, IT	10	25

		governance. Project Management Processes and Methodologies: Project integration management, the project charter, project planning framework, the contents of a project plan, the planning process. The Work Breakdown Structure (WBS), the Linear responsibility chart, Multidisciplinary teams.		
II	2	Developing Schedule, Cost and Budgeting using PM tools, Project Monitoring and Control and Managing Project Risk: Developing the project schedule, PM software tools, methods of budgeting, developing the project budget, monitoring and controlling the project, improving cost estimates, finalizing the project schedule and budget. IT project risk management planning process, identifying IT project risks, risk analysis and assessment, risk Strategies, risk monitoring and control, risk. The Human Side of Project Management, Outsourcing and Project Closure: Organization and project planning, the project team, the project Communication, the project communications plan, project metric, project control, plan monitor control cycle, reporting performance and progress, project leadership and ethics- introduction, project leadership, ethics in projects, multicultural projects. managing change, resistance and conflicts	10	25
III	3	The latest opportunities in Information Systems Audit: Forensic accounting, Fraud prevention, Security in Business Information, Business Analytics, e-Commerce, Cloud computing, Big Data, Data Analytics, Social Media, etc. Need for establishing Control Framework for information asset, Understanding Information Risk Management and Control, Information Security (CIA) Management (Tools and techniques) for Safeguarding Business Information and related assets. General control – Preventive, Detective and Corrective Controls, Technological Controls - Application controls, Database controls and network controls, Administrative and Operational Controls – Physical, Environmental and Logical Controls. Importance of information security and audit. Protection of Information / Application System and Infrastructure: Review of business information / application flows in the organization, inputs, process, validation and output, modifications, authorizations, information (data) and application maintenance, disposal, etc. Review of database and data management systems, Review of Logical access, Physical and	10	25

		Environmental controls that supports business information / application system. Protection of Information / Application Infrastructure, Network controls, Vulnerability Assessment and Penetration Testing, etc. Review of Logical access, Physical and Environmental controls that supports business Information / application infrastructure.		
IV	4	Basic Concepts of Technology and Law : Understanding the Technology of Internet, Scope of Cyber Laws, Cyber Jurisprudence Law of Digital Contracts : The Essence of Digital Contracts, The System of Digital Signatures, The Role and Function of Certifying Authorities, The Science of Cryptography Intellectual Property Issues in Cyber Space: Copyright in the Digital Media, Patents in the Cyber World. Cyber Law Issues for Management: Cyber Law Issues in E-Business Management, Major issues in Cyber Evidence Management, Cyber Law Compliancy Audit. Management of Enterprise IT Risk IT Risk Identification: Identify the universe of IT risk to contribute to the execution of the IT risk management strategy in support of business objectives and in alignment with the enterprise risk management (ERM) Strategy IT Risk Assessment: Analyse and evaluate IT risk to determine the likelihood and impact on business objectives to enable risk-based decision making. Risk Response and Mitigation: Determine risk response options and evaluate their efficiency and effectiveness to manage risk in alignment with business objectives Risk and Control Monitoring and Reporting: Continuously monitor and report on IT risk and controls to relevant stakeholders to ensure the continued efficiency and effectiveness of the IT risk management strategy and its alignment to business objectives.	10	25
		Total	40	100

Reference Books:

1. Joel Henry, "Software Project Management, A real world guide to success", Pearson Education, 2008
2. S. J. Mantel, J. R. Meredith and et al. "Project Management" 1st edition, Wiley India, 2009.
3. Hughes and Cornell, "Software Project Management", 3rd edition, Tata McGraw Hill
4. John M. Nicholas, "Project Management for Business and Technology", 2nd edition, Pearson Education.
5. Dinsmore, P. C. (Ed.). (1993) The AMA Handbook of Project Management. AMACOM
6. Robert K. Wyzocki and Rudd McGary, "Effective Project Management", 3rd edition,

- Wiley Brown, K.A. Project Management, McGraw Hill, 2002.
7. Mastering IT Project Management, Practices, Tools and Techniques by Murali Chemuturi
 8. Information Systems Control & Audit – A Complete Reference by Dinesh Madan
 9. IT Governance: How Top Performers Manage IT Decision Rights for Superior Results - Peter Weill , Jeanne Ross
 10. IT Audit Control and Security by Robert Moeller, Wiley Corporate F&A
 11. Cyber Laws in India by Satish Chandra
 12. Jeanne W. Ross “Enterprise Architecture As Strategy: Creating a Foundation for Business Execution”

Semester: III

Paper No: 6

Course code: 3006

Paper: Enterprise Management Systems

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to strategize, plan, commission and deploy enterprise applications across the organization to automate business processes. They will demonstrate skills and understanding about specialized application like ERP, CRM, SCM and Knowledge Management and how to utilize them to demonstrate improved efficiency and effectiveness for the enterprise

Learning Outcome:

This course will enable the student to

- understand concepts and role of Enterprise Resource Planning (ERP)
- evaluate role of Enterprise Content Management
- develop knowledge on enterprise application areas in various industry verticals and business
- Cultivate skills to apply enterprise application for specialized business processes and enterprise applications like CRM, SCM, Knowledge Management
- Exhibit skills to make enterprise decision making
- Develop skills to handle challenges in Enterprise Application Integration

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Enterprise Management Systems – the Components: What is an Enterprise and its dynamics – how does it work. What subsystems are required to make it responsive and successful? How does IT play a part? Understanding Business IT. Applications areas of an Enterprise viz. ERP, across various industry verticals and businesses such as BFSI, Retail, Telecom, Healthcare, across manufacturing and/or Marketing organizations, Government bodies	10	25
II	2	Enterprise Content Management – role of content management New Organization and Startup the challenges and Role of IT and systems. Building Cashless and Process oriented organizations Enterprise Portals – Concept of an enterprise portal, benefits to an organization, Technologies available for building such portals.	10	25
III	3	Enterprise Application Integration- Challenges in integrating various enterprise applications. Modern technologies for application integration.	10	25
IV	4	Application Areas of ERP in SCM, and CRM, Supply Chain Management(SCM), Knowledge Management and Decision Making – Need for Supply chain integration, Application overview of supply chain solution, Advanced SCM and ERP integration. Knowledge Processes, Intelligent Systems, Applications of ERP in Decision Making	10	25
		Total	40	100

Reference Books:

1. Enterprise Resource Planning by Alexis Leon
2. Integrated Business Processes with Enterprise Systems by SimhaMagal publishedby Wiley
3. Enterprise Systems for Management by LuvaiMotiwalla and Thompson, publishedby Pearson
4. Enterprise Resource Planning by Mary Sumner published by Prentice Hall India
5. Enterprise Resource Planning by Makkar

Semester: III

Paper No: 7

Course code: 3007

Paper: E-Commerce and Digital Markets

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to develop and execute an effective ecommerce strategy for a business. They will be able to evaluate the numerous options available for digital markets and digital goods. They will demonstrate skills and an understanding about payment infrastructure and regulatory framework to launch a secure and profitable online venture.

Learning Outcome:

This course will enable the student to

- understand the unique features of e-commerce, digital markets, and digital goods
- evaluate e-commerce business and revenue models
- cultivate know-how on payment infrastructure and security risks
- develop knowledge on regulatory framework, taxation and ethics for e-Commerce in India

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Introduction to Electronic Commerce: Meaning, nature and scope; Channels of e-commerce; Business applications of e-commerce; Global trading environment and adoption of e-commerce. Business Models of E-commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; product and service digitization; Remote servicing procurement, and online marketing and advertising E-commerce resources and	10	25

		infrastructure planning.		
II	2	Digital Markets and Digital Goods and Building eCommerce Websites Types of Digital Markets, Benefits of Digital Markets and Key Concepts - Information asymmetry, Search costs, Transaction costs, Menu costs, Price discrimination, Dynamic pricing, Disintermediation Digital Goods - Goods that can be delivered over a digital network E.g. Music tracks, video, software, newspapers, books Issues addressed while building websites	10	25
III	3	Ecommerce Revenue Models, Payment Infrastructure and Security Issues Various revenue models - Portal, E-tailer, Content Provider, Transaction Broker, Market Creator, Service Provider, Community Provider Types of payment systems - e-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Operational, credit and legal risks of e - payment, Risk management options for e - payment systems; Order fulfillment for e -commerce. Security risks of e-commerce-Types and sources of threats; Protecting electronic commerce assets and intellectual property;	10	25
IV	4	Regulatory Environment of E-Commerce: Borders and jurisdiction contracting and contract enforcement; International cyber laws -aims and salient provisions; cyber laws in India and their limitations; Taxation and e -commerce; Ethical issues in e -commerce	10	25
		Total	40	100

Reference Books:

1. Introduction to E-business- Ravi Kalakota, Pearson
2. E - Commerce: Strategy, Technologies and Applications, David Whitely, McGraw Hill
3. E-Business: A Management Perspective , Jonathan Reynolds, Oxford
4. Ecommerce Essentials , Laudon and Traver, Pearson

Semester: III

Paper No: 8

Course code: 3008

Paper: Technology Forecasting

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to develop a forecast for a given technology or product using appropriate quantitative and qualitative methods. They will understand specialized tools and techniques used for forecasting and will cultivate knowledge for application of the same depend on the business scenario.

Learning Outcome:

This course will enable the student to

- learn about various methods used for technology forecasting
- cultivate and understanding of statistical tools and techniques
- develop know how of qualitative and quantitative techniques and their application
- develop needs analysis, product road-maps and impact assessments

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Technology Forecasting Methods – I: Expert Opinion Methods: Delphi (iterative survey), Focus Groups [panels, workshops], Interviews, Participatory Techniques Trend Analysis: Trend Extrapolation [Growth Curve Fitting], Trend Impact Analysis, Precursor Analysis, Long Wave Analysis Monitoring and Intelligence Methods: Monitoring [environmental scanning, technology watch], Bibliometrics [research profiling; patent analysis, text mining]	10	25
II	2	Technology Forecasting Methods – II: Creativity: Brainstorming [brainwriting; nominal	10	25

		group process (NGP)], Creativity Workshops [future workshops], TRIZ, Vision Generation, Science Fiction Analysis Scenarios: Scenarios [scenarios with consistency checks; scenario management], Scenario-simulation [gaming; interactive scenarios], Field Anomaly Relaxation Method [FAR]		
III	3	Technology Forecasting Methods – III: Statistical Methods: Correlation Analysis, Demographics, Cross Impact Analysis, Risk Analysis. Modeling and Simulation: Agent Modeling, Cross Impact Analysis, Sustainability Analysis [life cycle analysis], Causal Models, Diffusion Modeling, Complex Adaptive System Modeling (CAS) [Chaos], Systems Simulation [System Dynamics, KSIM], Technological Substitution, Scenario-simulation [gaming; interactive scenarios], Economic base modeling [input-output analysis], Technology Assessment.	10	25
IV	4	Technology Forecasting Methods – IV: Valuing/Decision/Economics Methods: Relevance Trees [futures wheel], Action [options] Analysis, Cost-benefit analysis, Decision analysis [utility analyses], Economic base modeling [input-output analysis] Descriptive and Matrices Methods: Analogies, Backcasting, Checklist for Impact Identification, Innovation System Modeling, Institutional Analysis, Mitigation Analysis, Morphological Analysis, Road mapping [product- technology roadmapping], Social Impact Assessment, Multiple perspectives assessment, Organizational analysis, Requirements Analysis [needs analysis]	10	25
		Total	40	100

Reference Books:

1. Technological forecasting: a practical approach, Marvin J. Cetron
2. Business Forecasting, Holton Wilson and Barry Keating, TMGH, New Delhi, 2010 Edition
3. Bright, J. R. (1972). *A Brief Introduction to Technology Forecasting*, 2nd. ed., The Permaquid Press

SEMESTER IV

CORE Paper

Semester: IV

Paper No: 1

Course code: 4001

Paper: Corporate Strategy

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to describe, analyse and evaluate the environmental, social, cultural, economic, legal and organizational aspects of corporate strategy in the current businesses scenario by acquiring the knowledge and relevant skills like analytical, leadership, communication, problem solving and decision making with building the ethical and business centric attitude.

Learning Outcome:

This course will enable the student to

- understand basic concepts and theories in strategic management in corporate sector
- analyse strategic management techniques, strategy formulation and compare the alternatives in the context of rapidly changing technology
- apply appropriate strategic management tools to diagnose internal and external factors affecting organizations
- Evaluate strategies adopted for various purpose

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Introduction to Strategic management Concept of strategy, Corporate, Business and Functional	10	25

		Levels of Strategy ,Meaning and Characteristics of strategic management, strategic management Vs. operational management ,Strategic Management Process, Stakeholders in business and their roles in strategic management		
	2.	Strategic intent, vision, mission, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA)Internal analysis,		
II	3.	Analyzing Company's Environment -External Environment: Environmental appraisal ,Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, strategic Group analysis	10	25
	4.	Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, competitive advantage ,Core Competence, Distinctive competitiveness, Benchmarking as a method of comparative analysis, Value Chain Analysis Using Porter's Model, Organizational Capability Profile: Strategic Advantage Profile, Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model		
III	5	Strategy formulation and choice - Corporate level Strategy Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies	10	25
	6	Business level strategy- Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy Competing through Business Models -Competitive Advantage and Firm Resources -Generic Strategies		
IV	7.	Strategy Implementation & Evaluation: issues and barriers, Matching structure to strategy, Changing structures and processes, Building learning organization, implementing Functional strategies(HR, Marketing ,Finance, Operations)	10	25
	8.	Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy –Use of Balanced Scorecard for strategy evaluation,Sustainability & Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.		
		Total	40	100

Reference Books:

Arthur, A., Thompson, A., Strickland, J., Gamble, J., & Jain, A. Crafting and Executing Strategy: The Quest for Competitive Advantage – Concept and Cases(5thed.). New Delhi: Tata McGraw- Hill, 2012.

Grant,R . Contemporary Strategic Management.CengageLearning New Delhi: Wiley India 2010

Hitt,M., &Hoskisson, Management of Strategy: Concepts and Cases. New Delhi: 2012

KazmiAzhar:Strategic Management and Business Policy, McGraw Hill Education India Pvt Ltd; 3 edition, 2008

Kazmi,A Strategic Management and Business Policy New Delhi: Tata McGraw- Hill Morden Tony: Principles of Strategic Management, Ashgate Publishing, Ltd., 2012

RaoAppa C., RaoParvathiswara B. and Sivaramakrishna K.: Strategic Management and Business Policy, Paperback, 2008

Tomar and YadavRajender Kumar: Strategic Management, Gph Book: Ms-11, Paperback, 2007

Wheelen Thomas L.: Concepts in Strategic Management and Business Policy: Toward Global Sustainability, Pearson Education; Thirteenth edition, 2012

Websites

<http://www.thepalladiumgroup.com>

<http://www.mckinsey.com>

Journals

Vikalpa: The Journal for Decision Makers

Journal of Education for Business

Harvard Business Review

McKinsey Quarterly

Semester: IV

Paper No: 2

Course code: 4002

Paper: Big Data and Data Mining

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to understand and apply concepts of Big Data and Data Mining to various business scenarios. They will cultivate skills for various

techniques used for data modelling of structured and unstructured data as well as data mining and its usage in the business context

Learning Outcome:

This course will enable the student to

- understand the key concepts for Big Data (the V's)
- cultivate an understanding of applications of Big Data for business
- understand concepts for Data Mining and how it work
- get insights into the framework of Classification on Data Mining system
- understand techniques and be able to apply the various decision making concepts

Course Contents:

Module	No	Topic	Contact Hours	Weigh tage (%)
I	1	Describe the Big Data landscape including examples of real world big data problems including the three key sources of Big Data: people, organizations, and sensors Characteristics of Big Data and Dimensions of Scalability Explain the V's of Big Data (volume, velocity, variety, veracity, valence, and value) Why each impacts data collection, monitoring, storage, analysis and reporting Identify what are and what are not big data problems and be able to recast big data problems as data science questions.	10	25
II	2	Introduction to Big Data Modelling – structured, semi structured and unstructured data. Exploring Array Data Models, Sensor Data Model, Graph Data models, Vector Space Data Model, Streaming Data Provide an explanation of the architectural components and programming models used for scalable big data analysis. Foundations for Big Data Systems and Programming – Introduction to Hadoop	10	25
III	3	Introduction to Data Mining: Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works?, Types of relationships, Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining, Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining, Ethical issues in Data Mining, Analysis of Ethical issues, Global issues	10	25
IV	4	Data Mining Techniques: Introduction, Statistical Perspective on Data Mining, Statistics-need and algorithms Data Driven Prediction Methods NLP, Regression, Correlation, Cluster Analysis,	10	25

		Artificial Neural Networks, BI Tools & Applications		
		Total	40	100

Reference Books:

1. Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance by Bernard Marr
2. Big Data Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses by Michael Minelli
3. Big Data & Analytics by Chellappan and Acharya
4. Introduction to Data Mining by Tan, Kumar published by Pearson
5. Data Mining Concepts and Techniques by VikramPudi&Radha Krishna, Oxford University Press
6. Data Mining for Managers by Richard Boire, Palgrave Macmillan

Semester: IV

Paper No: 3

Course code: 4003

Paper: IT Consulting

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will gain knowledge to deliver services for IT Consulting to CIO/ CTO/ CEO and Board of Directors. They will understand concepts of technology consulting, and client-consultant relationship and provide value services for future growth of consulting roles

Learning Outcome:

This course will enable the student to

- gain insight on various consulting services offered
- understanding the consultants' role especially in context to IT consulting
- IT value chain drivers and future growth consulting for individual consultant

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Introduction to IT Consulting, History of IT/IS/ITES Consulting, Various IT Services, IT Value Chain, Drivers of Future Growth Consulting roles and growth cycle of the individual consultant	10	25
II	2	Consulting to CIO/CTO/CEO & Boards, Various consulting services to CEOs and Boards of Directors, Understanding the diversity of consulting roles ,Consulting to the Board: unique process issues and transformation challenges	10	25
III	3	Consulting to Global Clients, Growth in Global Consulting, 9-Step Framework for Analysis, Diverse Issues in Global Consulting	10	25
IV	4	Identifying and Deciding on Alternatives for Action and Measurement: Managing Consulting Firms - The Knowledge Sharing Problem, Consulting as a Profession - Marketing and Selling of Consulting Services - Strategic and Organization Proposal writing and Case study Learn to Identify alternatives for action and measurement, managing consulting firms Content Activity Learning outcomes Information Technology Consulting, Client-consultant relationship, internal vs. External, service Quality	10	25
		Total	40	100

Reference Books:

1. High Value IT Consulting by Purba and Delaney published by McGraw-Hill
2. IT Consulting Essentials – A Professional Handbook by Dave Faulise
3. How to Star and Run IT Consultancy Business by SrikanthMerianda and Brandi Marcene

Semester: IV**Paper No: 4****Course code: 4004****Paper: Strategic Information Technology Management****Marks: 100 (Internal 50 + External 50)****Credits: 4****Semester End Examination: 50 Marks****Continuous Internal Evaluation: 50 Marks****Duration of the Exam: 2 hours****Internal Evaluation Criteria:**

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests

4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will cultivate skills to develop an information technology strategy to provide competitive advantage for the company and gain an understanding of emerging trends in technologies related to mobile and web media to enable an impact on business.

Learning Outcome:

This course will enable the student to

- understand the strategic use of Information Technology for competitive advantage
- knowledge of trends of information technology to devise organization /business strategy
- cultivate skills for business process re-engineering
- enable development of strategy for web, mobile and overall media

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Information Technology and Competitive Advantage– Role of Information systems in organization, Some key concepts related to strategy such as value chain, five forces, information asymmetry and Technology Investment Information Technology vs. Information systems Two different approaches for gaining Competitive Advantages-Market Based Approach and Resource Based Approach Strategic Role of IT in gaining Competitive Advantages	10	25
II	2	Business Process Reengineering and IT ERP systems Meaning and definition, introduction of Business Process, Organizational processes and Information systems Use of ERP in Business Process Business Process Reengineering	10	25
III	3	Technology Trends Emerging trends of information technology to device business strategic Web related technologies, web media, how to use world wide web for business and marketing purpose Mobile technology impact of mobile technologies on business and mobile strategy for a business Cognitive technology impact on business	10	25
IV	4	Creating a Technology Strategy	10	25

		Developing an IT Strategy Writing your own strategy- Develop your web, web media and mobile strategy		
		Total	40	100

Reference Books:

1. Strategic Management of Information Systems by Keri Pearlson and Carol Saunders
2. Strategic Management and Information Systems: An Integrated Approach by Wendy Robson
3. IT Strategy & Management by SanjivaDubey
4. Strategic Information Systems Management by Kevin Grant

Semester: IV

Paper No: 5

Course code: 4005

Paper: Artificial Intelligence for Business and Data Science using R

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to apply concepts of artificial intelligence, machine learning and data science to business problems. They will gain an understanding of the various tools, techniques and products for the related technologies and be able to apply these to the various industry verticals.

Learning Outcome:

This course will enable the student to

- Understand the concepts of Artificial Intelligence, Machine Learning and Data Science
- Cultivate knowledge of its applications to the business world
- Develop basic skills to use R for a small data set for business application.

Course Contents:

Module	No	Topic	Contact	Weigh
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			Hours	tage (%)
I	1	Introduction to Artificial Intelligence. How are businesses leveraging AI. Application of AI in Retail, Finance, HR, Healthcare and other industries. AI products – chatbots, recommendation engines, virtual assistants, voice assistants Types of AI – ANI, AGI, ASI Weak and Strong AI AI technologies – Natural Language Processing, NLG, Computer Vision, Speech Recognition, Robotics, RPA	10	25
II	2	Introducing types of Learning – machine learning, deep learning, reinforcement learning, transfer learning. Use of Intelligence Systems – Expert Systems, Case Based Reasoning, Fuzzy Logic Systems, Genetic Algorithm	10	25
III	3	Introduction to Data Science, Applications of Data Science. Introduction to some Common Algorithms - Nearest Neighbour, Naive Bayes, Decision Trees, Linear Regression, Support Vector Machines (SVM), Neural Networks	10	25
IV	4	Introduction to R and using R for a small to medium data set in marketing, HR or finance domains	10	25
		Total	40	100

Reference Books:

1. Practical Data Science with R, Nina Zumel and John Mount
2. R for Data Science , Hadley Wickham, O Reilly
3. Artificial Intelligence: What Everyone Needs to Know, Jerry Kaplan
4. Artificial Intelligence and Machine Learning for Business, Steven Finlay

Semester: IV

Paper No: 6

Course code: 4506

Paper: Managing Digital Platforms and IT Resource Management

Marks: 50 (Internal 25 + External 25)

Credits: 2

Semester End Examination: 25 Marks

Continuous Internal Evaluation: 25 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to build a digital business by cultivating the various skills and insights into digital platforms, infrastructure choices, concepts on virtualization and cloud computing and collaboration tools.

Learning Outcome:

This course will enable the student to

- understand various digital platforms
- cultivate skills to build a digital business
- be knowledgeable about infrastructure choices such as IAAS, SAAS, PAAS
- gain insights into various collaboration tools and concepts of virtualization

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	To understand the Introduction to Digital Business ,framework of Drivers of digital Platforms - Mobile, Cloud Computing, Social media Developing the Digital Business Support services- e-CRM, e-SCM, e-banking, ERP, Mobile Computing To know about -Building Digital business Applications and Infrastructure, IAAS, SAAS, PAAS, Information Super Highway, Collaboration Tools	05	25
II	2	Understanding Cloud Computing Enabling Technologies and System, Models for Cloud Computing, Introduction to Cloud Computing including benefits, challenges, and risks, Applications areas of business Cloud Computing Models including Infrastructure/Platform/Software – as-a-service, Public cloud, private cloud and Hybrid Scalability, Performance, Quality of Service, Data centers for Cloud Computing	05	25
III	3	Understanding Virtualization Principles of Virtualization platforms, Security and Privacy issues in the Cloud, Virtualization Techniques & Virtualization Technology	05	25
IV	4	The need for IT Infrastructure Management IT Infrastructure Management Overview – ITIL Model, Organizing and managing people , Managing System Development, Capacity Planning , Availability Management, Change Management Operations Management , Asset and Facilities management, Business Continuity Planning	05	25

		Total	20	100
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Reference Books:

1. Cloud Computing First Steps: Cloud Computing for Beginners by Ravi Shankar and NavinSabharwal
2. Cloud Computing: SaaS, PaaS, IaaS, Virtualization, Business Models, Mobile, Security by Kris Jamsa
3. Digital Business Concepts and Strategy –Eloise Coupey, 2nd Edition –Pearson
4. IT Systems Management, Rich Schiesser

Semester: IV

Paper No: 7

Course code: 4007

Paper: Research Project (Year Long Project)

Marks: 100 (100 % Internal Evaluation)

Credits: 4

Application Based/ Research Project: 100 Marks

Learning Outcome:

The Project will enable the student to

- critically review literature related to the topic of research
- demonstrate the capability of conducting research
- apply relevant tools to analyze data and interpret the results
- document the research work following well accepted norms for presenting research

Evaluation:

Evaluation will be 100% internal.

Continuous Internal Evaluation: 50 Marks

Semester End Evaluation: 50 Marks

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Research	500	100

