

Program: MBA WP

Semester: Fourth

Course: *Corporate Strategy*

Course Code: 11.604

L	T	P	C
3	0	0	3

Course Objectives:

- Identify the forces impacting on corporate and business strategies
- Be critically aware of factors involved in strategy making
- Assess the resources and constraints for strategy making in a business context
- Explain the importance of social, economic and political forces; and technological
- Investigate the impact of internationalization on strategy making

Unit 1: Strategic Planning

Strategic Context and Terminology; Definition of Strategy; Difference between policy, Strategy and Tactic; Difference between Long Range Planning and Strategic Planning; Characteristics of Strategic Decisions. Introduction of strategic management.

Unit 2: Strategy Formulation

Company Mission & Vision – Mission Statements, Company goals, philosophy, features of strategic goals. Social Responsibility and ethical decision making; analyzing the business environment: External environment; Porter's Industry Analysis; Five forces Model. Internal Analysis of the firm, , value chain analysis .Strategic Analysis: BCG-Growth Share Matrix- SWOT Analysis, Profit Impact of Market Strategies (PIMS), Product Market Matrix of Ansoff). Formulating Long-Term Strategies: Concentration, Market Development, Product Development, Horizontal Integration, Vertical Integration, Diversification, Liquidation, Sell-off. Generic Competitive Advantages – Cost Leadership, Differentiation & Focus; Competitive strategies in different types of industries- Fragmented, Emerging, Maturing & Declining industries.

Unit 3: Strategy Implementation&: Corporate Restructuring

Strategy and structure; managing strategic change; establishing strategic controls; Management tools in strategy: Benchmarking; Benchmarking practices worldwide; Reengineering-: Systematic approach, Clean sheet approach, Reverse Engineering, Balanced Score card. Forms of corporate restructuring; Rational for existence of firms; Organizational forms; Turnaroundmanagement; Joint Ventures & Strategic Alliances: Generic motives for a strategic alliances, types of strategic alliances; managing the alliances; Mergers & Acquisitions: Rational for mergers & acquisitions; Mergers types; Divestitures & Spin-offs: Liquidations and spin-offs.

Unit 4: Strategic Evaluation and Control

Strategic Evaluation and Control: Concept, Role, and Barriers; Control Process; Techniques of Strategic Evaluation and Control.

Suggested Readings:

1. *Business Policy and Strategic Management-* Lawrence R.Jauch., Glueck William F. (Frank Brothers)
2. *Strategic Management-* Pearce II John A. and Robinson J.R. and Richard B., (AITBS)
3. *Concepts in Strategic Management and Business Policy-* Wheelen Thomas L., Hunger J. David and RangarajanKrish, (Pearson Education, 1stEd.)
4. *Cases in Strategic Management-* Budhiraja S.B. and Athreya M.B, (Tata McGraw Hill, 1st Ed.)
5. *Business Policy and Strategic Management-* KazmiAzar, (Tata McGraw Hill, 2nd Ed.)
6. *Strategic Management: Concepts and Cases-* Thomson.A, (Tata McGraw Hill)

Program: MBA WP

SEMESTER: Fourth

Course: ENVIRONMENTAL MANAGEMENT

Course code- 11.652

L	T	P	C
3	0	0	3

Course objectives:

- Provide definitions of environment, management, systems and organizations in relation to environmental management
- Describe organizations as systems and their role in environmental management
- Understand the usefulness of systems thinking in relation to environmental management in organizations
- Explain how environmental management can be used as environmental protection and how organizations can define and manage risk

Unit-I: - Introduction to Environmental Studies: Self, Society, and Environment, Preservation vs. Conservation, Fundamental Causes of Environmental Problems, Opposing Values and Viewpoints on the Environment, Literature and the Environment

Unit II: Social Issues in Environment:- From unstable to sustainable Development urban Problem related to energy, Resettlement & Rehabilitation of people, Environment ethics , Consumerism, Environment Protection Act, Climate change, global warming, acid rain, ozone-layer depletion & nuclear accidents, Air Act, Waters Act, wild life protection Act, Issues involved in enforcement of environmental legislation for public Awareness.

Unit III: Environmental Ethics: Basic Facts and Environmental Ethics, Values, Science, and Environmental Ethics, Understanding Normative and Non-Normative Ethics,

Unit IV: Environmental Management: Introduction to Public Policy, Environmental Policy/Politics, International Environmental Law, International Environmental Politics. Environmental Policy of the Government of India and the working of the Ministry of Environment and Forests, Central Pollution Control Board, State Pollution Control Boards. Annual Report of the Ministry of Environment and Forests

Suggested Readings:-

1. William Dudley: *The Environment: Opposing Viewpoints. Opposing Viewpoints Series. Greenhaven Press, 2001.*
2. George S. Howard: *How Should I Live My Life? Psychology, Environmental Science, and Moral Traditions. Rowman & Littlefield, 2002.*
3. David Schmidtz and Elizabeth Willott: *Environmental Ethics: What Really Matters, What Really Works. New York: Oxford University Press, 2002.*
4. Susan Armstrong and Richard Botzler: *Environmental Ethics: Divergence and Convergence (second edition).*

Program: MBA WP

SEMESTER: Fourth

Course: HUMAN VALUES AND ETHICS

Course code- 40M.451

L	T	P	C
2	0	0	0

COURSE OBJECTIVES- To develop students' sensibility with regard to issues of gender in contemporary India.

- To provide a critical perspective on the socialization of human beings.
- To introduce students to information about some key aspects of Indian culture and ethics.
- To expose the students to debates on the politics and economics of work.
- To help students reflect critically on gender violence.
- To expose students to more egalitarian interactions between men and women.
- Students will attain a finer grasp of how gender discrimination works in our society and how to counter it.

1. VALUE CRISIS IN CONTEMPORARY INDIAN SOCIETY

- 1.1 Value Crisis at the Individual Level
- 1.2 Societal Level
- 1.3 Intellectual Level
- 1.4 Cultural Level
- 1.5 Value – What are they?
- 1.6 The Indian Concept of Values.
- 1.7 Modern Approach to the Study of Values.
- 1.8 Aesthetic Sensibilities

2. MORAL AND ETHICAL HUMAN VALUES

- 2.1 Bases for Moral Judgment
- 2.2 Some Canons of Ethics.
- 2.3 Virtue Ethics.
- 2.4 Ethics of Duty.
- 2.5 Ethics of Responsibility
- 2.6 Factors to be considered in Making Ethical Judgments.
- 2.7 Different Meanings of Human Values
- 2.8 A New Approach to Human Value ,Freedom, Creativity Love &Wisdom

3. MORAL VALUES IN PROFESSION

- 3.1 What is a Profession?
- 3.2 Professional Ethos
- 3.3 Code of Professional Ethics
- 3.4 Practicing the Code
- 3.5 Corporate Social Responsibility
- 3.6 The Larger Domain of Human Values
- 3.7 Institutionalizing Ethics and Human Values

4. GENDER SENSITIZATION

- 4.1 Socialisation of women
- 4.2 Just Relationships, being together as equals
- 4.3 Declining sex ratio, demographic consequences
- 4.4 Women's work, its politics and economics, fact and fiction, unrecognized and unaccounted work
- 4.5 Domestic violence, eve teasing and harassment. Is home a safe place?

Recommended Texts:

- a. *Dr. Rajan Mishra, Human Values: Laxmi Publications Pvt. Ltd.*
- b. *S. Dinesh Babu, Professional Ethics and Human Values; Laxmi Publications Pvt. Ltd.*
- c. *P.S. Rathore. Business Ethics And Communication; S.Chand Publishing*
- d. *Dr. K.Alex. Managerial Skills; S. Chand Publishing.*
- e. *Dr. M. Adithan, Study Skills For Professional Students For Higher Education , S.ChandPublishing*
- f. *Govindarajan M "Professional Ethics and Human Values."*
- g. *R.R. Gaur and R. Sangal " A Foundation Course in Human Values and Professional Ethics"*

Program: MBA WP

SEMESTER: Fourth

Course: INTERNATIONAL FINANCE

Course code-11.671.5

L	T	P	C
3	0	0	3

Course Objectives:

- By the end of the course, you should be able to:
- Understand international capital and foreign exchange market
- Identify and appraise investment opportunities in the international environment
- Identify risk relating to exchange rate fluctuations and develop strategies to deal with them
- Identify and evaluate foreign direct investment and international acquisition opportunities
- Develop strategies to deal with other types of country risks associated with foreign operations
- Express well considered opinion on issues relating to international financial management

Unit I

Global Financial Environment: Overview, International Monetary System: Exchange Rate Regimes, IMF, Euro Currency Market, Balance of Payments: Understandings, Analysis & Interpretation.

Unit II

Foreign Exchange Market: Nature, Structure, Types of transactions, Exchange rate quotation & Arbitrage, Spot & Forward, Foreign Exchange Market in India: Nature, Structure, Operations & Limitations, Theories of Exchange Rate Determination, Exchange Rate Forecasting, the Exchange Rate of Rupee.

Unit III

Foreign Exchange Risk Exposure: Types of Risk, The Risk Management Process: Hedging, Swaps, Futures, Options, Types of Derivatives, Role of SEBI/RBI.

Unit IV

Foreign Investment Decision: International Project Appraisal, Exchange Rate Risk & Cost of Capital, International Joint Ventures, A review of NPV Approach.

Multinational capital budgeting, capital structure decisions; dividend policy of multinational firm

Suggested Reading:

1. *International Financial Management*, Bhalla. V. K. (2010). 10th Edition, Anmol Publications Pvt. Ltd.
2. *International Financial Management*, T. Siddaiah, (2010). 1st edition, Pearson Education.
3. *International Financial Management*, Apte, P.G. (2009). 5th edition, Tata Mcgraw-Hill.
4. *International Financial Management*, Vij. Madhu. (2006). 2nd Edition, Excel Books.
5. *Multinational Financial Management*, Alan, C. Shapiro. (2006). 8th Edition. Prentice-Hall
6. *International Financial Management* V. Sharan, (2004). 3rd edition, Prentice-Hall.

Program: MBA WP

SEMESTER: Fourth

Course: Corporate Restructuring, mergers & Acquisition

Course code-11.671.8

L	T	P	C
3	0	0	3

Unit I

Concept of Mergers, Acquisition & Corporate Restructuring: Corporate restructuring – significance - forms of Restructuring, Mergers- types of merger– theories of mergers value creation in horizontal, vertical and conglomerate mergers, Process of mergers & Acquisition, Takeover Tactics and Takeover Defenses.

Unit II

Methods of Financing Mergers Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy Accounting for amalgamation – amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method – procedure laid down under Indian companies act of 1956

Unit III

Valuation of Target Companies Concept of Value of a Company, Firm Valuation Models on Merger & Acquisition: (a) DCF Model, (b) Comparable Company, (c) Book Value, (d) Adjusted Book Value (e) Enterprise Value, (f) Three Stage growth model, Swap Ratio, Valuation Practices in India, LBO, MBO

Unit IV

Legal & Taxation Aspects: Merger Aspects under Competition Law, Competition Bill 2002. The SEBI Substantial Acquisition of Shares and Takeover code, Provisions relevant to M & A activity in the Income Tax Act

Suggested Reading:

1. *Corporate Restructuring*, Bhagaban Das and Debdas Raskhit, Himalaya,
2. *Mergers, Restructuring and Corporate Control*, J. Fred Weston, Kwang S. Chung, Susan E. Hoag, PHI,
3. *Mergers and Acquisitions, Text and Cases*, B Rajesh Kumar, Tata McGraw Hill
4. *Strategic Financial Management*, Ravi M. Kishor, Taxmann
5. *Mergers, Acquisitions and Corporate Restructuring*, Prasad Godbole, Vikas
6. *Value Creation from Mergers and Acquisitions*, Sudi Sudarsanam, Pearson

Program: MBA WP

SEMESTER: Fourth

Course: FINANCIAL DERIVATIVES

Course code- 11.671.7

L	T	P	C
3	0	0	3

Course Objectives:

1. Understand how the instruments covered can be used to implement basic market risk management strategies, appropriate for corporate applications.
2. Be able to solve basic problems requiring the ability to price derivative instruments and hedge market risk based on numerical data and current market conventions
3. Have acquired the basic skills required for pricing financial derivatives, including familiarity with some central techniques, namely risk-neutral valuation, no-arbitrage pricing, the binomial model, and the Black-Scholes model.
4. Be able to exercise basic quantitative and mathematical skills in pricing derivative instruments.

Unit I

Introduction to Derivatives: Meaning and purpose of Derivatives, Economic benefits of derivatives, Types of financial derivatives, Types of Traders, Exchange traded versus OTC derivatives, Derivatives market in India, Risk in Derivative Market, Tools of Risk Management

Unit II

Forward and futures contracts: Definition and types, Mechanism of futures market, Future Prices and Spot Prices; Forwards Prices vs. Future Prices; Hedging using futures, Valuations of Forward and future prices

Unit III

Options Contracts: Concept of options; American and European options; Types of Options; Option pricing models: Binomial Option; Pricing Model; Black-Scholes Model; Simple & Complex Option trading strategies

Unit IV

Financial Swaps & Innovations in Derivative Market: Concept; Mechanics of Interest Rate Swaps, Valuation of Interest Rate, Swaps Currency Swaps and its Valuation Credit Risk and Swaps , Innovations in Derivative Market, Future trends & Issues

Suggested Readings:

- *Das, Satyajit: Swap & Derivatives Financing, Probes*
- *Hull, J. Robert W: Understanding Futures Markets, Prentice Hall, New Delhi*
- *Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc, New Delhi*
- *Financial Derivative by SL Gupta*
- *Financial Engineering: A Complete Guide to Financial Innovation, Marshall, J. F. and Bansal, V. K. 2006, Prentice Hall of India*

Program: MBA WP
SEMESTER: Fourth
Course: International HRM
Course code-11.672.5

L	T	P	C
3	0	0	3

Course Objectives:

- To provide a basic understanding about the finer aspects of international business to the students.
- It is aimed at making the students realize that International Business is a combination of multiple disciplines brought together in a systematic manner.

UNIT 1. Introduction to International HRM

Defining international HRM, Difference between domestic and International HRM, Organizational Structure in MNC. Approaches to International staffing, The role of an expatriates, The role of non-expatriates, The role of the corporate HR functions, Culture and employee management issues, responding to cultural diversity

UNIT 2. Recruitment, Selection & Compensation of International Staff

Recruiting and selecting staff for International assignments- Introduction, Issues in staff selection, Training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments, Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation

UNIT 3. Performance Management of International Staff

Expatriation and Repatriation, Performance Management: Introduction, performance management of International employees, performance appraisal of International employees, Cross-cultural communication

Unit 4. Employee Relations in International Context

Trade unions and Employment Relations in International Context, Cross- Cultural Negotiation, Global cross-cultural and knowledge management strategies

Suggested Readings:

1. *International Human Resource Management – Text and Cases* P. L. Rao, Excel Books (Latest Edition)
2. *International Human Resource Management*, Peter Dowling and Denise Welch, Cengage Learning
3. *International Human Resource Management*, Tony Edwards, Pearson Education
4. *Global Human Growth Model*, M.N Rudrabasavaraj, Himalaya
5. *International Human Resource Management*, Monir Tayeb, Oxford

L	T	P	C
3	0	0	3

Program: MBA WP

SEMESTER: Fourth

Course: Employee Relations

Course code- 11.672.6

Course Objectives:

- To provide exposure of theories, techniques and approaches to manage Employee Relations.
- To understand the importance of labour administration and Constitutional Provisions.
- To acquaint students with the principles and practices of management of Employee Relations and to teach them the importance of various aspects and issues related to it.

Unit I

Introduction to Employee Relations Management (ERM): Introduction, Overview of Employee Relations Management, Importance of Employee Relations Management, Employee Relations Management Tool, Core Issues of Employee Relations Management

Unit II

Trade Unionism: Trade Union: origin and growth, unions after independence, unions in the era of liberalization. Trade Union concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions. Labour problems: Discipline and misconduct; Grievance Handling Procedure;

Unit III

Human Resource Information System (HRIS): Introduction, Overview of Human Resource Information Systems, Importance of Human Resource Information Systems, Features of Human Resource Information Systems, Common Applications of Human Resource Information Systems

Organizational discipline: Introduction, Overview of Organizational Discipline, Types of Organizational Discipline, Types of Disciplinary Problems, Disciplinary Procedure

Unit IV

Laws related to Employee Relations: Introduction, Evolution of Employee Laws in India, Laws Relevant to Employee Relations, Laws Relevant to Organizational Conflicts, Laws Relevant to Employee Wages and Compensation

Contemporary Issues in Employee Relations: Introduction, Careerism, Stress and Employee wellness in organization, Organizational Justice, Organizational Misconduct, Issues with Contract labour and temporary workforce, Managing Employee Relations through Organizational Change, Employee relations for the diverse workforce and Multinational Companies (MNC), Employee relations during crises – Recession

Suggested Reading:

1. *Dynamics of Industrial Relations- Mamoria CB, Mamoria, Gankar, (Himalayan Publications, 15th Ed.)*
2. *Industrial Relations- Singh B.D., (Excel, 1st Ed.)*
3. *Industrial Relations, Trade Unions and Labour Legislation- Indu Bala Sinha, (Pearson Education, 1st Ed.)*
4. *Industrial Relations and Labour Laws- Srivastava SC, (Vikas, 2000, 4th Ed.)*
5. *Elements of Merchantile Law(N.D Kapoor) Sultan Chand & sons ,2009.*

L	T	P	C
3	0	0	3

Program: MBA WP

SEMESTER: Fourth

Course: Strategic HRM

Course code- 11.672.7

Course Objectives:

Unit I: Introduction to Strategic Human Resource Management

Definition, Need, Importance, and Steps, Introduction to business and corporate strategies, Integrating HR strategies with business strategies, Human Resource Environment: Workforce Diversity, Demographic Changes, analyzing HR Practices followed by different firms-Human Resource System-HR as a Strategic Partner, Challenges for HRM in the 21st century

Unit 2: Recruitment, Retention and Retrenchment Strategies

Online Recruitment, Head Hunting, Employee referrals, Flexi timing, Quality of work life, Work – life balance, Downsizing, Voluntary retirement schemes (VRS), HR Outsourcing, Early retirement plans, Grievance Redressal Mechanism

Unit 3: Performance Management, Training and Compensation Strategies

Defining Key Result Areas, Competency Mapping, Multi-Skilling, Succession Planning, Seniority Vs. Merit-based Promotions, 360 degree & 540 degree Feedback, Performance based pay & Skill based pay, Executive compensation, Variable pay

Unit 4: Human Aspects of Strategy implementation

Behavioural issues in strategic implementation, Matching culture with strategy, Human side of mergers and acquisitions, Employee morale, Personal values and business ethics.

Suggested Reading:

1. *Strategic Human Resource Management- A guide to Action- By Michael Armstrong, Kogan Page, London*
2. *Strategic HRM- Agarwal, Oxford University Press, New Delhi*
3. *Human Resource Management- Garry Desseler, PHI, New Delhi*
4. *Strategic HRM – Jeffery Mello, Thompson publication, New Delhi*

Program: MBA WP
SEMESTER: Fourth
Course: Services Marketing
Course code- 11.673.5

L	T	P	C
3	0	0	3

Course Objectives:

- Developing an understanding of the challenges involved in marketing and managing services
- Identifying the differences between the marketing of services and the marketing of manufactured goods
- Identifying and analyzing the various components of the services marketing mix
- Understanding key issues concerning the management and measurement of service quality and customer satisfaction

Unit I

Introduction to Services, Growth of service sector economy, Service characteristics, Service classification, Service marketing mix, Consumer behavior in services: customer expectation of service, customer perceptions of service.

Unit II

Managing relationship and building loyalty, Complaint handling and Service recovery strategies, Service development and design: Challenges of service design, types of new services, core and supplementary elements, new service development process, Service blueprint, Physical evidence and the Services capes: types, role and its effect on behavior.

Unit III

Delivering and performing service through employees and customers: service culture, employee's role, strategies to deliver quality, cycle of failure, mediocrity and success, self service technologies and Customer Participation, introduction to customer citizenship behavior Delivering services through intermediaries and electronic channels, Managing demand and capacity, Waiting line strategies integrated.

Unit IV

Services Marketing communications and services marketing triangle, Pricing of services: Pricing approaches, Pricing Strategies, Improving Service Quality and productivity: Integrated gaps model of service quality, Prescriptions for closing quality gaps,

Suggested Reading:

1. Zeithmal A Valarie and Bitner Mary, 'Services Marketing', Tata McGraw Hill,
2. Lovelock, Christopher H, 'Services Marketing', Pearson Education ,3 Hoffman, 'Marketing of services', Thomson South western
4. Govind Apte, 'Service Marketing' Oxford Press
5. Shajahan , "Service Marketing" Himalya Publishing

Program: MBA WP

SEMESTER: Fourth

Course: RETAIL MANAGEMENT

Course code- 11.673.2

L	T	P	C
3	0	0	3

Course objectives:

- Understand the basics Of retailing
- Understand various function & types of Retailers.
- Understand the ways that retailers use marketing tools and techniques to interact with their customers

Unit I

Retailing: Definition, Scope, Economic significance, Opportunities in retailing, various retail formats, Multichannel retailing including online retailing (E-tailing), Changing scenario of retail, Customer Buying Behaviour in Retailing.

Unit II

Retailing Strategy: Retail strategy, Target market and retail planning process. Retail Locations and Site Selection, location opportunities, factors affecting the site selection, estimating demand for a new location. Human Resource Management in Retailing: Gaining competitive advantage through HRM, Designing retail organization structure, Motivating retail employees.

Unit III

Role of Personal selling in retail promotion mix – role of retail sales person – retail selling process – preparing for the customer – prospecting the customer – approaching the customer – presenting the merchandise demonstrating – handling objections – up selling – cross selling – making the sale.

Franchising: Meaning, scope, types, history and overview, advantages and disadvantages to franchisee and franchisor, recognizing franchising opportunities, Assessing franchise feasibility.

Unit IV

Merchandise Management: Planning merchandise, buying merchandise, pricing decision for merchandise. Retail Communication Mix: Developing brands and building customer loyalty, Promotion strategy, planning a retail promotion strategy. Store Management: Managing the store, store layout, design and visual merchandising.

Suggested Readings

1. *Retail Management – Michael Levy and Barton A. Weitz, Tata McGraw Hill, Fifth Edition, 2004.*
2. *Retail Management – ICFAI Centre for Management Research Publication*
3. *Integrated Retail Management (Indian Adaptation) – James R. Ogden and Denise T. Ogden – Biztantra, 2005.*

L	T	P	C
3	0	0	3

Program: MBA WP

SEMESTER: Fourth

Course: International Marketing

Course code- 11.673.6

Course Objectives:

- The course aims at acquainting students with the concepts and procedures for international marketing
- Trains them to develop and implement plans and strategies for entering international markets and managing overseas operations.

Unit I

Definition, scope, importance and challenges of international marketing, International trade theories, Reasons for going international, economic analysis of multinational trade, International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.

Unit II

International Marketing Environment: Political, Legal, Environmental, Socio Cultural and Technological environment, Country Risk Analysis, International Economic Environment: IMF, WTO, International Monetary System, International Trade Barriers: Tariff and Non Tariff Regional Blocks: European Union, NAFTA, SAARC, ASEAN, MERCOSUR, International Marketing Research, Selection of export markets.

Unit III

Direction & composition of Indian exports, Indian export and import policy export promotion organizations, export, incentives, producing for exports, export quality control; export finance, shipment and procedures thereof, Export documents.

Unit IV

Processing of an export order, organization and structure of export and import houses. International product policy: Product standardization & adaptation, international, product mix, International product life cycle, new product development, exports packaging, International pricing policy: Factors influencing selection of pricing policies, international pricing strategies, International distribution policy: Factors influencing selection of international distribution channels, types of international distribution channels, role of internet in international distribution International communication policy: communication strategies in international marketing, international promotion mix.

Suggested Reading:

1. Onkvisit S. & Shaw, J., *International Marketing: Analysis & Strategy*, Pearson Education
2. CzinkotaM, Ronkaine I, Sutton Brady, C. and Beal, T. *International Marketing*, Cengage Learning.
3. Cherunilam F, *International Trade & Export Management*, Himalaya Publishing.
4. Cateora & Graham, *International Marketing*, McGraw Hill.
5. Keegan, *Global Marketing Management*, Pearson Education Asia.
6. Daniels, J, *International Business*, Pearson Education.
7. Cherunilam, *International Marketing*, Himalaya Publishing.

L	T	P	C
3	0	0	3

Program: MBA WP

SEMESTER: Fourth

Course: E-Commerce and Digital Market

Course code- 11.674.5

Course Objectives:

- Analyze the impact of E-commerce on business models and strategy
- Describe Internet trading relationships including Business to Consumer, Business-to-Business, Intra-organizational.
- Describe the infrastructure for E-commerce
- Describe the key features of Internet, Intranets and Extranets and explain how they relate to each other.
- Discuss legal issues and privacy in E-Commerce
- Assess electronic payment systems
- Recognize and discuss global E-commerce issues

Unit 1

Introduction to Electronic Commerce : What is E-Commerce (Introduction and Definition) Main activities E-Commerce Goals of E-Commerce Technical Components of E-commerce Functions of E-commerce Advantages and Disadvantages of E-commerce Scope of E-commerce Electronic commerce Applications Electronic commerce and Electronic Business C2C, C2G , G2G , B2G , B2P, B2A, B2A, C2A, B2B, B2C)

Unit 2

Building own website : Reasons for building own website Benefits of website Bandwidth requirements Cost , Time , Reach Registering a Domain Name Web promotion Target email , Banner Exchange , Shopping Bots **Internet and Extranet :** Definition of Internet Advantages and Disadvantages of the Internet Component of a Intranet Information technology structure Development of a Intranet Extranet and Intranet Difference Role of Intranet in B2B Application

Unit 3

Electronic payment System : Introduction Types of Electronic payment system Payment types Traditional payment Value exchange system Credit card system Electronic funds transfer Paperless bill Modern payment cash Electronic cash

Unit 4

Technology Solution : Protecting Internet Communications Encryption Symmetric Key Encryption Public key Encryption Public Key Encryption using digital signatures Digital Envelopes Digital Certificates Limitations to Encryption solutions. **E-com Security :** E-commerce security environment Security threats in E-com environment Malicious code and unwanted programs Phishing and identity theft Hacking and cyber vandalism Credit card fraud/Theft Spoofing Denial of service(DOS) Distributed denial of service(dDOS)

Recommended Books :

1. E-Commerce- Kenneth C.Laudon and Carol Guercio Traver
2. E-Commerce by --Kamlesh K Bajaj and Debjani Nag
3. Internet marketing and E-commerce-Ward Hanson and Kirthi Kalyanam
4. E-Commerce Concepts , Models , Strategies by -- G.S.V Murthy

Program: MBA WP

SEMESTER: Fourth

Course: Managing Software Project

Course code-11.674.6

L	T	P	C
3	0	0	3

Course Objectives:

- Describe network management and the network management architecture
- Explain the various functions of network management.
- Gain in - depth theoretical and practical knowledge of network management, and in particular of SNMP (Simple Network Management Protocol).
- Compare a number of variations of the network man.

Unit-I

Project Management Framework: Overview of project Management, Project Organization, Project management life cycle, planning a software project, Role of - Project Manager, Team members, Client & Users in project management

Unit-II

Managing Software Projects: Understanding stakeholder interaction, project context, and project risks- Understanding approaches for managing and optimizing the software development process, and choosing an appropriate project development methodology (e.g. waterfall, spiral, agile etc.)—Applying efficient techniques for managing each phase of the systems development lifecycle

Unit-III

Risk Management: Identification of Risks Risk Management Process: Risk identification, Risk analysis, Risk planning, Risk monitoring, Risk Closure

Unit-IV

Software Team Management: Team Structure & Staff development plan, Characteristics of Performance management, High performance Directive and collaborative styles, Team Communication, Group Behavior Managing customer expectations

Suggested Reading:

1. *Software engineering principles and practice*, McGraw-Hill, Waman S. Javadekar
2. *Effective software project management*, Willy india edition, Robert K. Wysocki
3. *Software quality, producing practical, consistent software*, Mordechai Ben-Menachem
4. *Software project management in practice*, Pearson, Pankaj Jalote
5. *Software testing and quality assurance , Theory and practice*, Willy-India edition, Kshirsagar Naik
6. *Software project management, A Concise Study*, S. A. Kelakar. *Software Engineering*, Pressman

Program: MBA WP
SEMESTER: Fourth
Course: IT consulting
Course code- 11.674.7

L	T	P	C
3	0	0	3

Course Objectives:

- To give overview of IT/ITeS Industry
- To develop understanding of R&D

Unit I

History of IT/ ITeS industry - events that lead to the evolution of the industry in the 90's - the rapid growth phase post 2000, and the current mature phase since 2010. Industry overview - types of companies, study of key players, details of services offered, key challenges

Unit II

Technology forecasting, Feasibility study Opportunities, Innovation building with teams, Technology audit, Technology diffusion and Deployment. Technology life cycle, R&D and its role, Managing R&D New product development process, Business models innovations financial assessment of Business model

Unit III

Operations inside IT company; Discussion on the Application development process, Application testing process, Application support process, Business process outsourcing processes; the key management processes that drive the IT /ITeS service delivery. An introduction to computer-integrated design and manufacturing with a focus on manufacturing process planning. Emphasis on concurrent engineering principles, manufacturing process engineering, computer-aided process planning,

Unit IV

Organization structure and key departments in IT/ ITeS companies – resourcing, training, deployment, project management and delivery, customer acquisition, marketing, finance, infrastructure and management metrics
The role of MBA's in IT/ITeS industry – Business analysis, Functional consultant, Finance roles, Marketing roles, Sales roles.

Note :

Relevant Case Studies should be discussed in class.

Suggested Reading:

1. David, Ford., & Michel, Saren. (2001). *Managing and marketing Technology (2nd ed.)*. Publisher International Thomson computer Press.
2. Fredrik, Betz. (2003). *Managing technological innovations (2nd ed.)*. Publisher Wiley.
3. Haag, Baitzan. Phillips. (2009). *Business driven technology(2nd ed.)*. Publisher TataMcgraw Hill