SYLLABUS

[EFFECITIVE FROM THE SESSION: 2011-2012]

MASTERS OF BUSINESS ADMINISTRATION (FULL TIME)

IIIrd SEMESTER
The list of specializations and electives offered in third semester is given in the subsequent page. For each specialization, electives are offered in two groups, namely Group I and Group II. A candidate has to select one elective each from Group I and Group II. The institutes must send its choice of Electives within one month of the start of the semester.
## SPECIALIZATION AND ELECTIVES I TO IV FOR THIRD SEM

### Marketing Management

<table>
<thead>
<tr>
<th>Group</th>
<th>Course Code</th>
<th>Course Name</th>
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</thead>
<tbody>
<tr>
<td><strong>GROUP I</strong></td>
<td>576331(76)</td>
<td>Marketing Research (New)</td>
</tr>
<tr>
<td></td>
<td>576332(76)</td>
<td>Distribution and Inventory Management (New)</td>
</tr>
<tr>
<td></td>
<td>576333(76)</td>
<td>Advertising and Sales Promotion (New)</td>
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<tr>
<td><strong>GROUP II</strong></td>
<td>576334(76)</td>
<td>Services Marketing (New)</td>
</tr>
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<td></td>
<td>576335(76)</td>
<td>Sales Management (New)</td>
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<tr>
<td></td>
<td>576336(76)</td>
<td>Customer Relationship Management (New)</td>
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### Finance Management

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<tr>
<th>Group</th>
<th>Course Code</th>
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<tbody>
<tr>
<td><strong>GROUP I</strong></td>
<td>576341(76)</td>
<td>Security Analysis and Portfolio Management (New)</td>
</tr>
<tr>
<td></td>
<td>576342(76)</td>
<td>Corporate Risk Management (New)</td>
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<tr>
<td></td>
<td>576343(76)</td>
<td>Working of Stock Exchanges (New)</td>
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<tr>
<td><strong>GROUP II</strong></td>
<td>576344(76)</td>
<td>Corporate Finance and Valuation (New)</td>
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<td></td>
<td>576345(76)</td>
<td>Taxation and Tax Planning (New)</td>
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<tr>
<td></td>
<td>576346(76)</td>
<td>Futures and Options (New)</td>
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### Human Resource Management

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<tr>
<th>Group</th>
<th>Course Code</th>
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<tbody>
<tr>
<td><strong>GROUP I</strong></td>
<td>576351(76)</td>
<td>Human Resources Planning and Development (New)</td>
</tr>
<tr>
<td></td>
<td>576352(76)</td>
<td>Cross Cultural and Global Management (New)</td>
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<td></td>
<td>576353(76)</td>
<td>Executive Compensation (New)</td>
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<tr>
<td><strong>GROUP II</strong></td>
<td>576354(76)</td>
<td>Compensation Management (New)</td>
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<td></td>
<td>576355(76)</td>
<td>Performance Management (New)</td>
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<tr>
<td></td>
<td>576356(76)</td>
<td>Management of Training and Development (New)</td>
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### Systems Management

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<tr>
<th>Group</th>
<th>Course Code</th>
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<tbody>
<tr>
<td><strong>GROUP I</strong></td>
<td>576361(76)</td>
<td>Computer Networking (New)</td>
</tr>
<tr>
<td></td>
<td>576362(76)</td>
<td>Internet Business Models and Business Strategies (New)</td>
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<tr>
<td></td>
<td>576363(76)</td>
<td>RDBMS &amp; SQL Concepts (New)</td>
</tr>
<tr>
<td><strong>GROUP II</strong></td>
<td>576364(76)</td>
<td>Mobile Commerce and Security (New)</td>
</tr>
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<td></td>
<td>576365(76)</td>
<td>Knowledge Management and Innovation (New)</td>
</tr>
<tr>
<td></td>
<td>576366(76)</td>
<td>Software Engineering &amp; Project Management (New)</td>
</tr>
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### Production and Operations Management

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<thead>
<tr>
<th>Group</th>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GROUP I</strong></td>
<td>576371(76)</td>
<td>Production Planning and Control (New)</td>
</tr>
<tr>
<td></td>
<td>576372(76)</td>
<td>Manufacturing and Enterprise Resources Planning (New)</td>
</tr>
<tr>
<td></td>
<td>576373(76)</td>
<td>Productivity Improvement Techniques (New)</td>
</tr>
<tr>
<td><strong>GROUP II</strong></td>
<td>576374(76)</td>
<td>Lean and Agile Systems (New)</td>
</tr>
<tr>
<td></td>
<td>576375(76)</td>
<td>Quality Control, Quality Assurance and Reliability (New)</td>
</tr>
<tr>
<td></td>
<td>576376(76)</td>
<td>Logistics and Services (New)</td>
</tr>
</tbody>
</table>
OBJECTIVES
The objective of this course is to develop an understanding of basic decision making techniques and their role in managerial decision making.

COURSE CONTENTS

| UNIT I | ⇒ Optimization Methods: Meaning and Scope; Various Stages in Optimization Projects.  
|        | ⇒ Linear Programming Problem: Meaning of Linear programming, General Mathematical Formulation of LPP. Feasible and Optimal Solutions: Graphical Analysis, Simplex Method, Duality and Sensitivity Analysis. Advantages and Limitations of LPP. |
| UNIT II | ⇒ Transportation Model: Mathematical Formulation, Initial Basic Feasible Solution: North West Corner Method, Least Cost Method and Vogel’s Approximation Method; Optimization (Minimization and Maximization) using Modified Distribution Method. |
| UNIT III | ⇒ Assignment Problem: Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems using Hungarian Method, Travelling Salesman Problem. |
| UNIT IV | ⇒ Waiting Line Models: Basic Queuing Process, Basic Structure of Queuing Models, Scope in Management Decisions, Solution to M/M/1: ∞/FCFS Model.  
|        | ⇒ Sequencing Model: Processing n-Jobs through Two Machines, Processing n-Jobs through Three Machines. |

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

REFERENCE BOOKS
• F.S. Hiller & Hiller, “Introduction to Management Science” Tata Mcgraw Hill
MBA SEM III  576312(76): ORGANIZATIONAL DEVELOPMENT (New)
CREDITS: 4  LECTURE SCHEME: (L-3; T-1; P-0)  Min. No. of CTs: 2

OBJECTIVES
The objective of this course is to familiarize with basic organizational processes to bring about organizational development.

COURSE CONTENTS

<table>
<thead>
<tr>
<th>UNIT</th>
<th>CONTENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIT II</td>
<td>Organizational development: Definition, Assumptions, goals, process, objectives; Strategies: Diagnostics Activities, Team Building, Survey Feedback, Process Consultation, Planning &amp; Goal setting, OD interventions. Organizational change: Basic Concept and definition; Nature of Organizational Change (Need, factors influencing change); Types of Change; Process of change, Models, Change agent (Roles and responsibilities, Resistance to change); Overcoming resistance (Strategies &amp; Techniques); Planned Change.</td>
</tr>
<tr>
<td>UNIT III</td>
<td>Organizational conflicts: Causes, nature, measures to resolve organizational conflicts; Inter Group behavior and collaboration; Laboratory learning techniques; Managerial Grid; Sensitivity training; Transactional analysis; Inter-group and team building interventions.</td>
</tr>
<tr>
<td>UNIT IV</td>
<td>Organizational Culture and Climate: Organizational learning, power and politics in the organization, Cross culture dynamics.</td>
</tr>
<tr>
<td>UNIT V</td>
<td>The process of Empowerment, Management of gender Issues, Creativity in organization.</td>
</tr>
</tbody>
</table>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS
- French and Bell, Organisational Development, Pearson Education
- D.R. Brown, An Experimental Approach to Organization Behavior, Pearson Education
- Carol P Harvey and M.June Allard, Understanding and managing diversity, PHI India
- F. Luthans , Organisational Behaviour TMH, New Delhi

REFERENCE BOOKS
- Prasad, Organisation Development for Excellence, McMillan, India.
- Madhukar Shukla, Understanding Organization : Organization Theory and Practices in India, PHI
OBJECTIVES
This course is intended to familiarize student with basic concepts about technology innovation and understanding the importance of developing a technology strategy for gaining competitive advantage.

COURSE CONTENTS

UNIT I
- Technology: Definitions and Characteristics; Management of Technology (MOT); Technological Environment; Parameters of Technological Environment; Technology life-cycle
- Technological change: Dynamics of Technological change; innovation dynamics at firm level.

UNIT II
- Innovation Management: Invention v/s Innovation; Definition and components of innovation; Types of innovations (Product, Process and system innovations); Understanding Innovation Process.
- Innovation strategies: Creative thinking and problem solving, models; Concurrent engineering; Economics of innovation. Assessment of Innovation: Measuring Innovativeness of the firm; Commercialization requisites; Innovation inspired by nature.

UNIT III
- Technology evolution and diffusion: S-curves of Technology Evolution; Technology Diffusion, Dynamics of Diffusion, Mechanism of Diffusion.
- Competitive consequence of Technological change: Creation of new products/change in value chain.

UNIT IV
- Technology Intelligence: Definition of Technology Intelligence, Technology Audit, Mapping technological environment, Process of Technology intelligence: Technology Scanning, Monitoring, Forecasting and Assessment, Analytical tools for forecasting and assessment.

UNIT V
- Technology Support Systems: Funding Mechanism and venture capital.

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

REFERENCE BOOKS
OBJECTIVES
The objective of this course is to assist students in developing their skills in spoken English. The students will be asked to learn and speak English for various occasions.

COURSE CONTENTS

<table>
<thead>
<tr>
<th>UNIT</th>
<th>Course Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIT I</td>
<td>Introduction to Consumer Behavior; Diversity of consumer behavior; Concept, Scope, Importance and interdisciplinary nature; Marketing management factors influencing consumer-buying behavior; consumer-buying process; Consumer gifting behavior; The consumer research paradigms and process.</td>
</tr>
<tr>
<td>UNIT II</td>
<td>Consumer Modeling: The economic model; Learning model; Psychoanalytic model; The sociological model; The Howard Seth model of Buying behavior; The Nicosia model; The Engel –Kollat-Blackwell Model. Consumer decision-making and its process: Models and views of Consumer decision making; the process of opinion leadership and motivation behind opinion leadership; Reutilized response, limited and extensive problem solving behavior; Diffusion and adoption process of innovations; Profile of consumer innovators.</td>
</tr>
<tr>
<td>UNIT IV</td>
<td>Consumer Attitude and Behavior (The concept of Attitude, Relationship between Attitude and behavior, Attitude formation, Models of Attitude, Strategies for Attitude change (ELM-model), Cognitive Dissonance Theory and its implications). Motivation (Consumer Motivation, Needs and goals, Characteristics, Types and system of needs, measurement of motives).</td>
</tr>
<tr>
<td>UNIT V</td>
<td>Influence of Social class (Definition, Social stratification, Factors responsible for social stratification); Characteristic features of social Classes; Social influence on consumer behavior. Group Dynamics and Consumer Reference Groups; Definition and Meaning of Group; Reasons for formation of group; Types of Groups relevant to consumer behavior; Family life cycle; Friendship Group; Formal social clubs; Shopping, Friends groups; Work group-Reference group; Celebrity; Impact of social class; Culture, subculture and cross – culture factors on consumer behavior; Design of persuasive communication.</td>
</tr>
</tbody>
</table>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

REFERENCE BOOKS

SUGGESTED READINGS
- M.R. Solomon, “Consumer Behavior”, Pearson Education
- Consumer Behavior in Indian Perspective – Suja R. Nair Himalaya Publishing House
CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III  576331(76): MARKETING RESEARCH (New)
ELECTIVE DISCIPLINE: MARKETING MANAGEMENT
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0)    Min. No. of CTs: 2

OBJECTIVES
To familiarize students with the role of marketing research in marketing decision making and to assist them in applying research to marketing issues; specifically, to design, conduct, analyze, interpret and document a sound market research study.

COURSE CONTENTS

| UNIT I | Introduction to Marketing Research; Classification of marketing research; Marketing research Process; Importance of defining the problem; the process of defining the problem, management decision problem and marketing research problem; developing an approach to the problem, components of the approach (objective / theoretical framework, analytical model, research question, hypothesis, specification of information needed) |
| UNIT II | Exploratory Research Designs: Secondary data analysis; Qualitative research, Classification of qualitative research procedures, focus groups, interviews and projective techniques; Qualitative Vs Quantitative Research.  
Descriptive Research Designs: Survey Methods; Observation Methods, Behavioral Vs Non-behavioral observation. Survey Vs Observation.  
Causal Research Designs: Conditions of causality, role of validity in experimentation, classification of experimental designs. |
| UNIT III | Questionnaire Design: Purpose, objectives and steps involved in designing a questionnaire  
Sampling design process; Sampling frame, determination of sample size, classification of sampling techniques  
Data Collection: Nature of field-work and data-collection process; Coding, transcribing and data cleaning; |
| UNIT IV | Data Analysis: Tests of association (Chi-Square) and tests of difference (ANOVA, ANCOVA); interpretation of results  
Multivariate Data Analysis and its applications - Multiple Regression Analysis, Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, Multi Dimensional Scaling. |
| UNIT V | Applications of Marketing Research: Sales Analysis, Market Potential Analysis, Sales Forecasting; Market Segmentation and Brand Positioning; Product Research: New Product Development Process, Test Marketing; Advertising Research: Media Research, Copy Testing; Pricing Research: Skimming and Penetration Pricing; Distribution Research: Warehouse Research, Retail Location Research.  
International Marketing Research: Framework, survey methods, questionnaire; Ethics in marketing research. |

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS
- Rajendra Nargundkar, Marketing Research: Text and Cases.
- V.Kumar, “International Marketing Research”, Pearson Education
REFERENCE BOOKS
• Foundations ,Thomson South-Western ,2004, 8th Edition

SUGGESTED READINGS
• G.C.Beri: Marketing Research, TataMcGraw Hill
• Luck & Rubin: Marketing Research, Prentice Hall India
• P.Kotler, A.Koshi, M. Jha, “Marketing Management”, Pearson Education
• Mishra: Modern Marketing Research, Himalaya
CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III  576332(76): DISTRIBUTION AND INVENTORY MANAGEMENT (New)
ELECTIVE DISCIPLINE: MARKETING MANAGEMENT

CREDITS: 4  LECTURE SCHEME: (L-3; T-1; P-0)  Min. No. of CTs: 2

OBJECTIVES
The aim of this paper is to develop an understanding the various formats and channels of retailing, issues in retail location decision, basic concepts of store designing, administration and merchandising and the importance of new technologies such as RFID in distribution management.

COURSE CONTENTS

| UNIT I | ➡️ Marketing Channels: Defining and importance; Functions of marketing channels (Intensive, selective and exclusive distribution strategies); decisions in channel management
|        | ➡️ Wholesaling: Concept, importance and functions of wholesaling; wholesaler marketing decisions; trends in wholesaling

| UNIT II | ➡️ Retail Formats: Store and non-store retailing; Franchising; Unconventional channel
|        | ➡️ Retail Location: Factors affecting location decision; site selection; location based retail strategies

| UNIT III | ➡️ Store Design: Interiors and exteriors; Store layout and types; Factors affecting store layout; Store image mix and store façade; internet store
|         | ➡️ Store Administration: Concept, importance, functions; Steps in merchandising planning; Introduction to category management and private labeling

| UNIT IV | ➡️ Inventory and warehousing decisions: Inventory models; lean logistics; Uncertainty and inventory management; lead time uncertainty and product availability.

| UNIT V  | ➡️ Channel Management: Channel Selection; Channel conflicts and its resolution; Channel performance evaluation.
|         | ➡️ Technology in Distribution Management: Bar Coding, RFID, Electronic Payment systems

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

REFERENCE BOOKS AND SUGGESTED READINGS
- Swapan Pradhan- Retailing Management
- Dravid Gilbert- Retail Marketing
- Barry Berman, Joel R Evans- Retail Management; A Strategic Approach
- Channel Management –Stern – El- Ansary
- Retail Management – Gibson Vedamani
- Physical Distribution & Logistics Management – Dr. Subhash Bhave
- Channel Management & Retail Management – Meenal Dhotre
The aim of this paper is to acquaint the students with the concepts, techniques and give experience in the application of concepts for developing an effective advertising program and thus increase sales.

**COURSE CONTENTS**

| UNIT I | Introduction to Advertising and Sales Promotion: To examine the promotional function, and introduce the concept of IMC. Integrated marketing communications concepts, and planning: To understand the marketing process, the role of advertising and promotion in the integrated marketing program. The role of IMC in the marketing process: To understand the role consumer behavior plays in the development and implementation of advertising and also promotional programs. |
| UNIT II | Perspectives on consumer behavior: To understand the basic elements of the communication process and the role of communications in marketing. The communication process: To know process of setting objectives for IMC programs and various methods of budget settings. Establishing objectives and budgeting for the promotional program: Analyze various creative styles, use of appeals in designing the advertisements. |
| UNIT III | Creative strategy: Implementation and Evaluation: To know the process of developing and implementing media strategy. Media Planning and strategy: To know the role of the Internet and interactive media in an IMC program. The Internet and Interactive media: To understand the role of sales promotion in a company’s integrated marketing communications program and to focus their relevance. |
| UNIT IV | Sales promotion: To recognize the roles of public relations, publicity and corporate advertising in the promotional mix. Public relations, publicity and corporate advertising: To evaluate methods for measuring promotional program effectiveness. |
| UNIT V | Measuring the effectiveness of the promotional program: To review various factors in the international environment and how they influence advertising and promotion decisions. International Advertising and Promotion: To examine how advertising is regulated, including the role and function of various regulatory agencies. Regulation of Advertising and Sales Promotion and Ethics. |

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

**TEXT BOOKS**

- Advertising, Promotion and New Media, Stafford & Faber (Eds.), ISBN: 81-203-2739-X, PHI
- Advertising Media Planning—A Brand Management Approach, Kelley & Jugenheimer, 978-81-203-2529-6, PHI

**REFERENCE BOOKS**

- Batra Rajeev, John G Myers, David A. Aker, Advertising Management, Prentice Hall, 5/e.
- Wells, Burnett, Moriarty, Advertising: Principles and Practice, Prentice Hall, 5/e.
- What’s in a Name?—Advertising and the Concept of Brands, 2nd ed., Jones & Slater, 978-81-203-2447-3, PHI
OBJECTIVES
The aim of this paper is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on the national basis.

COURSE CONTENTS

| UNIT I | Introduction: Growth of service sector economy; Service Characteristics, Difference between Goods and Services; Contribution of the services sector to the Economy; Classification of service marketing mix; Service triangle.
|---------|
| UNIT II | Consumer Behavior in Services: Customer Expectation of Service; Customer Perception of Service; Understanding Customer expectation and Perception through Marketing Research.
|         | Service scope effects on behavior: Importance and Strategies for effective delivery through Employees; Intermediaries and Customer Participation; Managing Demand; Managing Capacity; Waiting Line Strategies.
|---------|
| UNIT III | Segmentation, Targeting & Positioning of services; Branding of services and its difficulties; Communication Strategies; Product Promotion Price, revenue and distribution: Factors related to Pricing, Pricing approaches, Pricing Strategies.
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|         | Relationship Marketing: Concept, Benefits and Strategies recovery; Service Development and Design; New Service Types, Supplementary Services, After sales service. Managing service delivery process; Customer Experience Management.

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS
- C. Lovelock, J. Chatterjee, “Service Marketing”, Pearson Education
- Zeithmal, Valarie; A Services Marketing, Tata McGraw Hill
- K. Rama Mohana Rao, “Service Marketing”, Pearson Education

REFERENCE BOOKS
- Payne A; The Essence of Service Marketing Prentice Hall
- Govind Apte; Services Marketing, Oxford Press
- Glynn & Barner, Understanding Service marketing, PHI
CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BILHAI

MBA SEM III  576335(76): SALES MANAGEMENT (New)
ELECTIVE DISCIPLINE: MARKETING MANAGEMENT

CREDITS: 4  LECTURE SCHEME: (L-3; T-1; P-0)  Min. No. of CTs: 2

OBJECTIVES
The aim of this paper is to make the student aware of issues related to sales force management focusing on “selling” as a tool of Marketing Communication. The study of Channel Management offers an appreciation of logistics of information and goods, and exposes students to the types of systems required to optimize organizational efficiency through this function.

COURSE CONTENTS

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<tr>
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<tbody>
<tr>
<td>UNIT I</td>
<td> Role of Salesperson: Responsibility; Cross Functional Linkages; Lifetime Customer Concept; Management of Accounts Receivables.</td>
</tr>
<tr>
<td>UNIT II</td>
<td> Selling Skills: Value Proposition; Customer Value Creation; Lifetime Customer Value Creation; Personal Selling-A Promotion Mix Element; Buyer-Seller Dyads; Diversity of Personal Selling Situation; Theories of Selling; Prospecting; Sales Resistance; Closing Sales; Key Accounts Management</td>
</tr>
<tr>
<td>UNIT III</td>
<td> Sales Organization: Setting up a Sales Organization; Basic types of Sales Organization Structures including Outsourced sales force; Inter-departmental Relations and Structures; Coordination of Personal Selling with Other Departments.</td>
</tr>
<tr>
<td>UNIT IV</td>
<td> The Sales Effort: Sales Planning; Forecasting; Qualitative and Quantitative Methods (Overview of Linear Regression, Time Series Analysis, Moving Averages); Budgeting; Designing Territories; Territory Management; Routing; Setting Sales Quotas Profitability; Analysis of Sales effort.</td>
</tr>
<tr>
<td>UNIT V</td>
<td> Sales Force Management: Estimation of Sales Force; Workload, Breakdown and Incremental Analysis Recruitment and Selection of Sales Personnel; Planning and Conduct of Sales Training Programs; Motivating and Compensating Sales Personnel; Compensation Systems; Incentive Plans; Disincentive; Benefits; Performances Appraisals; Evaluation; Criteria for evaluation.</td>
</tr>
</tbody>
</table>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS
- Futrell, Charles, Sales Management, South Western College Publication, 2000

REFERENCE BOOKS
- Venugopal, Pingally, Sales Management.
OBJECTIVES
The objective of the course is to invoke critical thinking and analysis of the concept of customer relationship management and enabling them to develop and manage CRM strategy.

COURSE CONTENTS

<table>
<thead>
<tr>
<th>UNIT</th>
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<tbody>
<tr>
<td>UNIT I</td>
<td>Introduction to CRM: Definition and Concepts, CRM as an integral business strategy. The nature of the CRM strategy. The business environment of CRM: Legal, ethical, economic, competitive and social. Retail and business customer profiling; Relationship life cycles; Understanding and evaluating customer business plans.</td>
</tr>
<tr>
<td>UNIT II</td>
<td>Managing Customer relationships: Customer identification; Expanding the size of the customer database; Customer profiling; Understanding and managing customer expectations, developing customer confidence; Building relationships by adding value to customers cost effectively; Planning and making persuasive presentations.</td>
</tr>
<tr>
<td>UNIT III</td>
<td>Developing CRM strategy: The role of CRM in business strategy; Understanding service quality: Technical quality; product knowledge, functional quality, determinants of service quality, managing customer communications; Planning and managing CRM projects; Retention and cross-sell.</td>
</tr>
<tr>
<td>UNIT IV</td>
<td>Managing CRM: Managing customer contact strategies; dealing with difficult situations: Imparting Bad news, closing accounts, Exit strategies, Time management and CRM: priority setting, Target setting, setting standards</td>
</tr>
<tr>
<td>UNIT V</td>
<td>Measuring Performance of CRM: Customer Satisfaction</td>
</tr>
</tbody>
</table>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

SUGGESTED READINGS
- Customer Relationship Management 1ed, Mohamed HP/Sagdevan, Vikas Publication house pvt ltd
CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III  576341(76): SECURITY ANALYSIS & PORTFOLIO MANAGEMENT (New)
ELECTIVE DISCIPLINE: FINANCE MANAGEMENT

CREDITS: 4       LECTURE SCHEME: (L-3; T-1; P-0)       Min. No. of CTs: 2

OBJECTIVES
The aim of this subject is to impart knowledge to students regarding the theory and practice of security analysis and portfolio management.

COURSE CONTENTS

<table>
<thead>
<tr>
<th>UNIT</th>
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<tbody>
<tr>
<td>UNIT I</td>
<td>Introduction to Indian Stock Market, scope and features of an investment program, investment risk, interest risk, market risk, inflation risk, default risk, systematic and unsystematic risk, problems related to risk and return.</td>
</tr>
<tr>
<td>UNIT IV</td>
<td>Portfolio utility theory and indifference curves.</td>
</tr>
<tr>
<td></td>
<td>Markowitz Portfolio selection model: The specific model, corner portfolios, dominance principle. Portfolio of two risky securities, three security portfolio. Relationship between leveraged and unleveraged portfolio.</td>
</tr>
<tr>
<td>UNIT V</td>
<td>Sharpe single index model, Capital asset pricing model, factor models.</td>
</tr>
<tr>
<td></td>
<td>Portfolio investment process: Selection, execution, revision and performance evaluation.</td>
</tr>
</tbody>
</table>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

REFERENCE BOOKS
- Pandian P. Security Analysis & portfolio management 1ed, Vikas Publication house pvt ltd
The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

SUGGESTED READINGS
- IIBF: Risk Management, Macmillan India Ltd.
- John C.Hull: Risk Management and Financial Institutions, Pearson Education
- Tony Merna, Dr. Faisal F. Al-Thani: Corporate Risk Management
The aim of this paper is to help students understand the functioning of stock markets and various financial instruments involved in stock markets.

OBJECTIVES

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS


REFERENCE BOOKS

OBJECTIVES
The aim of this paper is to help students understand the concept of corporate finance, basic valuation of a corporate decision, basis of financial decision-making in corporate, the procedure of merger and acquisition, and the techniques for measuring profitability.

COURSE CONTENTS

<table>
<thead>
<tr>
<th>UNIT</th>
<th>Course Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIT I</td>
<td>Corporate Finance: Basic Concepts; Valuation Methods; Value Creation and New Valuation Tools; Alternative Valuation Approaches to Specific Cases</td>
</tr>
<tr>
<td>UNIT II</td>
<td>Working Capital Management: The Treasury function; Operating Cash Flow Management in a firm; How to manage the liquidity position of a company</td>
</tr>
<tr>
<td>UNIT III</td>
<td>Capital Budgeting: Capital budgeting: an overview; Project cash flows; Forecasting cash flows: Quantitative/Qualitative/Judgmental; Project analysis under Certainty/Risk; International project appraisal</td>
</tr>
<tr>
<td>UNIT IV</td>
<td>The Banking Relationship: Concept and negotiation planning; Contribution to financial management improvement; The negotiation; Quantification of the Banking business; Negotiation Objectives setting; Determination of Negotiation strategy</td>
</tr>
<tr>
<td>UNIT V</td>
<td>Mergers and Acquisitions: The Mergers and Acquisition Market; Definitions and basic concepts; Origination/Advisory Mandate: The Process Design; Controlled Auction; M&amp;A Financing Alternatives; How do finance providers value M&amp;A deals; Other M&amp;A issues.</td>
</tr>
</tbody>
</table>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

REFERENCE BOOKS
- R.C. Higgins, Analysis for Financial Management, Chapter- 1
- R.A. Brealey, S. Myers and F. Allen, Principles of Corporate Finance, Chapters 29 and 30
- I.M. Pandey, Financial Management
- Prassanna chandra, Financial Management
CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576345(76): TAXATION AND TAX PLANNING (New)
ELECTIVE DISCIPLINE: FINANCE MANAGEMENT

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES
The aim of this paper is to give an in-depth knowledge to students about various concepts in income tax for both individual and businesses as well as help them plan and manage taxes.

COURSE CONTENTS

| UNIT I | ➞ Basic concepts: Assessment year, previous year, person, assessee, Income, gross total income, Agricultural income and incomes exempted from tax.  
         ➞ Residential status, its determination and tax liability |
|--------|
| UNIT II| ➞ Computation of taxable income under the head salary (Basic problems with retirement)  
         ➞ Income from house property: Calculation of GAV, NAV, Vacancy period, unrealized rent and Treatment on interest on loan. |
| UNIT III| ➞ Income from business or professions and its computation. Ch. 44A, 44AB, 44AD, 44AE, 44AF.  
          ➞ Income from capital gain, exemption in capital gain.  
          ➞ Income from other sources |
| UNIT IV| ➞ Set-off and carry forward of losses  
         ➞ Permissible deductions under Ch. VI-A 80C to 80U  
         ➞ Calculation of total income of firms and tax liability.  
         ➞ Calculation of total income of individual and calculation of tax liability.  
         ➞ Calculation of total income of a company and calculation of tax liability |
| UNIT V | ➞ Introduction to indirect taxes: Central sales tax, objects & provisions; Interstate (Basic problems in CST);  
         ➞ Concept of VAT, merits and demerits of VAT (Basic problems);  
         ➞ Tax planning & Tax management |

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- B.B. Lal, “Direct Taxes”, Pearson Education
- V S Datey – Indirect Taxes – Taxman Publications
- Kul Bhushan, “How to Deal With VAT”, Pearson Education

REFERENCE BOOKS

- B.B. Lal, “Income Tax and Central Sales Tax”, Pearson Education
- Mehrotra- Direct Tax – Sahitya Bhavan
- T N Manoharan- Students Guide to Income Tax – Snow White
# MBA SEM III  576346(76): FUTURES AND OPTIONS (New)

**ELECTIVE DISCIPLINE: FINANCE MANAGEMENT**

**CREDITS: 4**  **LECTURE SCHEME: (L-3; T-1; P-0)**  **Min. No. of CTs: 2**

## OBJECTIVES

The objective of this course is to provide knowledge of Financial Derivatives and hedging strategies through various Derivatives.

## COURSE CONTENTS

<table>
<thead>
<tr>
<th>UNIT</th>
<th>CONTENTS</th>
</tr>
</thead>
</table>
| UNIT I | Introduction: Meaning of Derivatives, Characteristics, Types, Derivative Market in India, Functions of Derivative Market, Significance of Derivatives, Traders in Derivatives Market;  
| UNIT III | Pricing of Futures Contract: Approaches to Pricing Futures, Cost of Carry Model, Pricing Model for Index Futures, Pricing Model for Commodity Futures; Hedging Strategies using Futures: Process of Hedging through Futures Hedge Ratio. |
| UNIT V | Financial Swaps: Meaning, Types, Advantages, Disadvantages, Principles, Valuation of Models for Swaps, Types of Swap Risks; Interest Rate Derivatives: Treasury bills and Treasury bonds, Hedging with T-Bills and T-Notes, Eurodollar Derivatives, Caps, Floors, Collars; Credit Derivatives: Common Credit Derivatives, Credit Default Swap, Total return Swap, Collateralized Debt Obligation. |

*The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.*

## SUGGESTED READINGS

- Parasuraman: Fundamentals of Financial Derivatives, Wiley India Pvt. Ltd.
- Derivatives Simplified, P Vijaya Bhaskar, b Mahapatra, Sage Publication
- Satjayit Das: Credit Derivatives, John Wiley and Sons inc
- David A. Dubofsky: Derivatives Valuation And Risk Management, Oxford University Press N Delhi
OBJECTIVES
The aim of this paper is to develop a conceptual as well as practical understanding of Human Resources Planning, Deployment and Development in organizations.

COURSE CONTENTS

<table>
<thead>
<tr>
<th>UNIT</th>
<th>Course Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIT III</td>
<td>Human Resource Development: Overview, philosophy and goals of HRD, HRD culture, climate, HRD sub systems / process mechanisms, task analysis, motivational aspects of HRD, development supervision, counseling and mentoring.</td>
</tr>
<tr>
<td>UNIT IV</td>
<td>Organizing for HRD, HRD for workers, HRD overview in Govt. and Private systems, HRD for health and family welfare, HRD in defense, police, voluntary organizations, manufacturing organization and infrastructure, and HRD in service industries (Banking, Hospital, event etc), HRD audit.</td>
</tr>
<tr>
<td>UNIT V</td>
<td>Changing environment of HRD: Internal and external factors, Internal factors: HR of country and changing demands of employers.</td>
</tr>
</tbody>
</table>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS
- Gerard V McMohan, “Recruitment and Selection”, Prentice Hall of India
- C.R. Greer, “Strategic Human Resource Management”, Pearson Education

REFERENCE BOOKS
- Human resource development & management 1ed, Ghosh Biswanath, Vikas Publication house pvt ltd
- Evaluation of HRD, Pareek, Udai, Jaipur, Rawat Publications
OBJECTIVES
The aim of this paper is to develop a conceptual as well as practical understanding of Human Resources management in a global and cross-cultural environment.

COURSE CONTENTS

<table>
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<tbody>
<tr>
<td>UNIT III</td>
<td>Internationalization of HR Activities: Types of International Business, inter country Differences affecting HRM, causes for International assignments failure. International Staffing Policy, Selecting International Managers, Adaptability &amp; Screening, Managing Knowledge Workers.</td>
</tr>
</tbody>
</table>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

SUGGESTED READINGS
OBJECTIVES

The objective of the paper is to orient the students towards system of total rewards and payments made to the executive which is called executive compensation.

COURSE CONTENTS

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>UNIT II</td>
<td>Theories of Compensation: Economic and Behavioral Compensation Management in a Developing Economy; Institutional framework of Compensation Management: Union Govt. laws, Management &amp; Unions objectives of compensation</td>
</tr>
<tr>
<td>UNIT V</td>
<td>Compensation of special groups: Supervisors, Corporate Directors, Executives, Scientists and Engineers, Industrial &amp; Marketing personnel; International pay system: Approaches to executive pay, Japanese, American, German pay system (Budgeting &amp; Compensation System) is globalization of executive pay possible? Executive Compensation: Significance and recent trends in executive compensation, ESOP’s etc.</td>
</tr>
</tbody>
</table>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Milton: Compensation Management, Handerson.
- Brucer: The complete guide to Executive compensation, (McGraw)
- Richard: Compensation Management in Knowledge Based world, Handerson (Pearson)
OBJECTIVES
This course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms or organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

COURSE CONTENTS

UNIT I

UNIT II
- Employee satisfaction and motivational issues in Compensation; Executive Compensation; Differentials; Internal and External Equity in Compensation system.

UNIT III
- Performance management framework: Definition and coverage, reason for undertaking PM, PM Process, Diagnosis and Benchmarking, Setting Performance standards, Performance measurement, Review of performance, Rewarding Performance through Financial and Non-Financial aspects. Understanding different components of compensation packages like fringe benefits, perks, incentives and retirement plans.

UNIT IV

UNIT V

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS
- P.R.N.Sinha, “Industrial Relations, Trade Unions & labor Legislations”, Pearson Education.

REFERENCE BOOKS
- C.B.Memoria. “Dynamic of Industrial Relations in India” Himalaya Publishing House
- Performance Appraisal And Compensation Management: A Modern Approach, Dewakar Goel, PHI
- Strategic Compensation: A Human Resource Management Approach, 6/e, Joe Martocchio, Pearson Education
- Compensation Management in a Knowledge - based World, 10/e, Richard I. Henderson, Pearson Education
- Compensation Management and Labour Legislation, Dr. A M Sharma, Himalaya Publishing House
- Compensation, George Milkovich, Jerry Newman, C S Venkataratnam, TMH
OBJECTIVES

Performance management is the most critical function and strong determinant of organizational excellence. This course is designed to develop appreciation and skills essential for designing and instituting effective performance management systems.

COURSE CONTENTS

<table>
<thead>
<tr>
<th>UNIT</th>
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</tr>
</thead>
<tbody>
<tr>
<td>UNIT I</td>
<td>Concept, characteristic, role and significance of performance; performance appraisal vis- à-vis performance management, process of performance management; performance management and strategic planning linkages.</td>
</tr>
<tr>
<td>UNIT II</td>
<td>Performance Planning and goal setting, performance and training, performance feedback coaching and counseling</td>
</tr>
<tr>
<td>UNIT III</td>
<td>Establishing and operationalising performance management system; measuring performance results and behaviour; conducting performance review discussions; harnessing performance management system for performance improvement.</td>
</tr>
<tr>
<td>UNIT IV</td>
<td>Performance management strategic and interventions- reward based performance management; career based performance management, term based performance management.</td>
</tr>
<tr>
<td>UNIT V</td>
<td>Culture based performance management; measurement based performance management; competency based performance management; leadership based performance management.</td>
</tr>
</tbody>
</table>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Aguinis, Herman, Performance Management, Pearson Education, Inc. Kandula,
OBJECTIVES
The aim of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training Systems and Processes.

COURSE CONTENTS

UNIT I
⇒ Introduction to training and learning: Definition of training and learning; Pedagogy; Awareness of best practice and current trends; Understanding training methods (Off-the-Job Training Methods, On-the-Job Training Methods and Technology-Based Training Methods); Understanding the key elements of learning and learning transfer.

UNIT II
⇒ Training management: Developing training objectives (Tying training objectives to corporate objectives; Writing a company training policy; Developing a continuously learning organization); Developing a training plan (Conducting a needs analysis, Preparing training and development plans, Preparing the overall training budget, Designing and costing training courses); Trainers (The learning process and the trainer’s role, Internal trainers versus external consultants).

UNIT III
⇒ Training evaluation (Conducting evaluations, Keeping training records and managing a training system, Evaluating Return on Investment).

UNIT IV
⇒ Systematic guide to training course development: Identification of training needs (Objectives, Methods, Knowledge, attitudes and aptitudes); Behaviour analysis; Development of HR in reference to objectives and institutional climate (Actual behaviour versus desired behavior, Definition of desired changes); Development of course content and teaching methods (Competency-based needs assessment approach; Task analysis process; Development of behavioural objectives components); Training course test and distribution (Control group participant selection and preliminary course evaluation, Pre and post training test preparation, Establishment of participant lists per session, Classroom setup, Development of theoretical content and visual teaching aids, Techniques and teaching methods).

UNIT V

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

REFERENCE BOOKS
• Handbook of Training and Development edited by Steve Truelove - (Blackwell Publication)
OBJECTIVES
The course is designed to provide an in-depth knowledge to the student about various types of networking and associated infrastructure required in an organization and the management issues involved therein.

COURSE CONTENTS

| UNIT I | ⇒ Networking fundamentals, Topology, Communication fundamentals, transmission and transmission media; guided and unguided media, digital and analog transmission, transmission modes, Wide area networks (WAN), local area networks (LAN), multiplexing TDM, FDM, WDM, Switching techniques-circuits, message, packet, communication satellites, OSI reference model, TCP/IP Reference model, |
| UNIT II | ⇒ Internetworking, network applications: - EDI, Email, FTP, Enterprise networking, ISDN- ISDN channels, layers, frame format. |
| UNIT III | ⇒ Datalink layers-framing, flow control, stop-and-wait protocol, sliding window protocols, error control-stop-and-wait ARQ, sliding window ARQ, PPP, SLIP.  
⇒ Network layers- routing, shortest –path route algorithm, congestion, congestion control algorithm-leaky bucket and token bucket.  
⇒ Transport layers-services of transport layer, transport protocols-TCP and UDP connection management.  
⇒ Presentation layer- Introduction to translation, authentication, data compression. |
| UNIT IV | ⇒ Network devices- Bridge, routers, gateways repeaters.  
⇒ IPV4, IPV6, VLAN, VPN, VOIP. |
| UNIT V | ⇒ Design and development of enterprises network, remote access to computer resource- Telnet.  

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS
- Andrew. S. Tannanbaum, “Computer Networks”, Pearson Education

REFERENCE BOOKS
OBJECTIVES
The course is designed to acquaint the students with various Internet based business models and business strategies

COURSE CONTENTS

| UNIT I | Introduction to E-Commerce and its impact on organization, economy, Porter’s framework in the new economy, Value chain, virtual value chain, Extracting value out of the value chain : (Amazon publishing industry case). |
| UNIT II | Economics of information, impact on strategy ; Value proposition, business models and revenue models on the web ; Business models, components, dynamic and appraisal |
| UNIT III | Value configuration and the internet; Market opportunity analysis, customer interface, market communication. |
| UNIT IV | Strategy formulation and implementation for online firms, BMG online, ford, dell, eBay, egghead.com, priceline.com, yahoo, MicroAge, wells, Fargo online, Charles schwab, Merrill Lynch etc. |
| UNIT V | Comprehensive overview and case discussion of impact of internet on various industries Banking, Travel, Insurance, Automobiles, Health care, advertising, telecom, retail etc. |

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III  576363(76): RDBMS & SQL CONCEPTS (New)
ELECTIVE DISCIPLINE: SYSTEMS MANAGEMENT

CREDITS: 4       LECTURE SCHEME: (L-3; T-1; P-0)        Min. No. of CTs: 2

OBJECTIVES
The students are to be provided basic understanding of the RDBMS and SQL and the skills to make use of these in business organizations.

COURSE CONTENTS

| UNIT I | Characteristic of database approach, Advantage of using DBMS.  
|        | Various Data models: Network, Hierarchical and Relational. Schemas and Instances. |
| UNIT II | DBMS architecture and Data Independence: System architecture for DBMS and data dictionary, Database users, Data base languages and interfaces. |
| UNIT III | ER Model; Enhanced ER Model (specialization and generalization); Relational data model,  
|          | Keys—primary, alternate, foreign, superkey, candidate.  
|          | Functional dependencies; normalization (1NF, 2NF, 3NF) |
| UNIT IV | SQL: DDL, DML, DCL (commit, rollbacks, save-point) and views.  
|          | Transactions: Basic concepts of ACID properties, transaction state, implementation of atomicity and durability, basic recovery techniques. |
| UNIT V  | Emerging field in DBMS: Distributed database, multimedia database, object-oriented DBMS, data warehousing and mining. |

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS
- H. Korth & A. Silberschatz, “Database system concepts,” TMH.

REFERENCE BOOKS
OBJECTIVES
The course is designed to acquaint the technology behind mobile commerce, security issues in mobile commerce and management of mobile commerce services.

COURSE CONTENTS

UNIT I
⇒ GSM & GPRS : GSM features and Architecture , Network Aspects in GSM ,GSM Frequency Allocation, Mobility management, hand-off mechanisms, cell splitting, Security issues used in GSM, GPRS features and architecture, network operations, data services in GPRS, applications and limitations, SMS and MMS services architecture and operation details.

UNIT II

UNIT III

UNIT IV
⇒ M-Commerce : Introduction to m-commerce :Emerging applications, different players in m-commerce, m-commerce life cycle Mobile financial services, mobile entertainment services, and proactive service management.

UNIT V
⇒ Management of mobile commerce services : Content development and distribution to hand-held devices, content caching, pricing of mobile commerce services
⇒ The emerging issues in mobile commerce : The role of emerging wireless LANs and 3G/4G wireless networks, personalized content management, implementation challenges in m-commerce, futuristic m-commerce services.

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS
OBJECTIVES
This course outlines and treats a strategic approach to Knowledge and Innovation Management studying the basic concepts and the strategic management processes of innovation and Knowledge Management.

COURSE CONTENTS

<table>
<thead>
<tr>
<th>UNIT I</th>
<th>Introduction to Innovation Economy, KM, Strategic Management and Knowledge and Innovation Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIT II</td>
<td>Knowledge and Innovation in Organizations&lt;br&gt;Innovation Types and Trends</td>
</tr>
<tr>
<td>UNIT III</td>
<td>Innovation Economy and Strategy&lt;br&gt; Innovation as a Strategic Process&lt;br&gt; Strategic Management of Innovation Processes</td>
</tr>
<tr>
<td>UNIT IV</td>
<td>Designing Innovation Management&lt;br&gt; Strategic Stakeholder Management of Innovation&lt;br&gt; Strategies for product, services, process and organization innovation</td>
</tr>
<tr>
<td>UNIT V</td>
<td>Networking Innovation: Strategic network management&lt;br&gt; Strategies for promoting, sustaining and diffusing innovation&lt;br&gt; Strategic Management of technological innovation</td>
</tr>
</tbody>
</table>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Knowledge Management in Organizations, 2/E, HISLOP, ISBN: 9780199584796, Oxford University Press
OBJECTIVES
The course is designed to acquaint the students with the processes and issues involved in development, and implementation of software. A student must understand the specific management issues that occur while engineering a software.

COURSE CONTENTS

<table>
<thead>
<tr>
<th>UNIT</th>
<th>Course Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIT I</td>
<td>Introduction to SE: Problems, goals and process. SE Models: Waterfall model, prototype model, incremental, spiral model, RAD model. SE approach: Software requirement specification, component of SRS, specification language like structured English, decision tree, decision table, structure of SRS.</td>
</tr>
<tr>
<td>UNIT III</td>
<td>Software configuration management processes, software design, problem partitioning abstraction coupling and cohesion, structured charts. CASE: Buildings blocks for CASE, taxonomy of case tools (code &amp; data). Integrated case environment, the integration architectures, the case repository.</td>
</tr>
<tr>
<td>UNIT IV</td>
<td>Software Testing: Unit Testing, integration testing, system testing, black box, white box testing. A strategic approach to software testing. The act of debugging.</td>
</tr>
<tr>
<td>UNIT V</td>
<td>Software re-engineering, reverse engineering forward engineering. The economics of re--engineering. CMM; Software Measurement and complexity; Software configuration management.</td>
</tr>
</tbody>
</table>

The examination paper will include question from each unit. The list of cases/specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS
- Pressman, Roger S., “Software Engineering”, A Practitioner’s Approach McGraw-Hill,
- Jalote, Pankaj, “Introduction to software Engineering”, PHI.
- Software Engineering 2ed, Khurana Rohit, Vikas Publication house pvt ltd

REFERENCE BOOKS
- L. Pfleeger, “Software Engineering”, Pearson Education
- W. Royce, “Software Project Management”, Pearson Education
- Gillies, Alan C., and Peter Smith, Managing Software Engineering - CASE studies and solutions, Chapman & Hall
- Hughes, Bob and Mike Cotterell, Software Project Management (second edition), TMH , New Delhi.
OBJECTIVES
The aim of this paper is to develop an understanding of various approaches to production planning and to help students understand the real world problems involved in production planning and control.

COURSE CONTENTS

<table>
<thead>
<tr>
<th>UNIT</th>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIT IV</td>
<td>Material Requirement Planning – Introduction, Need for Material Planning, Basic Material Requirement Planning: Concept and Implementation, Independent versus Dependent demand; Lumpy Demand; Lead Time; Common Use Time; and Time Phasing.</td>
</tr>
<tr>
<td>UNIT V</td>
<td>Inventory Control – Meaning, Types of Inventory, Pressure for Low Inventory, Pressure for High Inventory, Inventory Reduction Tactics, Inventory Techniques – ABC Analysis and Economic Order Quantity (EOQ). Forecasting – Importance and Features, Different types of Forecasting Techniques for Estimating Demand.</td>
</tr>
</tbody>
</table>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

REFERENCE BOOKS
- Russel, ‘Operations Management’: Quality and Competitiveness’ in a Global Environment’, Sed, Wiley India
OBJECTIVES
This course discusses how to use SAP for materials and enterprise resource planning. The course is designed to provide students hands-on experience with the SAP software for enterprise resource planning.

COURSE CONTENTS

UNIT I ⇒ Introduction and Review of basic definitions and frameworks: ERP fundamentals; SAP fundamentals

UNIT II ⇒ Sales and Operations Planning: Sales Operations Planning; Production and Supply Management in SAP

UNIT III ⇒ Master Scheduling: Master Production Scheduling; Display R3 Information; SAP fundamentals Exercise

UNIT IV ⇒ MRP Basics and Advanced: MRP and Advanced MRP; Production Planning in SAP; Production Logistics
⇒ Capacity Planning and Scheduling; Production Activity Control
⇒ Materials Management in SAP: Understanding Materials Management: Procurements logistics

UNIT V ⇒ ERP Selection: Process modeling and ERP implementation
⇒ ERP Implementation: Project management using SAP

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

REFERENCE BOOKS

• Manufacturing Planning & Control Systems by Thomas E. Voltman William L. Berry and others. Galgotia Publications
• Material Requirement Planning by Orlicky J. McGraw Hill
CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576373(76): PRODUCTIVITY IMPROVEMENT TECHNIQUES (New)
ELECTIVE DISCIPLINE: PRODUCTION AND OPERATIONS MANAGEMENT
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES
The aim of this paper is to provide the student with various techniques for improving productivity in an organization.

COURSE CONTENTS

<table>
<thead>
<tr>
<th>UNIT</th>
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<tbody>
<tr>
<td>UNIT I</td>
<td>Job Evaluation</td>
</tr>
<tr>
<td></td>
<td>Job allocation/multi-skilling/job rotation/enlargement/enrichment</td>
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<td></td>
<td>Incentive schemes</td>
</tr>
<tr>
<td>UNIT II</td>
<td>Inventory control</td>
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<td></td>
<td>Quality control and charts</td>
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<tr>
<td></td>
<td>Plant layout</td>
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<tr>
<td>UNIT III</td>
<td>Line balancing</td>
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<td></td>
<td>Work study</td>
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<tr>
<td>UNIT IV</td>
<td>Learning curves</td>
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<td></td>
<td>Activity sampling</td>
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<tr>
<td>UNIT V</td>
<td>Value analysis/engineering</td>
</tr>
<tr>
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<td>Planned Maintenance</td>
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</tbody>
</table>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS
- M.I. Khan, Industrial Engineering, New Age International
- C.Natha Muhi Reddy, Industrial Engineering and Management, New Age International
- S.B.Patil, Industrial Engineering And Management
- Joseph Prokopenko, Productivity management: a practical handbook, Page 94 International Labour Office
- P Khanna, Industrial Engineering and Management
OBJECTIVES
To enable students to understand lean and agile manufacturing strategy.

COURSE CONTENTS

<table>
<thead>
<tr>
<th>UNIT</th>
<th>COURSE CONTENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIT I</td>
<td>Introduction to Lean and its history</td>
</tr>
<tr>
<td></td>
<td>Basic Principles of what is “Lean”</td>
</tr>
<tr>
<td></td>
<td>Error proofing</td>
</tr>
<tr>
<td>UNIT II</td>
<td>5S principles</td>
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<td></td>
<td>Problem solving</td>
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<td>Pull/push systems</td>
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<td>UNIT III</td>
<td>Lean human resource creation</td>
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<td></td>
<td>Measuring Lean</td>
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<td>Error proofing Implementation process</td>
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<td>UNIT IV</td>
<td>Work teams</td>
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<td>Visual factory</td>
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<tr>
<td>UNIT V</td>
<td>Implementation process</td>
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<td>Agile manufacturing and major trends</td>
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</tbody>
</table>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

REFERENCE BOOKS
- John Black, Lean Production: Implementing a World-class a System, Industrial Pr. ISBN-10-0831133511
OBJECTIVES
The aim of this paper is to make students understand the importance of quality control and quality management systems.

COURSE CONTENTS

<table>
<thead>
<tr>
<th>UNIT</th>
<th>TOPICS</th>
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<tbody>
<tr>
<td>UNIT I</td>
<td>Introduction to Quality Control and Total Quality System, Quality control in service sector</td>
</tr>
<tr>
<td>UNIT II</td>
<td>Some philosophies and their impact on Quality</td>
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<td></td>
<td>Quality Management practices, tools and standards</td>
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<tr>
<td>UNIT III</td>
<td>Fundamental of statistical concepts and techniques in quality control and improvement</td>
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<td>Graphical methods of Data presentation and quality improvement</td>
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<tr>
<td>UNIT IV</td>
<td>Statistical process control using control charts</td>
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<td>Control chart for variables</td>
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<td>Control chart for attributes</td>
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<td>UNIT V</td>
<td>Process capability analysis</td>
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<td>Acceptance sampling plans for attributes and variables</td>
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<td>Reliability</td>
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<td>Design of experiment and Taguchi method</td>
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</tbody>
</table>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS


REFERENCE BOOKS

OBJECTIVES
To understand the concept and principles and the various tools available to manage logistic, understand logistic customer services, E-logistics etc.

COURSE CONTENTS

| UNIT | 
|------|------------------|
| UNIT I | Logistics Management: Definition of logistics and the concepts of logistics.  
Logistics Activities: Functions of the logistics system – transportation, warehousing, order processing, information handling and procurement. |
| UNIT II | Materials Management: Materials management functions and control, inventory management in logistics system, inventory decision-making, MRP, MRP II systems, multi-echelons. |
| UNIT III | Distribution Management, Outbound logistics, Facility location, Classical location problems, Strategic planning models for location analysis, location models, multi objective analysis of location models  
An Overview Of Traditional Vehicle Routing Problems, Integrated Models Of Location And Routing, Role of transportation in a supply chain - direct shipment, warehousing, cross-docking; push vs. pull systems; transportation decisions (mode selection, fleet size), market channel structure. |
| UNIT V | International and global issues in logistics, integrated functional activities in logistics, Role of government in international logistics and Principal characteristics of logistics in various countries and regions. |

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

REFERENCE BOOKS
- Massimiliano Caramia, Paolo Dell'Olmo: Multi-objective management in freight logistics: increasing capacity, Springer
MBA SEM III  576321(76): NEGOTIATION SKILLS AND TECHNIQUES LAB
CREDITS: 2  LECTURE SCHEME: (L-0; T-0; P-3)

OBJECTIVES
The aim of this lab is to make students practice various skills required for a manager. End-semester-examination will consist of a group presentation/viva (Group Size: 3-5) in front of the external examiner. Students will present a practical business situation (where negotiation skills play an important role) and their analysis of the situation. The hard copy of the presentation will be submitted as a lab report.

COURSE CONTENTS

<table>
<thead>
<tr>
<th>UNIT</th>
<th>TOPICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIT I</td>
<td>Overview of Negotiation; Negotiation Styles; Negotiation process; Tactics in negotiation; Handling conflicts in negotiation; Best alternative to a negotiated agreement</td>
</tr>
<tr>
<td>UNIT II</td>
<td>Communication: Key to effective negotiation; Non-verbal communication in negotiations; Emotions: dealing with others and ourselves</td>
</tr>
<tr>
<td>UNIT III</td>
<td>International negotiations; Cross cultural issues in negotiations; Power in negotiation; Workplace negotiations</td>
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<tr>
<td>UNIT IV</td>
<td>Turning negotiation into a corporate capability; Effective negotiators; Do’s and Dont’s of negotiations</td>
</tr>
<tr>
<td>UNIT V</td>
<td>Negotiating over the telephone/ electronic media; Ethics in negotiation; Negotiation-exercise</td>
</tr>
</tbody>
</table>

TEXT BOOKS

REFERENCE BOOKS

MBA SEM III  576322(76): SUMMER TRAINING REPORT AND VIVA
CREDITS: 1  LECTURE SCHEME: (L-0; T-0; P-2)

OBJECTIVES
After completing second semester, the students will be required to undergo 6-8 weeks training with any organization / firm / company etc. where they learn the practical aspects of management. After the training the student is required to submit the report of training to the institution / department within three weeks after the start of the third semester and the report will be evaluated by one external and internal examiner followed by viva voce/presentation for ESE examination. The training report should show what student has learnt during the training period. The TA marks will be awarded on the basis of presentation.