

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI (C.G.)



SYLLABUS

[EFFECTIVE FROM THE SESSION: 2011-2012]

MASTERS OF BUSINESS ADMINISTRATION (FULL TIME)

IIIrd SEMESTER



CHHATTISGARH SWAMI VIVEKANANDA TECHNICAL UNIVERSITY

MBA SEMESTER III

Sl. No.	Board of Studies	Subject Code	Subject	Periods Per Week			Scheme of Examination			Total Marks	Credits
				L	T	P	ESE	CT	TA		
1	Mgmt.	576311(76)	Optimization Methods (New)	3	2	0	80	10	10	100	4
2	Mgmt.	576312(76)	Organizational Development (New)	3	1	0	80	10	10	100	4
3	Mgmt.	576313(76)	Innovation & Technology Management (New)	3	1	0	80	10	10	100	4
4	Mgmt.	576314(76)	Consumer Behavior (New)	3	1	0	80	10	10	100	4
5	Mgmt.	Codes are given in the list of electives	Elective I (Major Sp I; Group I)	3	1	0	80	10	10	100	4
6	Mgmt.		Elective II (Major Sp I; Group II)	3	1	0	80	10	10	100	4
7	Mgmt.		Elective III (Major Sp II; Group I)	3	1	0	80	10	10	100	4
8	Mgmt.		Elective IV (Major Sp II; Group II)	3	1	0	80	10	10	100	4
9	Mgmt.	576321(76)	Negotiation Skill and Techniques Lab	0	0	3	60	0	40	100	2
10	Mgmt.	576322(76)	Summer Training Report and Viva	0	0	2	60	0	40	100	1
11	Mgmt.		Library	0	0	2	0	0	0	0	0
Total				24	9	7	760	80	160	1000	35

L – Lecture, T- Tutorial; ESE – End Semester Examination, CT – Class, Test, TA – Teacher’s Assessment

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		
GROUP I	576331(76)	Marketing Research (New)
	576332(76)	Distribution and Inventory Management (New)
	576333(76)	Advertising and Sales Promotion (New)
GROUP II	576334(76)	Services Marketing (New)
	576335(76)	Sales Management (New)
	576336(76)	Customer Relationship Management (New)

Finance Management		
GROUP I	576341(76)	Security Analysis and Portfolio Management (New)
	576342(76)	Corporate Risk Management (New)
	576343(76)	Working of Stock Exchanges (New)
GROUP II	576344(76)	Corporate Finance and Valuation (New)
	576345(76)	Taxation and Tax Planning (New)
	576346(76)	Futures and Options (New)

Human Resource Management		
GROUP I	576351(76)	Human Resources Planning and Development (New)
	576352(76)	Cross Cultural and Global Management (New)
	576353(76)	Executive Compensation (New)
GROUP II	576354(76)	Compensation Management (New)
	576355(76)	Performance Management (New)
	576356(76)	Management of Training and Development (New)

Systems Management		
GROUP I	576361(76)	Computer Networking (New)
	576362(76)	Internet Business Models and Business Strategies (New)
	576363(76)	RDBMS & SQL Concepts (New)
GROUP II	576364(76)	Mobile Commerce and Security (New)
	576365(76)	Knowledge Management and Innovation (New)
	576366(76)	Software Engineering & Project Management (New)

Production and Operations Management		
GROUP I	576371(76)	Production Planning and Control (New)
	576372(76)	Manufacturing and Enterprise Resources Planning (New)
	576373(76)	Productivity Improvement Techniques (New)
GROUP II	576374(76)	Lean and Agile Systems (New)
	576375(76)	Quality Control, Quality Assurance and Reliability (New)
	576376(76)	Logistics and Services (New)

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576311(76): OPTIMIZATION METHODS (New)
CREDITS: 4 LECTURE SCHEME: (L-3; T-2; P-0) Min. No. of CTs: 2

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.
UNIT V	⇒ Network Analysis: Shortest Route Problem, Network & Time Estimation, Project Planning & Control Using Critical Path Method (CPM) and Programme Evaluation & Review Technique (PERT). Project Scheduling - Cost Slope, Crashing the Network, Estimation of Optimum Project Cost.

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

- A.M. Natrajan, "Operation Research", Pearson Education.
- N. D. Vohra. "Quantitative Techniques", New Delhi: Tata McGraw Hill Publications.

REFERENCE BOOKS

- P. K. Gupta and D. S. Hira, "Operations Research", New Delhi: Sultan Chand Publications,
- F.S. Hiller & Hiller, "Introduction to Management Science" Tata McGraw Hill
- Hamdy Taha, "Operations Research" 8th Ed. Pearson 2007.
- Haruly M. Wagner, "Principles of Operations Research with Application to Managerial Decisions", New Delhi: Prentice Hall of India Pvt. Ltd, 2nd Ed., 1996.
- C. R. Kothari, "Quantitative Techniques", Delhi: Vikas Publications.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

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

UNIT I	⇒ The organization and its environment: An overview of Organizational structure, Behavioral implication of organizational structure, factors influencing design/designing of organizational structure. ⇒ Organizational Effectiveness: Approaches, need and significance.
UNIT II	⇒ Organizational development: Definition, Assumptions, goals, process, objectives; Strategies: Diagnostics Activities, Team Building, Survey Feedback, Process Consultation, Planning & 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 & Techniques); Planned Change.
UNIT III	⇒ 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.
UNIT IV	⇒ Organizational Culture and Climate: Organizational learning, power and politics in the organization, Cross culture dynamics.
UNIT V	⇒ The process of Empowerment, Management of gender Issues, Creativity in organization.

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

- S.P.Robbins, "Organisational Behaviour", Pearson Education
- Prasad, Organisation Development for Excellence, McMillan, India.
- Madhukar Shukla, Understanding Organization : Organization Theory and Practices in India, PHI

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576313(76): INNOVATION AND TECHNOLOGY MANAGEMENT (New)

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

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	<p>⇒ Technology: Definitions and Characteristics; Management of Technology (MOT); Technological Environment; Parameters of Technological Environment; Technology life-cycle</p> <p>⇒ Technological change: Dynamics of Technological change; innovation dynamics at firm level.</p>
UNIT II	<p>⇒ Innovation Management: Invention v/s Innovation; Definition and components of innovation; Types of innovations (Product, Process and system innovations); Understanding Innovation Process.</p> <p>⇒ 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.</p>
UNIT III	<p>⇒ Technology evolution and diffusion: S-curves of Technology Evolution; Technology Diffusion, Dynamics of Diffusion, Mechanism of Diffusion.</p> <p>⇒ Competitive consequence of Technological change: Creation of new products/change in value chain.</p>
UNIT IV	<p>⇒ 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.</p>
UNIT V	<p>⇒ Technology-Business Connection: Technology Strategy & types; Models for technology strategy formulation.</p> <p>⇒ Acquisition and technology transfer: Collaborative arrangements in domain of Technology Strategy, Intellectual Property Rights.</p> <p>⇒ Technology Support Systems: Funding Mechanism and venture capital.</p>

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

- V. K. Narayanan, "Managing Technology and Innovation for competitive advantage", Pearson Education.
- Tarek Khalil, "Management of Technology", McGraw Hill.
- Afuah, "Innovation Management, 2nd Edition, Oxford University Press

REFERENCE BOOKS

- Lowell Steele, "Managing Technology", McGraw Hill.
- R. A. Burgelman and M. A. Maidique, "Strategic Management of Technology and Innovation", Irwin.
- Managing Innovation and New Product Development: Concepts and Cases, Chaturvedi et al., ISBN: 978-81-203-3727-5, PHI.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576314(76): CONSUMER BEHAVIOR (New)
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

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

UNIT I	⇒ 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.
UNIT II	⇒ 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.
UNIT III	⇒ Individual Determinants of Consumer behavior: Perception (Meaning of Perception, The perceptual process, Factor responsible for perceptual, Distortion). Learning (Elements, Process, Learning theories and measures of consumer learning). Personality (Meaning and Nature, Characteristics of Personality, Stages in the development of personality, personality Influences and consumer behavior, VALS model and its development).
UNIT IV	⇒ 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).
UNIT V	⇒ 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.

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

- Consumer Behavior – Leon G. Schiffman & Leslie Lazar Kanuk 7th Edition. P H I, Delhi, 2002.

REFERENCE BOOKS

- Applied Consumer Behavior - Martin J. Evans et.al. Addition-Wesley. England, 1996
- Consumer Behavior: Building Marketing Strategy - Hawkins Best Coney. 8th Edition. Tata McGraw Hill, 2002.

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

- Malhotra Naresh K., Marketing Research: An applied orientation. Pearson Education, 2009, 5th Edition
- Rajendra Nargundkar, Marketing Research: Text and Cases.
- V.Kumar, "International Marketing Research", Pearson Education
- Tull & Hawkins, Marketing Research: Measurement and Method, 6th ed., ISBN: 978-81-203-0961-6, PHI

REFERENCE BOOKS

- Harper W. Boyd and Others. Marketing Research: Text and Cases, AITBS, 1990, 7th edition.
- Thomas C. Kinnear and James R. Taylor Marketing Research: An Applied Approach McGraw-Hill International Edition, 1987 , 3rd Edition
- 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
- D.R. Allen, "Customer Satisfaction Research 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

- Basics of Distribution Management—A Logistical Approach, Kapoor & Kansal, ISBN: 978-81-203-2182-3, PHI.
- JP Saxena, Warehouse Management & inventory control, Vikas Publication house Pvt Ltd.

REFERENCE BOOKS AND SUGGESTED READINGS

- Swapana Pradhan- Retailing Management
- David 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 Bhawe
- Channel Management & Retail Management – Meenal Dhotre

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576333(76): ADVERTISING AND SALES PROMOTION (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 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

- Belch E. George & Belch A. Michael, Advertising and Promotion, An Integrated Marketing Communications Perspective, Irwin/McGraw Hill, 6th Edn., 2003.
- Advertising Management, Jethwaney, ISBN: 9780195678437, Oxford University Press
- 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

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576334(76): SERVICES MARKETING (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 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 ⇒ Physical Evidence of a Service: Introduction, Physical Evidence of a Service, Contribution of Physical Evidence to the Service
UNIT IV	⇒ Service Quality; Measurement and Control (Introduction, Importance, Measurement of Service Quality, Quality Gap Model). Customer Feedback and Service Encounter, Service Recovery (Customer responses to effective Service Recovery, Principles of Effective Service Recovery Systems, Learning from Customer Feedback).
UNIT V	⇒ New Trends and emerging concepts in Service Marketing. ⇒ 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 Setrvice marketing, PHI
- Service Operations Management: Improving Service Delivery. Robert Johnston & Graham Clark. 2nd Edition. Pearson Education, 2005
- Service Management and Operations, 2/E Haksever, Render, Russell, Murdick Pearson Education, 2000.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

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

UNIT I	⇒ Role of Salesperson: Responsibility; Cross Functional Linkages; Lifetime Customer Concept; Management of Accounts Receivables.
UNIT II	⇒ 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
UNIT III	⇒ 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.
UNIT IV	⇒ 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.
UNIT V	⇒ 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.

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

- Richard, Still R. et al., Sales Management: Decision, Strategies and Cases, 5th Edition, Prentice-Hall, India
- Havaldar, Cavale, Sales and Distribution Management: Text and Cases, Tata Mc Graw Hill, 2007
- Futrell, Charles, Sales Management, South Western College Publication, 2000

REFERENCE BOOKS

- Venugopal, Pingally, Sales Management.
- Mallik, Sales Management, ISBN: 9780198072027, Oxford University Press

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576336(76): CUSTOMER RELATIONSHIP MANAGEMENT (New)

ELECTIVE DISCIPLINE: MARKETING MANAGEMENT

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

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

UNIT I	⇒ 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.
UNIT II	⇒ 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.
UNIT III	⇒ 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.
UNIT IV	⇒ 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
UNIT V	⇒ Measuring Performance of CRM: Customer Satisfaction

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

- Customer Relationship Management: Concepts and Cases, Rai, ISBN: 978-81-203-3538-7, PHI
- Customer Relationship Management: Modern Trends and Perspectives, Shanmugasundaram (Ed.), ISBN: 978-81-203-3326-0, PHI
- Biswas, Relationship Marketing: Text and Cases, ISBN: 978-81-203-3983-5, PHI

SUGGESTED READINGS

- Roger J. Baran, Robert J. Galka, Daniel P. Strunll: Customer Relationship Management, South Western Cengage Learning.
- S. Bolachandra: Customer Relationship Management – Driven Services Management, 2nd ed., Response Books, Sage Publication.
- Keshu, Patnaik: What Customers Really Want, Lotus Press.
- 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

UNIT I	⇒ 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.
UNIT II	⇒ Technical Analysis: dow Theory, Elliot wave principle, efficient market hypothesis, equity evaluation and bond evaluation. Fundamental Analysis: Analysis of Company, Industry and Economy.
UNIT III	⇒ Company analysis: Study of financials, estimation of intrinsic value, and obstacles in the way of analyst. ⇒ Industry analysis: Past sales and earnings performance, performance of industry, attitude of government, labor and competitive conditions, stock price relative to earnings, industry cycle and other sources for industry analysis. ⇒ Economic analysis: Anticipatory surveys, barometric approach, econometric model building, opportunistic model building.
UNIT IV	⇒ Portfolio utility theory and indifference curves. ⇒ 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.
UNIT V	⇒ Sharpe single index model, Capital asset pricing model, factor models. ⇒ Portfolio investment process: Selection, execution, revision and performance evaluation.

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

- Reilly Frank K and Keith C. Brown, Investment Analysis and Portfolio Management, 8th edition, Thomson Learning, 2007.

REFERENCE BOOKS

- D.E.Fisher and R.J. Jordan Security Analysis and Portfolio Management, Prentice Hall/ Pearson Edu., 6th Edition, 1995
- Rusell J. fuller & James L. Farell – Modern Investment & Security analysis - McGraw Hill, International Ed.
- J.C. Francis, Investments: Analysis and management, 5th Ed., 1991, McGraw Hill, Singapore
- M.Ranganatham & R. Madhumathi: Investment Analysis & Portfolio Management, Pearson Education.
- Pandian P. Security Analysis & portfolio management 1ed, Vikas Publication house pvt ltd

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576342(76): CORPORATE RISK MANAGEMENT (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 equip students with the knowledge of Measures for Management of various types of Corporate Risks.

COURSE CONTENTS

UNIT I	<p>⇒ Introduction of Corporate Risk Management: Risk and return to investor and for companies, Risk Management Approaches, “ Plain Vanilla Products”, Use of Financial Products to hedge Risk, Exotic Options and Structured Deals;</p> <p>⇒ Concept of Greeks in Corporate Risk Management: Delta, Gamma, Vega, Theta, Rho, Calculation of Greeks, Taylor Series Expansions, Hedging Exotics, Scenario Analysis;</p>
UNIT II	<p>⇒ Interest Rate Risk: Measuring Interest Rate, Zero Rates, Forward Rates, Treasury Rates, LIBOR and Swap Rates, Application to Portfolio, Interest Rate Deltas, Principal component Analysis Numerical Problems.</p> <p>⇒ Volatility: Meaning, Implied Volatility, Estimation of Volatility, Exponentially Weighted Moving Average Model, GARCH Model, Maximum Likelihood Model, Forecasting Future Volatility</p> <p>⇒ Basel II: Basel II Norms, Credit Risk Capital, Operational Risk, Supervisory Review, Market Discipline</p> <p>⇒ VaR Measure: Meaning, VaR versus Expected Shortfall, Properties of Risk Measure, Parameters, Marginal VaR, Incremental VaR and component VaR, Back Testing, Stress Testing</p>
UNIT III	<p>⇒ Market Corporate Risk Management: Meaning, Historical Simulation Approach, Accuracy, Extension, Extreme Value Theory, Application, Model Building Approach, Linear Model, Application of Linear Model, Linear Model and Options, Quadratic Model, Monte Carlo Simulation, Comparison of Historical Simulation Approach with Model Building Approach</p>
UNIT IV	<p>⇒ Credit Corporate Risk Management: Meaning, Default Probabilities(DP), Estimation of DP through Bond Prices and Equity Prices, Estimation of Credit Losses, Credit Risk Mitigation, Credit VaR Vasicek’s Model, Credit risk Plus, Credit Metrics, Interpretation of Credit Correlations, Credit Default Swaps and their Valuation(CDS), Basket CDS, Collateralized Debt Obligations (CDO), Valuation of Basket CDS and CDO</p>
UNIT V	<p>⇒ Operational Corporate Risk Management: Meaning, Categorization of Operational Risks, Loss Severity, Loss Frequency, Forward Looking Approaches, Allocation of Operational Risk Capital, Power Law, Insurance, Sarbanes Oxley</p> <p>⇒ Model Risk and Liquidity Risk: Meaning, Models in Finance, Models for Non-Linear Products, Models for Actively Traded Products, Models For Structured Products, Detecting Model Problems, Traditional View of Liquidity Risk, Liquidity Black Holes, Liquidity versus Profitability.</p>

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
- Dorfman, Introduction to Risk Management and Insurance, 9th ed., ISBN: 978-81-203-3913-2, PHI

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576343(76): WORKING OF STOCK EXCHANGES (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 help students understand the functioning of stock markets and various financial instruments involved in stock markets.

COURSE CONTENTS

UNIT I	<p>⇒ Introduction to the course and review of the basics of financial instruments and markets, roles played by the market and the institutions</p> <p>⇒ Introduction to the trading industry, depository and its functions, trading of securities in the secondary markets, brokers, etc</p>
UNIT II	<p>⇒ Design and structure of the market, order and order properties, clearing and settlement, risk management and surveillance, grievance settlement</p> <p>⇒ Functioning of the primary markets, initial public offers, book building process</p> <p>⇒ Debt markets, instruments and their features, participants and institutions, trading, primary and secondary markets.</p>
UNIT III	<p>⇒ The theory and concepts of stock market indices, need for indices, index construction, calculation of index values, index composition</p> <p>⇒ What mutual funds & hedge funds do and how they function, the types of mutual funds, requirements, regulations, pricing, loads, net asset values</p>
UNIT IV	<p>⇒ Derivative instruments and their characteristics, futures, options, trading, the functioning and regulation of the derivatives market</p> <p>⇒ What are exchange-traded funds, characteristics, formation, trading, advantages</p> <p>⇒ Regulations pertaining to the capital markets: stock exchanges, brokers. Securities and exchange board of India (SEBI)</p> <p>⇒ Corporate governance, insider trading, executive compensation and other related concepts</p>
UNIT V	<p>⇒ Market microstructure, impact costs, liquidity and the roles played by various players, empirical studies on the Indian markets</p> <p>⇒ Brief history, important events, stock market scams, Sensex peaks & troughs</p>

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

- Machiraju H.R, The Workings of Stock Exchanges in India, New Age International (P) Ltd, Second Edition, 2000.

REFERENCE BOOKS

- Fabozzi F.J., Modigliani F., Jones F. J., Ferri M. G., Foundations of Financial Markets and Institutions, Third Edition, Pearson Education (Asia), 2002.
- Harris Larry, Trading and Exchanges – Market Microstructure for Practitioners, Oxford University Press, 2003.
- Thomas Susan (Editor), Derivatives Markets in India 2003, Tata McGraw Hill, 2003.
- Weiss David M, After the Trade is Made – Processing Securities Transactions, Prentice Hall of India Second Edition, 1997.
- Pathak, Bharati V., Indian Financial System, Pearson Education, New Delhi, 2006.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576344(76): CORPORATE FINANCE AND VALUATION (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 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

UNIT I	⇒ Corporate Finance: Basic Concepts; Valuation Methods; Value Creation and New Valuation Tools; Alternative Valuation Approaches to Specific Cases
UNIT II	⇒ Working Capital Management: The Treasury function; Operating Cash Flow Management in a firm; How to manage the liquidity position of a company
UNIT III	⇒ Capital Budgeting: Capital budgeting: an overview; Project cash flows; Forecasting cash flows: Quantitative/Qualitative/Judgmental; Project analysis under Certainty/Risk; International project appraisal
UNIT IV	⇒ 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
UNIT V	⇒ Mergers and Acquisitions: The Mergers and Acquisition Market; Definitions and basic concepts; Origination/Advisory Mandate: The Process Design; Controlled Auction; M&A Financing Alternatives; How do finance providers value M&A deals; Other M&A issues.

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

- Corporate Finance for Business (Original Uk Ed.), TARBERT, ISBN: 9780199563395, Oxford University Press
- Advanced Corporate Finance, Krishnamurti & Viswanath (Eds.), ISBN: 978-81-203-3611-7, PHI

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. ⇒ Computation 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
- Vinod Singhanian- Students Guide to Income Tax – Taxman Publications

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

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

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

UNIT I	⇒ Introduction: Meaning of Derivatives, Characteristics, Types, Derivative Market in India, Functions of Derivative Market, Significance of Derivatives, Traders in Derivatives Market; ⇒ Forward Contract: Meaning, Classification, Features, Advantages, Disadvantages, Valuation of Forward Contract, Pricing Forward Contract, Hedging with Forward Contract, Limitations of Forward Contract.
UNIT II	⇒ Futures Contract: Meaning, Nature, Types, Mechanics of Futures Contract, Difference between Futures Contract and Forward Contract, Futures Contract in India, Advantages and Risk of Trading in Futures over Cash; Characteristics of Future Market in India, Settlement of future position, Participants in Future 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 IV	⇒ Option Contracts: Meaning, Types, Participants, Option Framework, Option Terminology, Option Time Value, Option Vs. Futures; Valuation of Options: Pricing Options, Basic principles of Options, Single Period model, Binomial Model, Black Scholes Model, Whaley model; Hedging Strategies using Options: Hedging with Options, Types of option trades, Option based Hedging strategies, Option Trading Rules.
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. Dufresne: Derivatives Valuation And Risk Management, Oxford University Press N Delhi

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576351(76): HUMAN RESOURCES PLANNING & DEVELOPMENT (New)

ELECTIVE DISCIPLINE: HUMAN RESOURCES 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 a conceptual as well as practical understanding of Human Resources Planning, Deployment and Development in organizations.

COURSE CONTENTS

UNIT I	⇒ Human Resource Management: Meaning, Benefits, Strategic planning and HR planning. Manpower Planning: Definition Objectives, benefits, limitations and problems. Linkage of HR planning with other HR function; Factors Influencing human resource planning. Work Measurement, method, work study.
UNIT II	⇒ Human Resource Planning: tools, methods and techniques, Skill in verifying manpower inventory qualitative and quantitative aspects. HR Demand and Supply forecasting (. Job Analysis: Meaning, Purpose, Process, Methods of Collecting Data. Recruitment: Meaning, Modern Techniques of Recruitment; Sources- Internet Based, Placement Agencies.
UNIT III	⇒ 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.
UNIT IV	⇒ 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.
UNIT V	⇒ Changing environment of HRD: Internal and external factors, Internal factors: HR of country and changing demands of employers.

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

- Gary Dessler, "Human Resource Management", Pearson Education
- Gerard V McMohan, "Recruitment and Selection", Prentice Hall of India
- C.R. Greer, "Strategic Human Resource Management", Pearson Education
- Human Resource Development, Haldar, ISBN: 9780195698718, Oxford University Press

REFERENCE BOOKS

- Recent Experiences in HRD, Rao, T.V., New Delhi. Oxford & IBH
- Human resource development & management 1ed, Ghosh Biswanath, Vikas Publication house pvt ltd
- Evaluation of HRD, Pareek, Udai, Jaipur, Rawat Publications
- S.S.Khanka, "Human Resource Management". S. Chand & Company Ltd.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576352(76): CROSS CULTURAL AND GLOBAL MANAGEMENT (New)

ELECTIVE DISCIPLINE: HUMAN RESOURCES 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 a conceptual as well as practical understanding of Human Resources management in a global and cross-cultural environment.

COURSE CONTENTS

UNIT I	⇒ International Organization: Approaches to the study of comparative employment, policy, Convergence theory, The cultural approach, The institutionalist perspective.
UNIT II	⇒ International HRM Models: Poole's adaptation of the Harvard model, The Brewster and Bournois model of International HRM, International HRM, Problems of International Research.
UNIT III	⇒ 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 & Screening, Managing Knowledge Workers.
UNIT IV	⇒ Understanding Culture: Organisation culture & National culture, Cross – culture Theories, Cross – Culture Business Communication & Behaviour, Culture & Organizational Performance.
UNIT V	⇒ Training & Maintaining International Compensation: Training for Expatriate Managers, National Differences in Compensation, Factors Influencing International Compensation, Components of Remuneration Package.

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

- Cross Cultural Management, Madhavan, ISBN: 9780198066293, Oxford University Press
- Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management, Vance & Paik, ISBN: 978-81-203-3222-5, PHI

SUGGESTED READINGS

- "S.Shajahan", International Business, Macmillan, 2007
- "Charles.W.L.Hill and Arun Kumar Jain", International Business, 5th edition, TMH, 2006.
- "Dr.R.Chandran", International Business, Jaico Publishing House, 2007.
- "Gary.P.Ferraro", The Cultural Dimension of International Business, Pearson Education, 5th edition, 2007.
- "K.Aswathappa", International Business, TMH, 2007.
- Edited by Mark.E.Mendenhall, Gary.R.Oggou, Gunter.K.Shaul", Readings and
- Cases in International HRM, 4th edition, Routhdge Taylore&Francis Group , Newyork, 2007.
- "Arvind.V.Phatak, Pabi.S.Bhagat and Roger.J.Kashlak", International Management, TMH, 2006.
- "Peter.J.Dowling and Denice.E.Welch", International Human ResourceManagement, 4th edition, Thomson Publisher, 2007.
- "Richard Mead", International Management, 3rd edition, Blackwell Publishing ,2005.
- "Dr.Nilanjan Sengupta and Dr.Mousumi.S.Bhattacharya", International Human Resource Management, Excel Books, 2007.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576353(76): EXECUTIVE COMPENSATION (New)
ELECTIVE DISCIPLINE: HUMAN RESOURCES MANAGEMENT
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

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

UNIT I	⇒ Introduction to Executive Compensation: Compensation Management – Nature, Significance, Objectives & functions, Elements of compensation, Principles & factors influencing compensation;
UNIT II	⇒ Theories of Compensation: Economic and Behavi Compensation Management in a Developing Economy; Institutional framework of Compensation Management: Union Govt. laws, Management & Unions objectives of compensation
UNIT III	⇒ Macro & Micro Economic Compensation Concepts: Compensation in a knowledge based global economy, compensation & non-compensation dimensions; Organization Structure & compensation strategy linking compensation with objectives of the organization; Job analysis, Job description & Job evaluation: Methods & problems, point factor method of job evaluation, Compensation Surveys.
UNIT IV	⇒ Designing Executive Compensation: Designing a Pay Structure – Graded Broad banding; Pay Delivery Systems, Team based pay; Paying for Performance, Competency & skills & innovation: Issues and Concerns Pay. ⇒ Fringe benefits & services: Socio Economics psychological rationale of Fringe benefits Communication & administration of fringe benefits; Incentives: Short term & Long term incentives and wealth building; Executive Perks: Types, issues & concerns. The Taxing Components of Executive Compensation.
UNIT V	⇒ Compensation of special groups: Supervisors, Corporate Directors, Executives, Scientists and Engineers, Industrial & Marketing personnel; International pay system: Approaches to executive pay, Japanese, American, German pay system (Budgeting & Compensation System) is globalization of executive pay possible? ⇒ Executive Compensation: Significance and recent trends in executivecompensation, ESOP's 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

- Milton: Compensation Management, Handerson.
- Brucer: The complete guide to Executive compensation, (McGraw)
- Richard: Compensation Management in Knowledge Based world, Handerson (Pearson)
- Bhattacharya, Compensation Management, ISBN: 9780195698374, Oxford University Press

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576354(76): COMPENSATION MANAGEMENT (New)
ELECTIVE DISCIPLINE: HUMAN RESOURCES MANAGEMENT
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

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	⇒ Overview of compensation: Meaning, Importance of compensation, Elements of compensation, Factors influencing Effective compensation, Compensation process, Designing Compensation System, Strategic Compensation System. Wage concepts: Minimum, Fair and Living wage; Compensation Philosophies, Conceptual and theoretical understanding of economic theory.
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 Bench marking, 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	⇒ Laws relating to Workmen Compensation: Workmen's compensation Act, Minimum Wages act, Payment of Wages act, Payment of bonus act, Provident fund act, Equal Remuneration Act.
UNIT V	⇒ Institution/machineries related to Reward system: Wage boards, pay commission. Government, public and private sector compensation, Wage and productivity: Concepts and regulations.

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

- Bhattacharya, Compensation Management, ISBN: 9780195698374, Oxford University Press
- P.R.N.Sinha, "Industrial Relations, Trade Unions & labor Legislations", Pearson Education.
- P.S. Rao, "Personnel & Human Resource Management", Himalaya Publishing house.
- Kanchan Bhatia, "Compensation Management", Himalaya Publication House, ISBN 978-93-5024-437-1, 1st Edition, 2011.

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

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576355(76): PERFORMANCE MANAGEMENT (New)
ELECTIVE DISCIPLINE: HUMAN RESOURCES MANAGEMENT
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

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

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

- Cardy, Robert L., Performance Management: Concepts, Skills and Exercise, PHI, New Delhi.
- Aguinis, Herman, Performance Management, Pearson Education, Inc. Kandula,
- Srinivas R., Performance Management, PHI, New Delhi.
- Rao, T.V., Performance Management and Appraisal Systems, Response Bank, New Delhi.
- Sahu, R.K., Performance Management System, Excel Books, New Delhi.
- Kohli, Performance Management, ISBN: 9780195693379, Oxford University Press

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576356(76): MANAGEMENT OF TRAINING AND DEVELOPMENT (New)

ELECTIVE DISCIPLINE: HUMAN RESOURCES 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 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	⇒ Evaluation (Types of evaluation, Values, Costing Training Programs, The Cost and Benefits of Training, Return on Investment, Utility Analysis).

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

- Saks, A.M. & Haccoun, R.R. (2007). Managing Performance through Training and Development (4th ed.). Scarborough, ON: Nelson Canada.
- Thacker, J.W. and Blanchard, P.N. (2006). Effective training, 4th Edition. Toronto: Pearson Education Canada Inc. ISBN-10:013607832X

REFERENCE BOOKS

- Management Development: A Guide for the Profession Edited by Joseph Prokopenko, ISBN: 9221091961
- A Practical Guide to Training and Development by Michael Moskowitz – (Pfeiffer and Co; Aug 15, 2008), ISBN: 9780470189467
- Handbook of Training and Development edited by Steve Truelove - (Blackwell Publication)

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576361(76): COMPUTER NETWORKING (New)
ELECTIVE DISCIPLINE: SYSTEMS MANAGEMENT

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

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. ⇒ Network performance monitoring, Introduction to Network maintenance, Security.

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
- Behrouz A. Forouzan, “Data Communication and Networking”, Tata McGraw Hill Publication
- Computer Networks, Trivedi, ISBN: 9780198066774, Oxford University Press

REFERENCE BOOKS

- William Stallings, “Data and Computer Communication”, Pearson Education
- S. Keshav, “An Engineering Approach to Computer Networking”, Pearson Education
- Tom Sheldon, “Encyclopedia of Networking”, Tata McGraw Hill Pub. Co. Ltd.
- William A. Shay, “Understanding Data Communications and Networks”, Vikas Publishing House.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576362(76): INTERNET BUSINESS MODELS & BUSINESS STRATEGIES

(New) ELECTIVE DISCIPLINE: SYSTEMS MANAGEMENT

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

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, Merryl 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

- Afuah, Allan and Christopher L Tucci, "Internet Business Models and Strategies: Text and Cases, Second Edition, McGraw Hill Higher Education, ISBN No. 0-07-251166-4
- Electronic Commerce: From Vision to Fulfillment, 3rd ed., Awad, ISBN: 978-81-203-3027-6, PHI
- IT Strategy and Management, 2nd ed., Dubey, ISBN: 978-81-203-4221-7, PHI
- E-Commerce: Business, Technology, Society – 2nd edition, Kenneth C. Laudon & Carol Traver, Addison Wesley, 2004
- Electronic Commerce, A Managerial Perspective 2006, Efraim Turban, David King, Dennis Viehland, and, Jae Lee, Prentice Hall, 2006
- Net Gain, 1998, Hagel III, J. Rayport, J.F., Harvard Business School Press, Boston, MA, USA.
- A managerial handbook for E-commerce, 1997, Kalakota, R. and Whinston, A.B., John Wiley & Sons, New York, NY.
- The economics of E-commerce 1998, Whinston, A.B. and Choi, Mac Millan.
- The Economics, Concept, and Design of Information Intermediaries: A theoretic approach. 1999, Rose, F., Physica-Verlag.
- Electronics Commerce and Business Communications 1998, Chesher, M. and Kaura, R., Springer

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	⇒ Characteristics 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.
- Date C.J., "An introduction to database system," Narosa Publishing House.

REFERENCE BOOKS

- Elmsari and Navathe: Fundamental of database system. Addison Welsely. New York.
- Desai, B., "An introduction to database concepts," Galgotia Publication.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576364(76): MOBILE COMMERCE AND SECURITY (New)

ELECTIVE DISCIPLINE: SYSTEMS MANAGEMENT

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

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	<p>⇒ Introduction: Generations of mobile computing, Spectrum allocation, Standard Bodies, Players in the Wireless Space, three tier architecture of mobile computing, Mobile Computing through Internet, Basic cellular system, concept of frequency reuse channels, hand-off mechanism, cell splitting.</p> <p>⇒ 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.</p>
UNIT II	<p>⇒ Emerging Telecommunication Technologies : Introduction, bluetooth, EDGE, UMTS, Wireless Broadband (WiMAX), Mobile IP, Java Card, WLAN, Ad-hoc Networks, Sensor Networks, Spread Spectrum technology, CDMA, Third generation networks and applications, WAP: Model, architecture & protocol stack.</p>
UNIT III	<p>⇒ Security Issues in Mobile Computing : Introduction, Information security, Security techniques and Algorithms, security Protocols, Public Key Infrastructure, Trust, Security Models, Security Frameworks for Mobile Environment</p>
UNIT IV	<p>⇒ 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.</p>
UNIT V	<p>⇒ Management of mobile commerce services : Content development and distribution to hand-held devices, content caching, pricing of mobile commerce services</p> <p>⇒ 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.</p>

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

- Advances in Security and Payment Methods for Mobile Commerce, By Wen Chen Hu, Chung-Wei Lee, Weidong Kou, Idea Group Publishing, 2005.
- M-commerce: technologies, services, and business models, Norman Sadeh, John Wiley & Sons, 2002.
- Mobile commerce and wireless computing systems, Geoffrey Elliott, Nigel Phillips, Pearson/Addison Wesley, 2004.
- Mobile Computing, Rajkamal, ISBN: 9780195686777, Oxford University Press

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576365(76): KNOWLEDGE MANAGEMENT AND INNOVATION (New)
ELECTIVE DISCIPLINE: SYSTEMS MANAGEMENT

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

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

UNIT I	⇒ Introduction to Innovation Economy, KM, Strategic Management and Knowledge and Innovation Management
UNIT II	⇒ Knowledge and Innovation in Organizations ⇒ Innovation Types and Trends
UNIT III	⇒ Innovation Economy and Strategy ⇒ Innovation as a Strategic Process ⇒ Strategic Management of Innovation Processes
UNIT IV	⇒ Designing Innovation Management ⇒ Strategic Stakeholder Management of Innovation ⇒ Strategies for product, services, process and organization innovation
UNIT V	⇒ Networking Innovation: Strategic network management ⇒ Strategies for promoting, sustaining and diffusing innovation ⇒ Strategic Management of technological innovation

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: Systems and Processes, Becerra–Fernandez & Sabherwal, ISBN: 978-81-203-4137-1, PHI.
- Knowledge Management in Organizations, 2/E, HISLOP, ISBN: 9780199584796, Oxford University Press
- Davenport, Thomas H.; Leibold, Marius; Voelpel, Sven, Strategic Management in the Innovation Economy: Strategy Approaches and Tools for Dynamic Innovation Capabilities, Published Jointly by Publicis Corporate Publishing and Wiley, 2006 (ISBN 3895782637)
- Dodgson, Mark; Gann, David; Salter, Ammon, The Management of Technological Innovation: Strategy and Practice, Oxford University Press, 2008 (ISBN 978-0-19-920852-4)
- Galavan, Robert; Murray, John; Markides, Costas, Strategy, Innovation, and Change: Challenges for Management, Oxford University Press, 2008 (ISBN 978-0-19-923990-0)
- Sundbo, Jon; Fuglsang, Lars, Innovation as Strategic Reflexivity, Routledge, 2002 (ISBN 0-415-27380-3) Shane, Scott, Handbook of Technology and Innovation Management, John Wiley & Sons Ltd., 2008 (ISBN 978-1-4051-2791-2)
- Maital, Shlomo; Seshadri D. V. R, Innovation Management: Strategies, Concepts and Tools for Growth and Profit, Response Books (A division of Sage Publications), 2007 (ISBN: 10: 0-7619-3527-4)
- Strecker, Nanja, Innovation Strategy and Firm Performance: An empirical study of publicly listed firms, Gabler Edition Wissenschaft (Springer Science+Business Media), 2009 (ISBN 978-3-8349-1755-3)
- Brynjolfsson, Erik; Saunders, Adam, Wired for Innovation: How Information Technology Is Reshaping the Economy, The MIT Press, 2010 (ISBN 978-0-262-01366-6)

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576366(76): SOFTWARE ENGG AND PROJECT MANAGEMENT (New)
ELECTIVE DISCIPLINE: SYSTEMS MANAGEMENT

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

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

UNIT I	⇒ 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.
UNIT II	⇒ Project management (PM): Responsibility of Project management. Software metrics: McCall's quality factors, FURPS. Software project planning and cost estimation using cocomo model. Project scheduling, personnel planning, Rayleigh curve. Software quality assurance plan, PM plan, Risk management: risk assessment, control and monitoring.
UNIT III	⇒ Software configuration management processes, software design, problem partitioning abstraction coupling and cohesion, structured charts. ⇒ CASE: Buildings blocks for CASE, taxonomy of case tools (code & data). Integrated case environment, the integration architectures, the case repository.
UNIT IV	⇒ Software Testing: Unit Testing, integration testing, system testing, black box, white box testing. A strategic approach to software testing. The act of debugging.
UNIT V	⇒ Software re-engineering, reverse engineering forward engineering. The economics of re-engineering. CMM; Software Measurement and complexity; Software configuration 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

- Pressman, Roger S., "Software Engineering", A Practitioner's Approach McGraw-Hill,
- Jalote, Pankaj, "Introduction to software Engineering, PHI.
- Software Engineering - Principles and Practice, Jain, ISBN: 9780195694840, Oxford University Press
- Software Engineering 2ed, Khurana Rohit, Vikas Publication house pvt ltd

REFERENCE BOOKS

- L. Pfleger, "Software Engineering", Pearson Education
- W. Royce, "Software Project Management", Pearson Education
- Fairley, Richard, Software Engineering Concepts, Tata McGraw-Hill.
- Gillies, Alan C., and Peter Smith, Managing Software Engineering - CASE studies and solutions, Chapman & Hall
- B. Ali & Frederick J. Hudson, "Software Engineering Fundamentals", Oxford University Press
- Hughes, Bob and Mike Cotterell, Software Project Management (second edition), TMH , New Delhi.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576371(76): PRODUCTION PLANNING AND CONTROL (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 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

UNIT I	⇒ Production Planning – Introduction, Basic Concepts and Advantages. Functions of Operations Planning: Planning, Routing, Scheduling, Dispatching and Inspection. Types of Planning – Strategic Planning, Tactical Planning and Operational Planning.
UNIT II	⇒ Facility Planning – Introduction and Scope, General Procedures for Facility Locations, Facility Location Models – Simple Median Model and Centre of Gravity Model, Aggregate Planning – Concept, Nature and Advantages, Variables used in Aggregate Planning, Aggregate Planning and Strategies.
UNIT III	⇒ Capacity Planning – Meaning, Importance of Capacity Decisions, Determining Capacity Requirements, Design and Effective Capacity, Major Considerations of Effective Capacity, Break – Even Analysis: Single Product Case and Multiproduct Case .
UNIT IV	⇒ 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.
UNIT V	⇒ 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.

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

- Chary, 'Production and Operations Management', Tata McGraw Hill
- Chase, Jacobs, Aquilano and Agarwal. 'Operations Management for Competitive Advantage', Tata McGraw Hill
- Adam & Ebert, Production and Operations Management: Concepts, Models and Behavior, 5th ed., ISBN: 978-81-203-0838-1, PHI

REFERENCE BOOKS

- Nair, 'Production and Operations Management', Tata McGraw Hill
- Russel, 'Operations Management': Quality and Competitiveness' in a Global Environment', 5ed, Wiley India

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

**MBA SEM III 576372(76): MANUFACTURING AND ENTERPRISE RESOURCE PLANNING
(New) ELECTIVE DISCIPLINE: PRODUCTION AND OPERATIONS
MANAGEMENT**

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

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

- Richard B. Chase, Jacobs F. Robert, Aquilano J. Nicholas, Agrawal, Nitin K. Operations management for competitive advantage, Tata McGraw-Hill, 11th Edition, 2008.
- Managerial Issues of Enterprise Resource Planning Systems, by David L. Olson, McGraw-Hill Higher Education, 2004
- Why ERP? A primer on SAP Implementation, by F. Robert Jacobs and D. Clay Whybark, McGraw-Hill Higher Education, 2000
- Manufacturing Planning & Control Systems by Thomas E. Voltman William L. Berry and others. Galgotia Publications
- Production and Operations Management by S. N. Chary - T. M. H. Publishing Company.
- 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

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

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
- Zandin, Kjell B., Maynard's Industrial Engineering Handbook (5th Edition)
- 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

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576374(76): LEAN AND AGILE SYSTEMS (New)
ELECTIVE DISCIPLINE: PRODUCTION AND OPERATIONS MANAGEMENT
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

To enable students to understand lean and agile manufacturing strategy.

COURSE CONTENTS

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

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

- Richard B. Chase, Jacobs F. Robert, Aquilano J. Nicholas, Agrawal, Nitin K. Operations management for competitive advantage, Tata McGraw-Hill, 11th Edition, 2008.
- Lean Production Simplified: A Plain Language Guide to the World's Most Powerful Production System.
- John Black, Lean Production: Implementing a World-class a System, Industrial Pr. ISBN-10-0831133511
- A. Gunasekaran, Agile manufacturing: the 21st century competitive strategy, Elsevier Science Ltd. 2006

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576375(76): QUALITY CONTROL, QUALITY ASSURANCE AND RELIABILITY (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 make students understand the importance of quality control and quality management systems.

COURSE CONTENTS

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

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

- Mitra A., Fundamentals of Quality Control and Improvement, Pearson Education, 2nd Edition, 2001.
- Quality Management: Creating and Sustaining Organizational Effectiveness, 2nd ed. Summers, ISBN: 978-81-203-3999-6, PHI.
- Total Quality Management, Suganthi & Samuel, ISBN: 978-81-203-2655-2, PHI.

REFERENCE BOOKS

- Gryna, F. M., Chua, R. C. H. and Defeo, J. A., Juran's Quality Planning and Analysis for Enterprise Quality, Tata McGraw Hill, 5th Edition, 2007.
- Montgomery, D. C., Introduction to Statistical Quality Control, John Wiley & Sons, 4th Edition, 2003.
- Kapur, K. and Lamberson, L., Introduction to Reliability Engineering, John Wiley & Sons, 2nd Edition, 1989.
- Montgomery, D.C., Design and Analysis of Experiments, John Wiley & Sons, 3rd Edition, 2000.
- Mathews, P., Design of Experiments with Minitab, Pearson Education, 1st Edition, 2005.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM III 576376(76): LOGISTICS AND SERVICES (New)
ELECTIVE DISCIPLINE: PRODUCTION AND OPERATIONS MANAGEMENT
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

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 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 IV	⇒ Logistics Customer Service, Modeling logistics systems, Simulation of logistic systems, cost effective distribution strategies, Value of information in logistics, E-logistics, risk pooling effect.
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

- Logistics Management, Ailawadi & Singh, ISBN 978-81-203-2780-1, PHI
- Logistics Management for International Business: Text and Cases, Sudalaimuthu & Anthony Raj, ISBN: 978-81-203-3792-3, PHI

REFERENCE BOOKS

- David Bloomberg, Stephen LeMay, Joe Hanna: Logistics, Prentice Hall 2001. ISBN: 013010194X
- Thomas Teufel, Jurgen Rohricht, Peter Willems: SAP Processes: Logistics, Addison-Wesley, 2002. ISBN: 0201715147
- Massimiliano Caramia, Paolo Dell'Olmo: Multi-objective management in freight logistics: increasing capacity, Springer

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

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

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

TEXT BOOKS

- Roy J. Lewicki, David M. Saunders and Bruce Barry, Negotiation, Tata McGraw- Hill Limited, 2006, 5th edition.
- Leigh L. Thompson, The Mind and Heart of the Negotiator, Thomson Learning, 2005, 3rd edition.

REFERENCE BOOKS

- David Rees and Christine Porter, Skills of Management, Thomson Learning, 5 e, 2001.
- Joseph T. Straub, The Rookie Manager, AMACOM, 2000.

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.