

SYLLABUS

MBA (GENERAL)

IV SEMESTER - STREAM 'A'

PAPER NO. XVI - INFORMATION TECHNOLOGY AND E-BUSINESS

COURSE CODE: 43

PAPER CODE: H4010

UNIT I Foundation concepts

Foundations of information systems (IS) in business : System concepts – components of an IS – IS resources – fundamental roles of IS applications in business – e-business in business – trends in IS – types of IS – managerial challenges of information technology. *Competing with information technology (IT)* Fundamentals of strategic advantage – strategic uses of IT – the value chain and strategic IT – using IT for strategic advantages – the basics of doing business on the Internet

UNIT II Information technologies

Managing data resources: Data resource management – types of databases – database management approach – data warehouse, data mining and their business applications. *The networked enterprise* Networking the enterprise – trends in telecommunications – business value of telecommunication networks – the Internet revolution – the business value of Internet, Intranet and Extranet.

UNIT III Business applications – e-Business and e-Commerce

E-Business systems IT in business – functional business systems – cross-functional enterprise systems and applications – e-Business models – Enterprise e-Business systems – Customer relationship management (CRM) – Enterprise resource planning (ERP) and Supply chain management (SCM)

E-Commerce Systems: E-Commerce systems – Essential e-Commerce processes – electronic payment processes – e-commerce application trends – Web store requirements – Clicks-and-bricks in e-Commerce-m-Commerce.

UNIT IV Development processes

Developing Business/IT Strategies : Planning for competitive advantage – business models and planning – Business/IT planning – Business application planning – Implementing IT – End user resistance and involvement – change management: *Developing Business/IT solutions*: IS development – the Systems approach – the Systems Development Cycle – Prototyping – Systems development process – End-user development – implementing new systems – evaluating hardware, software and services.

UNIT V Management challenges

Security and ethical challenges: Ethical responsibility of a business – computer crime – privacy issues – health issues – Security management of IT – tools of security management – internetworked security defenses – security measures – Information Technology Act 2000 in India. *Enterprise and global management of IT*: Managing the IS function – failures in IT management – the international dimension in IT management – Cultural, political and geoeconomic challenges Global business/IT strategies and applications – global IT platforms

TEXT BOOKS:

1. O'Brien, J. (2004). *Management Information Systems ; Managing information technology in the business enterprise*, New Delhi: Tata McGraw-Hill.
2. Stair, R.M. & Reynolds, G.W. (2001). *Principles of Information Systems, 5e Singapore*: Thomson Learning.

REFERENCE BOOKS:

1. Joseph, P.T. (2005). *E-Commerce: An Indian perspective (2e)*, New Delhi : Prentice-Hall of India
2. Canzer, B. (2005). *E-Business and Commerce: Strategic thinking and practice (Indian adaptation)*, New Delhi: Biztantra (Originally published by Houghton Mifflin Co., USA)
3. Eisenmann, T.R. (2002). *Internet business models : texts and cases*, New York: McGraw-Hill Irwin.
4. Rayport, J.F. & Jaworski, B.J. (2002). *Introduction to e-commerce*, New York: McGraw-Hill Irwin.

COURSE CODE: 43

PAPER CODE: H4020

UNIT – I

International Monetary and Financial System: Importance of international finance; Bretton woods conference and afterwards, IMF and the World Bank; European monetary system - meaning and scope.

UNIT – II

Balance of Payment and International Linkages: Balance of payments and its components; International flow of goods, services and capital; Copying with current account deficit.

UNIT – III

International Financial Markets and Instruments: International capital and money markets; Money and capital market instruments; Salient features of different international markets; Arbitrage opportunities; Integration of markets; Role of financial intermediaries.

UNIT – IV

Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Exchange rate theories; Participants in the foreign exchange markets; Foreign exchange market - cash and spot markets; Exchange rate quotes; LERMS; Factors affecting exchange rates - spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Exchange dealings and currency possession; information and communication; Foreign exchange trades.

UNIT – V

International Capital and Money Market Instruments; GDRs, ADRs, IDRs, Euro bonds, Euro loans, Repos, CPs, floating rate instruments, loan syndication and Euro deposits.

REFERENCES:

1. Apte, P.G: International Financial Management, Tata McGrawhill, New Delhi.
2. Buckley, Adrian; Multinational Finance, Prentice Hall, New Defhi.
3. Eitman, D.K. and A.I Stenehlf: Multinational Business Cash Finance, Addison Wesley, New York.
4. Henning, C.N., W Piggot and W.H Scott: international Financial Management, McGraw Hill, international Edition.
5. Levi, Maurice D: International Finance, McGraw-Hill, International Edition.

PAPER NO. XVIII - INTERNET MARKETING

COURSE CODE: 43

PAPER CODE: H4030

UNIT-I A framework for internet marketing

Commercial beginnings of the Web – Internet Business models – marketing in a connected world – Internet as a marketing platform: opportunities and challenges – critical success factors for internet marketing – benefits of and barriers to Internet marketing – market opportunity analysis in the new economy – delivering customer value

UNIT – II Strategic Internet marketing

Planning the internet strategy – Stages of Internet marketing – Segmenting the internet market, Niche marketing strategies, On-line positioning and competitive analysis – Internet marketing scenarios – pure-play, bricks-and-clicks, bricks-and-mortar

UNIT – III Internet market intelligence and user-behaviour

Internet demographics: On-line user behaviour and characteristics – navigation behaviour (click-o-graphics) – Market research on the internet, Web tracking audits and demand forecasting Trends in internet marketing – acquiring customers on the web – contextual marketing.

UNIT-IV Internet marketing mix

Product development: influence of interactivity and individualization – new product development process – Brand building on the web – Designing on – line services – Customer interface design issues

Pricing on the internet – the economics of pricing, pricing process, dynamic pricing and pricing strategies

Internet as a distribution channel – disintermediation – the role of Internet intermediaries – Designing channel systems – Managing distribution channels: Creating and Managing Online Partnerships: Affiliate marketing Online advertising; models and types, On-line promotion: direct marketing, viral marketing, developing campaigns, eCRM

UNIT-V Special Issues in Internet marketing

The design of the customer experience (Web design issues relevant to marketing) – managing e Service encounters

Internet communities and marketing: the creation and transfer of value within communities

Legal, security and ethical issues in internet marketing

Text Books:

1. Mohammed, Fisher, Jaworski and Cahill : Internet marketing – building advantage in a networked economy (Tat McGraw-Hill)
2. Strauss and Frost: E-Marketing (Prentice-Hall)

Reference Books:

1. Vassos: Strategic Internet Marketing – Practical e-commerce and branding tactics (Que Books)
2. Chaffey, Meyer, Johnston and Ellis – Chadwick: Internet Marketing (Prentice-Hall/Financial Times)

PAPER NO. XIX - PRODUCT DEVELOPMENT AND MANAGEMENT

COURSE CODE: 43

PAPER CODE: H4040

UNIT –I

Nature of New Product Management – Role of New Products in Firm's Marketing Effort – Characteristics of New Products – Types of New Products.

UNIT – II

Strategic Planning for New Products – Process – Objectives – Strategies – Product Program implementation and control – New Product Management in Services.

UNIT-III

New produce process – Idea generation – Tools and Techniques – Screening of ideas – Concept formulation – Concept testing – Business Analysis – Product Development – Marketing testing.

UNIT – IV

Commercialisation – Product launch cycle – Marketing plan – Strategies – Promotion – Post Launch Tracking – Post Launch and Control.

UNIT – V

Organising for New Product – Strategies and Practices – Select cases – Future of New Product Management.

TEXT BOOKS

1. Eberhand E.Scheuing: NEW PRODUCT MANAGEMENT (Merril Pub.Co., Columbus Ohio).
2. Merie Crawford: NEW PRODUCT DEVELOPMENT (Irwin Pub.).

REFERENCES

1. Ramanuj Majumdar : PRODUCT MANAGEMENT IN INDIA (Prentice-Hall, India).
2. Research Papers published in Journals.

COURSE CODE: 43

PAPER CODE:H4050

UNIT – I

Introduction to International Marketing: Nature and significance; Complexities in international marketing; Transition from domestic to transnational marketing; International market orientation- EPRG framework; International market entry strategies.

UNIT – II

International Marketing Environment: Internal environment; External environment- geographical, demographic, economic, socio-cultural, political and legal environment; Impact of environment on international marketing decisions.

UNIT – III

Product Decisions: Product planning for global markets; Standardisation vs Product adaptation; New product development; Management of international brands; Packaging and labeling; Provision of sales related services.

UNIT – IV

Pricing Decisions: Environmental influences on pricing decisions; International pricing policies and strategies. Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

UNIT – V

Distribution Channels and Logistics: Functional and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions.

REFERENCES

1. Czinkota, M.R: International Marketing, Dryden Press, Boston.
2. Fayerweather, John: International Marketing, Prentice Hall, New Delhi
3. Jain, S.C.: International Marketing, CBS Publications, New Delhi
4. Keegan, Warren J.: Global Marketing Management, Prentice Hall, New Delhi
5. Onkvisit, Sak and John J.Shaw: International Marketing: Analysis and Strategy, Prentice Hall, New Delhi.

SYLLABUS

MBA (GENERAL)

IV SEMESTER - STREAM 'B'

PAPER NO. XVI - INFORMATION TECHNOLOGY AND E-BUSINESS

COURSE CODE: 43

PAPER CODE: H4010

UNIT I Foundation concepts

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UNIT IV Development processes

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UNIT V Management challenges

Security and ethical challenges: Ethical responsibility of a business – computer crime – privacy issues – health issues – Security management of IT – tools of security management – internetworked security defenses – security measures – Information Technology Act 2000 in India. *Enterprise and global management of IT:* Managing the IS function – failures in IT management – the international dimension in IT management – Cultural, political and geoeconomic challenges Global business/IT strategies and applications – global IT platforms

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3. Eisenmann, T.R. (2002). *Internet business models : texts and cases*, New York: McGraw-Hill Irwin.
4. Rayport, J.F. & Jaworski, B.J. (2002). *Introduction to e-commerce*, New York: McGraw-Hill Irwin.

COURSE CODE: 43

PAPER CODE:H4020

UNIT – I

International Monetary and Financial System: Importance of international finance; Bretton woods conference and afterwards, IMF and the World Bank; European monetary system - meaning and scope.

UNIT – II

Balance of Payment and International Linkages: Balance of payments and its components; International flow of goods, services and capital; Copying with current account deficit.

UNIT – III

International Financial Markets and Instruments: International capital and money markets; Money and capital market instruments; Salient features of different international markets; Arbitrage opportunities; Integration of markets; Role of financial intermediaries.

UNIT – IV

Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Exchange rate theories; Participants in the foreign exchange markets; Foreign exchange market - cash and spot markets; Exchange rate quotes; LERMS; Factors affecting exchange rates - spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Exchange dealings and currency possession; information and communication; Foreign exchange trades.

UNIT – V

International Capital and Money Market Instruments; GDRs, ADRs, IDRs, Euro bonds, Euro loans, Repos, CPs, floating rate instruments, loan syndication and Euro deposits.

REFERENCES:

1. Apte, P.G: International Financial Management, Tata McGrawhill, New Delhi.
2. Buckley, Adrian; Multinational Finance, Prentice Hall, New Defhi.
3. Eitman, D.K. and A.I Stenehlf: Multinational Business Cash Finance, Addison Wesley, New York.
4. Henning, C.N., W Piggot and W.H Scott: international Financial Management, McGraw Hill, international Edition.
5. Levi, Maurice D: International Finance, McGraw-Hill, International Edition.

COURSE CODE: 43

PAPER CODE: H4030

UNIT - I

Financial services; Role, concepts, nature and characteristics; Financial services marketing versus goods marketing; Services marketing triangle; Strategic financial services marketing planning - an overview.

UNIT – II

Marketing Environment: Analysing financial services marketing environment- macro and micro components; Understanding financial services customer; Service quality-GAP model and quality dimensions.

UNIT – III

Marketing Mix Strategy Development and Project Planning: Need for expanded marketing mix; Concept of financial product; Product levels; Major product decisions - branding and product mix decisions, customer service strategy; Product life cycle and new product development; Innovation, diffusion and adoption.

UNIT – IV

Pricing, Promotion and Distribution Decisions: Price determination - factors, process and strategies; Promotion of financial products-communication process, promotion mix planning - advertising, personal selling, public relations and sales promotion; Distribution strategies and channel alternatives.

UNIT – V

Service Marketing Applications: Marketing, retention strategies of some special fund and non-fund based financial services - leasing and hire purchase services, consumer finance, insurance and factoring; Mutual funds and credit cards.

REFERENCES:

1. Auerbach, Robert D: Money, Banking and Financial Markets, Macmillan Publishing Co.; New York and Collier MacMillan Publisher; London.
2. Avadhani, V.A: Investment and Securities Market in India, Himalaya Publishing House; Bombay.
3. Gosney, John W. and Thomas P. Boehm: Customer Relationship Essentials, Prentice Hall, New Delhi.
4. Khan, M.Y: Indian Financial System - Theory and Practice; Vikas Publishing House; New Delhi.
5. Mishkin, Frederics, S: The Economics of Money Banking and Financial Markets; HarperCollins Publisher; New York.

COURSE CODE: 43

PAPER CODE:H4040

UNIT - I

Introduction: Meaning and purpose of derivatives; Forward contracts, future contracts, options, swaps and other derivatives; type of traders; Trading future contracts; Specification of the future contracts; Operation of margins; Settlement and regulations; Sources of Financial Risk: Credit vs Market, default risk, foreign exchange risk, interest rate risk, purchasing power risk etc.; Systematic and non-systematic risk.

UNIT – II

Options: Types of options; Option trading; Margins; Valuation of options; Binomial Option Pricing Model; Black-Scholes model for Call Options; Valuation of put options; Index options; Option markets-exchange traded options, over-the-counter options, quotes, trading, margins, clearing, regulation and taxation; Warrants and convertibles.

UNIT – III

Futures: Hedgers and speculators; Future contracts; Future markets - clearing house, margins, trading, future positions and taxation; Future prices and spot prices; Forward prices vs future prices; Future vs options.

UNIT – IV

Managing Market Risk: Hedging schemes - delta hedging, theta, gamma; Relationship in delta, theta and gamma; Vega and rho; Portfolio insurance.

UNIT – V

Derivatives Market in India: Present position in India - regulation, working and trading activity.

REFERENCES:

1. Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition.
2. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey.
3. Das, Satyajit: Swap & Derivative financing, Probus.
4. Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi.
5. Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.

COURSE CODE: 43

PAPER CODE:H4050

UNIT - I

Project - Concept - Classification - Projects and Developments - External and Internal Causes of Delay - Avoiding Overruns - Project Assets - Issues and Problems - Strategic Variables: Contractual/legal, Engineering/Technology, Financial and Economical, Post-commissioning operations, social and human aspects, material problems - Project Formulation checklist.

UNIT - II

Managing Resources-Phases from Project planning to project completion:Pre-investment, investment and operational phase - Capital Cost-time-value System - Project Feasibility Studies: Stages - Opportunity Studies: General and Specific - Prefeasibility Studies: Functional or support studies - Feasibility Study - Components of Project Feasibility Study.

UNIT - III

Financial Evaluation of projects under certainty: Pay Back Method, Average Rate of Return Method and Net Present Value method - Project Evaluation under Uncertainty and risk.

UNIT - IV

Appraisal Process - Concept - the methodology for project evaluation - Commercial vs. National Profitability: Social Cost Benefit Analysis, Commercial or financial profitability, Social or national profitability- International Project Appraisal.

UNIT- V

Planning, Implementation and Control: Network Analysis, Techniques, PERT, CPM - Crashing of Project Network - Resource Levelling and Resource Allocation, Line of Balance.

REFERENCES

1. Gopalakrishnan,P. and Rama Moorthy, V.E., PROJECT MANAGEMENT, Mac Millan India Ltd.', New Delhi.
2. Prasanna Chandra, PROJECTS:PLANNING, ANALYSIS, SELECTION, IMPLEMENTATION AND REVIEW, Tata McGraw Hill
3. GoelB.B., PROJECT MANAGEMENT-PRINCIPLES & TECHNIQUES, Deep and Deep Publications, New Delhi.
4. TriMTOO Series on Project Management.

SYLLABUS

MBA (GENERAL)

IV SEMESTER - STREAM 'C'

PAPER NO. XVI - INFORMATION TECHNOLOGY AND E-BUSINESS

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4. Henning, C.N., W Piggot and W.H Scott: international Financial Management, McGraw Hill, international Edition.
5. Levi, Maurice D: International Finance, McGraw-Hill, International Edition.

PAPER NO. XVIII - CROSS CULTURAL BUSINESS MANAGEMENT

COURSE CODE: 43

PAPER CODE: H4030

UNIT -I

Introduction: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, share holders, suppliers, customers and others] – An Analytical frame work

UNIT -II

Culture and Global Management: Global Business Scenario and Role of Culture- A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC [with 3 illustrations on each drawing from different geo economic and social contexts] & High Performance Winning Teams and Cultures; Culture Implications for Team Building

UNIT -III

Cross Culture – Negotiation & Decision Making: Process of Negotiation and Needed Skills & Knowledge Base – Over view with two illustrations from multi cultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context

UNIT -IV

Global Human Resources Management-. Staffing and Training for Global Operations.. Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included]

UNIT -V

Corporate Culture: The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement

References

1. International Management: Managing Across Borders And Cultures, 4th Ed, “Deresky Helen,” Prentice Hall India, ISBN : 81-203-2227-4 , Rs. 295.00
2. The Secret Of A Winning Culture: Building High-Performance Teams, “Esenn Drlarry, Rchildress John,” Prentice Hall India, ISBN: 81-203-1713-0, Rs. 195.00
3. Revitalize Your Corporate Culture: Powerful Ways To Transform Your Company Into A High-Performance Organization, “Cashby Franklin”, Prentice Hall India, ISBN: 81-203-1693-2, Rs. 295

Journals

International Journal Of Cross Cultural Management, ISBN: 1470-5958, SAGE Publications

COURSE CODE: 43

PAPER CODE:H4040

UNIT-I

Introduction - Concept and Determinants of Industrial Relations - Industrial Relations in India - Managing IR Changes - IR and Productivity - Technology and IR -Effective Communication Systems and IR Management - Indian Culture & IR.

UNIT-II

Trade Unions - Purpose, Functions and Structure of Trade Unions - Trade Union Legislation - Multiplicity of Trade Unions - Conflict Resolutions - Industrial Relations - Welfare and Productivity - Social Responsibility of Trade Unions - IR Management and Management of Trade Unions.

UNIT-III

Employee Counseling - Types, Methods, Content, Problems, Consultative Bodies (Bipartite, Tripartite) and IR Strategies - A Discussion - Worker Development & Worker participation.

UNIT-IV

Discipline and Grievance Redressal Machinery - Purposes and Procedures of Disciplinary Action - Grievance Redressal Procedures - Conciliation - Arbitration and Adjudication - Collective Bargaining(Perspective, Bargaining Structure, Procedure and Machinery for Collective Bargaining) - The Bargaining Process - Strengths and Skills.

UNIT-V

Labor Administration - ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration - Central Machinery of Labor Administration - Labor Administration at the State, District and Local Levels. Contemporary Trends and Future of Industrial Relations in India.

REFERENCES

1. Arun Monappa: INDUSTRIAL RELATIONS; Tata Mc-Graw Hill Publishing Company Ltd.
2. Pramod Verma: MANAGEMENT OF INDUSTRIAL RELATIONS – READING AND CASES; Oxford and IBH Publication.
3. T.N. Bhagoliwala: ECONOMIC OF LABOR AND SOCIAL WELFARE.
4. Relevant Reports of Government of India such as REPORT OF NATIONAL COMMISSION LABOR - FIVE YEAR PLANS.
5. B.O. Sharma: ART OF CONCILIATION AND INDUSTRIAL UNREST; Labor Consultancy Bureau, Bombay, 1985.
6. Journals: INDIAN LABOR JOURNAL and INDIAN JOURNAL OF INDUSTRIAL RELATIONS.

COURSE CODE: 43

PAPER CODE:H4050

UNIT-I

Quality Performance Management - Concept - Dimensions - Mechanics - Features of Facilitating Organisations for Performance - Organizational Dynamics and Employee Performance - A Multi Dimensional Analysis.

UNIT-II

Work Place and Its Improvement Through 5S - Modern Management Techniques (such as KAIZEN) and Management of Employee Performance - Team Building - Concept, Culture, Methods, Effectiveness & Empowerment, Problems - Potential and Perspectives

UNIT-III

Organizational Structure and Employee Motivation and Morale - Contemporary Thinking on Employment Practices (Tenure Employment) and Work Schedules (Flextime) and the Related Performance Appraisal Systems; Quality Circle - Features -Process - Pre-requisites for their Efficiency.

UNIT-IV

Industrial Restructuring - Reward System and Employee Productivity [Case Studies]; Quality Standards and Employee Dimensions - Illustrations on HR Dimensions drawn from CMM

UNIT-V

Quality Performance Management - Indian and Western Thought in a Market era, Performance Management from the Writings of Sri Aurobindo and The Mother- Integrated Studies Dealing with Methods, Techniques, and Processes

REFERENCES

1. The Flowering of Management, Pravir Malik, Sri Aurobindo Society, Pondicherry
2. Peter Drucker: MANAGEMENT, (Allied Publishers).
3. William G. Dyer: TEAM BUILDING - ISSUES AND ALTERNATIVES, (Addison-Wesley Publishing Company).
4. S.K. Chakravarthy: MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE - INDIAN INSIGHTS, (Tata-McGraw Hill Publishing Co.Ltd.).
5. G.C. Suri & R.C. Mmga: LIVING WAGES AND PRODUCTIVITY, National Productivity Council.