

RAYALASEEMA UNIVERSITY, KURNOOL
MBA / MBA Finance IV Semester Structure & Syllabus
2016-17 AY (2015-17 Batch)

SEMESTER – IV (8 Weeks Teaching (One Compulsory Paper and Two + Two Electives) + 8 Weeks Research Project)		
Subject Code	Title of the Paper	Maximum Marks IA + UE
Compulsory Papers		
401	E-Commerce	40 + 60
Human Resource Management (Electives)		
411	Knowledge Management	40 + 60
412	Team Building and Management	40 + 60
414	Global Human Resource Management	40 + 60
Marketing Management (Electives)		
421	Advertising	40 + 60
422	Marketing of Services	40 + 60
423	Retail Management	40 + 60
Financial Management (Electives)		
431	International Financial Management	40 + 60
432	Strategic Financial Management	40 + 60
433	Banking and Insurance Management	40 + 60
434	Tax Planning and Management	40 + 60
435	Strategic Risk Management	40 + 60
Operations Management (Electives)		
441	Project Management	40 + 60
442	Enterprise Resource Planning	40 + 60
443	Technology Management	40 + 60

SEMESTER MARKS

IV semester	: 500 Marks	15 + 3 = 18 credits
Research Project Evaluation (3)	: 100 Marks	
Comprehensive Viva-Voce	: 100 Marks	

401. E-Commerce

1. Importance of E-Commerce – Need for E-Commerce, Classification of E- Commerce, Electronic Marketing – Impact of E-Commerce – Benefits and Limitations of E-Commerce.
2. Retailing in E-Commerce: Business Models of Electronic Marketing –Internet Consumers and Market Research: Building Customer Relation, The Consumer Behavioral Model – Consumer Purchasing –Delivering Customer Services in cyber space – Market Research for E-Commerce –Organizational buyer behavior -Advertisement in E-Commerce: Web Advertisement – Advertisement method and strategies – Push Technology and Intelligence agent – Economics and Effectiveness of Advertisement – On line Publishing.
3. E-Commerce for Service Industry: Broker based services – Travel and Tourism Services – Employment Placement and the job market, Real-estate – Trading Stocks on line – Cyber Banking and Personal finances – Auctions – On line Publishing.
4. Business to Business E- Commerce, Characteristics of B2B E-Commerce – Models of B2B E-Commerce – Procurement Management Using the buyers Internal Market place – Suppliers Oriented market Place – Buyers Oriented Market Place – Auctions and Services – Traditional to Internet based and DI – Electronic Marketing in B2B.
5. Electronic Payment System – Electronic Payments and Protocols – Security Schemes in Electronic – Electronic Credit Card System on the Internet – Electronic funds transfer and Debit Cards on the Internet – Stored Value Card and E-Cash - Public Policy from legal Insures to Privacy – E-Commerce related legal incidents – Legal, Ethical and other Public Policy insures – Protecting Privacy – Protecting intellectual Property – Taxation and Encryption Polices – Other Legal Issues – Consumer and Seller Protection in E-Commerce.

Recommended Books

1. Turban, Lee, King and Chung, “Electronic Commerce”, Pearson Education Asia, 2001.
2. Ravi Kalkota and AB Winston, “Frontiers of Electronic Commerce”, Addison Wesley 1999.
3. David Whiteley, “E-Commerce” TMH, 2000,
4. Chaffey, “E-Business and E-Commerce Management: Strategy, Implementation and Practice”. Pearson India.

Reference Books

- 1 Greenstein and Feinman, “E-Commerce” TMH, New Delhi, 2000.
- 2 Joseph, “E-Commerce” PHI, New Delhi.
- 3 Ravi Kalkota, “Road made for Success”.

HRM: 411. Knowledge Management

1. Introduction: Definition, Scope and significance of Knowledge Management – Data, information and Knowledge – Types of Knowledge – Knowledge hierarchy, Knowledge Transfer – Knowledge Sharing – Transfer Methods – Role of Internet – Implications for Knowledge Management.
2. Formulating Knowledge Management Strategy: Vision, Purpose and Level of Knowledge Management – Analysing Industry – Structural / Economic Environment – Competitive Advantages – Process of Knowledge Strategy Formulation.
3. Implementing Knowledge Management Program: Knowledge architecture – Systems and Technology – People Issues, Critical Success factors in Knowledge Management Implementation.
4. Knowledge Life Cycle: Conventional versus Knowledge systems life cycle – Challenges – KMSLC – implications for Knowledge Management, Ethical legal and Managerial issues.
5. Technology and Knowledge Management: Technology components for Knowledge Management – Information Technology and Knowledge Management – E.Commerce and Knowledge Management – Total Quality Management and Knowledge Management – Bench Marketing and Knowledge Management. Learning Organizations - Organizations as learning systems – The mystique of learning organization – Out comes of learning – learning and Change, Innovation, Continuous improvement, Corporate Transformation.

Recommended Books

1. B. Rathan Reddy, “Knowledge Management”, 2nd Edition, HPH, Mumbai.
2. Madhukar Shukla, “Competing through Knowledge – Building a Learning Organization”, Response books, New Delhi, 1997.
3. Yogesh Malhotra, “Knowledge Management and Business Model Innovation”, Idea Group Publishing, UK, 2001.
4. Ruth Rikowski, “Knowledge Management”. Elsevier Science & Technology.
5. Carl Frappaola, “Knowledge Management”. Capstone.

Reference Books

1. Archana Shukla & Srinivasan R, “Designing Knowledge Management Architecture”, Sage India Publications, New Delhi, 2002.
2. Elias M Awad & Human M Ghaziri, “Knowledge Management”, Pearson Education.
3. Honeycutt, “Knowledge Management Strategies”, Prentice Hall of India, New Delhi, 2000.

HRM: 412. Team Building and Management

1. Introduction to Team Building - Workgroup Vs. Teams: Transforming Groups to Teams; Types of Teams; Stages of Team Building and its Behavioral Dynamics; Team Role; Interpersonal Processes; Goal Setting and Problem Solving.
2. Interpersonal Competence & Team Effectiveness: Team Effectiveness and Important Influences on Team Effectiveness. Role of Interpersonal Competence in Team Building; Measuring Interpersonal Competence, Goals; Team Size; Team Member Roles and Diversity; Norms; Cohesiveness; Leadership, Measuring Team Effectiveness.
3. Communication and Creativity: Communication Process; Communication Effectiveness & Feedback; Fostering Team Creativity; Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming.
4. Role of Leaders in Teams: Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors.
5. Developing Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to Build Collaboration in Organizations; Social Loafing, Synergy in Teams, Self-Managed Teams.

Recommended Books:

1. McShane, S. L & Glinow M. A. V. (2001). Organizational Behaviour: Emerging Realities for the Workplace Revolution. Tata McGraw-Hill Publishing Company Ltd.
2. Hellriegel, D. & Slocum, J. W. (2004). Organizational Behaviour. Thomson Asia Pvt. Ltd., Singapore.
3. Naper, Rodhey, W & Gershenfeld Mattik, (1996). Groups Theory & Experience, AITBS, India.

Reference Books:

1. Robbins, S. P. (2004). Organizational Behavior. Pearson Education.
2. Luthans, F. (2002). Organizational Behavior. McGraw-Hill International Edition.
3. Pareek, Udai. (2004). Understanding Organizational Behaviour. Oxford University Press.

HRM: 413. Global Human Resource Management

1. International Human Resource Management concept, expanding role – Global issues and challenges, Differences between Domestic HRM and GHRM.
2. Human and Cultural Variables in Global Organizations – Cross Cultural Differences – Cross – Cultural Research Methodologies – Hofstede’s Herme Study, Managerial Implications.
3. International staffing and Compensation Practices – Nature, Sources, Policies – Human Resource Planning – Recruitment and Selection for International Assignment- Training Expatriation –Repatriation. -Designing Compensation Programme, Approaches to International Compensation, Differentiating PCN`S and TCN`S.
4. Appraisal and Training and development in the Global Perspective- Programmes and Agencies - Evaluation of Global HRM Practices-Need, cross cultural training, learning – Performance management and HR process – Competency appraisal – Cultural Issues.
5. International Industrial Relations and People Management – Trade Unions, Collective Negotiations, Disputes/Conflicts, Quality Circles and Participative Management.- USA – European Countries, Asian Countries and Middle East.

Recommended Books

1. Aswathappa, “International Human Resource Management”, TMH.
2. Tony Edwards & Chris Rees, “International Human Resource Management”, Pearson.
3. Subba Rao P, “International Human Resource Management”, HPH.
4. Willy Mccourt & Derek Eldridge, “Global Human Resource Management: Managing people in Developing and Transitional Countries”. Edward Elgar Publishing Ltd.
5. R. Wayne Mondy & Joseph J. Martocchio, “Human Resource Management – Global Edition”. Pearson.
6. Shenkar, “Global Perspectives of Human Resource Management: Collected Readings” (1st Edition). Pearson Higher Education.

Reference Books

1. Rao P.L, “Internal Human Resource Management”, Excel.
2. Dowling P.J, Thomson, “International Dimension of Human Resource Management”, Cengage.
3. Adler N.J, Kent, “ International Dimensions of Organizational Behaviour”.

MM: 421. Advertising Management

1. Advertising – its Purpose and Function, Economics & Social Implications of Advertising, Advertising in Marketing Mix, Advertising Process.
2. Advertising Strategy Planning & Organizations, Advertising Appropriation methods, Creative Strategy, Creative Execution and Judgment - DAGMAR.
3. Evaluation of Advertising Effectiveness - Media Decisions - Advertising Agency Functions - Selection and Co-ordination, Industrial, Institutional, Non – Commercial Advertising, Future of Advertising in Developing Countries.
4. Contribution of Sales Promotion, Planning of a Sales Promotion Programmed, Sales Promotion Programmers for Trade and Consumer, Service Industries, Capital Goods Industries.
5. Recent trends in Advertising: Online Advertising – Search Engine Marketing – Generalised marketing Vs. Personalized marketing through E-mail.

Recommended Books

1. Batra, Myers and Aaker, “Advertising Management”, 15th Edition, PHI.
2. S.A. Chunawala, “Advertising, Sales and Promotion Management”, HPH, Mumbai.
3. Manendra Mohan “Advertising Management: Concepts and Cases”, PHI, New Delhi.

Reference Books

1. Philip Kotler, “Marketing Management”, PHI.
2. Lirkesen Kroeger & Nicosia, “Advertising Principles: Problems and Cases”.
3. Peter Spillard. “Sales Promotion”.

MM: 422. Marketing of Services

1. Introduction to services, Role of service in Indian economy, Characteristics of services, Significance of services. Marketing mix in services - Product, Price, Place, Promotion, People, Process and Physical evidence.
2. Consumer Behavior in services, Customer expectations of services, Building customer relationships, Service development and Design - Employee's roles in service delivery, Customers roles in service delivery, Delivering service through intermediaries and Electric channels, Managing demand and capacity.
3. Integrated services marketing communications, Pricing of services, Financial and Economics effect of services.
4. Service Quality, SERVQUAL – Components of SERVQUAL, Service Quality and Customer Satisfaction.
5. Healthcare marketing, Transport and Tourism marketing, Financial services marketing, Educational services marketing, Media marketing, Entertainment and Religious services marketing.

Recommended Books

1. Ravi Shankar, "Services Marketing", South Asia Publication, Delhi.
2. S.M. Jha, "Services Marketing", 4th Edition, HPH, Mumbai.
3. Valarie P. Zeithamal Mary J.O. Bitmer, "Services Marketing", TMH
4. Prof. Kishloy Roy, "Marketing of Services". Everest Publishing House.
5. Jaspreet Kaur, "Marketing of Services". Global Vision Publishing House.

Reference Books

1. B. Balaji, "Services Marketing & Management", S. Chand and Co., New Delhi.
2. Philip Kotler, "Marketing Management", PHI
3. Vasanthi Venugopal, "Services Marketing", HPH, Mumbai.

MM: 423. Retail Management

1. Introduction to Retail Management: retailing – Marketing Management Tasks – Alternative Business Philosophies – Marketing Orientation.
2. Consumer Behaviour and Retail Operations: The Buying Decision Process and the Implications for Retail Management – Demographic, Socio – Economic – Influence on Consumer Behavior.
3. The Retail Marketing Mix: The Target Markets, the Product Approaches to Pricing - The Retail Product, Retail Promotion, Retail Logistics.
4. Merchandise Management: Methods of Planning & Calculating Inventory Levels - Retail Location Strategies & Decisions: Location, Site and Types Of Retail Development – Location Techniques – Retail Property Development.
5. The Management Retail Brand: Brand Image, Brand Loyalty, Brand Technology in Retail Stores – Future of Retailing.

Recommended Books

1. David gilbert “Retail Marketing Management” Pearson Education, India – 2001.
2. Davidson, W.R., Sweeney PJ. Retailing Management, 5th Edition, John Wiley, New York.
3. Gist, RR, “Retailing: Concepts and Decisions” (1968) Wiley and Sons, New York.
4. Berman, “Retail Management: A Strategic Approach” (11th Edition). Pearson India.
5. Chetan Bajaj, “Retail Management” (2nd Edition). Oxford University Press, New Delhi.
6. Gilbert, “Retail Marketing Management” (2nd Edition). Pearson India.

FM: 431. International Financial Management

1. International Financial Environment: International Financial Management and the Multinational firm- The International Monetary Environment.- Foreign Exchange Rate-Determination- The Foreign Exchange Market and Foreign Currency Options.
2. Measuring and Monitoring Foreign Currency Exposure: Transaction Exposure - Operating Exposure - Accounting Exposure - Interest Rate Exposure and Swaps.
3. Financing the Global Firm: Financial Structure of the global firm- Global Cost of Capital - Sourcing Equity Globally - Sourcing Debt Globally.
4. Foreign Investment Decisions: Corporate Strategy and Foreign Direct Investment - International Capital Budgeting - International Acquisitions and Valuation - Adjusting for risk in foreign Investments – Export and Import Financing.
5. Advanced Topics in International Finance: International Portfolio theory and the MNE. - Advanced topics in Currency Risk Mgt - Advanced topics in interest rate risk Management - Recent trends in International financial management – International taxation.

Recommended Books

1. Alan C. Shapiro. “Multinational Financial Management”. Prentice Hall of India, New Delhi-1995.
2. Eun/ Resnick, “International Financial Management”, Tata Mc. Graw Hill, New Delhi.
3. H.R. Machiraju, “International Financial Management”, Himalaya Publishing House, Hyderabad.
4. Jeff Madura & Roland Fox, “International Finance Management”. Cengage Learning.
5. Ankit Rajput, “International Finance Management”. Global Publication.

Reference Books:

1. Eiteman & Stonehill. “Multinational Business Finance”, Addison Wesley Longman, New Delhi, 2001.
2. Adrian Buckley, “The Essence of International Management”, 1995.
3. Abdullah Faud A. “Financial Management for the Multinational Firm”, 1987.

FM: 432. Strategic Financial Management

1. Corporate Restructuring Nature & objective, Forms of Corporate restructuring, Types and Theories of Mergers, Reasons for merger, Demerger, Take over and Acquisitions, Business Alliances, Divestitures.
2. Legal and Procedural Aspects, Tax Implication. Cross border acquisitions and International acquisitions.
3. Strategic Financial Management Objectives of Strategic Finance Management, The 9S model, Strategic investigation of growth, Value Chain analysis and Value Engineering, SBU,
4. Life Cycle Costing, Strategic Cost Management, Activity Based Costing (ABC), Objective Based Costing(OBC), Target Costing, Balanced Scorecard, Special Purpose Vehicle, Venture Finance, Economic Value Added and Owner's Value Added.
5. Financial Engineering Financial Innovations and Financial Engineering: Leverage Buy out-operations, Norms for financing leverage buyouts, Corporate Control Mechanisms, Financially Engineered Products.

Recommended Books:

1. Ravi M Kishore, "Strategic Financial Management", Taxmann
2. Marshall and Basnsal, "Financial Engineering", PHI
3. Jakhotiya, "Strategic Financial Management", Vikash

Reference Books:

1. Sudarsaan, "Creating Value from Mergers and Acquisitions", Pearson
2. Gaughan, "Mergers, Acquisitions and Corporate Restructuring", Wiley
3. R. Vadapalli, "Mergers, Acquisitions and Business Valuation", Excel Books

FM: 433. Banking and Insurance Management

1. Evolution of Banking in India—origin, nationalization, reforms, Sources of risk in banks. Various services offered by banks, Sources of Bank Funds- Deposits and Other sources. Role of commercial banks in Economic Development, Role of RBI.
2. Features of Bank Credit, types of lending, the credit process and management, different types of loans and their features, fixed & floating rate loans, NPA Management.
3. Banking Innovations:-Core Banking Solution, Retail Banking-Products & Services, Plastic Money, National Electronic Funds Transfer, ATM, Mobile Phone Banking, Net Banking, Banc assurance. Changing role of Banks as Financial Intermediaries.
4. Insurance: History and Evolution of Insurance Industry, Reforms - Insurance as a Risk Management Technique - Characteristics of Insurance contract, Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Types of Insurers, Reinsurance: the concept, uses and advantages.
5. Marketing channels: Agents & brokers – professionalism, remuneration, responsibilities, classification, criteria for appointment, Professional Ethics – Role of IRDA. The concept of Life Insurance, types of Life Insurance contracts, Classification of Life Insurance.

Recommended Books

1. Vasant Desai, “Banks & Institutional Management”, 2nd Edition, HPH, Mumbai, 2010.
2. Padmalatha Suresh & Justin Paul, “Management of Banking & Financial Services”, 2nd Edition, Pearson Education.
3. S. Aruna Jatesan, T.R. Viswanathan, “Risk Management & Insurance”, MacMillan 2009
4. Adam Lerwick, “Banking and Insurance Management”. Venus Books.

Reference Books

1. P.K Gupta, “Insurance and Risk Management”, HPH, Mumbai.
2. James S. Trieschmann, Robert E. Hoyt & David. W. Sommer, “Risk Management & Insurance”, Cengage Learning 2005, 12th Edition.
3. Mark. S.Dorfman, “Introduction to Risk Management & Insurance”, PHI, 8th Edition, 2007.

FM: 434. Tax Planning & Management

1. Introduction: concept, significance and problems of the tax planning – structure of direct taxes in India – appraisal of annual finance act – tax amendments and notifications and notifications – advance tax rulings – recognized methods of tax planning.
2. Legal diversions of income – ensuring maximum claims for deductions – taxing advantage of available relief – rebates and tax free sources of income – problems arising from aggregation of income – implications of various tax planning methods and cash flow.
3. Organization and tax planning: appropriate form of organization for tax savings – partnership firm, joint stock company, association of persons and others – Indian branch of foreign company V/s Indian company - foreign branch of an Indian company Vs separate foreign company – subsidiary V/s branch.
4. Tax considerations and specific managerial decisions: a) make or buy b) own or lease c) retain or replaced d) repair, scrap or retain e) export Vs domestic sales, f) shut down or continue g) expand or contract h) invest or disinvest.
6. Case Study: A Case Study of a business unit related to practical problem of tax planning is to be done by the students.

Recommended Books

1. E. A Srinivas “Hand Book of Corporate Tax Planning” Tata McGraw Hill. New Delhi.
2. Dr. Vinod K. Singhania and Dr. Kapil Singhania, “Direct Taxes - Law and Practise”, 41st Edition, Taxmann Publications (P) Ltd., New Delhi, 2008.

Reference Books

1. Richard M Bird Oliver Old Man. “Reading on Taxation in Developing Countries” John Hophins.
2. John F Due “Indirect Taxation in Developing Economics”. John Hophins.
3. Bhagavan Prasad. “Income Tax Law and Practice”. Alligarh Narman Prakasan. Alligarh.

FM: 435. Strategic Risk Management

1. Risk- Uncertainty- Peril- Hazard- Subjective risk- Acceptable risk versus Unacceptable risk- Classification of risk- Classification of Pure risk- The cost of risk-Degree of risk-Meaning- Scope & Objective of Risk Management Personal risk management- Corporate risk management.
2. Risk Management Process- The Administration of Risk Management Process- influencing factors- constrains-monitoring & review-Risk Identification- Perception of risk- Operative cause/perils- Safety Audit, Risk Evaluation - Presentation of Data- Probability Concepts- Risk and Law of large number-Risk Control-Risk avoidance- Risk reduction- Classifications- Evaluation of risk reduction measures-Risk Financing- Retention-Determination of retention levels- Captive Insurer- Self Insurance- Risk retention group. Transfer-Non-insurance transfer- Insurance.
3. Enterprise Risk Management: Meaning of ERM - Source of risk to an Enterprise, Pure risk- Speculative risk -Strategic risk - Operational risk- Market risk- Credit risk.
4. Project Risk Management: Meaning -Source & Classification of project risk, Cost & Effect of project risk operation- Reason -Scope- Objective of Project Risk Management-Phases of Project Risk Management- Prerequisite of risk response, Characteristics of risk response- Type of risk handling Strategies- Factors effecting strategy selection- Insurance & Project Risk Management- Risk management in different types of project.
5. Operational Risk Management: Meaning - Sources & Classification of Operational Risk - Operational Events- Regulatory issues of Operational Risk Management, Measurement of Operational Risk-Objectives of Operational Risk Management- Stages of Operational Risk Management- Roles of Supervisor- Disclosure Requirement, Insurance & Operational Risk Management.

Recommended Books

1. Principles of Risk Management & Insurance – George E. Rejda.
2. Risk Management & Insurance- Scott Harington.
3. Strategic Risk Management Practice – Torben Juul Andersen, Cambridge University Press – New Delhi.

Reference Books

1. Risk Management & Insurance- C. Arthur Williams.
2. Enterprise Risk Management: ICFAI Publishers

OM: 441. Project Management

1. Project Identification and Formulation Project characteristics, Taxonomy of projects, Project Identification, Preparation, and Screening of Project Ideas.
2. Tax Incentives and Tax Planning for project investment decisions, Zero based project formulation, UNIDO manuals, Detailed Feasibility Study Report.
3. Project Appraisal: Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Govt. projects and social projects, Social Cost benefit analysis. Environmental Appraisal.
4. Project Cost Estimate and Risk Analysis Cost of project, Components of capital cost of a project, Project Risk Analysis, Techniques of Risk Analysis, Project Organization. Infrastructure projects- characteristics and issues related to infrastructure projects, state of infrastructure in India, New Approaches for infrastructure, PPP, mix of govt. support and regulation.
5. Project Evaluation and Audit Sources of financing, Role of Financial Institutions in project financing, Covenants attached to lending, Data required for calculation of NPV, PI, IRR, BCR, NBCR, Project cost overruns and cost control, Phases of post audit, Type of post audit, Project close out of Terminalia.

Recommended Books

1. B Patel, "Project Management", Vikas
2. N Singh, "Project Management and Control", HPH
3. P. Chandra, "Projects", TMH
4. Project Management – Managerial Approach, Jack R Meridith & Samuel J Mantel Jr Jhon wicky & Sons 2011.
5. Project Management – The Managerial Process: 6th Edition, Clifford F. Gray, Eric W. Larson, Gawtam V. Desai; McGraw Hill Education.

Reference Books

1. HR Machi Raju, "Introduction to Project Finance", Vikas
2. K. Nagarajan, "Project Management", New Age
3. Panner Selvam / Senthil Kumar, "Project Management".

OM: 442. Enterprise Resource Planning (ERP)

1. An overview - Accommodating variety-Integrated Management Information-Seamless Integration-Supply Chain Management-Resource Management - Integrated Data Model-Scope technology, Benefits of ERP Evolution ERP Revised ERP and the Modern Enterprise.
2. Business Engineering (BE)-Significance of Business Engineering-Principles of Business Engineering-BP, ERP and IT-Business Engineering with Information Technology-ERP and Management concerns.
3. Building the Business Model-ERP implementation-An overview Role of Consultants, Vendors and Users-Customization precautions ERP post implementation Options.
4. ERP Implementation Methodology, Guidelines for ERP Implementation ERP and the competitive advantage, ERP and the Competitive Strategy.
5. MFG/PRO-IFS/Avalon-Industrial and financial systems Bann IV-SAP-SAP R/3-Marketing of ERP, An overview Market Dynamics and competitive strategy – Case Studies.

Recommended Books

1. Vinod Kumar Garg and N K Venkita Krishnan, Enterprise Resource Planning Concept and Practice, 2nd Edition, Prentice Hall India.
2. C.S.V. Murthy, “Enterprise Resource Planning, 1st Edition, HPH, Mumbai.
3. Alexius Leon-Enterprise Resource Planning-TMH

OM: 443. Technology Management

1. Introduction & Technology Policy: Definition, Technology and society, Definition of technology, Classifications of technology, Management of technology (MOT). The conceptual frame work for (MOT), Drivers of MOT- Significance and Scope of MOT- Role of Chief Technology Officer – Responding to Technology challenges. Technology Policy – Determinants of Nation’s Capability – Role of Government – Science and Technology policy – Status of Technology in India – Future of India
2. Technology Planning and Strategy Tools, Technology Acquisition Technology Planning – Tools for Company Technology Analysis – Tools for industry Technology Analysis – Trajectories of Technology, Alliances: Formal versus Informal Alliances, Duration of an Alliance, Location: Domestic versus International Alliances Concerns in Alliances.
3. Mergers and Acquisitions of Technology, Strategic Reasons for Mergers and Acquisitions, Types of Mergers and Acquisitions, Technology Acquisition - Methods Acquisition - Internal Development - External acquisition Sources - Acquisition decisions
4. Innovation Management, Technology Transfer, Definition of Innovation, Definition of Management of Innovation, The Process of Managing Innovation, Making Decisions for Managing Innovation, Tools for Managing Innovation,
5. Process Innovations – Concept and types of process - Process Management Concerns - Types of Process innovations- Process improvement techniques – Organizing for improvements, Technology Transfer – Definition – Classification and Significance - Elements of transfer process - Types of Technology transfer

Recommended Books:

1. Azad, R. R., “Technology Transfer & Joint Ventures Abroad”, Deep & Deep Publications, India, 2000.
2. Tushman, M.L. & Lawrence, P.R., “Managing Strategic Innovation & Change”, Oxford University Press, USA, New York, 1997.
3. Jones T., “Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability”, Butterworth Heinemann, U. K. 2003.

Reference Books:

1. Track Khalil, “Management of Technology”, TMH
2. Schilling, Melissa A., “Strategic Management of Technological Innovation”, 3rd Edition, McGraw-Hill Irwin, 2010.