

**Appendix-C**  
**Item No.SENATE: 33.7**

**INDIAN INSTITUTE OF TECHNOLOGY ROORKEE**

**NAME OF DEPTT. /CENTRE** : DEPARTMENT OF MANAGEMENT STUDIES

**1. Subject Code** : IBM-01      **Course Title** : Knowledge Management

**2. Contact Hours:**                      **L:** 3      **T:** 0      **P:** 0

**3. Examination Duration (Hrs.):**    **Theory**       **Practical**

**4. Relative Weightage:** CWS  PRS  MTE  ETE  PRE

**5. Credits:**                       **6. Semester:** Both

**7. Pre-requisite:** Nil                      **8. Subject Area:** HSSMEC

**9. Objective of Course:** To acquaint students with various aspects relating to framework, infrastructure, technologies and applications of knowledge management and exposure to knowledge creation, storage and distribution practices in India and abroad.

**10. Details of Course:**

S.No.	Contents	Contact Hours
1	Introduction to Knowledge Management, distinction between data, information and knowledge	3
2	Concept of knowledge creation, intellectual capital creation, human capital, customer capital and organizational capital	5
3	Socio-cultural aspects and organizational aspects: Tacit and explicit knowledge; Knowledge organization, group formation and team conversion as a social mechanism.	5
4	Knowledge storage and distribution, KM tools, data warehouse, data mining, knowledge management evaluation and valuation of knowledge	5
5	Knowledge sharing practices and barriers: Knowledge sharing proficiencies – the key to barriers to adoption of organizational memories: lessons from industry	3
6	Knowledge culture : culture process, culture and knowledge, trust and KM, the human factor in KM culture, peer-to-peer knowledge, developing and sustaining methods of knowledge culture.	4
7	Knowledge initiative, knowledge strategic issues in knowledge management, identifying and transferring internal best practices	5

8	Knowledge commerce combining data from existing company sources: architecture and experiences: Commercialization- the next phase of KM, the convergence of electronic business and KM	4
9	KM in indian organizations and MNC: Sharing tacit knowledge: Cases of Volvo, Tata Steel, Eicher Motors, General Motors, knowledge window at WIPRO, knowledge currency at TCS,	4
10	Learning organizations' and organizational learning: alternative strategies for leveraging the knowledge asset. System and processes of learning organisation	4
<b>Total</b>		<b>42</b>

### 11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1	Raman T., "Knowledge Management", Excel Books.	2004
2	Warrier S., " Knowledge Management", Vikas Publishing House.	2007
3	Barnes S., "Knowledge Management Systems: Theory & Practice", Thomson Learning Press	2002
4	Maier R., "Knowledge Management System", Springer	2002
5	Tiwana A., "Knowledge Management Tool Kit", Pearson Education	2002

**INDIAN INSTITUTE OF TECHNOLOGY ROORKEE**

**NAME OF DEPTT. /CENTRE : DEPARTMENT OF MANAGEMENT STUDIES**

1. **Subject Code : IBM-02**      **Course Title : Banking and Bank Finance**
2. **Contact Hours:**                      **L: 3      T: 0                      P: 0**
3. **Examination Duration (Hrs.):**    **Theory**       **Practical**
4. **Relative Weightage:** CWS     PRS     MTE     ETE     PRE
5. **Credits:**                       6. **Semester:** Both
7. **Pre-requisite:** Nil                              8. **Subject Area:** HSSMEC
9. **Objective:** To apprise students with basic understanding of Banking and Bank Finance.
10. **Details of Course:**

Sl. No.	Contents	Contact hours
1.	Introduction : trade, commerce, business; Barter system, origin of money, medium of exchange, role of money in economy; Structure of financial system, instruments, institutions and markets, growth perspectives of financial system in India since 1947.	4
2.	Bank : origin, nature and history; structure of banking; Central bank: functions, role and organization structure, instruments of central banking (RBI) policy : Bank Rate, Cash Reserve Ratio, Statutory Liquidity Ratio and open market operations.	4
3.	Commercial Banking : deposits, credit offering, forms of advances and types of credit; letter of credit, deferred payments, guarantees, charging of securities; Hypothecation, pledge, mortgage, lien and set-off.	7
4.	Development Banking : nature and types; Participation in economic development; Role of IDBI, IFCI, SIDBI, ICICI, SHCL, DFHI, NHB, SFCs, EXIM Bank and ECGC.	6
5.	Rural Banking : history, structure and growth; Role of NABARD in agriculture and rural development.	4
6.	Role of banks in financial market : merchant banking, bankers to issue, investment banking, asset management, portfolio management, depositary and stock broking services.	8
7.	Changing scenario in banking sector : core banking, universal banking, retail banking, housing finance, technology, virtual banking, e-banking, credit cards and electronic clearing services.	5
8.	Scams, frauds, global financial crisis and their effect.	4
	<b>Total</b>	42

**11. Suggested Books:**

<b>S. No.</b>	<b>Name of Authors/Books/Publisher</b>	<b>Year of Publication / Reprint</b>
<b>1.</b>	Sethi J., Bhatia N., "Elements of Banking and Insurance", PHI	2009
<b>2.</b>	Gurusamy S., "Indian Financial System", 2 <sup>nd</sup> Edition, Tata McGraw Hill	2009
<b>3.</b>	Christopher V., "Financial Institutions, Instruments and Markets", 6 <sup>th</sup> Edition, Tata McGraw Hill	2009
<b>4.</b>	Clifford G., "Financial Markets, Institutions and Financial Services", PHI	2009
<b>5.</b>	Khan M. Y., "Financial Services", 5 <sup>th</sup> Edition, Tata McGraw Hill	2007

**INDIAN INSTITUTE OF TECHNOLOGY ROORKEE**

**NAME OF DEPTT. / CENTRE :** DEPARTMENT OF MANAGEMENT STUDIES

1. **Subject Code :** IBM-03      **Course Title :** CROSS CULTURAL MANAGEMENT

2. **Contact Hours:**                      L: 2      T: 1                      P: 0

3. **Examination Duration (Hrs.):**      **Theory:**       **Practical:**

4. **Relative Weightage:**    CWS     PRS     MTE     ETE     PRE

5. **Credits:**                       6. **Semester:** Both

7. **Pre-requisite:** Nil                      8. **Subject Area:** HSSMEC

9. **Objective:** To acquaint students aspiring for international assignments with cross cultural management issues.

**10. Details of the Course:**

S.No.	Contents	Contact Hours
1	<b>Introduction to culture :</b> Meaning of culture, dimensions of culture, the phenomenon of culture, layers of culture, cultural entities (level of analysis)	5
2	<b>Theories and dimensions of culture:</b> Cultural dimensions (Hofstede's model of national culture), individualism vs. collectivism, large or small power distance, strong or weak uncertainty avoidance, masculinity vs. femininity, long term - short term orientation	5
3	<b>Organisational culture:</b> Meaning, culture in organisations, importance of organisational culture, composition of culture, models and theories of organisational culture, Schein's model of organisational Culture, Hofstede's model of organisational culture, competing values framework based culture types	6
4	<b>Culture and communication :</b> Business communication across cultures, barriers to intercultural communication, developing intercultural relationships	4
5	<b>Culture and conflict:</b> Introduction, cultural factors leading to conflict, strategies for eliminating conflict arising due to cultural assumption, conflict management approaches in a team	2
6	<b>Negotiations across cultures:</b> Introduction, negotiations across cultures, negotiation styles, direct confrontation, types of negotiations, culture and negotiation, the role of cultural sensitivity in conflict resolution, cross-cultural adaptation, cultural shock, cultural homelessness, cross-cultural teams, cross-cultural leadership.	6
	<b>Total</b>	<b>28</b>

### 11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1	David C. Thomas, "Cross-Cultural Management: Essential Concepts", 2 <sup>nd</sup> Edition, Sage.	2008
2	Madhavan, S., "Cross-cultural Management: Concepts and Cases", 1 <sup>st</sup> Edition, Oxford University Press	2011
3	Larry A. S., Richard E. P., McDaniel, E., Roy, C., "Communication Between Cultures", 8 <sup>th</sup> Edition, Wadsworth Cengage Learning.	2013 2010
4	Moran, R., Harris, P., Moran, S., "Managing Cultural Differences", 8 <sup>th</sup> Edition, Routledge.	2010

**INDIAN INSTITUTE OF TECHNOLOGY ROORKEE**

**NAME OF DEPTT. /CENTRE :** DEPARTMENT OF MANAGEMENT STUDIES

**1. Subject Code : IBM-04      Course Title :** **STRATEGIC HUMAN RESOURCE MANAGEMENT**

**2. Contact Hours:**                      **L: 2      T: 1                      P: 0**

**3. Examination Duration (Hrs.):**      **Theory:**       **Practical:**

**4. Relative Weightage:**    **CWS**     **PRS**     **MTE**     **ETE**     **PRE**

**5. Credits:**                       **6. Semester:** Both

**7. Pre-requisite:** Nil                      **8. Subject Area:** HSSMEC

**9. Objective:** To develop the perspective of strategic human resource management and understand the relationship of HR strategy with overall corporate strategy.

**10. Details of the Course:**

S. No.	Contents	Contact Hours
1	<b>Introduction to Strategic Management :</b> Definition, the resource based view of the firm, process of strategic management, mission, values and objectives, analysis of organisational resources and capabilities	2
2	<b>Goal Setting – Strategic Path to Success :</b> Relationship between vision, mission and goal setting, approaches to goal setting, process of goal setting, characteristics of goal setting (SMART)	2
3	<b>Aligning Strategic aspects of Human Resources :</b> Definition, models in HRM, traditional HRM to strategic HRM, the strategic dimension of HRM, linking HR strategies with business strategies	5
4	<b>Strategising the HR Process: Recruitment and retention strategies -</b> Online recruitment, outsourcing recruitment functions, headhunting, assessment centers, methods used in assessment centers, employee retention	3
5	<b>Reward and Compensation Strategies :</b> Skill based pay, broad banding, variable pay, profit sharing, executive compensation	3
6	<b>Training and Developing Strategies:</b> Competency mapping, multi-skilling, succession planning, creating a learning organization	2
7	<b>Performance Management Strategies:</b>	4

	Meaning and importance, defining performance management, the performance management process, rewarding performance, methods for assessment, need for performance management, processes and systems for managing performance, 360 degree feedback	
8	<b>Developing HR as strategic value addition Function</b> Gaining competitive advantage through HR, HR as a strategic business partner, the VRIO framework, changing role of HR, future challenges of HR	3
9	<b>International Human Resource Management</b> Introduction, definitions, differences between domestic and International HRM, effective IHR strategy implementation, reasons for the emergence of IHRM, approaches to managing and staffing subsidiaries	4
<b>Total</b>		<b>28</b>

#### 11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1.	Mello, Jeffrey A. "Strategic Human Resource Management", 3 <sup>rd</sup> Edition, Cengage Learning	2010
2	Agarwala, T., "Strategic Human Resource Management", 4 <sup>th</sup> Edition, Oxford University Press	2007
3	Armstrong, M., "Armstrong's Handbook of Strategic Human Resource Management", 5 <sup>th</sup> Edition, Kogan Page	2011
4	Bratton, J.; Gold, J., "Human Resource Management: Theory and Practice", Palgrave Macmillan, 5 <sup>th</sup> Edition	2012
5	Mondy, W. "Human Resource Management", 10th Edition, Pearson	2009



**INDIAN INSTITUTE OF TECHNOLOGY ROORKEE**

**NAME OF DEPTT. / CENTRE : DEPARTMENT OF MANAGEMENT STUDIES**

**1. Subject Code : IBM-05 Course Title : MANAGEMENT OF SELF AND INTERPERSONAL DYNAMICS**

**2. Contact Hours: L: 2 T: 1 P: 0**

**3. Examination Duration (Hrs.): Theory: 2 Practical: 0**

**4. Relative Weightage: CWS 25 PRS 0 MTE 25 ETE 50 PRE 0**

**5. Credits: 3 6. Semester: Both**

**7. Pre-requisite: Nil 8. Subject Area: HSSMEC**

**9. Objective:** To acquaint the students with the problems of managing oneself and the conflicts that he/she may face while working with others in an organization.

**10. Details of the Course:**

S.No.	Contents	Contact Hours
1	Exploring the self- capabilities; orientation, personal growth, ego states, self assessment-strength and weaknesses	4
2	Creativity: Process of creativity, determinants of creativity, skills in creativity, creative thinking, nature and characteristics of creativity	5
3	Transactional analysis, exchange relationship - inputs and outcomes of relationships, relevance of inputs and outcomes	5
4	Issues and challenges involved in managing diversity, individual biases towards diversity management, enhancing skills for effective diversity management	4
5	Interpersonal dynamics and relationship, interaction theory, dialectical theory, inclusion and identity, cohesion and development	5
6	Self and organizational culture , personal effectiveness and self-leadership, understanding your thinking process, identifying the filers on your world	5
	<b>Total</b>	<b>28</b>

### 11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1	Blanchard, K., "Leading at a Higher Level", FT Press	2010
2	Hargaden, H. and Sills, C.. "Transactional Analysis: A relational approach" , 2 <sup>nd</sup> Edition, Brunner- Routledge	2002
3	Constatine , Patrick M.B. Dowsan, "Managing Change Creativity & Innovation", Sage Publications	2009
4	Berne, E., "Games people play: The psychology of human relationships" Grove Press	1964
5	Robert A. B. and Donn B., "Social Psychology: Understanding Human Interactions", Prentice Hall of India	2004

**INDIAN INSTITUTE OF TECHNOLOGY ROORKEE**

**NAME OF DEPTT. / CENTRE :** DEPARTMENT OF MANAGEMENT STUDIES

**1. Subject Code : IBM-08 Course Title : FUNDAMENTALS OF INNOVATIONS, AND BUSINESS MODELS**

**2. Contact Hours: L: 2 T: 1 P: 0**

**3. Examination Duration (Hrs.): Theory:  Practical:**

**4. Relative Weightage: CWS  PRS  MTE  ETE  PRE**

**5. Credits:  6. Semester: Both**

**7. Pre-requisite: Nil 8. Subject Area: HSSMEC**

**9. Objective:** To acquaint students with fundamentals of innovation, entrepreneurship and new business models.

**10. Details of the Course:**

S.No.	Contents	Contact Hours
1	Introduction to innovation, process of innovation, nature of innovation within firms and their motives for innovation, collaboration with other firms in networks and strategies to protect own position	6
2	Harnessing innovation for businesses : opening of new markets and developing new ways to serve existing customers, threats of rapid pace of technological change to established businesses and existing business models, opportunities for new entrants to markets, response of established businesses	7
3	Innovation and entrepreneurship, managing innovation and entrepreneurship, challenges of innovation strategy, social entrepreneurship and innovation	5
4	Globalization of innovation, open system of innovation, recognising the opportunity, sources of innovation	5
5	Designing business models from entry into incubation, development of business models for your own innovation, analysis of business models of competitors and incumbents.	5
	<b>Total</b>	<b>28</b>

**11. Suggested Books:**

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1	Bessant J. and Tidd J., Innovation and Entrepreneurship, John Wiley & Sons, 2 <sup>nd</sup> Edition	2011
2	Drucker P.F., Innovation and Entrepreneurship, Harper Business	1993
3	Chanal V., Rethinking Business Models for Innovation lessons from entrepreneurial projects, (e book) halshs-00566298, version 2	2011
4	George G. and Bock A.J., Models of opportunity how entrepreneurs design firms to achieve the unexpected, Cambridge University Press	2012
5	Manmohan R. and Aseem K., Managing Innovations and New Product development: Concepts and Cases, PHI Learning	2009

**INDIAN INSTITUTE OF TECHNOLOGY ROORKEE**

**NAME OF DEPTT. / CENTRE :** DEPARTMENT OF MANAGEMENT STUDIES

1. **Subject Code :** IBM-06      **Course Title :** MARKETING RESEARCH
2. **Contact Hours:**            L: 3      T: 0      P: 0
3. **Examination Duration (Hrs.):**    Theory:     Practical:
4. **Relative Weightage:** CWS  PRS  MTE  ETE  PRE
5. **Credits:**                       6. **Semester:** Both
7. **Pre-requisite:** Nil                      8. **Subject Area:** HSSMEC
9. **Objective:** The objective of this subject is to acquaint students about the importance of research in marketing and make them a beginning practitioner.
10. **Details of the Course:**

S.No.	Contents	Contact Hours
1	Introduction to marketing research, nature of research, problem identification, application of marketing research, product , pricing, distribution and advertising research, marketing research in the internet era, careers in marketing research, case study	6
2	Research objective, types of research, qualitative and quantitative techniques, case study, hypothesis development	6
3	Scales of measurement, criteria of a good measurement, factors in selecting an appropriate measurement scale, case study	6
4	Data collection methods, primary and secondary data sources, survey methods, questionnaire design, observation methods, Design of an instrument, data coding and editing	6
5	Data analysis for hypothesis testing, type-I, type-II errors, hypothesis testing for single populations and two populations, ANOVA, correlation and regression analysis, Multivariate analysis, Use of Software for analysis	12
6	Report writing	4
	<b>Total</b>	<b>42</b>



11 DEC 2012

**11. Suggested Books:**

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1	Gilbert Churchill, Jr., "Marketing Research - Methodological Foundations", 6th Edition, The Dryden Press	2007
2	Malhotra, Naresh "Marketing Research: An applied orientation", 11 <sup>th</sup> Edition, Pearson Publication	2012
3	Aaker David A., "Marketing Research", 10 <sup>th</sup> Edition, Wiley Publications	2007
4	Majumdar, Ramanuj, "Marketing Research-Text application and case studies", New Age International Publications.	2012



11 DEC 2012

**INDIAN INSTITUTE OF TECHNOLOGY ROORKEE**

**NAME OF DEPTT. / CENTRE :** DEPARTMENT OF MANAGEMENT STUDIES

1. **Subject Code :** IBM-07      **Course Title :** QUALITY MANAGEMENT
2. **Contact Hours:**                      L: 3      T: 0      P: 0
3. **Examination Duration (Hrs.):**      Theory:       Practical:
4. **Relative Weightage:** CWS  PRS  MTE  ETE  PRE
5. **Credits:**                       6. **Semester:** Both
7. **Pre-requisite:** Nil                      8. **Subject Area:** HSSMEC
9. **Objective:** The objective of this subject is to acquaint students about quality-related issues, including quality planning, analysis, and control.

**10. Details of the Course:**

S.No.	Contents	Contact Hours
1	Introduction – history, definition, Responsibility for quality, Total quality management – approach, Leadership, Customer satisfaction, Employee involvement, Continuous process improvement, Supplier partnership, Cost of poor quality.	8
2	Seven QC tools, Quality function deployment, ISO 9000, Bench marking, Poka yoke, Failure mode and effect analysis, Design of experiments, Taguchi's quality engineering, and Total productive maintenance.	10
3	Statistical quality control – fundamentals – assignable causes, Rational subgrouping, Control charts for variables – average range chart, average standard deviation chart, control charts for attributes – chart for fraction non-conforming, chart for count of non-conformities, Process capability, Six sigma.	12
4	Acceptance sampling – operating characteristic curve, Types of sampling plans, Acceptance quality level, Average outgoing quality, Sampling plan design, Reliability – life-history curve, System reliability and Testing.	12
	<b>Total</b>	<b>42</b>

  
11 DEC 2012

**11. Suggested Books:**

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1	Besterfield, D C and Besterfield C, "Total Quality Management", Pearson Education Asia	1999
2	Montgomery, D.C, "Statistical Quality Control- A modern introduction", 6 <sup>th</sup> Edition, Wiley India	2010
3	Feigenbaum, "Total Quality Control", 3 <sup>rd</sup> Edition, McGraw Hill	1991
4	Hansen B L, and Ghare P M, "Quality Control and Application", Prentice Hall India	1993



# INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

**NAME OF DEPARTMENT : DEPARTMENT OF MANAGEMENT STUDIES**

1. Subject Code: **IBM- 10** Course Title : **Corporate Social Responsibility**
2. Contact Hours: L:3 T:0 P:0
3. Examination Duration (Hrs.): Theory:3 Practical:0
4. Relative Weightage: CWS:25 PRS:0 MTE:25 ETE:50 PRE:0
5. Credits:3 6. Semester: **Both** 7. Subject Area: **HSSMEC**
8. Pre-requisite: **Nil**
9. Objective: To introduce students to the larger theoretical and empirical aspects of Corporate Social Responsibility (CSR).
10. Details of Course:

Sl.No.	Contents	Contact Hours
1	The Meaning and Importance of Corporate Social Responsibility Evolution of CSR, CSR and the law of economics, CSR and social legitimacy, CSR expectations in rich and in poor societies	6
2	The evolving role of stockholders, The iron law of social responsibility Moral and economic arguments for CSR	6
3	The Role of Stakeholders in CSR, Stakeholder advocacy, The role of business in society, Consumers' awareness and willingness to pay for socially responsible corporate behavior.	6
4	The communications revolution and its impact on CSR, Globalization and CSR, Different stakeholders, different perspectives, Success and failure with CSR initiatives, Corporate response to citizen demands via CSR, The five stages of organizational growth in CSR	6
5	The Strategic Importance of CSR Implementation, CSR as a balance between organizational means and ends, The strategic lens: vision, mission, strategy, and tactics, Environmental and other global forces propelling CSR, Impact of globalization and	6

  
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	communications technologies	
6	The strategic CSR model, The business-level CSR threshold Implementing CSR, CSR as competitive advantage	6
7	Case Studies in Organizational, Economic, and Societal CSR Issues Organizational issues (actions versus intentions, corporate commitment, voluntary versus mandatory, stakeholder activism) Economic/business issues (branding, diversity, sustainability, fair trade, wages) Social issues (outsourcing, corruption, human rights, patents)	6
	<b>Total</b>	<b>42</b>

11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1.	Taylor, J. Gary and Patricia Sharlin., "Smart Alliance: How a Global Corporation and Environmental Activists Transformed a Tarnished Brand – Chiquita", Yale University Press.	2004
2	Prahalad, CK., "The Fortune at the Bottom of the Pyramid: Eradicating Poverty through Profits", Wharton School Publishing	2004
3	Grayson, David and Adrian Hodges, "Everybody's Business: Managing Risks and Opportunities in Today's Global Society", Doring Kindersley	2001
4	Amit Sachdev CSR Good Book, Liveweek Business, New Delhi	2013
5	Anderson, Ray, "Mid-Course Correction: Toward a Sustainable Enterprise: The Interface Model", Chelsea Green Publishing Company	1998
6	Wayne Visser, "The Quest for Sustainable Business An Epic Journey in Search of Corporate Responsibility", Renouf Publishing Company	2012

  
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Appendix-I

**INDIAN INSTITUTE OF TECHNOLOGY ROORKEE**

NAME OF DEPTT. / CENTRE : DEPARTMENT OF MANAGEMENT STUDIES

1. Subject Code: IBM-311 Course Title : Operations and Supply Chain Management
2. Contact Hours: L: 3 T:0 P: 0
3. Examination Duration (Hrs.): Theory: 3 Practical: 0
4. Relative Weightage: CWS : 25 PRS : 0 MTE: 25 ETE: 50 PRE : 0
5. Credits: 3 6. Semester: Both 7. Subject Area: PEC
8. Pre-requisite: Nil
9. Objective: The course is designed to explain and evaluate the current thinking in operations and supply.

10. Details of the Course:

Sl.No.	Contents	Contact Hours
1	Introduction to the field, operations and supply chain strategy, project management, product and service design, case study	8
2	Strategic capacity management, process analysis, manufacturing process, facility layout, service process, waiting line analysis, six-sigma quality, case study	8
3	Logistics and facility location, designing the supply chain network, supply chain coordination, service supply chain, case study	8
4	Enterprise resource planning systems, demand management and forecasting, aggregate sales and operations planning, inventory control, material requirement planning, scheduling, simulation, constraints management, case study	10
5	Lean supply chain management, supply chain information systems and electronic commerce, supplier evaluation and selection, supply chain performance measurement, case study	8
<b>Total</b>		<b>42</b>

11. Suggested Books:

S.No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1	Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilana, "Operations and Supply Chain management", 12 Edition, Tata McGraw-Hill	2010
2	Sunil Chopra and Peter Meindel, "Supply Chain Management: Strategy, Planning, and Operations", Pearson India	2012
3	Krajewski, "Operations Management : Processes and Supply Chains", Pearson India (English), 9th Edition	2011
4	Ronald H. Ballou and Samir K Srivastav, "Business Logistics/Supply Chain Management", Pearson	2014



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**INDIAN INSTITUTE OF TECHNOLOGY ROORKEE**

NAME OF DEPTT/CENTRE: **DEPARTMENT OF MANAGEMENT STUDIES**

1. Subject Code: **IBM- 312** Course Title: **Data Mining for Business Intelligence**
2. Contact Hours: **L: 2 T: 1 P: 0**
3. Examination Duration (Hrs.): **Theory: 2 Practical: 0**
4. Relative Weightage: **CWS: 25 PRS: 0 MTE : 25 ETE : 50 PRE: 0**
5. Credits: **3** 6. Semester: **Both** 7. Subject Area: **HSSMEC**
8. Pre-requisite: **Nil**
9. Objective: To impart knowledge on use of data mining techniques for deriving business intelligence to achieve organizational goals.
10. Details of Course:

S. No.	Contents	Contact hours
1.	<b>General Overview of Data Mining and its Components</b> Data Mining definitions, applications, origins, growth, terminology and notation. Data Mining Process: core ideas, overview of classification, prediction, association rules, predictive analytics, data reduction, data exploration, data visualization, supervised and unsupervised learning, and steps in data mining.	3
2.	<b>Data Exploration and Preparation</b> Data Visualization: basic charts, multidimensional visualization, and specialized visualizations. Dimension Reduction: Data summaries, correlation analysis, and principal component analysis	3
3.	<b>Performance Evaluation</b> Judging classification performance: naïve rule, class separation, classification matrix, accuracy measures, cutoff, unequal importance of classes, and asymmetric misclassification. Evaluating predictive performance: average, prediction accuracy measures	4
4.	<b>Supervised Learning Methods: Model Based Methods</b> Multiple Linear Regression, Logistic Regression: modeling, evaluation, and analysis.	4
5.	<b>Supervised Learning Methods: Data-Driven Methods</b> k-Nearest Neighbors (k-NN), Classification and Regression Trees: modeling, evaluation, and analysis. Neural Nets: concept and structure, fitting a network to data.	6

6.	<b>Unsupervised Learning</b> Association Rules: A priori algorithm, support and confidence. Cluster Analysis: distance measures, hierarchical clustering, and nonhierarchical clustering.	4
7.	<b>Forecasting Time Series</b> Handling Time Series: time series components, data partitioning. Regression-Based Forecasting: model with trend, model with seasonality, model with trend and seasonality. Smoothing Methods: moving average, simple exponential smoothing.	4
	<b>Total</b>	<b>28</b>

11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1.	Galit Shmueli, Nitin Patel, and Peter Bruce, Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner, Second Edition	2015
2.	Ian H. Witten, Eibe Frank, and Mark A. Hall, Data Mining: Practical Machine Learning Tools and Techniques, Third Edition	2011
3.	Anand Rajaraman, and Jeffrey David Ullman, Mining of Massive Datasets, First Edition	2011
4.	Jiawei Han, Micheline Kamber, and Jian Pei, Data Mining: Concepts and Techniques, Third Revised Edition	2011
5.	Foster Provost, and Tom Fawcett, Data Science for Business: What you need to know about data mining and data-analytic thinking, First Edition	2013

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## INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT. /CENTRE: **DEPARTMENT OF MANAGEMENT STUDIES**

1. Subject Code: **IBM- 313**      Course Title : **Project Management**
2. Contact Hours:                      **L: 3      T: 0              P: 0**
3. Examination Duration (Hrs.): **Theory: 3**                      **Practical: 0**
4. Relative Weightage: **CWS: 25      PRS: 0      MTE: 25      ETE: 50      PRE: 0**
5. Credits: **3**                      6.Semester: **Both**                      7. Subject Area: **HSSMEC**
8. Pre-requisite: **Nil**
9. Objective: To provide an integrative approach to management of projects, detailing the concepts of various phases of the Project life cycle.
10. Details of the Course:

S.No.	Contents	Contact Hours
1	Definition of projects; Project life cycle / phases, stakeholders, organization and skills	4
2	Role of project manager, conflicts in projects and resolution, project objectives / processes	4
3	Proposal engineering management; Project feasibility and appraisal	5
4	Project cost estimation and control; Project financing and managing cash flows; Risk analysis in project	8
5	Project structuring, planning and scheduling, resource scheduling and allocation; Project acceleration; Network approach : PERT/CPM, PERT/COST, GERT, simulation of networks	10
6	Project monitoring systems, line of balance	3
7	Contract management and structuring	4
8	Project management in production, services and construction industries	4
<b>Total</b>		<b>42</b>



11. Suggested Books:

S.No.	Name of Authors /Books/ Publisher	Year of Publication / Reprint
1.	Chandra, P., "Projects, Planning, Analysis, Financing, Implementation and control", 5 <sup>th</sup> Ed., TMH	2002
2.	Maylor, H., "Project Management", 2 <sup>nd</sup> Ed., Pitman Publication	2000
3.	Ghattas, R.G. and McKee, S.L., "Practical Project Management", Pearson Education Asia	2001
4.	Pinto, P.K., "Project Management", Pearson Education	2009
5.	Wyzocki, R.K. and McGary R., "Effective Project Management", Wiley	2003

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## INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT. /CENTRE: **DEPARTMENT OF MANAGEMENT STUDIES**

1. Subject Code: **IBM-314** Course Title: **Financial Statement Analysis and Reporting**

2. Contact Hours: L: 3 T: 0 P: 0

3. Examination Duration (Hrs.): **Theory: 3** Practical: 0

4. Relative Weightage: **CWS: 25 PRS : 0 MTE : 25 ETE : 50 PRE : 0**

5. Credits: 3 6. Semester: **Both** 7. Subject Area: **HSSMEC**

8. Pre-requisite: **Nil**

9. Objective: To impart knowledge of tools, techniques and approaches for financial statement analysis based on qualitative and quantitative information.

10. Details of Course:

S. No.	Contents	Contact hours
1.	<b>Introduction:</b> Economy, industry, company analysis	3
2.	<b>Annual Report:</b> Content of annual report, quality of financial reporting, reporting regulation in India for different types of entities, directors' report and auditor's report	5
3.	<b>Understanding Financial Statements:</b> Nature, objectives, uses, limitations and stakeholders of financial statements , balance sheet and income statement as per Indian Companies Act 1956	8
4.	<b>Financial Statement Analysis:</b> Sources of information, tools and techniques of financial statement analysis	9
5.	<b>Ratio Analysis:</b> Nature, importance and types of ratios, Dupont analysis	4
6.	<b>Distress analysis:</b> Need for corporate failure analysis, concepts on sickness, distress, failure and insolvency, stages, signals and symptoms of financial distress	2
7.	<b>Reporting:</b> Report preparation of financial statement analysis	2
8.	<b>Combinations and Consolidation:</b> Types of business combinations, consolidated financial statements, intercompany transactions and profit confirmations, minority interest, consolidated net income and consolidated retained earnings, changes in ownership	5
9.	<b>Ethical issues in financial reporting:</b> Window dressing, recent scandals in financial reporting	4
	<b>Total</b>	<b>42</b>

11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1.	Ormiston, Aileen, Fraser and Lyn, M., "Understanding Financial Statements", 9th Edition ,Prentice Hall of India	2014
2.	Gupta, Ambrish, "Financial Accounting for Management - An Analytical Perspective", 4th Edition, Pearson Education.	2012
3.	Narayanaswamy, R., "Financial Accounting – A Managerial Perspective", 5th Edition , Prentice Hall of India	2015
4.	Subramanyam, K. R. and John, J.W., "Financial Statement Analysis", 12th Edition, Tata McGraw Hill	2014
5.	Penman, S.H., "Financial Statement Analysis and Security Valuation", 4th Edition, Tata McGraw Hill	2014
6.	Erich, A. H., "Techniques of Financial Analysis: A Guide to Value Creation", 16th Edition ,Tata McGraw Hill	2014

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**INDIAN INSTITUTE OF TECHNOLOGY ROORKEE**

**NAME OF DEPTT./CENTRE: DEPARTMENT OF MANAGEMENT STUDIES**

1. **Subject Code: IBM-310**      **Course Title: Rural Governance, Institutions and Finance**
2. **Contact Hours: L: 2      T: 1      P: 0**
3. **Examination Duration (Hrs.): Theory: 2      Practical: 0**
4. **Relative Weightage: CWS: 25      PRS: 0      MTE: 25      ETE: 50      PRE: 0**
5. **Credits: 3**      6. **Semester: Both**      7. **Subject Area: OEC**
8. **Pre-requisite: Nil**
9. **Objective:**  
To apprise students with basic understanding of Rural Structure, Governance, Finance and Development.
10. **Details of Course:**

S. No.	Contents	Contact hours
1.	<b>Introduction and Constitutional framework</b> - Definition of rural/village, Villages of India: Diversity based on geography, demographics and social context, Issues and challenges, Governance and Indicators of good governance; Different forms of democratic governance, Legislature, Executive and Judiciary, Constitution; its Preamble, 73rd constitutional amendment, Panchayats (Extension to Scheduled Areas) Act, 1996 or PESA, Federal form of government in India, Decentralization and Three tier system of government and focus on the third tier, Panchayati Raj System, Various district level bodies.	4
2.	<b>Rural Planning under decentralized framework</b> - Panchayati Raj Institutions, Devolution of power, function and functionaries, participation of marginalized groups, including women in the grassroots planning process, assessment of existing capacity and organizational and capacity building issues; social audit, role of district planning committee, district and perspective plans etc.	4
3.	<b>Institutional Arrangement</b> - Ministry of Rural Development, Department of Land Resources, Department of Rural Development, Ministry of Panchayati Raj: Panchayati Raj Institutions - Structure and their major functions, Gram Sabha, District Panchayat, Block Panchayat and Gram Panchayat; Parastatals bodies: DRDA, NRRDA, CAPART, DHS, DWSC, and FFDA; Training Institutes: National Institute for Rural Development and Panchayati Raj (NIRD & PR), State Institute for Rural Development (SIRD) and Extension Training Centers (ETCs).	5
4.	<b>Rural Development : Major Schemes and Programmes</b> - Structural changes in Rural Economy; Approaches to Rural development: growth oriented, welfare-oriented, empowerment-oriented and right-based; Rural non-farm sector, rural poverty and migration; Role of rural technology in livelihood improvement, Corporate Social Responsibility and Rural Skills Development Rural Development Initiatives: Community Development	6

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	Programme, Special Area Programmes, Programmes on Minimum Basic Needs, Self-employment Programmes, Wage Employment Generating Schemes (WEGS), Social Welfare Oriented Programmes (SWOP), Rural Housing Schemes, Programmes on Education and Health, and other Programmes.	
5.	<b>Funding of Panchayats</b> - Grants from the Union Government based on the recommendations of the Central Finance Commission as per Article 280 of the Constitution, Devolution from the State Government based on the recommendations of the State Finance Commission as per Article 243, Loans/grants from the State Government, Program specific allocation under Centrally Sponsored Schemes and Additional Central Assistance and Internal Resource Generation (tax and non-tax)	3
6.	<b>Rural Credit</b> - Introduction, History, Multi Agency Approach for rural finance in India, Evolution, Shortcomings of institutional credit, Problems with Multi-agency approach, Role of RBI and NABARD; Cooperative Credit Institutions; PACS, CCBS, SCBs and CARDBs ; Commercial Banking in Rural Finance; Role and RBI Guidelines; Regional Rural banks; Latest Developments in Rural Credit, Micro finance or micro credit, Kisan Credit Card Scheme (KCC), Agricultural Insurance, White Label ATM and Business Correspondents; Financial Inclusion, Pradhan Mantri Mudra Yojana, Payment Banks and Small Finance Banks, Challenges in Rural Banking Sector.	6
	<b>Total</b>	<b>28</b>

Note: Field Visits will also be made as part of the curriculum.

II. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1.	Sreedhar G. and Rajasekhar D., "Rural Development in India: Strategies and processes", Kaveri Books	2014
2.	Hazra, A., "Rural India and the Emerging Developmental Challenges", Mittal Publications	2013
3.	Rao, K N., Singh H., Sukhwai, A., "Rural Management in Post Reform Era", Bookwell	2012
4.	India Rural Development Report 2013-14", Report by IDFC	2014
5.	E-Book of Ministry of Rural Development", MORD	2015
6.	Report on Local Governance"- 2 nd Administrative Reforms Commission	2007
7.	Fourteenth Finance Commission"- Ch.9- Local Governments	2015
8.	Thirteenth Finance Commission"- Ch.10- Local Bodies	2010

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