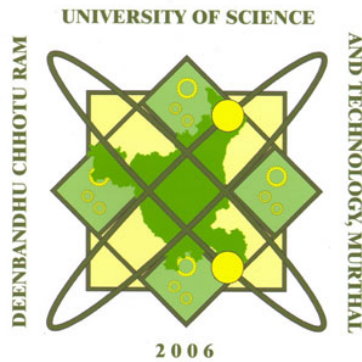

**SCHEME OF EXAMINATIONS
&
SYLLABUS**

FOR

**MASTER OF BUSINESS ADMINISTRATION (MBA)
(Effective from Academic Session 2011)**



**DEPARTMENT OF MANAGEMENT STUDIES
DEENBANDHU CHHOTU RAM UNIVERSITY OF SCIENCE AND TECHNOLOGY
MURTHAL (SONIPAT), HARYANA - 131039**

SCHEME AND INSTRUCTIONS FOR MBA EXAMINATION

1. This is an intensive programme of study for two academic sessions.
2. The programme is divided into four semesters and there shall be an examination at the end of each semester.
3. Each paper shall be of 5 Credits. Theory classes will be held 4 hours per subject per week. In case of practical papers, theory classes will be held 3 hours per week and one hour per week practical will be held.
4. Every theory course shall carry a total of 100 marks. There shall be 70 marks for semester end examination and 30 marks for internal examination until and unless indicated otherwise.
5. In MBA 3rd and 4th Semester, dual specialisation would be available to students in MBA and they can choose any two specialisations out of Marketing Management, Financial Management, International Business Management, Human Resources Management, Operations Management and Information Technology Management.
6. Teaching Pedagogy for MBA Programme shall include case study based teaching methodology. A minimum of 03 (Three) and maximum of 08 (Eight) will be discussed by the faculty members in each course, wherever possible and applicable.
7. In the beginning of the each Semester student will be provided text books for each subject as well as Study material prepared by the concerned faculty for respective course.
8. The span period of the programme is four years from the date of registration in the programme. A student to be eligible for award of degree has to clear all the papers offered during the two year programme within the span period.

CRITERIA FOR INTERNAL ASSESSMENT

The internal assessment of the students (out of 30 marks) shall be as per the criteria given below:

S. No.	Components	Marks
A)	THEORY COURSES:	
1.	Minor Test – I	10
2.	Minor Test – II	10
3.	Individual Presentation/Viva-Voce/Group Discussion/Quiz/Case Study Discussion/ Class participation	10
B)	LAB COURSES	
1.	Objective test/MCQ	10
2.	Lab. Work / Project	10

Note:

- a) Case study discussion and participation is compulsory in the subjects wherever possible. Concerned Teacher will discuss at least 03(Three) cases maximum Eight (08) cases in each course.
- b) To the extent possible, minor test should include the case analysis.

EXTERNAL EVALUATION

There shall be a semester-end external examination of 70 marks for all theory courses until and unless indicated otherwise. The external examiner will set eight questions selecting two questions from each unit. The candidate has to attempt five questions in all selecting at-least one question from each unit.

PRACTICAL EXAMINATIONS

Practical Examinations shall be conducted jointly by the external and Internal Examiners. Internal examiner will be appointed by Chairman of the concern department of the institute and external examiner will be appointed by the University on the recommendation of Chairman, PGBOS.

SUMMER INTERNSHIP REPORT EVALUATION

All the students will submit their Summer Internship Report in a format as prescribed in the “Detailed Guidelines for Summer Internship” within a period of one month in the concerned department of their institute; this period shall be counted from the last date of completion of their Summer Internship. Students will have to give a presentation on the work done during the internship and his/her performance out of 30 marks will be evaluated on the basis of this presentation by a committee constituted by the Chairman of the Department. The evaluation of the remaining 70 marks shall be made by external examiner appointed by the University on the recommendation of PGBOS.

PROJECT REPORT

Every student will be required to submit a research proposal by the end of the Third Semester and it will be pursued by him/her under the supervision of an internal supervisor. The completed Project Report in the format as prescribed in the “Detailed Guidelines for Project Report” will be submitted by the students prior to the date of the commencement of the Final Examinations for the Fourth Semester and this date will be notified by the Controller of Examinations, DCRUST, Murthal.

PROJECT REPORT EVALUATION

The Project shall be evaluated by External (70 marks) and Internal (30 marks) Examiners. The internal assessment shall be done by the concern supervisor of the candidate. The external assessment shall be done on the basis of Viva Voce and the project report by an external expert appointed by the University on the recommendations of Chairman, PGBOS.

COMPREHENSIVE VIVA- VOCE

The Comprehensive viva-voce shall be taken by an external expert appointed by the University on the recommendation of Chairman, PGBOS

THE MBA PROGRAMME

The Master of Business Administration (MBA) is a two-year full time programme divided into four semesters. The course structure of the programme is given here under:

FIRST YEAR

First Semester

Paper code	Subject Name	Credits	External Marks	Internal Assessment	Practical	Total Marks
MBA-101	Management Concepts & Applications	05	70	30		100
MBA-103	Managerial Economics	05	70	30		100
MBA-105	Financial Accounting For Managers	05	70	30		100
MBA-107	Business Statistics	05	70	30		100
MBA-109	Business Communication#	05	50	20	30	100
MBA-111	Computer Application in Management*	05	50	20	30	100
MBA-113	Business Environment	05	70	30		100
MBA-115	Human Resource Management	05	70	30		100

In addition to the internal assessment, a workshop shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by the University on the recommendation of the PGBOS.

* In addition to the internal assessment, practical examination shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by Vice Chancellor on the recommendation of PGBOS.

Second Semester

Paper code	Subject Name	Credits	External Marks	Internal Assessment	Practical	Total Marks
MBA-102	Marketing Management	05	70	30		100
MBA-104	Organisational Behaviour	05	70	30		100
MBA-106	Management Accounting	05	70	30		100
MBA-108	Corporate Finance	05	70	30		100
MBA-110	Production and Operation Management	05	70	30		100
MBA-112	Business Research Methods	05	70	30		100
MBA-114	International Business	05	70	30		100
MBA-116	Legal Aspects of Business	05	70	30		100
MBA-118	Computer Networks and Internet*	05	50	20	30	100

* In addition to the internal assessment, practical examination shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by Vice Chancellor on the recommendation of PGBOS.

SUMMER INTERNSHIP

Immediately after the completion of the second semester examination, the students shall proceed for their Summer Internship of 6-8 week duration. The Summer Internship Report (SIR) prepared after the completion of Summer Internship shall be assessed in the third semester as a compulsory paper.

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SECOND YEAR

Third Semester

Paper code	Subject Name	Credits	External Marks	Internal Assessment	Practical	Total Marks
MBA-201	Applied Operations Research	05	70	30		100
MBA-203	Strategic Management	05	70	30		100
MBA-205	Management Information System	05	70	30		100
MBA-207	Summer Internship Report ⁺	05	70	30		100
MBA-209	Project Report Writing*	02		50		50
	Specialisation I- Elective I	05				100
	Specialisation I- Elective II	05				100
	Specialisation I- Elective III	05				100
	Specialisation II- Elective IV	05				100
	Specialisation II- Elective V	05				100
	Specialisation II- Elective VI	05				100

Note: All students must specialize in two functional areas. In MBA 3rd and MBA 4th Semester, Three (03) optional papers must be taken for the one specialization area and Three (03) papers for another specialization area.

+ Please refer to Summer Internship Evaluation guidelines.

* For project report writing, teaching workload will be ½ hour per student per week.

Fourth Semester

Paper code	Subject Name	Credits	External Marks	Internal Assessment	Practical	Total Marks
MBA-202	Entrepreneurship	05	70	30		100
MBA-204	Corporate Governance, Ethics and Values	05	70	30		100
MBA-206	E-Commerce	05	70	30		100
MBA-208	Research Project #	05	70	30		100
MBA-210	Comprehensive Viva Voce*	05	100	-		100
	Specialisation I- Elective VII	05				100
	Specialisation I- Elective VIII	05				100
	Specialisation I- Elective IX	05				100
	Specialisation II- Elective X	05				100
	Specialisation II- Elective XI	05				100
	Specialisation III- Elective XII	05				100

Note: In fourth semester, students will opt three papers from Specialization I and three Specialization II (the choice of specializations will remain same as opted in the third semester)

Please refer to Project Report Evaluation guidelines. For Project report guidance, teaching workload will be ½ hour per student per week.

* Comprehensive Viva voce will be conducted by an external examiner appointed by Vice chancellor on the recommendation of Chairman, PGBOS.

LIST OF ELECTIVES

Specialization: FINANCIAL MANAGEMENT

Paper code	Paper Name	Credits	Internal Assessment	External Marks	Total Marks
FM-01	Investment Management	05	70	30	100
FM-02	Financial Derivatives	05	70	30	100
FM-03	International Financial Management	05	70	30	100
FM-04	Financial Institutions and Markets	05	70	30	100
FM-05	Management of Financial Services	05	70	30	100
FM-06	Corporate Restructuring	05	70	30	100
FM-07	Management Control System	05	70	30	100
FM-08	Financial Engineering	05	70	30	100
FM-09	Corporate Taxation	05	70	30	100
FM-10	Indian Capital Market	05	70	30	100
FM-11	Commodity Derivatives				

Specialization: MARKETING MANAGEMENT

Paper code	Paper Name	Credits	Internal Assessment	External Marks	Total Marks
MM-01	Integrated Marketing Communication	05	70	30	100
MM-02	Service Marketing	05	70	30	100
MM-03	International Marketing	05	70	30	100
MM-04	Consumer Behaviour	05	70	30	100
MM-05	Product & Brand Management	05	70	30	100
MM-06	Retail Management	05	70	30	100
MM-07	Sales & Distribution Management	05	70	30	100
MM-08	Advance Marketing Research	05	70	30	100
MM-09	Customer Relationship Management	05	70	30	100
MM-10	Event Marketing Management	05	70	30	100

Verified

Specialisation: HUMAN RESOURCE MANAGEMENT

Paper code	Paper Name	Credits	Internal Assessment	External Marks	Total Marks
HRM-01	Organisational Change and Development	05	70	30	100
HRM-02	Compensation Management	05	70	30	100
HRM-03	Human Resource Accounting	05	70	30	100
HRM-04	Human Resource Planning	05	70	30	100
HRM-05	Industrial Relations & Labour Laws	05	70	30	100
HRM-06	Training and Development	05	70	30	100
HRM-07	Personal Growth & Interpersonal Effectiveness	05	70	30	100
HRM-08	Global Human Resources Management	05	70	30	100
HRM-09	Performance Management	05	70	30	100
HRM-10	Strategic Human Resource Management	05	70	30	100
HRM-11	Competency Mapping	05	70	30	100

Specialisation: INFORMATION TECHNOLOGY MANAGEMENT

Paper code	Paper Name	Credits	External Marks	Internal Assessment	Practical	Total Marks
IT-01	Database Management System*	05	50	20	30	100
IT-02	Enterprise Resource Planning	05	70	30		100
IT-03	Object Oriented Analysis & Design*	05	50	20	30	100
IT-04	Technology Management	05	70	30		100
IT-05	Knowledge Management Systems	05	70	30		100
IT-06	Software Engineering	05	70	30		100
IT-07	Information Security & Cyber Law	05	70	30		100
IT-08	Data Analysis using Excel and SPSS*	05	50	20	30	100
IT-09	Data Mining and Warehousing	05	70	30		100
IT-10	Software Project Management	05	70	30		100

* In addition to the internal assessment, practical examination shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the department and external examiner will be appointed by the University on the recommendation of PGBOS.

Specialisation: INTERNATIONAL BUSINESS MANAGEMENT

Paper code	Paper Name	Credits	Internal Assessment	External Marks	Total Marks
IB-01	Foreign Exchange Management	05	70	30	100
IB-02	Export Import Management and Documentation	05	70	30	100
IB-03	International Marketing	05	70	30	100
IB-04	International Logistics Management	05	70	30	100
IB-05	International Business Environment	05	70	30	100
IB-06	Global Financial Markets and Instruments	05	70	30	100
IB-07	WTO and India	05	70	30	100
IB-08	Management of Multinational Corporations	05	70	30	100
IB-09	International Trade Theory and Practice	05	70	30	100
IB-10	International Business Law	05	70	30	100
IB-11	Global Supply Chain Management & Logistics	05	70	30	100

Specialisation: OPERATIONS MANAGEMENT

Paper code	Paper Name	Credits	Internal Assessment	External Marks	Total Marks
OM-01	Project Management	05	70	30	100
OM-02	Quality Management	05	70	30	100
OM-03	Supply Chain Management	05	70	30	100
OM-04	Manufacturing Strategy	05	70	30	100
OM-05	Advance Production & Operation Management	05	70	30	100
OM-06	Productivity Management	05	70	30	100
OM-07	World Class Manufacturing	05	70	30	100
OM-08	Technology Management	05	70	30	100
OM-09	Integrated Materials Management	05	70	30	100
OM-10	Systems Reliability, Safety and Maintenance Management	05	70	30	100

Verified

MBA – 101
MANAGEMENT CONCEPTS AND APPLICATIONS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course objective:

The objectives of this course is to expose the students to basic concepts of management and to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.

Course Contents

Unit I: Introduction: Definition, nature, functions, levels of management, Types of managers, managerial roles, managerial skills and competencies, Evolution and various schools to management thought, continuing management themes – quality and performance excellence, global awareness, learning organization, characteristics of 21st century executives, Social responsibility of managers

Unit II: Planning: Meaning and nature of planning, types of plans, steps in planning process; Objectives: meaning, setting objectives – MBO method: concept and process of managing by objectives; Strategies: definition, levels of strategies; Policies: meaning, formulation of policies; Programs; Decision making, steps in decision making, approaches to decision making, types of decisions and various techniques used for decision making.

Unit III: Organizing: Organizing as managerial function – organization structures – functional, divisional, matrix, team structure, network structure, boundary less structure. Organizing – chain of command, span of control, delegation and decentralization, organizational design.

Unit –IV: Leading and Controlling: Motivation- concept, techniques to increase motivation. Leading as a function of management, Leadership traits, Leadership styles, Likert’s four systems, managerial grid, Controlling: control function in management, the basic control process, types of control – feed forward, concurrent and feedback controls, control effectiveness.

Recommended Books:

1. Heinz Wehrich & Harold Koontz, Management A global prospective (12th Edition) Tata McGraw Hill New Delhi.
2. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Pearson Education Asia, New Delhi.
3. Rao, V.S.P, Management-Concepts and Cases, Excel Books, New Delhi

Reference Books

1. Hellregel, Management, Thomason Learning, Bombay.
2. Stoner, Jetal, Management, Prentice Hall of India., New Delhi.
3. Robbins & Coulter, Management, Prentice Hall of Hall of India. New Delhi.
4. Satya Raju, Management- Text & cases, PHI, New Delhi.
5. Richard L. Daft, Management, Thomson south-Western.
6. Anil Bhatt & Arya Kumar, Management: Principles, Processes and Practices. Oxford University Press.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

MBA -103
MANAGERIAL ECONOMICS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course objective

The paper seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

Course Contents

Unit I: Introduction to Managerial Economics: Scope of Managerial Economics and other disciplines, Basic economic concepts in decision-making, Distinction between Micro and Macroeconomics, Marginal analysis, Objective of a firm

Unit II: Theory of demand- demand functions, determinants, elasticity, income and substitution effect, demand distinctions, concept of consumer's equilibrium; demand forecasting- techniques, demand forecasting for new products; supply- basic concepts and equilibrium.

Unit III: Production and cost analysis- production function, laws of production, cost curves, cost relationships, producer's equilibrium; breakeven analysis (introductory concepts). Market structure, pricing theory and practice- perfect competition, monopoly, monopolistic competition, oligopoly; general and export pricing strategies and practices- marginal pricing, cost plus pricing, skimmed pricing, penetration pricing, transfer pricing, dual pricing.

Unit IV : National income-alternative concepts and measurement of National Income; Inflation-type, measurement and control; Fiscal Policy- Taxes & Expenditure, Fiscal imbalance, implications and reforms; Monetary Theory and Policy- Money Demand and Supply.

Recommended Books:

1. Dominic Salvatore: Managerial Economics: Principles & Worldwide Applications 6/e, Adapted Version, Oxford University Press.
2. Diwedi, D. N, Managerial Economics, Vikas Publication, New Delhi.
3. Mehta, P.L. Managerial Economics. Sultan Chand and Sons, New Delhi.

Reference Books

1. Craig H Petersen, W. Chris Lewis & Sudhir K Jain, Managerial Economics, Pearson Education, New Delhi
2. Mankiw, N.G, Principles of Microeconomics, Cengage Publications
3. Mankiw, N.G, Macroeconomics, Worth Publications
4. Varshney, R.L. and Maheshwari K.L, Managerial Economics, Sultan Chand and Sons, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

MBA-105
FINANCIAL ACCOUNTING FOR MANAGERS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The main objective of this course is to promote an in-depth understanding of fundamental accounting concepts and practice as well as to enhance users' ability to apply such concepts to make better-informed managerial decisions.

Course Contents

Unit I: Introduction to Finance, Accounting as an information system, Accounting principles, conventions and concepts, Generally Accepted Accounting Principles (GAAP), Balance sheet and related concepts, the profit and loss account and related concepts, Users of accounting statements. An overview of Accounting Standards (AS) in India

Unit II: Accounting Cycle, Measurement of business income and financial position: Constructing corporate financial statements i.e. Journal, Ledger, Trial Balance, Profit and Loss Account, Balance Sheet, Cash flow statement, Provision affecting preparation, presentation & analysis of Audit reports & Director's reports

Unit III: Accounting for Tangible & Intangible Assets: Fixed Assets and Depreciation Accounting, Inventory Valuation, Valuation of Goodwill.

Unit IV: Financial Analysis - Concepts and objectives. Tools of Financial Analysis- ratio analysis, common size financial statements, trend analysis, fund flow and cash flow statement. Recent trends in financial accounting: inflation accounting, introduction to human resources accounting.

Recommended Books:

1. Paresh Shah: Basic Financial Accounting For Management, Oxford University Press.
2. Ramachandran, N. & Kakani, R.K. Financial Accounting for Management, Tata McGraw Hill.
3. Bhattacharya, S.K, Accounting for Management : Text and Cases, Vikas Publishing House, New Delhi
4. Bhattacharya, H., "How to Read a Balance Sheet: Adapted to Indian laws & requirements" Oxford and IBH Publishing Company Pvt. Ltd

Reference Books

1. Grewal, T.S. Introduction to Accounting. S. Chand & Company, New Delhi
2. Horngren, Charles T., Sundem, Gary L., Elliott, John.A and Philbrick, Donna, Introduction to Financial Accounting , Prentice Hall International, Englewood Cliffs
3. Narayanaswamy, R. , Financial Accounting - A Managerial Perspective, Prentice Hall of India, New Delhi.
4. Gupta, Ambrish, Financial Accounting for Management: An Analytical Perspective, Pearson Education, New Delhi.
5. Maheswari & Maheswari, Accounting for Managers, Vikas Publishing , New Delhi.
6. Anthony, Robert N. et al. Accounting: Text and cases, Tata McGraw Hill, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

MBA-107
BUSINESS STATISTICS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The objective of this course is to enable candidates to develop a knowledge and understanding of some basic statistical techniques and ability to apply this knowledge and understanding in solving business problems.

Course Contents

Unit I: Definition and role of statistics: Application of inferential statistics in managerial decision-making; Measures of central tendency: mean, median and mode and their implications; Measures of Dispersion: range, Skewness, standard deviation and mean deviation.

Unit II: Introduction, Objectives of Time Series, Identification of Trend - Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation-Methods of Estimating Trend; Index Numbers: Definition; uses; types; Simple Aggregate Method and Weighted Aggregate Method – Laspeyre's, Paasche's, Fisher's and CPI. Construction of Index Numbers and their uses

Unit III: Meaning of correlation, types of correlation :- positive correlation, negative correlation, perfect correlation, linear and non-linear correlation ; scatter diagram, Karl Pearson's coefficient of correlation, properties of correlation coefficient, probable error of correlation coefficient, meaning of multiple and partial correlations ; multiple and partial correlation coefficients. Meaning of regression, types of regression: - simple and multiple regression, linear and non-linear regression, statement of regression lines, definition of regression coefficients, properties of regression coefficients,

Unit IV: Theory of Estimation, Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test and Chi Square Test). Analysis of Variance – one way, two ways. Techniques of association of Attributes & Testing

Recommended Books

1. Gupta, S.P. & Gupta, M.P., Business Statistics, Sultan Chand & Sons, New Delhi
2. Levin, R.I. & Rubin D.S., Statistics for Management, Prentice Hall of India (PHI), New Delhi.
3. Davis & Pecar: Business Statistics using Excel, Oxford University Press.

Reference Books

1. Gupta C B, Gupta V. An Introduction to Statistical Methods, Vikas Publishing House, New Delhi.
2. Anderson, D. R., Sweeney, D.J. and Williams, T. A. Statistics for Business and Economics, Thomson South-Western.
3. Sharma, J. K. Business Statistics, Pearson Education, New Delhi.
4. Beri- Statistics for Management, Tata McGraw-Hill, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

MBA-109
BUSINESS COMMUNICATION

External Marks: 50
Internal Assessment: 20
External Workshop: 30
Time: 3 Hours

Course Objective

To acquaint students with the required skills for effective communication in business organisations

Course Outline

Unit I: Nature and Process of Communication: Definition, classification, purpose and process. Barriers to communication, conditions for successful communication, importance of communication in management, communication structure in organization.

Unit II: Listening: listening process, types of listening, essentials of good listening. Nonverbal communication: classification of non-verbal communication, body language, gestures, handshakes, gazes, smiles, hand movements, styles of walking, voice modulations, guidelines for developing non-verbal communication skills. Presentation skills: elements of a presentation, designing your presentation.

Unit III: Negotiation skills: need to negotiate, factors affecting negotiation, stages of the negotiation process, negotiation strategies, Communication skills for Interviews and Group Discussions, Business etiquettes: telephone etiquette, business dining, business manners of people of different countries.

Unit IV: Written Business Communication: Principles of effective writing, Report writing, circulars, notices, memos, agenda and minutes, business letter format, style of letter arrangement, types of letters, developing resume

Recommended Books

1. Chaturvedi, P. D, and Chaturvedi Mukesh, Business Communication : Concepts, Cases And Applications, Pearson Education, New Delhi
2. Kaul Asha, Business Communiation, PHI, New Delhi.
3. Kaul Asha, Effective Business Communiation, PHI, New Delhi.

Reference Books

1. Ludlow, R. & Panton, F. The Essence of Effective Communications, Prentice Hall of India Pvt. Ltd., New Delhi.
2. Raman, Meenakshi and Singh, Prakash, Business Communication, Oxford University Press.
3. Lesikar, R.V. & Flatley, M.E. Basic Business Communication, Tata McGraw Hill Publishing Company Ltd. New Delhi
4. Hair, Dan O', Friedrich, Gustav W. and Dixon, Lynda Dee, Strategic Communication: In Business and the Profession , Pearson Education, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

MBA-111
COMPUTER APPLICATION IN MANAGEMENT

External Marks: 50
Internal Assessment: 20
Practical: 30
Time: 3 Hours

Course objective

To familiarize participants with the basic organization of computer hardware, software and computer applications in business

Course Contents

Unit I: Introduction to Computer System: Basic Computer Organization: Introduction, features and capabilities, components of computer system, classification of computers; Operating Systems: Basic features, types and components; Computer Languages: Basic features and Classification, Applications of Computers in Business.

Unit II: Introduction to Data Processing and Management- Basic of Data Processing: Data and Information, Data Processing Activities, Representation of data in computer memory (Binary, Octal and Hexadecimal system), ASCII and EBCDIC codes. File management and organization: Types of files, Basic file management operations. Introduction to Database Management: Concept, Models and Characteristics, Schema and Sub-schema.

Unit III: Introduction to Data Communication and Computer Networks, Fundamentals of Data Communication: Data Signals-Analog and Digital, Bandwidth, Types of Transmission, Computer Networks: Evolution, Advantages, types of computer networks, basic components of computer networks, Internet: Concept, features, how it works, Internet applications in business

Unit IV: Software Packages for Office Applications, Word Processing using MS Word: Basic features, formatting text, creating and managing tables, inserting images and graphs, mail merge, managing page layout and printing, Spreadsheets using MS Excel: Spreadsheet features, uses and advantages, autofill features, inserting formulas and functions, Inserting charts and graphs, macros, managing page layouts and printing. Presentations using MS Powerpoint: Basics of presentations, conventions and advantages, managing different views, adding and managing animations, managing slide transitions, managing slide templates, setting up slide shows.

Recommended Books

1. Introduction to Computers, Peter Norton, TMH, Delhi
2. Computer Today, Basandara, Galgotia Publication, Delhi

Reference Books

1. Introduction of Information Technology, Rajaraman, PHI, Delhi.
2. Computer Networks. Tannenbaum, PHI

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases/ practical exercises shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

MBA-113
BUSINESS ENVIRONMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The objective of this course is to sensitize towards the overall business environment within which organization has to function and to provide insight to students of its implication for decision making in business organizations.

Course Outline

Unit I: The concept of Business Environment, significance and nature. Environment Scanning: meaning, nature and scope, the process of environmental scanning, Interaction between internal and external environments, basic philosophies of Capitalism and Socialism with their variants. Concepts of Mixed Economy

Unit II: Overview of Political, Socio-cultural, Legal, Technological and Global environment. An introduction to MRTP, CCI, FEMA, SEBI Act, Consumer Protection Act; The changing dimensions of these laws and their impact on business

Unit III: Current industrialization trends and industrial policy; environment for the SME sector; infrastructure development and policy; public sector reforms and performance; public-private partnership; intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

Unit IV: Globalization trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment.

Recommended Books

1. Aswathappa, K., "Essentials of Business Environment", Himalaya Publishing House, New Delhi.
2. Bedi, Suresh, "Business Environment", Excel Book, New Delhi

Reference Books

1. Cherunilam, Francis, "Business Environment-Text & Cases", Himalaya Publishing House, New Delhi.
2. Pual, Justin, Business Environment Text and Cases, Tata McGraw Hill, New Delhi
3. Mishra S K & Puri V K - Economic Environment of Business, Himalaya Publishing House, New Delhi.
4. Adhikari M- Economic Environment of Business , Excel Books, New Delhi.
5. Dutt, Ruddra and Sundaram, K.P.M., "Indian Economy", S. Chand & Co. Ltd., New Delhi.
6. Gopal, Namita, "Business Environment", Tata McGraw Hill, New Delhi
7. Worthington, Ian and Britton, Chris , "The Business Environment", Pearson Education Ltd, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

MBA-115
HUMAN RESOURCE MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To help the students develop an understanding of the management of human resources and develop abilities and skills required to manage them.

Course Contents

Unit I: Human Resource Management - meaning, definition, nature and scope of HRM, evolution of HRM, Difference between Personnel Management and HRM, features of HRM, HRM functions, objectives of HRM, policies, line and staff responsibility, role of personnel manager and HR manager, qualities of HR Manager, factors influencing HRM, Evaluating HRM Effectiveness.

Unit II: Job design: definition, approaches, Job analysis: definition, process, benefits of job analysis .Job evaluation, HR planning: introduction, objectives of, need for HRP, benefits of HRP, factors affecting HRP, process. Recruitment: definition, objectives, factors affecting recruitment policy, recruitment sources, recruitment techniques. Selection: meaning, selection procedure, various types of tests, different types of interviews and interview process, placement and induction.

Unit III: Human Resource Development: Introduction, definition, concepts, Training and development: meaning of T & D, importance of training, benefits of training, need and objectives, training methods, training procedures. Employee Mobility- Internal and External., Career Planning: Introduction, Stages, Career Planning, Career Development, Career Management, Managing Ethical Issues in HRM.

Unit IV: Performance management: Introduction, meaning, need, purpose, objectives, different methods of appraisal System, uses of performance appraisal, limitations and problems of performance appraisal, Potential appraisal. Compensation: introduction, aim and components, an overview of performance incentives ,Factors influencing compensation levels. Industrial relations: Conceptual framework of Industrial relations in India.

Recommended Books

1. Garry Dessler & Biju Verrky, Human Resource Management , Pearson Education, New Delhi.
2. V.S.P. Rao, Human Resource Management, Excel Books: New Delhi.
3. Aswathappa, Human Resource Management, Tata McGRAW Hill. New Delhi

Reference Books

1. Ivancevich, Human Resource Management, Tata McGRAW Hill. New Delhi
2. P. Subba Rao, Human Resource Management and Industrial Relations, 3rd Edition,
3. Himalaya Publications House, Mumbai.
4. William B. Werther Jr. and Keith Davis, Human Resource & Personnel Management, McGraw Hill, Singapore

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

MBA-102
MARKETING MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course Contents

Unit I: Introduction, Definition, Importance and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Markets. Concept of Marketing Management, Marketing – Mix, Functions of Marketing Management, Marketing Organisations, Qualities of Marketing Manager. Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research, Strategic Marketing Planning.

Unit II: Market Segmentation, Segmenting the Market, Benefits/Purpose and Limitations of Market Segmentations, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation. Market Targeting – Introduction, Procedure, Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy, Consumer Behaviour - Introduction, Importance & Process.

Unit III: Marketing - Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC.

Unit IV: Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India. Promotion: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. A Brief Account of Marketing of Services, Rural Marketing, Electronic Marketing; Direct Marketing , International Marketing .

Recommended Books

1. Kotler, P., Keller, K L., Koshy, A., and Jha, M., "Marketing Management", Pearson Education.
2. Mullins, J., Walker, O., and Harper, B.J., "Marketing Management: A Strategic Decision-Making", McGraw-Hill Publication, Irwin.
3. Baines: Marketing, Oxford University Press.

Reference Books

1. Etzel, M.J., Walker, B.J., Stanton, W.J., and Pandit, A., "Marketing: Concepts and Cases", Tata McGraw Hill, New Delhi.
2. Kurtz, D. L., and Boone, L.E., "Principles of Marketing", Thomson Learning.
3. Panda, Tapan, "Marketing Management", Excel Publication, New Delhi.
4. Lamb, Hair, Mc Danniel. "Marketing Management", Thomson Learning
5. Sherlakar, S.A. "Marketing Management", Himalaya Publishing House, New Delhi.
6. Kotler, P. & Armstrong, Gary. "Principles of Marketing", Pearson Education, New Delhi.
7. Ramaswamy & Namakumari. "Marketing Management", Macmillan Publication, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

MBA-104
ORGANIZATIONAL BEHAVIOR

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To familiarize the students with basic organizational processes to bring about organizational behavior.

Course Contents

Unit I: Definition, concept of Organizational Behavior, foundations of OB, contributing disciplines to the OB field, challenges and opportunities for OB, emotional intelligence in contemporary business.

Unit II: Individual behavior, Attitudes and values; Perception - concept, process, errors and applications; Personality - concept, determinants, theories and applications; Learning - concept and theories of learning, reinforcement.

Unit III: Motivation – concept, theories of motivation; Group behavior – concept, types of group, group development, group dynamics; Teams – types, creating effective teams; Empowerment-significance, process and prerequisites; Conflict- concept, sources, types, management; Organizational power and politics.

Unit IV: Job design – definition, techniques; organizational learning; organizational culture ; organizational change – concept, resistance to change, managing resistance to change, Lewin’s three-step model of change; Stress – sources, consequences and management.

Recommended Books

1. Stephen P Robbins & Seema Sanghi, *Organizational Behavior*, Pearson-Prentice Hall, New Delhi.
2. Aswathappa, K. *Organisational Behaviour*, Himalaya Publishing House, New Delhi
3. Parikh and Gupta, *Organizational Behaviour*, Tata Mc Graw Hill, New Delhi.

Reference Books

1. Newstrom John W. *Organizational Behaviour: Human Behaviour at Work* , Tata Mc Graw Hill, New Delhi.
2. Luthans, F. *Organisation Behaviour*. Prentice Hall of India, New Delhi.
3. Hersey Paul, Blanchard, Kenneth H and Johnson Dewey E. *Management of Organizational Behavior: Leading Human Resources*, Pearson Education, New Delhi.
4. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. *Organizational Behaviour*, Tata Mc Graw Hill, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Five (05) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

MBA- 106
MANAGEMENT ACCOUNTING

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The objective of this course is to develop an insight into the utilization of financial and cost accounting information for planning, controlling and decision making in the business. Besides this to have clear understanding of other important tools useful for financial, cost and price related decision making.

Course Contents

Unit I: Management Accounting: nature, scope and tools of Management Accounting; Management Accounting vs. Financial accounting and Cost Accounting. Cost Accounting- Meaning, Scope and Classification of costs, full costing, overhead allocations, preparation of cost sheet.

Unit II: Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

Unit III: Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

Unit IV: Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility centres and its managerial implications, Transfer Pricing : concept, types & importance ; Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing, Decision involving alternative choices.

Recommended Books

1. Horngreen, C.T. Sundem G.L., Stratton W.O., Introduction to Management Accounting, PHI India, New Delhi
2. M Y Khan & P K Jain, Management Accounting, Tata McGraw-Hill, New Delhi
3. Shah: Management Accounting, Oxford University Press.

Reference Books

1. Hansen, D.R. & Mowen, M.M., Management Accounting, Thomson South Western.
2. Bamber, L.S., Braun K.W., Harrison, T.W., Managerial Accounting, Pearson Education, New Delhi.
3. Bhattacharyya, S.K. & Dearden, John, Costing for Management, Vikas Publishing House, New Delhi.
4. Pandey, I. M, Management Accounting, Vikas Publishing House, New Delhi.
5. Arora M N, Cost and Management Accounting, Vikas Publishing House, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

MBA- 108
CORPORATE FINANCE

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

Course Contents

Unit I: Financial management – Introduction to finance, objectives of financial management-profit maximization and wealth maximization. Changing role of finance managers in globalized environment. Organisation of finance function. Time value of money, risk and return analysis, valuation of securities. Indian financial system – Primary market, Secondary market – stocks & commodities, Money market, Foreign exchange markets.

Unit II: Investment Decision: Appraisal of project; Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – financial, operating and combined leverage alongwith implications; EBIT-EPS Analysis. Capital budgeting practices in Indian companies.

Unit III: Financing Decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance, Innovative source of finance ; Concept and Approaches of capital structure decision : NI, NOI, Traditional and Modigliani Miller Approach; Cost of Capital : Cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

Unit IV: Dividend policy – Factors affecting the dividend policy - dividend policies- stable dividend, stable payout. Relevance and Irrelevance. Theories of dividend decision: Walter’s Model, Gordon’s Model and Modigliani Miller Model; Factors affecting dividend decision. Overview of Working Capital Decision: Concept, components, factors affecting working capital requirement, Working Capital Management: Management of cash, inventory and receivables; Working Capital Financing.

Recommended Books

1. Damodaran, A., Corporate Finance- Theory & Practice, Wiley Publication
2. Srivastava: Financial Management, Oxford University Press.
3. Pandey, I.M, Financial Management, Vikas Publication House Pvt. Ltd, New Delhi

Reference Books

1. Brealey and Myers, Principles of Corporate Finance, Tata McGraw Hill, New Delhi
2. Prasanna Chandra, Financial Management - Theory & Practice, Tata McGraw Hill, New Delhi.
3. Van Horne and Wachowicz , Fundamentals of Financial Management, Prentice Hall/ Pearson Education, New Delhi.
4. Khan, M. Y and Jain, P.K., Financial Management: Text Problems and Cases, Tata McGraw Hill, New Delhi.
5. Stephen A. Ross, Wester Field, Jordan, Fundamentals of Corporate Finance MacGraw Hill.
6. Chandra, Prasanna, Financial Management, Tata McGraw Hill, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

MBA-110
PRODUCTION AND OPERATION MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The objective is to get the students acquainted with the design aspects of operations and material management and to develop relevant skill.

Course Contents

Unit I: Nature and Scope of Production and operations Management, its relationship with other Systems in the organization, factors Affecting System and Concept of Production and Operation management. Facility Location, Types of manufacturing Systems and layouts, Layout Planning and Analysis.

Unit II: Functions of Production and material management, Types of production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control, In Mass Production in Batch production, Job order manufacturing, Production Selection, Product Design, and Development, Process Selection, facility Location, facility Layout, Capacity Design, Determination of Material required.

Unit III: Materials Management - Concepts, Objectives, Functions Purchasing Management - Objectives; Functions; Methods; Procedure Management - Types of Stores; Functions; Coding Methods. Value Analysis – Concepts Inventory Management – Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED, FSN analysis. Maintenance Management - Concepts; Objectives; Functions; Types of Maintenance

Unit IV: Quality management: Introduction; Meaning; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheet, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control chart; Quality assurance; Total quality management (TQM) model; Service quality, concept of Six Sigma and its application. Advanced Manufacturing Technologies: JIT, TOC, Lean/ Green Manufacturing, WCM etc. and safety concepts

Recommended Books

1. Bedi, Production & Operations Management, 2/e, Oxford University Press.
2. Chary, Production & Operations Management, Tata McGraw Hill, New Delhi.
3. Buffa & Sarin, Modern Production/Operations Management, John Wiley Publication

Reference Books

1. Adam & Ebert, Production & Operation Management, Prentice Hall India, New Delhi.
2. Kachru, Upendra, "Production and Operations Management Text and Cases", Excel Books, New Delhi.
3. Krajewski & Ritzman, "Operations Management", Pearson Education.
4. Richard B Chase, F Robert Jacobs, Nicholas J Aquileno, Nitin K Agarwal, "Operations Management for Competitive Advantage", Tata McGrawHill, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

MBA-112
BUSINESS RESEARCH METHODS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision-making

Course Outline

Unit I: Introduction: Concept of research and its applications in the various functions of management; Types of research, Types of business problems encountered by the researcher; Problems and precautions to the researcher in India, Process of research: Steps involved in research process.

Unit II: Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group. Qualitative and quantitative research, Concept of measurement, causality, generalization, replication, Merging the two approaches

Unit III: Data collection: Sampling procedure; Sample size; Determination and selection of sample member; Types of data and various methods of collecting data; Preparation of questionnaire and schedule; Precautions in preparation of questionnaire and collection of data

Unit IV: Analysis of data: Coding, editing and tabulation of data; various kinds of charts and diagrams used in data analysis; Data Processing, Analysis and Estimation, Hypothesis Testing, Bi-variate Analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance, Uses of Data Analysis Tools like SPSS and Excel, Report Preparation: Types and layout of research report; Precautions in preparing the research report; Bibliography and Annexure in report.

Recommended Books

1. Cooper & Schindler, "Business Research Methods", Tata McGrawHill, New Delhi.
2. Saunders, "Research Methods for Business Students", Pearson Education, New Delhi

Reference Books

1. Collis J and Hussey R "Business Research", Palgrave publication
2. Kothari C.R., "Research Methods in Business & Social Sciences", Macmillan.
3. Bryman, Alan & Emma Bell, "Business Research Methods", Oxford University Press.
4. Walliman, Nicholas, "Social research methods", Sage Publications, New Delhi.
5. Shenray & Pant., "Statistical Methods in Business & Social Sciences", Macmillan
6. Dwivedi R.S., "Research Methods in Behavioural Sciences", Macmillan.
7. Uma Sekaran, Research Methods for Business, Wiley Publications

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

MBA- 114
INTERNATIONAL BUSINESS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The objective is to impart knowledge and skill of analysis of operational processes of business between two or more nations.

Course Contents

Unit I: Introduction to International Business; Concept and Definition of International Management; Reasons for Going International, International Entry Modes, Their Advantages and Disadvantages, process of internationalization, Strategy in the Internationalization of Business, Global Challenges; Entry Barriers, India's Attractiveness for International Business.

Unit II: International business Competitive strategies: Porter's model; Prahalad and Doz's strategy model, Foreign Direct investment, Joint Ventures, Foreign Institutional Investment. International organisation and control: Organisational structures; Control procedures; Location of decision-making, Role of Subsidiaries, Organisational Control, Bartlett & Ghoshal's Model of TNCs.

Unit III: International Trade: Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Heckscher-Ohlin Theory., Vernon's Theory of International Product Life Cycle. Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse Balance of Payment. Convertibility of Capital Account.

Unit IV: International Monetary Fund, Asian Development Bank and World Bank – Financial Markets and Instruments – Introduction to Export and Import Finance – Methods of payment in International Trade – Introduction to current EXIM policy. Bilateral and Multilateral Trade Laws – General Agreement on Trade and Tariffs, (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS- Ministerial Conferences.

Recommended Books

1. Rakesh Mohan Joshi, International Business, Oxford University Press..
2. Daniels, J., Radebaugh, L., and Sullivan, D., "International Business", Prentice-Hall, New Delhi.
3. Aswathappa, K. "International Business", Tata McGraw-Hill, New Delhi.

Reference Books

1. Charles W.L. Hill, "International Business", Tata McGraw Hill Co. Ltd., New Delhi.
2. Sharan V., "International Financial Management", Prentice Hall of India, New Delhi.
3. Paul J, "International Business", Prentice Hall of India, New Delhi.
4. Deresky H, "International Business", Prentice Hall of India, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

MBA-116
LEGAL ASPECTS OF BUSINESS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The purpose of this course is to acquaint students with various laws, forces and regulatory measures governing business operations in India.

Course Outline

Unit I: The Indian Contract Act: Essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, Quasi-Contracts

Unit II: The Sale of Goods Act: Contract of sale of goods, conditions and warranties, transfer of property, rights of an unpaid seller; the negotiable instruments act: nature and types; negotiation and assignment; holder-in-due course, dishonour and discharge of a negotiable instrument, arbitration

Unit III: The Companies Act, 1956: Nature and types of companies; formation; memorandum and articles of association; prospectus, shares and share capital, allotment of shares

Unit IV: Membership; borrowing powers; management and meetings; accounts and audit; compromise arrangements and reconstruction; prevention of oppression and mismanagement; winding up; Consumer Protection Act and Cyber Law

Recommended Books

1. Kuchhal, M.C. and Deepa Parkash, Business Legislation Management, Vikas Publishing House Pvt. Ltd.
2. Kuchhal, M.C. Business Law, Vikas Publishing House, New Delhi
3. Kapoor, N. D. Mercantile Law including Industrial Law, Sultan Chand, New Delhi.
4. Gulshan, S. S, Business Law, Excel Publications, New Delhi

Reference Books

1. Khergamwala, J.S., The Negotiable Instrument Acts, N.M. Tripathi, Bombay, 1980
2. Ramaiyam, A., Guide to the Companies Act, Wadhwa, Nagpur, 1992
3. Shah, S.M., Business Law for Managers, Sultan Chand, New Delhi, 1998
4. Tulisian P.C., Business Law, TMH, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

MBA-118
COMPUTER NETWORKS AND INTERNET

External Marks: 50
Internal Assessment: 20
Practical: 30
Time: 3 Hours

Course Objective

To familiarize participants with technologies like networking and internet and to build skills in applying these technologies to various business processes

Course Outline

Unit I : Evolution on Computer Networks, Impact of Computers Networks on Business, Networked Economy-Framework, Issues and future trends. Data Signals: Analog and Digital signals, Amplitude, Period and Frequency, Wavelength, Composite Analog Signals, Bandwidth, Bit Rate and Bit Length, Transmission Impairments. Data Transmission: Communication Modes, Transmission Modes, Multiplexing and spreading, Transmission Media, Switching and Routing

Unit II: Computer Networks: Basic concept, Advantages, classification, topologies, Components of computer networks: Hardware components, Software components. Network Architecture Models: Introduction to OSI and TCP/IP Models

Unit III: Internet: History and Development, how it works, control mechanism. WWW: Hypertext and Hyperlinks, Websites and web pages, URL, IP addressing and Domain Naming System. Internet and WWW tools and Applications: Browser, FTP, Telnet, Email, Information and Knowledge sharing using computer networks and the Internet

Unit IV: Network Security: Security Threats and their sources, Countermeasures to ensure security, Cryptography, Identifying and Managing IT risks, Networking applications in Education and Training, Healthcare, Banking, e-governance and social networking. Major issues and considerations in networked economy: Social issues, Economic issues, Ethical Issues, Privacy issues and Health issues.

Recommended Books:

1. Dhunna, Mukesh and Verma, Deepak , Computer Networks and Internet, Vayu Education of India
2. Forouzan, B. A., Data Communication and Networking, Tata McGraw Hill
3. Tanenbaum, A. S., Computer Networks, Pearson Education

Reference Books

1. Stalling W, "Computer Networks", Pearson Education
2. Douglas E. Comer & M.S Narayanan, "Computer Network & Internet", Pearson Education
3. Behraj A Forouzan, "Data Communication & Networking", McGraw-Hill.
4. Natalia Olifar & Victor Olifer, "Computer Networks", Willey Pub.
5. Prakash C. Gupta, "Data Communications and Computer Networks", PHI
6. Bertsekas & Gallager "Data Network" , PHI
7. Gallo, "Computer Communication & Networking Technologies", Cengage Learning

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

MBA- 201
APPLIED OPERATION RESEARCH

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To introduce students to tools and techniques of OR and to equip them to make optimal managerial decisions.

Course Contents

Unit I: Introduction to OR, Importance of OR, Scope of OR in business activities, Optimization concept, OR Models: Linear programming, Introduction to LP, Problem formulation, product mix and various managerial applications and Graphical method of problem solving, Alternate solution of LP, Duality in LP, Formulation of dual problems, advantages, its economics interpretation.

Unit II: Transportation Models- Nature and scope of transportation and allocation models, Methods of allocation, different methods for finding initial solution – VAM, N-W Corner Rule, and other methods, degeneracy. Finding optimal solution, Tests for optimality, Imbalance in total availability and total allocation – impossible shipments, Alternate methods of solutions, and maximization as objective Scope of transportation models. Assignment Problems- Travelling salesman problem, Row Minimum, Column Minimum, Iteration, Balanced, Unbalanced, Infeasible and Maximization.

Unit III: Queuing theory (waiting line), Single server/Single Queue, Essential features of queuing system, Single Queue, Operating characteristics of queuing system, Probability distribution in queuing system, Multi server. Goal programming - construction of goal programming models, Goal Programming Algorithms. Inventory models, Meaning and importance of inventory management, , EOQ formula, economic lot size, Problems based in EOQ formula, Types of Inventory control methods

Unit IV: Network models, Introduction to PERT, CPM techniques, Network components, precedence, events, activities, errors and dummies, Critical path analysis, float, Probabilities in PERT analysis, project time calculations, Project crashing, time cost considerations. Decision Making: Decision making environment, decision under uncertainty, decision under risk, decision tree analysis.

Recommended Books

1. Sharma, J. K. "Operation Research", Macmillan Publisher
2. Vohra, N.D, "Quantitative Techniques in Management", Tata McGraw Hill, New Dehi.

Reference Books

1. Anderson, Sweeny and Williams, "Quantitative Methods for Business", Thomson learning
2. Hillier, F.S. and Lieberman, G.J., "Operations Research", Tata McGraw Hill, New Delhi.
3. Barry Render, Ralph Stair and Michael Hanna, "Quantitative Analysis", Pearson Education, New Delhi.
4. Frederick Hillier and Gerald Lieberman, "Operations Research", Tata McGraw Hill, New Delhi.
5. Natarajan, Balasubramani and Tamilarasi, "Operations Research", Pearson Education, New Delhi.
6. Sharma, J. K. "Quantitative Techniques", Macmillan Publisher

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

MBA- 203
STRATEGIC MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To emphasize on the role of strategies in the business and to familiarize the students with the process of strategy formulation, implementation and review process

Course Contents

Unit I: Introduction to Business Policy & Strategic Management: Definition, Concept, Objective and Significance, The levels at which strategy operates, Characteristic of Strategic Management, An Overview: Strategic Management Process, Concept of Strategic Decision Making. Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.

Unit II: Environment Appraisal: Concept & Environmental Sector; PEST Analysis, Organizational Appraisal: Concepts & Capability Factors ; Porter's Value Chain Model, Framework for developing Strategic Advantage, SWOT Analysis as a Tool for assessing Organizational Capabilities and Environment Opportunities, Type of Strategies: Corporate Level (Concept of Grand Strategies) , Business Level and Functional Level., Guidelines for Crafting Successful Business Strategies. Strategy Analysis and Choice: Corporate Level Strategy Analysis: BCG Matrix & GE 9 cell Matrix, Business Level Strategy Analysis: Life Cycle Analysis, Porter's Five Forces of Industry Analysis, Concept of Strategic Decision Making, Subjective Factors in Strategic Choice and Process of Strategic Choice

Unit III: Strategy Implementation: Interrelation Between Strategy Formulation and Implementation, Aspects of Strategy Implementation, An overview of Project, Procedural Implementation, Resource Allocation, Structural Implementation: An overview of: Structural Consideration, Structure for Strategies, Behavioral Implementation: An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Personal Values and Business Ethics, Functional /Operational Implementation: An overview of: Functional Strategies.

Unit IV: Strategy Evaluation and Control : An Overview of Strategic Evaluation and Control, Strategic Control and Operational Control, Techniques for Strategic Evaluation and Control, Role of Organizational Systems in Evaluation, Mc Kinsey's 7s Framework.

Recommended Books

1. Kazmi, Azhar, "Business Policy and Strategic Management" , Tata McGraw Hill Publishing Company Ltd., New Delhi.
2. Chandrasekharan: Strategic Management, Oxford University Press.
3. A A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy- The Quest for Competitive Advantage, Tata McGraw Hill.

Reference Books

1. David, Fred R. "Strategic Management-Concept and Cases", Pearson Education, Delhi.
2. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., "Strategic Management Competitiveness and Globalization" Thomson Asia Pvt. Ltd.
3. Pearce II JA an Robinson Jr., R.B., "Strategic Management-Strategy Formulation and Implementation", AITBS Publishers and Distributors, Delhi.
4. Srivastava R.M. "Management Policy and Strategic Management (Concepts, Skills and Practices)", Himalayan Publishing House.
5. Peter F. Drucker, "Managing in a Time of Great Change", Truman Talley Books / Plume Penguin Group,

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

MBA- 205
MANAGEMENT INFORMATION SYSTEMS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To familiarize participants with the fundamental of management information systems and their application in effective business management

Course Outline

Unit I: Basic concept of information systems, Role of information systems in business, Managerial challenges, Types of information and their characteristics. Types of information systems: Transaction Processing Systems, Office Automation Systems, Management Information Systems, Decision Support Systems and Group Decision Support Systems, Expert Systems, Executive Support systems

Unit II: Information system for strategic advantage, strategic role for information system, breaking business barriers, business process reengineering, Improving business qualities, Infrastructural requirements for information systems: hardware, software, data management and storage, networking/telecommunication platforms

Unit III: Developing Information systems: system development approaches and methodologies, information system analysis, design, implementation and maintenance. System Testing and documentation, conversion methods

Unit IV: Information System Applications: Financial and Accounting information systems, Marketing information systems, HR information systems

Recommended Books

1. O'Brien James, Marakas, George and Behl, Ramesh, Management Information Systems, 9/e: Tata McGraw Hill

Reference Books

1. Laudon, Kenneth C., Laudon, Jane P. and Dass, Rajanish, Management Information Systems: Managing the Digital Firm, 11/e: Pearson Education

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

MBA-207
SUMMER INTERNSHIP REPORT

External Marks: 70
Internal Assessment: 30

Every student of MBA (ITM) shall be required to undergo a practical **training in an industrial** organization approved by the Institute as per their scheme of examination.

The evaluation of the Report will be done as per scheme of examination. A candidate shall submit her/his Project report as prescribed in scheme of examination. In case a candidate's report is rejected or s/he is unable to complete it within the prescribed period for her/his category, s/he may be dealt as reappear in that paper and will be dealt accordingly.

The detailed guidelines for Summer Internship and the specific aspects and format of the report will be circulated by the Department.

MBA-209
PROJECT REPORT WRITING

Internal Assessment: 50

Students will prepare the **synopsis of the project** to be prepared and submitted in the 4th semester of the programme under the guidance of a research supervisor. The synopsis will be evaluated by a committee constituted by the Chairman of the Department/Institute.

MBA-202
ENTREPRENEURSHIP

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The main objective of the course is to expose the students to the growth of entrepreneurship in developing countries and acquaint with the establishment and running of a new enterprise

Course Outline

Unit I: Entrepreneurship: Concept and Definitions; Entrepreneurship and Economic Development; Classification and Types of Entrepreneurs; Entrepreneurial Competencies; Factor Affecting Entrepreneurial Growth – Economic, Non-Economic Factors; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs; Entrepreneur; Manager Vs. Entrepreneur

Unit II: Opportunity / Identification and Product Selection: Entrepreneurial Opportunity Search and Identification; Criteria to Select a Product; Conducting Feasibility Studies; Project Finalization; Sources of Information. Women Entrepreneurship – Role & Importance, Profile Women Entrepreneur, Problems of Women Entrepreneurs, Women Entrepreneurship Development in India

Unit III: Small Enterprises and Enterprise Launching Formalities : Definition of Small Scale; Rationale; Objective; Scope; Role of SSI in Economic Development of India; SSI; Registration; NOC from Pollution Board; Machinery and Equipment Selection; Project Report Preparation; Specimen of Project Report; Project Planning and Scheduling using Networking Techniques of PERT / CPM; Methods of Project Appraisal

Unit IV: International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic' entrepreneurship, Stages of economic development. Institutional support for new ventures: Supporting Organizations; Incentives and facilities; Family and Non Family Entrepreneur: Role of Professionals, Professionalism vs family entrepreneurs. Venture Capital: Venture capital, Nature and Overview, Venture capital process, locating venture capitalists.

Recommended Books

1. Rajeev Roy, Entrepreneurship 2/e, Oxford University Press.
2. Lall, Madhurima, and Shikha Sahai, "Entrepreneurship", Excel Book, New Delhi.
3. Charantimath, Poornima, "Entrepreneurship Development and Small Business Enterprises", Pearson Education, New Delhi.

Suggested Readings

1. Norman M. Scarborough, "Essentials of Entrepreneurship & Small Business Management", PHI, New Delhi.
2. Vasant Desai, "Entrepreneurial Development and Management", Himalaya Publishing House, New Delhi.
3. Dollinger, M. J. "Entrepreneurship", Prentice Hall, New Delhi.
4. Holt, "Entrepreneurship: New Venture Creation", Prentice Hall, New Delhi.
5. Hisrich, Robert D., Michael Peters and Dean Shepherd, "Entrepreneurship", Tata McGraw Hill, New Delhi.
6. Bridge, S et al., "Understanding Enterprise: Entrepreneurship and Small Business", Palgrave Publication.
7. Donald F. Kuratko, "Entrepreneurship: Theory, Process, and Practice", South Western College Publications.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

MBA-204
CORPORATE GOVERNANCE, ETHICS AND VALUES

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

This course seeks to educate the students about legal, social and ethical matters in business, and make them sensitive to the consequences of their decisions.

Course Outline

Unit I: Origin and Development of Corporate governance, Theories underlying Corporate Governance (Stake holder's theory and Stewardship theory, Agency theory, Separation of ownership and control, corporate Governance Mechanism: Anglo-American Model, German Model, Japanese Model, Indian Model, OECD, emphasis on Corporate governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment).

Unit II: Role of Board of Directors and Board Structure, Role of Board of Directors, Role of the Nonexecutive Director, Role of Auditors, SEBI Growth of Corporate Governance. Role of Government, Corporate governance in India, Kumaramangalam Birla Committee, CII Code on Corporate Governance , Cadbury Committee, Clause 49 of Listing Agreement.

Unit III: Definition and Nature of Business ethics, Need and benefit of business ethics, History of the development of business ethics, Arguments for and against business ethics, Economic issues, Competitive issues, Legal and Regulatory Philanthropic issues, Framework for ethical decision making- Individual factors, organizational factors, Corporate Governance- a dimension of ethical making

Unit IV: Decision making (Normal Dilemmas and Problems): Application of Ethical theories in Business – Utilitarianism, Deontology , Virtue Ethics . Economic Justice: Distributive Justice, John Rawls Libertarian Justice (Robest Nozick). Ethical Issues in Functional Areas of Business. Marketing: Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising). Finance: Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parchate. HR: Workers Right and Duties: Work place safety, sexual harassment, whistles blowing, glass ceiling and employee discrimination.

Recommended Books

1. Mathur, U.C. "Corporate Governance & Business Ethics", McMillan

Reference Books

1. Albuquerque: Business Ethics, Oxford University Press.
2. Satish Kumar: Corporate Governance, Oxford University Press.
3. Hartman, Laura P; "Perspectives in Business Ethics", McGraw-Hill.
4. C.V. Baxi, "Corporate Governance", Excel Books, New Delhi.
5. Velasquez, "Business Ethics – Concepts and Cases", Prentice Hall, New Delhi
6. Chakraborty, S.K. "Ethics in Management". New Delhi: Oxford India.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

MBA-206
ELECTRONIC COMMERCE

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course objective

To familiarize participants with the growing role of electronic commerce and its application in business

Course Contents

Unit I: Introduction to E-Commerce: Basic concepts and framework, e-commerce and e-business, unique features of e-commerce, Types of e-commerce, Origins and evolution of e-commerce; E-Commerce business models: Key elements of e-commerce business models, B2C business models, B2B business models, other emerging business models; Impact of e-commerce on business strategy, structure and processes.

Unit II: E-Commerce Infrastructure: Evolution of the Internet and key concepts, commercialization of Internet service, Network infrastructure for e-commerce comprising of hardware and software requirements, wireless and mobile networks for e-commerce, e-commerce enabling features of the Internet and WWW; Process involved and major considerations in the development of e-commerce website; Factors in optimizing websites for performance

Unit III: Online Payments systems; Security Threats and countermeasures in e-commerce environment; Costs, benefits and barriers to e-commerce; Understanding online audience and consumer behaviour; Online Marketing Technologies; Marketing and branding strategies for e-commerce; Ethical, social and political issues in e-commerce

Unit IV: E-Commerce Applications: Online Retailing; Online Content and Publishing; e-procurement and Supply Chain Management; Online auctions, e-commerce portals and Social networks and communities

Recommended Books:

1. Laudon, Kenneth C. and Traver, Carol G., E-commerce: Business, Technology, Society 4/e, Pearson Education.

Reference Books

1. Deitel H., Dietel P. and Steinbuhler K., e-Business and e-Commerce for Managers, Pearson Education
2. Chaffey, Dave, E-Business and E-Commerce Management, 3/e, Pearson Education
3. Rayport, J. F. and Jaworski, B. J., Introduction to e-commerce, Tata McGraw Hill

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

MBA-208
RESEARCH PROJECT

External Marks: 70
Internal Assessment: 30

PROJECT REPORT

Every student will be required to submit a research proposal by the end of the Third Semester and it will be pursued by him/her under the supervision of an internal supervisor. Two hard copies and a soft copy of the Project Report will be submitted by the students prior to the date of the commencement of the Final Examinations for the Fourth Semester and this date will be notified by the Controller of Examinations.

PROJECT REPORT EVALUATION

The Project shall be evaluated by External (70 marks) and Internal (30 marks) Examiners. The internal assessment shall be done by the concern supervisor of the candidate. The external assessment shall be done on the basis of Viva Voce and the project report by an external expert appointed by University on the recommendation of Chairman, Board of Post Graduate Studies and Research.

- a) A candidate shall prepare her/his dissertation under the supervision of a teacher of the Department. Any joint supervisor (Intra-departmental, Inter-departmental, External Institution or Industry), may also be associated in supervision, if desirable, but the reasons for recommendation of Joint Supervisor will be recorded in the Dissertation Allotment proceedings. The inter-departmental or external supervisor can be appointed only as a joint supervisor and her/his prior written consent shall be submitted by the candidate to the Department.
- b) Project Report will be evaluated as per scheme of examination. A candidate shall submit her/his Project report as prescribed in scheme of examination (if any). In case a candidate's Project is rejected or s/he is unable to complete it within the prescribed period for her/his category, s/he may be dealt as reappear in that paper and will be dealt accordingly.
- c) The student will defend her/his project work through presentation before the committee and the committee will award marks in percentage. A student scoring 'F' grade in the dissertation exam shall have to resubmit her/his project report after making all corrections/improvements & this dissertation shall be evaluated as above.

Detailed guidelines for the specific aspects and prescribed format of the Project and its report will be circulated by the Department.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

FM-01
INVESTMENT MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The basic objective of the course is to acquaint the students to the investment decisions related to financial assets, the risks and the returns involved, to make them aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.

Course Contents

Unit I: Concepts of investment- Financial and non-financial forms of investment – Objectives of financial investment, investment methods – Security and non-security forms of investment – Sources of investment information- Investment Instruments. Financial markets – primary and secondary markets – major players and instruments in secondary market - Functioning of stock exchanges, trading and settlement procedures at NSE & BSE. Stock markets guidelines on primary & secondary markets. Steps in Investment Management.

Unit II: Valuation of securities-bond and fixed income instruments valuation -bond pricing theorems, duration of bond and immunisation of interest risk, term structure of interest rate, determination of yield curves, valuation of equity and preference shares (Dividend capitalisation & CAPM). Analysis of risk & return, concept of total risk, factors contributing to total risk, systematic and unsystematic risk, default risk, interest rate risk, market risk, management risk, purchasing power risk. Risk & risk aversion. Capital allocation between risky & risk free assets-Utility analysis

Unit III: Fundamental analysis: concept & significance of economic analysis, industry analysis: introduction, need for industry analysis, alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, SWOT analysis for industries. Company analysis - nature and style of management, key role of financial analysis, ratio analysis. Technical Analysis: Theory of Technical analysis, points and figures chart, bar chart, contrary opinions theory, confidence index RSA, RSI, Moving average analysis, Japanese Candlesticks. Efficient Market hypothesis (EMH), Asset pricing theories, CAPM & Arbitrage pricing theories.

Unit IV: Modern portfolio theory – Asset allocation decision. Dominant & Efficient portfolio – simple diversification, Markowitz diversification model, selecting an optimal portfolio – Sharpe single index model. Determination of corner portfolio. Process of portfolio management – International Diversification. Portfolio analysis, optimal portfolio construction, sharp portfolio optimization, portfolio revision, portfolio evaluation: Jensen's and Treynor's performance Index. Portfolio revision -Active and passive strategies & formula plans in portfolio revision.

Recommended Books

1. Zvi, Bodie, Kane, Marcus & Mohanti, "Investment", Tata McGraw Hill, New Delhi.
2. Fischer, Donald E. and Jordan, Ronald J. , "Security Analysis and Portfolio Management", PHI

Reference Books

1. Chandra, Prasanna. "Investment Analysis and Portfolio Management", TMH
2. Punithavathy, Pandian. "Security Analysis and Portfolio Management", Vikas Publishing House, New Delhi.
3. Alexander, Sharpe, Bailley "Fundamentals of Investment", PHI, New Delhi
4. Bhalla, V K , "Investment Management : Security Analysis and Portfolio Management", Sultan Chand, New Delhi.
5. Reilley & Brown, "Investment Analysis & Portfolio Management", Thomson Learning
6. Fuller, Russell J & Farrell, James L. "Modern Investment & Security Analysis". McGraw Hill, New York.
7. Alexander, Jordan J & Bailey, Jeffrey V. "Investment Analysis & Portfolio Management", Dryden Press, Thomson Learning, Bombay.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

FM-02
FINANCIAL DERIVATIVES

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The Objective of this course is to give an in depth knowledge of risk management using financial derivatives securities.

Course Contents

Unit I: Introduction to Financial Derivatives, Meaning and Need, Growth of Financial Derivatives in India, Derivative Markets-Participants- Functions, Types of Derivatives – Forwards, Futures, Options, Swaps. The Regulatory Framework of Derivatives Trading in India, Critiques of Derivatives

Unit II: Features of Futures, Differences Between Forwards and Futures, Financial Futures – Trading, Currency Futures – Interest Rate Futures – Pricing of Future Contracts – Value at Risk (VaR) – Hedging Strategies – Hedging with Stock Index Futures – Types of Members and Margining System in India, Mark-to- Market System of Futures Market. Futures Trading on BSE & NSE

Unit III: Options Market – Meaning & Need – Options Vs futures – Types of Options Contracts-Call Options, Put Options, Trading Strategies Involving Options – Basic Option Positions –Margins – Options on stock Indices – Option Markets in India on NSE and BSE.

Unit IV: Option Pricing – Intrinsic Value and Time Value - Pricing at Expiration – Factors Affecting Options pricing – Put-Call Parity Pricing Relationship – Pricing Models – Introduction to Binominal Option Pricing Model, Black Scholes Option Pricing Model. Swaps – Meaning, Overview. The Structure of Swaps – Interest Rate Swaps – Currency Swaps. Swap Variant – Swap Dealer Role – Equity Swaps – Economic Functions of Swap Transactions – FRAs and Swaps. Introduction to other derivatives instruments. Brief overview of derivatives mishaps.

Recommended Books

1. Hull C. John, " Introduction to Options, Futures and Other Derivatives", PHI, New Delhi.
2. Sivastava: Derivatives & Risk Management, Oxford University Press..
3. Gupta, S. L. " Financial Derivatives: Theory, problems and cases", PHI, New Delhi

Reference Books

1. David Thomas. W & Dubofsky Miller. Jr., "Derivatives Valuation and Risk Management", Oxford University, Indian Edition.
2. N. D. Vohra & B.R.Baghi, "Futures and Options", Tata McGraw-Hill Publishing Company Ltd.
3. Red Head, "Financial Derivatives: An Introduction to Futures, Forward, Options" Prentice Hall of India.
4. Kolb, W. Robert and Overdahl, A. James, "Financial Derivatives", John Wiley & Sons publication.
5. Kolb, W. Robert, " Futures Markets" PHI, New Delhi
6. Sunil K.Parameswaran, "Futures Markets: Theory and Practice" Tata-McGraw-Hill Publishing Company Ltd.
7. D.C.Parwari, "Financial Futures and Options", Jaico Publishing House.
8. Hull, John, C. "Options, Futures and Other Derivatives", Pearson Education, New Delhi
9. T.V.Somanathan, "Derivatives", Tata McGraw-Hill Publishing Company Ltd.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

FM-03
INTERNATIONAL FINANCIAL MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

This course enables students understand the macro environments in which financial transactions are carried out. And also acquaints them with the problem and techniques of financial management in multinational corporations.

Course Contents

Unit I: International Financial Management; Study of International Finance – Its Importance, Nature and Scope of IFM, IFM versus Domestic Financial Management. Global Financial Environment: Overview, International Monetary System: Exchange Rate Regimes, IMF, Euro Currency Market, EURO Market, Capital Market, Role of Finance Manager in Global context, Balance of Payments : Understandings, Analysis & Interpretation

Unit II: Foreign Exchange Market: Nature, Structure, Types of transactions, Exchange rate quotation & Arbitrage, Spot & Forward, Foreign Exchange Market in India: Nature, Structure, Operations & Limitations. Exchange Rate Determination: Structural Models of Exchange Rate Determination, Exchange Rate Forecasting, The Exchange Rate of Rupee, Foreign Exchange Risk Exposure: Types of Risk, The Risk management Process: Hedging, Swaps, Futures, Options, Types of Derivatives.

Unit III: Foreign exchange risk management, Meaning of Foreign exchange Risk and exposure. Types of exposures, measurement of different types of exposure. Management of Foreign Exchange Risk – Translation Exposure, Transaction Exposure and Economic Exposure, Hedging, Managing operating exposure

Unit IV: Financial Management of Multinational Corporations. Foreign Direct Investment, Cost of Capital and Capital Structure of Multinational Firms, Multinational Capital Budgeting, Multinational Working Capital Management. Control and Performance Evaluation of Multinational Companies. The international Financing Decision, International Equity Financing, Evaluating Borrowing Options, Funding Avenues in Global Capital Markets – Eurocurrency Markets, Depository Receipts. An overview of Taxation aspects of Multinational companies.

Recommended Books

1. Shapiro, A., "Multinational Financial Management", John Wiley Publication.
2. Eitman, Stonhill, Mofit, "Multinational Business Finance", Pearson Education, New Delhi.

Reference Books

1. Madhu Vij, "International Financial Management", Excel Books Publications, New Delhi.
2. Madura, Jeff, "International Financial Management", Thomson Publications.
3. Bhalla, V.K, "International Financial Management - Text and Cases", Anmol Publications, New Delhi.
4. Apte, P.G. "International Financial Management", Tata McGraw Hill, New Delhi.
5. Maurice D. Levi, "International Finance", Tata Mc Graw-Hill, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

FM-04
FINANCIAL INSTITUTIONS AND MARKETS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

Course Contents

Unit I: Financial System: Introduction, Components of Indian Financial System, Institutions, Instruments, Market & Services, Nature and Role of Financial System, & Economic Development, Financial Sector Reforms. Financial Institutions: Reserve Bank of India, Commercial Banks, Role of Development Banking in Industrial Financing in India; Objectives and Functions of different Financial Institutes in India like IFCI, ICICI, IDBI, UTI, LIC, Mutual Funds, International Aspects of Financial Institutions.

Unit II: Capital Market: Constituents, Functions, Capital Market instruments, New Issues Market : Relationship between New Issues Market and Stock Exchange, Functions of New Issue Market, Instrument of Issues, Players in the New Issue Market, Recent Trends, Security Exchange Board of India, Regulation and Investor Protection. Secondary Market: Stock Exchange; Rules & Regulation of Trading & Settlement, Stock Market Reforms, Listing of Shares, Depositories System.

Unit III: Money Market – Introduction, Treasury Bills: Types – Commercial Paper – Commercial Bills – Certificate of Deposits – Call/Notice Money Market – Money Market Intermediaries – Money Market Mutual Funds – Link between Money Market and Monetary Policy in India – Tools for Managing Liquidity in the Money Market.

Unit IV: Derivatives Market - Introduction – Benefits – History – Types of Financial Derivatives – Features of Derivatives Market – Traders in Derivatives Market - Derivatives Market in India – Forward and Futures – Futures Trading Strategies – Options – Options Trading Strategies – Derivatives Trading in India. Banking and Non-Banking Institutions - Banking Institutions – Development of Banking in India – Schedule Commercial Banks – Reforms in Banking Sector – Restructuring of Public Sector Banks – Cooperative Banking – Non-Banking Finance Companies

Recommended Books

1. Fabozzi, Frank J. "Foundations of Financial Markets and Institutions", Prentice Hall, New Delhi.
2. Bhole, L.M., "Management of Financial Institutions", TMH, New Delhi.

Reference Books

1. Fabozzi & Modigliani, "Capital Markets Institutions and Instruments", PHI.
2. Mishkin, Frederics, Eakins, Stanley, G., "Financial Markets Institutions". Prentice Hall.
3. Yeager, Fred C. & Seitz, Nail E., "Financial Institutions Management: text and cases", Englewood Cliffs, NJ, PHI.
4. Kohn, Meir "Financial Institutions and Markets", Tata McGraw Hill.
5. Khan, M.Y., Indian Financial System, TMH, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

FM-05
MANAGEMENT OF FINANCIAL SERVICES

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The main aim of this course to familiarize the students with various financial services and their management

Course Contents

Unit I: Financial Services - Meaning, types and their importance. Merchant Banking - Origin and development of merchant banking in India scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t Merchant bankers. Mutual funds and AMCs- concept, origin and growth of mutual funds, constitution & management of MFs - Sponsors, Trustees, AMCs, and custodians. Classification of mutual fund schemes, advantages and disadvantages in mutual fund schemes, NAV and pricing of mutual fund units. State of mutual funds in India

Unit II: Insurance service- Need and importance Life and non life insurance- Players in life and non life insurance- Essentials of insurance contracts- Risk appraisal and selection- Life and non life insurance products including unit linked plans. Leasing-concept and development of leasing, business difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee. Factoring - development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India. Plastic Money — Concept and different forms of plastic money - credit and debit cards, pros and cons. Credit process followed by credit card organisations. Factors affecting utilization of plastic money in India.

Unit III: Credit rating - the concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting credit rating & procedural aspects. Venture capital - concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital. Call money market: introduction, meaning, participation, location, volume of call loans, call rates, recent developments. Treasury bill market-introduction, 91 days, 182 days treasury bill market, Commercial bill market - introduction, bills of exchange, size of market, schemes, rates, factors behind under development of

Unit IV: Market for CPs and CDs: introduction, interest rate determination, Discount market and market for financial guarantees. Depository: Introduction, Concept, depository participants, functioning of depository systems, demat, remat, process of switching over to depository systems, benefits, depository systems in India, SEBI regulation. Marketing of Financial Services – Conceptual framework – Distribution – Pricing – Promotion – Attracting & retaining customers – Segmentation – Positioning – Development and launching of new products – Behavioural profile of customers

Recommended Books

1. Khan, M.Y, “ Financial Services”, Tata McGraw Hill, New Delhi.
2. Bansal, L.K. “Merchant Banking & Financial Services”, Unistar Publication Pvt. Limited.

Reference Books

1. Bhole, L.M “Financial Institutions and Markets”, Tata McGraw Hill, New Delhi.
2. Gorden, E & Natarajan, K, “Financial Services”, Himalya Publishing House, New Delhi
3. Machiraju , H.R, “Merchant Banking Principles and Practice”, New Age International, New Delhi.
4. Mohan, N. “Merchant Banking and Financial Services”, Excel Books, New Delhi.
5. Resources from SEBI and RBI websites.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

FM-06
CORPORATE RESTRUCTURING

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The main objective is to provide an understanding of all aspects of strategic decision of corporate restructuring; valuation of the firms; law and practical issues affecting and arising out of corporate restructuring.

Course Contents

Unit I: Forms of corporate restructuring, early merger movements, mergers types and characteristics framework of analysis of mergers. Role of industry life cycle. Theory of the firm and corporate finance corporate capital structures and dividend policies. Theory of multinational enterprises, reason for international M&As basic stock repurchase model. Theory behind repurchase , take over refuse – financial diffusive measures , coercive offers and defuse , anti take over , position fill defies , targeted shares repurchase and standstill agreements etc.

Unit II: Theory of mergers and take over and tender offers – efficiency theories information and signalling agency problems and managerialism , free cash flow , market power , taxes , Demergers: Divestitures, Spin off, Equity carved out, Split off, Split up, Reconstruction, Modes of Demerger, Tax aspects, Advantages and Procedure, Reverse merger: Requirements, Takeover by reverse bid.

Unit III: Valuation and Exchange Ratio, Modes of valuation, Fixing price for acquisition, Determination of share, exchange ratio on merger, Feasibility analysis for cash acquisition, Valuation practices in India, Funding of Merges and Acquisitions: Financing alternatives, Management buyouts, Leveraged Buy - Outs.

Unit IV: Legal and regulatory framework for M & A: provisions of company's act 1956, SEBI takeovers code, Indian Income Tax Act 1961, Provisions of Competition Act. Accounting standard and provision of other relevant Acts.

Recommended Books

1. Fred Weston, Kwang S Chung, Susan E Hoag, "Mergers, Restructuring And Corporate Control", Pearson Education
2. Krishna Murti C. and Vishwanath S.R.. "Mergers, Acquisitions and Corporate Restructuring", Sage Publication, New Delhi.
3. Aurora: Mergers & Acquisitions, Oxford University Press.

Reference Books

1. P.Mohan Rao. "Mergers and Acquisitions", Deep and Deep Publication, New Delhi
2. Machiraju, H.R. "Mergers and Acquisitions", New Age Publishers, New Delhi
3. Varma D.C. "Corporate Mergers and Takeovers", Bharat Publishing House.
4. Vadapalli, Ravindhar. "Mergers, Acquisitions and Business Valuation", Excel Book publishing, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

FM- 07
MANAGEMENT CONTROL SYSTEM

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To acquaint the students with the process of evaluating, monitoring, and controlling the various sub-units of the organisation so that there is efficient and effective allocation and utilisation of resources in adhering to the predetermined goals.

Course Contents

Unit I: Management Control System : Basic concepts, nature and scope, Control environment Concept of goals and strategies. Behavioral considerations. Responsibility Centers: Revenue and expense centers, Profit centers, Investment centers.

Unit II: Transfer Pricing: Concept – Objectives – Methods – Managerial Consideration in the Selection of Methods – Administration of Transfer Pricing Policy. Budget Preparation, Nature – Characteristics-Types and Preparation of budgets. Zero Base & Performance Budget - Budgetary Control: Concept – Prerequisites of Budgetary control system Process of Budgetary control.

Unit III: Analyzing Financial Performance Reports, Analysis of Variance – Variations in Practice – Limitations of Variance Analysis – Behavioral aspects of performance evaluation Performance Measurement, Performance Measurement Systems – Balance Score Card – Interactive Control.

Unit IV: Control for Differentiated Strategies- Corporate Strategy, Business Unit Strategy - Top Management Style. Management Control in Service Organization Concept – Professional Service Organization – Financial Service Organization – Health Care Organizations – Non Profit Organizations. Management Control in Multinational Organization, Cultural Difference – Transfer Pricing – Exchange Rates

Recommended Books

1. Anthony, R.N. & Govindrajana V., "Management Control System", Tata McGraw Hill, New Delhi
2. Mohanty, B. "Management Control System: Implementation and Administration", McMillan, New Delhi

Reference Books

1. Sharma, Subhash;, "Management Control Systems, Text and Cases", Tata McGraw Hill Publishing Company Limited, New Delhi
2. Merchant, Kenneth A. and Stede, Wim Ven der, "Management Control Systems: Performance Measurement, Evaluation and Incentives", Prentice Hall, New Delhi
3. Dutta M., "Management Control System", Himalaya Publishing House, Mumbai.
4. Gupta C.B. & Srinivasan, "Management Control System", Sultan Chand & Sons, New Delhi.
5. Maciariello, J A and Kirby C J. "Management Control System", Prentice Hall of India, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

FM-08
FINANCIAL ENGINEERING

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The main objective of the course is to equip students with various innovations in finance.

Course Contents

Unit I: Introduction to Financial Engineering – Meaning, Scope and Need, Tools of Financial Engineering, Financial Engineering and Financial Analysis, Factors Contributing to the Growth of Financial Engineering, Financial Engineering Process.

Unit II: Financial Product Development, Need, Direction, Design, Testing and Introduction, Recent Debt Market Innovations , Zero Coupon Securities, Repo and reverse Market, Junk Bonds, Fixed Vs Floating Rate, Equity and Equity Related Instruments – Equity Options, Warrants, Equity Distribution, The Role of Equity in Corporate Capital Structure , Hybrid Securities , Meaning , Need and Types of Securities

Unit III: Financial Engineering Processes and Strategies, Overview, Changing Face of Liquidity Management , Asset Liability Management (ALM) in Banking sector, Hedging – Process of Hedging, Risk Management Issues and Instruments, Liquidity Risk Management , Interest Rate Risk Management , Currency Risk Management, Role of GAP – Simulation , Duration Method ,Value at Risk (VAR).

Unit IV: Globalization and Financial Engineering, Meaning, Recent Developments towards Financial Globalization, International Capital Markets and Instruments – Development of New Markets and Market Linkages, Recent Trends in Settlement and Clearing , Financing Engineering and Monetary Policy ,Legal Protection for Innovative Finance Products, Using a Copy Right, Patent Right and Trade Mark, Legal Protection Against Unfair Competition.

Recommended Books

1. Marshall John F. & Bansal V.K., “Financial Engineering: A complete Guide to Financial innovation”, Prentice-Hall of India Private Ltd. New Delhi.
2. Walmsley, Julian, “New Financial Instruments”, PHI, New Delhi.

Reference Books

1. Bodie, Zvi, Alex Kane, Alan J Marcus & Pitabas Mohanty, “ Investments”, Tata McGraw-Hill, New Delhi.
2. Hull, John C. “Options, Futures and Other Derivatives”, Prentice Hall of Pvt. Ltd
3. Chandra, Prasanna, “Financial Management”, Tata McGraw Hill, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

FM-09
CORPORATE TAXATION

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The basic objective of this course is to provide an in-depth insight into the concept of corporate tax planning and to equip the students with a reasonable knowledge of tax planning devices.

Course Contents

Unit I: Basic Concepts – Sources of Tax Laws, Act & Rules, Administrative Instructions issued by CBDT, Annual Finance Acts. Introductory: Definitions, Residential status, Heads of Income, Computation of Taxable Income.

Unit II: Taxation of Companies: Residential Status & Tax Liability, Scope of total income, concept of Permanent Establishment, Business Connection in India, taxability of BPO units. Income from Salary – Scope, allowances and perquisites, deductions from salary. Income from House Property – Coverage and deductions.

Unit III: Income from Business & Profession – Express allowances and disallowances, tax incentives on R & D expenses, Depreciation allowance, method of accounting. Income from Capital Gains – Concept of Capital Asset and Transfer, short term and long term capital assets, exemptions. Income from Other Sources. Set off and carry forward of losses, Tax planning.

Unit IV: Deductions Under Chapter VIA - incentives to infrastructure sector, hotels, etc. Taxation of companies – MAT, calculation of book profits, credit for MAT Assessment of Income including reassessment, appeals, rectification and revisions, ITAT. Tax Deduction at Source, International Taxation, Transfer Pricing, Double Taxation Avoidance Agreements

Recommended Books

1. Singhania, V.K. and Singhania, Kapil “Direct Taxes Law & Practice”, Taxmann Publications
2. Bhagwati Prasad, “Direct Taxes Law & Practice”, Wishwa Prakashan

Reference Books

1. Ahuja, Girish K. and Gupta, Ravi, “Direct Taxes Ready Reckoner(with tax planning)”, Bharat Law House Pvt. Ltd., Delhi.
2. Mehrotra, H.C., “Practical Problems In Income Tax”, Sahitya Bhawan Publications.
3. Srinivas E. A., “Handbook of Corporate Tax Planning”, Tata McGraw Hill, New Delhi.
4. “Income Tax Act- Pocket Edition”, Taxmann Publications, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

FM-10
INDIAN CAPITAL MARKET

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To familiarize the students about the operations of Indian Capital Market

Course Contents

Unit I: An overview of the Indian Securities Market.: Introduction, Market Segments, Products and participants ; Market Design and regulatory framework of primary, secondary and Derivatives Market –Market types –Normal, odd lot retail debt auction market. Research in securities markets, Listing and certification.

Unit II: Trading Membership (Brokering service) :- Stock Brokers-introduction, Membership in NSE, Sub-Brokers, Broker Client relations, know your client (KYC) unique client code, Margins from clients, execution and accumulation of orders , contract note, Payment/ delivery of securities to the clients, brokerage, securities transaction Tax, Stamp Duty, Sub-Broker client relation, orders , purchase / sale notes, dispute, arbitration and appeal, code of advertisement internet brokering.

Unit III: Trading in Stock Market: Information Bolt and Neat System, Neat Seiren: Invoking an enquiry serous corporate hierarchy Market Phases - Opening, open phase, Market class, Sours logging m & log off exit from the application; order ancestry trade management - informing orders, Order & Advise order trade modification order Auction order and trade cancellation, order machines, limits physical Market trading information downloaded to members, wireless application Protocol.

Unit IV: Clearing and settlement :- introduction transaction cycle, settlement process settlement agencies risks in settlement, settlement cycle, fund settlement, Shortage handling, Risk containment measures ISIN, Demat, electronic transfer of securities, investor protection fund, clearing software, Reports File transfer Protocol.

Recommended Books

1. E-Gordon and Natarajan, "Capital Market in India", Himalya Publishing House, New Delhi.
2. Aggarwal, Snajiv , "Guide to Indian capital Market" ,Bharath Law House, Delhi

Reference Books

1. Shekar, K. "Guide to SEBI Capital Issues Debenture Listing "
2. MachiRaju, H.R. "Indian Financial System", Vikas Publishing House.
3. V.L.Iyer, "SEBI Practical Manual" Tax man Allied Services
4. NCFM (Capital Market Dealers module work book) www.nseindia.com
5. Indian Securities Market by NSEIL Publication

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

FM- 11
COMMODITY DERIVATIVES

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The Course equips the students with the knowledge and skills required for understanding of Commodities Market.

Course Contents

Unit I: Introduction commodity derivatives : Definition of derivatives, types of derivatives- financial derivatives, and commodity derivatives, Products, Participants and functions, exchange traded V/s OTC derivatives. Regulatory framework and accounting and taxation issues. : Rules governing commodity derivative exchanger and intermediaries, investor grievances, arbitration rules, accounting and taxation issues.

Unit II: Commodity derivatives : difference between financial and commodity derivatives, global derivative exchanges, commodity exchanges in India(regional and national) commodities permitted for trading, kabra committee report, commodity specific issues, instruments available for trading, types of instruments(futures and options) types of commodity futures, basics and pay off.

Unit III: Pricing and application of commodity derivatives: investments assets V/s consumption asset, the costs of carry model, the future basis, application of commodity derivatives markets/ hedging, speculation and arbitrage.

Unit IV: Commodity stock exchanges : the NCDEX and MCX plat form – NCDEX exchange membership, rules regulation, bye-laws, types of commodities traded on NCDEX, trading on the NCDEX and MCX plat form- contract specifications, trading system, entities in the trading system, trader work station, order types and conditions, exposure limits. Clearing, Settlement and Risk Management: calendar and settlement schedule, Position determination settlement mechanism and price, margining final settlement and exception handling.

Recommended Books

1. Kolb, Robert W. "Futures options and swaps", PHI, New Delhi
2. Somanathan, T.V, "Derivatives", Tata McGraw-Hill Publishing Company Ltd., New Delhi.

Reference Books

1. Ferris, John N. "Agricultural Prices and Commodity Market Analysis", McGraw- Hill, NewYork.
2. Helmberger, Peter G. and Jean-Paul Chavas, "The Economics of Agricultural Prices", Prentice Hall.
3. NCFM (commodity derivatives module work book)
4. Trading commodities and financial futures - Step by step guide to mastering the markets by George Kleinman,

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

MM-01
INTEGRATED MARKETING COMMUNICATIONS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

This course aims at enhancing the in-depth knowledge of students about the importance of integrated marketing communication concepts in the increasingly competitive business environment

Course Contents

Unit I: Introduction to Integrated marketing communication (IMC)-Concept of marketing communication, Evolution of IMC, Definition of IMC, Key features and its role in marketing, The promotion Mix(tool for IMC) , Models in Marketing Communication, The MARCOM decision process model, AIDA, FCB Planning Model and FCB Grid, Other models of communications.

Unit II The IMC Planning Process- Identifying TA, SWOT Analysis, Determining Communication Objective, Developing strategies and tactics, setting budget, Evaluation. Advertising- An integral part of IMC- Concepts of Advertisement and Advertising Campaign, Role of Advertising in Marketing Mix; Types of advertising; Structure of advertisement agency, function of various departments, Agency Compensation.

Unit III: Message Strategy and Design- Copy Platform, Appeals and Execution Styles, Components of copy, Story Board, Copywriting for various media, Ad Film production. Media Planning and Strategy- Basic Terms and Concepts; Media Brief, Media Plan, Media Objectives and Strategies, Media Mix, Deciding on reach and frequency, Media Classification, Evaluation of media, Setting Objectives and Budget for IMC , Determining Promotional Objectives, Communications Objectives, DAGMAR Approach; Budgeting Approaches, The Support Media Out of Home Media, In-Store Media, Transit Advertising, Specialty Advertising; Advertising in Movie Theatres, Product Placements, In-flight Advertising

Unit IV: The Marketing Communication Tools - Corporate Advertising and Public Relations; Publicity; Sales promotion; POPs; Sponsorships; Event Management; Packaging; Internet and Interactive Media; Direct Marketing; Customer Service; Neuro Marketing; Mobile Advertising Monitoring, Evaluation and Control Measuring Communication Effectiveness, Advertising Testing Process – pre & post testing tools & techniques; Testing and Evaluating other Promotional Tools of IMC, Issues and regulations in marketing communication - Environmental, Regulatory, and Ethical Issues in Marketing Communications.

Recommended Books

1. Belch, Michael A. & Purani, Keyoor. "Advertising and Promotion – An Integrated Marketing Communications Perspective", Tata McGraw Hill, New Delhi.
2. Richard J. Semenik. "Promotion and Integrated marketing communications", Thomson Learning Publication, Singapore.

Reference Books

1. Duncan, Tom, "Principles of advertising & IMC", Tata McGraw Hill, New Delhi
2. Kenneth, Clow and Donald, Baack "Integrated advertising, promotion and marketing Communication", Prentice Hall of India, Delhi.
3. Kruti Shah and Alan D' Souza, "Advertising and Promotion- An IMC Perspective", Tata McGraw Hill, New Delhi.
4. Terence A. Shimp, "Advertising and Promotion- An IMC Approach", South-Western Cengage Learning.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

MM-02 SERVICE MARKETING

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

This course aims at providing the students with an understanding of the principles and practical issues in the Marketing of Services.

Course Contents

Unit I: Service Products, Consumers and Markets , Introduction to Services Marketing: distinctive marketing challenges; differences among services, integrating with other functions, focus on both customers and markets Customer behavior in service encounters: Customer interaction, Purchase process, Needs & expectations, Evaluating Services, Service Business as a system. Positioning Services: Focus & competitive advantage, Segmentation, Positioning for brand distinction, Internal, Market & Competitor Analysis, Positioning maps for competitive strategy, Changing positioning

Unit II: Services Marketing - Key Elements, Creating the Product: Planning & creating services, Supplementary Services, Planning & branding service products, new service development. Designing the Communications Mix for services: Role, challenges & opportunities, Setting objectives, The Marketing Communications mix, Branding & Communications, the Internet. Pricing & Revenue Management: Objectives & foundations for price settings; Cost-based, value-based & competition-based pricing; Revenue management, Putting pricing into practice. Distribution of Services: Options for delivery; place & time decisions, Delivery in cyberspace;, Intermediaries; International distribution.

Unit III: Managing Services Delivery- Designing and Managing Services Processes: Creating valued experiences & productive operations, Service Process Redesign, Customer as co-producer. Balancing Demand & Capacity: Demand fluctuations & capacity constraints, Demand patterns, Managing demand, Waiting & reservations Planning the Services Environment: consumer responses, dimensions; putting it all together. The People Element in Services: Role of Service Staff, HRM in service context, Service Leadership & culture

Unit IV: Implementing Services Marketing, Managing Relationships & Building Loyalty: understanding customer relationship, targeting, Managing the customer base, Building Customer loyalty, CRM, Customer Feedback & Service Recovery: Complaints & service recovery, Service guarantees, opportunistic behavior, learning from feedback, Improving Service Quality & Productivity: Integrating Service quality & productivity; Measuring & improving service quality, Organizing for Service Leadership: Synergy in a service organization; creating a leading service organization, In search of leadership

Recommended Books

1. Lovelock, Wirtz & Chatterjee. "Services Marketing: People, Technology and Strategy", Pearson Education, New Delhi.
2. Shankar, Ravi. "Services Marketing: The Indian Perspective", Excel Books Publication, New Delhi
3. Jauhari: Services Marketing, Oxford University Press.

Reference Books

1. Valarie A. Zeithaml & Mary Jo Bitner, "Services Marketing: Integrating Customer Focus Across the Firm" Tata McGraw Hill, New Delhi
2. Nargundkar, Rajendra. "Services Marketing: Text & Cases", Tata McGraw Hill.
3. Hoffman & Bateson. "Services Marketing, Thomson Learning Press.
4. Jha, S. M. "Service Marketing", Himalaya Publishing House, New Delhi
5. Swartz & Iacobucci . " Handbook of Service Marketing & Management", Sage Publications, UK

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

MM-03
INTERNATIONAL MARKETING

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The objective of the course is to familiarize the students with the nature and practices of international marketing. After reading the course, should will be able to distinguish international marketing mechanics from the domestic marketing models and approaches

Course Contents

Unit I: Introduction: Basic Concepts of International Marketing, Definition and Dimensions of International Markets, Differences between Domestic and International Marketing, Benefits of International Marketing, EPRG Framework in International Marketing.

Unit II: Environment of International Business: Introduction, Political and Legal Environment, Cultural Environment, Financial and Monetary Environment. Indian Foreign Trade: Indian Trade Policy, Recent Transit in India's Foreign Trade, Export Assistance, Institutional Infrastructure for Export Promotion in India, EXIM Policy of India.

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. 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 IV: 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. Overseas Market research, Marketing Plan for Exports, New Techniques in International Marketing, International Sub-Contracting, Joint Ventures, Multinationals Exports Finance, Risk Export Documents and Procedures.

Recommended Books

1. Joshi: International Marketing, Oxford University Press.
2. Cateora, Philip R. , John L. Graham and Salwan, Prashant. "International Marketing", Tata McGraw-Hill, New Delhi.
3. Keegan, Warren J., "Global Marketing Management", Prentice Hall, New Delhi

Reference Books

1. Srinivasan, R. "International Marketing", Prentice Hall of India, New Delhi
2. Rathore & Rathore, "International Marketing", Himalaya Publishing , New Delhi
3. Onkvisit, Sak and John J. Shaw, "International Marketing: Analysis and Strategy", Prentice Hall, New Delhi.
4. Gitman, "Global Marketing", Pearson
5. Chernnilam, Francis. "International Marketing", Himalaya Publishing House, New Delhi.
6. Czinkota, M.R., "International Marketing", Dryden Press, Boston.
7. Fayerweather, John, "International Marketing", Prentice Hall, New Delhi
8. Jain, S.C. "International Marketing", CBS Publications, New Delhi
9. Doole, J. & Lowe, R. "International Marketing Strategy", Thomson Press.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

MM-04
CONSUMER BEHAVIOUR

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To familiarize the students with the processes and factors influencing the buying behavior of consumers and implications of these factors in development of marketing strategies

Course Contents

Unit I: Introduction to the study of Consumer Behaviour: Meaning & Definition of CB, Difference between consumer & Customer, Development of the Marketing Concept-The Marketing concept, Implementing the Marketing Concept, Segmentation, Targeting, Positioning, The Marketing Mix, Nature & Characteristics of Indian Consumers, Consumer Movement and Consumer Rights, Marketing Ethics and Social Responsibility, Social and Societal Marketing Concepts, Consumer Movement in India, Rights of the Consumer, Responsibilities of consumers in India, Benefits of consumerism.

Unit II: Consumer Decision Process: Need recognition, information search, evaluation of alternatives, purchase decision, consumption and post-purchase evaluation, Variables that shape decision process- individual differences, psychological processes, environmental influences, Types of decision process – complex decision making, variety seeking, impulse buying, loyalty, degree of involvement in buying. Individual Characteristics: Demographic and psychographic characteristics and market segmentation, Personality, personal values, lifestyle concepts and measurements.

Unit III: Consumer Perception: Marketing stimuli and perception, Perceptual selection - organization, interpretation, selective perception process. Learning and Memory: Information acquisition and processing, learning elements, Theories, Memory processes. Consumer Motivation: Nature and role of motives, Classifying motives, Motive arousal, Motivation and involvement Self-concept: Perspective of self, Consumption and self concept, Gender roles. Culture Subculture and Social Class: Nature of culture, Cultural values, Changing values, Cross-cultural understanding of consumer behaviour, Types of subculture and their influence on behaviour, Nature of social class, Social stratification

Unit IV: Reference Group Influence: Nature and types of reference groups, How groups influence individuals, Opinion leadership, Word-of-mouth, Innovation and diffusion Family and Household: Structural and sociological variables affecting families and households, Family life cycles, Role behaviour, Conflict resolution, Changing role of women, Children and household consumer behavior. Consumer Decision Making Models: Nicosia, Howard-Sheth & EKB.

Recommended Books

1. Schiffman, Leon G. & Kanuk, Leslie Lazar. "Consumer Behavior", PHI

Reference Books

1. Engel, James F. & Black Well, Roger D. "Consumer Behaviour", The Dryden Press, New York.
2. Mowen, John C. "Consumer Behaviour", Macmillan Publishing Co., New York.
3. Zaltman, Gerald & Wallendorf, Melaine. "Consumer Behaviour- Basic Findings and Management Implications", John Wiley and Sons, New York.
4. Solomon, Michael R. "Consumer Behavior", Pearson Education, Prentice Hall International, New York.
5. Nair, Suja R. "Consumer Behaviour in Indian perspective: Text and cases", Himalaya Publishing House, Mumbai
6. Kardes, Frank R. "Consumer Behavior and managerial decision making", Prentice-Hall of India, New Delhi
7. David L. Loudon, Albert J. Della Bitta, "Consumer Behavior: Concepts and Applications", Tata McGraw-Hill Publishing, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

MM-05
PRODUCT AND BRAND MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To familiarize the students with concepts, tools and frameworks required for managerial decisions related to Product and Brand Management.

Course Contents

Unit I: Product Concepts: Product Mix concepts, Product Classification, Product Planning: Marketing Plan, Portfolio Analysis, Market Potential and forecasting, Product Market Strategies. Product Life Cycle: Product Life Cycle Stages and corresponding Strategies, Product Evaluation. Product Positioning: Concept, Product Differentiation, Positioning Strategies, Preference Analysis, Benefit Segmentation.

Unit II: An Introduction to Brand Management- Basic Concepts : Brands, Branding, Brand Management and Brand Equity Importance of Brands : For Consumers and For Company, Role of Branding in Physical Goods, Services, Retailing, Online, Entertainment, Location, and Ideas, etc. Branding Challenges and Opportunities, Strategic Brand Management Process, Customer-Based Brand Equity- Brand Equity: Its Importance and Relevance Models for Brand Equity, Sources of Brand Equity, Building a Strong Brand: Process Outline, Creating Customer Value.

Unit III: Brand Positioning : Concepts, Importance of Target Market and Competition, Points of Parity and Points of Difference, Positioning Guidelines, Brand Mantras : Definition and Process of Establishing the Same Internal Branding, Brand Audits, Brand Marketing Programmes Brand Elements : Criteria for Choosing and integrating with strategic options and tactics, Designing a Marketing Programme to Build Brand Equity, Integrating Marketing Communications to Build Brand Equity Leveraging Secondary Brand Associations to Build Brand Equity

Unit IV: Measuring and Interpreting Brand Performance: Importance of Measurement in Brand Management, The Brand Value Chain, Brand Tracking Research : Designing, Conducting and Interpreting Tracking Studies, Establishing Brand Equity Measurement System, Measuring Sources of Brand Equity through Research (Qualitative/Quantitative), Measuring Outcomes of Brand Equity by Capturing Market Performance, Growing and Sustaining Brand Equity. Designing and Implementing Branding Strategies (including Brand Architecture) Introducing New Products and Brand Extensions (including Brand Naming), Managing Brands over Time (Reinforcing, Revitalizing and Adjusting Brands/Portfolios), Managing Brands over Geographical Boundaries , Special Applications of Brand Management and Future Brand Priorities- Application of Brand Management (Product/Service/Technology/Idea/Cause), Futuristic Brand Management, Role and Importance of Brand Archotyping, Emerging Concepts in Brand Management.

Recommended Books

1. Kevin Lane Keller, "Strategic Brand Management: Building, Measuring, and Managing Brand Equity", Prentice Hall Of India, New Delhi.
2. Percy: Strategic Brand Management, Oxford University Press.
3. Mathur, U.G. "Brand Management – Text and Cases", Macmillan India Ltd, New Delhi

Reference Books

1. Kapferer, Jean- Noel. "The New Strategic Brand Management", Kogan Page.
2. Chunnawala, S.A. "Compendium of Brand Management", Himalaya Publications House, New Delhi.
3. Mark, Margaret and Pearson, Carol. "The Hero and the Outlaw: Building Extraordinary Brands Through the Power of Archetypes", McGraw Hill, NewYork.
4. Sengupta, Subrato. "Brand Positioning", Tata McGraw Hill Publication, New Delhi.
5. Moorthi, YLR. "Brand Management", Vikas Publishing House, New Delhi.
6. Riel, Al. & Trout, Jack. "Positioning: The Battle For Your Mind", Tata McGraw Hill, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

MM-06
RETAIL MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

This course aims at providing students with a comprehensive understanding of the theoretical and applied aspects of retail Management

Course Contents

Unit I: Retail Management: Introduction, meaning, Characteristics, Retail industry India, role of retailing Trends in Retailing, Emergence of organisations of retailing, History and theories of retail development; Retail organization structure; Retail management process.

Unit II: Overview of Retail Market Segmentation and Retail Customer, Understanding Shopper Behavior; Shopping Process; Shopper's Profiling, Retail Formats Classification of formats; Value based model of format choice, Retail Location Importance & levels of location decisions, Types of retail location, Site Selection Criteria. Atmospherics and Retail Space Management: Retail Layout Plan, Circulation Movement/ Types of layout, Elements of atmospherics; Color Planning; Retail Space Design

Unit III: Merchandise and Channel management- Merchandise plan; Merchandise buying and handling, Category management; Merchandise presentation; channel, criteria for selection of suppliers. Channel choice, product movement; Store Management, Retailing Strategy, Retail pricing strategies, Retail promotion strategies, Retail sales promotion, publicity; Human resource strategy; Vendor relation and Distribution strategy
Contemporary Issues

Unit IV: Relationship Marketing in Retailing: Management of Relationship, Evaluation of Relationship Marketing, Relationship, Marketing Strategies, Retail Research and Retail Audits, Technology in Retailing; Career in Retailing.

Recommended Books

1. Chetan Bajaj, Rajnish Tulsi and Nidhi V. Srivastava. "Retail Management", Oxford University Press.
2. Berman, Barry & Evans, Joel R. "Retail Management & Strategic Approach"

Reference Books

1. Pradhan, Swapna. "Retailing Management", Tata McGraw Hill, New Delhi.
2. Uniyal & Sinha. "Retail Management", Oxford Publication.
3. Levy & Weitz, "Retail Management", Tata McGraw Hill, New Delhi
4. Varley, Rosemary. & Rafiq, Mohammed. "Retail Management", Palgrave Macmillan, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

MM-07
SALES AND DISTRIBUTION MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To develop an understanding of Sales and Distribution Channel Management with regards to Business Development and in correlation to the Marketing Management as Process in coherence with the complete Supply Chain Management System

Course Contents

Unit I: Introduction to Sales Management: The Sales Management Function – Scope and Importance; Personal Selling Process and Approaches; The Evolving Face of Personal Selling; Sales Organization Structure; Sales Forecasting; Sales Territory Design.

Unit II: Sales Force Management: Sales Force Job Analysis and Description; Recruiting and Selecting Sales Personnel; Training Sales Personnel; Motivating the Sales Force; Sales Force Compensation; Evaluating Sales Performance; Ethical and Legal Issues in Sales Management.

Unit III: Distribution Planning and Control: Role and Function of Intermediaries; Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – Vertical Marketing Systems; Horizontal Marketing Systems; Multichannel Marketing Systems; Channel Conflict and Management.

Unit IV: Distribution System and Logistics: Physical Distribution System – Decision Areas; Different Modes of Transport in India; Their Characteristics; Logistics Introduction – Functional Areas of Logistics; Logistics Integration for Customer Satisfaction; Distribution Costs; Control and Customer Service; Supply Chain Management (SCM); Integration of Sales and Distribution Strategy

Recommended Books

1. Still, Richard R. Cundiff, Edward W. & Govoni, Norman A. P. "Sales Management: Decisions, Strategies and Cases", Prentice-Hall of India, New Delhi.
2. Panda, Tapan K. & Sahadev, Sunil. "Sales & Distribution Management", Oxford University Press

Reference Books

1. Jeff Tanner, Earl D. Honeycutt & Robert C. Erffmeyer "Sales Management" Pearson Education, New Delhi.
2. Earl D. Honeycutt, John B. Ford, Antonis C. Simintiras, "Sales Management: A Global Perspective", Routledge Group.
3. Buskirk R. H & Stanton W. J, Richard D. Irwin, "Management of Sales Force", Homewood, Illinois.
4. Stern & Adel, "Marketing Channels", Prentice Hall, Englewood Cliffs, New Jersey.
5. Gupta, S.L. "Sales & Retail Management an Indian Perspective", Excel Books Publication, New Delhi.
6. Dalrymple, Douglas J. and Crowe, William L. "Sales Management", John Wiley & Company.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

MM-08
ADVANCE MARKETING RESEARCH

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The course objectives is to help students to understand the central concepts of marketing research, the methods of conducting marketing research and how to use research to solve the problems faced by a marketing manager.

Course Contents

Unit I: Marketing Research - Content & Strategy, Introduction, Content of Marketing Research, Characteristics, Marketing Information Systems. Tactics of Marketing Research, Problem Formulation, method of Inquiry, Research method, Data & Collection Techniques, Sample Design, Analysis & interpretation, Research report, Components of research plan, Scheduling research activities.

Unit II: Research Design- The sources of Marketing Information, types of error affecting research designs, methods for dealing with potential errors, choosing a research design. Techniques Of Obtaining Data & Experimentation, Types of information, Questionnaire Designing, Communication Interviewing media, use of panels, direct vs. indirect research techniques, Observation. Nature of experimentation, Models of experimental design, field experimentation in marketing.

Unit III: Measurement in Marketing Research- General concepts and instrument design, measurement & scaling, sampling procedures. Analyzing Associative Data- Analysis process, Chi square test, Indexes of agreement, Multivariate procedures, multiple & Partial regression, correlation, ANOVA and Covariance. , Advanced techniques in Analyzing Associative Data. Two- group Discriminant Analysis, Multiple Discriminant Analysis, factor analysis & clustering methods, multi dimensional scaling & conjoint analysis.

Unit IV: Applications of Marketing Research- Forecasting, brand positioning & Market Segmentation, Product Research, Advertising Research, Consumer Research, Market & Sales Analysis Research. Contemporary Issues in Marketing Research- Ethics in Marketing Research, Future of Marketing Research in India.

Recommended Books

1. Green, Paul E. Tull , Donal S. and Albau, Gerald . “Research for Markeitng Decisions”, PHI Learning.
2. Malhotra, N. K., and Dash, Satyabhushan. “Marketing Research – An Applied Orientation”, Pearson/ Prentice Hall, New Delhi.

Reference Books

1. Aaker, D. A., Kumar, V., and Day, G.S., “Marketing Research”, Wiley Publication.
2. Burns, A.C., and Bush, R.F., “Marketing Research”, Prentice Hall.
3. Iacobucci, D. and Churchill, G.A.J., “Marketing Research: Methodological Foundations”, South-Western College Publication.
4. Zikmund, W.G., and Babin, B.J., “Essentials of Marketing Research”, South-Western College Publication.
5. Scott M. Smith and Gerald S. Albaum. “Fundamentals of Marketing Research”, Sage Publications,
6. Tull and Hawkins; “Marketing Research- Measurement & Method”, PHI, New Delhi.
7. Boyd, Jr H.W, Westfall, R & Stasch S.F. “Marketing Research Text & Cases”, AITBS Publications.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

MM-09
CUSTOMER RELATIONSHIP MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

This course provides students with a working knowledge of the principles and best practices for managing customer relationships that result in unsolicited testimonials and relationship annuities.

Course Contents

Unit I: CRM – Introduction and Value Proposition, Evolution of CRM & its scope, Difference between CRM, Relationship marketing and traditional marketing (transactional concept), Types of CRM (Operational, Collaborative and Analytical) Understanding Customers, their Value and Costs, Types of Customers, Customer Satisfaction and loyalty, Concept of customer value and cost, Customer Lifetime Value (CLTV) and management of customer value.

Unit II: Understanding Relationships - Types of relationships, Key principles of managing relationship; customer switching and retention, customer recall

CRM and Technology - eCRM – Features, Advantages and technology, CRM Contact Center Tools (IVR, CTI, ACD), Front Desk Management, Sales Force Automation, Data management and construction of databases for Data Warehousing and Data mining, Considerations while choosing CRM technology

Unit III: Consumer Research - understanding consumer behavior and purchase process, to manage customer expectations and satisfaction. Implementing CRM Projects Planning for CRM, Building blocks of a CRM program, CRM implementation and organizational structure

Unit IV: CRM Metrics- Metrics to be analyzed, Types of Customer Metrics, Identifying Key Performance Indicators (KPI) related to various dimensions of CRM implementation, Emerging Dimensions and Issues. Overview of Customer Experience Management, Enterprise Marketing Management, other latest developments in CRM, CRM – Practices and Applications.

Recommended Books

1. Shainesh, G., and Sheth, Jagdish N. "Customer Relationship Management: A Strategic Perspective", Macmillan Publication, New Delhi.
2. Rai, A. K. "Customer Relationship Management: Concept and Cases", PHI, New Delhi
3. Godson: Relationship Marketing, Oxford University Press.

Reference Books

1. Dyche, Jill, "The CRM Handbook: A Business Guide to Customer Relationship Management", Pearson Education.
2. Greenberg, Paul, "CRM at the Speed of Light: Essential Customer Strategies for the 21st Century", TMH, New Delhi.
3. Buttle, Francis, "Customer Relationship Management- Concepts and Technologies", Elsevier Ltd.
4. Kumar, Alok, Sinha, Chabbi and Sharma Rakesh, "Customer Relationship Management: Concepts and Application", Bizmantra
5. Chaturvedi, Mukesh and Chaturvedi, A. "Customer Relationship Management An Indian Perspective", Excel Books Publication, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

MM-10
EVENT MARKETING MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To familiarize the students with fundamentals of event management, its concept and design, logistics, marketing and promotion

Course Contents

Unit I: Introduction to event management, Events as marketing communication tool, Types and Size of events, Strategic Event Marketing. Event Feasibility, Concept and Design.

Unit II: Assessing Event Feasibility; The Feasibility Plan; Developing, Analyzing Designing and Logistics of the concept. Event STP- Segmentation and Targeting for events; Identifying Target Audience Profile

Unit III: Event Branding- Positioning for events; Concept of Event Property, Positioning and messaging framework. Event Marketing - The process of event marketing; Creative Materials, Promotional Items & Giveaways; Sales Collateral, Event Proposal and its role in event marketing

Unit IV: Event Promotion Tools - Various media for event promotion, Understanding the relevance of each media to event promotion; Sponsorship Management. Lead Generation Lead Capture Initiatives, Lead Capture Mechanisms and Management. Event Evaluation- Event Measurement and Return on Investment (ROI). The Event Plan - Writing an event plan.

Recommended Books

1. Lynn Van Der Wagen, "Event Management", Pearson Education, New Delhi.

Reference Books

1. Angus, Robert B. "Planning, Performing and Controlling", Prentice Hall Publication.
2. Gaur, Sanjaya S. & Saggere, S.V. "Event Marketing and Management", Vikas Publication, New Delhi
3. Saget, Allison. "The Event Marketing Handbook", Kaplan Business.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

HRM-01
ORGANISATIONAL CHANGE & DEVELOPMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To familiarize the students about issues involved in managing change in an organisation.

Course Contents

Unit I: Organisational Change - stimulating forces - planned change - change agents - unplanned change – Model of organisational change - Lewin's three Step Model. Macro perspectives on OC. Resistance to change - individual factors - organisational factors – techniques to overcome change, Change process.

Unit II: Managing Organizational Change- change management principles, change transitions for individual employees, change management skill requirements; approaches to change management; measuring organizational effectiveness to OC- introduction and models.

Unit III: Introduction to Organisational Development: Foundations of Organisational Development and Managing the Organisational Development, Human Process Interventions: Sensitivity Training, Team Interventions, Third-Party Peacemaking Interventions, Organization confrontation meetings, coaching and mentoring, Inter Group Interventions, MBO, Role Playing, Techno structural interventions – Restructuring organizations, re-engineering, work design, Strategic Interventions: organizational transformation.

Unit IV: Key Issues in Organisational Development: Issues in Consultant-client Relationships, Action Research, OD in global context, OD in service sector, Ethical Issues in Organisational Development and Future of Organisational Development.

Recommended Books

1. Cummings, T. G. & Warley, C. G. "Organizational Development & Change", Thompson Learning.
2. Bhattacharya: Organisation Change and Development, Oxford University Press.
3. French & Bell, "Organisational Development", PHI, New Delhi
4. Vinayshil Gautham & S.K.Batra, "Organisation Development System", Vikas Publishing House.

Reference Books

1. Shaw, Rajiv "Surviving Tomorrow: Turnaround Strategies in Organizational Design And Development", Vikas Publishing House, New Delhi.
2. Burnes B. (1996). "Managing Change: A Strategic Approach to Organizational Dynamics", London, Pitman.
3. Jones, G. R., "Organizational Theory", Addison-Wesley Publishing Company.
4. Ramnarayan S, T V Rao and Kuldeep Singh, Organisation Development Interventions and Strategies, Response Books, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

HRM-02
COMPENSATION MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

This course is designed to promote understand in issues related to compensation in corporate sector and impart skills in designing, analysis and restructure compensation management system, policies and strategies.

Course Contents

Unit I: Role of compensation in organization: economic and behavioural theories related to compensation; strategic perspectives of compensation; compensation as motivational tool; compensation policy.

Unit II :Internal and external equities in compensation system; determining the worth of jobs; understanding inter and intra-industry compensation differentials, designing pay structure and administrating compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans; pay for performance plans.

Unit III: Compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation.

Unit IV Statutory provisions governing different components of reward system; working of different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management; tax planning.

Recommended Books

1. Bhattacharya: Compensation Management, Oxford University Press.
2. Milkovich, George T and Newman J.M., "Compensation", Tata McGraw Hill, New Delhi
3. Singh, B.D., "Compensation Reward Management", Excel Books, New Delhi.

Reference Books

1. Henderson, R.O., "Compensation Management", Pearson Education.
2. Martocchio, J.J., "Strategic Compensation", Pearson Education.
3. Armstong, M and Murlis H, "Reward Management", Kogan Page, UK.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

HRM-03
HUMAN RESOURCE ACCOUNTING

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To sensitize the students about the importance of human resource accounting and various aspects of human resource accounting in organisation

Course Contents

Unit I: Introduction: Meaning & Definition of HRA – Importance; Development of the Concept – An Historical Score Card; HRA for Managers & HR Professionals; Investment in Human Resources –Quality of Work Force and Organizations’ Performance. - Efficient use of Human Resource – Modern Market Investment Theory- Enumerating the Assets- Calculating the Market Value of Assets – Illiquid and Non-Marketable Assets – Human Capital.

Unit II: Human Resource Planning – Human Capital Investment – Expenditure vs. Productivity – Training – Human Capital & Productivity - Human Resource Accounting – Measurement of Human Value addition into Money Value –Objectives of Human Resources Accounting – Approaches to Human Resource Accounting.

Unit III: Investment Approach – Investment in Human Resources; HR Value – Concepts, Methods & Mechanics; Recruiting and Training Costs – Depreciation –Rates of Return – Organization Behavior Vs. Turnover – Non Value Adds in the Management of Human Resources, Measures and Prevention. - Organization Climate Approach – Improvement Determination of Changes in Human Resource Variables – Increased Costs, Cost Reduction and Future Performance.

Unit IV: HR Accounting – Design, Preparation & Implementation: Responsibility Accounting and Management Control; Management Control Structure and Process; Design of HR Accounting Process & Procedures for each of the HR Sub-system including Recruitment, induction, PA and Training; Classification of Costs in HR Accounting – Behavioural Aspects of Management Control – Social Control. HR Auditing and Accounting – HRA Software; HRA Oriented Reporting Processes including P & L Accounts & Balance Sheet.

Recommend Books

1. Eric G. Flamholtz, “Human Resource Accounting : Advances in Concepts, Methods and Applications”, Springer
2. Katiyar, R. Chandra , “Accounting for Human Resources”, UK Publishing House

Reference Books

1. Jac Fitz-enz, “How to Measure Human Resource Management”, McGraw Hill Publication.
2. Saeed, M. And. Kulshreshtha, D.K. “Human Resource Accounting”, Anmol Publications, New Delhi.
3. Rao, D. Prabakara. “Human Resource Accounting”, Inter India Publications

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

HRM-04
HUMAN RESOURCE PLANNING

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To enable the students to acquire knowledge and skill necessary for preparing the manpower plan of a business enterprise.

Course Contents

Unit I: Introduction to Human Resource Planning- Concept, objectives, Need and Importance of HRP, Process of Human Resource Planning - Assessing HR Requirements, Levels of Human Resource Planning, Corporate Planning, Structure and Strategy for man power planning, Internal and External supply.

Unit II: Job Analysis; Job analysis, Problems associated with job Analysis, Process of job analysis, Specific job analysis Techniques, Competency Based Approaches, Attitude analysis, Work study, External and Internal environment, Work norms, Sting diagram, Skill, Knowledge, KSA, Role Behaviour Analysis, Office layout, Time Motion study.

Unit III: HR Management: Surplus manpower handling, VRS policy, Retrenchment policy, atomizing, Downsizing, Outsourcing, Action plan. HR forecasting Process: Forecasting Activity categories, benefits of HR forecasting, Key Personnel Analysis conducted by HR Forecasters, Environmental and Organizational factor affecting HR forecasting. HR forecasting Time Horizons, Determining Net HR requirements.

Unit IV: HR demand & Ascertaining HR supply: Index/Trend Analysis, Expert Forecasts, Delphi Technique, Nominal Group Technique, HR Budgets: Staffing or Manning Table Envelop/Scenario Forecasting, Regression Analysis. Skill and Management inventories, Succession/Replacement Analysis, Markov Model, Linear Programming, Movement Analysis, Vacancy Model, HR Supply and Retention programs. Succession Management: Importance of succession management, Succession Management Process, Employee Role in Succession Management, Succession Management Soft Spots. Career Development, Succession planning, Micro level planning.

Recommended Books

1. Belcourt, Monica and J.McBey, Kenneth "Strategic Human Resource Planning", Cengage Learning India.
2. Srivastava, M.P. "Human Resource Planning", Institute of Applied Manpower Research, New Delhi.

Reference Books

1. Srivastava, M.P. "Human Resource Planning: Approaches, Needs, Assessment and Priorities in Manpower Planning", Manak Publications, Pvt. Limited, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

HRM-05
INDUSTRIAL RELATIONS & LABOUR LAWS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The aim of the course is to help the students to understand the laws governing Human Resource Management and how to handle industrial relations.

Course Contents

Unit I: Industrial Relations: Meaning, Definitions, Characteristics, Factors Affecting IR, Approaches to Industrial Relations, Participation in IR, Objectives of IR and Human Relations, IR and Productivity, Various Dimensions of IR.

Unit II: Trade Unions- Introduction, meaning, definitions, nature of trade unions, reasons for joining trade unions, objectives, trade union movement in India, problems of trade union, suggestions, National Commission on 2nd Labour for Strengthening trade unions. Objects, definitions, appointment of registrar, Registration and Cancellation of registration, appeal, rights and Privileges of a registered TU, duties and liabilities, amalgamation of TUs, Dissolution of unions, power to make regulation.

Unit III: Employee Counselling - Types, Methods, Content, Problems, Consultative Bodies (Bipartite, Tripartite) and IR Strategies - A Discussion - Worker Development & Worker participation. Discipline and Grievance Redressal Machinery - Purposes and Procedures of Disciplinary Action - Grievance Redressal Procedures - Conciliation - Arbitration and Adjudication –

Unit IV: Collective Bargaining(Perspective, Bargaining Structure, Procedure and Machinery for Collective Bargaining) - The Bargaining Process - Strengths and Skills. 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.

Recommended Books

1. Mamoria & Mamoria. "Dynamic of Industrial Relations in India", Himalaya Publishing House, New Delhi.
2. Venkatratnam: Industrial Relations, Oxford University Press
3. Singh, B.D. "Industrial Relations", Excel Publications, New Delhi
4. Rao V S P, " Human Resource Management- Text and Cases", Excel Books.

Reference Books

1. M.Arora. "Industrial Relations", Excel Publications, New Delhi
2. Sinha, P.R.N., Sinha, Indu Bala and Seema Priyadarshini Shekar, "Industrial Relations, Trade Unions and Labour Legislation", Pearson Education, New Delhi.
3. Ramaswamy E.A. "The Strategic Management of Industrial Relations", Oxford University Press.
4. Verma, Pramod."Management of Industrial Relations – Reading And Cases", Oxford and IBH Publication.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

HRM-06
TRAINING AND DEVELOPMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To familiarize the students about the concept and process of training and development and its importance in an organization.

Course Contents

Unit I: Training – concept, and rationale; training process: role of stakeholders in training programme; Organization and Management of training function; Business strategy & HRD, Aligning training design with learning process; Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping.

Unit II: Designing the training programme: process of learning in training programme – attributes and factors influencing; learning process; learning styles; training climate and pedagogy; developing training modules; Training aids.

Unit III: Training methods and techniques – role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; brainstorming, mind mapping, creative problem solving, MDPs, Out- bound training. Individual Development through Non- training - Job Redesign Programme; Job enlargement, Job Enrichment, Job Rotation, Suggestion Schemes, Career Planning, Counselling.

Unit IV: Development & implementation of training; Evaluation of training – need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training; emerging trends in training and development; new perspectives on training – cross cultural training, e-learning.

Recommended Books

1. Agochia, Devendra, Every Trainer’s Handbook, New Delhi; Sage Publications
2. Blanchard, P Nick, and James W. Thacker, Effective Training – Systems, Strategies, and Practices, Pearson Education, New Delhi

Reference Books

1. Desimone, R. L., Werner, J. M. & Harris, D. M. “Human Resource Development”, Thomson Learning Press.
2. Sahu, R.K., Training for Development, Excel Books, New Delhi
3. Goldstein, Training in Organization, Thomson Learning, Bombay
4. McGrath, Training for Life and Leadership in Industry, Prentice Hall of India, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Course Objective

To familiarize the students about the various aspects of personal growth and effectiveness in an organisation

Course Contents

Unit I: Personal growth - Meaning and concepts, Self-awareness and self-esteem, Life Roles, Social roles and Organizational roles. Nature and scope of personal growth. Feeling, thinking and behaviours, Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, Emotional intelligence.

Unit II: Pedagogy and Androgogy. Adult Learning Process; learning styles and its relatedness to personality development. Attitudes, beliefs, Values and their impact on behaviour. Personal change-meaning, nature and requisites. Social adjustments and habit formation. Habits of personal effectiveness. Seven habits of highly effective people.

Unit III: Basic functions of mind- Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Neuro Linguistic Programming. Interpersonal relations and personal growth. Interpersonal needs, motivation and behaviour- FIRO-B and Johari Window. Defense Mechanism in groups

Unit IV: Transactional Analysis- Ego states, types of transactions and time structuring. Life position, scripts and games. Experience learning methodologies-T-group, sensitivity training, encounter groups and human process labs.

Recommended Books

1. Newstrom, John.W. and Davis, Keith. "Organizational Behaviour – Human Behavior at Work", Tata McGraw Hill, New Delhi.
2. Lussier, Robert N. "Human Relations in organizations", McGraw Hill Publication, NewYork.

Reference Books

1. Whetten & Cameron, "Development Management Skills", PHI , New Delhi
2. Parek, Udai. "Understanding Organisational Behaviour", Oxford University Press.
3. Covey, Stephen R. "Seven Habits of Highly Effective People", Simon & Schuster.
4. Stephen Robbins, et al. "Training in Interpersonal Skills -tips for managing People at Work", Pearson/PHI, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

HRM-08
GLOBAL HUMAN RESOURCES MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To sensitize students to mechanics of Human Resource Management in International arena.

Course Contents

Unit I: GHRM- Introduction, nature and strategic IHRM; The differences between domestic and international Human Resources – The Various perspectives and approaches of International Human Resource Management.

Unit II: International environment: political, legal and technological; Recruitment and Selection – Staffing policies, approaches, Selection criteria - Relocation Performance management of international employees –performance appraisal in a global context.

Unit III: Orienting and training employees for global assignments – approaches to training . Motivation and leadership across cultures Compensation – various approaches – factors affecting compensation systems – Benefits- The adjustments and incentives.

Unit IV: International labour relations – key issues, various agreements International labour standards, safety and fair treatment, repatriation: process, problems and solutions. MNCs and Human Resource Policies. Cross cultural differences; cross cultural communication and negotiation.

Recommended Books

1. Dowling, P.J. and Welch, D.E. "International Human Resource Management", Thomson Learning, London
2. Tayeb: International Human Resource Management, Oxford University Press.
3. Aswathappa, IHRM, Tata Mc Graw Hill, New Delhi.

Reference Books

1. Schuler, Randal & Jackson, Susan. "Managing Human Resources in Cross- Border Alliances". Routledge Taylor & Francis Publication
2. Budhwar., Pawan. "Managing Resources in Asia-Pacific". Routledge Taylor & Francis Publication
3. Paul Sparrow., Chris Brewster and Hillary Harris. "Globalizing Human Resource Management", Routledge Taylor & Francis Publication

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

HRM-09
PERFORMANCE MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

This course is designed to develop appreciation and skills essential for designing and instituting effective performance management systems among students.

Course Contents

Unit I: Introduction: Definition of performance Management, the performance management contribution, dangers of poorly implemented PM systems, aims and role of PM Systems, characteristics of an ideal PM systems, performance management process, performance management and strategic planning..

Unit II: Performance appraisal system implementation: Defining performance, determinants of performance, performance dimensions, approaches to measuring performance, diagnosing the causes of poor performance, differentiating task from contextual performance, choosing a performance measurement approach. Measuring results and behaviours, gathering performance information, implementing performance management system.

Unit III: Conducting Staff Appraisals: Introduction, need, skills required, the role of the appraiser, job description & job specification, appraisal methods, raters errors, data collection, conducting an appraisal interview, follow up & validation, present thoughts & future directions..

Unit IV: Performance management & employee development: Personal Development plans, 360 degree feedback as a developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy. Performance Counselling.

Recommended Books

1. Kohli: Performance Management, Oxford University Press.
2. Aguinis, Herman, "Performance Management", Pearson Education, Inc.
3. Lance A. Berger & Dorothy R. Berger. "The Talent Management Hand Book", Tata Mc-Graw Hill, New Delhi
4. Kandula, Srinivas, "Performance Management", PHI, New Delhi.

Reference Books

1. Rao, T.V. "Performance Management and Appraisal Systems", Response Bank, New Delhi.
2. Cardy, Robert L. "Performance Management: Concepts, Skills and Exercise", PHI, New Delhi.
3. Sahu, R.K. "Performance Management System", Excel Books, New Delhi.
4. Varsha, Dixit, "Performance Management,", Vrinda Publications Ltd.
5. Rao, T. V. et. al. "360 degree feedback & assessment & development Centres, Volume I, II and III", Excel Books, New Delhi.
6. Rao, T. V. "Appraising & Developing Managerial Performance", Excel Book Publication, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

HRM-10
STRATEGIC HUMAN RESOURCE MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The main aim of this course is to provide strategic perspective of HRM in an organization .It aims to provide an understanding of forecasting, acquisition and management of human resources in effective implementation of strategy.

Course Contents

Unit I: Understanding Strategic HRM: Traditional vs. strategic HR, Typology of HR activities, “best fit” approach vs. “best practice” approach, HR strategy and the role of national context, investment perspective of human resources Management.

Unit II: Aligning HR systems with business strategy : Sustained competitive advantage - how HR adds value to the firm - HR as scarce resource – non substitutable resource, linking HRM practices to organizational outcomes - assessing and reducing costs, alternative HR systems - universalistic - contingency - configurational, congruence and integrated HR systems.

Unit III: HR Strategy in work force utilization: Efficient utilization of human resource - cross training and flexible work assignment – work teams - non unionization, strategies for employee shortages, strategies for employee surpluses. Strategies for performance and development: Typology of performance types - marginal performers – under achievers - stars - solid citizens, managing employee ability - recruitment and selection strategy typology.

Unit IV: Evaluating HR Function: Overview of evaluation – scope, definition, HRM and Firm Performance, Rationale for HR evaluation, Measures and Approaches .Strategic Impact: ethical dimensions, approaches to evaluation - audit approach - analytical approach- balanced score card perspective, bench marking, accounting for HRM - purpose of measuring cost and benefits of HRM , Strategic Linkage of Performance.

Recommended Books

1. Tanuja Agarwal . “Strategic Human Resources Management”, Oxford University Press.
2. Freed R.David, “Strategic Management”, Prentice Hall of India

Reference Books

1. Robert L. Mathis & John H. Jackson. “Human Resource Management”, Thomson South Western.
2. K. Prasad , “Strategic Human Resource Management – Text & Cases”, MacMillan India Ltd.
3. Charles R.Greer, “Strategic Human Resource Management”, Pearson Education, New Delhi.
4. Srinivas R.Kandula, “Strategic Human Resource Development”, Prentice Hall of India, New Delhi.
5. Sharma, Anuradha. “Strategic Human Resource Management: An Indian perspective”, Sage Response Books.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

HRM-11
COMPETENCY MAPPING

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The main objective of the course is to help the students learn the key concepts involved in competency mapping.

Course Contents

Unit I: Introduction to competency method in Human Resource Management- Features of competency methods, scope, historical development, definitions, approaches to mapping and Need for competency frameworks.

Unit II: Competency mapping procedures and steps- business strategies, performance criteria, criteria sampling, tools for data collection, data analysis, validating the competency models, short cut method, mapping future jobs and single incumbent jobs, using competency profiles in HR decisions.

Unit III: Methods of data collection for mapping.-observation, repertory grid, critical incidence technique, expert panels, surveys, automated expert system, job task analysis, behavioural event interview. Developing competency models from raw data- data recording, analysing the data, content analysis of verbal expression, validating the competency models

Unit IV: Competency based HRM- Competency based selection process, competency based performance management system, competency by objectives, competency based Career management system and competency linked competitive remuneration system. Assessment centre- characteristics and objectives of assessment centre, Designing assessment centre, Assessing competencies in assessment centre, Documentation in assessment centre.

Recommended Books

1. Sanghi, Seema, "The Handbook of Competency Mapping: Understanding, Designing and implementing Competency Models in Organisations" Sage Publications.
2. Whiddett, S, and Hollyforde, S. "The competencies Handbook", Jaico Publication, Mumbai.

Reference Books

1. Sawardekar, N. "Assessment Centers: Identifying potential and developing competencies", Response Books, New Delhi.
2. Shermon, Ganesh. "Competency Based HRM", Tata McGraw Hills Publications, New Delhi
3. Spencer, Lyle M. & Spencer Signe M. "Competence at work", John Wiley Publication
4. Sharma, Radha R. "360 Degree Feedback, Competency Mapping and Assessment Centers", Tata McGraw Hills Publications, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

IT-01
DATABASE MANAGEMENT SYSTEM

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The objective of the course is to familiarize the students with the concept of database and its utility in organization of information.

Course Outline

Unit I: Concept of database and database management system, purpose, advantages and disadvantages of DBMS; DBMS Architecture; Entities and Relationships, schemas and sub-schema; and Data Independence; Types of DBMS – Hierarchical, Network, Relational, Object-oriented and Object relational

Unit II: Introduction to SQL; Components of SQL: DDL, DML, DCL; creating Tables, Views, Index, Sequences and Synonyms; inserting, updating and deleting data; database queries; joins and set operators; SQL functions.

Unit III: Database Design-basic considerations; Data Independence-Logical and Physical; Database Normalization – 1NF, 2NF, 3NF, BCNF, 4NF and 5NF; Denormalization; Integrity and Concurrency control

Unit IV: Database security; Back-up and Recovery; Advance Database concepts-Distributed databases, Internet databases, Multimedia databases, Digital libraries and Mobile databases.

Recommended Books:

1. Kahate, A., Introduction to Database Management Systems, Pearson Education

Reference Books:

1. Abraham, Korth , Data Base System concepts, McGraw Hill, New Delhi
2. Singh S. K., Database Systems , Pearson Education, New Delhi
3. Rob, Database System , Cengage Learning

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

IT-02
ENTERPRISE RESOURCE PLANNING

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The objective of the course is to provide overall knowledge regarding the concepts and structure of ERP systems and imparts necessary managerial skills for ERP implementation in a business enterprise

Course Outline

Unit I: Introduction to ERP and its evolution and the integrated systems approach; benefits and challenges in implementation of ERP systems; Business Process Re-engineering and process remodelling

Unit II: ERP systems development process, Planning and requirement analysis; designing, re-engineering vs. customization, ERP design options, steps in ERP implementation

Unit III: Critical factors in ERP implementation success; Risks involved in ERP implementation- Technological risks, Organizational risks, project size and HR aspects in implementation of ERP projects, Project related factors; Additional factors: User Training, reporting needs and technological challenges

Unit IV: ERP Systems: Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resources; Supply Chain Management; Future directions and developments in ERP

Recommended Books

1. Sumner, Marry, Enterprise Resource Planning, Pearson Education, New Delhi

Reference Books

1. Ray, Rajesh, Enterprise Resource Planning: Text & Cases, Tata McGraw Hill, New Delhi.
2. Leon, Alexis, ERP Demystified. Tata McGraw Hill, New Delhi.
3. Garg, V. K and Venkitakrishnan, N. K., Enterprise Resource Planning: Concepts and Practices 2ed, PHI, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

IT-03
OBJECT ORIENTED ANALYSIS AND DESIGN

External Marks: 50
Internal Assessment: 20
Practical: 30
Time: 3 Hours

Course Objective

The main objective of this course is to familiarize the students with object oriented methodology of analysis, design and programming.

Course Outline

Unit I: Object-oriented concepts object and classes, links and associations, inheritance and multiple inheritance, grouping of constructs, polymorphism, encapsulation.

Unit II: Object Oriented Modelling Concepts; Class Modelling: objects, classes, links and associations, generalization and inheritance, aggregation, constraints; State Modelling: Events, States, Transitions and conditions, state diagrams, nested states, signal generalization and concurrency; Interaction Modelling: Use case models, Sequence Models, Activity Models

Unit III: Object oriented analysis and design: process and development life cycle; System Conception, Domain analysis, Application analysis, System design, Class design, System Implementation.

Unit IV: Object Oriented Programming using C++: Classes and objects, functions, constructors and destructors, overloading, type conversions, Extending classes, pointers, virtual functions and polymorphism, input-output operations.

Recommended Books

1. Michael Blaha and James Rumbaugh, Object - Oriented Modeling and Design With UML, 2/e, Pearson Education, New Delhi
2. Balaguruswamy , OOPS with C++,TMH, New Delhi
3. Saurav Sahay : Object Oriented Programming with C+., Oxford University Press

Reference Books

1. Grady Booch, Ivar Jacobson and James Rumbaugh, The Unified Modeling Language User Guide, 2/e, Pearson Education, New Delhi
2. Stroustrup, C++ , Addison Wesley, USA.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

IT-04
TECHNOLOGY MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course objective

The main objective of this course is to familiarize the students with the various aspects of technology management and its application in business organization.

Course Outline

Unit I : Basic concept of technology, technology and its relationship with knowledge, business and society, Classification of technology, Management of technology at firm and national levels, Conceptual framework for management of technology, critical factors in managing technology,

Unit II: Technology and management paradigms, technology and market interaction, technology life cycles, Process of technological innovation, factors affecting technological innovations

Unit III: Competitiveness: basic concepts and indicators, technology management for managing competitiveness, Formulation of technology strategy, Aligning business and technology strategy, Technology planning: forecasting technology, technology audits,

Unit IV: Acquisition of technology: methods and issues; Exploitation of technology, Technology creation using research and development, Technology transfers: Process and Issues

Recommended Books

1. Tarek Khalil, Management of Technology, Tata McGraw Hill, New Delhi

Reference Books

1. Norma Harrison and Danny Samson, Technology Management: Text and International Cases, TMH, New Delhi
2. Robert Burgelman, Clayton Christensen and Steven Wheelwright, Strategic Management of Technology & Innovation, Tata McGraw Hill, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

IT-05
KNOWLEDGE MANAGEMENT SYSTEMS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To familiarize the participants with the Knowledge Management and its application in business

Course Outline

Unit I: Basic concept of knowledge, intelligence and experience; data, information and knowledge; types of knowledge, implications of knowledge management, Knowledge management lifecycle.

Unit II: Knowledge creation; capturing tacit information, expert evaluation, fuzzy reasoning, interviews, onsite observations, brainstorming, protocol analysis, consensus decision making, Nominal Group Technique, Delphi method, Concept mapping, blackboarding; Knowledge codification.

Unit III: Quality Assurance; Knowledge testing, Logical testing, User acceptance testing; Knowledge system deployment, User training and deployment; post implementation review.

Unit IV: Knowledge transfer: prerequisites, methods and strategies; Role of internet in knowledge transfer, overview of data visualization, data mining, knowledge management portals, Ethical, legal and managerial issues in knowledge management

Recommended Books

1. Hislop, Knowledge Management, Oxford University, Press, Delhi.
2. EM Awad and HM Ghaziri (2007), Knowledge Management, Pearson Education, New Delhi.

Reference Books

1. Shukla & Srinivasan, Designing Knowledge Management Architecture, Sage, New Delhi
2. Warier, Knowledge Management, Vikas, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

IT-06
SOFTWARE ENGINEERING

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The objective of the course is to familiarize the students with the software development process, software quality assessment, and testing for the optimum functionality at reasonable costing.

Course Contents

Unit I: Concept of software engineering, software characteristics, software metrics: categories, areas of applications, token count, function point analysis, data structure metrics. Software Development Life Cycle; Models: Waterfall model, Prototyping model, Spiral model, Rapid Application Development model.

Unit II: Software quality factors, cost estimations, COCOMO, project scheduling, quality assurance plans, project monitoring plans; Software risk management

Unit III: System design, design objectives, effective modular design (coupling, cohesion), design tools and techniques, prototyping, structured programming.

Unit IV: Coding, verification, monitoring and control, testing. testing fundamentals, test case design, functional and structural testing, test plan, activities during testing, unit and integration testing.

Recommended Books

1. Pressman, Software Engineering: A Practitioner's Approach 6e, Tata Mc Graw Hill, New Delhi
2. Jain, Software Engineering, Oxford University Press, Delhi

Reference Books

1. Ghezzi, Fundamentals of Software Engineering, Prentice Hall of India, New Delhi.
2. Jalote, An Integrated Approach to Software Engineering 3e, Narosa
3. Leon & Leon, Software Engineering, Vikas Publishing House, New Delhi
4. Sommerville, Software Engineering, Pearson Education.
5. Fenton & Pfleeger, Software Metrics, Thomson Learning.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

IT-07
INFORMATION SECURITY AND CYBER LAWS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To acquaint the participants about various aspects of information security and cyber laws.

Course Outline

Unit I: Overview of basic concepts of security: Confidentiality, Integrity and Availability; Security threats, Information security principles, operational and human issues in information and network security; Security policies: types, development and management

Unit II: Authentication, Access control mechanism, Physical security control, Operations security, Cryptography: basic concepts, symmetric and asymmetric cryptography; Key management, Firewalls, Intrusion detection, malware detection

Unit III: Legal Issues in information and communication technology, cyber-crime and IT Act 2000, Legal resources against Hacking, Cyber fraud, defamation and abuse, pornography and other IT offences; Contracts in cyber world and Jurisdiction

Unit IV: Cybersquatting, legal and other innovative moves against cybersquatting, Copyright and protection of contents; Software piracy; E-Commerce Taxation, Protection of Cyber consumers in India

Recommended Books

1. Mark Merkow and James Breithaupt, Information Security: Principles and Practices, Pearson Education, New Delhi
2. Vivek Sood, Cyber Law Simplified, Tata McGraw Hill, New Delhi

Reference Books

1. Matt Bishop, Introduction to Computer Security, 1/e, Pearson Education, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

IT-08
DATA ANALYSIS WITH EXCEL AND SPSS

External Marks: 50
Internal Assessment: 20
Practical: 30
Time: 3 Hours

Course objective

The objective of this course is to familiarise the students with the practical approach of using Excel and SPSS like software in data analysis.

Course outline

Unit I: Understanding Data: Data, Types of Data and Levels of Measurements: Quantitative (Discrete and Continuous), Qualitative (Categorical and Ordinal); Basic Concepts of Analysis: Population and Sample, Descriptive and Inferential Statistics, Parameter and Statistic, Parametric and Non-parametric tests, Variables (Dependent and Independent); Preparing and coding data for analysis.

Unit II: Introduction to Excel: Understanding Spreadsheets, Workbooks and Worksheets, Navigating through cell, cell referencing, Data Entry (Manual and Autofill), Formulas and functions, sorting data; Creating and Managing Charts and Graphs, Managing Data Lists in Excel: Building, Sorting, Filtering and managing; Performing What-if Scenarios, Generating Pivot Tables; Basics of Building and running Macros; Using 'Data Analysis' Add-in in Excel for computing basic descriptive and inferential statistics

Unit III: Introduction to SPSS: Creating and Managing Data files, Defining variables, opening and reading data files from SPSS and non-SPSS sources; Creating, printing and saving output files; Summarizing Data: Frequency Distribution, Graphical presentation, Computing select measure of central tendency and dispersion; Hypothesis testing for single population (One sample z-statistic and t-statistics); one-tailed and two-tailed test of hypothesis; Hypothesis testing for two populations

Unit IV: ANOVA, Chi-square test, Simple Linear Regression analysis, Multiple Regression Analysis, Factor Analysis; Basic Non-parametric statistics: One-sample K-S Test, Mann-Whitney U test, Wilcoxon Matched-pairs Signed Rank test, Kruskal-Wallis test, Friedman test and Spearman's Rank Correlation

Recommended Books

1. Naval Bajpai, Business Statistics, Pearson
2. Whigham David, Business Data Analysis, Oxford University, Press, Delhi.

Reference Books

1. Darren George and Paul Mellery. SPSS for Windows Step by Step: A Simple Guide and Reference, 18.0 Update, 8/e, Pearson

Note:

3. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
4. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

IT-09
DATA MINING AND WAREHOUSING

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To familiarise the students with data mining and warehousing and its application in business organizations

Course Outline

Unit I: Basic Concepts of Data Warehousing: Data Stores, Marts and Warehouses; Data Warehouse characteristics and environment; Implications of using data warehouses for the business: purpose, cost-benefit analysis/return on investment, impact on decision making and business functions; Risks involved and mitigation approaches.

Unit II: Data mining and its techniques: Classification, Association, Sequence, Cluster; Data Mining technologies and applications; Market Basket Analysis; Limitations and challenges to Data Mining; Overview of Online Analytical Processing (OLAP), Multidimensional Online Analytical Processing (MOLAP) and Relational Online Analytical Processing (ROLAP).

Unit III: Warehousing Strategy: Developing organizational context, Preliminary survey and source system audit, Identifying data sources and defining Warehouse architecture; Warehouse Management and Support: Capacity planning, purging rules, security measures, backup and recovery strategy; Data Warehouse planning

Unit IV: Data Warehouse implementation, Criteria for selecting and acquiring hardware and software for data warehouse implementation; Managing Warehouse Metadata; Warehouse Maintenance and Evolution, Data Warehouse applications; Emerging trends in Data Warehousing

Recommended Books

1. Mark W. Humphries and Michael W. Hawkins, Data Warehousing: Architecture and Implementation, Pearson Education, New Delhi.
2. Pudi, Data Mining, Oxford University Press, Delhi.
3. Thareja, Data Warehousing, Oxford University Press, Delhi.

Reference Books

1. George M. Marakas, Modern Data Warehousing, Mining, and Visualization: Core Concepts, Pearson Education, New Delhi
2. Soumendra Mohanty, Data Warehousing, Tata McGraw Hill, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

IT-10
SOFTWARE PROJECT MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The main objective of this course is to make students about the various issues related to software project management and its successful implementation.

Course Outline

Unit I: Software Characteristics & Applications, Software Processes and Process Management; Overview of Compatibility Maturity Model, KPAs for Software Project Management.

Unit II: Project Planning Infrastructure; Process Planning; Effort Estimation and Scheduling; Quality Planning; Risk Management.

Unit III: Measurement and tracking planning; Development Project Management Plan: Team structure, communication and team development; Customer Communication and issues; Structure of project management plan.

Unit IV: Configuration management and control; Project Monitoring and Control: Project Tracking, Milestone analysis, Defect analysis and prevention; Project Closure analysis

Recommended Books

1. Pankaj Jalote (2004), Software Project Management in Practice, Pearson Education, New Delhi

Reference Books

1. Walker Royce (2001). Software Project Management: A Unified Framework. Pearson Education Asia, Singapore, First Edition.
2. Joel Henry (2004), Software Project Management: A Real-World Guide to Success, Pearson Education, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

IB-01
FOREIGN EXCHANGE MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To acquaint the students with the mechanism of foreign exchange market, measurement of foreign exchange exposure and its management

Course Contents

Unit I: The Foreign Exchange Market : Organisation – Spot Vs Forward Markets – Bid and Ask rates – Interbank Quotations – International Market Quotations – Cross Rates – Merchant Rates – FEDAI Regulations – Role of RBI. Exchange Rates - Exchange rate systems – Gold Standard – Bretton Woods – Fixed Vs Floating Exchange Rate systems – Determinants of Exchange Rates – Exchange Controls.

Unit II: Foreign Exchange Transactions – Purchase and Sale transactions – Spot Vs Forward transactions – Forward Margins – Interbank Deals – Cover deals – Trading – Swap deals – Arbitrage Operations – Factors determining Forward margins. the Interest Rate Parity Theorem: the Expectation Theory; International Fisher Effect.

Unit III: Currency Derivatives, Currency Forwards, Currency Futures, Currency Options – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options. Trading and Settlement Mechanism of Currency Futures. Trading strategies using option contract.

Unit IV: Foreign exchange risk and exposures- Measuring and Managing Translation, Transactions and economic exposures. International Trade, Financing and Export financing. International Financial Instruments.

Recommended Books

1. Shapiro, A., "Multinational Financial Management", John Wiley Publication.
2. Eitman, Stonhill, Mofit, "Multinational Business Finance", Pearson Education, New Delhi.

Reference Books

1. Madhu Vij, "International Financial Management", Excel Books Publications, New Delhi.
2. Madura, Jeff. "International Financial Management", Thomson Publications.
3. Bhalla, V.K. "International Financial Management - Text and Cases", Anmol Publications, New Delhi.
4. Apte, P.G. "International Financial Management", Tata McGraw Hill, New Delhi.
5. Levi, Maurice D. "International Finance", Tata Mc Graw-Hill, New Delhi.
6. Jeevanandam, C. "Foreign Exchange: Practice, Concepts", Sultan Chand & Sons, New Delhi
7. Vijayabhaskar P and Mahapatra B., "Derivatives Simplified", Respose Books, Sage Publications, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

EXPORT IMPORT MANAGEMENT AND DOCUMENTATION**External Marks: 70****Internal Assessment: 30****Time: 3 Hours****Course Objective**

The main objective of the course is to familiarize the students with the management of export and import business and its documentation.

Course Contents

Unit I: World Trade : Direction and Composition of World Trade, Direction and Composition of India's Foreign Trade – Role of Banks and Other Institutions in India's Foreign Trade. EXIM Policy – Objectives – Facilities & Restrictions; Significance of Exports & Imports to Nations Progress; Export Potential of Services – Export Potential of Select Commodities; Textiles, Agricultural Products, Marine Products, Floriculture, Readymade Garments, Engineering Goods, Leather Products, Gems & Jewelry; Export Prospects in Various Countries

Unit II: Export documentation, Export Procedures: General excise clearances; Role of clearing and following agents; shipment of export cargo; Export credit; Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks; Mode of payment.

Unit III: Export Management: Export Finance and Credit; EOUs, EPZ/SEZ/FTZ – Role and Significance – Export Trading Houses – Star & super Star Trading Houses; Export Incentives: Overview of export incentives-EPCG, Duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation.

Unit IV: Import Planning: Methods of Import Procurement – Global Tendering, Limited Tendering, Negotiated Procurement, Long-term Contracting; Foreign Exchange Regulations Relating to Import; Import licensing policy; Actual user licensing; Replenishment licensing; Import-export pass book; Capital goods licensing; Export houses and trading houses Import finance – Instruments of financing, Related Procedures, Customs Clearance.

Recommended Books

1. Export-Import manual, Nabhi Publication, New Delhi
2. Paul: Export Import Management, Oxford University Press.
3. Acharya & Jain, "Export-Import Procedures and Documentation", Himalaya Publishing House.
4. Kumar, Asin, "Export -Import Management", Excel Publications. New Delhi
5. Paras Ram, "Export what, where and how" Anupam publications.

Reference Books

1. Kapoor, D.C, "Export Management", Vikas Publishing House Pvt. Ltd., New Delhi.
2. Cherunilam, Francis. "International Trade and Export Management", Himalaya Pub. House.
3. Export-Import Policy: Ministry of Commerce, Govt. of India, New Delhi
4. Handbook of Export-Import procedures: Ministry of Commerce, Govt. of India.
5. Cherian and Parab, "Export Marketing", Himalaya Publishing House, New Delhi
6. Government of India: Handbook of Procedures, Import and Export Promotion, New Delhi.
7. Rathod, Rathor and Jani, "International Marketing", Himalaya Publishing House, New Delhi.
8. Government of India: Export-Import Policy, procedures, etc. (Volumes I, II and II) New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

IB-03
INTERNATIONAL MARKETING

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The objective of the course is to familiarize the students with the nature and practices of international marketing. After reading the course, should will be able to distinguish international marketing mechanics from the domestic marketing models and approaches

Course Contents

Unit I: Introduction: Basic Concepts of International Marketing, Definition and Dimensions of International Markets, Differences between Domestic and International Marketing, Benefits of International Marketing, EPRG Framework in International Marketing.

Unit II: Environment of International Business: Introduction, Political and Legal Environment, Cultural Environment, Financial and Monetary Environment. Indian Foreign Trade: Indian Trade Policy, Recent Transit in India's Foreign Trade, Export Assistance, Institutional Infrastructure for Export Promotion in India, EXIM Policy of India.

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. 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 IV: 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. Overseas Market research, Marketing Plan for Exports, New Techniques in International Marketing, International Sub-Contracting, Joint Ventures, Multinationals Exports Finance, Risk Export Documents and Procedures.

Recommended Books

1. Keegan, Warren J., "Global Marketing Management", Prentice Hall, New Delhi
2. Joshi: International Marketing, Oxford University Press.
3. Onkvisit, Sak and John J.Shaw, "International Marketing: Analysis and Strategy", Prentice Hall, New Delhi.

Reference Books

1. Srinivasan, R. "International Marketing", Prentice Hall of India, New Delhi
2. Rathore & Rathore, "International Marketing", Himalaya Publishing , New Delhi
3. Gitman, "Global Marketing", Pearson
4. Francis Chernnilam, "International Marketing", Himalaya Publishing House, New Delhi.
5. Czinkota, M.R., "International Marketing", Dryden Press, Boston.
6. Fayerweather, John, "International Marketing", Prentice Hall, New Delhi
7. Jain, S.C. "International Marketing", CBS Publications, New Delhi
8. Doole, J. & Lowe, R. "International Marketing Strategy", Thomson Press

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Course Objective

To give students proper understanding of logistic management in International Business.

Course Contents

Unit I: Marketing Logistics: Concept, objectives and scope; System elements; Relevance of logistics in international business; International supply chain management and logistics; Transportation activity – internal transportation, inter-state goods movement; Concept of customer service. Key Logistics Functions, Supply Chain Management: Principles of SCM; Difference between SCM and Logistics; SCM for Improved Customer Service and Enhanced global Competitiveness.

Unit- II: General Structure of Shipping: Characteristics, liner and tramp operations; Code of conduct for liner conferences; Freight structure and practices; Chartering principles and practices; UN convention on shipping. International Transportation: International Transport System, Choice of Mode – Rail, Road, Air and Sea – Evolution and Perspectives of Indian Shipping Industry; Problems UN Convention on Shipping, Freight Structure and Practices; Linear Operations; Tramp Operations Chartering Principles and Practices – Air Transportation Advantages; Carrier-consignee Liabilities, Total Cost Concept.

Unit- III: Developments in Ocean Transportation: Containerization; CFS and inland container depots; Dry ports; Multi-modal transportation and CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents, Ship owner and shipper consultation arrangements. Role of Ports: Port Organization and Management Responsibilities of Port Trust, Growth and Status of Ports in India, Carriage of Goods – Legal Aspects; Port Services Pricing.

Unit IV: Ware Housing: Inventory Management – Concepts and Application; Significance and Types of Ware Housing Facilities; Total Cost Approach – Containerization: CPS and Inland Container Depots, Dry Ports, Multi Model Transportation and CONCOR; Problems and Prospects.

Recommended Books

1. Douglas M.Lambert, James R.Stock, "Strategic Logistics Management", McGraw Hills.
2. Coyle, Bardi, Langley Jr. West, "The Management of Business Logistics", West Publishing Co.

Reference Books

1. Sahay, B.S. "Supply Chain Management in the Twenty First Century", Macmillan.
2. Sahay, B.S. "SCM for global Competitiveness", Macmillan.
3. Ram, M.S. "Shipping", Asia Publishing House.
4. Desi, H.B. "Indian Shipping Perspectives", Anupama Publications.
5. Raghuram et.al. "Shipping Management: Cases and Concepts",
6. Alan M.Rugman – Oxford Handbook of International Business, Oxford University Press
7. Asopa, V.N. "Shipping Management: Cases and Concepts", Macmillan, New Delhi.
8. Desai, H.P, "Indian Shipping Perspectives", Anupam Publications, Delhi,
9. Khanna, K.K. "Physical Distribution", Himalaya Publishing, Delhi.
10. Shipping Documents and Reports, UNCTAD.
11. Use of Maritime Transport Volume one: ESCAP, UN.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

IB-05
INTERNATIONAL BUSINESS ENVIRONMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The main objective of this course is to familiarize the students with the business environment in the International arena.

Course Contents

Unit I: International Business: Nature, importance and scope; Framework for analyzing international business environment – geographical, economic, socio-cultural, political and legal environment. Multinational Corporations: Conceptual framework of MNCs; MNCs and host and home country relations; Technology transfers – importance and types.

Unit II: International Economic Environment – Regional integration and trade blocks – Types of integration – theory of customs union, European union – regional groupings – integration of developing countries – SAARC, SAPTA, international commodity agreements – quota agreements – Cartels – Bi-lateral & Multi lateral contracts – Economic institutions – International Monetary Funds (IMF) – World Bank, Asian Development Bank, UNCTAD, UNIDO, International Trade Centre, WTO, GATT, GATS, TRIM, TRIPS.

Unit III: Nature of International Business Environment : Forces – Political environment – Legal Environment – Technology – Cultural Environment – Country Classifications – Economic Trade Policies. International Trade and Investment Theory - Historical developments of Modern Trade theory – Investment theories – Theory of capital movements – Market imperfections – Internationalization – Appropriability – Location specific advantage.

Unit IV: International Trade and Payments: Government Influence on Trade: Trade in merchandise – Trade in services – Global sourcing – degree of dependence – balance of payments – trade and BOP of India. Cultural contacts of global management – Understanding the role of culture – communicating across cultures – cross cultural negotiations and decision making. International Investment : Types and significance of foreign investments – factors affecting international investment – growth and dispersion of FDI – cross border mergers and acquisitions – foreign investment in India – The New Policy – EURO/ADR issues – M & A – Indian companies going global. Foreign Investment: Capital flows – types and theories of foreign investment; foreign investment flows and barriers- Foreign Direct Investment.

Recommended Books

1. Black and Sundaram, "International Business Environment", Prentice Hall of India, New Delhi.
2. Gosh, Biswanath, "Economic Environment of Business", South Asia Book, New Delhi.

Reference Books

1. Adhikary, Manab, "Global Business Management", Macmillan, New Delhi.
2. Bhattacharya. B "Going International Response Strategies for Indian Sector", Wheeler Publishing Co, New Delhi.
3. Aswathappa, K. "International Business", Tata McGraw Hill publications, New Delhi.
4. Daniels, J.D. and H. LEE Radesbaugh, "International Business-Environment and Operations", Pearson Education, New Delhi
5. Gerald M. Meier, "The International Environment of Business", Oxford Press.
6. Hill, Charles W.L., "International Business-competency in the Global Marketplace", Tata McGraw Hill, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

GLOBAL FINANCIAL MARKETS AND INSTRUMENTS**External Marks: 70****Internal Assessment: 30****Time: 3 Hours****Course objective**

To familiarize the students with operations of global financial markets and instruments available for financing & investment opportunities in international Markets.

Course Contents

Unit I: Introduction to International Financial System: Brettonwood conference and afterwards; European monetary system. Fixed versus Floating Exchange Rate regimes. European Monetary System, South East Asia Crisis and Current Trends. Global Financial Crisis and Financial system

Unit II: Creation of Euro Currency Markets: Creation of Euro Dollar – Emergence of Global Currency Markets – Size and Structure of Europe and Asian Markets – Transaction – Regulatory systems – Major instruments

Unit III: International Financial Markets and Instruments: International capital and money market instruments and their salient features; Integration of financial markets and approach; Arbitrage opportunities; Role of financial intermediaries. International Banking & Money Market- International banking Services – Capital Adequacy Standards-International Money Markets, International Equity Sources - Global Equity Markets- Methods of Sourcing - Cross-listing in Secondary Markets- New Equity Issues, International Debt Sources- Debt Management and Funding Goals - International Debt Instruments- International Bank Loans - Euronotes- International Bond Market

Unit IV: International Financial Instruments and Institutions: GDRs, ADRs, IDRs, Euro Bonds, Euro Loans, Repos, CPs, derivatives, floating rate instruments, loan syndication and Euro deposits; IMF, IBRD, Development Banks. Global Shopping for funds and Investments : Comparison of Domestic, Foreign and Euro Currency Markets for Lending and Investment – Forex Risk – Interest Rate Parity – Cover deals – Using global markets for Hedging – Arbitrage – speculation – Cost comparisons.

Recommended Books

1. Buckley, Adrian. "Multinational Finance", Prentice Hall of India, New Delhi
2. Henning, C.N., Piggot, W. and Scott, W.H. "International Financial Management", Mc Graw Hill, International, New York.

Reference Books

1. Maurice, Levi. "International Finance", McGraw Hill, Int. Ed., New York.
2. Rodriquefe, R.M and E.E Carter. "International Financial Management", Prentice Hall of India, Delhi.
3. Shaprio, A.C. "Multinational Financial Management", Prentice Hall of India, New Delhi.
4. Apte, P.G. "International Financial Management", Tata McGraw Hill, New Delhi.
5. Buckley, Adrian. "The Essence of International Money", Prentice Hall of India, New Delhi.
6. Eiteman, Stonehill & Pandey. "Multinational Business Finance", Pearson Education, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

IB-07
W.T.O. AND INDIA

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To familiarize the students with the functioning of WTO and its policies related to International Business.

Course Contents

Unit - I: Evolution of GATT, GATT – Provisions – Its Working; GATT 1994 – Uruguay Round, Protocol to the GATT 1994. W.T.O. Establishment of W.T.O. – Organization Structure – Functions of W.T.O. Principles of W.T.O. Dispute Settlement Body and Trade Policy Review Body.

Unit II: W.T.O. Agreements, Trade Related Intellectual Property Rights (TRIPS), Trade Related Investment Measures (TRIMS) Multi Lateral Agreements on Investments.

Unit III: Agreement on Trade in Services, Issues relating to E-Commerce, Removal of Quantitative Restrictions(QR), Agreement on Textiles and Clothing, Effect on Agriculture, Effect on Pharmaceutical Industry, Effect on Other Products like Leather Products, Gems and Jewelry etc.

Unit IV : W.T.O. Dispute Settlement Mechanism – Council for Trade in Goods, Council for Trade in Services, Council for Trade Related Aspects, W.T.O. and Anti-Dumping Measures – Types of Dumping - Objectives, Effects of Dumping on Importing and Exporting Countries, Various Anti- Dumping Measures.

Recommended Books

1. Krishna Rao, P. "W.T.O. Text and Cases", Excel Publications., New Delhi
2. Rao, M.B. "WTO and International Trade", New Delhi: Vikas Publishing House Pvt. Ltd.

Reference Books

1. Cherunilam, F. "International Business", Himalaya Publications, New Delhi
2. Subba Rao, P. "International Business Text and Cases", Himalaya Publications, New Delhi.
3. Bhatia, H.L. "International Economics", Vikas Publishing House, New Delhi
4. Bansal, N.S. "The World Trade Organisation", Mittal Publications, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

IB-08
MANAGEMENT OF MULTINATIONAL CORPORATIONS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

The basic objective is to familiarize the students with the operations and management of MNCs.

Course Contents

Unit I: International Management: Trends, challenges and opportunities; Different schools of thought of international management. Growth and Development of MNCs: Role and Significance of MNCs – Pattern of Growth – Country of Origin – Different Management Styles, Strategic Issues involved.

Unit II: Comparative Management : Importance and scope; Methods of comparative management ; management styles and practices in US ,Japan, China, Korea, India; Organizational design and structure of international corporations; Locus of decision making; Headquarter and subsidiary relations in international firms.

Unit III: International Business Strategy: Creating strategy for international business; Management of production, Services technology and operations; Marketing financial, legal and political dimensions; Ethics and social responsibility of business. Strategic Alliances: Acquisitions and mergers; Management of joint ventures and other international strategic alliances.

Unit IV: Indian Perspectives and Policy: Internationalization of Indian business firms and their operations abroad; International Mergers and Acquisitions. Changing government policy on entry of FIs and FIIs.

Recommended Books

1. Hodgetts, "International Management", Tata McGraw Hill, New Delhi.
2. Nagandhi, Anant.R, "International Management" ,Prentice Hall of India Ltd., New Delhi.

Reference Books

1. Koontz and Whelrich, "Management: The Global Perspective", Tata McGraw Hill, New Delhi.
2. Adhikary, Manab. "Global Business Management", Macmillan, New Delhi.
3. Thakur, Manab, Gene E. Burton, and B.N. Srivastava, "International Management: Concepts and Cases", Tata McGraw Hill, New Delhi.
4. Christopher Bartlett and Sumantra Ghoshal, "Transnational Management: Text and Cases", Tata Mc Graw Hill, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Course Objective

To sensitize the students about the foreign trade policy and its implications for International Business.

Course Contents

Unit I: International Trade: Growing importance of trade in world economy; trade as an agent of globalization; Theories of foreign trade – absolute and comparative advantage theories; Modern theory of trade – Heckscher- Ohlin theory; Terms of trade, gains from trade; Balance of payments and adjustment mechanism.

Unit II: Free trade vs protection, tariff classification, economic effects of tariff, tariff retaliation, anti dumping/countervailing duties; export subsidies; Exchange controls and other non-tariff measures. International economic integration- forms and levels, trade creating and diverting effects a custom union; repercussions of regional economic grouping on the trade.

Unit III: India's Foreign Trade and Policy: Direction and composition of India's foreign trade; Export – Import policy; Export promotion and institutional set – up; Deemed exports; Rupee convertibility; Indian Joint ventures abroad; Project and consultancy exports. Instruments of Export Promotion: Export assistance and promotion measures; EPCG scheme; Import facilities; Duty exemption schemes; Duty drawback; Tax concessions; Marketing assistance.

Unit IV: Foreign Investment Policy: Policy and frame work for FDI in India; Policy on foreign collaborations and counter trade arrangements; Indian joint ventures abroad; Project and consultancy exports.

Recommended Books

1. Gupta, R.K. "Anti-dumping and Countervailing Measures", Sage Publications, New Delhi.
2. Sodersten, B.O. "International Economics", MacMillan, London.
3. Verma, M.L. "International Trade", Commonwealth Publishers, Delhi.
4. D Salvatore, "Theory and Problems of International Economics" Mc Graw Hill, New York.

Reference Books

1. Bhattacharya.B., "Going International Response Strategies for Indian Sector", Wheeler Publishing Co, New Delhi.
2. Black and Sundaram, "International Business Environment", Prentice Hall of India, New Delhi.
3. Varsheny R.L. and B. Bhattacharya, "International Marketing Management", Sultan Chand & Sons, New Delhi.
4. Gosh, Biswanath, "Economic Environment of Business", South Asia Book, New Delhi.
5. Krugman, Paul and Maurice Obstfeld, "International Economics: Theory and Policy", Pearson Education, Delhi.
6. B O Soderstan, "International Trade", Prentice Hall of India, New Delhi
7. H Robert Heller, "International Trade", Prentice Hall of India, New Delhi
8. Govt. Of India, Economic Survey(latest issue)

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

IB-10
INTERNATIONAL BUSINESS LAWS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To acquaint the students with various laws governing International business and their proper understanding for right decision making.

Course Contents

Unit I: Legal Framework of International Business: Nature and complexities; Code and common laws and their implications to business; International business contract – legal provisions; Payments terms; International sales agreements; Rights and duties of agents and distributors. Regulations and Treaties Relating to: Licensing; Franchising; Joint Ventures, Patents and trade marks; Technology transfer, Telecommunications. Frame work relating to Electronic Commerce.

Unit II: Regulatory Framework of WTO: Basic principles and charter of GATT/WTO; GATT/WTO provisions relating to preferential treatment of developing countries; Regional groupings, subsidies, technical standards, antidumping duties and other non-tariff barriers, custom valuation and dispute settlement; Implications of WTO to important sectors – GATS, TRIPs and TRIMs.

Unit III: Regulatory Framework and Taxation : Electronic Commerce – Cross Border Transactions – On-line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax revenues

Unit IV: Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities.

Recommended Books

1. Daniels, John, Ernest W. Ogram and Lee H. Redebungh, "International Business, Environments and operations",
2. Lew, Julton D.M and Clive Stand brook, "International Trade Law and Practice", Euromoney Publications, London.
3. Karla Shippey, "International Contracts: Drafting the International Sales Contracts", World Trade Press.

Reference Books

1. Schmothoff's C.R, "Export Trade – The Law and Practice of International Trade". Sweet and Maxwell Publications
2. Motiwal OP, Awasthi HIC "International Trade – the law and practice", Bhowmik and Company, New Delhi.
3. Kapoor N.D, "Commercial Law", Sultan Chand & Co., New Delhi.
4. Pamella Selman – Law of International Trade Text Book
5. Goel, P.K "Business Law for Managers", Wiley India, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

Course Objective

This course introduces learners to the global supply chains and issues related to them.

Course Contents

Unit I: International logistics and supply chain management: meaning and objectives, importance in global economy, characteristics of global supply chains; supply chain relationship to business performance, key tasks of logistics and supply chain managers; role of government in controlling international trade and its impact on logistics and supply chain; supply chain as a competitive advantage, global supply chain strategy, structuring supply chain capabilities, business matching supply chain design with business strategy.

Unit II: Strategic importance of transport in global logistics, logistical objectives of transport, international ocean transportation, international air transportation, and international land transportation; types, characteristics and salient features, inter-modal transportation in international operations, factors influencing mode and carrier selection decision; intermediaries and alliances in global logistics; meaning of 3 PL and 4 PL service providers; concept and need of outsourcing, determinants for outsourcing decisions, role of outsourcing in global supply chain management.

Unit III: Planning the global supply chain, network design for global supply chain management, risk management in the global context, measuring logistics cost and performance. Benchmarking the supply chain, performance measurement and evaluation in global supply chains; decisions in network design-strategic importance, location of plant, warehouse, facilities; capacity and number of warehouses; factors influencing network design decisions. The marketing and logistics interface, customer service and customer retention; service driven logistics systems, customer service priorities and standards, customer service strategy.

Unit IV: Approaches to inventory management in global supply chain management; distribution resource planning; symptoms of poor inventory management, modeling in supply chain- inventory models, safety stock determination for service level, and lead time; forecasting models, routing problem; logistical packaging, containerization.

Recommended Books

1. Douglas Long. "International Logistics: Global Supply Chain Management", Springer- Verlag New York, LLC.

Reference Books

1. Philippe- Pierre Dornier, Panos Kouvelis, Michel Fender. "Global Operations and Logistics: Text and Cases". Wiley, John & Sons, Incorporated.
2. Alan Branch. "Global Supply Chain Management in International Logistics". Routledge, London.
3. Pierre David. "International Logistics". Wiley- India, New Delhi.
4. Sahay, B.S. "Supply Chain Management in the Twenty First Century", Macmillan.
5. Sahay, B.S. "SCM for global Competitiveness", Macmillan.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

OM- 01
PROJECT MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To provide an integrative approach to management of projects, detailing the various phases of the PLC.

Course Contents

Unit I: Planning & Analysis Overview: Phases of capital budgeting – Levels of decision making-objective. Resource Allocation Framework: Key criteria for allocation of resource – elementary investment strategies – portfolio planning tools – strategic position and action evaluation – aspects relating to conglomerate diversification – interface between strategic planning and capital budgeting. Generation and screening of project ideas: Generation of ideas – monitoring the environment – regulatory framework for projects – corporate appraisal – preliminary screening – project rating index – sources of positive NPV – qualities of a successful entrepreneur – the porter model for estimation of profit potential of industries. Market and demand analysis: Situational analysis and specification of objectives – collection of secondary information – conduct of market survey – characterization of the market – demand forecasting – market planning.

Unit II: Technical analysis: Study of material inputs and utilities – manufacturing process and technology – product mixes – plant capacity – location and site – machinery and equipment – structures and civil works – project charts and layouts – work schedule. Financial Analysis: Estimation of cost of project and means of financing – estimates of sales and production – cost of production – working capital requirement and its financing – estimates of working results – breakeven points – projected cash flow statement – projected balance sheet. Project cash flows: Basic principles of measurement of cash flows – components of the cash flow streams – viewing a project from different points of view – definition of cash flows by financial institutions and planning commission – biases in cash flow estimation. Appraisal criteria: Net Present Value, benefit cost ratio, internal rate of returns, payback period, accounting rate of returns. Investment appraisal in practice in India.

Unit III: Types and measure of risk, Risk analysis in practice. Special decision situations: Choice between mutually exclusive projects of unequal life – optimal timing decision – determination of economic life – inter-relationships between investment and financing aspects – inflation and capital budgeting. Analysis of firm and market risk: Portfolio theory and capital budgeting – capital asset pricing model – estimation of key factors – CAPM and Capital budgeting. Social Cost Benefit Analysis (SCBA): Rationale for SCBA – UNIDO approach to SCBA – Little and Mirle approach to SCBA.

Unit IV: Project Management: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation. Network techniques for project management – development of project network – time estimation – determination of critical path – scheduling when resources are limited – PERT and CPM models – Network cost system. Project review and administrative aspects: Initial review – performance evaluation – abandonment analysis – administrative aspects of capital budgeting – evaluating the capital budgeting system of an organization.

Recommended Books

1. Chandra, Prasanna. "Project Planning: Analysis, Selection, Implementation and Review" TMH.
2. Khatua: Project Management and Appraisal, Oxford University Press..
3. Nicholas, "Project Management for Business and Technology: Principles and Practice" , Pearson

Reference Books

1. Ghattas, R.G. & Mc Kee, S.L., "Practical Project Management", Pearson Education Asia
2. Pinto, P.K., "Project Management", Pearson Education, New Delhi
3. K Nagarajan, "Project Management", New Age International Publishers.
4. Choudhury, "Project Management", Tata McGraw Hill, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

OM-02
QUALITY MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To expose various concepts and philosophies of quality management and to develop skill for implementing the various phases of total quality management

Course Contents

Unit I: Basics Concepts of Quality: Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs - Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership – Concepts, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation.

Unit II: TQM Principles: Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement – Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement – Juran Trilogy, PDCA Cycle, 5S, Kaizen, Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Strategy, Performance Measure.

Unit III: Statistical Process Control: The seven tools of quality, Statistical Fundamentals – Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Process capability, Concept of six sigma, New seven Management tools.

Unit IV: TQM Tools: Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs. Quality System: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 – Concept, Requirements and Benefits.

Recommended Books

1. Besterfield Dale H, "Quality Control", Pearson Education, New Delhi
2. Bedi: Quality Management, Oxford University Press.
3. Juran J. M. and Gryna, Jr. F.M., "Quality Planning and Analysis", Tata McGraw Hill, New Delhi

Reference Books

1. Ronald G Day, "Quality Function Deployment", Tata McGraw Hill.
2. Dale H. Besterfield, C.B.Michna, G. H.Besterfield, M.B.Sacre, "Total Quality Management", Pearson /Prentice Hall, New Delhi
3. Marash ,Marilyn Block, "Integrating ISO 14001 into a Quality Management System", Tata Mc Graw Hill, New Delhi
4. James R. Evans & William M.Lindsay, "The Management and Control of Quality", South-Western (Thomson Learning) Press.
5. Evan J.R., "Total Quality Management", Excel Book, New Delhi.
6. Hansan, B.L. & Ghare, P.M. "Quality Control & Application", Prentice Hall of India.
7. Hagan, "Management of Quality", Oxford University Press.
8. Mohanty & Lakhe, "Hand Book of TQM", Jaico Publications.
9. Juran, J M & Frank M Gryna , "Quality Planning & Analysing" ,TMH

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

OM-03
SUPPLY CHAIN MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To acquaint the students with the Supply Chain Management System elements, structure, organization and process, and the strategic role the supply chain and business logistics play in corporate strategy.

Course Contents

Unit I: Introduction to Supply Chain Management: Supply chain – objectives, importance, decision phases – process view – competitive and supply chain strategies – achieving strategic fit – supply chain drivers – obstacles – framework – facilities – inventory – transportation – information – sourcing – pricing. Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management.

Unit- II: Designing the supply chain network Designing the distribution network- role of distribution – factors influencing distribution – design options – e-business and its impact , distribution networks in practice – network design in the supply chain – role of network – factors affecting the network design decisions – modeling for supply chain. Designing and Planning Transportation Networks: - Role of transportation - modes and their performance - transportation infrastructure and policies - design options and their trade-offs - Tailored transportation.

Unit III: Purchasing & Vendor management: Centralized and decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation. Single vendor concept, management of stores, accounting for materials. Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (trade off between stock out / working capital cost), lead time reduction, re-order point / re-order level fixation, exercises , ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.

Unit IV: Decision-support systems for supply chain management: Introduction – the challenges of modeling – structure of decision support systems – input data – analytical tools – presentation tools – supply chain decision – support systems. Recent Issues in SCM: Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

Recommended Books

1. Sharma: Supply Chain Management, Oxford University Press.
2. Chopra, S. Peter Meindl, Kalra, D.V. "Supply Chain Management Strategy, Planning and Operation", Pearson Prentice Hall, New Delhi
3. Raghuram G. "Logistics and Supply Chain Management", Macmillan, New Delhi

Reference Books

1. Shah, J. "Supply Chain Management", Pearson Publication, New Delhi.
2. Donald J Bowersox, Dand J Closs, M Bixby Coluper, "Supply Chain Logistics Management", TMH
3. Sahay B.S. "Supply Chain Management", Macmillan, New Delhi.
4. Agarwal D.K. "A Text Book of Logistics and Supply chain management", Macmillan, New Delhi
5. Kachru, Upendra. "Exploring the Supply Chain theory and practice", Excel Books, New Delhi.
6. Donald J. Bowersox, David J. Closs, "Logistical Management The integrated Supply chain process", Tata McgrawHill , New Delhi
7. Deshmukh, S.G., .Mohanty, R.P. "Supply Chain Management Theories and Practices", Biztantra

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

OM-04
MANUFACTURING STRATEGY

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To provide a strategic perspective of manufacturing function and the role it plays in competitive strategy of an enterprise

Course Contents

Unit I: Strategic Issues in Manufacturing, Developing a Manufacturing Strategy-Principles and Concepts Order Winners and Qualifiers: Basic characteristics, Specific Dimensions

Unit II: Issues in New Product Development: Strategic importance. Types of new product development. Process of new product development, Computer aided design, Modular design, Product Profiling.

Unit III: Developing a Manufacturing Strategy- Methodology Process Choice: Overview, Business implications, Hybrid Processes, Technology strategy Focused Manufacturing- Principles and Concepts, Trade offs in Focused Manufacturing.

Unit IV: Focus: Methodology; Origins of existing plants, Moving to focused plants, focus regression Vs focus progression, focused Plants Outcomes Make or Buy and Managing the Supply Chain Manufacturing Infrastructure Development, World Class Strategic Manufacturing

Recommended Books

1. M Baker, S Hart, "Product Strategy and Management", Pearson Education, New Delhi.
2. Terry Hill, Alex Hill "Manufacturing Operations Strategy Text and Cases", Palgrave MacMillan.

Reference Books

1. Steve Brown, "Strategic Manufacturing for Competitive Advantage", Prentice Hall, New Delhi.
2. Jim Todd, "World Class Manufacturing"
3. Nigel Slack, Michael Lewis, "Operations Strategy", Pearson education, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

OM- 05
ADVANCED PRODUCTION & OPERATIONS MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To familiarize the students about the various production and operations systems used in manufacturing organization that helps them in taking various managerial decisions

Course Contents

Unit I: Linking organizational objectives to production and operations objectives – development of production and operations strategies. Basic manufacturing processes used in engineering and non engineering industries – metal working – metallurgical – chemicals – fertilizers – textiles – power generation and distribution.

Unit II: Need for product design and re design – designing for customer – designing a standard product for manufacturing and assembly – types of processes – process flow structures – specific equipment selection – process analysis – product design and process selection in services – product process matrix for services. Process of product development – idea generation – prototype building – provisional design – productibility studies – commercialization – design of facilities – advanced models in facility planning – assembly line balancing – developing group technology layout – systematic layout planning – problems.

Unit III: Just in time production systems – the Japanese approach for elimination of waste – JIT implementation requirements – JIT in services – equipment selection – reasons for selection methods – financial and non financial – financial methods – ROI, ICCR – PCQ rating methods – MAPI methods. Job design and work measurement – job design decisions – approaches to job design – work measurement – standards – learning curves and its applications – value analysis – value engineering concepts to be incorporated

Unit IV: Aggregate planning – aggregate units of production – overview of aggregate planning problem – costs in aggregate planning – chase demand strategy – level of production strategy – mixed strategies – mathematical models – linear decision rule – problems. MRP systems – Master production schedule – MRP concepts – terminology – MRP II – embedding JIT into MRP – advanced MRP systems.

Recommended Books

1. Chase, Aquilano, Jacobs, " Production And Operations Management", Tata McGraw Hill, New Delhi.
2. Dilworth, James . "Production And Operations Management", Pearson Education, New Delhi.

Reference Books

1. Joseph G. Monks, "Schaum's Outline of Operations Management", McGraw Hill.
2. Baker, M. S Hart, "Product Strategy and Management", Pearson Education, New Delhi.
3. Harvey M. Wagner, "Principles of Operations Research – With Applications to Managerial Decisions", Prentice Hall of India, New Delhi

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

OM-06
PRODUCTIVITY MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To familiarize the students a total organizational approach to productivity management techniques.

Course Contents

Unit I: Productivity – definition – concepts – importance of productivity circles. Measures of productivity – qualitative and quantitative measures – three basic types of productivity – partial – total factor – total productivity – productivity indices – methods of recording data

Unit II: Man power planning – productivity measurement at national and international levels – measures of productivity in different organizations like manufacturing and services and R & D etc. Managing productivity – misconceptions about productivity management – cultural factors – human factors – automation and productivity – economics of productivity.

Unit III: Factors affecting productivity – physical environment – technology – materials – machine – layout – lighting – temperature – ventilation – employment – job performance – motivation – employee ability – aptitude – personality – experience – training – interest – education – intelligence – variables affecting productivity – internal and external to the company

Unit IV: Productivity improvement – barriers to productivity improvement – productivity improvement techniques – employee based – material based – task based – product based – technology based – incentives to increase productivity – effective team working – performance review and appraise techniques. Pit falls in productivity improvement – required organizational change for productivity improvement – top management role – crisis management – concepts – crisis management and productivity. Time management – key to productivity improvement – time management at personal and organizational levels – scheduling works – time saving techniques – tips – using technology for saving time.

Recommended Books

1. Bhinde, B. T. "Basic Productivity Techniques in Manufacturing Management"- B T Bhinde Publishers.
2. Vrat, Prem, Sardana, G D. & Sahay, B. S. "Productivity Management A systems approach", Narosa Publishing House
3. Sawhney S. C. "Productivity Management", TMH, Delhi

Reference Books

1. Christian H Godefroy and Jahn Clark. "The complete Time Management System"-Judy (Iatkus Ltd. Publishers) ,UK.
2. Sumanth, D.J. "Productivity Engineering and Management", Tata McGraw-Hill, New Delhi
3. Iwao Kobayashi. "Keys to work place improvement", Productivity Press India Ltd.
4. Lawrence Aft, "Productivity Measurement and Improvement", Prentice Hall, New Delhi.
5. Robert Schaffer, "Managing Productivity", Jaico Publishing House.
6. Schonberger, R.; "Japanese Manufacturing Techniques", The Free Press

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

OM-07
WORLD CLASS MANUFACTURING

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To Acquaint the Students About the International Developments in the Area of Manufacturing, and the Systems, Tools and Techniques Required for Achieving Competitive Edge Through World -Class Manufacturing.

Course Contents

Unit I: Historical perspective: World class Excellent organizations – American and Japanese Companies Deming Awards , Malcom Baldrige National Quality Award – Globalization – Global Companies – Models for manufacturing excellence – Business Excellence.

Unit II: Bench marks, Bottlenecks and Best Practices: Concepts of benchmarking, bottleneck and best practices, Best performers – Gaining competitive edge through world class manufacturing – Value added manufacturing – eliminating waste – Toyota Production System – example. System & tools for world class manufacturing: Improving Product & Process Design – Lean Production – SQC , FMS, Rapid Prototyping , Poka Yoke , 5-S ,3 M, use of IT ,JIT, Product Mix , Optimizing , Procurement & stores practices , Total Productive maintenance , Visual Control.

Unit III: Human Resource Management in WCM: Adding value to the organization Organizational learning – techniques of removing Root cause of problems – People as problem solvers – New organizational structures. Associates – Facilitators – Teammanship – Motivation and reward in the age of continuous improvement.

Unit IV: Typical characteristics of WCM companies: Performance indicators – what is world class Performance – Six Sigma philosophy. Indian Scenario: Leading Indian companies towards world class manufacturing –Task Ahead.

Recommended Books

1. Sahay, B.S., Saxena, K.B.C. & Kumar, Ashish. “World-Class Manufacturing -A Strategic Perspective”, MacMillan India Ltd
2. Schonberger, R.J. “ World Class Manufacturing”, The Free Press.
3. Schonberger, R.J. “Japanese Manufacturing Techniques”, The Free Press, 1982

Reference Books

1. Jeffrey K.Liker, “The Toyota Way”, Tata McGraw Hill, New Delhi.
2. Chitale, A.K. & Narang, G.S. “Just In Time Management for World Class Manufacturing The Japanese Way”, Ajanta Publications.
3. Robert Hayes, Steven C. Wheelwright & Kin B. Clark, “Dynamic Manufacturing creating the Learning Organisation”, The Free Press, Macmillan Publication.
4. Nigel & Slack, “The Manufacturing Advantage- Achieving Competitive Manufacturing Operations”, Viva Books Pvt. Ltd.
5. Kiyoshi Suzuki, “The New Manufacturing Challenge”, The Free Press
6. Hayes R H & Wheel-Wright S C, “Restoring our Competitive Edge-Competing through Manufacturing”, John Wiley & Sons.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

OM-08
TECHNOLOGY MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To acquaint the students with the role of technology & innovation in global industrial competition, and the organizational support systems and processes needed for acquisition, development integration and commercialization of technologies.

Course Contents

Unit I: Process and perspectives of technology management. Technology management process Scanning, acquisition, assimilation, absorption, Business Strategy and t technology Strategy. Adaptation, Critical Factors in Managing Technology and improvement and Planning.

Unit II: Technology Life cycle and forecasting, Technology Transfer, Technology Development: Management of R & D; Product Design and Development; Commercialization of R & D; R & D - Manufacturing- Marketing Interface; R & D Project Management; Technology development and competitiveness, Technology and business strategy.

Unit III: Technology Innovation and creative Transformation in the Knowledge Age: Critical Trajectories, Technology entrepreneurship, IPR, Patenting , Technology Role of Government; International Protocols; Treaties; Standards; International Comparisons of Technology Management.

Unit IV: Management of Technological Innovation, Technology Fusion & the new R&D, Core competencies in Technology and its Commercialization. The Organizational Support System, Structural Imperatives of Technology Management, Building Organization Culture

Recommended Books

1. Tarek Khalil, "Management of Technology: The Key to Competitiveness and wealth Creation", Tata McGraw- Hill, New Delhi
2. Rastogi P N, "Management of Technology and Innovation – Competing through Technological Excellence", Sage Publications, UK.

Reference Books

1. Stephan Leman Janglois, "Techno Crime: Technology, Crime and Social Control", Willan Publishing House.
2. Hashem Sherif & Tarek Khalil, "New Direction in Technology Management" , Elsevier Publisher
3. Hans J. Thamhain, "Management of Technology: Managing Effectively in Technology Intensive Organisations", John Wiley & Sons.
4. Robert C. Megantz, "Technology Management: Developing and Implementing Effective Licensing Programs", John Wiley & Sons.
5. Narayanan" V.K, "Managing Technology and Innovation for Competitive Advantage", Pearson Education, New Delhi.
6. Harrison N and Samson D, "Technology Management – Text and International Cases",Tata McGraw Hill, New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

OM-09
INTEGRATED MATERIALS MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective

To equip the students with various materials management techniques in a manufacturing concern and enable better decision making.

Course Contents

Unit I: Introduction: Concepts, significance, scope and importance of integrated materials management, organising the materials management function. Role and functions of materials manager, Problems for materials planning in Indian Conditions.

Unit II: Purchasing: Function, Purchasing cycle, Quality assurance in purchasing, Make or Buy or Lease decisions, Vendor development and rating. Purchasing techniques for various Commodities – Capital goods, seasonal good, imported goods. Dynamic Purchasing. Purchase procedures: Purchase Procedures, forms, legal aspects in buying, insurance, hypothecation public buying. Overseas Purchasing – Procedure Project buying, Service Contracts, Negotiations.

Unit III: Stores management: Necessity for store keeping, Types of stores, Location of stores, layout. Store Procedure: Bin Cards, Stores records, Spares Control. Issue of stocks and Pricing. Salvaging and disposal of scrap and surplus materials.

Unit IV: Materials handling: Forms of Production and relevant material handling practices, cost aspect in materials handling, layout and material handling requirements. Material handling equipments, types, application in various industries. Computers in Materials Management: Introduction system in Purchase, Inventory and stores. Standardization, codification, simplification.

Recommended Books

1. Datta, A.K. "Integrated materials management", PHI, New Delhi.
2. Menon, K.S. "Purchasing and Inventory Control", Wheeler Publishing Co.

Reference Books

1. Gopalakrishnan, P. "Handbook of Material Management", PHI, New Delhi.
2. Dobbler, Burt D.N. "Purchasing and Supply Management", Tata McGraw Hill, New Delhi.
3. Fearon, Leenders "Purchasing And Materials Management", Universal Books, New Delhi
4. Varma, M. M. "Materials Management", Sultan Chand & Company, New Delhi.
5. Kelly, Anthony. "Maintenance Planning And Control", East West Press Pvt. Limited

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified

OM-10

SYSTEMS RELIABILITY, SAFETY AND MAINTENANCE MANAGEMENT

External Marks: 70

Internal Assessment: 30

Time: 3 Hours

Course Objective

To understand the principles and practices of maintenance management and related issues of safety and reliability. The course will also deal with analysis and modelling of maintenance problems. Emerging paradigms in maintenance management will be a special focus area

Course Contents

Unit I: Role of Maintenance Function; Fundamental Concepts in Systems Reliability, Safety and Maintenance Management (SSMM); Types of Maintenance Systems. Organising for Safety and Maintenance Management; Maintenance Systems and Procedures.

Unit II: System Failure Analysis; Models of System Reliability and Failure Analysis; Decision Models for Maintenance, Planning and Allocation of Maintenance Effort in Breakdown; Preventive and Predictive Maintenance, Replacement and Repair Analysis; Spares Inventory Management.

Unit III: Manpower Planning: Scheduling and Allocation in Maintenance; Condition Monitoring. Maintenance Cost Analysis and Cost Management; Total Productive Maintenance (TPM); Concept, Process and Application of TPM in Manufacturing organizations.

Unit IV: Maintenance Standards; Budgeting; Performance Analysis and Control, Management of Industrial Safety; Scheduling of Major Overhaul and Shut Downs
Maintenance Management Information Systems

Recommended Books

1. Venkataraman K., "Maintenance Engineering and Management", PHI, New Delhi.
2. Higgins, L. and Morrow, L.; "Maintenance Engineering Hand Book", Mcgraw Hill,

Reference Books

1. Srivastava, S.K. "Industrial Maintenance Management", S. Chand & Co., New Delhi.

Note:

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.