

THE PROGRAMME

The Master of Business Administration (MBA) is a Two Year Full Time Programme. The course structure of the programme is given hereunder

FIRST YEAR

SEMESTER-I

Course Code	Course Title	Division of Marks			Duration of Exams
		Ext.	Int.	Total	
CP-101	Principles and Practices of Management	70	30	100	3 Hrs.
CP-102	Business Statistics	70	30	100	3 Hrs.
CP-103	Managerial Economics	70	30	100	3 Hrs.
CP-104	Business Environment	70	30	100	3 Hrs.
CP-105	Business Communication	70	30	100	3 Hrs.
CP-106	Financial Accounting	70	30	100	3 Hrs.
CP-107	Fundamentals of Computer and E-Commerce	50 (T) 50 (P)		100	3 Hrs.
CP-108	Seminar		50*	50	

T= Theory, P= Practical

*Topic for seminar relating to the contemporary business issues/practices comprising Indian ethos, values, current socio-economic and business context would be assigned by the teacher in advance. Evaluation of such seminar would be based on written assignment submitted and presentation given by the candidate.

SEMESTER-II

Course Code	Course Title	Division of Marks			Duration of Exams
		Ext.	Int.	Total	
CP-201	Management Science	70	30	100	3 Hrs.
CP-202	Marketing Management	70	30	100	3 Hrs.
CP-203	Human Resource Management	70	30	100	3 Hrs.
CP-204	Financial Management	70	30	100	3 Hrs.
CP-205	Business Research Methodology	70	30	100	3 Hrs.
CP-206	Production and Operations Management	70	30	100	3 Hrs.
CP-207	Organizational Behavior	70	30	100	3 Hrs.
CP-208	Comprehensive Viva –Voce	50	-	50	

SUMMER TRAINING

At the end of second semester, all students will have to undergo summer training of 6—8 weeks with an industrial, business or service organisation by taking up a project study. The condition of successfully completing the programmes shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in the organizations as approved by the Department/Faculty from time to time. Each student will be required to submit a project report to the Department for the work undertaken during this period within one month of the commencement of the third semester for the purpose of evaluation in the third semester.

SECOND YEAR

During Second year, in addition to compulsory papers and project studies, students shall have to choose six optional papers in third and six in fourth semester from the list of optional papers announced at the beginning of each semester. The list of optional papers for third and fourth semesters shall confine to the availability of teachers. A student will specialize in two areas (One Major and other Minor) by opting at least four papers (in major area) two papers from (in minor area) in third and fourth semester.

SEMESTER—III

Course Code	Course Title	Division of Marks			Duration of Exams
		Ext.	Int.	Total	
CP-301	Strategic Management	70	30	100	3Hrs.
CP-302	Business Legislation	70	30	100	3Hrs.
CP-303	Summer Training Report	50	50*	100	

(In addition to these compulsory papers, a students is required to select four papers from major area of specialization and any two papers from minor area of specialization)

*Internal evaluation will be based on seminar presentation.

SEMESTER-IV

Course Code	Course Title	Division of Marks			Duration of Exams
		Ext.	Int.	Total	
CP-401	Entrepreneurship Development	70	30	100	3Hrs.
CP-402	Research Project	100		100	
CP-403	Comprehensive Viva Voce (including viva-voce on research project)	50	-	50	

(In addition to these compulsory papers, a students is required to select four papers from major area of specialization and any two papers from minor area of specialization)

List of Optional Papers of various specializations

FINANCE

3rd Semester

FM—301	Financial Decisions Analysis
FM—302	Foreign Exchange Management
FM—303	Risk Management
FM—304	Working Capital Management
FM—305	Management of Financial Institutions
FM—306	Security Analysis and Investment Management

4th Semester

FM-401	Principles of Insurance and Banking
FM-402	International Financial Management
FM-403	Financial Derivatives
FM-404	Management of Financial Services
FM-405	Project Management
FM-406	Portfolio Management

MARKETING

3rd Semester

MM-301	Advertising Management
MM-302	Sales and Distribution Management
MM-303	Brand Management
MM-304	Consumer Behavior
MM-305	Retail Marketing
MM-306	Marketing Research

4th Semester

MM-401	International Marketing
MM-402	Industrial Marketing
MM-403	Service Marketing
MM-404	Strategic Marketing
MM-405	Rural and Agricultural Marketing
MM-406	Marketing Communication Strategy

HRM

3rd Semester

HRM-301	Management of Industrial Relations
HRM-302	Legal Framework Governing Human Relations
HRM-303	Managing Interpersonal and Group Processes
HRM-304	Organizational Change and Intervention Strategies
HRM-305	Manpower Development for Technological Change
HRM-306	Global Human Resource Management

4th Semester

HRM-401	Management Training and Development
HRM-402	Human Resource Planning and Development
HRM-403	Human Resource Development: Strategies and Systems
HRM-404	Counseling Skills for Managers
HRM-405	Compensation Management
HRM-406	Performance Management and Managerial Effectiveness

INTERNATIONAL BUSINESS

3rd Semester

IB-301	International Accounting
IB-302	Foreign Exchange Management
IB-303	Export-Import Procedures and Documentation
IB-304	India's Foreign Trade and Policy
IB-305	International Business Environment
IB-306	International Logistics

4th Semester

IB-401	International Financial Markets
IB-402	International Marketing
IB-403	International Financial Management
IB-404	International Strategic Management
IB-405	Cross-cultural and Global Management
IB-406	Regional Economic Blocks

INFORMATION TECHNOLOGY

3rd Semester

ITM-301	Internet and Web Designing
ITM-302	Relational Database Management Systems
ITM-303	Practical based on ITM-301 and ITM-302
ITM-304	Software Designing
ITM-305	System Analysis and Design
ITM-306	Management Support Systems

4th Semester

ITM-401	Data Warehousing and Data Mining
ITM-402	eCRM
ITM-403	Practical based on ITM-401 and ITM-402
ITM-404	Cryptography and Security System
ITM-405	Introduction to Computer Networks
ITM-406	Enterprise Resource Planning

PRODUCTION AND OPERATIONS MANAGEMENT

3rd Semester

POM-301	Purchasing and Materials Management
POM-302	Total Quality Management
POM-303	Production Planning and Control
POM-304	Logistics Management
POM-305	Service Operations Management
POM-306	Technology Acquisition and Diffusion

4th Semester

POM-401	Applied Operations Research
POM-402	Goal Programming in Management
POM-403	Transportation Management
POM-404	Technology Forecasting
POM-405	R&D Management
POM-406	Programme Management

CP-101: Principles and Practices of Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objectives of the paper are to familiarize the students with basic management concepts and behavioural processes in the organization.

Course Contents:

Concepts of Management- Nature, Meaning, and Significance of Management, Managerial functions, Principles of Management, Managers V/s Entrepreneurs – Managers V/s Leaders – Guidelines for Managerial Excellence and success. Evolution of Management Thoughts-Traditional, Behavioral, Systems, Contingency and Quality viewpoints. **Planning:** Nature & Elements of Planning, Planning types and Models, Planning in learning organizations; Strategic Planning-an overview; Management by Objectives (MBO), SWOT Analysis, **Organizing and Staffing:** Nature of Organizing, , Basic issues in organizing – Work Specialization, chain of command Delegation, Decentralization, Span of Management, Line-staff Authority and Decentralization, Staffing Decisions – Authority and Responsibility Relationships, Decision Making Process, Models of Decision Making. **Directing and Controlling:** Nature of Evaluation Design and Problems – Appraising Techniques– Developing Compensation Plans, Direction, Co-ordination, Quantitative and Qualitative measures of Control, Feed back Management. System and Process of Controlling, Control techniques and information technology. Social Corporate Responsibility of Business.

Suggested Readings:

- 1 Robbins, S.P. Management Concepts, Pearson Education India, New Delhi. 2011
- 2 Koontz, Management: A Global and Entrepreneurial Perspective, 13th
Weilhrich & Edition , McGraw Hill. 2012
Cannice.
- 3 Jones and Contemporary Mangement , McGraw Hill. 2012
George.
- 4 Richard L. The New Era of Management, Cengage India 2012
Draft.
- 5 Mullins. Management and OB, 8th Edn. Pearson Education , 2011
- 6 Stoner, Jetal. Management, Prentice Hall of India., New Delhi
- 7 Koontz. Essentials of Management, Tata McGraw-Hill, 8th Ed., 2009
- 8 Chandan, J.S. Management Concepts and Strategies, Vikas Publishing House, 2005.

The list of cases and specific references including recent articles will be announced in the class.

CP-102: Business Statistics

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this course is to make the students learn about the application of statistical tools and techniques for decision- making.

Course Contents:

Application of Probability and probability distributions in business decision making: probability Theory; Classical, relative and subjective probability, Addition and multiplication probability models; Conditional probability and Baye's Theorem. Probability Distributions: Binomial, Poisson, and Normal distributions: characteristics and applications.

Application of Sampling and sampling methods in business decision-making; Sampling and non-s Sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.

Statistical Estimation and Testing; Point and interval estimation of population mean, proportion, and variance; Statistical testing of hypothesis and errors; Large and small sampling tests, Non—Parametric Tests: Chi-square tests; Sign tests; Wilcoxon Signed—Rank tests; Kruskal—Wallis test.

Statistical Quality Control : Causes of variations in quality characteristics, Quality control charts, - purpose and. logic; Constructing a control chart computing the control limits (X and R charts); Process under control and out of control, Warning limits; Control charts for attributes -fraction defectives and number of defects Acceptance sampling.

Data Analysis using software packages: Microsoft Excel and SPSS.

Suggested Readings:

1. Hooda, R.P. : Statistics for Business and Economics, Macmillan, New Delhi.
2. Heinz; Kohler : Statistics for Business & Economics,. Harper Collins; New York.
3. Heinz, LW : Quantitative Approach to Managerial Decisions, Prentice Hall, NJ.
4. Lawrence, B. Morse: Statistics for Business & Economics, Harper Collins, NY.
5. Levin, Richard I and David S Rubin : Statistics for Management Prentice Hail, Delhi.
6. Watsnam Terry J. and Keith Parramor: Quantitative Methods in Finance international, Thompson Business Press, London.

The list of cases and specific references including recent articles will be announced in the class.

CP-103: Managerial Economics

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objectives of this course is to acquaint the students with concepts and techniques used in Micro—Economic Theory and to enable them to apply this knowledge in business decision- making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Contents:

Nature and Scope of Managerial Economics. Basic concepts of economic used in managerial decision making; Objective of a firm: Wealth, profit and sales maximization.

Demand function: Elasticity of demand and its significance in Managerial decision-making; Consumer equilibrium-utility and indifference curve approach; Price, income and substitution effects; Fundamentals of demand estimation and forecasting.

Short-run and long-run production functions; Cost curves and economics of scale; Price and output determination under perfect competition, monopoly, monopolistic competition, and oligopoly; Pricing strategies and tactics.

National Income— Alternative concepts, measurement and determination of National income; Inflation—types, measurement and control: Monetary and Fiscal Policies. Currency flows and exchange rate determination

Suggested Readings:

1. Peterson, Lewis, Managerial Economics, Prentice Hall of India, N. Delhi.
2. Salvatore, Managerial Economics in Global Economy; Thomson learning; Bombay.
3. EF. Brigham And J.L. Pappas, Managerial Economics, Dryden Press, illinois.
4. Dwivedi, D.N. Managerial Economics, Vikas Publishing House, New Delhi.
5. Mebta, P.L. Managerial Economics, Sultan Chand, New Delhi.

The list of cases and specific references including recent articles will be announced in the class.

CP-104: Business Environment

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: This course primarily aims at sensitising towards overall business environment within which any organisation operates. The same will help the students in understanding how any business can avail the opportunities and overcome the threats existing for it in the uncontrollable external environment.

Business Environment

- Meaning and Nature.
- An in-depth analysis of various micro and macro environmental factors influencing firm.

Policies and Acts Influencing Business in India-

- Industrial Policy
- Monetary and Fiscal Policy
- EXIM Policy
- Competition Act
- FDI Policy

International Economic Linkage

- WTO and its impact on Indian Business
- Prominent Economic Groupings and their relevance.

Public Sector and SME Sector of India

- Public Sector in India - Rationale, Performance and Reforms
- Public- Private Partnership
- Small and Medium Enterprises- Significance, Problems and Government Support.

Current State of Business Environment in India

- Economic Reforms
- Liberalisation, Privatisation and Globalisation
- Balance of Payment Position and Trade Trends
- FDI Trends
- Emerging Sectors in Indian Economy.

Suggested Readings:

1. Sundram, KPM, Datt, G and Mahajan, A, Indian Economy, S Chand, 2012 Edition.
2. Misra, S.K and Puri, V.K, Indian Economy, Himalya Publisher, 27th Edition.
3. Worthington, I and Britton, C, The Business Environment, Prentice Hall, 5th Edition.
4. Cherunillam, F, A Course Book on Business Environment, Himalya Publishers, 1st Edition.
5. Daniel, JD and Radebangh,LH, International Business, Addison Wesley Publishing Company
6. Hill, CW, International Business, Tata Mcgraw Hill
7. Alhuwalia, IJ and Little, IMD, India's Economic Reforms and Development, Oxford University Press
8. Aswathapa, K, Business Environment, Excel Books Bedi, SK, Business Environment, Excel Books

The list of cases and specific references including recent articles will be announced in the class.

CP-105: Business Communication

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The course is aimed at equipping the students with the necessary techniques and skills of communication to inform others inspire them and enlist their activity and willing cooperation in the performance of their jobs.

Course Contents:

Introduction and fundamentals of communication: Meaning, nature, scope, importance of communication; Communication process: Elements, barriers and gateways of effective communication; Models of communication process: Linear and non-linear models, Murphy model, Thill and Bovee mode) and Berol's model of communication;

Organizational communication: importance of communication in management, communication structure in communication and strategies for improving organizational communication;

Forms of business communication: Written business communication: Characteristics and purpose of business writing, The 3 x 3 writing process for business communication and factors influencing this process, Business letters and Reports, Principles of effective writing; Oral communication: principles and barriers of oral communication, Public speaking and Listening skills: Non-verbal communication: Body, space, para and time language.

Skills of Communication: Presentation, negotiation and interview skills; Business etiquettes; Ethics in business communication; Legal aspects of business communication: communication policy, defamation, invasion of privacy, misrepresentation and fraud.

Changing paradigms of business communication and New trends in business communication,

Suggested Readings:

1. Petett & Lesikar: Business Communication.
2. Petett & Lesikar: Essential of Business Communication.
3. Bowman, Joel and Branchaw, Bernadine P. : "Business Communication: From Process to Product", 1987, Dryden Press, Chicago.
4. Hatch, Richard : "Communication in Business", 1977, Science Research Associates, Chicago.
5. Murphy, Herta A and Peck, Charrles E. : "Effective Business Communications", 2nd ed., 1976, Tata McGraw Hill, New Delhi.
6. Pearce, C Glenn etc. : "Business Communications Principles and Applications", 2nd ed., 1988, John Wiley, New York.
7. Treece, Maira, "Successful Business Communications", 3rd ed., 1987, Allyn and Bacon, Boston.

The list of cases and specific references including recent articles will be announced in the class.

CP-106: Financial Accounting

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and application of financial and accounting information for planning decision—making and control.

Course Contents: Financial Accounting - Concept, Importance and Scope. Generally accepted accounting principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income; Financial Statement Analysis; Ratio analysis- liquidity, solvency and profitability ratios. Funds Flow Analysis; Cash Flow Analysis Cost Accounting - Nature & Scope of costing; Preparation of cost sheet; Marginal costing and absorption costing: Managerial application of marginal costing. Break even analysis; Responsibility Accounting • - Concept and Objectives. Responsibility Centers; Budgeting: Types of budgets & their preparation, performance budgeting and Zero based budgeting. Standard costing - organization and establishing a standard costing system. Variance Analysis- Classification of variances, Material cost, Labour cost, Overhead cost and sales variances; Inflation Accounting concept, impact of inflation on corporate financial statements; Human Resource Accounting - Concept and Approaches; IFRS-An introduction.

Accounting software: Tally.

Suggested Readings:

1. Anthony R.N. & Reece J S. Accounting Principals. Ilomevwood Illinois. Richard D. Irwin. 1995
2. Batacharya S.K.& Dearden .1. Accounting for Management- Text and Cases. Vikas New Delhi 1996
3. Heitger LE and Matulich Serge Financial Accounting. McGraw Hill, New York. 1990
4. Horngren C T, Sundem G F and Stratton W. Introduction to Management Accounting. Prentice Hall of India New Delhi. 1994.
5. Khan M Y & Jain P K. Management Accounting. Tata McGraw-Hill, New Delhi.
6. Sahaf M A Management Accounting - Principles & Practice, New Delhi, Vikas Publishing House 2009.

The list of cases and specific references including recent articles will be announced in the class.

CP-107: Fundamentals of Computer and E-Commerce

Max. Marks: 50

External: 50

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of the course is to acquaint the students with computers and concepts of E—Commerce.

Course Contents

Computer fundamentals: An introduction; Elements of Computer system; Generations of Computers, Computer languages; Compiler, Interpreter and Assembler, Number system, Components of systems: - Input-Output devices, Types of Memory. An Introduction to Operating System, Hardware and software, Computer Network: Analog and Digital Signals, Band width, Network Topology, Network Applications. Introduction to MS-Office: - MS-Word, MS-Excel, MS-Power Point and MS-Access.

Introduction to E-Commerce, Benefits, Impact of E-Commerce, Classification of E-Commerce, Application of E-Commerce Technology, Business Models, Framework of E-Commerce., Business to Business, Business to Customer, Customer to Customer.

Electronic Payment Systems: Online Electronic Payment Systems, Prepaid and Post Paid Electronic Payment Systems. Inter-organizational commerce & intra—organizational commerce, EDI, value-added network, digital library.

Suggested Readings:

1. Kienam : Managing Your E-Commerce Business, Prentice Hall of India, N. Delhi.
2. Kosiur: Understanding E—Commerce, Prentice Hall of India, N. Delhi.
3. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Wesley.
4. Schneider P. Grey, Perry T. James : E—Commerce, Thomson Learning, Bombay.
5. Shurety : E-business with Net Commerce (with CD), Addison Wesley.
6. Napier: Creating a Winning E-business, Vikas Publishing House, New Delhi.
7. Didar Singh : E-Commerce for Manager, Vikas Publishing House, New Delhi.
8. Whitely David : Electronic Commerce, TMH, N Delhi.
9. Electronic Commerce -Framework, technologies and Applications - Bharat Bhasker TMH Publications.

The list of cases and specific references including recent articles will be announced in the class.

SEMESTER-II

CP—201:

Management Science

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision—making.

Course Contents:

Management Science - Basic concepts and its role in decision- making.

Linear programming, meaning, scope & assumptions. Formulation of linear programming problem and its solution by graphical and Simplex methods.

THEORY OF GAMES: Introduction – Minimax (maximin) – Criterion and optimal strategy – Solution of games with saddle points – Rectangular games without saddle points – 2 X 2 games – dominance principle – m X 2 & 2 X n games.

INVENTORY : Introduction – Single item – Deterministic models – Purchase inventory models with one price break and multiple price breaks – Stochastic models– Instantaneous production. Instantaneous demand and continuous demand and no set up cost.

Sensitivity analysis. Integer programming, goal programming, and non-linear Programming. Transportation and Assignment models including trans-shipment and routing problems

Application of Inventory management techniques in business; Role and importance of PERT/CPM in business decision making; Decision theory and decision trees.

SIMULATION: simulation models – phases of simulation– applications of simulation – Inventory and Queuing problems – Advantages and Disadvantages. WAITING LINES: Introduction – Single Channel – Poisson arrivals – exponential service times, Multichannel – Poisson arrivals – exponential service times with infinite population single channel Poisson arrivals.

Suggested Reading :

1. Budnik, Frank S. Dennis Meleavey, Reichard : Principles of Operations Research, 2nd ed., Richard Irwin, Illinois – All India Traveller Bookseller, New Delhi, 1995.
2. Gould, F.J. etc. : Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Mathur, K and Solow, D. : Management Science, Englewood, New Jersey, Prentice Hall Inc. 1994.
4. Narang A.S. : Linear Programming Decision-Making. New Delhi, Sultan Chand, 1995.
5. Sharma, J.K. : Operations Research : Theory and Applications, New Delhi, Macmillian India Ltd., 1997.
6. Taha, H.A. : Operations Research – An Introduction, New York, Macmillan, 1989.
7. Theirouf, R.J. and Klekamp, RC. : Decision-Making Through Operations Research, New York, John Wiley, 1989.
8. N.D. Vohra : Quantitative Techniques in Management, Tata McGraw Hill, 2001.

The list of cases and specific references including recent articles will be announced in the class.

CP-202: Marketing Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

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

Course Contents:

Marketing: Meaning, Nature, Scope, Evolution and Importance. Modern concept of marketing. Ethics in marketing. Role of Information Technology in marketing. The dynamic marketing Environment. Marketing Mix and STP (Segmentation, Targeting and Positioning) Marketing Information System: Concept and Components of a marketing information system. Marketing Research: meaning, scope and techniques. Consumer Behaviour: meaning and importance, buying motives, buying process, factors influencing consumer behaviour. Product decisions: concept, classification, product-line decisions. New product development process, product life cycle, Packaging and Branding decisions. Pricing Concepts: objectives, policies and procedures, factors affecting pricing, pricing strategy and product life cycle, price changes and organizational strategies, product line pricing. Integrated Marketing Communication: Promotion-Mix; Advertising, sales promotion, public relations, personal selling and direct marketing. Channels of distributions: Concept, types and factors affecting channel selection. Recent developments in marketing.

Suggested Readings:

- 1 Michael J. Etzel : Marketing Concepts and Cases, Tata
Bruce J. Walker McGraw-Hill Publishing Company Limited.
William J. Stanton
Ajay Pandit
- 2 Michael R.Czinkota :Marketing Management, Thomson, South
Masaaki Kotabe Western.
- 3 Philip Kotler : Marketing Management, Pearson Prentice-Hall.
Kevin lane Keller
- 4 Dhru Greqal : Marketing, Tata McGraw Hill Publishing
Michael Levy Company Limited.
5. V.S. Ramaswamy : Marketing Management, Macmillan Publisher
S. Nama Kumari India Ltd.
6. Rajan Sexena : Marketing Management, Tata McGraw Hill
Publishing Company Limited.

The list of cases and specific references including recent articles will be announced in the class

CP-203: Human Resources Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: This paper aims to increase the awareness of students of MBA with the basic aspects of human resource management and to understand the dynamics of people dimension in contemporary organizations, their positive impact in increasing organisational effectiveness

Course Contents :

Human Resource Management - Concept, Scope, Evolution of HRM, Theoretical perspectives on HRM, HR Models, Role of HRM in Business Strategy, Emerging Trends in shaping HRM Environment. Human Resource Planning & Forecasting: Business and HRP, Significance & Process. Job Analysis: Job Description and Job Specification, Competency based Job Analysis. Job Design: Approaches and Methods. Recruitment: Sources of Recruitment and its Process. Selection: Process, Selection Tests & their types, Interview & its types, Selection Audit. Placement, Induction and Socialisation. Training and Development. Performance Management and Appraisal, Potential Appraisal and Development. Career Management- Basic Concepts, Methods, Designing and Developing Career Management Systems in an organisation. Talent Management: Concept and Related Practices. Job Evaluation - Methods of Job Evaluation, Evolving Job Evaluation Programme. Employee compensation: Basic concepts, determinants and approaches, New Trends in Compensations and Rewards management. Industrial Relations and Trade Unions, Dispute Resolution and Grievance Management. Equal Employment Opportunity (EEO) and Affirmative Action (AA). High Performance Work Systems (HPWS): Concept, High Performance HR Policies and Practices (HPHRP). HR Ethics and Fair Treatment at Work: Methods to promote ethics and fair treatment. Employee Safety, Security and Health: Occupational Safety and Health (OSHA) in India, Workplace Health Hazards and its Remedies. E-HRM: Role and Applications. HRM and Globalization of Business.

Suggested Readings

1. Dessler & Varakkey Human Resource Management, 12th Ed. Pearson Education 2012
2. K.Aswathapa Human Resource Management: Text and Cases, 6th Ed., Tata McGraw Hill, New Delhi.2012
3. Seema Sanghi Human Resource Management, Macmillan India Publication.2012
4. Aggarwala, Tanuja Strategic HRM, Oxford University Press.2010
5. Michael Armstrong Handbook of HRM, Kogan Page, 2012
6. Michael Armstrong Strategic Human Resource Management, Jaico Publications.
7. P. Jyothi Human Resource Management, Oxford University Press.2012
8. Lepak & Gowan Human Resource Management, Pearson Education. 2011
9. V.S.P.Rao Human Resource Management, Himalaya Publication House.
10. S.K.Bhatia Human Resource Management: A Competitive advantage Deep and Deep Publications.New Delhi.
11. R.S.Dwivedi Managing Human Resources and Industrial Relations in Indian Enterprises, Galgotia Publishing Company,New Delhi.
12. Rothwell,Taylor Strategic Human Resource Management, Jaico Publications.
13. Ian Beardwell ,L. Holden Human Resource Management ,Macmillan India Ltd.
14. W.F.Cascio Managing, Human Resources, McGraw-Hill, Inc., New York.

The list of cases and specific references including recent articles will be announced in the class.

CP—204 : Financial Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

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

Course Contents

Introduction to financial management Objectives of financial management; Time value of money, sources of finance, Investment decisions: Importance, Difficulties determining cash flows, methods of capital budgeting Risk analysis : Cost of capital; Concept and importance, Computations of cost of various sources of finance; Weighted Average Cost of Capital; Capital Structure decisions; Theories of capital structure, Factors determining capital structure. Optimum capital structure; Management of working capital - Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy.

Suggested Readings:

1. Hamton, John; Financial Decision-Making, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
2. Khan, M.Y. and Jam, P.K. : Financial Management, McGraw Hill, 2001.
3. Prasanna Chandra : Financial Management, McGraw Hill, 2002.
4. Pandey, IM. : Financial Management, Vikas Publication House, 2000.
5. Van Home, James C. : Financial Management and Policy, 10th ed., New Delhi, Prentice Hall of India, 1997.
6. Winger, Bernard and Mohan, Nancy: Principles of Financial Management, New York, Macmillan Publishing Company, 1991.
7. Kishore, Ravi M. : Financial Management, Taxmann Publishers, New Delhi.

The list of cases and specific references including recent articles will be announced in the class.

CP- 205: Business Research Methodology

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: The objective of this course is to acquaint the students with concepts and basics of research methodology.

Course Contents:

Introduction to Research Methodology: Research-Meaning, Nature. Scope Objectives and Types; Research Process. Hypothesis:- Qualities of Good Hypothesis, Scientific Method of Research. Recent Trends in Usage of Research in Indian Corporate Sector.

Research Design- Meaning and Need of a Research Design, Exploratory, Descriptive, Experimental Research Design, Qualitative Research, Observation Studies, Surveys, Experiments & Test Markets.

Sources of Data- Nature and Types, Sampling Techniques-Nature and Types, Sampling Errors. Scaling & Measurement Techniques

Data Editing, Coding and Tabulation, Analysis & Interpretation of Data Business Research Reports-Format, Criterion for Judgment of good research report

Advance Techniques of Data Analysis: Factor analysis. Conjoint Analysis, Cluster Analysis & Multidimensional Scaling. Use of SPSS & Other Software's in Research. Use of Statistical Tools such as Correlation, Regression.

Suggested Readings:

1. Malhotra, Naresh K.: Marketing Research an Applied Orientation, 5th edition, Pearson.
2. Cooper and Schindler: Business Research Methods, 8th edition, Tata McGraw Hill.
3. Boyd & Westfall: Marketing Research, Prentice Hall.
4. Kothari, C. R.: Research Methodology, New Age International Publishers.
5. Shekharan & Uma: Business Research Methods-A Skill- Building Approach, 7th ed., New York, John Willy, 2002.
6. Creswell, John W.: Research Design-Qualitative & Quantitative Methods, New York, John Willy, 2002
7. Sandhi and Chawla: Research Methodology-Concepts and cases, 1st Edition, Vikas

The list of cases and specific references including recent articles will be announced in the class.

CP-206 : Production and Operations Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: The Course is designed to acquaint the students with decision making in : Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operation through layout engineering and quality management etc.: Effective and effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organization.

Course Contents:

Nature and Scope of Production and Operations Management; Types of production systems: Project, Job, Batch & Mass production systems; Facility Location- Importance, Factors in Location Analysis, Location Analysis Techniques; Facility Layout - Objectives, Advantages, Basic Types of Layouts; Material Handling: Principles & Equipments; Line Balancing; Production Planning & Control (PPC) - Concepts, Objectives, Functions; Capacity Planning; Product Planning and Selection; Process Planning; Aggregate Planning and Master Production Scheduling; Maintenance Management; Work Study : Method Study and Work Measurement; Material Management: An Overview of Material Management; Inventory Management - Objectives, Factors, Process, Inventory control techniques; JIT; Purchase Management; Stores Management; Quality Assurance : Acceptance Sampling, Statistical Quality Control, Total Quality Management; ISO-9000.

Suggested Readings:

1. Admn, E. E. & Ebert, R.J. : Production and Operations Management, 6th ed., New Delhi, Prentice Hall of India 1995.
2. Chary, S.N. : Production and Operations Management, New Delhi, Tata McGraw Hill, 2ndEdition.
3. Ashwathapa: Production and Operations Management, Himalaya Publishing House.
4. Dobler, Conald W and Lee, Lamar : Pruchasing and Materials Management, New York, McGraw Hill, 1984.
5. Chunawalla & Patel : Production and Operations Management, Himalaya Publishing House, Nair:Production and Operations Manageemnt, TMH

The list of cases and specific references including recent articles will be announced in the class.

CP-207: Organization Behaviour

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objectives: The objective of this paper is to develop understanding of basic aspects of Organizational Behavior and familiarize the student with behavioral processes in the organization.

Course Contents:

Organisational Behaviour- Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behavior, Relationship with Other Fields, Organizational Behavior: Cognitive Framework, Behaviorist Framework and Social Cognitive Framework. **Understanding of Individual behavior:** Personality and Theories of personality. Work Attitudes and Job Satisfaction. Learning and Theories of Learning. Perception - Nature & Importance Perceptual Selectivity, Perceptual Organization. Social Perception and Impression Management. Motivation: Concepts and Their Application, Principles, Theories, Employee Recognition, Involvement, Motivating a Diverse Workforce. Leadership- Concept, Function, Style and Theories of Leadership- traditional and modern. **Understanding of Group Behavior:** Analysis of Interpersonal Relationship, Group Dynamics- Definition, Stages of Group Development, Group Cohesiveness, types of Groups, Group Processes and Decision Making, Dysfunctional Groups, Team building - Interpersonal relations, Communication and control. **Understanding of Organization Dynamics:** Organizational Design - Various organizational structures and their effects on human behavior, Organizational Climate, Organizational Culture and Organizational Effectiveness, Organizational Change: Concept, Nature, Resistance to Change, Managing resistance to change, Implementing Change, and Organization Development. Conflict Management. **Work Stress** - Work Stressors, Prevention and Management of Stress.

References:

- 1 Robbins , Judge and Vohra Organizational Behaviour (Pearson Education, 12th Edition) 2012.
- 2 Newstrom John W. Organizational Behaviour: Human Behavior at Work (Tata Mc Graw Hill, 12th Edition)
- 3 Luthans Fred Organizational Behaviour (Tata Mc Graw Hill) 2005.
- 4 Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. Organizational Behaviour (Tata Mc Graw Hill, 3rd Edition) 2009.
- 5 Hersey Paul, Blanchard, Kenneth H and Johnson Dewey E. Management of Organisational Behavior: Leading Human Resources (Pearson Education, 8th Edition) 2007.
- 6 Greenberg Jerald and Baron Robert A. Behavior In Organisations: Understanding and Managing the Human Side of Work (Prentice Hall of India) 2010.
- 7 Davis, Keith Human Behaviour at Works – Tata Mc Graw Hill, New Delhi.2009.
- 8 Kinicki and Krietner *Organisational Behaviour*, Tata McGraw Hill Publications, 2011.
- 9 Jones and Mathew *Organisation Designs, Theory and Change*, Pearson Education, 2011.
- 10 Pareek, Udai *Understanding Organisational Behaviour*, Oxford University Press,2012.

The list of cases and specific references including recent articles will be announced in the class.

CP-301: Strategic Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The course aims at imparting knowledge of formulation, implementation and evaluation of Business Strategies.

Course Contents:

An Introduction to business policy — Nature, Objective and importance of business policy; an overview of strategic management; Strategic decision making; Process of strategic decision making, Types of planning systems - corporate planning, strategic planning and long range planning

Strategy Formulation- Company's mission, purpose and objectives; corporate strategy - concept, significance and objectives; types of strategies; Environmental and organizational appraisal (Internal & external) techniques of business environment analysis, Strategic alternatives and choice; Business ethics and corporate strategy Concept of value chain and competitive advantage Strategy implementation - Designing organizational structure and activating strategies; matching structure and activating strategy, Structural, Behavioral and Functional implementation, concept of synergy

Strategy Evaluation - Strategic evaluation and Control, Strategic and Operational Control; techniques of evaluation and control. Role of organizational system in evaluation Current trends in Strategic management- trends in external environment of business, new directions in strategic thinking and new modes of leadership

Suggested Readings:

1. Jauch & Glueck : Business Policy and Strategic Management.
2. Thompson LA. and Stickland A.J.: Strategic Management - Concept and cases.
3. Michael Potter: Competitive Advantage of Nations.
4. Azhar Kazmi : Business Policy and Strategic Management.
5. Kenneth, A. Andrews : Concepts of corporate Strategy.
6. Melvin J. Stanford: Management Policy
7. John A. Pearce Hand R.B. Robinson Strategic Management

The list of cases and specific references including recent articles will be announced in the class.

CP-302: Business Legislation

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The course is designed to assist the students in understanding the legislature related to business activities.

Course Contents:

Business Legislation Meaning, Rational and Scope of Laws pertaining to Business in Country like India. The Indian Contract Act 1872 : Essentials of a valid contract, Void Agreement, Performance of Contract, Consequences of breach of contract and its remedies, Quasi-Contracts.

The Sale Of Goods Act 1930 : Formation of contract, rights of an Un-paid seller The Negotiable Instrument Act 1881: As Amended by The Negotiable Instruments (Amendment and Miscellaneous Provisions) Act, 2002 , nature and types, Holder-in-due course, Dishonor and discharge of a Negotiable Instrument.

The Companies Act 1956 : Formation of a company, Memorandum of Association, Article of Association, Prospectus- liability for mis-statement, Shares-statutory restrictions, kinds of share capital, Director's Powers, AGMs, Prevention of Oppression and Mis-management, winding up of a company.

Consumer Protection Act: Rights of Consumer, Dispute Settlement Machinery.
An overview of Public Private Partnership Act, Limited Liability Partnership Act, Cyber Laws.

Suggested Readings

1. Tulsian P.C.: Business Legislation, Tata McGraw Hill Publications
2. Tuteja, S.K. : Business Law for Manager, New Delhi, Sultan Chand
3. Satish S Mathur: Business Legislation Tata McGraw Hill Publications
4. Niraj kumar: Business Legislation Himalaya Publishing House

The list of cases and specific references including recent articles will be announced in the class.

CP-303: Summer Training Report

Max. Marks: 100
External: 50
Internal: 50

CP - 401 : Entrepreneurship Development

Max Marks. 100

External: 70

Internal: 30

Time: 3Hours

Note: - The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives:-The objective of this course is to expose the students to the growth of entrepreneurship in developing countries with special reference to India.

Course Contents:

Entrepreneur: Meaning of Entrepreneur; Functions of an Entrepreneur, Types of entrepreneur. Concept of Entrepreneurship; Environmental Factors affecting success of a new business; Reasons for the failure and visible problems for business. Stages in entrepreneurial process.

Creativity and Innovation: Creativity, Exercises on Creativity, Source of New Idea, Ideas into Opportunities. Creative problem solving: Heuristics, Brainstorming, Synectics, Value Analysis.

Business Planning Process: Meaning of business plan, Business plan process, Advantages of business planning, Marketing plan, Final project report with feasibility study, Economic, Technical, Financial and Managerial Feasibility of Project. Preparing a model project report for starting a new venture.

Business Creation: Methods and procedures to start and expand one's own business. Managing growth: Using external parties to help grow a business, franchising, advantages and limitations, investing in a franchise, joint ventures- types, Acquisitions and mergers. Entrepreneurship Development Programmes; Role of government and various institutions in developing entrepreneurship in India (A brief description only). Women Entrepreneurs in India.

Suggested Reading:

Desai, A.N.: "Entrepreneur & Environment". 1990. Ashish, New Delhi.

Drucker, Peter : "Innovation and Entrepreneurship", 1985 Heinemann, London.

Pareek, Udai and Venkateswara Rao, T.: "Developing Entrepreneurship - A Handbook on Learning Systems", 1978, Learning Systems, Delhi.

Shankar, Raj: "Entrepreneurship", Tata McGraw Hill Education Private Limited, New Delhi

Desai, Vasant: "Dynamics of Entrepreneurship Development & Management", Himalaya Publishing House.

The list of cases and specific references including recent articles will be announced in the class.

CP-402: Research Project

Max Marks. 100

External 100

CP-403: Comprehensive Viva-Voce

Max Marks. 50

External 50

FINANCE

FM-301: Financial Decisions Analysis

Max Marks. 100

External: 70

Internal: 30

Time: 3Hours

Note: - The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives The basic objective of this course is to impart an intensive knowledge about the use of quantitative techniques in specified financial decision—making areas.

Course Contents:

Nature of long term financial decisions: investment, financing and dividend decisions; their linkages, Value Maximisation, objectives. **Valuation of a firm's stock:** methods of valuation.

Investment Decision: Project evaluation under risk and uncertainty, measuring risk in capital budgeting: Conventional and Modern techniques, evaluating projects in CAPM context. Decision Tree Analysis, Analysis of Non-Financial aspects

Financing Decisions: theory of capital structure, effects of taxes, bankruptcy cost and agency cost. Financial signaling, making Capital structure decisions. Dividend Decisions: Dividend payout as residual decision, irrelevance of dividends, taxes, managerial consideration, other factors, stock dividends and stock splits, Repurchase of stock.

Lease Financing: Forms of lease financing, accounting and tax treatment of lease, lease vs. buy-break-even lease rentals, other consideration in leasing. Option Financing: Introduction, nature, types of option factors determining option values, option model (BS), equity as a call option. **Warrants:** nature, features, valuation, motives for issuing warrants, convertible securities, features, valuation, motives for issuing warrants, convertible securities.

Corporate restructuring: introduction and various forms of restructuring, Merger and Acquisitions: features, reasons, legal and procedural aspect of merger, tax consideration, benefits and cost aspects, Negotiation techniques, other corporate restructuring.

Financial Distress: Introduction, prediction of financial distress, voluntary settlement, liquidation nature, types of costs.

Suggested Readings:

1. Bierman, Harold. Lease Vs. Buy Decision. Englewood Cliffs, New Jersey, Prentice Hall Ins., 1982.
2. Prasana Chandra: Financial Management
3. Pandey I.M: Financial Management
4. Van Home, James C. : Financial Management and Policy, Englewood Cliffs, New Jersey. Prentice Hall of India, 1990
5. Sapirio, Edverd, Financial Decision Analysis.
6. Ravi.M.Kishore: Financial Management.
7. Copeland And Thomas: Financial Theory And Corporate Policy.

The list of cases and specific references including recent articles will be announced in the class.

FM-302: Foreign Exchange Management

Max Marks. 100

External: 70

Internal: 30

Time: 3Hours

Note: - The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: The objective of this course is to provide the basic knowledge about the foreign exchange dealing including exchange rate determination and exchange risk management.

Course Contents:

International Monetary Systems: Historical background and structure. Foreign Exchange Market: Nature, participants and structure. Foreign exchange quotations: Direct and indirect. Convertibility of Rupee, current account convertibility and capital account convertibility.

Exchange rate: meaning, Spread, official and free market rates, cross currency rates, forward rates, exchange rates determination theories, factors affecting, flexible vs. fixed exchange rates, Exchange rate regime, Liberalized Exchange Rate Management System (LERMS).

Currency Forwards, Currency Futures and Currency Options, Currency Swaps. Currency Forwards vs. Currency Futures Contracts.

Foreign Exchange Exposure: introduction, nature and magnitude. Types of exposure: transaction, translation and economic, their measurement and management.

Tax treatment of Foreign Exchange gains and losses. Foreign Exchange Control in India, RBI guidelines, Important provisions of FEMA.

Suggested Readings:

1. Bhorali, D. and Sikidar, S.: International Financial Institution and Monetary Management.
2. Chaudhary, B.K.: Financing of Foreign Trade and Foreign Exchange.
3. Shapiro, Alan C.: Multinational Financial Management, P.H.I., New Delhi.
4. Henning, Pigott & Scott: International Financial Management.
5. Keith Pilbeam : International Finance, MacMillan India Ltd., New Delhi.
6. Apte P.G.: International Financial Management, TMH, New Delhi.
7. Chatterjee, A.K.: Principle of Foreign Exchange.
8. Saran (V): International Financial Management, PHI. New Delhi

The list of cases and specific references including recent articles will be announced in the class.

FM-303: Risk Management

Max Marks. 100

External: 70

Internal: 30

Time: 3Hours

Note: - The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: The main objective of this course is to provide an understanding of basic knowledge about the theory and practice of Risk and its Management strategies.

Course Contents:

Risk and its Management, Objectives of Risk Management, Risk Identification and Measurement, Risk Pooling Arrangements and Diversifications, Process of Risk Management.

Risk Aversion and Risk Management of Individuals and Corporations, Risk Management and Shareholder's Wealth.

Tax Regulations and Accounting, Factors affecting Corporate Risk Management, Risk Transfer Mechanism.

Analytical tools used in Corporate Risk Management: DOW Index, Fault Tree, Event Tree, Hedging with Derivative Contracts, Risk Pricing.

Process of Risk Control, Loss Prevention, Techniques of Risk Retention and Reduction.

Case Studies in Enterprise Risk Management.

Suggested Readings:

1. Harrington and Mehaus : Risk Management and Insurance, Tata Mcgraw Hills
2. George Rejda: Principles of Risk Management and Insurance

The list of cases and specific references including recent articles will be announced in the class.

FM - 304: Working Capital Management.

Max Marks. 100

External: 70

Internal: 30

Time: 3Hours

Note: - The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective working capital management.

Course Contents:

Concept of Working Capital Management, Importance of Working Capital, Kinds of Working Capital, Factors Determining Working Capital, Estimating Working Capital Requirements; Management of Cash -Motives for Holding Cash and marketable securities; Cash System, Managing the Cash Flows. Types of Collection Systems. Cash Concentration Strategies, Disbursement tools, Investment in Marketable Securities; Forecasting Cash Flows; Measures and Management of Corporate Liquidity, Determining the Optimum Level of Cash Balances - Baumol Model, Beranek Model, Miller—Or Model, Stone Model. Receivable Management: Determining the appropriate Receivable Policy, Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant Analysis, Sequential Decision of analysis. Inventory Management: kinds of Inventories, Benefits and Costs of Holding Inventories, Inventory Management and Valuation, Inventory Control Models. Short-term financing: Types of Short term Financing. Programming Working Capital Management.

Suggested Readings:

1. Bhalla, I V K, : Working Capital Management, Text and Cases, 4th ed. Delhi, Anmol, 2001.
2. Hampton J. J. and C. L : Wagner Working Capital Management, John Wiley & Sons, 1989.
3. Mannes, T.S. and J.T. Zietlow : Short-term Financial Management, West Pub. Co., 1993.
4. Scherr, F.C. Modern Working Capital Management, Prentice Hall, 1989.
5. Smith, Keith V. and G. W. Gallinger : Readings on Short-term Financial Management 3rd ed., West Pub. Co., 1988.

The list of cases and specific references including recent articles will be announced in the class.

FM-305: Management of Financial Institutions

Max Marks. 100

External: 70

Internal: 30

Time: 3Hours

Note: - The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: The objective of this course is to make the candidates aware about the financial systems prevalent in India and the role of Institution in the financial system.

Course Contents:

Financial System: Nature, structure, role and functions of a financial system. Key elements of a well functioning financial system; Status and objectives, reforms and recent developments in Indian Financial System.

RBI- functions and working, functions of NABARD, structure of Indian banking system, objectives functions, performance of commercial banks. Regional Rural Banks and Cooperative Banks. Assets- liability Management in Banks. Operational policies and performance of Finance Companies, Development finance institutions: ICICI, IDBI, IFCI, IIBI, SFCs, SIDBI; Non-banking finance companies, Housing finance companies.

Indian Securities Market: Stock Exchanges, New Issue Market, Role of SEBI Recent Developments in Indian financial security market; Mutual Funds; Depository System.

An overview of Insurance Institutions in India. Money Market: Meaning, Significance, types; Call money market, Treasury Bills Market. Commercial Bills Market, Commercial Papers

Suggested Readings:

1. Meera Sharma, 'Management of Financial Institutions' Prentice Hall of India, 2008.
2. Bhole L. M 'Financial institutions and Markets' Tata McGraw Hills,2008.
3. Bharati V. Pathak, 'The Indian financial system- Markets, Institutions and Services' Pearson Education, 2008.
4. John C. Hull, 'Risk Management and Financial Institutions", Tata McGraw Hills. 2009.
5. S. Gurusamy, 'Financial Markets and Institutions' 3rd edition, Tata McGraw Hills.
6. Khan M. Y. ' Indian Financial System' Tata McGraw Hills

The list of cases and specific references including recent articles will be announced in the class.

FM-306: Security Analysis and Investment Management

Max Marks. 100

External: 70

Internal: 30

Time: 3Hours

Note: - The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Portfolio Management.

Course Contents:

Investment Management: Capital Investment Process. Types of investment alternatives: Security and Non – security forms of investment; real estate investment; investment instruments of the money market. Valuation theories of fixed and variable income securities, government securities. Operations of Indian Stock Market; SEBI's Guidelines regarding stock market. New Issue Market; Listing of Securities, OTCEI. Cost of investing in securities; mechanics of investing in Securities.

Objectives of security analysis; Phases of Security Analysis : Fundamental Analysis, Technical Analysis , Efficient Market Hypothesis Theory. Analysis of Risk and Return of Securities. Recent developments in the Indian stock market

Suggested Readings:

1. Pandian : Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi.
2. Raman Investment; Principles and Techniques, Vikas Publishing House, New Delhi.
3. Fischer, Donald E. And Jordan, Ronald J. : Security Analysis and Portfolio Management. Prentice Hall of India, New Delhi.
4. Fuller, Russell J. and Farrell, James L: Modern Investment and Security Analysis. New York, McGraw Hill.
5. Alexander, Gordon J. and Bailey, Jeffery V. : Investment Analysis and Portfolio Management, Dryden Press, Thomson Learning, Bombay.
6. Kevin S. : Security Analysis and Portfolio Management, PHI, New Delhi.
7. Chandra Prasanna : Investment Management, Tata McGraw Hills

The list of cases and specific references including recent articles will be announced in the class.

Max Marks. 100

External: 70

Internal: 30

Time: 3Hours

Note: - The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: The objective of this subject is to acquaint candidates with the contemporary issues in the banking and insurance sectors.

Course Contents:

Insurance-Concept, Nature, Classification-Life & Non-life, Functions, Importance and Principles of Insurance; IRDA Act 1999 - Organization, guidelines for life & Non-life insurance.

Life Insurance -Concept; Public & Pvt. Sector companies in India - their products, schemes & plans; LIC Act 1956-An overview. General Insurance - Concept, Types; Public & Pvt. Sector companies in India - their products, schemes & plans.

Distribution channel in Insurance-Introduction, Individual Agents-Appointment, functions, code of conduct and remuneration; Claims settlement in Life Insurance and General Insurance.

Bank - Concept, Classification, objectives & functions. Bank Management - Concept, Functions, Importance. Legal framework of regulation of banks: Banking Regulation Act 1949 and main amendments. Reserve requirements: CRR, SLR, Forex Reserves, bank fee based services; innovative products in banking; bancassurance. The RBI Act, 1934 and main amendments.

Banking forms - Corporate Banking, Rural Banking, Retail Banking, International Banking, e-banking. Banker-customer relationship: Payment and collection of cheques; special services rendered by banks to customer. Reforms in banking after 1991. Micro Financing in India.

Suggested Readings:

1. Nalini Prave Tripathy, Prabir Pal, 'Insurance theory and practice' TMH 2007.
2. Justin Paul and Padmalatha Suresh, 'Management of Banking and financial services'. TMH 2009.
3. M. Ravathy Sriram and P.K. Bamanan, 'Core banking solution' PHI 2008
4. Jyotsna Sethi and Nishevan Bhatia, 'Elements of Banking and Insurance' PHI 2008.
5. Vijayaragavan Iyengar, 'Introduction to Banking' Excel Books Pvt. Ltd. 2007.
6. Viganim, BML, 'Banking, law and practice' Konak Publication 2005
7. K.C. Shekhar, Lakshmy Shekhar, 'Banking, theory and practice' Pearson publications, 2009

The list of cases and specific references including recent articles will be announced in the class.

FM-402: International Financial Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

Course Contents:

Concept of International Financial Management, International flow of funds, Overview of Foreign Exchange Markets, International Investment Decisions - Foreign Direct Investment, International Portfolio Investment, International Capital Budgeting, Evaluation and Management of Political Risk. International Financing Decisions : Financial Choices for an MNC, Capital and Money Market Instruments. Multilateral Development Banks : World bank ,IFC, Asian Development Bank. Cost and Risk of financing. Management of Short form Funds: International Working Capital Management, Financing Foreign Trade, International Taxation, Transfer Pricing.

Suggested readings:

1. A.C Shapiro: Multinational financial Management, Prentice- Hall, New Delhi.
2. V.Sharan : International Financial Management,
3. P.G Apte: International financial management, Tata McGraw -Hill.
4. Buckley: Multinational finance, Prentice- Hall of India , New Delhi.
5. Maurice D.Levi: International Finance, McGraw Hill, NY

The list of cases and specific references including recent articles will be announced in the class.

FM-403: Financial Derivatives

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this course is to give an in depth knowledge of the functioning of derivative securities market.

Course Contents:

Financial Derivatives – An Introduction. Financial Future contracting: nature and types of Future Contracts, History of future financial markets, traders in future markets, uses of future contracts, growth of future markets. **Future markets Trading:** Trading Mechanism in future and forward markets, Pricing of Future Contracts, Spreads, the clearing house, regulation future markets.

Hedging Strategies Using Futures: Devising a hedging Strategy, short term interest rate futures, long term interest rate futures, Stock Index Futures. **Foreign Currency Futures:** Introduction Foreign Currency markets, foreign exchange rates, forward foreign exchange markets, pricing of currency forwards and futures. **Swap markets:** types of Swaps, hedging with Swaps

Option Markets; Mechanics of Option Markets, Option pricing Models, currency option markets, trading with option, Hedging with option.

Suggested Reading:

1. Bhalla, V. K. : Investment Management; Security Analysis and Portfolio Management, New Delhi, S. Chand, 2001.
2. Financial Derivatives : Delhi, S. Chand, 2001.
3. S.L Gupta:Financial Derivatives
4. Huang, Stanley S.C. and Randall, Maury R. : Investment analysis and Management, London, Allyn and Bacon, 1987.
5. Hull, John C.: Options, Futures and Other Derivative Securities 2nd ed., New Delhi, Prentice Hall of India, 1996.
6. Sharpe, William F. etc. : Investment, New Delhi, Prentice Hall of India, 1997.

The list of cases and specific references including recent articles will be announced in the class.

FM- 404: Management of Financial Services

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: 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

Financial Services: Meaning, Nature and Types.

Leasing: Concept, Classification, Accounting, Legal and Tax Aspects of Leasing; Financial Evaluation of leasing. **Factoring:** Meaning, Characteristics and Types of Factoring arrangements, Factoring in India. **Hire Purchase Finance and Consumer Credit:** Conceptual Framework; Legal Aspects; Taxation; Accounting and Reporting; Financial Evaluation of Hire Purchase Finance, Features of Consumer Credit. **Housing Finance:** Introduction, NHB's Housing Finance Companies Directions, Prudential Norms, and Housing Finance Schemes. **Credit Rating:** Meaning and Types; Benefits of Credit rating to investors and companies. Credit Rating Agencies; Objectives and Functions. **Credit Cards:** Concept and Significance; Types of Credit Cards, Credit Card Business in India.

Book Building: Concept and Mechanism of Book Building; Significance and Benefits of Book Building.

Bought Out Deals: Meaning and Nature; Mechanisms of Bought out Deals; Advantages; The Present Scenario. **Securitization:** Concept, Mode, Mechanism and Beneficiaries of Securitization; Securitization in India. **Depository system:** concept, depository participants, functions of depository system; benefits of depository, Depository system in India.

Venture Capital: Meaning, Eligibility, Modes of Financing. Role and Functions of Merchant Bankers

Suggested Reading:

1. Khan, M.Y.: Management of Financial Services, McGraw Hill, 2001.
2. Gordan, E and K. Natrajan : Emerging Scenario of Financial Services. Himalaya Publishing House, 1997.
3. Meidan, Arthur Brennet, M. : Option Pricing: Theory & Applications, Toronto, Lexington Books, 1983.
4. Kim, Suk and Kim, Seung : Global Corporate Finance: Text and cases, 2nd ed., Miami Florida, Kotb, 1993.
5. Shashi.K.Gupta: Management of Financial Services.

The list of cases and specific references including recent articles will be announced in the class.

FM- 405: Project Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

Course Contents:

Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties; Market and Demand Analysis; Technical Analysis; Financial Estimates and Projections; Financing of Projects; Investment Criteria. Analysis of Project Risk : Firm Risk and Market Risk; Social Cost and Benefit Analysis; Multiple Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects; Assessment of the Tax Burden; Environment Appraisal of Projects; Human aspects of Project Management. Project Financing: BOT, PPP and consortium financing.

Suggested Reading

1. W. Ahuja, G.K. & Gupta, Ravi : Systematic Approach to Income Tax, Allahabd, Bharat Law Hose, 1997.
2. Bhalla, V.K. : Financial Management and Policy, 2nd ed., New Delhi, Anmol, 1998.
3. Chandra, Prasanna : Projects : Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill, 1987.
4. Dhankar, Raj S.: Financial Management of Public Sector Undertakings. New Delhi, Westville, 1995.

The list of cases and specific references including recent articles will be announced in the class.

FM-406: Portfolio Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course objective: The objective of this course is to impart the knowledge to candidate regarding the theory and practice of Portfolio Management.

Course Contents:

Introduction to Portfolio Management, Portfolio Construction Process: Traditional and Modern approaches.

Markowitz Portfolio Theory: Assumptions, Explanation and Limitations Efficient Frontier; Meaning, Construction and Investors Utility. Sharpe Single Index Model: assumptions, explanation and limitations.

Capital Asset Pricing Model (CAPM): assumptions, explanation and limitations.

Efficient Frontier (i) Risk- free and (ii) Risky Lending and Borrowing, Leveraged Portfolio and Market Portfolio. Security Market Line, Capital Market Line, Characteristic Line

Arbitrage Pricing Theory: assumptions, explanation and limitations. Portfolio Revision-Meaning, Need and Constraints. Formula Plans: meaning and types.

Portfolio Performance Evaluation: Meaning and Measures. Portfolio management Strategies, Market timing and stock selectivity. Portfolio Management Services in India. Management and performance evaluation of mutual funds.

Suggested Readings:

1. Pandian: Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi.
2. Fisher, Donald E. and Jordan, Ronald J. : Security Analysis and Portfolio Management, PHI of India, New Delhi.
3. Sharpe, William F. etc: Investment, PHI of India 1997, New Delhi.
4. Francis, JC. Investment Analysis and Management Kevin: Portfolio Management, Prentice Hall of India, New Delhi

The list of cases and specific references including recent articles will be announced in the class.

MARKETING

MM-301: Advertising Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

Course Contents:

Advertising : concepts, types, forms and importance. Role of advertising in the marketing process: Legal, ethical and social aspects of advertising; Stimulation of primary and selective demand - Advertising planning and objective setting: Dagmar approach. Determination of target audience; Building of advertising programme - message, headlines, copy, logo, illustration, appeal, layout; campaign planning; Media planning and selection - concepts of reach, frequency, continuity, and selectivity - measures of media cost efficiency - media (readership / viewership) research. Budgeting- establishment and allocation, budgeting approaches., Measuring the effectiveness of the promotional program- Market testing, pre testing, post testing, laboratory tests, field tests, Advertising agency; types, functions and structure of advertising agency, Advertising and consumer behaviour: Integrated marketing communications, Advertising in multicultural environment

Suggested Readings:

1. Belch, George E and Belch, Michael A. : Introduction to Advertising and Promotion, 3rd ed, Chicago, Irwin, 2002.
2. Arens and Bovee : Contemporary Advertising, Irwin, 1995.
3. Sandage and Fryberger : Advertising, AITBS, Delhi, 2000.
4. Batra, Rajeev, Myers, Johan G. and Aaker, David A. Advertising Management, 4th ed., New Delhi, prentice Hall of India, 2002.
5. O, Guinn : Advertising & Integrated Brand Production, Vikas Publishing House, New Delhi.
6. Kleppner, Otto : Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
7. Wells, William, Burnett, Johan & Moriarty Sandara, PHI, 2002.

The list of cases and specific references including recent articles will be announced in the class.

MM-302: Sales and Distribution Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: There is absolutely no denying the fact that any even a good product is handicapped without proper selling and distribution arrangement. This paper aims to provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.

Course Contents:

SALES MANAGEMENT- THE BASIC FRAMEWORK: Introduction to Sales Management; Sales Organisation, Sales Functions and Policies. Tasks and Responsibilities of Field Sales Manager.

PERSONAL SELLING: Nature and Scope, Formulation of Personal Selling Strategy, An Ideal Personal Selling Process

PLANNING THE SALES EFFORTS: Sales Planning and Budgeting, Estimation of Market Potential and Sales Forecasting, Setting Sales Territories, Fixation of Sales Quota, Sales and Cost Analysis.

MANAGING SALESFORCE: Selection, Training, Compensation, Motivation, Evaluation of Sales Performance

DISTRIBUTION MANAGEMENT: Role of Marketing Channels, Creation and Design of Marketing Channels. Managing the Channels, Channel Integration and Systems: VMS, HMS and Multi-channel Marketing Systems, Channel Conflict and Resolution, Wholesaling And Retailing, Channel Information System, Measuring and Evaluating Channel Performance.

SUGGESTED READINGS

1. Still, Richard R., Cundiff, Edward W. & Govoni, Norman; Sales Management - Decision, Strategies and Cases; Pearson Education/Prentice Hall of India; New Delhi.
2. Dalrymple, Douglas J.; Cron, William L. & Decarlo, Thomas; Sales Management; John Wiley & Sons (Asia) Pvt. Ltd; New Delhi.
3. Futrell, Charles M.; Sales Management - Team work, Leadership and Technology; Cengage Learning.; New Delhi.
4. Rosenbloom, Bert; Marketing Channels: A Management View; Cengage Learning; New Delhi.
5. Stern, Louis W.; El-Ansary, Adel & Coughlan, Anne T.; Marketing Channels', Prentice Hall of India/Pearson Education; New Delhi.
6. Coughlan A.T., Anderson E., Stern L.W and Ansary A.E., Marketing Channels, Pearson Education.
7. Spiro, R., Management of a Sales Force, 11th Edition, Pearson Education.
8. Ingram, Sales Management: Analysis and Decision Making , Cengage Learning,
9. Spiro, Stanton and Rich", Management of a Sales Force, TMH.
10. Kotler, P and Kevin L Keller, Marketing Management, Prentice Hall India, 12th Edition..
11. Journal of Personal Selling and Sales Management, American Marketing Association.
12. International Journal of Retail and Distribution management, Emerald Publications.
- 13.

The list of cases and specific references including recent articles will be announced in the class.

MM-303: Brand Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this course is to impart in - depth knowledge to the students regarding the theory and practice life cycle and Product and Brand Management.

Course Contents

Brand-Definition, Evolution of Brands, Functions of Brand, Role of Brand, Branding- Importance of branding; Branding terminology; Brand awareness, brand names, brand protection, brand personality, brand image, brand loyalty, brand equity; Private versus national branding

Brand Value: Definition, Core Brand values. Value creation, Porter's value chain, Brand extension decisions,

Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning - Meaning, Point of parity & Point of difference, Positioning guidelines and re-launch

Managing the brands over time- Functional brands, symbolic brands, experiential brands, concept management, forces affecting brands, brands revitalization and brand elimination Brand Valuation- Meaning, approaches of brand valuation; cost based approach, market based approach, royalty approach, discounted cash flow approach, interbrand approach, Choosing the valuation method, branding in specific sectors: Customer, industrial, retail, service, Branding for international marketing Brandin.

Suggested Readings :

1. Aaker, David, A.: Managing Brand Equity, New York, Free Press, 1991.
2. Harsh V Verma: Brand Management: text and cases, Excel Books, 2008.
3. S. A. Chunawalla: Compendium of Brand Management, Himalaya Publishing House 2004.
4. Cpwley, Don. : Understanding Brands, London, Kogan Page, 1991.
5. Czemiawskd, Richard D. & Michael W. Maloney : Creating Brand Loyalty, AMACOM, NY, 1999.
6. Kapferer, J N. : Strategic Brand Management, New York, Free Press, 1992.
7. Up shaw, Lyhh B. : Building Brand Identity: A Strategy for Success in a Hostile Market place, New York, John Wiley, 1995.
8. Keller, Kevin Lana : Strategic Brand Management, Prentice Hall, 1998.

The list of cases and specific references including recent articles will be announced in the class.

MM-304: Consumer Behaviour

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: This course primarily aims at sensitising towards behaviour that consumers display prior to, during and after purchase. The same is of utmost importance for the budding managers to understand as all the modern day corporate policies, directly or indirectly are framed keeping in mind the ultimate customers.

Course Contents:

The Field of Consumer Behaviour- Meaning, Nature and Scope, Historical Development, Contributing Disciplines and Consumer Behaviour and Marketing Strategy.

Consumer Involvement and Decision Making- A detailed framework for consumer decision making process and its marketing implications.

Internal Influences on Consumer Behaviour-

The Concept of Motivation and Its Marketing Implications; The Concept of Personality and Its Marketing Implications; The Concept of Perception and Its Marketing Implications; The Concept of Learning and Its Marketing Implications; Attitude Formation and Change

External Influences on Consumer Behaviour

Cultural, Sub-Cultural and Social Class Influences on Consumer Behaviour; Reference Groups and Their Influence on Consumer Behaviour; Family Influence on Consumer Behaviour; Opinion Leadership and Its Influence on Consumer Behaviour; Consumer Influence and Diffusion of Innovation

SUGGESTED READINGS

1. Schiffman, L and L Kanuk, Consumer Behaviour, Prentice Hall, 10th Edition.
2. Blythe J, The Essence of Consumer Behaviour, Prentice Hall, Revised Edition.
3. Blackwell, R.D, Miniard, P.W and J F Angel, Consumer Behaviour, Cengage Learning India Pvt. Ltd., 3rd Indian Reprint.
4. Louden and A Della, Consumer Behaviour, Tata McGraw Hill Publications, 2010.
5. Peter, J. P and J.C Olson, Consumer Behaviour and Marketing Strategy, Mc Graw Hill, 2009.
6. Henderson, S, Consumer Behaviour in theory and in Action, John Wiley and Sons.
7. Assael, H, Consumer Behaviour- A Strategic Approach, Houghton Mifflin, 2004.
8. Journal of Consumer Behaviour, John Wiley and Sons Ltd.

The list of cases and specific references including recent articles will be announced in the class.

MM-305: Retail Marketing

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: Course objective is to acquaint students with conceptual frame work of retail marketing and changed face of retail business.

Course Contents:

Retailing- Meaning, Scope and importance of retailing in the economy. Functions and classification of retailers. The concept of Organized Retailing- issues and challenges in organized retailing. Growth of Retail in Indian Context. Understanding the retail customer- the need for studying consumer behavior, factors influencing the retail shopper, the consumer decision making process. Store location-types of retail locations, steps involved in choosing retail location, important factors for choosing a location. Store layout and Design: store layout- key considerations, importance of layout and steps for designing layout. Pricing the merchandise- methods and factors affecting the pricing decisions. Retail promotional strategies.. Customer Relationship management in retailing. IT applications in retailing. Non-store retailing: introduction, size of Indian market, classification of Indian market

Suggested Readings:

1. Roger Cox and Paul Brittain: Retailing- An Introduction, Pearson Education.
2. Barry Berman and Joel R. Evans: Retail Management- A Strategic Approach, Pearson Education.
3. Swapna Pradhan: Retailing Management- Text & Cases, The McGraw-Hill Companies.
4. Michael Levy, Barton A Weitz and Ajay Pandit: Retailing Management, TheMcGraw-Hill Companies.
5. Arif Sheikh and Kaneez Fatima: Retail Management, Himalaya Publishing House.
6. Chetan Bajaj, Rajnish Tuli and Nidhi Srivastava: Retail Management, OxfordUniversity Press.

The list of cases and specific references including recent articles will be announced in the class.

MM-306: Marketing Research

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The purpose of this course is to enable students learn the process, tools and techniques of marketing research.

Course Contents:

Introduction to Marketing Research, Importance, nature and scope of marketing research; marketing information system and marketing research; Marketing research process, Ethical issues in MR. Problem Identification and Research Design: Problem identification and definition: Development of a research proposal: Types of research designs. Data Resource: Secondary data sources and usage; Online data sources; Primary data collection methods - Questioning techniques, online surveys, observation method; Questionnaire preparation. Attitude measurement and scaling techniques - elementary introduction to measurement scales. Sampling Plan: Universe, sample frame and sampling unit; Sampling techniques; Sample size determination. Data Collection : Organisation of field work and survey errors - Sampling and non - sampling errors. Data Analysis: Hypothesis testing, tests of significance (Parametric & non - parametric) Univariate, bivariate and multivariate data analysis; Report preparation and presentation. Marketing Research Applications: Product research; Advertising research; Sales and Market research.

Suggested Readings :

1. Boyd. H.W. Ralph Westfall and S.F. Starsh : Marketing Research: Text and Cases, Richard D. Irwin, Boston.
2. Chisnall, peter M: The Essence of Marketing Research, Prentice Hall, New Delhi.
3. Churchill, Gilbert. A : Basic Marketing Research, Dryden Press, Boston.
4. Green Paul E. Donald S. Tull and Gerald Albaum : Research for Marketing Decision, Prentice Hall, New Delhi.
5. Luck, D.J.: Marketing Research, Prentice Hall, New Delhi.
6. Tull, Donald and Hawkin, Del : Marketing Research : Measurement and Method, Prentice Hall, New Delhi.
7. Beri, G.C.: Marketing Research, Tata McGraw Hill, New Delhi.

The list of cases and specific references including recent articles will be announced in the class.

MM-401: International Marketing

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives : The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Course Contents:

International Marketing: Definitions, nature, scope and benefits; reasons and motivations underlying International Trade and International Business; Process of International Marketing; Domestic Marketing versus International Marketing, basic modes for entry; International Marketing Environment; Factors influencing International market selection and segmentation, Selection strategies. International Marketing Planning and Control. International Marketing Mix: International product policy and planning: International product mix, Product life cycle, product standardization and adaptation, and organization of product warranties and services. Branding, labeling, packaging, International pricing policies, the process of price setting, pricing decisions, information for pricing decisions. Terms of payment in international transactions, dumping, counter trade, transfer pricing and grey marketing. International Advertising: International advertising strategy, elements of advertising strategy, media strategy. International Distribution Management: International Distribution Channels, International distribution policy, selecting distribution channels.

Emerging issues in international marketing: Global e-marketing-The Death of Distance, communications, Targeting the individual customers, relationship marketing, interactivity, The information and communication technology .

Suggested Reading

1. Vern Terpestra and Ravi Sarthy : International Marketing, Thosmson.
2. Simon Majaro : International Marketing.
3. John, Fayerweather : International Marketing.
4. R. L. Varshney and B. Bhattacharya : International Marketing; Sultan Chand Publication, N. Delhi.
5. Sak Onkvisit and John Shaw : International Marketing (Analysis and Strategy), PHI, N. Delhi.
6. Rakesh Mohan Joshi: International Marketing, Oxford University Press.

The list of cases and specific references including recent articles will be announced in the class.

MM-402: Industrial Marketing

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this course is to lay a foundation for an understanding of the complex dimension of the Industrial Marketing.

Course contents:

Nature of International Marketing: Industrial versus Consumer Marketing Management; understanding Industrial Markets; Organizational Customers; Classifying Industrial products, Unique characteristics of organizational Procurement. Organizational buying Activities, objectives in organizational buying, Purchasing's influence on Buyer Behaviour, Psychological factors influencing individual Decision Making, strategic Planning in the Industrial Market. The Strategic Planning Process, Marketing Role in the Strategic Planning Process. Basis for segmenting Industrial Markets, Target Marketing and Product Positioning. Industrial Product Management, product development strategy, Relationship of Logistics and Physical Distribution, factors influencing pricing strategy.

Suggested Readings

1. Reader Robert R. Industrial Marketing Analysis, Planning and control Englewood Cliffs, New Jersey, Prentice Hal Inc. 1991.
2. Vitale; Business to Business Marketing; Thomson Learning, Mumbai.
3. Havalder Krishna K, Industrial Marketing, TMH, New Delhi.
4. Corey E Raymond, Industrial Marketing: Cases and concepts, 3rd ed. Englewood cliffs, New Jersey Prentice Hall Inc. 1983.
5. Gross AC Business Marketing Boston, Houghton Mifflin, 1993.
6. Hill, Richard etc. Industrial Marketing. Homewood Illinois, Richard D. Irwin, 1975.
7. Webster, FE. Industrial Marketing Strategy, 2nd ed. New York John Wiley, 1979.
8. Alexander S. Ralph cross – Industrial Marketing.
9. Reeder Robert R., “Industrial Marketing” PHI.
10. M.Govindarajan “ Industrial Marketing Management” Vikas Publishing House.

The list of cases and specific references including recent articles will be announced in the class.

MM-403: Service Marketing

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: This course primarily aims at sensitising towards marketing orientation required in case of services. The same is of utmost importance for the budding managers to understand as service sector has become the cornerstone of any economy and that marketing of services require an altogether different approach as against marketing goods.

CONTENTS**SERVICES AND THE ECONOMY**

- The growing influence of services in the economies of the countries around the globe.
- Services and the Indian Economy: Contribution and Reasons for Growth of Services in India.

SERVICES AND IT'S MARKETING

- Unique Characteristics of Services and Problems Associated with Services Marketing on Account of these.
- Overcoming Challenges Associated with Services Marketing.
- Goods-Service Categorisation.
- Types of Services- Core and Supplementary.

SERVICE MARKETING ENVIRONMENT AND MIX

- Prominent Environmental Factors Influencing Service Marketing.
- A Bird's Eye-View of Service Marketing Mix- Product, Price, Place, Promotion, Process, People, Physical Evidence and Productivity.

SERVICE MANAGEMENT TRIANGLE

- An Introduction to the Concept and its Variants viz. Internal Marketing, External Marketing and Interactive Marketing.

SERVICE QUALITY, PRODUCTIVITY AND RECOVERY

- Service Quality- Prominent Models.
- Service Productivity- Measurement and Productivity Enhancement Strategies. Relationship between Service Quality and Productivity.

- Service Recovery- Significance. Recovery Techniques.

SERVICE VALUE ENHANCEMENT

- Service Differentiation- Significance and Techniques.
- Service Positioning- Ways.
- Relationship Marketing- Significance and Tools.

Suggested Readings

1. Zeithaml, V.A, D.D Gremler, M.J Bitner and A Pandit, Services Marketing, Tata McGraw Hill, 4th Special Indian Edition.
2. Hoffman, K.D and JEG Bateson, Marketing of Services, Cengage Learning, Indian Edition.
3. Lovelock, Christopher, Services Marketing, Pearson Education, 7th Edition.
4. Woodruff, H.E, Services marketing, Longman Group.
5. Payne, D, The Essence of Services Marketing, Prentice Hall of India.
6. Verma, Harsh V, Services Marketing- Text and Cases, Pearson Education.
7. Kotler, Philip and Gary Armstrong, Principles of Marketing, Prentice Hall of India.
8. Journal of Services Marketing, Emerald Publications

The list of cases and specific references including recent articles will be announced in the class.

MM-404: Strategic Marketing

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: This course primarily aims at enabling the students to develop analytical skills in the formulation and implementation of market driven strategies for an organisation.

CONTENTS

The Field of Strategic Marketing

- Meaning, Nature and Historical Perspective.
- Strategic Marketing v/s Marketing Management
- Process and Future of Strategic Marketing.

Strategic Analysis

- *Customer Analysis*- Process and a Study of Key Factors Pertaining to the Analysis of Individual Customers and Organisational Customers.
- *Competitor Analysis*- Rationale and Process. Types of Competitors- Market Leaders, Market Challengers, Market Followers and Market Nichers. An Overview of the Strategic Options Available to Various Types of Competitors.
- *Market Analysis*- Dimensions and Process.
- *Internal Analysis*- An Overview of Various Financial and Non-Financial Techniques. Shareholder Value Analysis.

An Overview of Alternative Strategies

- Generic Strategies- Cost Leadership Strategy, Differentiation Strategy, Focused Strategy.
- Product- Market Strategies- Market Penetration Strategy, Market Development Strategy, Product Development Strategy and Diversification Strategy.
- Global Strategies
- Preemptive Moves

- Obtaining Sustainable Competitive Advantage.

Role of Portfolio Analysis in Strategic Choice

- BCG Matrix
- GE 9 Cell Model
- Shell Directional Policy Matrix

Implementing Marketing Strategies

The Role of Structure, Systems, People and Culture.

Evaluation and Control of Marketing Strategy

Rationale and Techniques- Annual Plan Control, Profitability Control, Efficiency Control and Strategic Control.

Suggested Readings:

1. Aaker, David A, Strategic Market Management, Wiley Publications, 5th Edition.
2. Kerin, R A and R A Peterson, Strategic Marketing Problems, Pearson Education, 12th Edition.
3. Cravens, W and Nigel F Piercy, Strategic Marketing, McGraw-Hill Publications, Indian Edition.
4. Walker, B and Mullins Larrech, Marketing Strategy, McGraw Hills Publications, Indian Edition.
5. Jain, S C, Marketing Strategy- Planning, Implementation and Control, Cengage Learning, India Edition.
6. Kotler, P and Kevin L Keller, Marketing Management, Prentice Hall India, 12th Edition..

The list of cases and specific references including recent articles will be announced in the class.

MM-405: Rural and Agricultural Marketing

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: Course objective is to acquaint students with the complexities of Marketing in Rural Areas along with marketing of agricultural produce in Indian context.

Course Contents:

Rural Marketing- Definition, Nature and Scope. Rural Markets- characteristics, importance and challenges & potential in rural markets. Rural Marketing environment. Understanding rural consumers- buying behavior models, factors affecting consumer behavior, buying process. Rural Markets and STP(Segmenting, Targeting and Positioning).Rural Marketing Mix: Product strategy- product concepts and classification, new product development, product life cycle, packaging and branding in rural India. Pricing strategy- objectives, factors affecting pricing, methods of pricing. Communication strategy- objectives, methods and challenges in rural communication. Rural Distribution strategy- distribution channels and organizing personal selling in rural markets. Role of IT in rural marketing(e-Choupals).Agricultural Marketing; concept, process and functions, types of agricultural markets, methods of sale, problems of agricultural marketing, Role of Central and State Governments Institutions and organizations in agricultural marketing. Agricultural Price Commission. Nature, scope and role of co-operative marketing in India.

Suggested Readings:

1. Balram Dogra and Karminder Ghuman: Rural Marketing-Concepts& Practices, Tata McGraw-Hill Publishing Company Ltd.
2. Awadhesh Kumar Singh and Satyaprakash Pandey: Rural Marketing- Indian Perspective, New Age International (P) limited Publishers.
3. Pradeep Kashyap and Siddhartha Raut: The Rural Marketing, Biztantra
4. C.S.G Krishnamacharyulu and Lalitha Ramkrishnan: Rural Marketing- Text & Cases, Pearson Education Asia.
5. K.S.Habeeb-Ur-Rahman: Rural Marketing In India, Himalaya Publishing House.
6. Ramkishen. Y: New Perspectives In Rural and Agricultural Marketing, Jaico Publishing House.
7. T.P.Gopaldaswamy: Rural Marketing, Vikas Publishing House Pvt. Ltd.

The list of cases and specific references including recent articles will be announced in the class.

MM- 406: Marketing Communication Strategy

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: This paper aims to provide a sound understanding of and an integrated approach towards marketing communications mix

Course Contents:

INTEGRATED MARKETING COMMUNICATION

- Role of IMC in Marketing Process.
- IMC Planning Model
- Developing IMC Plan.

MARKETING COMMUNICATION MIX

- Elements of Marketing Communication Mix
- Characteristics of Marketing Communication Mix
- Factors in Setting the Marketing Communication Mix
- Measuring Effectiveness of Various Elements of Marketing Communication Mix.

ADVERTISING

- Purpose, Role, Functions and Types.
- Advertising Objectives and Goal Setting
- Advertising Budgeting.
- Detailed Media Planning, Scheduling and Strategy.
- Devising Advertising Campaign.
- Measuring Advertising Effectiveness.

SALES PROMOTION

- Meaning and Importance.
- Integration with Advertising and Publicity.
- Prominent Sales Promotion Tools
- Push-Pull Strategies.
- Decisions Confronting Sales Promotion.

PUBLIC RELATIONS

- Meaning and Importance
- Objectives and Goals
- Prominent PR Tools
- Public Relation Decisions and Strategies

- PR V/S Publicity

DIRECT MARKETING

- Meaning and Importance
- Prominent Direct Marketing Tools
- Direct Marketing Decisions and Strategies.

PERSONAL SELLING

- Meaning, Importance and Principles
- Designing Sales Force.
- Managing the Sales Force.

SUGGESTED READINGS

1. Belch and Belch, Advertising and Promotions- IMC Perspectives, Tata McGraw Hill.
2. Clow and Baack, Integrated Advertising, Promotion, and Marketing Communications, Pearson Education.
3. O Guinn and Allen Semenik, Advertising and Integrated Brand Promotion, Cengage Learning.
4. Murthy, S N and U Bhojanna, Advertising- An IMC Perspective, Excel Books.
5. Batra, Meyers and Aaker, Advertising Management, PHI Publications.
6. Kotler, P and Kevin L Keller, Marketing Management, Prentice Hall India, 12th Edition..
7. Edition..
8. Journal of Marketing Communication, American Marketing Communication

The list of cases and specific references including recent articles will be announced in the class.

HRM

HRM-301: Management of Industrial Relations

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: Organizational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual aspects of industrial relations at the macro and micro levels. Management Industrial Relations

Course Contents:

Industrial Relations: The Concept, Background, Evolution, The Dynamic Context of Industrial Relations: Globalization and the National Economy, Responses to Competitive Pressures, Changes in Employment Practices; The Actors in Employee Relations: Management, Unions and the State. Role of Trade Union in Industrial Relations, Changing Profiles of Major Stakeholders of Industrial Relations in India. Employee Involvement & Participation: Concept, Objectives and Forms. Ethical Codes. Discipline & Grievance Management: Forms and Handling of Misconduct. Collective Bargaining: Importance, Forms, Process of Negotiation and Recent Trends in Collective Bargaining. Positive Employee Relations, Industrial Relations & Technological Change, Adjustment Processes and Voluntary Retirement Schemes, Main Recommendations of the Second National Labor Commission, International Labor Organization (ILO): Objectives, Structure and Procedure for Admission as a Member. Managing Without Unions, International Dimensions of Industrial Relations, The Future Direction of Industrial Relations.

Suggested Readings

- 1 Venkataratnam *Industrial Relations*, Oxford University Press.2009
- 2 Sinha, P.R.N. et. al *Industrial Relations, Trade Unions, and Labour Legislation*. Pearson Education. 2009
- 3 Blyton, P. & Turnbull, P. *The Dynamics of Employee Relations*. Palgrave Macmillan. 2004
- 4 Ackers, P. & Wilkinson, A. *Understanding Work & Employment: Industrial Relations in Transition*. Oxford: Oxford University Press. 2003
- 5 Padhi, P.K. *Labor and Industrial Laws*. Prentice Hall of India.2010
- 6 Singh, B.D. *Industrial Relations: Emerging Paradigms*. Excel Books. 2009
- 7 Sen, R. *Industrial Relations: Text and Cases*. Macmillan India. 2009

The list of cases and specific references including recent articles will be announced in the class.

HRM-302: Legal Framework Governing Human Relations

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: Understanding of the legal framework is important for the efficient decision making relating to human resource management and industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

- The Trade Unions Act 1926,
- The Industrial Dispute Act 1947,
- The Factories Act 1948, ,
- The Industrial Employment (Standing Orders) Act 1972,
- The Payment of Bonus Act, 1965,
- The Minimum Wages Act 1948,
- The Payment of Wages Act 1936,
- The Workmen's Compensation Act 1923,
- Contract Labour (Regulation and Abolition) Act, 1970.
- Child Labour (Prohibition and Regulation) Act, 1986.

Suggested Readings:

- 1 Malik, P.L. *Handbook of Labour and Industrial Laws*, Eastern Book Company, 2010.
- 2 Venkataratnam *Industrial Relations*, Oxford University Press.2009.
- 3 Padhi, P.K *Labor and Industrial Laws*. Prentice Hall of India. 2010.
- 4 Mamoria, Mamoria & Gankar *Dynamics of IR*, HPH, New Delhi 2009.
- 5 Srivastava, *Labour & Industrial Laws*, Vikas Publications, New Delhi, 2007.
- 6 Moshal, B.S. *Business & Industrial Law*, Anne Books.
- 7 Paul, Meenu *Labour & Industrial Law*, Allahabad Law Agency.
- 8 Mishra, S.N *Labour & Industrial Law*, Central Law Publications.
- 9 Sinha, P.R.N. et al *Industrial Relations, Trade Unions, and Labour Legislation*. Pearson Education, 2009.

The list of cases and specific references including recent articles will be announced in the class.

HRM-303: Managing Interpersonal and Group Processes

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The purpose of this course is to advance understanding regarding interpersonal and group processes and help the student to examine and develop process facilitation skills mainly through laboratory and other experience-based methods of learning.

Course Contents:

Group- Concept, classification, Group Development, Group Structural variables, Group as a medium of learning, Developing and Change, Learning social behavior, Social learning theories, Group norms and behavior in groups, Group influence processes- accommodation, assimilation, cooperation, competition and conflict, Group decision making- techniques of group decision making, Group synergy. Team- Concept, types, team effectiveness, team building, Issues teams face: managing conflict, diversity, power & politics. Interpersonal Behavior & Influence Processes - Nature, Interpersonal Communication, Factors affecting interpersonal communication, Interpersonal Awareness, and Feedback process including Johari Window, Life Script Analysis, Transactional Analysis and 360 Degree Feedback. Interpersonal trust, Fundamental Interpersonal Relations Orientation (FIRO-B), Career Roles & Identity. Self Awareness-GROW, DOTS & Holland Models. Behavioural Modification Models.

Suggested Readings

- 1 Bennis, W.G Essay in Interpersonal Dynamics, U.S.A., Dorsey Press, 1979
- 2 Davis, Keith Organizational Behaviour, 11th ed., McGraw /Irwin, 2002
- 3 Greenberg Behavior in Organizations, 10/e, Pearson Edition
- 4 Kolb, D. etc Organizational Behaviour: An Experiential Approach 5th ed., Englewood Cliffs, New Jersey, Hall Inc., 1991.
- 5 Kolb, D. etc Organizational Behaviour: Practical Readings for Management, 5th ed., Englewood Cliffs, New Jersey Prentice Hall Inc.,1991.
- 6 Luthans, Fred Organizational Behaviour, 12th ed., Long learning education
- 7 Mainiero, L.A. & Tromley C.L Developing Managerial Skills in OB, New Delhi, Prentice Hall of India, 1985.
- 8 Moore, M.D. Inside Organizations: Understanding the Human dimensions, London, Sage, 1988.
- 9 Robbins, Stephen Organizational Behavior, 14th ed. 2012, Pearson Edition

The list of cases and specific references including recent articles will be announced in the class.

HRM 304: Organizational Change and Intervention Strategies

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this paper is to make the students learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioral science.

Course contents:

Organizational Change: Nature and meaning of organizational Change, forces for organizational change, Types of change, Models of organizational Change- Lewins Model and System Model of change, Resistance to change, Building support for change.

Organizational Development: Concept, Characteristics, Steps in OD Process, General Competencies for OD Professionals, Values, Assumptions and beliefs in O.D, Ethics of O.D. Professionals, O.D. Interventions- An overview, Nature, major families of O.D. interventions- Interpersonal, Team, Intergroup, Third party and System Interventions, Contemporary OD Interventions-Learning Organizations, Organization Restructuring, Employee Involvement and Work Design; Future of Organization Development

Suggested Readings

- 1 French and Bell *Organizations Development*. Prentice Hall of India. New Delhi, 1991.
- 2 French, W L. etc *Organization Development theory, Practice and research* 3rd ed. Universal Book Stall, New Delhi, 1990.
- 3 Singh, Kavita *Organizational Change & Development*, Excel Books.2010
- 4 Robbins ,Judge and Vohra *Organisational Behaviour*, Pearson Education India 2011
- 5 Kinicki and Krietner *Organisational Behaviour*, Tata McGraw Hill Publications, 2011
- 6 Newstrom *Organisational Behaviour at Work*, Tata McGraw Hill Publications, 2011.
- 7 Baron and Greenberg *Behaviour in Organisations*, PHI, 2011.
- 8 Jones and Mathew *Organisation Designs, Theory and Change*, Pearson Education, 2011
- 9 Pareek, Udai *Understanding Organisational Behaviour*, Oxford University Press,2012.
- 10 Huse, F E. and Cummings, T G. *Organizations, Development and Change*. 3rd ed. New York, West, 1985.

The list of cases and specific references including recent articles will be announced in the class.

HRM-305: Manpower Development for Technological Change

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: This course aims to discuss the major aspects of technological change and the kind of human resource management strategies and steps which may equip the organization and its human resources to adequately cope with such changes.

Course Contents:

Technology & HRD: An Introduction Changing Environmental Context of HRD. The Emerging Profile of HR in wake of Technological Changes. Organizational and HR Implications of Technological Change. Technological Innovation: Concept and Process, Role of HR in supporting innovation programme in an organisation. Process of measuring the outcome of an Innovation in organisation. Technology and Culture; Proactive and Reactive Manufacturing Culture, Hofstede's Culture orientation model, Influence of technological Culture in workplace. Process of transition from Reactive to Proactive culture, Steps in technology transition process. Concepts of Technological Management, Technology Planning and Technology Transfer. Impact of Technology on New Age Leadership, Emerging Trends and Expectations of Leadership. New Technology and Changing HR Skills Sets for functional managers and for organisations, Concept of multi-skill development; Manpower Redundancy Syndrome: Concept and mechanisms for avoiding it. Interface of Technology in HRD Mechanisms: Usage and Benefits of Technology in Manpower Training, Competency Mapping & Management, Performance Management, HRIS. Contemporary practices of HR in Technological era. Balanced Scorecard: Concept, perspectives and Significance; HR Scorecard, Six-Sigma and Knowledge Management.

Suggested Reading:

- 1 Bhattacharya, Deepak Kumar *Technological Change and Manpower Development*, Excel Publications 2010.
- 2 Aggarwala, Tanuja *Strategic HRM* Oxford University Press.2010.
- 3 Mankin, David *Human Resource Development*, Oxford University Press.2012
- 4 Halder, Udai *Human Resource Development*, Oxford University Press.2010.
- 5 Dessler, Garry & Varakkey, Biju *Human Resource Management* , 12th Edition, Pearson Education 2012.
- 6 Clark, Jon *Human Resource Management and Technology Change*, Sage, London, 1993.
- 7 Gampbell, A & Warner, M. *New Technology, Skills, and Management*, Routledge, London, 1992.
- 8 Rastogi, P.N. *Management of Technology and Innovation*, Sage, New Delhi, 1995.

The list of cases and specific references including recent articles will be announced in the class.

HRM-306: Global Human Resource Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this course is to develop a diagnostic and conceptual undertaking of the cultural and related Behavioural variables in the Human Resource Management of global organizations.

Course Contents:

Core concepts in managing human resources in the global business environment; Understanding and managing the Culture factor in GHRM. Approaches to Understanding & Managing Cultural Diversity. The Contingency Matrix approach to GHRM. Global staffing and staff flow practices. Global organisation design. Learning, training & development of global employees. Performance management in MNCs. Global compensation and benefits. MNCs and industrial relations trends. Emerging global HRM practices. Industrial Relations in a Comparative Perspective. Emerging Trends in Employee Relations and Employee Involvement. International Labour Standards. HR/IR issues in MNCs and Corporate Social Responsibility.

Suggested Readings

- 1 Gupta, S.C. International HRM, Macmillan India.2012.
- 2 Ray and French International HRM, University Press, 2010
- 3 Bartlett, Cand Ghoshal, *Transnational Management: Text, Cases and Readings in Cross Border Management*. Chicago, Irwin, 1995.
- 4 Hofstede, G. *Cultures Consequence: International Differences in Work Related Values*. London, Sage, 1984.
- 5 Mead, R. *International Management: Cross Cultural dimensions*. BlackWell, Camb., Mass., 1994.
- 6 Evans, Pucik and Barsoux, *The Global Challenge- framework for international human resource management*, Tata McGraw-Hill Irwin.
- 7 Dowling, Peter J and Welch, Denice E., *International Human Resource Management-* Cengage Learning 2010
- 8 Aswathappa, K *International Human Resource Management*, McGraw Hill 2009
- 9 Tayeb, Monir H. *International Human Resource Management*, Oxford University Press - 2005
- 10 Rao, P.L. *International Human resource Management*, Excel Books, 2009

The list of cases and specific references including recent articles will be announced in the class.

HRM 401: Management Training and Development

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the students to manage the Training systems and processes effectively.

Course contents

Training & Development: Concepts, Definition, Meaning, Need, Importance, Objectives, Special Issues. Concepts of Education, Training & Development: An Overview. Types Of Training. The Training Context: Nature and Scope of Training, Training Challenges, Forces influencing Working and Learning, Learning: Theories and Process. Training Needs Analysis: The Process and Approaches of TNA, Organizational Analysis: TNA and Training Process Design, Output of TNA, Training Design, Delivery & Evaluation. Understanding & Developing the objectives of Training, Considerations in Designing Effective Training Programs: Selecting and Preparing the Training Site, Selecting Trainers, Program Design: Learning Environment, Pre-training Communication, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal setting). Transfer of Training: Conditions of Transfer, Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.) Training Methods, Implementation and Evaluation of Training Programme, Training Aids. Career & Career Management. Future of T & D.

Suggested Readings

- 1 Lynton, R. Pareek, Training for Development. Sage Publications, New Delhi, U. 2012.
- 2 Sahu RK Management Training for Development, Excel Publication.2009.
- 3 Janakiram, B Training and Development, Biztantra. 2009
- 4 Noe, Raymond Employee Training and Development, TMH, New Delhi.2011.
- 5 Blanchard and Thacker Effective Training Systems, Strategies and Practices, Pearson 2005.
- 6 Buckley R & Caple, Jim The Theory & Practice of Training, London, Kogan Page. 1995.
- 7 Pepper, Allan D. Managing the Training and Development Function, Aldershot, Gower, 1984
- 8 Rae, L. How to Measure Training Effectiveness, Aldershot Gower, 1986.
- 9 Reid, M. A. Training Interventions: Managing Employee Development, 3rd ed. IPM, London, 1992.
- 10 Senge, P. The Fifth Discipline; The Art and Practice of the Learning organization, Century, London. 1992.

The list of cases and specific references including recent articles will be announced in the class.

HRM-402: Human Resource Planning & Development

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: To familiarize the students with the basic concepts, tools and techniques of qualitative measurement of human resources requirement and to enable the students to acquire the knowledge necessary for preparing the manpower plan of a business enterprise and subsequent plans of actions, further to train them in application of human resource planning techniques.

Course Contents:

Human Resource Planning : Meaning, Significance Relationship of HRP with Business Strategy/Strategic Planning, Perspectives of HRP: Macro and Micro HRP, Horizons of HRP, Process, Challenges of HRP. Scenario Planning: Assessing the Demand and Supply of People in Organisations, Models and techniques of manpower demand and supply forecasting. Action Plans/Human Resource Plans: Components of HR plan, Quantitative HR plan, Resourcing Plan, Learning, Training and Development Plan, Reward Plan, Retention Plan, Separation and Redeployment Plans. Management/Executive Development: Meaning, Scope and Significance and Modern Methods of Management Development, Process of Structuring MDP in organisations. Competency Development: Concept of Competence and Competency, Competency Development Process, Methods/approaches of Competency Development. Talent Management: Concepts and Practices.

Suggested Readings:

- 1 Turner, Paul HR Forecasting and Planning, , Jaico Publication House
- 2 Rothwell, William J. and Planning and Managing Human Resources, , Jaico
Kansas, H. C Publication House.
- 3 Armstrong, Michael Handbook of Human Resource Management Practice,
12th Ed. Jaico Publication House.2012
- 4 Armstrong, Michael Strategic Human Resource Management, Jaico
Publication House. 6th Ed. 2012
- 5 Aggarwala, Tanuja Strategic Human Resource Management, Oxford
University Press.2009
- 6 Mankin, David Human Resource Development, Oxford University
Press.2012
- 7 Haldar, Udai Human Resource Development , Oxford University
Press.2010
- 8 Rao, T V Future of HRD . Macmillan India Pvt. Ltd. 2009

The list of cases and specific references including recent articles will be announced in the class.

HRM 403: Human Resource Development: Strategies and Systems

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The purpose of this paper is to facilitate and understanding of the concepts methods and strategies for HRD

Course contents:

HRD Introduction- Concept, goals, challenges, HRD methods, Changing paradigm of HRD- Concepts-scope-objectives, principles, framework, HRD climate, Global perspectives on HRD, HRD Sub-systems- Performance Management, Training & Development, Career Planning, Succession Planning; Contribution of sub-systems to HRD goals, Planning and organizing HRD system-principles in designing HRD system, Challenges of future HRD professionals- roles and competency requirements of HRD professionals, Developing HRD strategies, Framework of HR-The strategic HR Framework Approach, The integrative framework, Human Capital Appraisal Approach, HRD Score card approach , P-CMM Approach. HRD for Workers, HRD for other special groups; HRD Interventions Strategies; HRD Approaches for coping with Organizational Changes, Future of HRD in India

Suggested readings

1. Dayal, Ishwar: Successful Application of HRD, New concepts, New Delhi. 1996.
2. Dayal Ishwar: Designing HRD Systems, Concept, New Delhi, 1993.
3. Gupta Santosh & Deep Sachin Gupta: Human Resource Development, 2nd Ed. 2008, Deep and Deep Publications.
4. Kohli, Uddesh & Sinha, Dharni P.: HRD - Global Challanges & Strategies in 2000, AD ISTD, New Delhi. 1995.
5. Krishnaveni, R.: Human Resource Development: A Researcher's Perspective, Excel books, 2008
6. Kaushal H.: Human Resource Development, McMillan.
7. Kundala Sarinivas R.: Strategic Human Resource Development, 5th Ed. 2006, Prentice Hall of India Pvt. Ltd.
8. Mankin, David: Human Resource Development, Oxford University Press, 2012
9. Maheshwari, B L. & Sinha Dharni P. Management of Change through HRD, TATA McGraw Hill, New Delhi, 1991.
10. Pareek, U. etc: Managing Transactions: The HRD Response. Tata McGraw hill, New Delhi, 1992.
11. Rao, TV etc: Alternative Approaches & Strategies of Human Resource Development. Rawat, Jaipur, 1988.
12. Rao, TV: Future of HRD, Macmillan India Ltd.
13. Silver, DN: HRD: The Indian Experience. India, New Delhi, 1991.

The list of cases and specific references including recent articles will be announced in the class.

HRM-404: Counselling Skills for Managers

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective : To develop basic skills among students to handle independently a wide range of employee Counselling and performance counselling.

Course Contents:

Counselling: Definition, Approaches, Types, Values and Goals of Counselling, Emergence and Growth of Counselling. Counselling Process: Initial encounter with the client, Developing relationship, Problem Identification, Goal Setting, Plan of Action and its Implementation, Termination of Relationship and Follow-up. Guidelines for Effective Counselling. Referral Procedures, Role of Counsellor & Client in various stages. Skills and Attitudes required in Counselling: Verbal and Non-verbal Communication skills, Listening Skills; Advanced Skills in Counselling: Advanced empathy, theme identification, self-disclosure, perception-check, interpretation, clarification, confrontation and immediacy. Key Characteristics, Qualities & Values for a Professional Counsellor, Values for a counsellor, Dilemmas for a managerial counsellor. Applications of Counselling Skills in Modern Organisations. Problem Subordinates: Types and ways to deal with them. Performance Counselling: Meaning, Objectives and Process. Special Employee related Problems in Counselling. Counselling Therapies: Cognitive Therapy, Behavioural Therapy, Cognitive-Behavioural Therapy (CBT), Rational Emotive Behaviour Therapy (REBT), Psychoanalytic Therapy, Psychodynamic Therapy, Person-Centered Therapy, Gestalt and Existential Therapy. Counselling Strategies & Interventions: Behavioural, Decision Making, Problem Solving Techniques. Ethics in Counselling: Ethical Principles & codes of conduct for professional counselors.

Suggested Readings:

1	Singh, Kavita	Counselling Skills for Managers, Prentice Hall of India, Delhi , 2010.
2	Rao , S. Narayan	Counselling and Guidance, TMH, 2nd edition, 2007.
3	Mitchell and Gibson	Counselling and Guidance, Pearson Education India, 2007.
4	Patterson, Lewis	The Counselling Process, Cengage Learning India.2008
5	Burnard	Counselling Skills Training, Kogan Page India.2009
6	Feltham and Dryden	Brief Counselling, Mcgraw Hill Publishing.2012.
7	Kotler, Jeffrey	Counselling Theories and Practices, Cengage.2008

The list of cases and specific references including recent articles will be announced in the class.

HRM-405: Compensation Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

Course Contents:

Compensation Management: Concept, Goals, Foundations of Compensation Management. Compensation Strategy: Monetary & Non-Monetary Rewards. Internal and External Equity in Compensation System. Inter and Intra industry Wage Differentials. Fringe Benefits and Supplementary Compensation. Understanding Compensation Packages: Compensation of Chief Executives, Senior Managers, R & D Staff, Board of Director, Sales Executives. Incentive Schemes/ Payment –By-Results (PBR), Performance Linked Compensation, Tax Planning: Tax Implication of Employee Compensation Package to the Employer; Approaches to deal with the Workforce Redundancy, Statutory provisions governing different components of reward systems: The Minimum Wages Act, 1948, The Payment of Wages Act ,1936, The Workmen’s Compensation Act ,1923, Payment of Bonus Act ,1965. Institutions related to Reward System :Wage Boards, Pay commissions, Recommendations of 6th Pay Commission, Recommendations of 2nd National Commission on Labour relating to Compensation. International Compensation Practices: Problems, Objectives and Elements of Expatriate’s Compensation Package.

Suggested Readings

- 1 Armstrong, Michel and Murlis, Helen. Reward Management. Kogan Page, 2010
- 2 Henderson, Richard I. Compensation Management: Rewarding Performance Prentice Hall of India Pvt. Ltd, 2004
- 3 Milkovich & Newman Compensation: Tata McGraw Hill, New Delhi, Eighth Edition. 2005
- 4 Henderson I. Richard Compensation management in a knowledge based world, Pearson Education, New Delhi, 9th edition
- 5 Singh, B.D. Compensation and Reward Management. Excel Books, 2007
- 6 Gerhart, B. & Rynes, S.L. Compensation, Evidence, and Strategic Implications. Sage Publication,2008
- 7 Berger & Berger. The Compensation Handbook: A State-of –the –Art Guide to Compensation Strategy and Design. McGraw Hill, 2008
- 8 Martocchio, J. Strategic Compensation: A Human Resource Perspective Approach. Pearson Education. 2004

The list of cases and specific references including recent articles will be announced in the class.

HRM-406: Performance Management and Managerial Effectiveness

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this paper is to make the students learn about the performance management and prepare them as effective managers using the knowledge and techniques of behavioral science.

Course contents:

Performance Management- an Overview, Process, Linking PM with Reward systems and Strategic Planning. Concept of performance, Approaches to Measuring Performance, Concept of Performance and Potential appraisal, Gathering Performance Information for Appraisals and Measuring Results and Behaviors: Self-appraisal, Simple Ranking, Graphic Rating, BARS, Paired Comparison, Forced Choice Method, Critical Incidents, Field Review Method. Defining and Designing Managerial Job- Dimensions of Managerial job, Managerial Skills Development, Managerial Motivation, Effective Management Criteria and Measuring Managerial Effectiveness- Performance Appraisal Measures: Balanced Scorecard, 360 degree feedback, Career Development. Effective Manager as an Optimizer: Leader, Group Influences, Job Challenge, Competition, Managerial Styles. Developing the Winning Edge: Self-Development, Development of Competitive Spirit, Knowledge Management and Fostering Creativity.

Suggested Readings

- 1 Kandula, Srinivas Performance Management: Strategies, Interventions and Drivers, PHI, 2009
- 2 Saks, Haccoun and Belcourt Performance Management through training and development Cengage India Learning, 2008.
- 3 Aguinis Herman Performance Management', Pearson Education Inc.2009
- 4 Peter Drucker Management', Harper Row, 2000
- 5 Blanchard and Thacker Effective Training Systems, Strategies and Practices', Pearson 2005
- 6 Dubin Leadership: Research findings, Practices and skill', Biztantra, 2005

The list of cases and specific references including recent articles will be announced in the class.

INTERNATIONAL BUSINESS

IB-301: International Accounting

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objectives of this course are to acquaint the students with the accounting needs of International Financial markets and to analyse the accounting measurement and reporting issues unique to Multinational Business Transactions.

Course Contents:

International dimensions of Accounting; Conceptual and Comparative Developments, International Accounting Standards: Concept and Mechanism of setting International Accounting Standards, disclosure requirements of International Accounting Standards, International Audit Environment.

Dimensions of Financial Reporting : Concept and Development of International Financial Reporting Standards(IFRS), Dimensions of IFRS.Types of Foreign Currency Transactions, Managing International Information system, Accounting for Inflationary Trends.

Analyzing Foreign Financial Statements : Accounting for Foreign Currency Translation, Accounting for Environmental Protection Measures. Concept and setting of Transfer Pricing.

Suggested Readings

1. V. Sharan : International Financial Management, New Delhi, Prentice Hall of India.
2. Hennie Van Greuning, World Bank : International Accounting Standards: A Practical Guide.
3. Lee H. Radebaugh, Sidney J. Gray, Ervin L. Black International accounting and multinational enterprises.
4. Shirin Rathore: Intenational Accounts, PHI.

The list of cases and specific references including recent articles will be announced in the class.

IB-302 : Foreign Exchange Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: To acquaint the students with the mechanism of the foreign exchange markets, measurements of the foreign exchange exposure and hedging against exposure risk.

Course Contents:

Types of Foreign Exchange markets and Transactions, methods of quoting Foreign Exchange rates, Spread, Official and Free Market Rates, Cross Currency Rates

Organization of Foreign exchange markets, Role of Derivatives in Currency Market

Quoting Forward Rates, Exchange Rate Determination in Forward Market, Trading Mechanism of Forward, Currency Futures : Trading and Settlement Procedure, Forward Vs Futures

Currency Options : Types, Hedging with Options, Option Pricing Model. Currency Swap and its Trading Mechanism

Foreign Exchange Risk and Exposure : Techniques for the Measurement and Management of Currency Risk and Exposure, parameters and constraints of Exposure Management.

Forecasting Exchange Rates : Techniques of forecasting Exchange Rates.

Suggested Readings:

1. V. Sharan: International Financial Management, New Delhi, Prentice Hall of India.
2. S.L.Gupta: Financial Derivatives.
3. Madhu Vig: : International Financial Management.
4. Shapiro, Alan C: Multinational Financial Management, New Delhi, Prentice Hall of India.
5. David & Eiteman , Arthru J Stonehill:, Michael H. Moffett: Multinational Business Finance, Pearson Education.

The list of cases and specific references including recent articles will be announced in the class.

IB-303: Export Import Procedures and Documentation

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: The purpose of this course is to acquaint the students with policy, procedures and documentation relating to foreign trade operations, and to train them to handle the export-import business.

Course Contents:

Significance of Procedures and Documentation in International Trade, procedure and Documentation as Trade Barriers. WTO Provisions . Aligned Document System (ADS), Official machinery for Trade Procedure and Documentation; ITC (HS) classification system; Role of ICC, INCOTERMS; Nature of Export / Trading Houses, EDI and Documentation.

Main Export and Import Documents; Export Order Processing; export contract; Export Price Quotations; Shipping and Custom Clearance of Export and Import Cargo; Central Excise clearance; Role of Forwarding agents; Cargo Insurance and Claim Procedure.

Methods of Payments in International Trade; Documentary Collection of Export Bills; UCPDC Guidelines; Realisation of Export Proceeds- Provisions of RBI's Exchange Control Manual, FEMA- Origin and Objectives, Main Provision of FEMA. Pre Shipment and Post Shipment Finance. Role of EXIM Bank and ECGC in India.

Major Export Promotion Schemes in India- EPCG, Duty Exemption Scheme; DEPB Scheme

SIL; Facility for Deemed Exports; Export Promoting Institutions (EoU's/ EPZs/ SEZ's) – Role of Export Promotion Councils, Commodity Boards and ITPO.

Suggested Readings:

- 1) Paras Ram: Export: What Where and How, Delhi, Anupam Publication.
- 2) Ministry of Commerce, Handbook of Procedures, Government of India, New Delhi.
- 3) Ministry of Commerce, Import Export Policy, Government of India, New Delhi.
- 4) Custom and Excise Law, Various Issues.
- 5) Nabhi's Exporters Manual and Documentation.
- 6) Nabhi's New Import Export policy procedures.
- 7) Pervin Wadia: Export Markets and Foreign Trade Management, Manishka Publication, New Delhi.
- 8) M.D.Jitendra: Export Procedures and Documentations, Rajat Publications, Delhi

The list of cases and specific references including recent articles will be announced in the class.

IB-304: India's Foreign Trade Policy

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: To acquaint the students with recent trends in India's Foreign Trade, and Management and Policy related Issues in Foreign Trade in Global Context.

Course Contents:

India's Foreign trade in the Global context, structure and Equilibrium of India's Balance of Payments, Recent trends in India's foreign trade, Directional Pattern: Major export commodities- thrust area commodities- their trend, problems and prospects, Major import commodity Groups, Trade Regulation in India, Foreign trade (Development and Regulation) Act, Foreign Exchange Management, Present Export-Import Policy, Export Promotion Policies, EPCG, DEPB, Duty Draw Back Scheme, Export incentives, Financial and Fiscal, the Role of EXIM Bank of India, ECGC, Infrastructure support for Export promotion, Export Promotion Councils, Commodity Boards/Product Export Development Authorities, Specific Service Institutions, Role of State Trading Organizations, Export Processing Zones, Special Economic Zones, Agriculture Export Zones, Clusters, Export Oriented Units and Export Trading House Schemes, Impact of WTO on India's Trade Policy.

Suggested Readings:

1. Bhalla , V.K. International Business Environment and Management, 8th ed, Delhi, Anmol, 2001.
2. Jain, S.K.: Export performance and Export Marketing Strategies, Commanwealth Pub., Delhi, 1988.
3. Export- Import Policy , Naleh Publications.
4. Paras Ram: Export: What Where and How, Delhi, Anupam Publication.
5. Bhattacharya B. : International Marketing Management, Subhash Chand & Sons.

The list of cases and specific references including recent articles will be announced in the class.

IB-305: International Business Environment

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: The objective of this course is to analyse the operational processes between two or more nations.

Course contents:

Concept of IB : Nature & importance of International Business, forces of globalization, Modes of International Business. Cultural, Economic , Legal & Political environment faced by International Business. Theories: Adam Smith, Ricardo and Ohlin & Heckler theory, Leontif paradox, PLC. Government Influence on trade, Tarrif & Non-Tarrif barriers, Free trade zones. Bilateral and Multilateral Trade Laws – General Agreement on Trade and Tariffs, (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS – Ministerial Conferences. Regional Economic Integrations: NAFTA, EU. International Business Strategies : Geographical, Collaborative & Control strategies, Foreign Exchange Basics: Purchasing Power Parity, Foreign Exchange Exposures (in Brief). External and Internal Sources of finance in International Business.

Suggested readings:

1. Sundram & Black: International Business Environment.
2. Francis Charulienum: International Business, Himalya Publishing House.
3. Daneil & Radobough: International Business, Pearson Publications.
4. S.Shiva Ramu: International Business.
5. Taggart&Modermitt: International Business.
6. Ashwathappa, International Business Environment, Himalya Publishing House.

The list of cases and specific references including recent articles will be announced in the class.

IB-306: International Logistics

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: The objective of this paper is to acquaint the students with the concept of Logistics as applied to International Business. The Various components of the International Logistic System would be studied so as to enable the students to take up an integrated logistic decision.

Course Content:

Marketing Logistics: Concept, Objective and Scope, System Elements - Relevance of logistics in International Marketing International supply chain management and Logistics. Role of IT in logistics Transportation activity- Internal transportation, Inter state goods movement. Concept of customer service .

General Structure of Shipping, Characteristics, Linear and Tramp Operations, Code of Conduct for Linear Conference, Freight Structure and Practices, Chartering Principles and Practices

Developments in Ocean Transportation- Containerization, CFS and ICD, Dry Ports, Multi-Modal Transportation and CONCOR, Role of Intermediaries Including Freight Booking, Shipping Agents, C & F Agents, Ship Owner and Ship Consultation Arrangements, International Air transport: International Set up for Air Transport, Freight Rates, India's Export and Import by Air- Problems and Prospects, Port System and Sub-System: Port Organization and Management, Responsibilities of Port Trust: Growth and Status of Ports in India, Carriage of Goods-Legal Aspect.

Inventory Control and Warehousing: Inventory Management- Concepts and Application to International Marketing, Significance and Types of Warehousing Facilities, Total Cost Approach to Logistics

Suggested Readings:

1. Annual reports of CONCOR.
2. Khanna, K.K., Physical Distribution, Himalaya Publishing, Delhi
3. Lambert, D et al, Strategic logistics Management, Tata Mc Graw Hill, New Delhi
4. Desai, H.P., Indian Shipping Perspectives, Anupam Publication, Delhi.
Annual Reports INSA.

The list of cases and specific references including recent articles will be announced in the class.

IB-401: International Financial Markets

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objectives of this course is to give students an in-depth knowledge of the working of International Financial Markets.

Course Contents:

Introduction to international financial system: Bretton wood Conference and afterwards.

Creation of European Monetary System: creation of Euro-dollar, Euro-banking and Euro-currency Centers, syndicated Euro-Credits. Role of IMF, IBRD, IFC, BIS and International Centre for Settlement of Investment Disputes and Regional Developments Banks.

Introduction to International Financial Markets : International Capital Market Instruments and Institutions: International Equities, Euro-Bonds, Euro-Loans, GDR's, ADR's, IDR's
International Money Market Instruments and Institutions : Euro-Notes, Euro-Commercial Papers, Participatory Notes: Issues and Challenges.

Currency Market for lending and Investment: Currency Risk and Exposure, International Banking and Portfolio. Use of Global Markets for Hedging, Arbitrage and Speculations

Suggested Readings :

1. Shapiro, Alan C : Multinational Financial Management, New Delhi, Prentice Hall of India
2. V. Sharan : International Financial Management, New Delhi, Prentice Hall of India
3. Madhu Vig : : International Financial Management
4. Maurice D. Levi : International Finance, Tata Mcgraw Hill
5. David & Eiteman , Arthru J Stonehill:,Michael H. Moffett: Multinational Business Finance, Pearson Education.

The list of cases and specific references including recent articles will be announced in the class.

IB-402: International Marketing

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Course Contents:

International Marketing: Nature, scope and benefits; Reasons and Motivations underlying International Trade and International Business; Basic Modes for Entry; Process of International Marketing; Domestic Marketing versus International Marketing.

International Marketing Environment, WTO Framework and International Marketing; Factors Influencing International Market Selection and Segmentation, Selection Strategies. International Marketing Planning and Control.

International Marketing Mix: International product policy and planning International product mix, Branding, labeling, packaging and organization of product warranties and services. International pricing policies strategies, the process of price setting, pricing decisions, information for pricing decisions.

International Advertising: International Advertising Strategy, Elements of Advertising Strategy, Media Strategy. International Distribution Management: International Distribution Channels, International Distribution Policy, Selecting Distribution Channels.

Suggested Reading:

1. Vern Terpestra and Ravi Sarthy : International Marketing, Thosmson.
2. Simon Majaro : International Marketing.
3. John, Fayerweather : International Marketing.
4. R. L. Varshney and B. Bhattacharya : International Marketing; Sultan Chand Publication, N. Delhi.
5. Sak Onkvisit and John Shaw : International Marketing (Analysis and Strategy), PHI, New Delhi.

The list of cases and specific references including recent articles will be announced in the class.

IB-403: International Financial Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

Course Content:

Concept of International Financial Management, International flow of funds, Overview of Foreign Exchange Markets, International Investment Decisions – Foreign Direct Investment, International Portfolio Investment, International Capital Budgeting, Evaluation and Management of Political Risk. International Financing Decisions : Financial Choices for an MNC, Capital and Money Market Instruments. Multilateral Development Banks : World bank ,IFC, Asian Development Bank. Cost and Risk of financing. Management of Short form Funds: International Working Capital Management, Financing Foreign Trade, International Taxation.

Suggested readings:

1. A.C Shapiro: Multinational financial Management, Prentice- Hall, New Delhi.
2. V.Sharan : International Financial Management,
3. P.G Apte: International financial management, Tata McGraw –Hill.
4. Buckley: Multinational finance, Prentice- Hall of India , New Delhi.
5. Maurice D.Levi: International Finance, McGraw Hill, NY

The list of cases and specific references including recent articles will be announced in the class.

IB-404: International Strategic Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The course aims at imparting the knowledge of Formulation, Implementation & Evaluation of business strategies in International Business.

Course contents

Nature and Dimensions of Inter National Strategic Management. Domestic versus International Strategic Management, Functions of International Strategic Planning. Pre requisites and Complexities of International Strategy.

Strategies for Foreign Market Entry and Penetration, Growth Strategy, International Business Integration, Strategy for Risk and Stability, Revival Strategies, Restructuring and Divestment.

Approach to Strategic Formulation: The Traditional approach, Modern Approaches-Gap analysis, Capital Investment Theory, ANSOFF, Adaptive Search Approach, Portfolio Approaches- Boston's Model, GE-McKinsey Model, Hofer's Model and Shell's Directional Policy Model, Comparative Strategy vis-à-vis Domestic Firms.

Strategy Implementation : Resource Allocation. Projects and Procedural Issues. Organisation Structure and Systems in Strategy Implementation, Leadership and Corporate Culture, Values. Ethics and Social Responsibility. Operational and Derived functional plans to implement strategy. Integration of Functional Plans. Organisational Systems and Techniques of Strategic Evaluation.

Suggested Readings:

1. Dunning J. H (1988); Explaining International Production, Harper Collins, London;
2. Garpand, J & Farmer, R.N; International Permissions of Business Policy & Strategy, Kent Publishing Company, Boston ,Massachusettes
3. Ansoff, H.I; Corporate Strategy, McGraw Hill, London
4. Porter, M.E; Competitive Strategy, Free Press, NY.

The list of cases and specific references including recent articles will be announced in the class.

IB-405: Cross Cultural and Global Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this course is to develop a diagnostic & conceptual understanding of the cultural & related behavioural variables in the management of global organisations.

Course Contents

Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organisations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation; Human Resource Management in Global Organisations; Selection, Source, Selection Criteria for International Assignment; Compensation and Appraisal in Global Perspective, MNG and Compensation System. Ethics in International Business; Western and Eastern Management Thoughts in the Indian context.

Suggested Readings:

1. Adler, N.J. International Dimensions of Organizational Behaviour. Boston, Kent Publishing, 1991.
2. Bartlett, C. and Ghoshal, S. Transnational Management: Text, Cases and Readings in Cross Border Management. Chicago, Irwin, 1995.
3. Dowling, P. J. etc. International Dimensions of Human Resource Management 2nd ed. California, Wadsworth, 1994.
4. Hofstede, G. Cultures Consequence: International Differences in Work Related Values. London, Sage, 1984.
5. Marcic, D and Puffer, S. M. Management International: Cases, Exercise and Readings. St. Paul, West Publishing, 1994.
6. Mead, R. International Management: Cross Cultural dimensions. Blackwell, Camb., Mass., 1994.
7. Mendenhall, M. etc., Global Management. Cambridge Massachusetts, Blackwell, 1995.

The list of cases and specific references including recent articles will be announced in the class.

IB-406: Regional Economic Blocks

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: The objective of the course to familiarize the students with the theoretical framework of the theory of economic integration, and its impact on trade and investment flows among the region and on the global economy.

Course Content:

Theory of Economic Integration, Economic Integration and endogenous Growth, Selected Regional Blocks – NAFTA, EU, ASEAN, SAARC, Globalisation Vs. Regionalization; Regional Blocks, Building Blocks or Stumbling Blocks: Ongoing Challenges- Environment Volatility. Rise of Global Mania; Regional Alternatives; Regional Competition; New Organizational Challenges.

Suggested Readings:

1. Balassa, Bela: Theory of Economic Integration, London, George Allen & Unwin ltd, 1961.
2. Bhalla, V.K.: World economy in, 90s: A Portfolio Approach, Delhi, Anmol Pub. Pvt. Ltd.
3. Dreze, Jean and Sen, Aamrtya: Indian Development: Selected Regional Perspective, Delhi, Oxford University Press.
4. Jackson, J.: The World Trading system, Cambridge, Mass : MIT Press, 1994.
5. Krugman, Paul R. and Obstfeld, M.: International Economics, USA, Harper Collins Pub.
6. Machlup, F. A.: History of Thought on Economic Integration, London, Macmillan.

The list of cases and specific references including recent articles will be announced in the class.

ITM-301: Internet and Web Designing

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: This course exposes students to environment for web-publishing and developinh, programming skills for the same.

Course Contents:

Introduction to WWW: Evolution and basic features of WWW, the concept of web-site and browsers, introduction to WWW servers.

File Transfer Protocol: Introduction to FTP, Business applications of FTP, public domain software, types of FTP servers (including anonymous) FT? clients, common FTP commands.

Web-Browsers : Basic features, bookmarks, history progress indicators, customising browsers, saving and printing web-pages and forms, saving web pages; Searching and downloading information from web-sites; Netscape communicator; Internet Explorer.

Introduction to Web-Publishing technologies, Components of a web-site, applications of each components in business, Features of a smart web-site, process of planning for development of an effective web-site. Domain name selection; Selecting host for web-site, maintaining a web-site, web-publishing tools.

Internet : ISP, Search Engine, URL, DNS, Security, E-Mail, HTTP, HTML, Building a simple HTML document, Tables, Frames, Links, adding Multi-Media documents, Home Page.

Suggested Readings:

1. Comer, Douglas : The Internet Book, Prentice Hall.
2. Leon, Alexis and Mathews Leon. : Internet for Everyone- Leon, TECH World, Chennai.
3. Xavier: World Wide Web Design with HTML, Prentice Hall, Delhi.
4. Molly : Using HTML 4, PHI, N. Delhi.
5. Douglas E. Corner : Computer Network and Internet, Pearson Education, New Delhi.

The list of cases and specific references including recent articles will be announced in the class.

ITM-302: Relational Database Management Systems

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The students are to be provided basic understanding of the RDBMS & SQL and the skills to make use of these in business organisations.

Course Contents:

RDBMS : Introduction - Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database, History Data Modeling - Object-Oriented and Record base models, E-R Model and E-R diagram. Examples and Exercises. Hierarchical Model, Network Model and Relational Model: Normalisation techniques - First Normal Form, Second Normal Form and the Third Normal Form, Examples and Exercises. E.F. Codd's 12 Rules for a Relational Database, Database concepts - Transaction Management, Properties of a Transaction, Commit and Rollback, Concurrency, Locking, Access Control, Data Integrity, Integrity constraints, Auditing, Backup and Recovery; Data Dictionary - System catalogue, Distributed Database and Distributed Data Access, Introduction to Client- Server and ODBC connectivity. SQL : SQL Language DML commands - Select, Insert, Update, Delete- retrieving summarising data, adding data to the database, updating

data to the database and deleting data. Simple queries - use of WHERE, Arithmetic, comparison and logical operators, ORDER BY, GROUP BY and Group Functions. Multi-table queries, Sub-queries, Views: DDL Commands- Table and View Create, Alter, Drop Integrity Constraints; Transaction Processing Commit, Rollback, Savepoint. LAB : SQL & MS Access.

Suggested Readings:

1. Coleman, Pat and Peter Dyson : Internets, BSP Pub., Delhi, 1997.
2. Keen, Peter and Mark McDonald : The e-Process Edge, Delhi, Tata McGraw Hill, 2000.
3. Oberoi, Sundeep : e-Security and You, Delhi, Tata McGraw-Hill, 2001.
4. J. Richart, Alberto Manual and Stephen Asbury : Active Server Pages 3, IDG Books, Delhi, 2000.
5. Rich, Jason R. : Starting an E-Commerce Business, IDG Books, 2000.
6. Samantha Shurety : "E-business with Net Commerce", jAdditon Wesley, Singapore, 2001.
7. Schneider, Robert D. & 3 R. Garbus : Optimizing SQL I Server 7, N. J., Prentices-Hall, 1999.

The list of cases and specific references including recent articles will be announced in the class.

ITM-303 :

Practical Based on ITM-301 and ITM-302.

Max Marks: 100
External 50 Each Paper

ITM-304: Software Designing

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The students are to be provided basic understanding of the Software Development and Life cycle of development process and the skills to make use of these in business organisations.

Course Contents:

Concept of software engineering, software characteristics, software metrics and models: process and product metrics, size metrics (Mc Cable's Cyclomatic Complexity), Halstead theory, function point analysis.

Software Development: Phases, process models, role of metrics and measurement, software quality factors, cost estimations, COCOMO, project scheduling, quality assurance plans, project monitoring plans.

System design, design objectives, effective modular design (functional independence, coupling, cohesion), design tools and techniques, prototyping, structured programming. Coding, verification, monitoring and control, testing, testing fundamentals, test case design, functional and structural testing, test plan, activities during testing, unit and integration testing.

Suggested Readings :

1. Rajib Mali, Fundamentals of Software Engineering, Prentice Hall of India, N.Delhi.
2. Ghezzi, Fundamentals of Software Engineering, Prentice Hall of India, N.Delhi.
3. Pressman , Software Engineering: A Practitioner's Approach, Mc Graw Hill
4. Jalote, An Integrated Approach to Software Engineering, IMH.
5. Leon & Leon, Software Engineering, Vikas Publishing House, New Delhi
6. Menachem, Software Quality, Vikas Publishing House, New Delhi
7. Sommerville, Software Engineering, Addison Wesley.
8. Fenton & Pfleger, Software Metrics, Thomson Learning, Bombay

The list of cases and specific references including recent articles will be announced in the class.

ITM-305: System Analysis and Design

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The students are to be provided knowledge system analysis and design concepts and the skills to make use of these in business organisations.

Course Contents:

Overview of system analysis and design business systems concepts, system development life cycle; project selection: sources of project requests, managing project review and selection, preliminary investigation.

Feasibility study: different types of feasibility, investigative study, cost/benefit analysis, fact findings.

System requirement specifications and analysis: data flow diagrams, data dictionaries, hipo, decision tables, decision trees, Warnier-orr diagrams and Nassi-Shneiderman charts; system controls and audit trail; system administration and training; conversion and operational plan. Organisational issues: attributes of a good analysis, the system analysts and law; communicating with computers: ergonomics, human problems in the automated office, designing human- machine systems.

Suggested Readings:

1. Awad, Elias M. Systems Analysis and Design, Prentice Hall of India, New Delhi.
2. Sharma A.K. Analysis, Design & Implementation of Information System, Vikas Publishing House, New Delhi
3. Satzinger, System Analysis and Design, Thomson Learning, Bombay.
4. Coad, Peter and Edward, Yourdon. Object-Oriented Analysis. 2nd ed., Englewood Cliff, New Jersey, Yourdon Press.
5. Hawryszkiewycz, I T. Introduction to Systems Analysis and Design. 2nd ed., New Delhi, Prentice Hall of India.
6. Marco, T.d. Structured Analysis & System Specification, New Delhi. Yourdon Press.
6. Rajaraman, V. Analysis and Design of Information Systems. New Delhi, Prentice Hall of India.
7. Van Over, David. Foundations of Business Systems. Fort Worth, Dryden Press.
8. Whitten, J L. System Analysis and Design Methods. New Delhi, Galgotia.

The list of cases and specific references including recent articles will be announced in the class.

ITM-306: Management Support Systems

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: This subject will teach student, the foundations of Management Information System along with modern information system to support management functions.

Course Contents:

Overview of CBIS Applications; Decision Making Concepts - A Need for Decision Support; Decision Modeling Exercises; Role of Decision Support Systems in Business; Modeling in Decision Support; Spread Sheet Software Systems as DSS Tool; Development of Planning Models in Various Functional Areas; Introduction to Integrated Financial Planning System for Financial Modeling. Group Decision Support Systems; Use of DSS Technology for Marketing, Finance, Production and HRM. Modeling of Multi-objective and Analytic Hierarchy Process. Artificial Intelligence; Need and Application. AI Based Systems; Fuzzy Knowledge in Rule-Based Systems; Expert System Shells; Working on an Expert System Shell; Development of a Expert System Model for a Functional Area. PROLOG - A Tool for AI Programming. Executive Information Systems and their Applications.

Suggested Readings:

1. Bratko, Ivan. Prolog: Programming for Artificial Intelligence. 2nd ed., California, Addison Wesley, 1990.
2. Davis, Michael W. Decision Support. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.
3. Jayashankar, R. Decision Support Systems; New Delhi, Tata McGraw Hill, 1989.
4. Patterson, Dan W. Introduction to Artificial Intelligence and Expert Systems. Englewood Cliffs, New Jersey Prentice Hall Inc., 1990.
5. Rolph, Paul. How to Choose and Use an Executive Information System. New Delhi, Viva Books.
6. Sprague, Ralph H. Decision Support for Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
7. Turban, E. Decision

The list of cases and specific references including recent articles will be announced in the class.

ITM-401: Data Warehousing and Data Mining

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: Helps in making business decisions, and to this end, it provides business intelligence to the decision-maker. And it is this analysis, which when performed on the warehouse database, help companies get that edge over its competitors.

Course Contents:

Introduction : The Evolution of Data Warehousing (The Historical Context), the Data Warehouse- A Brief History, Today's Development Environment. Principles of Data Warehousing (Architecture and Design Techniques): Types of Data and Their Uses, Conceptual Data Architecture. Design Techniques, Introduction to the Logical Architecture.

Creating the Data Asset : Business Data Warehouse Design, Populating the Data Warehouse. Unlocking the Data Asset for End Users (The Use of Business Information): Designing Business Information Warehouse, Populating Business Information Warehouse, User Access to Information, Information-Data in Context.

Data Mining: Introduction: Motivation, Importance, data mining, Kind of data. Functionalities, Interesting Patterns, Classification of data mining systems, Major issues.

Data Warehouse and OLAP Technology for Data Mining: Data warehouse, operational database systems and data warehouses, Architecture, Implementation, development of data cube technology, data warehousing to data mining, Data warehouse usage.

Data Preparation : Preprocess, Data Cleaning, Data integration and transformation, Data reduction, Discrete and concept hierarchy generation.

Data Mining Primitives: Languages, and System Architecture, graphical user interfaces.

Concept Description : Characterization and Comparison, Data generalization and summarization-based characterization, Analytical characterization: analysis of attribute relevance, Mining class comparisons, Mining descriptive statistical measures in large database.

Mining Association Rules in Large Database : Mining single- dimensional Boolean association rules from transaction database, Mining multidimensional association rules from database and data warehouse, from association mining to correlation analysis, Constraint-based association mining.

Classification and Prediction: Issues, Classification by decision tree induction, Bayesian classification, Classification by back propagation. Classification based on concepts from association rule mining. Other classification methods.

Suggested Readings :

1. Barry Devlin: Data Ware House: From Architecture to Implementation, Addison Wesley.
2. Alex Berson, Stephen Smith, Kurt Threading: Building Data Mining Applications for CRM, Tata McGraw Hill, New Delhi, 2000.
3. Alex Berson, Stephen Smith : Data Warehousing Data Mining, and OLAP, Tata McGraw Hill, New Delhi.
4. Michael J. A. Berry : Data Mining Techniques: For Marketing, Sales, and Customer Support, Gordon Linoff, 1997.
5. Han, Jiawei : Data Mining : Concept and Techniques, Harcourt, New Delhi, 2001.

The list of cases and specific references including recent articles will be announced in the class.

ITM-402: eCRM

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives : Customer Relationship Management (CRM), Generates Competency in transforming organisations into customer-centric enterprises. This course is intended to educate, at a high level, out CRM, and eliminate some of the mystery around CRM.

Course Contents:

Introduction : Knowledge Management, e-Business, and CRM. The New Economy's New Face, The Long- winded Road. The New-New Imperatives.

Understanding E-Business : CRM and KM, The New Digital Landscape, Getting Down to e-Business, Customer Relationship anagement, Knowledge Management, Knowledge-Enabled Customer Relationship Management.

A Roadmap for Success : The Knowledge-Enabled Customer Relationship Management Roadmap. Phase I : Evaluation and rategic Alignment Phase II : Infra structural Development and development Phase III : Leadership, Change Management, Measurement and Refinement.

Aligning Strategy and Technology Choices : Getting Past the inovator's Dilemma. The KCRM Strategic Framework, Analyzing the Business Environment. Understanding the Context Strategic Technology.

Audit and Analysis : Why Audit Customer Knowledge? Initiating the Audit Reference Measures and Methodological Choices. The Audit Method. Documenting Customer Knowledge Assets Using the Audit Results to Drive KCRM

Building an Implementation Team : Tasks and Expertise, Team Composition. Leadership, Risk Assessment and Common Pitfalls.Blueprinting the Technology Infrastructure : Design Challenges.The Customer Lifecycle.

Customer Knowledge Management : Technology Framework. The KCRM Architecture. Integration.Long-Term Considerations.

Results-Driven Development and Deployment : Hidden Costs and other Surprises. An overview of Big-Bang, Systems Development Methods. Looking Beyond the Waterfall. Results Driven Incremental.

Suggested Readings:

1. Alex Berson, Stephen Smith, Kurt Threading: Building Data Mining Applications for CRM, Tata McGraw Hill, New Delhi, 2000.
2. Michael J. A. Berry : Data Mining Techniques : For Marketing, Sales, and Customer Support, Gordon Lmoff,1997
3. Michael J.A. Berry and Gordon Linoff : Mastering Data Mining : Tie Art and Science of Customer Relationship Management, John Wiley, 2001.

The list of cases and specific references including recent articles will be announced in the class.

ITM-403 : Practical Based on ITM-401 and ITM-402.

Max Marks: 100
External 50 Each Paper

ITM- 404: Cryptography and Security System

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: To learn IT security – threats, detection and prevention and make to students secure the IT security threats.

Course Contents:

Introduction, Essentials of crypto, essentials of networking and the internet, setting realistic security objectives, appropriate communication security, legal restrictions encryption basic building blocks, how crypto system fail, choosing between strong and weak crypto. Security objectives, example in line encryptor, deployment example, point-to-point encryption, IP routed configuration, key recovery and escrowed encryption, Basic issues in secret key management, random key generation, automatic rekeying, and manual key distribution centers, maintaining keys and system security.

Security at IP Layer and VPN: Basic issues with using IPSEC. Cryptographic checksums, IPsecurity protocol, IPSEC key management, other TCP/IP network security protocols, virtual private networks (VAN), basic issues IPSEC proxy cryptography, IPSEC encrypting router, and site-to-site encryption. IPSEC and Public key crypto, basic issues with IPSEC clients.

3IPSEC client to server site remote access, Internet firewalls, IPSEC firewall, a VAN with a firewall, public key cryptography, secret key exchange with RSA crypto, Secure socket layer (SSL)Internet security and public key certificates: Basic issues in internet transaction security, transaction world wise Web, security alternatives for web form, web browser with SSI, Web server with server with SSL, vending with exportable encryption, basic issue with e-mail security, technology- offline message keying digital signatures, secure E-mail client distribution public keys, Public key certificates, certificates distribution centralized distribution, centralized certification authority hierarchical certification authority.

Suggested Readings:

1. Richard E-Smith, "Internet Cryptography", Addison Wesley, 2nd Ed.
2. Cryptography and network security - Principles and Practice by William Stallings- Pearson education

The list of cases and specific references including recent articles will be announced in the class.

ITM-405: Introduction to Computer Networks

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective : To make the students able to know and understand various types of computer networks, technologies behind networks and application protocols, and communication protocols will be introduced to students through this subject.

Course Contents:

Overview: Introduction : Data communications, networks, topology, the internet, protocols and standards ; Network Models: The OSI model, TCP/IP protocol suite, addressing.

Physical Layer, Media & Data link Layer: Data & signals: Analog and digital, data rate limits, performance; Multiplexing: FDM, WDM, STDM, spread spectrum; Transmission media: guided media, unguided media; Switching: circuit switching , packet switching, structure of a switch Error detection and correction: Introduction, nature of errors, parity check, CRC, hamming code; CSMA/CD, CSMA/CA, FDMA, TDMA, SDMA; connecting devices : passive hubs, active hubs, repeaters, bridges, switches, gateways; frame relay, backbone networks, V LAN, ATM, protocols at physical layer & data link layer.

Network Layer & Application Layer: IPv4 Addresses, IPv6 Addresses, IPv4 Addresses vs IPv6 Addresses internetworking, transition from IPv4 to IPv6, ICMP, IGMP, Protocols at network & application layer, routing & introduction to routing algorithms

Domain Name System : Name space, domain name space, DNS in the Internet, resolution, remote logging, E-mail, file transfer, www, http **Network Security:** Introduction, cryptography, cryptography types, security services, digital signatures, key management, IP security, SSL/TLS, firewalls

Suggested Readings:

1. Behrouz A Forouzan , Data communications & Networking, Tata McGraw-Hill
2. A.S.Tannenbaum, Computer Network , Prentice Hall
3. D.E.Cormer , Computer Networks and Internet, Addison Wesley
4. D.E.Cormer & D.L Stevens , Inter networking with TCP-IP Design, Implementation, Prentice Hall
5. D.Bertsekas & R.Gallagar, Data networks, Prentice Hall,

The list of cases and specific references including recent articles will be announced in the class.

ITM- 406: Enterprise Resource Planning

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: To make the students able to participate in planning and implementation of advanced enterprise-wide systems and technologies in their career.

Course Contents:

Enterprise Resources Planning: Evolution of ERP-MRP and MRP II-problems of system islands-need for system integration and interface-early ERP Packages-ERP products and Markets-opportunities and problems in ERP selection and implementation; ERP implementation: Identifying ERP benefits team formation-Consultant intervention Selection ERP-Process of ERP implementation - Managing changes in IT organization Preparing IT infrastructure - Measuring benefits of ERP - Integrating with other systems; Post ERP; Modules in ERP: Business Modules of ERP Package; Reengineering Concepts: The emergence of reengineering concept - concept of business process rethinking of processes - Identification of re-engineering need-preparing for reengineering - implementing change - change management - BPR & ERP; Supply Chain Management: The concept of value chain differentiation between ERP and SCM - SCM for customer focus-need and specificity of SCM-SCM scenario in India - products and markets of SEHL issues in selection and implementation of SCM solutions - CRM solutions; E-Business: Introduction to 1-Net technologies - Evolution of E-Commerce, EDI and E-Business-business opportunities - basic and advanced business models on internet - internet banking and related technologies - security and privacy issues technologies for E-Business. Future and Growth of E-Business.

Suggested Readings:

1. Hammer, Micheal and Jamts Chamby Reengineering the Corporation, 1997.
2. Leon, Alexix Countdown 2000, Tata McGraw.
3. Ptak, Carol A. & Eli SChragenheim ERP, St. Lucie Press, NY, 2000.

The list of cases and specific references including recent articles will be announced in the class.

POM-301: Purchasing and Materials Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The Key objectives of this course is to acquaint the students with Decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organisation; Cost reduction techniques in Pre-Purchase, Purchase and Post Purchase Systems; Modern Material Planning and delivery system like MRP and JIT and material handling and logistics systems.

Course Contents:

Role of purchasing and Materials Management - Objectives, Organisation and Inter-relationships, Determination and Description of Material Quantity, Material Planning in Push and Pull System, MRP and JIT; Determination and Description of Material Quality - Receiving and Incoming Quality Inspection, Acceptance Sampling Plans, Vendor-Process Capability; Cost- Reduction Techniques - Standardisation, Simplification & Variety Reduction; Value Analysis and Engineering, Make or Buy Decisions, Purchasing Research, Source of Supply, Price Determination and Negotiation, Vendor Rating, Selection and Development, Legal Aspects of Purchasing, Public Purchasing and Tendering; International Purchasing - Procedures and Documentation; Purchasing of Capital Equipment - Appraisal Methods, Evaluating Suppliers' Efficiency, Stores Layout, Classification and Codification; Material Logistics - Warehousing Management, Material Handling, Traffic and Transportation, disposal of Scrap, Surplus and Obsolete Materials, Inventory Control of Spare Parts, Materials Information System.,

Suggested Readings:

1. Ansari, A. and Murdemess B: JIT Purchasing, New York, Free Press, 1990.
2. Baily P. etc.: Purchasing Principles and Management, London. Pitman, 1994.
3. Burt, David N.: Proactive Procurement, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
4. Dobler, D. W. etc.: Purchasing and Materials Management, New York, McGraw Hill, 1990.
5. Dutta, A. K.: Integrated Materials Management, New Delhi, PHI, 1986.
6. Farrington, B. and Waters, Derek W. : Managing Purchasing, London, Chapman & Hall, 1994.
7. Gopalakrishnan, P and Sundarshan, M. Handbook of Materials Management, New Delhi, Prentice Hall of India, 1994.

The list of cases and specific references including recent articles will be announced in the class.

POM-302: Total Quality Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this course is to acquaint the students with to make clear to candidates the basic concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification Systems - ISO 9000 and other standards and their applicability in design manufacturing quality control and services, to closely inter-link management of quality, reliability and maintainability for total product assurance; to focus on quality of services in contemporary environment.

Quality Philosophies Concept of Quality, Quality as the basis of market competition, Historical review, Quality philosophy of Deming, Juran, Crosby etc., Obstacles, Integrating productivity and Quality.

Organization of Quality, Quality council, Total Quality Culture, Quality leadership, Quality awards, Total employee involvement, Quality circles, Attitude of top management, executives and workers, Operators responsibility of Quality, causes of operator's errors, Motivation.

Introduction to TQM, Models for TQM. TQM implementation, Advantages of TQM, Obstacles to TQM, TQM in service sector.

Concepts of Quality function deployment, cause and effect diagram, SWOT analysis, Continuous improvement, PDCA cycle, Supplier partnership, Supplier certification, Pareto diagram, Scatter diagram, Benchmarking, Taguchi's Quality Engineering, Failure mode and effect analysis, Total productive maintenance, Quality management, SQC, SPC, DPR, Kaizen, Six sigma concept.

Quality Systems: Introduction to ISO 9000 series of standards, other quality systems, Implementation, Documentation, Internal audits, Registration, Closing Comments. Beyond ISO 9000 horizon, Introduction to ISO 14000, Series standards, Concepts of ISO 14001, EMS Benefits, ISO 10011:2001, Quality Audit.

Suggested Books:

1. Total Quality Management: By Bosterfield et al. Pearson Education India, 2001.
2. The Essence of Total Quality Management By Johan Bank, Prentice Hall of India 2000.
3. Managing for Total Quality: By Logothelis Prentice Hall of India, 2000.
4. Total Quality Management: By Sundra Raju, Tata McGraw Hills Publishing Company, 1997.
5. TQM and ISO 9000: By K.C. Arora, S.K. Kataria & Sons 2000.

The list of cases and specific references including recent articles will be announced in the class.

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions on one hand and the real world problems on the other in production planning and control.

Course Contents

Production Planning and Control Function; Material Requirement Planning; Production-Inventory Systems; Forecasting for Inventory and Production Control; Aggregate Planning; Job Shop Planning; Scheduling and Control; Just-in-Time Production; Line Balancing; Planning for High Volume Standardized Products; Procedures and Documentation in Production Planning and Control; Application of Computers; ERP

Suggested Readings:

1. Burbidge, John L. : Principles of Production Control, London, Donald and Evans, 1981.
2. Caubang Teg C. : Readings on Production Planning and Control, Geneva, ILO.
3. Greene, James H. : Production and Inventory Control Handbook, New York, McGraw Hill, 1987.
4. Mc Leavey, Dennis W and Narasimhan, S.L. : Production and Inventory Control, Boston, Allyn and Bacon, 1985.
5. Peterson, R and Silver, E. A. : Decision Systems for Inventory Management and Production Planning, New York, John Wiley, 1979.
6. Vollmann, T. E. etc. : Manufacturing Planning and Control, Homewood, Illinois. Richard D. Irwin, 1988.

The list of cases and specific references including recent articles will be announced in the class.

POM-304 : Supply Chain Management

Max. Marks: 100
External: 70
Internal: 30
Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The Course is designed to explain basic theory and techniques of logistics to examine the issues and problems associated with logistics in a changing business environment, and to show how logistics can improve an enterprises effectiveness and competitiveness. Students would be encouraged to use computer software packages for problem-solving.

Course Contents:

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.

Vendor Rating, 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 -numerical problem solving , ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.

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.

SUGGESTED READINGS

1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
2. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
3. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.).
4. Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
5. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.)

The list of cases and specific references including recent articles will be announced in the class.

POM-305 : Service Operations Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The key objective of this course is to acquaint the students with decision-making in planning, design, delivery, quality and scheduling of service operations. The candidates are also expected to appreciate the role of service quality and operations in emerging services economy of India.

Course Contents:

Matrix of Service Characteristics; Challenges in Operations Management of Services; Aggregate Capacity Planning for Services; Facility Location and layout for Services; Job Design - Safety and Physical Environment: Effect of Automation; Operations Standards and Work Measurement; Measurement and Control of Quality of Services; Dynamics of Service Delivery System; Scheduling for Services Personnel and Vehicles; Waiting - Line Analysis; Distribution of Services; Product-Support Services; Maintenance of Services; Inventory Control for Services; Case Studies on Professional Services

Suggested Readings :

1. Bowman David E. etc. : Service Management Effectiveness: Balancing Strategy, Organization and Human Resources, Operations and Marketing, San Francisco. Jossey Bass, 1990.
2. Collier, David A. : Service Management Operating Decisions, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
3. Fitzsimmons, James A. and Sullivan, Robert S. : Service Operations Management New York, McGraw Hill, 1982.
4. Heskett, James L. etc. : Service Breakthroughs - Changing the Rules of the Game, New York, Free Press, 1990.
5. Murdiek, R. G. etc. : Service Operations Management, Boston, Allyn and Bacon, 1990.
6. Sharma, J. K. : Service Operations Management, Delhi, Anmol, 2001.
7. Voss, C etc.: Operations Management in Service Industries and the Public Sector, Chichester, Wiley, 1985

The list of cases and specific references including recent articles will be announced in the class.

POM-306 : Technology Acquisition and Diffusion

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: This course will highlight at the indicators of Technology and market survey for technology with a point of view of diffusion also the parameters on which technology is assessed and evaluate and the key words for the success of an effective diffusion strategy will be discussed.

Course Contents:

Technological Indicators; Make vs. Buy Decisions; Techno- market Survey; Assessment & Evaluation of Technology (TA & TE); Methodology of TA; TA Imperatives; Organisation & Management of TA; TE Parameters; Financing the Technology : Government Funding : CSIR, IDBI, ICICI, CII and UNDP, etc.; Venture Capital; Identification of Core Competence; Technology' Absorption and Diffusion; Terminology and Concepts: Constraints in Technology Absorptions; Technology Absorption Efforts-Case Studies DRDO; Management of Technology Absorption; Benefits of Technology absorption; Future Thrust for Technology Absorption; Importance of Diffusion; Diffusion | Strategies; Case Studies-Indian Experiences; Technology Marketing Issues, Strategies - Internal Transfers, Export etc.

Suggested Readings:

1. Coates, V.T. : A Handbook of Technology Assessment, U.S. Department of Energy, Washington, D C. 1978.
2. Howthorne, Edward P : Management of Technology, London, McGraw-Hill, 1978. I
3. Fransman, Matrin & Kenneth King Technological Capabilities in the Third World, Macmillan, 1984
4. Jain, Ashok, S. Pruthi, K.C. Garg, S. Anabi : Indicators of Indian Science & Technology, Segment Books Pub., 1996.
5. Twiss, Brain & Goodridge : Managing Technology for Competitive Advantage, Pitman, 1989.

The list of cases and specific references including recent articles will be announced in the class.

POM-401: Applied Operation Research

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: The course is designed to introduce the students to the principles of operations research techniques and their applications in decision-making. Students will also be required to use computer packages for data processing purposes.

Course Contents

Parametric and Sensitivity Analysis; Inventory Control Models Under Uncertainty; Applied Queuing Models; Networks Models; Non-linear optimization Techniques-Quadratic Programming Portfolio Management Problem; Replacement Models and Policies; Dynamic Programming; Reliability Models.

Suggested Readings:

1. Ahuja, A K. etc. : Network Flows, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
2. Gould, F. J. etc. : Introduction to Management Science; Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Gupta, M. P. and Sharma J. K. : Operations Research for Management, New Delhi, National, 1997.
4. Taha Hamby A. : Operations Research : An Introduction, MacMillan, New York, 1992.
5. Mathur, K and Solow D. : Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
6. Sharma, S. J. K. Operations Research : Theory and Applications, New Delhi, Macmillan India, 2001.
7. Srinath, L S. : Operations Research for Executive, New Delhi, Affiliated East West Press, 1994.

The list of cases and specific references including recent articles will be announced in the class.

POM-402: Goal Programming in Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this course is to acquaint the students with the concepts, solution methods and applications of goal programming to real-world problems.

Course Contents:

Goal Programming - Basic Concept Model Formulation, Graphical and Simplex Method; Integer Goal Programming Post-Optimal Sensitivity Analysis; Parametric Goal Programming; Goal Programming under Uncertainty, Application of Goal Programming in Functional Areas of Management; Implementation of Goal Programming. Introduction to some Application Software such as - QSB, Micro Manager and LIGO.

Suggested Readings :

1. Cook, Thomas M and Russell, Robert A. : Introduction to Management Science, 3rd ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985.
2. Eppen, G D etc. : Quantitative Concepts for Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
3. Ignizio, J P .: Goal Programming and Extensions, Lexington, Lexington Books, 1976.
4. Liier, Y. : Management Goals and Accounting for Control, Amsterdam, North Holland. 1965.
5. Lee, S M. : Goal Programming for Decision Analysis, Philadelphia, Auerbach, 1971.

The list of cases and specific references including recent articles will be announced in the class.

POM-403: Transportation Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: The objective of the course is to acquaint the students with the problem faced in planning policy and executing the transportation systems.

COURSE CONTENTS

Growth of Urbanisation and Problems of Transportation; Transport-Challenges and Limitations; Government Activities in Transportation; Transportation Systems - Planning, Operation and Management; Trip Generation and Distribution; Load Planning; Transportation Modes and their Selection; Sequential Travel Demand Forecasting Models; Future Developments in Transportation; Motor Vehicle Act 1988 and its Impact on Urban Transport System; Emission Norms.

Suggested Readings :

1. Baerwal, J. E : Transportation and Traffic Engineering Handbook, ~Englewood Cliffs, New Jersey, Prentice Hall Inc., 1976.
2. Bell, G. etc. : The Business of Transport, Plymouth, McDonald and Evans, 1984.
3. Dickey J. W. : Metropolitan Transportation Planning, New Delhi, Tata McGrawHill, 1980.
4. Grey, G E. and Hole, L. A. : Public Transportation Planning; Operations and Management; Englewood Cliffs, New Jersey, Prentice Hall Inc., 1979
5. Gupta, M. P. : Metropolitan Transportation System, New Delhi, National, 1983.
6. Papacostas, C. S. : Fundamentals of Transportation Engineering, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.

The list of cases and specific references including recent articles will be announced in the class.

POM-404: Technology Forecasting

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: To study various qualitative and quantitative technology forecasting methods with their relative merits and demerits.

Course Contents

Exploratory Methods of TF; Delphi Technique; Cross Impact Matrix; Curve Fitting; Morphological Methods. Trends Extrapolation; Regression Analysis; Econometric Models; Normative Methods of TF; OR Models and Simulation; Networks Techniques; Relevance Trees; System Dynamics : Qualitative Methods; Futurology; Activities of TIF AC - Case Studies

Suggested Readings:

1. Ayres, Robert U: Technology Forecasting and Long Range Planning.
2. Bowonder, B and Miyake, T., 1990 : Technological Forecasting: Methodologies and Case Studies (Report III) TIF AC, New Delhi, 1990.
3. Bright, James R, Schoeman, Milton, EF., 1973: A Guide to Practical Technological Forecasting, Prentice Hall.
4. Jones, H and Twiss, B.C., 1979 : Forecasting Technology for Planning Decisions, MacMilan, London.
5. Makridakis, Spyros Gand *et. al.* : Forecasting, Methods and Applications, Wiley, 1983.
6. Makridakis Sprogs G. : Forecasting Planning and Strategy for the 21st Century, N.Y., Free Press, 1990.
7. Martino, Joseph Paul: Technological Forecasting for Decision-Making, N.Y., McGraw-Hill, 1993.

The list of cases and specific references including recent articles will be announced in the class.

POM 405 : R&D Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: To develop middle level scientists in the modern concepts of R&D management with a view to make them effective project managers and to enhance their human and behaviour skills to make them effective member of a large multi-disciplinary projects.

Course Contents:

Survey of Emerging Technologies; Environment Analysis; Project Proposals; R&D Management : Management of knowledge workers, R&D environment; Management of High value Instruments Test Facilities, Workshops etc., Identification of partners/contractors for R&D Projects; R&D Budget; Technology Scanning : Procurement Procedure; Material Management Policy; Discard Policies and Procedure; Contract Management; Vendor Development; Procurement and Utilization of Capital Equipment; Test Equipment; Test Facilities; Sharing of resources with other Institution - Sponsored Resources; Development Tools; Design Methodologies; CAD/CAM/CIM; Design for Manufacturing; Design for Maintenance

Suggested Readings :

1. Cetron, Marvin J and Goldhar, Joel D (ed.) : The Science of Managing Organised Technology, N.Y.. Gordon & Research Science Pub., 1970.
2. Jain, R. K. and Tiaindis, H. C. : Management of Research and Development Organisations, Managing the Unmanageable, N.Y., Wiley, 1990.
3. McLeod, Tom : The Management of Research, Development and Design in Industry, England, Gower, 1988.
4. Meredith, Jack R and Mantel, Samuel, J : Project Management a Managerial Approach, N.Y., Wiley, 1985.
5. NTIS : The Management of Government R&D Projects ; The effects of The Contractual Requirement to Use Specific

The list of cases and specific references including recent articles will be announced in the class.

POM—406 : Programme Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: To train the scientist and managers in the practical application and modern tools and techniques of planning, scheduling, monitoring and control of multiple projects.

Course Contents:

Project Feasibility Study; Programme Management Concepts - Society Model ADA, IGMDP Model. Deemed University Model, MOUs etc. PMBOK ISO standards; Project Appraisal; Project Selection; Networks Models and their applications - PERT, CPM, GERT, Precedence Network; Resource Allocation and Scheduling; Project Costing-Zero-base Budgeting, Budgetary Control, CAG Report; Project Monitoring and Control - CASM (DRDL Model): Time and Cost Over Run; Concurrent Engineering; Project Closure-Cube Model; IEEE Models; Project Management Software; Major Projects in DRDO/DAE/CSIR/HAL etc. SARVATRA; IGMDP; MBT; FALCON; SAMYUKTA; INSAS; LCA.

Suggested Reading:

1. Chaoudhury, S[^]dhan: Project Scheduling and Monitoring in Practice, Delhi, South Asian Pub., 1986.
2. Harrison, F. L. : Advanced Project Management, London, Gower, 1985.
3. Lockyer, K G. : An Introduction to Critical Path Analysis. London, Pitman Books, 1992.
4. Martino, R.L. : Project Management and Control; Finding the Critical Path; Applied Operational Planning : Allocating and Scheduling Resources; N.Y., American Management Association, 1965.
5. Meredith, Jack R and Mantel, Samuel, J : Project Management: A Managerial Approach, N.Y., Wiley, 1985.
6. Srinath, L.S. : PERT and CPM; Principles and Applications, Delhi, East-West Press, 1975.
7. United Nations Industrial Development Organisation: Guide to Practical Project Appraisal; Social Benefit -Cost Analysis in Developing Countries, Delhi, Oxford and IBH Pub. Co., 1978.

The list of cases and specific references including recent articles will be announced in the class.