

## Revised Syllabus w.e.f. 2015-16

### 1.1: PRINCIPLES OF MANAGEMENT

**Minimum Contact Hours: 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

<b>Evaluation:</b> Continuous internal assessment	--	50 marks
Semester end examination	--	50 marks

#### **Objective:**

1. The objective of this course is to teach student to able to know, comprehend, apply, analyse, synthesize and evaluate the basic principles of the fundamentals of management.
2. Students will complete specific activities, as identified in the syllabus, related to each of the four functional areas of management: planning, organizing, leading and controlling.
3. The course is arrived to develop analytical, written and spoken communication skills, essential in business situations, invoicing decision-making and implementation including the soft skills.

#### **Learning Outcomes:**

1. Describe and discuss the elements of effective management.
2. Identify environmental issues as they impact management and develop strategies to adapt to these environments.
3. Identify and explain issues involved in managing a diverse workforce and conduct necessary research to address these issues.
4. Discuss and apply the planning, organizing and control processes.
5. Identify, discuss and/or describe various theories related to the development of leadership skills, motivation techniques, teamwork and effective communication.

**Pedagogy** : Lectures, assignments, projects, management games and seminars.

**MODULE 1:** **(08 hours)**

#### **INTRODUCTION:**

Concept of management, definition, meaning, nature, importance, roles of manager, modern organizations, functions of management, the process of management development of management thought, different schools of management thought.

**MODULE 2:** **(06 hours)**

#### **PLANNING:**

Meaning nature and purpose of planning, objective of planning, different types of plans, MBO, planning premises, policies procedures and methods, forecasting and planning, planning process. Limitation of planning. Process of decision making, decision making under different condition.

**MODULE 3:** **(06 hours)**

#### **ORGANIZING:**

Meaning nature and purpose of organization, different forms of organizations, span of management, departmentation, centralization v/s decentralization of authority, delegation of authority.

**MODULE 4:****(10 hours)****STAFFING:**

Meaning, need, significance of staffing, managerial job, recruitment, selection of personnel, development and training of personnel, appraisal of personnel, promotion.

Leadership, meaning, definition, importance, manager v/s leader, theories of leadership: trait, behavioural, and situational theories motivation, meaning, definition, basic theories of motivation, morale.

**MODULE 5****(05 hours)****COORDINATION AND CONTROL:**

Co-ordination, need for co-ordination principles, techniques of co-ordination. Meaning, importance, process of control, techniques and tools, control of over-all performances.

**MODULE 6****(15 Hours)****BUSINESS COMMUNICATION:**

Introduction: Understanding business communication, concept of communication attributes of communication. Process feedback, barriers to communication, media & modes of communication

**Verbal and Non-verbal Communication:**

Presentation of visual aids, conducting business meeting, speaking and presentation skills, presentation, employment communication, written communication - effective writing, effective writing proposals, writing long formal report, report writing, business correspondents, letter writing interviews & group discussion.

**10 hours for Seminars, Presentations & Activities**

**CASES:** (1 hour each for the below mention activity)

1. Mehta Bank Case.
2. Twin City Insurance Company.
3. Hari Mohan and Company
4. Godha Engineering Works.

**4 hours for Seminar,**

**2 hour for Management Games.**

**REFERENCE BOOK:**

1. Principles of Management -Koontz and O'Donnel, New York, McGraw Hill Book Company (All Chapters), 5<sup>th</sup> Edition.
2. Management - Mary Coutler and Stephen Robins.
3. Essentials of Management -Joseph I., Massie, New Delhi, Prentice Hall of India Edition.
4. Business Communication Today -Bovee Thill schatzmans, Reference: Pearson education.

## Revised Syllabus w.e.f. 2015-16

### 1.2 : ECONOMICS FOR MANAGERS

**Minimum Contact Hours: 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

<b>Evaluation:</b> Continuous internal assessment	--	50 marks
Semester end examination	--	50 marks

#### **Objectives:**

1. To make students learn and increase their understanding of economics and learn a variety of techniques
2. To allow students to solve business problems relating to costs, prices, revenues, profits, and competitive strategies
3. To make students better decision-makers in a business or institutional context

#### **Learning Outcomes:**

1. Understand the role of managers in firms.
2. Understand the internal & external decisions to be made by manager.
3. Analyze the demand supply conditions and assess the position of the company.
4. Design competition strategies including costing, pricing, product differentiates and market environment according to the natures of products & the structures of the market.
5. Analyze real world business problems with a systematic theoretical frame work.
6. Make optimal business decisions by integrating the concepts of Economics, Mathematics & Statistics.

#### **MODULE - 1**

**(06 hours)**

Introduction to Economics: Managerial economics- nature, scope, & significance. Role of managerial economist in decision making -decision making process in managerial economics.

#### **MODULE - 2**

**(08 hours)**

Demand analysis: law of demand, exceptions to the law of demand, elasticity of demand-price, income & cross elasticity, uses of elasticity of demand for managerial decision making, measurement of elasticity of demand. Advertising and promotional elasticity of demand.-demand forecasting: meaning & significance.

**Case: Highway Blues – 1 hours.**

#### **MODULE - 3**

**(10 hours)**

Concepts, objectives of the firm, alternate objectives of firm, firm & industry. Marginalism importance of decision making. Theories of firm- managerial theories: baumol's model, marris's theory, williamson's theory. Behavioural theories: satisfying behaviour, simple model of behaviorism.

**Case: Melting of Ice Cubes – 1 hours. Presentation – 2 hours.**

**MODULE - 4****(08 hours)**

Production Analysis: Concepts, production function: Single Variable - Law of variable Proportions & Two variable Function - ISO-Quants & ISO-Costs & Equilibrium (Least cost combination). Total, average, & marginal product. Returns to scale. Technological progress & production function.

**Case: How much should be enough? – 1 hours. Presentation – 2 hours.**

**MODULE - 5****(10 hours)**

Market structure: Perfect competition, features, determination of price under perfect competition

Monopoly: Feature, pricing under monopoly, price discrimination.

Oligopoly: Features, kinked demand curve, cartels, price leadership.

Monopolistic competition: Features, pricing under monopolistic competition, product differentiation.

Descriptive pricing approaches: Full cost pricing, product line pricing,

Pricing strategies: Price skimming, penetration pricing, loss leader pricing.

**Case: Pricing Education – 1 hours. Presentation – 2 hours.**

**MODULE - 6****(08 hours)**

Profits: determinants of short-term & long-term profits. Classification - measurement of profit. National Income, GNP & GDP, PCI, methods of measurement.

**REFERENCE BOOKS:**

1. Managerial Economics - Dr. D Mithani, Theory and Applications: Himalaya Publication, 2/e, 2005.
2. Managerial Economics - Craig H Petersen, W. Chris Lewis & Sudhir K Jain, Pearson Education, 4th Ed.
3. Managerial Economics – D.N. Dwivedi, 6th edition, Vikas Publication, 2005.
4. Managerial Economics - Christopher R. Thomas, S Charless Maurice, Special Indian, 8th Ed, McGraw Hill Education.

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### 1.3- BUSINESS STATISTICS

**Minimum Contact Hours: 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

**Evaluation:** Continuous internal assessment -- 50 marks  
Semester end examination -- 50 marks

#### **Objective:**

1. To provide basic ideas on various statistical tools and techniques to collect, analyze and interpret numerical data.
2. To implement fundamental methods of quantitative techniques.
3. To apply Statistical Inference for managerial decision making.

**Pedagogy** : Lectures, Assignments, Practical Exercises coupled with lab on SPSS.

#### **Learning Outcomes:**

1. To discuss the analytical skills of statistics
2. To improve the data analysis using SPSS.

#### **MODULE 1:**

**(08 hours)**

##### **Data Processing and Analysis:**

Classification, summarization of data, frequency distribution. Diagrammatic and graphical representation of data. Measures of central tendency- arithmetic mean, median-measures of dispersion- range, quartile deviation, standard deviation, coefficient of variation. Estimation, confidence intervals.

**Assignment:** 1. Generating reports using Diagrams and graphs.  
2. Cases on Measures of central tendency and measures of dispersion.

#### **MODULE 2:**

**(08 hours)**

##### **Probability Theory:**

Basic concepts of probability. Probability distributions - binomial, Poisson, normal with their characteristics. Sampling methods,(random, stratified, cluster, systematic and probability proportional to size) sampling distributions, sampling design- various probability and non-probability methods.

**Assignment:** 1. Cases on fitting of Binomial and Poisson distribution.  
2. Examples on normal distribution.

#### **MODULE 3:**

**(08 hours)**

##### **Correlation and Regression Analysis:**

Simple regression and correlation, multiple regression analysis.

**Assignment:** 1: Case on correlation and regression analysis.

**MODULE 4:****(18 hours)****Testing of Hypothesis:**

Hypothesis testing basic concepts, hypothesis testing for means and proportions for small and large samples. Chi-square test for goodness of fits and independence of attributes. Analysis of variance (One way and Two ANOVA)

**Cases to be solved in the class:**

1. Large sample test for mean(s) and proportion(s).
2. Small sample test for mean(s).
3. Chi-Square test for Goodness of fit.
4. Chi-Square test for independence of attributes.
5. ANOVA.

**MODULE 5:****(08 hours)****Index Numbers:**

Index Numbers – construction of an Index Number – Index Number in use. Presentation of data – tables, graphical representation.

**Assignment:** 1: Case on Cost of Living Index.

**10 hours are carried out for Tests / Tutorials**

**TEXT BOOKS:**

1. Statistics for Management -L.R. Levin Richard I and David S. Rubbin, 5<sup>th</sup> Edition Prentice – Hall of India.
2. Mathematics and Statistics for management-Mittal, Sathyprasad and Pradeep Rao-Himalaya Publishing House.
3. Introductory Statistics -Mann, Fifth edition, Wiley India.

**REFERENCE BOOKS:**

1. Mathematics for Management – M. Raghawachari: An introduction, McGraw Hill Co., Ltd.,
2. Mathematics for Management - Sshsiv K. Gupta et al. Wiley Eastern.
3. Statistics for Modern Business Decisions -Levin LL: Harcourt Prace Jovanvich Inc.
4. Statistics for Business and Economics - Jit. S.Chandan: Vikas Publishing House pvt. ltd.,
5. Business Statistics - Terry, Sineich, by Examples London, Collies MacMillan publishers 1996.

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### 1.4 : ACCOUNTING FOR MANAGERS

**Minimum Contact Hours: 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

<b>Evaluation:</b> Continuous internal assessment	--	50 marks
Semester end examination	--	50 marks

**Objective:**

1. To understand the accounting policies and standards, guidelines involved in the preparation of Financial Statements.
2. To analyze and interpret, interact financial statements
3. To understand how costing information can be used for costing decision making, planning and control.

**Pedagogy:** Lectures, assignments, analysis of financial statement of companies, practical exercises and seminars

**Learning Outcomes:**

1. Recognize and understand ethical issues related to the accounting profession.
2. Prepare financial statements in accordance with GAAP.
3. Demonstrate an understand of current auditing standards and acceptable practices, as well as the impart of audit Risk on the management.
4. Understand the flow of and accounting for costs in the maintaining & service industry.

**MODULE 1:**

**(10 hours)**

**Basics of Accounting** - Role of financial accounting - function, basic accounting concepts and conventions underlying the preparation of financial statements - double entry book keeping system - books of accounts & trial balance and preparation of profit & loss account and balance sheet, rectification of errors.

**Construction of Balance Sheet - 2 hours.**

**MODULE 2:**

**(08 hours)**

**Accounting Standards and Policy:** An introduction to accounting standards and accounting policy choices, revenue recognition - inventory valuation, principles of inventory valuation - fixed assets and depreciation accounting and principles involved. Financial reports, an introduction to IFRS,(Problems on SLM & DBM).

**Utilization of Accounting Standards-2 hours.**

**MODULE 3:**

**(10 hours)**

**Analysis and Interpretation of Financial Statements:** Cash Flow Statement, Ratio Analysis. Class project on financial statement analysis, discussions, and presentations.

**Cases on Cash Flows - 2 hours.**

**MODULE 4:** (08 hours)

**Basic Cost Concepts:** Cost terms, classification, cost drivers and cost management, manufacturing costs and definition of term. Cost - breakeven point, CVP assumptions.

**MODULE 5:** (8 hours)

**Product Costing:** Tracing direct costs to jobs, allocating indirect costs. Process costing systems, weighted average, LIFO and FIFO methods.

**Practical problems on inventory management- 2 hours.**

**MODULE 6:** (06 hours)

**Budgets and Standards as keys to Planning and Control:** Major features of budget, types of budget, cash budget, illustration of a master budget.

**Practical problems on cash budget- 2 hours.**

**10 hours are carried out for Tests / Tutorials**

**TEXT BOOKS:**

1. S.N. Maheshwari : Corporate Accounting for Managers, Vikas Publishers
2. S.K. Bhattacharya and Dearden: Accounting for Management, Text and Cases, Vikas Publishing House, New Delhi, 1998.
3. Management Accounting -RSN Pillai and Bagavathi,

**REFERENCE BOOKS:**

- 1) Accounting for Managers-**William Webster**, Amzon.com.
- 2) Accounting for Management-Planning and Control -Lynch: Tata McGraw Hill, New Delhi.
- 3) Accounting the Basis for Business Decisions - Walter W. Meigs and Others.
- 4) Compendium of Statements and Standards on Accounting-Institute of Chartered Accountants of India, ICAI, New Delhi, 1993.



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### 1.5: MARKETING MANAGEMENT

**Minimum Contact Hours: 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

<b>Evaluation:</b>	Continuous internal assessment	--	50 marks
	Semester end examination	--	50 marks

#### **Objectives:**

1. This is the first course of MBA designed for the purpose to introduce Modern concept of Marketing to the students.
2. Describe a range of common strategies for use with each of the various marketing mix tools: product, pricing, promotion, and distribution
3. Recommend and justify an appropriate mix of such strategies to form a cohesive overall strategy for a given marketing task or situation
4. understand the importance in business practice of being marketing oriented
5. Use examples from current events and real world marketing situations to apply, illustrate, and discuss different marketing strategies.

**Pedagogy** : Lectures, assignments, projects, marketing games and seminars

#### **Learning Outcomes:**

1. Able to segment the marking and design target market.
2. Able to design strategies to market the products and service.
3. Above to develop new product & service.
4. Able to design the physical distribution strategies and advertising.

#### **MODULE 1:**

**(10 hours)**

##### **Introduction:**

Nature and scope of Marketing, Evolution, Various Marketing orientations, Marketing Vs Selling concept, Consumer Need, Wants and Demand concepts.

Understanding the Market Environment - Assess the impact of micro and macro environment.

##### **Segmentation / Targeting / Positioning:**

An introduction market segmentation, targeting & positioning segmentation: meaning, need, factors influencing segmentation, market aggregation, basis for segmentation, segmentation of consumer/ industrial markets. (Targeting: basis for identifying target customers, target market strategies, positioning: meaning, product differentiation strategies, errors in positioning.

**Case Study discussion on STP - 1 hour.**

#### **MODULE 2:**

**(07 hours)**

##### **Consumer Behavior:**

Buying motives- meaning, factors influencing buying behaviour/ buying motives, buying habits, diffusion of innovations, stages in buying decision process, black box model. Organizational buying v/s house hold buying. Consumerism, consumer protection act, 1986-marketing mix decisions.

**Case Study discussion on Consumer Behaviour – 2 hours.**

**MODULE 3:****(08 hours)****Product decisions:**

Concept, product hierarchy, diffusion process, new product development, product life cycle, product mix strategies. Concept of branding, brand perception, brand equity, services: importance, distinctive characteristics of services, service mix.

Packaging / labeling: packaging as a marketing tool, requirement of good packaging, role of labeling in packaging.

**Case Study discussion on new product development – 1 hour.**

**MODULE 4:****(07 hours)**

Pricing decisions: pricing concepts for establishing value, impact of five “c”s on pricing, pricing strategies-value based, cost based, market based, competitor based, new product pricing.

**Case Study discussion on Pricing strategies – 1 hour**

**MODULE 5:****(08 hours)**

Distribution decisions: meaning, purpose, channel alternatives available to the marketing manager, factors affecting channel choice, channel design and channel management decision, Channel conflict, distribution system, basic concepts of H.M.S and V.M.S, multilevel marketing. (network marketing)

**Case Study discussion on Field visit to distributors visit – 2 hours.**

**MODULE 6:****(10 hours)****Marketing Communication:**

Concept of communication mix, communication objectives, steps in developing effective communication, stages in designing message, advertising: message content, structure, source, advertising budget, measuring effectiveness of ad. Hierarchy of effects in advertising promotion: promotion mix, kinds of promotion, tools and techniques of sales promotion, push pull strategies of promotion. Personal selling: concept, features, functions, steps involved in personal selling publicity / public relation: meaning, objective, merits/demerits. Direct marketing: meaning, features, functions, merits/demerits, role of media in dm.

**Case study on Promotion add publicity – 1 hour**

**Case Studies**

1. Nano? A dream car for the poor
2. L’Oreal building a global cosmetic brand
3. Jago Re! one billion people
4. Fab India? Fabric of India

**(02 Hours)****REFERENCE BOOKS:**

1. Marketing of Marketing - Philip Kotler, Koller, Koshi and Jha, Pearson Education 14/e.
2. Marketing Management - Rajan Sexena, TMH 3/e, 2007.
3. Marketing Management - Arun Kumar & Meenakshi, Vikas, 2007.
4. Marketing Management – V.S. Ramaswamy & S. Namkumar, 3<sup>rd</sup> Edition, Macmillan publications.

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### 1.6 : BUSINESS LAW

**Minimum Contact Hours: 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

<b>Evaluation:</b> Continuous internal assessment	--	50 marks
Semester end examination	--	50 marks

#### **Objectives:**

1. To acquaint the students with basic principles of Indian Constitution with various Fundamental Rights & remedies
2. To give exposure to various laws and acts which have impact on business and industry
3. To give inputs relating to procedure of starting a new company.

**Pedagogy** : Lectures, Assignments, case studies and seminar

#### **Learning Outcomes:**

1. Students should link legal concepts and relate these to present business practices.
2. Students should interpret articles, sections and be conversant with legal terminology.
3. Students can make business related decision and identify the legal consequences that flow from contracts.
4. Students should review and justify precedent cases in accordance with generally accepted legal principles.

#### **MODULE 1:**

**(10 hours)**

Introduction to business law-law and society, law and business, branches of law bird's eye view of constitution of India, - features of Indian constitution, fundamental rights (article 14 to 16, 19, 21), types of writs, directive principles of state policy (article 36 to 51), fundamental duties (article 51 a), structure of judiciary and judicial administration, Case study –Kesavananda Bharati vs State of Kerala etc. - 2 hours.

#### **MODULE 2:**

**(10 hours)**

Indian contract act, 1872 – definition of contract, essentials of valid contract, void, voidable, illegal and unlawful agreements, contingent and quasi contract, performance, termination and breach of contract, remedies for breach of contract; special contracts – indemnity and guarantee, bailment and pledge and law of agency. Case Study – Carlill Vs Carbolic Smoke Ball Co. Mohori Bibe Vs Dharmodas Ghose etc.-4 hours.

#### **MODULE 3:**

**(10 hours)**

Indian companies act, 1956 – concept and classification of company, features of different types of company, procedure of incorporation, memorandum of association, articles of association, prospectus, shares, share capital, membership, management of companies – qualifications and appointment of directors, removal of directors, appointment of managerial personnel, winding up of company. Case Study – Salomon Vs Salomon & Co.Ltd.- 2 hours.

**MODULE 4:****(08 hours)**

Sale of Goods Act, 1930 – contract of sale of goods, agreement to sell, essentials of sale, conditions and warranty, rights and duties of buyer and seller

Partnership Act, 1932 – definition of partnership formation of partnership, rights and duties of partner, dissolution of partnership firm.

Negotiable Instruments Act, 1881 – concept and features of promissory note, bill of exchange, cheque, parties to negotiable instrument, holder, dishonor and discharge, bouncing of cheques.

**MODULE 5:****(08 hours)**

Intellectual Property Rights – trademarks, patents, copy rights, industrial designs (only concepts),

Information Technology Act, 2000 – introduction, internet, privacy, pornography, e-commerce, digital signature (working idea)

Consumer protection Act, 1986

Competition Act 2002

Latest case studies - 2 hours.

**MODULE 6:****(04 hours)****Introduction to**

- Industrial Disputes Act.
- Factories Act
- Workmen Compensation Act

**10 hours are carried out for Tests / Tutorials**

**RECOMMENDED BOOKS:**

1. Company and Business Law–N.D. Kapoor, Sultan Chand & Sons.
2. Company Law - Avtar Singh, Eastern Books Company.
3. Business Law for Managers – Prof.(Cmde) P.K. Goel, Biztantra

**REFERENCE BOOKS:**

1. Business Law - M.C. Kuchal, Vikas Publishing House,
2. Business Law for Manager - ICAI University
3. Business Law for Management – Saravanavel and S. Sumathi, Vikas Publishing House
4. Business Laws and Corporate Laws - Tulsian– Tata McGraw Hill Publishing Company Ltd.

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**2.1-QUANTITATIVE TECHNIQUES**

**Minimum Contact Hours: 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

**Evaluation:** Continuous internal assessment -- 50 marks  
Semester end examination -- 50 marks

**Objective:**

- 1) To equip the students with techniques of data analysis.
- 2) To implement fundamental methods of quantitative techniques.
- 3) To apply Statistical Inference for managerial decision making.

**Pedagogy:** Lectures, Assignments, Practical Exercises and Seminars

**Learning Outcome:**

1. The course gives an introduction to quantitative research methods and statistics.
2. The students will get an understanding of the stages of a quantitative research project.
3. The focus of the course is on the basics of descriptive and inferential statistics. The students will learn various techniques that are used in describing, handling, aggregating, and analyzing quantitative data. They will also get a command of the principles and procedures of making statistical inferences.
4. The students will get hands-on experience in data analysis. In addition, they will be actively involved in a research project, providing them with experience in planning and conducting quantitative research.

**MODULE 1:**

**(02 hours)**

Operation Research: Meaning: scope: aid to decision making, Importance of OR techniques in business and industry

**MODULE 2:**

**(10 hours)**

**Linear Programming:**

Construction of LP model, characteristics of L.P. problems, graphical solution slack, surplus, artificial variables, simplex method, Big-M method, duality (Definition and properties without proof), economic interpretation of dual variables sensitivity analysis

(Simple examples on change in price or requirement)

**Assignments:** on mathematical formulations and construction of L.P. model, graphical methods and simplex method, big-M Method. Case study & Computer solution verification & interpretation through TORA package

**MODULE 3:**

**(10 hours)**

Transportation and assignment models:

Mathematical formulation of T.P. model, finding initial solution by North West corner rule, matrix maxima method, Vogel approximation method, degeneracy, test for optimality- MODI method, variation in transportation problem, assignment problems: Initial solution, optimal solution, maximization problem as assignment problem

**ASSIGNMENT:**

To find initial solution of transportation problem by all three methods

To find optimal solution of assignment problem

Case study & computer solution verification & interpretation through TORA package

**MODULE 4:****(08 hours)**

Decision environment, decision making under uncertainty:

Expected value criteria, variation, Laplace, minimax, Savage regret and Hurwicz methods, Bayesian approach (simple problems only)

**Assignment:** Decision tree and its use in managerial problem

**MODULE 5 :****(08****hours)****Network Analysis :**

Activity, event, drawing network, critical path method, Finding total float and free floats. Crashing of an activity, Estimating the activity time, PERT analysis, beta distribution, Comparison C.P.M and PERT. Network analysis PERT & CPM. Drawing the network. Determining event times slacks, evaluation of critical path. Cost time trade off; crashing probability of completing a project by a due date.

**ASSIGNMENT:** Drawing network, finding ES-EF, LS-LF

**MODULE 6:****(08 hours)****Unit 1**

**Theory of Games :** Maximin and Minimax Strategies, value of game, games with saddle point, 2x2 game without saddle point, rules of dominance, 2xn and nx2 games, linear programming for 3x3 game without saddle point, on-zero sum games with examples, merits and demerits of game theory

**ASSIGNMENTS:** Graphical solution of 2xn and nx2 games.

**Unit 2****(04 hours)****Replacement Models:**

Replacement models, replacement of items that deteriorate, replacement of items failing completely, other replacement models.

**ASSIGNMENT:** Problems on replacement.

**REFERENCE BOOKS:**

1. Introduction to Operations Research, Concepts and Cases - by Frederick S. Hillier, Gerald J. Lieberman – 8<sup>th</sup> Edition – Tata McGraw Hill Publications.
2. Operations Research, Theory & Applications – by J.K. Sharma – 3<sup>rd</sup> Edition – Macmillan Publications.
3. Operations Research an Introduction – by Hamdy A. Taha – 6<sup>th</sup> Edition – Prentice-Hall, India Publications.
4. Operations Research – by S.D. Sharma – Kedar Nath Ram nath & Com. Publishers.

**10 hours are carried out for Tests / Tutorials(Quizzes/Objective Tests)**

**RECOMMENDED BOOK: (additional for all Modules)**

**Quantitative Techniques in Management by N.D. Vohra, Tata McGraw Hill 2009.**



## 2.2 : FINANCIAL MANAGEMENT

**Minimum Contact Hours: 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

<b>Evaluation:</b>	Continuous internal assessment	--	50 marks
	Semester end examination	--	50 marks

### **OBJECTIVES:**

1. To understand the changing role of Finance Manager.
2. To give the broad overview of financial management.
3. To develop the knowledge and skills expected of a finance manager, in relation to investment, financing, and dividend policy decisions.
4. To Identify and evaluate alternative sources of business finance
5. To know the impact of other functional decisions.

### **Learning Outcomes:**

1. Students will get an understanding of the changing role of Finance Manager.
2. The students will get an overview of financial management.
3. The students will understand the various sources of finance.
4. Carry out effective investment appraisal.

### **MODULE 1:**

**(08 hours)**

#### **Financial Management:**

Concepts, goals of finance managers: profit maximization, wealth maximization, functions of financial management: financing, investment, dividends and liquidity i.e. working capital, duties of manager.

**Presentation – 2 hours.**

### **MODULE 2:**

**(08 hours)**

#### **Financial Planning:**

Estimation of capital required by an undertaking, capitalization - over & under capitalization, impact of both of financial decisions.

**Presentation – 2 hours.**

**MODULE 3:**

**(08 hours)**

**Leverage:** Operating-finance, combined; sources of capital; cost of capital -cost of equity, cost of preference, cost of reserves, cost of debt, weighted average cost of capital, weighted marginal cost of capital.

**Presentation – 2 hours.**

**MODULE 4:****(10 hours)****Long and short term Finance:**

Capital budgeting, nature projects-evaluation criteria, traditional (PB, ARR), DCF-(NPV, IRR, PI), risk under capital budgeting, capital rationing and investment decisions test.

**Case study – 2 hours.**

**MODULE 5:****(08 hours)**

**Capital Market:** Markets and their features, regulation of securities markets in India, primary market, secondary market, trading and settlement.

**Presentation – 2 hours.**

**MODULE 6:****(08 hours)****Objectives of Profit Planning:**

Essentials of profit planning, preparation of profit plan, dividend policy,-Walters model, Gordon model and MM approach.

-Reserves and bonus shares,-depreciation policy of Indian co.

-Assignment or seminar

**TEXT AND REFERENCE BOOKS:**

1. Financial Management - I.M. Pandey.
2. Financial Management - Khan and Jain.
3. Financial Management - Prassanna Chandra.
4. Cases in FM - I.M. Pandey and Ramesh Bhat.

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**2.3: MANAGEMENT INFORMATION SYSTEM (MIS)**

**Minimum Contact Hours: 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

<b>Evaluation:</b>	Continuous internal assessment	--	50 marks
	Semester end examination	--	50 marks

**Objectives:**

1. To provide the overall understanding of importance of information system as a tool from management perspective.
2. To provide the knowledge of Information technology used in organizations
3. To provide the fundamentals of decision making process.
4. To provide an understanding on various software's used in the industry with respect to ERP, DSS, and Information management.
5. To provide the basics of ethics & legalities involved in information systems.

**Learning Outcomes:**

1. Understand and apply core knowledge in Management Information Systems (MIS)
2. Identify and analyse requirements for information systems
3. Understand and apply design principles in Information Systems
4. Understand and apply system development & project management principles
5. Effectively evaluate technology alternatives to solve problems in an MIS context
6. Effectively communicate to both business and IT professionals

**MODULE 1:**

**(16 hours)**

**Organization and Types of information systems:** Changing environment and its impact on business - the IT/IS and its influence - the organization: structure, managers and activities - data, information and its attributes - the level of people and their information needs - types of decisions and information - information system, categorization of information on the basis of nature and characteristics. Types of information systems: Transaction Processing System (TPS) - Office Automation System (OAS) - Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS).

**2 hours of Seminar on Information systems**

**MODULE 2:**

**(08 hours)**

**Computer fundamentals and networks :** Computer system – introduction - generation of computers - classification of computers - input and output devices - software - system s/w and Application s/w - O/S - functions and features. Communication, media, modems & channels - LAN, MAN & WAN - network topologies, internet, intranet and extranet. Wireless technologies like Wi-Fi, Bluetooth and Wi-Max.

**2 hours of Seminar on Computer Hardware and Generations of computers**

**MODULE 3:****(08 hours)**

**System analysis and development and models:** Need for System Analysis - Stages in SDLC – usage of tools like DFD, Context Diagram Decision Table and Structured Diagram. System Development Models: Waterfall, Prototype, Spiral, RAD – Roles and responsibilities of System Analyst, Database Administrator.

**2 hours of Presentation on different SDLC models**

**MODULE 4:****(11 hours)**

**Manufacturing and service systems:** Information systems for accounting, finance, production and manufacturing, marketing and HRM functions – IS in hospital, hotel, bank industry. Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenges in implementation -phases. Knowledge management and e-governance.

**3 hours of Presentations on ERP/Information systems in various industries.**

**MODULE 5:****(03 hours)**

**Choice of IT:** Nature of IT decision - Strategic decision - Configuration design and evaluation Information technology implementation plan.

**MODULE 6:****(04 hours)**

**Security and ethical challenges:** Ethical responsibilities of Business Professionals – Business, technology. Computer crime – Hacking, cyber theft, unauthorized use at work. Piracy – software and intellectual property. Privacy – Issues and the Internet Privacy.

**1 hours of Seminar on Computer Crime in India**

**Cases to be dealt:**

1. Precision Watches Ltd.
2. Tata Home finance Ltd.
3. Universal Foods & Drinks Ltd
4. Sanjeevan Medical Centre

**RECOMMENDED BOOKS:**

1. "Management Information Systems" -W. S. Jawadekar, Tata McGraw Hill Edition.
2. "Management Information Systems"-Kenneth J Laudon, Jane P. Laudon, Pearson/ PHI.

**REFERENCE BOOKS:**

1. "Introduction to Information System"-James A. O' Brien, Tata McGraw Hill, 12th Edition.
2. "Management Information Systems"-S. Sadagopan, PHI,

## 2.4 HUMAN RESOURCE MANAGEMENT

**Minimum Contact Hours: 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

<b>Evaluation:</b>	Continuous internal assessment	--	50 marks
	Semester end examination	--	50 marks

### **Objectives:**

1. To enable the students get an in-depth knowledge of the Human Resource Functions.
2. Students will examine the changing roles and responsibilities of human resources managers, the acceptance and integration of the human resources function as a full business partner.
3. The higher expectations to be placed on human resources leadership to make a significant contribution to the successful management of the organization

### **Learning Outcomes:**

1. Understand the importance of a professional approach to HRM as an essential means for optimizing the performance and commitment of an organisation's employees.
2. Gain an understanding of key terms, theories/concepts and practices within the field of human resource management.
3. Understand the role of effective and efficient people resourcing (HR planning, recruitment and selection) in securing a workforce with the requisite knowledge, skills and attitudes, enabling them to contribute to organizational goals.
4. Identify and analyse problems in the field of HRM and be able to provide innovative solutions.
5. Understand the theory and practice related to the full range of HRM functions (learning, performance management, reward/recognition and employee relations).

### **MODULE 1:**

**(08 hours)**

#### **INTRODUCTION**

Definitions and components of Human Resource Management, Overview / Evolution of HRM, Difference between personnel management and HRM, features of HRM, HRM functions, Objectives of HRM, organization of HRM, Role of HR manager, changing context of HRM, Challenges to HRM manager.

### **MODULE 2:**

**(10 hours)**

#### **Human Resource Procurement:**

**Job Design:** Definition, approaches, Job design options,

**Job Analysis :** Definition, process benefits of Job analysis

**HRP :** Meaning, process, techniques of forecasting, factors affecting HRP



**Recruitment** : Meaning, sources and techniques,

**Selection** : Meaning , significance, concept of testing, Interviews process of selection, Barriers to selection , Induction.

**MODULE 3:** (12 hours)

**Human Resource Development**

**Training and Development :** Meaning, importance and methods of training

**Performance appraisal :** Meaning , process methods of performance appraisals

**MODULE 4:** (12 hours)

**Human Resource Maintenance**

**Wage and salary administration :** meaning different types of wages, factors affecting wage levels.  
Introduction to payment of wages act, minimum wage act.

**Job Evaluation :** Meaning, Benefits and techniques

**Wage incentives:** different types of wage incentives (without calculations)

**MODULE 5:** (05 hours)

**Separation**

**Internal Mobility:** Transfer, Promotion, Demotion

**Human Resource Separation:** Attrition, Talent management, outplacement

**MODULE 6:** (03 hours)

**Careers and Research in HRM**

Human Resource Auditing, Human Resource Accounting, Human Resource Information System, Talent Retention Strategy.

**SEMINARS, CLASS TESTS, CASE STUDIES, PROJECTS** (10 hours)

(1 hour each for the below mention activity)

**PROJECTS WHICH CAN BE UNDERTAKEN BY STUDENTS:**

- Recruitment sources
- Interviewing techniques
- Modern techniques for selection
- Manpower planning
- Changing role of a human resource manager.
- Wage and salary level similar industries

**CASES:**

1. Aerospace Incorporation
2. SIEMENS
3. TESCO
4. Oil and Gas Industry

**REFERENCE BOOKS:**

1. HRM - Gary Dessler 2005 Pearson Education publications.
2. Personnel / Human Resource Management - De'Cenzo & Robbins- PHI publications.
3. HRM & Human Relations - V.P Michael, HPH 2006.
4. Personnel Management –Text & Cases - C.V Mamoria –HPH 2004 Edition.

**Revised Syllabus w.e.f. 2015-16**

**2.5: BUSINESS RESEARCH METHODS**

**Minimum Contact Hours: 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

<b>Evaluation:</b>	Continuous internal assessment	--	50 marks
	Semester end examination	--	50 marks

**Objectives:**

1. To provide a thorough understanding of research.
2. To provide the knowledge of various methods, tools and techniques used in research.
3. To provide the understanding of various modes of data collection and conduct respective tests applicable in different scenarios.
4. To provide an input on reporting for any business research.

**Learning Outcomes:**

1. Apply a range of quantitative and / or qualitative research techniques to business and management problems / issues
2. Understand and apply research approaches, techniques and strategies in the appropriate manner for managerial decision making
3. Demonstrate knowledge and understanding of data analysis and interpretation in relation to the research process
4. Conceptualize the research process
5. Develop necessary critical thinking skills in order to evaluate different research approaches utilized in the service industries

**MODULE 1:**

**(08 hours)**

**Research-** Meaning, types, criteria of good research, research in functional areas, scientific approach to research in physical and management science, limitations of applying scientific methods in business research problems, ethical issues in business research.

**1 hours of seminar**

**MODULE 2:**

**(08 hours)**

**Business Research:** An overview – research process, research design, problem formulation, steps involved in preparing business research plan/proposal.

**2 hours of classroom activity in preparing business research proposal.**

**MODULE 3:**

**(08 hours)**

**Measurement & Scaling Techniques:** Nominal Scale, ordinal scale, interval scale, rating Scale, criteria for good measurement, attitude measurement – Likert's scale, semantic differential scale, Thurstone-equal appearing interval scale, MDS-Multi Dimensional Scaling.

**1 hours of classroom activity for identifying the different scales for any business issue.**

**MODULE 4:****(08 hours)**

**Data Collection:** Primary and secondary data – sources – advantages/disadvantages, data collection methods-observations, survey, interview and questionnaire design, qualitative techniques of data collection.

**2 hours of classroom activity on developing questionnaire of a given topic.**

**MODULE 5:****(14 hours)**

**Data analysis:** Editing, coding, classification, tabulation, analysis, & interpretation.

**Data analysis through SPSS:**

<b>Introduction to SPSS Environment</b>
<b>Preparing and Describing Data</b>
<b>Data Cleaning and Data Management:</b> Data entry-data import/export-table generation; cross-tabulation; case summaries-reports-splitting, selecting, merging, recoding, transformation.
<b>Basic Statistical Analysis-</b>
Descriptive Statistics- Mean, median, mode, G.M. and H.M.-SD, SE of mean.
<b>Visual Interpretation of Data-</b> Diagrams and graphs-histogram, pie, bar chart, scatter diagram.
<b>Correlation, Simple and Multiple Regressions.</b>

**4 hours of laboratory activity with hands-on for SPSS**

**MODULE 6:****(4 hours)**

**Research report:** Oral report, written report, types & advantages/disadvantages of oral and written reports, components of written research report.

**TEXT AND REFERENCE BOOKS:**

1. Business Research Methods - Donald R. Cooper & Pamela S. Schindler, TMH
2. Research Methodology Methods & Techniques - C.R. Kothari.
3. Marketing Research -Naresh K Malhotra -Pearson Education / PHI.

4. Business Research Methods - S.N. Murthy/U. Bhojanna- Excel Books
5. Business Research Methods - Alan Bryman & Emma Bell, Oxford
6. Statistical Tools using MS Excel-D.P. Apte - Excel Books

Revised Syllabus w.e.f. 2015-16

**2.6-ORGANIZATIONAL BEHAVIOUR**

**Minimum Contact Hours: 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

**Evaluation:** Continuous internal assessment -- 50 marks  
Semester end examination -- 50 marks

**Objective:**

1. The primary objective of this course in organizational Behaviour is to acquaint the students with the dynamics of different aspects of organizational Behaviour
2. To enhance understanding of the dynamics of interaction between individual and the organization to facilitate a clear perspective to diagnose and effectively handle human behaviour issues in organizations.
3. It is also to develop greater insight into their own behaviour in interpersonal and group team situations and acquire skills in influencing people in organizations and these courses provides a foundation of knowledge in organizations and help them to become aware of the influence of organization structure on the attitudes, behaviour and Performance of people working in organizations, to enable students to learn how to influence the human behaviour in organizations. students shall gain an understanding and awareness and knowledge of contemporary issues and approaches to organizational change and development facing organizations

**Learning Outcomes:**

On completion of this course students will be able to:

1. Analyze organizational behavioural issues in the context of organizational behaviour theories, models and concepts.
2. Explain and evaluate the key assumptions on which behaviour in organizations is currently managed and assess the effect of these ideas on employee attitudes and actions.
3. Analyze the behaviour of individuals and groups in organizations in terms of the key factors that influence organizational behaviour.
4. Assess the potential effects of organizational-level factors (such as structure, culture and change) on organizational behaviour.
5. To explain group dynamics and demonstrate skills required for working in groups (team building).
6. Critically evaluate the potential effects of important developments in the external environment (such as globalization and advances in technology) on organizational behaviour and discuss the implementation of organizational change.

**MODULE 1:**

**(07 hours)**

**INTRODUCTION:**

Organizational Behaviour and Management: Elements of an organization, role of a manager in an organization, why study organizational behaviour, challenges of OB. Modules of organizational behaviour.

## **MODULE 2:**

### **PERSONALITY AND PERCEPTION:**

**(10 hours)**

Foundations of individual behaviour: Personality, shaping of personality, determinants of personality, different theories of personality, implication of study of personality. Perception, perceptual process, managing the perceptual process.

## **MODULE 3:**

**(10 hours)**

### **LEARNING, ATTITUDE AND VALUES:**

Learning process, the theoretical process of learning, principles of learning, benefits of learning, learning organizations.

Attitude: meaning nature, formation, functions, change of attitudes.

Values, meaning, difference between attitudes and values, types of values. Managerial implication of attitudes and values

Job satisfaction-measuring job satisfaction–determinants – effects of job satisfaction on employee performance.

Behavioural management model.

## **MODULE 4:**

**(10 hours)**

### **GROUP DYNAMICS AND CONFLICT MANAGEMENT:**

Group Dynamics: Meaning & characteristics of group, reasons for joining group, different types of groups/teams. Group formation, group/ team dynamics, factors affecting group dynamics influence of the group on individual, group cohesiveness,

Conflict management

Levels of Conflicts, types and strategies of resolving conflicts.

## **MODULE 5:**

**(05 hours)**

### **ORGANIZATION STRUCTURE AND STRATEGY:**

Organizational structure, organizational choice, mechanistic and organic structures, products vs function, organizational strategy, structure and process,

## **MODULE 6:**

**(08 hours)**

### **ORGANIZATION CULTURE, CHANGE AND DEVELOPMENT:**

Organizational culture, cross cultural differences in organizational behavior. Organizational change-meaning, levels of changes (in brief), causes of changes and meaning of organizational development.

### **TESTS, SEMINARS, GD's, MANAGEMENT GAMES ETC.**

**(10 hours)**

**(4 hrs Seminar/Presentations, 2 hrs Quiz/Management activity, 4 hrs Case Studies)**



**CASE STUDIES:**

1. Nature V/S Nurture.
2. Individual Conflict Management.
3. Problems of Expatriate
4. Learning Organization –A Necessity.
5. Jane Arnold – Perplexed of being an effective Manager

**TEXT BOOK:**

1. Organizational Behaviour- Fred Luthans, Stephen P Robbins – 8<sup>th</sup> Edition New York, Mc Graw Hill, 1998.

**REFERENCE BOOKS:**

1. Psychological Dimensions of Organizational Behaviour – Staw B.M., 2<sup>nd</sup> Edition, Englewood Cliffs, New Jersey, PHI 1995
2. Organization Behavior - New Storm Davis, TMH, New Delhi.
3. Organizational Behaviour – Robbins, S.P– 7<sup>th</sup> Edition, New Delhi, PHI – 1996.
4. Understanding Organizational Behaviour - Pareek, Udai, Oxford University Press, New Delhi.

**Revised Syllabus W.e.f. 2014-15**

**3.1: PROJECT & PRODUCTION MANAGEMENT**

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

**Objectives**

1. To give the students the overview of projects and production of goods and services
2. To make them understand carry out the projects and production in an effective and efficient business operation
3. To make them know the various techniques of managing of resources, the distribution of goods and services to customers

**MODULE 1:**

**(08 hours)**

Introduction, project identification- idea generation, screening of ideas, project appraisal- market appraisal, technical appraisal, socio-economic appraisal, ecological appraisal, financial appraisal, project selection.

Case: T3 terminal airport

**MODULE 2:**

**(22 hours)**

Developing the project network- work break down structure, AOA & AON networks, basic scheduling for AOA networks- critical paths, floats, basic scheduling for AON networks- critical paths, floats, slacks, project crashing: direct & indirect costs, heuristic procedure, problems and examples.

**MODULE 3:**

**(10 hours)**

Nature of problems in projects, a project manager's role computers in project management, project completion: review & future directions, life cycle of a production system, role of models in production management, financial evaluation of capital investments, project financial appraisal.

**MODULE 4:**

**(10 hours)**

Introduction to operation management: introducing new products and services, economic evaluation of products and services, product mix decisions, product and process selection

Case: TATA Nano

**MODULE 5:****(10 hours)**

Issues in location of facilities, mathematical models for facility location, layout planning types of layouts. Forecasting, the analysis of time series, aggregate production planning: basic concepts aggregate production planning: modeling approaches.

Case: Ferrari

**MODULE 6:****(10 hours)**

Basic inventory principles, inventory modeling, material requirements planning, job shop scheduling.

**TEXT BOOKS:**

1. Ashwattappa and Bhat, Production and Operations Management.
2. Vasant Desai, Project Management –2<sup>nd</sup> Revised Edition – 1999, Himalaya Publications.
3. William J. Stevenson, Operations Management, 8th 2005 edition,
4. Richard B Chase, Operations Management, 11<sup>th</sup> edition TMH,

**REFERENCE BOOKS:**

1. Operations Management Theory and Practice, *B.Mahadevan*, Pearson education, Second impression 2007.
2. Maylor, Project Management, Pearson Education.
3. Gopalakrishnan, P. Rama Moorthy - "Project Management", McMillan India Ltd. New Delhi, 1996.
4. Prasanna Chandra, "Project: Planning, Analysis, Selection, Implementation and Review", Tata Mc Graw Hill Publishing Co. Ltd., New Delhi, 1998.
5. P.K. Jpy, Total Project Management – Indian Context – Revised Edition McMillan India Ltd.

## Revised Syllabus w.e.f. 2014-15

### 3.2: STRATEGIC MANAGEMENT

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

**Objective:** This course is designed to introduce the different concepts of strategic management and also give the totally integrated process of strategy formulation implementation and control

1. To develop students capacity to think strategically about a company, its present business position, its long-term direction, its resources and competitive capabilities, the caliber of its strategy, and its opportunities for gaining sustainable competitive advantage.
2. To build students skills in conducting strategic analysis in a variety of industries and competitive situations and, especially, to provide you with a stronger understanding of the competitive challenges of a global market environment.
3. To acquaint you with the managerial tasks associated with implementing and executing company strategies, drill you in the range of actions managers can take to promote competent strategy execution, and give you some confidence in being able to function effectively as part of a company's strategy-implementing team.

#### **MODULE 1:**

**(10 hours)**

Introduction, strategic management, business policy, corporate strategy, basic concept of strategic management, mission, vision, objectives, impact of globalization, basic model of strategic management, strategic decision making, impact of internet and e-commerce, role of strategic management in marketing, finance, HR and global competitiveness.

#### **MODULE 2:**

**(15 hours)**

##### **External Environment Analysis:**

Environmental Scanning, Industry Analysis,

Assessing the political, economic, legal and technological environment – global business environment – trading blocks, information technology, work force diversity, the global managers role, political environment – political risk and its assessment, managing political risk and economic risk, legal and regulatory environment, regulation of trade and investment, technological environment and global shifts in production – E business, telecommunication, outsourcing and off shoring, ethics and social responsibility around the world, corporate social responsibility.

**MODULE 3:****(15 hours)****Internal Environment Analysis:**

Corporate analysis, resource based approach, value-chain approach, scanning functional resources, strategic budget and audit.

SWOT analysis,

Tows matrix, various corporate strategies: growth/ expansion, diversification, stability, retrenchment & combination strategy. Process of strategic planning, stages of corporate development,

**MODULE 4****(10 hours)**

Choice of Strategy

Corporate restructuring, mergers & acquisitions, strategic alliances, portfolio analysis, corporate parenting, functional strategy, BCG model, GE 9 cell, porters model: 5 force and porters diamond model, C.K. Prahalad 5 force model strategic choice.

Types of strategies: red ocean strategy, blue ocean strategy, ice berg theory.

**MODULE 5****(05 hours)**

Strategy implementation through structure, through human resource management: through values and ethics. Mc kinsey's 7s model, organization life cycle,

**MODULE 6****(05 hours)**

Strategy management, evaluation and control, activity based costing, strategic information system.

**ASSIGNMENTS:**

1. Students are required to visit **Centre for Monitoring Indian Economy Pvt. Ltd** website <http://www.cmie.com> and follow the **Industry Analysis Service**.
2. Students can visit KUD to refer UN repositories
3. All students are required to collect different countries profile assigned to them.

**Cases:**

1. Arun Ice Cream
2. MTR Foods
3. The Living Room
4. Tata Nano

**TEXT BOOKS:**

1. Lawrence R. Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers)
2. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS)
3. Wheelen Thomas L., Hunger J. David and Rangaragjan Krish - Concepts in Strategic Management and
4. Business Policy (Pearson Education, 1st Ed.)
5. Budhiraja S.B. and Athreya M.B. - Cases in Strategic Management (Tata Mc Graw Hill, 1stEd.)
6. Kazmi Azar - Business Policy and Strategic Management (Tata Mc Graw Hill, 2ndEd.)
7. Thomson - Strategic Management: Concepts and Cases (Tata Mc Graw Hill)
8. Cliff Bowman - Business Policy and Strategy (Prentice Hall of India)
9. Mc Carthy D.J., Minichiello Robert J., and Curran J.R. - Business Policy and Strategy (AITBS) 26
10. Charles W. L. Hill, Gareth R. Jones - An Integrated Approach To Strategic Management
11. Philip R. Cateora – Strategic Management
12. Helen Deresky – International Management – PHI, 2007.
13. Phillippe Lessere – Global Strategic Management – Macmillan, 2007

**REFERENCE BOOKS:**

1. Richard Mead – International Management – Cross cultural dimensions – Blackwell Publishers.
2. R N Sanyali – International Management – A Strategic Perspective – PHI
3. Seth – Global Management Solutions – Thomson Learning, 2007.
4. Stewart R Clegg – Global Management – Sage Publications, 2006

## Revised Syllabus w.e.f. 2014-15

### 3.3A: SERVICES MARKETING

**Contact Hours: Minimum 50 Hrs**

**Work load: 4 Hrs per week**

**Exam Hours: 03**

**Exam Marks: 100**

<b>Evaluation:</b>	Continuous Internal Assessment	–	50 marks
	Semester End Examination	--	50 marks

#### **Objectives:**

1. In the new millennium the biggest sector is going to be the service sector. The students are prepared to take to marketing of the service Sector. They are exposed To the Importance of marketing of services and how to manage and Market them effectively.
2. The course focuses on the unique challenges of marketing and managing services and delivering quality service to customers.
3. The attraction, retention, and building of strong customer relationships through quality service and services orientation. The Students are equipped to Manage marketing in organizations whose core product is service (e.g., banks, transportation companies, hotels, hospitals, educational institutions, professional services, telecommunication, etc.) and to organizations that depend on service excellence for competitive advantage (e.g., high technology manufacturers, automotive, industrial products, etc.).
4. The Students are made aware of the role of the service encounter; the key drivers of service quality; the customer's role in service creation; service design and innovation; going beyond service to create customer experiences; technology's impact on services; managing customer service expectations; and customer.

#### **MODULE 1**

**(05 hours)**

**Introduction to services:** What are services, why service marketing, difference in goods and service in marketing, myths about services, concept of service marketing triangle, service marketing mix, gap models of service quality

#### **MODULE 2**

**(07 hours)**

**Consumer behaviour in services:** Search, experience and credence property, customer expectation of services, two levels of expectation, zone of tolerance, factors influencing customer expectation of services

**Customer perception of services-** Factors that influence customer perception of service, service encounters, customer satisfaction, service quality, strategies for influencing customer perception

#### **MODULE 3:**

**(06 hours)**

**Understanding customer expectation through market research:** Using marketing research to understand customer expectation, types of service research, building customer relationship through retention strategies, market segmentation-process & targeting in services, retention strategies-Monitoring relationship, 3 levels of retention strategies

**MODULE 4:****(08 hours)**

**Customer defined service standards:** “Hard” & “Soft” standards, process for developing customer defined standards

**Leadership & measurement system for market driven service performance-** Key reasons for gap 2- service leadership- creation of service vision and implementation, service quality as profit strategy, role of service quality in offensive and defensive marketing

**Service design and positioning** - New service development – types, stages. Service blue printing- using & reading blue prints. Service positioning – positioning on the five dimensions of service quality, positioning on service evidence.

**MODULE 5:****(12 hours)**

**Employee role in service designing:** importance of service employee, boundary spanning roles, emotional labour, source of conflict, quality – productivity trade off. Strategies for closing gap 3.

**Customers role in service delivery-** importance of customer & customers role in service delivery, strategies for enhancing- customer participation, delivery through intermediaries- key intermediaries for service delivery, intermediary control strategies.

**Physical evidence in services:** types of service scopes, role of service scopes, frame work to understand service scopes & its effect on behaviour, guidance for physical evidence strategies

**MODULE 6:****(08 hours)**

**Role of marketing communication** – key reasons for gap 4 involving communication, four categories of strategies to match service promises with delivery, methodology to exceed customer expectation pricing of services- role of price and value in provider gap 4, role of non monetary cost, price, as an indicator of service quality approaches to pricing services, pricing strategies.

**Case studies :****(10 hours)**

1. MNTCL –Excel As Service Providers
2. Marketing of health services- Recovery Strategy defining service Quality
3. Applying 7 psof services marketing
4. Mac-donald

**TEXT BOOKS:**

1. Valarie A Zeithmal, Mary Jo Bitner & Ajay Pandit, Services Marketing-TMH, 4/e,2004
2. Christopher Lovelock, Services Marketing, Pearson Education, 5/e, 2004

**REFERENCE BOOKS:**

1. Rajendra Nargundkar, Services Marketing, TMH,1/e,2004
2. Ravi Shankar, Services Marketing, Excel Books, 2006
3. Harsh V. Varma, Services Marketing Text & Cases, Pearson Education,1/e,2008
4. S.M. Jha, Services Marketing, HPH, 2007



## Revised Syllabus w.e.f. 2014-15

### **3.4A: SALES, DISTRIBUTION AND LOGISTICS MANAGEMENT**

**Contact Hours: Minimum 50 Hrs**

**Work load: 4 Hrs per week**

**Exam Hours: 03**

**Exam Marks: 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

**COURSE OBJECTIVES:** The sales management course is designed to:

1. Expose students to the multi-faceted nature of the sales manager's job;
2. Build awareness of current sales management practices and relevant managerial issues;
3. Illustrate the interaction of sales management with the other elements of the marketing program and Organization, and;
4. Develop analysis and problem-solving skills within a sales management framework

**MODULE 1: SALES MANAGEMENT: (10 hours)**

Personal selling & sales management overview, objectives of sales management, developing of personal selling objectives sales planning and budgeting, estimating market potential, sales forecasting, organizing the sales force-types of sales organizations organizing the sales efforts, functions and qualities of sales executives salesmanship etc. Current issues in sales management- career and opportunities in sales- international sales management.

**MODULE 2: SALES FORCE MANAGEMENT: (10 hours)**

Determining the sales force and size of the sales force. Recruiting, selecting, & training and motivating the sales force- time and territory management. Sales territories and quotas. Compensating sales force performance. Controlling sales force, field sales force, reporting and evaluating the sales force, sales control and cost analysis.

**Note: Recruiting/Training/Motivation etc., will have less emphasis.**

**MODULE 3: DISTRIBUTION-THE CONCEPT, PHILOSOPHY & DESIGN: (10 hours)**

Distribution management- marketing channels- structure, functions and relationship. Channel institutions: wholesaling, franchising logistics and physical distribution, structure and strategy.

**MODULE 4: CHANNEL MANAGEMENT: (10 hours)**

Channel management- policies, channel power- channel conflicts - resolving conflict

Customer services, inventory management, materials handling, communication, order processing, packaging, traffic and transportation, warehousing and storage channel performance measurement

**MODULE 5: MARKET LOGISTICS:****(10 hours)**

Meaning and scope – outbound logistics – transportation including multi model system – warehousing – freights – CFAS – 3 PL and 4 PL providers – reverse logistics – technology in logistics – recent trends

**MODULE 6:****(10 hours)**

Developing logistic strategy, logistics is and effectiveness as a means of aiding channels. Design of channel system and distribution systems

**TEXT BOOKS:**

- For Sales Management:
  1. Tapan Panda & Sunil Sahadev, Sales Management - Oxford Publication.
  
- For Distribution Management:
  1. Coughlan, Anderson, and Stern & Ansary, Marketing Channels [PHI]

**REFERENCE BOOKS:**

1. Still, Cundiff and Govoni, Sales Management-PHI Publication.
2. Spiro & Stanton, Sales Management, [Tata McGraw Hill]

## Revised Syllabus w.e.f. 2014-15

### 3.5A: INDUSTRIAL MARKETING

**Contact Hours: Minimum 50 Hrs**

**Work load: 4 Hrs per week**

**Exam Hours: 03**

**Exam Marks: 100**

<b>Evaluation:</b>	Continuous Internal Assessment	–	50 marks
	Semester End Examination	--	50 marks

#### **Objectives:**

1. To gain insights in to the various steps of organizational buying process.
2. To understand global practices of organizational buying and analyze the web presence of companies.
3. To understand the mechanism of third party outsourcing including both products and services.

**Pedagogy** : Lectures, Assignments, case studies, seminar,

#### **MODULE 1:**

**(10 hours)**

Introduction to the subject: appreciation of the course, definition of industrial & consumer product. Basis of classification. Difference between industrial & consumer marketing. Concept of derived demand. Classification of industrial: consumers [commercial enterprises, govt., institutions] classification of industrial: products with marketing strategies [entering goods, foundation goods & facilitating goods

#### **MODULE 2 :**

**(10 hours)**

Key characteristics of organizational buying process. Purchasing organization :[structure / functions] commercial enterprises: govt./ institutional markets [understanding purchase procedures in each of the above markets] industrial buying process :[8 stage model] concept of buying center. Buying situation analysis with marketing strategies. [New task, modified rebuy & straight rebuy] buying motivations of organizational buyers [rational / emotional motives] purchaser's evaluation of potential suppliers [supplier capability]. Evaluation of supplier performance [categorical plan method, weighted point plan, cost ratio plan] environmental influences on organizational buying process [environmental forces, Organizational forces] group forces, individual forces marketing information system for industrial marketing.

#### **MODULE 3:**

**(10 hours)**

Industrial marketing planning. Problems in planning. Planning process. Organizational demand analysis. Segmenting the industrial market, targeting & positioning.

**MODULE 4:****(10 hours)**

Industrial product strategies: - core competency, product quality, planning incl. Pdt. Strategy, product policy new industrial product development. Managing service for business markets : business services / role, marketing mix for business service firms developing new services, business service marketing: challenges.

**MODULE 5:****(10 hours)**

Managing business marketing channels:

Direct / indirect distribution, E channels, distributors / mfr. Reps, channel design, channel administration, pricing strategy for business markets : industrial pricing process - pricing across PLC - responding to price attacks from competitors - competitive bidding [tenders] industrial advertising and promotions : industrial advertising - power of internet marketing communication - measuring ad. Effectiveness - managing trade shows.

**MODULE 6:****(10 hours)**

Managing incl. Personal selling function: organizing personal selling effort - key account management - sales administration - transforming the selling process through internet.

**Case Studies**

1. Marketing Success Through Differentiation—of Anything
2. The global sourcing of engineering goods
3. A definitive guide to B2B Social media
4. THE MOVE TO ARTIST-LED ONLINE MUSIC DISTRIBUTION:  
EXPLAINING STRUCTURAL CHANGES IN THE DIGITAL MUSIC MARKET

**TEXT BOOKS:**

1. Krishana K Hawaldar, Industrial Marketing -2 edition TMH

**REFERENCE BOOKS:**

2. Francis Cherunilam, Industrial Marketing Text and Cases- HPH

## Revised Syllabus w.e.f. 2014-15

### 3.6A: CONSUMER BEHAVIOUR

**Contact Hours: Minimum 50 Hrs**

**Work load: 4 Hrs per week**

**Exam Hours: 03**

**Exam Marks: 100**

<b>Evaluation:</b>	Continuous Internal Assessment	–	50 marks
	Semester End Examination	--	50 marks

#### **Objectives:**

1. The course deals with the behavioral aspects of marketing management.
2. It explains how the markets, consumers behave under circumstances and how the cultural, social, personal and psychological factors influence their behavior.
3. The course should enable students to develop marketing strategies that are consumer based and create and enhance customer value

#### **MODULE 1: (10 hours)**

##### **Introduction to the study of Consumer Behaviour:**

Meaning & Definition of CB, Difference between consumer & customer, development of the marketing concept-The Marketing concept, Implementing the marketing concept, segmentation, targeting, positioning, the marketing mix, nature & characteristics of Indian consumers, consumer movement and consumer rights, marketing ethics and social responsibility, social and societal marketing concepts, consumer movement in India, rights of the consumer responsibilities of consumers in India, benefits of consumerism.

#### **MODULE 2: (10 hours)**

##### **Individual Influence on Consumer Behavior:**

#### **MODULE 3: (10 hours)**

**Individual Influences on Consumer Behavior: A) Learning B) Attitude C) Persuasive Communication.**

#### **MODULE 4: (10 hours)**

External influences on consumer behavior: A) Social Class B) Culture and Subculture – Major Focus on Indian Perspective.

#### **MODULE 5: (10 hours)**

Culture: Subculture: Cross-culture consumer analysis Cross-culture marketing strategy:

#### **MODULE 6: (10 hours)**

**External Influences on Consumer Behavior: Family, Reference Groups**

**Groups:** Meaning and Nature of Groups, Types. Family: Reference Groups:

**TEXT BOOKS:**

7. Leon Schiffman, Lesslie Lzar Kanuk –Consumer Behaviour - Pearson/PHI/8e.
8. Hawkins, Best, Coney-Consumer Behaviour - TMH, 9/e/2004.

**REFERENCE BOOKS:**

1. Suja Nair – Consumer Behaviour in Indian perspective- Himalaya Publishers, 2004
2. Satish K Batra & S H H Kazmi, Consumer Behaviour –Excell Books
3. Peeru Ahamed & Sagadevan, Customer Relationship Management –Vikas Publishing

## Revised Syllabus w.e.f. 2014-15

### 3.3B: WORKING CAPITAL MANAGEMENT

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

**Objective:**

1. To provide an understanding of working capital management and its practical implications.
2. To understand and conduct a detailed analysis of receivable management.
3. To understand various strategies of maintaining optimum cash balance.

**MODULE 1: (10 hours)**

**Working Capital Decision:**

Meaning and definition of WC, characteristics of current assets, levels of current assets, current assets financing policies, operating cycle and cash cycle.

**MODULE 2: (10 hours)**

**Liquidity Management:**

Objective of cash management, factors determining cash needs, cash budgeting cash collection and disbursement, optimal cash balance. Case study.

**MODULE 3: (10 hours)**

**Receivables Management & Payable Management:**

Meaning, objectives, credit policy variables and credit evaluation. Case study

**MODULE 4: (10 hours)**

**Inventory Management:**

Meaning and definition objective, needs to hold inventories, inventory valuation techniques. Case study.

**MODULE 5: (10 hours)**

**Sources of Working Capital:**

Accruals, trade credit, loans advanced by commercial banks/financial institutions, inter corporate deposits, factoring.

**MODULE 6: (10 hours)**

Working capital – Indian scenario. A case study from Indian companies.

**TEXT BOOKS:**

1. Prasanna Chandra, Financial Management - Latest Ed. TMH.
2. Khan & Jain, Financial Management- TMH.

**REFERENCE BOOK:**

1. Financial Management By: Sudhindra Bat, Excel Books.



## Revised Syllabus w.e.f. 2014-15

### 3.4B: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

**Objective:**

1. To provide students an exposure to equity market, it's working.
2. To understand various tools of fundamental and technical analysis.
3. To understand the concept of portfolio construction and its evaluation.

**MODULE 1: (08 hours)**

**Introduction to Financial Markets & Instrument-** Nature and significance, types of investment. Introduction to stock market.

**MODULE 2: (10 hours)**

**Fundamental Analysis** – Economic analysis and investment decisions, industry and company analysis.

**MODULE 3: (10 hours)**

Technical analysis- introduction, types of charts-line, bar, point & figure; technical indicators, mathematical indicators, oscillators.

**MODULE 4: (10 hours)**

**Analyzing risk and return** – Types, risk aversion, return analysis, capital allocation between risky and risk free assets.

**MODULE 5: (10 hours)**

**Behavior of stock market prices:** efficient market hypothesis, random walk hypothesis, effects of combining securities, efficient frontier, portfolio analysis, markowitz portfolio theory, asset pricing theories, portfolio selection, models on selection.

**MODULE 6: (12 hours)**

**Portfolio performance evaluation** –tools of evaluation, strategies, portfolio revision, asset management companies

Class Project on Technical & Fundamental analysis, Portfolio Construction

Practical: Compulsory participation in secondary market.

**TEXT BOOKS:**

1. Punithvathy Pandian – Securities Analysis and Portfolio Management (Vikas 2002)
2. ZVI Bodie, Alex Kane & Alan J. Marcus – Investments (TMH, 5<sup>th</sup> Edition 2002)
3. Prasanna Chandra – Investment analysis and portfolio management (TMH, 2002)
4. Donald E. Fisher & Ronald J. Jordan – Securities Analysis and Portfolio Management.

**REFERENCE BOOKS:**

1. Prasanna Chandra – Managing Investments (TMH)
2. Mayo – Investments and Introduction (Dryden Press, 6<sup>th</sup> Edition 2002)
3. Frank K. Reily & Keith C. Brown – Investment Analysis and Portfolio Management.
4. Journal – International Journal of Finance

## Revised Syllabus w.e.f. 2014-15

### 3.5B: CORPORATE RESTRUCTURING

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

<b>Evaluation:</b>	Continuous Internal Assessment	–	50 marks
	Semester End Examination	--	50 marks

**Objective:**

1. To provide student's exposure to various aspects of Mergers and Acquisitions.
2. To understand strategies of mergers and acquisitions.
3. To understand the impact of mergers and acquisitions on share prices

**Pedagogy** : Lectures, Assignments, case studies, seminar,

**MODULE 1:** **(10 hours)**

**Mergers and acquisitions:** -an overview, objectives ,theories of mergers, synergy of merger, types of mergers

**MODULE 2:** **(10 hours)**

**M and A – A strategic perspective:** Merger process; five stage model- due diligence-methods of financing mergers- cash offer, share exchange ratio- mergers as a capital budgeting decision, Negotiating the merger and closing the deal.

**MODULE 3:** **(10 hours)**

**Corporate restructuring:** different methods of restructuring- joint ventures- sell off and spin off – equity carve out – leveraged buy outs – management buy outs – master limited partnerships – employee stock ownership plans

**MODULE 4:** **(10 hours)**

**Valuation:** valuation approach - discounted cash flow valuation – relative valuation - valuing operating and financial strategy – valuing corporate control – valuing of LBO

**MODULE 5:** **(10 hours)**

**Process of merger integration** – organizational and human aspects – managerial challenges of M and A.

**Take over Defenses:** Financial defensive measure – coercive offers and defense – anti-takeover amendments – poison pill defense, Greenmail etc.

**MODULE 6:****(10 hours)**

**Legal and regulatory framework of M & A:** Companies act, Income tax act, SEBI takeover code, SEBI act, competition act etc., post-merger issues.

**TEXT BOOKS:**

1. Fed Weston, Mergers and Acquisitions -TMH Publication.
2. Ashwath Damodaran–corporate finance theory and practices –John Wiley and sons specially for module 4.
3. Sudi Sudarsanam – value creation from mergers and acquisitions- Pearson’s education

## Revised Syllabus w.e.f. 2014-15

### 3.6B: FINANCIAL DECISIONS

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

<b>Evaluation:</b>	Continuous Internal Assessment	–	50 marks
	Semester End Examination	--	50 marks

#### **Objective:**

1. To provide the knowledge and skills necessary to evaluate the impact of financial decisions on different constituencies of stakeholder.
2. To understand the techniques of investment decisions.
3. To construct the investment proposal.

#### **MODULE 1: (10 hours)**

Objectives of financial decision making: the role of shareholder wealth maximization in modern financial management, shareholder v stakeholder perspectives, role of the finance function, balancing risk and return,

#### **MODULE 2: (10 hours)**

Dividend policy and alternatives to cash dividends, making distributions to shareholders, dividend policy and shareholder wealth – reasons for the importance of dividends, factors determining the level of dividends,( problems on dividend policy)

#### **MODULE 3: (10 hours)**

Investment appraisal and the assessment of investment risk, long-term investment decisions: investment appraisal, the nature of investment decisions, investment appraisal methods, payback period (including discounted payback period), accounting rate of return, net present value, internal rate of return, advantages and disadvantages of the various investment appraisal methods.

#### **MODULE 4: (10 hours)**

**Business combinations and share valuation** – Meaning of mergers and acquisitions, the economic rationale for mergers and acquisitions, including: cash, shares, loan capital. Capital markets and long-term financing decisions –main sources of long-term finance, ordinary shares, preference shares, share warrants.

#### **MODULE 5: (10 hours)**

Raising long-term finance, identification of financing needs through financial planning (projected financial statements) types of share issue, including: rights issues, bonus issues, offers for sale and public issues, placing

**MODULE 6:****(10 hours)**

**Cost of capital and the capital structure decision:** cost of equity, cost of loan capital, gearing and its effect on risk and returns to shareholders, factors influencing the level of gearing in practice.

**TEXT BOOKS:**

5. Brigham and Houston, Fundamentals of FM.
6. James C Horne, Fundamentals of FM.
7. Gitman, Principles of Managerial Finance.
8. I.M. Pandey, Financial Management.
9. Khan and Jain, Financial Management.

**REFERENCE BOOKS**

1. Prassanna Chandra, Financial Management.
2. Hoven and others, Costing for Managers.
3. I.M. Pandey and Ramesh Bhat Cases in FM.
4. Bhasin, Cases in FM.
5. S.N. Maheshwari, Financial Management- Sultan Chand and Sons
6. Financial Management Principles and Practices-Excel Books.

## Revised Syllabus w.e.f. 2012-13

### 3.3C: ORGANIZATIONAL DEVELOPMENT & INSTITUTION BUILDING

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours: 03**

**Exam Marks : 100**

<b>Evaluation:</b>	Continuous Internal Assessment	–	50 marks
	Semester End Examination	--	50 marks

**Objective:**

1. The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in Organizational Development and Institutional Building.
2. To make the students understand the various interventions applicable at different levels
3. To develop the skills related to diagnostic approach

**Pedagogy** : Lectures, Assignments, case studies, seminar, project

**MODULE 1:** **(05 hours)**

**Introduction:**

Historical perspective of OD Nature, Goal, phases in OD and institution building

**MODULE 2:** **(08 hours)**

**Diagnostic Strategic and Skills**

What is diagnosis? The process, diagnostic model, diagnostic skills, methods of obtaining diagnostic information, the change agent, golden rules of change agent, client – consultant relationship.

**MODULE 3:** **(10 hours)**

Organizational culture; component study, characteristics, types, changing work culture, for effective institution building, behavioral aspects of workforce, Levin's model.

**MODULE 4:** **(10 hours)**

Study of diversity management, participative attributes, creativity and effectiveness, learning patterns, steps to achieving higher productivity goals, implementation strategies, TQM.

**MODULE 5:** **(10 hours)**

OD interventions definition of OD intervention, selecting an OD intervention, classification of OD intervention – OD interpersonal intervention,

**MODULE 6:** **(12 hours)**

OD Team Development Intervention, OD Intergroup Development Intervention.

**TEXT BOOKS:**

Wendell L. French and Cecil H. Bell Jr.: Organizational Development, Prentice Hall, New Delhi.  
Kavita Singh

**Case studies:** Electronic India Ltd, E&E , Ignou, Eicher Motors

**REFERENCE BOOKS:**

1. Brick by Red Brick by Prof. Mohan Kumar
2. ISB – The Idea Whose Time has Come.
3. John M. Thomas and Warren O. Beuris: The Management of Change and Conflict, Penguin Book New York.
4. W.W. Cooper, H.J Leavitt and M.W. Shelly D: New Perspectives in Organization Research, John Willey & Sons, New York.
5. Arthur G. Bedeian: Management, The Dryden Press, Illinois.
6. Roy Wagner: The Invention of Culture, University of Chicago Press, and Chicago.
7. Peter F. Drucker: The Executive in Action, Harper Collins Publications Inc., New York.
8. Tim Hannagan: Management - Concepts and Practices, McMillan India Lt.



## Revised Syllabus w.e.f. 2014-15

### **3.4C: HUMAN RESOURCE DEVELOPMENT**

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours: 03**

**Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

#### **Objective:**

1. The objective of this course is to give students a complete exposure to all aspects of HRD.
2. Understand the importance of human resource development to the success of a business.
3. To equip employees to make a positive contribution towards the work of a human resource management department.

**Pedagogy:** Lectures, Assignments, case studies, seminar,

#### **MODULE 1: (10 hours)**

Meaning and significance of human resource development. The change in business and organizational scenario- strategic human resource planning - approaches – training – need and significance. Role of leader in HRD.

#### **MODULE 2: (10 hours)**

Placement, job rotation and assignment, training in external institutes

#### **MODULE 3: (10 hours)**

Training methodology- pre-placement and on the job training – lectures, seminars, case study, role play, simulation exercises, business games -sensitivity training.

#### **MODULE 4: (10 hours)**

Performance appraisal – the need and significance – setting employees performance objectives and goals, creating organizational conditions for improving employee performance, strategies for improving employee performance, employee performance management and appraisal audit.

#### **MODULE 5: (10 hours)**

Counseling – performance counseling & career counseling

**MODULE 6:****(10 hours)**

Human Resource integration and maintenance

Emotional Intelligence – IQ Vs EQ, Creativity and its role in management – Building positive attitude – Time Management and Stress Management

Transaction analysis – meaning & purpose of transaction analysis –conflicts resolution & enhancement of interpersonal relationship through transactional analysis.

**CASES ON:**

1. Gelmak – The Saga of a Benevolent employer.
2. Supreme India.
3. HRD performance case of a Business unit.
4. TESCO- How training and development supports business growth

**TEXT BOOKS:**

1. Personnel & Human Resource Management P. Subba Rao Himalaya Publishing House.
2. Human Resource and Personnel Management K. Aswathappa Tata Mc Graw Hill Publishing Co. Ltd.
3. Human Resource Management Dr. C.B. Gupta Sultan and Sons.

**REFERENCES BOOKS:**

1. Wayne F. Cascio, Managing Human Resources
2. M. N. Rudra Basavaraj, Dynamic Personnel Administration
3. Arun Monappa and Mirzas Saiyuddin, Personnel Management
4. H.John Bernardin & JEA Russel, HRM
5. Daniel Goleman, Emotional Intelligence
6. David Fontana, Stress Management
7. Shankar Digambar Bagade, Time Management
8. T.V. Rao, Performance Appraisal

**Revised Syllabus w.e.f. 2012-13**

**3.5C: GROUP DYNAMICS &  
LEADERSHIP**

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours: 03**

**Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

**Objective:**

1. To provide inputs on team building and develop team decision making
2. To inject the thoughts and skills of modern leaders in students
3. To assess the leadership qualities of the students and give inputs

**MODULE 1: (10 hours)**

**Introduction:** concept, types, organization design, importance, types of communication patterns and emerging needs.

**MODULE 2: (10 hours)**

**Cohesiveness:** resistance to change, norms, role conflict, task interactions, systems view, social roles, effect on decision making, group polarization

**MODULE 3: (10 hours)**

**Role of decision support system:** comparative analysis of organizational structures giving emphasis on productivity, time and motion study.

**MODULE 4: (10 hours)**

Meaning, definition of leadership, role and significance of leadership in organization, theories of leadership, types of leaders, transactional and transformational leadership

**MODULE 5: (10 hours)**

**Leadership in 21<sup>st</sup> century:** the challenges of globalization and technology to leadership development, leadership function,

**MODULE 6: (10 hours)**

**Strategies to be a good leader:** characteristics and culture of a boss and leader, sensitivity, consistency, exploring, and coordinating, use of integrated computer networks to be an effective leader

**Case studies:** Desert survivor, Pepsi, Euro champs

## REFERENCE BOOKS:

1. Craig M Watson - Dynamics of Leadership, Jaico Publishing, House, Bangalore.
2. Stephen .R. Covey - Principle Centered Leadership, Simon & Schuster, London.
3. Rustom. S. Davar - Creative Leadership, UBS Publishers, New Delhi
4. George C Homans - The Human Group, harcourst brace Jovanovich, New York
5. V H Vroom and P W Yelton - Leadership and Decision making, University of Pittsburg Press, Pittsburgh, United States.
6. John W Newstroom and Keith Davis --Organizational Behaviour: Human Behaviour at work, Tata McGraw Hill, New Delhi.
7. Strauss G and Sayles L R-Personnel: The Human problems of Management, P.H.I. New Delhi.
8. Udai Pareek-Training Instrument for HRD, Tata Mc Graw Hill, New Delhi.
9. Craig M Watson-Dynamics of Leadership, Jaico Publishing House, Bangalore.
10. Stephen R Covey-Principle Centered Leadership, Simon and Schuster, London.
11. Rustom S Davar -Creative Leadership, UBS Publishers, New Delhi.

## Revised Syllabus w.e.f. 2014-15

### 3.6C: LEGAL ENVIRONMENT AND INDUSTRIAL RELATIONS

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

**Objective:**

1. To understand Industrial Relations – Meaning & Significance
2. To have basic ideas of QWL – Importance & Barriers
3. The purpose of this course is to develop an understanding of the various facets of Legal Environment and Industrial Relations.

**Pedagogy :** Lectures, Assignments, and Seminars

**MODULE 1:** **(10 hours)**

A general survey, need, objectives and principles of legal environment.

**MODULE 2:** **(10 hours)**

Legal Enactments in India, Influence of ILO on Indian legislation.

**MODULE 3:** **(10 hours)**

Quality of work life - meaning, specifications, quality of work life and productivity, barriers, strategies for improvement of QWL.

**MODULE 4:** **(10 hours)**

Workers' participation in management and quality circles, concepts to make quality circle process effective, objective of WPM, essential conditions for successful working of WPM, forms of WPM, performance evaluation of PM, suggestions for success of WPM.

**MODULE 5:** **(10 hours)**

Industrial relations - conceptual analysis, trade unions, grievance procedure and disciplinary procedure, collective bargaining, industrial conflicts - types, prevention and settlement

**MODULE 6:** **(10 hours)**

All relevant legal enactments in force from time to time to be studied from point of view of their implication for business.

**CASE STUDY:**

- Durga Steel Limited.
- QWL at MakeMyTrip.
- The Case of Tiruchi (BHEL).

**TEXT BOOKS:**

- Yoder, Dale - Personnel Management and Industrial Relations, Prentice-Hall India, New Delhi.
- Myers, Charles A and Kannappan. S. -Industrial Relations in India, Asia Publication House, Mumbai.
- Monappa, Personnel Management and Industrial Relations.

## Revised Syllabus w.e.f. 2014-15

### 3.3D : ENTERPRISE RESOURCE PLANNING

**Contact Hours: Minimum 50 Hrs**

**Work load: 4 Hrs per week**

**Exam Hours: 03**

**Exam Marks: 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

#### **Objectives:**

1. To provide a professional understanding of ERP in general
2. To provide an in-depth knowledge of working of different ERP packages provided by top few service providers
3. To understand in-depth, the role of information system in various activities of business

#### **MODULE 1: (07 hours)**

ERP as integrated management information system, evolution of erp, benefits of erp. Erp vs traditional information systems.

#### **MODULE 2: (14 hours)**

business process reengineering- need and challenges, management concerns about BPR. BPR to build business model for ERP.

ERP & Competitive advantage, Basic Constituents of ERP, Selection criteria for ERP packages. procurement process for ERP package.

#### **MODULE 3: (08 hours)**

Overview of ERP packages – PEOPLE SOFT, SAP-R/3, BAAN IV, MFG/PRO, IFS/AVALON, ORACLE-FINANCIAL, survey of Indian ERP packages regarding their coverage, performance & cost.

#### **MODULE 4: (08 hours)**

ERP Implementation- issues, role of consultants, vendors, users, need for training, customization. ERP implementation methodology and post implementation issues and options.

#### **MODULE 5: (15 hours)**

Basics of supply chain management – order management, logistics. SCM – basic principles, tasks and competencies , interfaces and complexities, types of SCM, potential benefits of SCM, possible obstacles, application systems supporting SCM – engineering, product data management, sales, procurement, production, MRP, distribution.

#### **MODULE 6: (08 hours)**

ERP case studies in HRM, finance, production, product database, materials, sales & distribution.

**TEXT BOOKS:**

1. Vinod Kumar Garg & N K Venkatakrishna, Enterprise Resource Planning – Concepts and Practices, PHI.
2. S Sadagopan –Enterprise Resource Planning, PHI
3. Alexis Leon, Enterprise Resource Planning –Tata McGraw Hill, 1/e, 2003

**ASSIGNMENTS: (4 OUT OF 5)**

1. Advantages of ERP
2. Features of various modules of ERP
3. Parameters to evaluate ERP Packages
4. Comparison between different ERP packages
5. Demand potential for ERP (Survey Based)

**REFERENCE BOOKS:**

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



## Revised Syllabus w.e.f. 2014-15

### 3.4D: E-COMMERCE & WEB DESIGNING

**Contact Hours: Minimum 50 Hrs**

**Work load: 4 Hrs per week**

**Exam Hours: 03**

**Exam Marks: 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

#### **Objective:**

1. To provide create an overall understanding of online business
2. To provide in-depth knowledge on various software's used in running an online store/business
3. To provide a hands on experience of having an online business including commercial aspects and legalities

#### **MODULE 1: (07 hours)**

**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

#### **MODULE 2: (14 hours)**

Network Infrastructure – LAN, Ethernet (IEEE 802.3), WAN, internet, TCP/IP reference model, Domain names, internet industry structure, FTP applications, electronic mail, WWW.

**HTTP**, web browsers, HTML, simple exercises in HTML, common gateway interface, multimedia objects

#### **MODULE 3: (08 hours)**

**Securing business on network:** security policy, procedures and practices, site security, firewalls, securing web service, transaction security, cryptology, cryptological algorithms, public key algorithms, authentication protocols, digital signatures, security protocols for web commerce.

#### **MODULE 4: (07 hours)**

**Electronic payment systems:** online electronic payment systems, prepaid and post-paid electronic payment systems information directories and search engines

#### **MODULE 5: (08 hours)**

**Internet advertising**, models of internet advertising, sponsoring content, corporate website, weaknesses in internet advertising, web auctions.

## **MODULE 6:**

### **Unit 1:**

**(08 hours)**

**Launching your e business-** marketing an e-business, search engines and directories, public relations, consumer communication, news groups & forums, exchanging links, web rings, e-business back end systems, business record maintenance, back up procedures and disaster recovery plans

### **Unit 2:**

**(08 hours)**

**Building a corporate website:** practical issues on servers and application software. Management issues related to web server setup. Case study discussion on a corporate web site. E-commerce legal issues and cyber laws.

### **Laboratory Sessions in E-Commerce:**

1. Simple exercises using HTML
2. Create a Web Site with minimum Details
3. List out the Web sites dealing with E-Commerce
4. Log on to Web Sites dealing with E- Commerce and list out the facilities available.
5. Log on to a trade web site and make a trial order for purchase of an item.

Assignments can be on live case studies in various facets of E-Commerce.

### **TEXT BOOKS:**

1. Bharat Bhasker, Electronic Commerce -Framework, technologies and Applications - TMH Publications
2. C Xavier, World Wide Web Design with HTML :
3. Napier, Judd, Rivers, Wagner, Creating a winning E-Business: Course Technology- Thomson Learning, 2001
4. Laudon, Kenneth C. and Traver, Carol G., E-commerce: Business, Technology, Society 4/e, Pearson Education.

### **REFERENCE BOOKS:**

1. Kamlesh K Bajaj, Debjani Nag –E-Commerce – Cutting Edge of Business- Tata McGraw Hill, 1/e, 2003
2. J Christopher Westland, Theodore H K Clark- Global Electronic Commerce- Theory and Case Studies, University Press
3. P T Joseph –E-Commerce – an Indian perspective –Prentice Hall, 2/e, 2005
4. C S V Moorthy – E-Commerce concepts, Models, Strategies –Himalaya Publications
5. Gari P Schneider – Electronic Commerce –Thomson Course Technology, 4/e, 2004
6. Stephen Chen John, Strategic Management of e-Business, Wiley& Co.
7. Deitel H., Dietel P. and Steinbuhler K., e-Business and e-Commerce for Managers, Pearson Education
8. Chaffey, Dave, E-Business and E-Commerce Management, 3/e, Pearson Education
9. Rayport, J. F. and Jaworski, B. J., Introduction to e-commerce, Tata McGraw Hill

**WEBSITE:** <http://www.w3schools.com>

## Revised Syllabus w.e.f. 2014-15

### 3.5D: COMPUTER NETWORKS AND INTERNET

**Contact Hours: Minimum 50 Hrs**

**Work load: 4 Hrs per week**

**Exam Hours: 03**

**Exam Marks: 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

**Objective:**

1. To provide the conceptual basic of networks
2. To provide a thorough understanding of different modes of technology based communication.
3. To provide good knowledge on security aspects of network based communication

**MODULE 1: (07 hours)**

**Basics of data communication-** digital, analog, synchronous, asynchronous, parallel, serial, simplex, semi-duplex, full duplex communication, multiplexing, modem, communication hardware & software

**MODULE 2: (08 hours)**

**Communication channels** – wired transmission, telephone lines, coaxial cable, microwave, infrared, laser, radio communication, satellite communication, fiber optics, switching techniques – circuit, message, packet, network topologies – bus, ring, star, mesh, hybrid, application of data communications – information search & retrieval, information transmission, multimedia

**MODULE 3: (08 hours)**

**ISO** – OSI seven layer communication protocol, local area networks – private, value added, integrated services digital network, IEEE 802 network architecture, CSMA/CD, token ring, token bus protocols, LAN components – work station, file server, gateway, network interface unit, active hub, passive hub, LAN cables, network operating systems.

**MODULE 4: (07 hours)**

**Wide area network** – private networks, public networks, virtual private networks, x.25 protocol, WAN applications, client server network, file servers, print server, database server, communication server, routers, asynchronous transfer mode

**MODULE 5:**

**Unit 1: (08 hours)**

**Overview of TCP/IP** – TCP/IP communication architecture, ethernet technology, internet architecture, identifying network connection planning, ip address scheme – internet protocol, ip addressing, MAC addresses, characteristics of IP address, network number, host number, TCP/IP applications, IPV6 packet format

**Unit 2:** (08 hours)

**EDI-** what is EDI?, advantages of EDI, EDI strategy for competitive advantage, EDI components, EDI services, EDI administration, Network protocols – SMTP, NETBIOS, GOPHER, VERONICA, ARCHI, wide area information servers, PING etc.

**Unit 3:** (07 hours)

**security in computer networks** – network security, secure communication, network security considerations in internet, firewalls, principles of cryptography – symmetric key, public key encryption, authentication, integrity, digital signature, network management

**MODULE 6:** (07 hours)

**Internet Services** – Electronic mail, remote Log in – TELNET, FTP, bulletin board services , browsing – WWW, HTTP, URL, MOSAIC, automated search, common gateway interface , common search engines.

**TEXT BOOKS:**

1. Tanenbaum, A. S., Computer Networks, Pearson Education
2. James F Kurose & Keith W Ross, Computer Networking –Addison Wesley, 2004
3. Forouzan, Data Communications and Networking – 3rd Edition, Tata McGraw Hill
4. Behrouz A Forouzan, Business Data Communications –Tata McGraw Hill
5. Protocols, Computer Networks- Standards & Interfaces-Black, PHI
6. Douglas E Comer, The Internet Book –PHI
7. Dhunna, Mukesh and Verma, Deepak , Computer Networks and Internet, Vayu Education of India
8. Forouzan, B. A., Data Communication and Networking, Tata McGraw Hill

**LABORATORY EXERCISES:**

1. Familiarization with
  - ❖ Network Interface Cards
  - ❖ Hubs / Switches / Routers / Cables
  - ❖ Modems
2. Creating Email – id and Domain
3. Simple Chat program
4. Barring sending and receiving of Mails
5. Adding or deleting a peripheral to system configuration
6. Identifying and analyzing IP address of different serves.

**REFERENCE BOOKS:**

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

## Revised Syllabus w.e.f. 2014-15

### 3.3E: INTEGRATED MATERIALS MANAGEMENT

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

#### **Learning Objectives:**

1. To acquaint the students with decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations;
2. Cost-reduction techniques in Pre-purchase. Purchase and post-purchase systems;
3. Modern material planning and delivery systems like MRP and JIT and Material handling and logistics systems.

#### **MODULE 1:**

**(10 hours)**

Introduction – scope of materials management – primary and secondary objectives – integrated materials management – relation with other functional areas of organization.  
Organizing for materials management – basis for forming organizations – conventional and modern approaches to organizing materials management

#### **MODULE 2:**

**(10 hours)**

Materials identification – classifying of materials – codification of materials – standardization – simplification and variety reduction of materials. Inventory control – techniques – FSN, VED, ABC – working capital management with reference to inventory. Management of stores – location – different types of stores – methods of storing – safety and security of materials – stores equipment – materials handling equipment – factors affecting materials handling

#### **MODULE 3:**

**(12 hours)**

Stores issues and receipts – procedures – forms and policies in stores transactions – stores accounting – stores organization – materials safety and security

#### **MODULE 4:**

**(08 hours)**

Management of surplus obsolete and scrap materials – reasons for accumulation of surplus obsolete and scrap materials – methods of disposal – regulations and procedures

**MODULE 5:****(10 hours)**

Purchasing – planning purchasing materials – norms of vendor rating – CEI methodology, Japanese industry – selection and development – purchasing procedures and methods – legal aspects – insurance of materials – supply management – sources of supply – out sourcing

**MODULE 6:****(10 hours)**

Sub contracting – reasons for subcontracting – criteria for selecting sub contractors – rating – factors affecting subcontract rate fixing – internal and external subcontract

**TEXT BOOKS:**

Integrated Materials Management - A. K. Datta-PHI

Purchasing and Supply Management - Dobbler, Burt D.N-TMI,7/e, 2004

**REFERENCE BOOKS:**

1. P Gopalakrishnan, Materials Management – PHI, 2002
2. Leenders Fearon, Purchasing And Materials Management – Universal Book Stall
3. K S Menon, Purchasing And Inventory Control – Wheeler Publishers
4. Varma M M, Materials Management – Sultan Chand And Sons

## Revised Syllabus w.e.f. 2014-15

### 3.4E: BUSINESS PROCESS REENGINEERING

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

#### **Learning Objectives:**

1. To understand and apply the fundamental principles of business process reengineering/redesign.
2. To learn principles and tools of business process improvement.
3. To understand the relationship between business growth and business process reengineering.

#### **MODULE 1:**

**(10 hours)**

Business process reengineering: conceptual foundations of business process reengineering; Need for BPR; Business process vs management process; Role of information technology in business process reengineering; process of business reengineering; BPR and TQM.

#### **MODULE 2**

**(10 hours)**

Process identification and mapping; role/ activity diagrams; process visioning and benchmarking. Types and process of benchmarking; business reengineering - a strategy driven approach.

#### **MODULE 3:**

**(10 hours)**

Business process improvement; business process redesign; reengineering methodologies and tools - project management, coordination, modeling, business process analysis, hr analysis and design and systems development.

#### **MODULE 4:**

**(10 hours)**

Man-management of BPR implementation; reorganizing people for organizational change.

#### **MODULE 5:**

**(10 hours)**

BPR experiences in Indian industry

#### **MODULE 6:**

**(10 hours)**

Case studies of two Indian companies and two global companies.

#### **TEXT BOOKS**

**REFERENCES:**

1. Carr, D.K. and Johansson, H.J.:" Best Practices in Re-engineering "
2. Champy, James: "Re-engineering Management: The Mandate for New Leadership "
3. Jayaraman, M.S. et el: "Business Process Re-engineering "
4. Coulson, Thomas, C.: "Business Process Re-engineering: Myth and Reality "
5. Vikram Sethi and William R.King:" Organizational Transformation through Business Process Reengineering
6. Davenport, T.H.:" Process Innovation: Reengineering Work Through Information Technology "
7. Hammer, Michael: "Re-Engineering the Corporation - A Manifesto for Business Revolution"
8. Peppard, J and Rowland P:"The Essence of Business Process Re-engineering"



## Revised Syllabus w.e.f. 2014-15

### 3.5E: MANAGEMENT OF TECHNOLOGY

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

#### **Learning Objectives:**

1. To give good insight of working of technologies in modern industries
2. To inculcate the mixed knowledge of engineering and management principles
3. To prepare the skills of students to work in numerous roles in a wide range of industries

<b>Evaluation:</b>	Continuous Internal Assessment	–	50 marks
	Semester End Examination	--	50 marks

#### **MODULE 1: (08 hours)**

Technology management – introduction – definitions – concepts – main technologies and their characteristics

#### **MODULE 2: (14 hours)**

Technology development and acquisition – forecasting – generation and development.  
Technology absorption and diffusion – absorption – assessment – evaluation – diffusion

#### **MODULE 3: (10 hours)**

Selection and implementation of new technologies – automation decisions  
Strategic decision models – project management in adoption and implementation of new technologies – strategic cost analysis

#### **MODULE 4: (10 hours)**

Managing new generation technologies – commercializing new and innovative technologies – invention – innovation – intellectual property rights

#### **MODULE 5: (09 hours)**

Knowledge based techniques – role of artificial intelligence techniques – knowledge management techniques for technology management

#### **MODULE 6: (09 hours)**

Competitive advantages through new technologies – product development – from scientific breakthrough to marketable product – mechanism for technology transfer and acquisitions

**TEXT BOOKS:**

1. Management of New Technologies For Global Competitiveness – Christian N Madu – Jaico Publishing House
2. Handbook of Technology Management – Gaynor – Mcgraw Hill

**REFERENCE BOOKS:**

1. James, Technological Systems and Development –Allied Publishers
2. Nell Sullivan, Technology Transfer – Cambridge University
3. Rao A.S, Management of Technology Change – Global Business Press
4. Nichlos, Banking New Technology in Marketing.

## Revised Syllabus w.e.f. 2014-15

### 3.6E: ADVANCED PRODUCTION PLANNING AND CONTROL

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

#### **Learning Objectives:**

1. To understand the importance of planning and controlling with respect to production.
2. To emphasize how proper planning and control contributes in profits of the enterprise.
3. To understand how routes and schedules for work will ensure the optimum utilization of materials, workers, and machines and provides the means for ensuring the operation of the plant in accordance with the plans.

#### **MODULE 1: (16 hours)**

Forecasting – definitions – methods – characteristics of forecasting problems – subjective forecasting methods. Objective forecasting methods – time series analysis – simple and moving averages – exponential smoothing methods – correction for trend – linear and non linear regression techniques – analysis of seasonal demand – seasonal demand with growth pattern – problems.

#### **MODULE 2: (10 hours)**

Inventory control with known demand – inventory costs

#### **MODULE 3: (07 hours)**

EOQ models – quantity discount models – instantaneous and gradual – supply and demand cases – problems

#### **MODULE 4: (10 hours)**

Operations scheduling – production scheduling – job shop scheduling problems – sequencing problems – scheduling tools and techniques – problems

#### **MODULE 5: (10 hours)**

Supply chain management – make or buy decisions – JIT purchasing

#### **MODULE 6: (07 hours)**

Synchronous manufacturing and theory of constraints – performance measurement – capacity constraints – implementing a synchronous operations system

#### **TEXT BOOKS:**

1. Chase, Aquilano, Jacobsm Production and Operations Management – TMH, 10/e , 2004
2. James Dilworth, Production and Operations Management – McGraw Hill International

**REFERENCE BOOKS:**

1. Rogerto Russel, Taylor, Production and Operations Management –Prentice Hall, 4/e
2. Roger Schmenner, Production and Operations Management – Prentice Hall
3. Steven Nahmias, Production and Operations Analysis –McGraw Hill, 5/e, 2005

## Revised Syllabus w.e.f. 2014-15

### 4.1 ENTREPRENEURSHIP DEVELOPMENT AND BUSINESS ETHICS

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

**Pedagogy :** Lecture, Case Study, Seminars,

**Objective :**

1. To inject entrepreneurial qualities in the students.
2. To provide inputs relating to ethical issues faced by industry.
3. To train on preparing business plans and project proposals.

**MODULE 1:**

**(08 hours)**

#### **Entrepreneurship**

Evolution of entrepreneurship, entrepreneurial characteristics, distinction between entrepreneur & manager, function of entrepreneur, types of entrepreneur, entrepreneur. Entrepreneurship competencies – meaning of entrepreneur competencies or trait, major entrepreneurial competencies, developing competencies.

**MODULE 2:**

**(10 hours)**

#### **Entrepreneurial Environment**

- a) New Economic Policy 1991 with special reference to MSME
- b) Infrastructural and incentive support given by State and Central Government
- c) Role of MSME, DIC, NSIC and SIDBI

**MODULE 3:**

**(20 hours)**

#### **Promotion**

- a) Procedure to start MSME
- b) Project report preparation and appraisal

**MODULE4:**

**(06 hours)**

#### **Introduction to Business Ethics**

Ethical problems in business; ethical choices in business; importance of ethics in business

**MODULE 5:**

**(08 hours)**

#### **Moral Standards**

Ethics and decision making; making moral decisions

**MODULE 6:****(08 hours)**

Ethical enterprises

New book review “Stay Hungry Stay Foolish”

**Case Studies: GE way, Kanpur confectionary, Honeybee****TEXT BOOKS:****EDP:**

1. Evaluation of EDP-Criteria for evaluating EDP, Brief course content of EDP
2. Vasant Desai, Entrepreneurship and Small Scale Industry.

**ETHICS:**

1. PHI Cross Words by A.K. Jain.
2. R.C. Sekhar, Ethical Choices in Business.

**REFERENCE BOOKS:****EDP:**

1. Dr. Neeta Baporikar, Entrepreneurship and small industry.
2. S.S. Khanaka, Entrepreneurship Development.

**ETHICS:**

1. Rituparna Raj, A Study in Business Ethics.
2. Manuel G Velasquez, Business Ethics-Concepts & Cases–Pearson

Revised Syllabus w.e.f. 2014-15

**4.2: INTERNATIONAL BUSINESS MANAGEMENT**

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

<b>Evaluation:</b> Continuous Internal Assessment	–	50 marks
Semester End Examination	--	50 marks

**Pedagogy :** Lecture, Case Study, Seminars,

**Objective :**

1. To create understanding about the international Business environment
2. To give awareness regarding opportunities and challenges in IB
3. To evaluate the systems and procedures for international trading.

**MODULE 1:**

**(10 hours)**

International business environment - globalization - forces, meaning, dimensions and stages in globalization - kenchi ohmae model - introduction to theories of international trade trading environment of international trade - tariff and non-tariff barriers - trade blocks –BRICS, Rise of new economies like, South East Asia and China. Economic integration and custom union.

**MODULE 2:**

**(10 hours)**

Country profile analysis - political, social and economic - cultural and ethical practices - responsibilities of international business - economic crisis of, India, South East Asia .

**MODULE 3:**

**(10 hours)**

Internationalization – five steps four theories -managing multinational enterprises - problems and potential - multinational service organizations - Indian companies becoming multinationals - potential, need and problems.

**MODULE 4:**

**(10 hours)**

Introduction to international financial management - balance of trade and balance of payment - international monetary fund, Asian development bank and world bank - financial markets and instruments - introduction to export and import finance - methods of payment in international trade

**MODULE 5:**

**(10 hours)**

Bilateral and multilateral trade laws - general agreement on trade and tariffs, (GATT), World trade organization - dispute settlement mechanism under WTO - problems of patent laws - international convention on competitiveness. G8, G20.

**MODULE 6:****(10 hours)**

International marketing - entry strategies - market selection – barriers-global sourcing and its impact on Indian industry - globalization and internal reform process - India's competitive advantage in industries like it, textiles, gems & jewelry etc. - potential and threats, oil and agri plots, foreign trade policy.

**TEXT BOOKS:**

1. International Business Environment - Sundaram and Black,
2. International Business Environment - Bhalla and Raju
3. International Financial Management - P.G. Apte
4. International Business - Francis Cherulinam
5. International Business - Rao and Rangachari
6. Export Management – Rathod
7. Global Business Today - Charles Hill
8. International Business - Charles Hill
9. International Business Environment & Operations - John D.Daniels
10. Charles W L Hill. And Arun Kumar Jain. International Business: competing in the global market place, Mc Graw-Hill, 2007.
11. John D. Daniels Lee H Radebaugh, International Business: Environments and Operations Addison Wesley, 2007.
12. International Economics – B.O. Soderston

**REFERENCE BOOKS:**

1. Justin Paul – International Business – Prentice Hall of India, 2007
2. Oded Shenkar Yadong Luo : International Business – John Wiley & Co., 2006
3. Wild J. John, Wild L. Keneth and Han C. Y. Jerry, International Business: An integrated approach, Prentice Hall International
4. Alan M. Rugman and Richard M.Hodgetts – International Business by Pearson Education,, 2007.



## Revised Syllabus w.e.f. 2014-15

### 4.3A: INTERNATIONAL MARKETING MANAGEMENT

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

<b>Evaluation:</b> Continuous Internal Assessment	–	50 marks
Semester End Examination	--	50 marks

#### **Objectives:**

1. Understand how the basic principles of marketing are applied in a variety of diverse cultural, political, legal and economic environments
2. Be able to analyze foreign markets to determine their overall export potential
3. Be able to design strategies for global competition
4. Know how international marketers develop pricing strategies for goods sold abroad
5. Understand the basic principles, objectives, and problems in developing international channels of distribution

#### **MODULE 1:**

**(07 hours)**

##### **Framework of international marketing:**

Definition – scope and challenges – difference between international marketing and domestic marketing – the dynamic environment of international trade – transition from domestic to international markets – orientation of management and companies **Global e-marketing:** The death of distance, communications, targeting the individual customers, relationship marketing, interactivity, speed to market, living in an age of technical discontinuities, new technologies change the rules of competition, components of the electronic value chain.

#### **MODULE 2:**

**(08 hours)**

##### **Developing a global vision through marketing research:**

Breadth and scope of international marketing research – problems in availability and use of secondary data – problems in gathering primary data – multicultural research – a special problem – research on internet – a new opportunity – estimating market demand – problems in analysing and interpreting research information – responsibility for conducting marketing research – communicating with decision makers. Identifying foreign markets – classification based on demand – based on the stage of development – other bases for division of world markets social and cultural environment: basic aspects of society and culture, approaches to cultural factors, impact of social and cultural environment on marketing industrial and consumer products

#### **MODULE 3:**

**(07 hours)**

##### **Global marketing management – planning and organization:**

Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies –organizing for global competition products for consumers in global markets – product development – product adaptation – product standardization – marketing of services – green marketing and product development.

**“GLOBAL MARKETING STRATEGIES”** [http://www.ekonomi.gov.tr/upload/BF09AE98-D8D3-8566-4520B0D124E5614D/Fatih\\_Akkaya.pdf](http://www.ekonomi.gov.tr/upload/BF09AE98-D8D3-8566-4520B0D124E5614D/Fatih_Akkaya.pdf)

**MODULE 4:**

**(13 hours)**

**Products and services for consumers:**

Quality – products and culture – analyzing product components for adaptation–marketing consumer services globally – brands in international markets

**CASE P & G’s Pert Plus-A pan European Brand**

**Products and services for businesses**

Demand in global business to business markets – quality and global standards – business services – trade shows' crucial part of business to business marketing – relationship markets in business to business context

**Pricing decisions:**

Global pricing framework, pricing basics, marginal cost pricing and its importance, Transfer pricing, counter trade, systems pricing, pricing and positioning, price quotation – inco terms – preparation of quotations.

**Promotion Decisions**

Promotions – international advertising – sales promotion in international markets –international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing

**MODULE 5:**

**(08 hours)**

**Licensing, Strategic Alliances, FDI:**

Introduction, licensing, strategic alliances, manufacturing subsidiaries, entry modes and marketing control, optimal entry strategies.

**Global Distribution**

Introduction, distribution as competitive advantage, rationalizing local channels, wholesaling, retailing, global logistics, parallel distribution, global channel design.

**Six Classic Distribution Paradigms for Global Marketing Channel Strategy**

<http://www.unimib.it/upload/gestioneFiles/Symphonya/lasteng/f20101/rosenbloomeng12010.pdf>

**MODULE 6:**

**(08 hours)**

**Recent trends in India's foreign trade:**

Institutional infrastructure for exports promotions in India – India's trade policy – exports assistance – exports documentation and procedures including different stages of documentation

## **Globalization in India, Opportunities, Constraints and Initiatives**

India - a hub for globalization, globalization in India - post liberalization, India's strengths, strategies for sustainable competitive advantage, potential for made in India, major globalization initiatives from Indian companies, WTO regulations and their implications for India, undesirable effects of globalization, government initiatives needed to foster globalization.

**The future of global marketing:** Six major changes in global marketing.

**Case studies**

**(05 hours)**

### **TEXT BOOKS:**

1. Cateora, Graham – TMH 12/E, 2005
2. International marketing - francis cherunilam

### **REFERENCE BOOKS:**

**Author:** International Marketing – Cateora, Graham – TMH 12/E, 2005

**Module-1:** Chapter 1

**Module-2:** Chapter 8

**Module-3:** Chapter 11

**Module-4:** Chapter 12, Chapter 13

**Module-6:** Chapter 16

**Author:** International Marketing – Varshney, Bhattacharya – S Chand

**Module-1:** Chapter 1

**Module-2:** Chapter 12

**Module-6:** Chapter 17

**Module-7:** Chapter 9, Chapter 10, Chapter 11, Chapter 29

**Author:** Global Marketing Management – Warren Keegan – Pearson / PHI, 7/e

**Module-1:** Chapter 16

**Module-2:** Chapter 3

**Module-8:** Chapter 18

**Author:** Global Marketing, Johny K. Johansson, 4/e, TMH

**Module-5:** Chapter 6, Chapter 15

**Module-6:** Chapter 14

**Author:** International Marketing – Dana – Nicoleta, Lascu – Biztantra, 2003

**Module-5:** Chapter 12

**Author:** International Marketing – Francis Cherunillam – HPH, 7/e, 2004

**Module-6:** Chapter 10

**Author:** Global Marketing Strategies, 6/e, Jean-Pierre Jeannet, Biztantra.

**Module-7:** Chapter 18

### **Recommended Books For Case Studies:**

1. Analysis and strategy -Sak Onkvisit and John J. Shaw, International marketing - 1/e, Biztantra
2. Rajagopal International Marketting- Vikas publications/1e

## Revised Syllabus w.e.f. 2014-15

### 4.4A: ADVERTISEMENT AND BRAND MANAGEMENT

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours: 03**

**Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

#### **Objective**

1. Examine the key components of an integrated communications strategy and how to assemble them.
2. Explore crucial issues in developing and implementing marketing communications.
3. Apply ideas, concepts, and systematic approaches to decisions concerning marketing communications
4. Role of brand and product and product management within the marketing functions
5. The role of brands, concept of brand equity and the advantages of creating strong brands
6. Alternative branding strategies & how to devise brand hierarchies & brand portfolios

**Pedagogy** : Lectures, Assignments, Projects, Seminars

#### **MODULE 1: (07 hours)**

Introduction; advertising in India; careers in advertising

Integrated marketing communications - role of integrated marketing communications in marketing

Integrated marketing program situation analysis – organizing for advertising

#### **MODULE 2: (05 hours)**

Objectives setting and budgeting for IMC programs – establishing objectives and budgeting for the promotional programs, evaluation.

#### **MODULE 3: (10 hours)**

Message Strategy

#### **MODULE 4: (10 hours)**

Opening perspectives brand management, identifying and establishing brand positioning and Values

#### **MODULE 5: (12 hours)**

Choosing brand elements to build brand equity, developing brand equity measurement and management system, measuring sources of brand equity: capturing customer mind-set,

#### **Module 6: (08 hours)**

Customer based brand equity

#### **Case Studies (08 hours)**

1. <http://karinalynnc.files.wordpress.com/2012/10/nordstrom-case-study2.pdf>
2. [http://www.fujixerox.com.au/doc/471155/case\\_adcorp\\_lr.pdf](http://www.fujixerox.com.au/doc/471155/case_adcorp_lr.pdf)
3. <http://jetems.scholarlinkresearch.org/articles/The%20Association%20between%20Advertisin%20and%20Sales%20Volume.%20A%20Case%20Study%20of%20Nigerian%20Bottling%20Company%20Plc.pdf>

<b>References :</b>	
1. Lehman Donald R. and Winer Russel S, Product Management, New Delhi : Tata McGrawhill Edition 2002	L& W
2. Strategic Brand Management IInd Edition by Kevin Lane Keller Pearson Education	KLK
3. Ramesh Kumar S, Application Exercises in Marketing New Delhi Vikas Publishing House Pvt. Ltd., 2000	SRK ( Application Exercises in Marketing )
4. Majumdar Ramanuj Product Management in India New Delhi Prentice Hall of India Pvt. Ltd.1999	MR

#### **REFERENCES:**

1. Kenneth B Kahn: New Product Planning (Sage)
2. Chunawalla. S.A: Compendium of Brand Management (Himalaya)
3. Harsh V Verma: Brand Management – Text & Cases (Excel)
4. Murthy YLR: Brand management (Vikas)
5. Kevin Lane Keller: Strategic Brand Management (Prentice Hall)
6. Mathur.U.C: Product & Brand Management (Excel)
7. Kotler : Marketing Management (Pearson)
8. Gupta S.L: Brand Management Text and Cases (Himalaya)
9. Subratosen Gupta: Brand Positioning (Macmillan)
10. Ramanuj Majumdar : Product Management in India (Prentice Hall)

#### **COURSE TEXT BOOK:**

Advertising Management by Rajeev Batra, John Myers and David Aaker, 5th Edition, PHI (AM-RB, JM & DA)

#### **TEXT BOOKS:**

1. “Advertising Management” by Rajeev Batra, John Myers and David Aaker, 5th Edition, PHI –TEXT BOOK
2. ‘An Indian Perspective - Advertising Management’ – by P K Agarwal, 2nd Edition, 2001, Pragati Prakashan, Meerut.

#### **REFERENCE BOOKS:**

1. Contemporary Advertising by William F Arens – Irwin/ McGraw Hill International Edition
2. Advertising Management: Concepts and cases by Mahendra Mohan, Tata McGraw Hill

## Revised Syllabus w.e.f. 2014-15

### 4.5A: RETAIL MANAGEMENT

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

<b>Evaluation:</b> Continuous Internal Assessment	–	50 marks
Semester End Examination	--	50 marks

**Objective:** The primary focus of this course will be to analyze Retailing theories, and models. This course will also provide an understanding of Retailing as an Economic and Social process.

1. Introduction to Retail Management: Learn how retailing works and the factors that influence its success.
2. Selling and Service: Understand how to create a shopping experience that builds customer loyalty.
3. Merchandising: Learn how to receive, present and maintain merchandise.
4. Human Resources: Learn how to identify, hire, retain and build retail talent.
5. Operations: Learn the functions that support service and sales.
6. Financial Reporting: Understand how to drive sales growth.

**Pedagogy** : Lectures, Assignments, Projects and Seminars

**MODULE 1:** **(10 hours)**

#### **Perspectives on Retailing:**

World of retailing, retail management, introduction, meaning, characteristics, emergence of organizations of retailing-types of retailers -multichannel retailing -customer buying behavior.

**MODULE 2:** **(10 hours)**

#### **Retailing strategy and planning:**

-Retail market strategy -financial strategy -site & locations –human resource management, information systems and supply chain management & logistics.

**MODULE 3:** **(10 hours)**

#### **Merchandise Management:**

-Planning merchandise assortments -buying systems -buying merchandise –pricing -retail communication mix.

**MODULE 4:** **(10 hours)**

#### **Store Management**

-Managing the store-store layout, design, and visual merchandising, customer service

**MODULE 5:****(10 hours)****Relationship Marketing in Retailing:**

Management of relationship, evaluation of relationship marketing, relationship marketing in organized and unorganized retail sector, retail research and retail audits.

**MODULE 6:****(10 hours)****Retailing Environment: Indian perspective:**

-Historical perspective, role of retailing, trends in retailing-problems of indian retailing -current scenario -future course

*Case Studies*

1. [http://www.philippelasserre.net/contenu/Download/Mass\\_Retail.pdf](http://www.philippelasserre.net/contenu/Download/Mass_Retail.pdf)
2. <http://bura.brunel.ac.uk/bitstream/2438/3615/1/7Cs.pdf>
3. [http://www.instoreimplementation.com/PublicDocs/106/Report/2011-03-08T203930Break Down the Barriers to Retail Operations Excellence.pdf](http://www.instoreimplementation.com/PublicDocs/106/Report/2011-03-08T203930Break%20Down%20the%20Barriers%20to%20Retail%20Operations%20Excellence.pdf)
4. <http://www.xemplex.com/documents/Retail-Info-Management-Case-Study.pdf>

*TEXT BOOKS:*

1. Retailing Management by Levy and Weitz. Tata McGraw-Hill, 5<sup>th</sup> Edition.

**REFERENCE BOOKS:**

1. Retail Management, Barry Berman- PHI, 9/E, 2005
2. Retail Marketing Management, David Gilbert- Pearson Education 1/e, 1999
3. RETAIL BIZ, Magazine.

## Revised Syllabus w.e.f. 2014-15

### 4.6A: CUSTOMER RELATIONSHIP MANAGEMENT

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

#### **Objective:**

The objective of this course is:

1. To understand the role, value and prospects of CRM
2. To provide managerial insights into the process of forming, managing and enhancing customer relationships

**Pedagogy :** Lectures, Assignments, Projects, Practical Exercises and Seminars

**MODULE 1: (10 hours)**

Introduction to relationship marketing, significance of crm, why crm.

**MODULE 2: (10 hours)**

Building customer relation management, customer acquisition & segmentation, customer life time value computation, crafting the right value propositions -define purpose of relationship - setting relationship boundaries - creating relationship value -motivating employees -role of IT in CRM.

**MODULE 3: (15 hours)**

CRM process, implementing CRM, CRM steps.

**MODULE 4: (05 hours)**

CRM, eCRM, integrating with ERP.

**MODULE 5: (05 hours)**

CRM through call centres.

**MODULE 6: (15 hours)**

CRM, data warehouse, data mining.

#### **Cases:**

1. <http://60.88.dyn.lse.ac.uk/asp/aspecis/20010069.pdf>
2. <http://new.aibse.org/wp-content/uploads/2012/02/CurtisBarrereGriffin2008.pdf>
3. [http://www.myfax.com/resources/pdf/casestudy\\_mirometrica.pdf](http://www.myfax.com/resources/pdf/casestudy_mirometrica.pdf)
4. <http://www-935.ibm.com/services/uk/gbs/pdf/SMW03042WWEN.PDF>



**TEXT BOOKS:**

1. 'Handbook of Relationship Marketing' by Jagdish Sheth and Atul Parvatiyar, Response books, Sage Publications, 2003.

**REFERENCE BOOKS:**

1. 'Customer Relationship Management – A Step by Step Approach' by H Peeru Mohamed & A Sagadevan, Vikas Publishing House Pvt Ltd, 2003 (HPM-AS) CRM - At the Speed of Light by Paul Greenberg, Tata McGraw-Hill, 2001

## Revised Syllabus w.e.f. 2014-15

### 4.3B: INTERNATIONAL FINANCIAL MANAGEMENT

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

#### **Objective:**

1. To understand the concept of international trade and finance.
2. To give exposure to International financial management.
3. To understand the international trade and various measures to control it.

#### **MODULE 1: (10 hours)**

**International Finance: International Monetary System. Capital Flows and Flight-External Debt & Equity Financing. Analysis and preparation of BOP**

#### **MODULE 2: (10 hours)**

**International financial markets and instruments**-Forex markets, cash and spot exchange markets, euro currency market. Capital and money markets – GDRS, ADRS, ADS - bonds, FRNS -cross currency rates and interest rate arbitrage, problems on basic exchange rate mechanism

#### **MODULE 3: (08 hours)**

**Indian forex market**-convertibility of rupee - exchange control -determination and forecasting of forex rates - law of one price - purchasing power parity - interest rate parity.

#### **MODULE 4: (10 hours)**

**Forecasting foreign exchange rates:** majoring exchange rate movements-exchange rate equilibrium-factors affecting foreign exchange rates-international parity relationship, interest rate parity, purchasing power parity and fisher effects

#### **MODULE 5: (10 hours)**

Foreign exchange exposure- management of transaction exposure, management of translation exposure, management of economic exposure, management of political exposure, management of interest exposure.

## MODULE 6:

(12 hours)

**Financing of foreign trade:**-interest and currency risk - compensation for risk -risk management and products -swaps, options, futures in forex markets - hedging instruments - international investment strategies.

**International working capital management:** multilateral netting; mnc capital budgeting basics.

### TEXT BOOKS:

1. Multinational Business Finance - Eiteman, Stone hill and Mofett (Addison Wesley,) [MBF-E]
2. International Financial Management 3/ed - V. Sharan (Prentice Hall of India,) [IFM-VS]
3. International Financial Management 4/ed - PG Apte (Tata Mcgraw Hill,)
4. Foreign Exchange Markets - SIU'endra Yadav, Jain and Peyrard (Macmilan,)
5. International Finance - Maurice levi (McGraw Hill Inc.,) etc.

### REFERENCE BOOKS:

1. Foreign Exchange & Foreign Trade - C. Jeevanandam
2. International Financial Management - Eun & Reswick (Tata Mcgraw Hill).
3. International Financial Management-Jeff Mactura (Thomson)
4. International Financial Management - Srinivasan, Dr. B. Janakiraman (Biztantra)
5. International money and finance – Melvin (pearson education)

### WEBSITES :

1. **www.stcionline.com** -. Provide Information on Money Market, Govt. Securities etc. **www.finmin.nic.in** \_ . for latest policy guidelines and notifications on external borrowings! ADRIGDR etc. .
2. **www.rbi.org**- Exchange control manuals and updates as well as weekly statistical supplements.
3. Tarapore committee report & Y.V. Reddy's Report on Capital Account Convertibility
4. **www.wto.org**- Provides news, statistics, links to international org's
5. **www.worldbank.org**-provides more than 190 country at a glance" tables, global economic prospect, etc
6. **www.ft.com** - website of The Financial Times, a leading international business news paper
7. **www.economist.com** - Website of The Economist. an international weekly journal
8. **www.imf.org/external**-- Asian Crisis, BOP, special drawing rights, etc
9. **www.bis.org** - Website of the bank for international settlements. Many interesting reports and statistics c: obtained here.
10. **www.oanda.com**.- Provides current rates and forecasts for world's major currencies and currency news analysis.
11. **www.appliederivatives.com** .. Provides information about Derivatives.

## Revised Syllabus w.e.f. 2014-15

### 4.4B: DERIVATIVES MANAGEMENT

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

#### **Objective:**

1. To understand the concept of risk.
2. To give exposure to derivatives management and various strategies of trading.
3. To understand various trading tools of derivative market.

#### **MODULE 1: (10 hours)**

Introduction to risk: concept of risk, types of risk, risk management objectives, Types of financial derivatives,

#### **MODULE 2: (10 hours)**

**Forward Contracts** – An overview

**Futures contract:** meaning, parties, trading procedure, Hedging strategies, valuation, applications and practical exercises. Difference between forward and futures contract. Commodity Market.

#### **MODULE 3: (10 hours)**

**Options**-concept, types, distinction between options and futures, options valuations. Options pricing models- determinants of option prices, black and scholes option pricing model, binomial option pricing model- one step.

#### **MODULE 4: (10 hours)**

Option trading: Strategies, options spreads, volatility trading-straddles, strangles, strips, straps.

#### **MODULE 5: (10 hours)**

Hedging with options: fixed hedging, strategies-stop loss, zero cost, delta, theta, gamma, vega, rho and phi.

#### **MODULE 6: (10 hours)**

**Swap Contracts** – interest rate swaps, currency swaps and practical exercises.  
**Class Projects on Hedging using derivative instruments.**

#### **TEXT BOOKS:**

1. N D Vohra and B R Bagri, Futures and Options, 2<sup>nd</sup> edition, Tata Megraw Hill, 2007.

#### **REFERENCES BOOKS:**

1. David A. Dubofsky and Thomas W. Miller, Derivatives Valuation and Risk Management, Jr, Oxford University press, 2003.
2. John C Hull, Options, Futures and other derivatives, Sixth edition, PHI, 2007

## Revised Syllabus w.e.f. 2014-15

### 4.5B: MANAGEMENT ACCOUNTING & CONTROL SYSTEMS

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

**Objective :**

1. To appraise the students about the concept of management control system.
2. To understand its role in efficient management.
3. To understand various tools and techniques of management accounting and control system.

**MODULE 1: (05 hours)**

**Basic concepts**, goals, and strategic key variables in management control systems. Management by objectives. Management control - operational control – task control. Concept of cost centers, profit centers and investment centers. Sources for cost information, cost units- classification of costs- cost analysis for management decision making.

**MODULE 2: (20 hours)**

**Determining product costs:** cost elements for product costing- - accounting for factory overheads- principles of allocation and absorption – determining product costs. Mechanics of ascertaining product costs under job order costing. Theoretical concepts of Activity Based Costing (ABC), Simple problems on ABC analysis.

**MODULE 3: (05 hours)**

**Variable costing:** Concept of variable (Marginal) costing. Comparison between variable costing, - advantage of variable costing. Decisions involving alternative choices: cost analysis for decision making like discontinuing a product, accepting a special order, make or buy, Sell or Process further, Product Mix.

**MODULE 4: (10 hours)**

**Cost-volume – profit (CVP) Relationship:** Profit planning- behavior of expenses in relation to volume- CVP model- sensitivity analysis of CVP Model for changes in underlying parameters- assumptions of the CVP Model- Utility of the Model in Management Decision Making.

**MODULE 5: (05 hours)**

**Pricing policies:-** objectives of pricing policies- marginal analysis and pricing – full cost pricing-ROI pricing – contribution approach to pricing – concepts of transfer pricing.( only theory)

**MODULE 6:****(15 hours)**

**Budgeting and budgetary control:** - Budgeting as a tool of management control-steps in budget preparation-Functional budget (simple problems on sales, production, material), flexible budgets. (does not include master budget & cash budget)

**TEXT BOOKS:**

1. Lynch & Williamson: Accounting for Management- Planning & Control- (TMH)
2. Introduction to Management Accounting - Charles T Horngren –Pearson/PHI, 11/e, 2003
3. Sudhindra Bhat -Management Accounting — Excel Books
4. Khan & Jain- Management Accounting –(TMH), 3/e, 2003, Recommended book for 5 & 6

**REFERENCES BOOKS:**

1. Khan & Jain- Cost Accounting-(TMH), 1/e, 2003
2. Management Accounting – Atkinson – Pearson / PHI, 3/e
3. Robert. N. Anthony & Vijay Govindrajana –Management Control system-(TMH), 11/e, 2005 Recommended book for module-1
4. Cost Accounting: Principles and Practice - Bhattacharya – PHI, 2004
5. Cost Accounting – Jawaharlal – TMH, 3/e, 2003
6. Practical Costing- P C Tulsian – Vikas, 1/e, 2004
7. Cost Accounting – M.N Arora – Vikas, 7/e, 2004
8. Management Accounting – Sharma, Sashi K Gupta – Kalyani
9. P. Saravanavel-Management Control System- (HPH)
10. Cost Accounting -Charles T Horngren –Pearson/PHI, 11/e, 2003
11. Management Control Systems – Merchant – Pearson, PHI.

## Revised Syllabus w.e.f. 2014-15

### 4.6B: FINANCIAL REPORTING AND ANALYSIS

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours: 03**

**Exam Marks : 100**

<b>Evaluation:</b>	Continuous Internal Assessment	–	50 marks
	Semester End Examination	--	50 marks

Objective:

1. To develop the knowledge and skills necessary to understand the professional responsibilities.
2. To understand and compare financial statement analysis.
3. To make use of these reports for investment decision making.

#### **MODULE 1:**

**(10 hours)**

Introduction to financial reporting, national differences in financial reporting practices, reasons for national differences in financial reporting practices, arguments for and against accounting standards, uses of financial accounting information- lenders, investors.

#### **MODULE 2:**

**(10 hours)**

Introduction to financial statements, the objective and users of financial statements, balance sheet formats, accounting equation, concepts and conventions related to balance sheet, income statement, expenses, gains and losses, net income, earning per share, concepts conventions related to income statement, price-earnings ratio, statement of cash flows, notes to financial statements.

#### **MODULE 3:**

**(10 hours)**

Balance sheet: individual asset, liability, and equity accounts, current accounts, long-term assets, current liabilities, long term liabilities, stock holder's equity.

The income statement: different measures of income- gross profit, operating income, income from continuing operations, net income, comprehensive income, individual income statement items, revenues and expenses.

The statement of cash flows: three categories of cash flows, non-cash investing and financing activities.

**MODULE 4:****(10 hours)**

Introduction to financial statement analysis, need for financial statement analysis, debt ratio, current ratio, return on sales, asset turnover, return on equity, price-earnings ratio, common size statement, cash flow ratios, cash flow to net income, cash flow adequacy, cash time interest earned, potential pitfalls.

**MODULE 5:****(10 hours)**

The accounting information system, transaction analysis using debits and credits, computers and accounting.

**MODULE 6:****(10 hours)**

Additional reporting: accounting in global market, foreign currency transactions, translating foreign currency financial statements.

**TEXT BOOKS:**

1. Stice, Financial Accounting Reporting & Analysis- South-Western.
2. John J. Wild, K. R. Subramanyam, Robert F. Halsey, Financial Statement Analysis- TATA McGraw-Hill.

**REFERENCES BOOKS:**

1. Gerald I. White, Ashinpaul C. Sondhi, Dov Fried, The Analysis and Use of Financial Statements- Wiley India.
2. Naseem Ahmed, Nawab Ali Khan, Rajender Kumar, Accounting and financial analysis- Ane Books



## Revised Syllabus w.e.f. 2014-15

### 4.3C: STRATEGIC HUMAN RESOURCE MANAGEMENT

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours: 03**

**Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

**Objective:**

1. The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in managing human resources.
2. SHRM emphasizes the need for HR plans and strategies to be formulated within the context of overall organizational strategies and objectives and to be responsive to the organizations' dynamic external environment.
3. The objectives to delineate the concepts and characteristics of SHRM, its relationship with business strategies of the organization, its several models with their effects on Core HR functions and the relationship between SHRM and Organization's Structure, Strategy, Culture and Policies.

**Pedagogy** : Lectures, Assignments, case studies, seminar, project

**MODULE 1:** **(10 hours)**

**Introduction:**

Introduction to strategic HRM definition, need and importance; introduction to business and corporate strategies; integrating HR strategies with business strategies; developing HR plans and policies

**MODULE 2:** **(10 hours)**

**HR Environment**

Human resource environment technology and structure; workforce diversity; demographic changes temporary and contract labor; global environment; global competition global sourcing of labor; WTO and labor standards.

**MODULE 3:** **(10 hours)**

**Procurement**

Recruitment and retention strategies: Online recruitment; employee referrals; recruitment process outsourcing head hunting; executive education; flexi timing; telecommuting quality of work life; work – life balance; employee empowerment employee involvement, employee engagement, autonomous work teams.

**MODULE 4:** **(10 hours)**

**Development**

Training and development strategies: creating a learning organization; competency mapping and management; multi-skilling, succession planning; cross cultural team.

Performance management strategies: defining key result areas (kra); result based performance linking performance to pay; merit based promotions

**MODULE 5:****(10 hours)****Maintenance**

Reward and compensation strategies: performance based pay; skill based pay; team based pay, broad banding; profit sharing; executive compensation; variable pay.

**MODULE 6:****(10 hours)****Separation**

Retrenchment strategies rightsizing/sliming: voluntary retirement schemes (VRS) HR outsourcing; early retirement plans; project based employment.

Human aspects of strategy implementation: behavioral issues in strategy implementation; matching culture with strategy: human side of mergers and acquisitions; leadership, employee morale; personal values and business ethics introduction to global HR strategies; developing HR as a value added function.

**CASES ON:**

1. Creating a climate wherein change and improvement would be a burning desire for one and all.
2. Case study of strategic human resource management in Wal-Mart stores.
3. Case on – Which is more Important Recruitment or Retaining?
4. People First; everything is Next
5. Learning is Business in Nokia.

**TEXT BOOK:**

1. Human Resource Management by Gary Dessler – Pearson Education.

**REFERENCES BOOKS:**

1. Jeffery Mello, Strategic HRM –Thompson publication, New Delhi
  2. Charles Greer, Strategic HRM –Pearson education Asia, New Delhi
  3. Michael Armstrong, Strategic HRM –Kogan page, London
  4. Agarwal, Strategic HRM –Oxford university press, New Delhi
  5. Louis Gomez David Balki Robert Cardy, Managing Human Resource - Pearson Education
  6. Olanchar, Effective training Systems Strategies & Practices- Pearson Education.
  7. Wayne F. Cascio - Managing Human Resources
  8. Jyoti and Venkatesh, Human Resource Management– Oxphord Publication.
  9. Fisher Shaw, HRM– bitztra publication.
  10. Joup Wilson, HRD 2<sup>nd</sup> edition.
  11. Randy Desimone, Jon M. Werner and David Harris, HRD -Thomson publication.
  12. Bonalder Snell, Managing Human Resource -13th Ed. Thomson.
  13. Daniel Goleman-Emotional Intelligence, David Fontana-Stress Management.
- \*\* For Case Reference Book is Case Study Solution-HRD by kaushal-2004 McMillan Publication.
- \*\*\* Training MODULEs can be developed for some of the topics like Time, Stress Management etc.
- \*\*\*\* Project Work can be given to students as course project.

## Revised Syllabus w.e.f. 2014-15

### 4.4C: HUMAN FACE OF CORPORATE RESTRUCTURING

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours: 03**

**Exam Marks : 100**

<b>Evaluation:</b>	Continuous Internal Assessment	–	50 marks
	Semester End Examination	--	50 marks

#### **Objective:**

1. To provide student with an opportunity to become familiar with the basic theories of “change management,”
2. To develop an awareness and fundamental knowledge of the need for change, why organizations change or fail to change, and how to plan for, manage and measure change.
3. To develop an awareness of the leadership issues and role of the leader in organizational change and help further develop and expand your critical thinking and analytical skills.

#### **MODULE 1: (10 hours)**

##### **Organizations & the need for change**

Why organizations change; factors influencing organizations, types of change, forces of change

#### **MODULE 2 (10 hours)**

##### **Preparation for Corporate Restructuring**

Planning and preparing the employees for change

Human aspects plans, restructuring designs, implementation of designs, Re-engineering, Downsizing, optimization etc.

#### **MODULE 3 (10 hours)**

Job analysis, personal analysis, designing a learning environment, learning patterns

#### **MODULE 3 (10 hours)**

##### **Training & Development**

Role of T&D in CR, overview, objectives, definition, system view, needs assessment, organizational analysis, employee obsolescence, multi skilling

**MODULE 5****(10 hours)**

Development of training materials, training transfer, training methods (benefits, limitations) evaluation, cost factor in training

**Special training programs;**

Employee orientation programs, training for teams, creativity training, training for international assignments.

**MODULE 6****(10 hours)****Success stories of organization change management (Cases from World class in India)****CASES:**

1. Hindustan Uniliver Limited.
2. Life Insurance Corporation
3. Bajaj Auto Limited
4. Motorola
5. Xerox Corporation  
(Other Cases from world class companies in India)
6. Banking Cases GTB & OBC.
7. GRIT – GUTS – GUMPSTON – STORY OF SBI

**TEXT BOOKS:**

1. Udai Pareek Training instruments for Health Management, Tata Mc Graw Hill, ND
2. Jeffery N. Lowenthal, Re-engineering Tata Mc Graw Hill, ND
3. Saiyadain Human Resources Management Tata Mc Graw Hill, ND
4. Gomez-Mejia, L.R. Balkin, D.B. and Cardy, R.L. Managing human resources Englewood Cliffs, NJ, Prentice Hall.
5. Edosomwan, J.A. Orgnizational transformation and Process Re-engineering Delray Beach, FL, Sr. Lucie Press.

**REFERENCES BOOKS:**

1. Micheal L. Hardman, Clifford J. Drew, M. Winston Egan and Barbara Wolf; Human Exceptionality, allyn and Bacon Massachusetts, US.
2. Jim Mathewman, Human Resources Planning, Jaico Pub. House, B'lore.
3. Udai Pareek, Training Instruments for HRD, Tata Mc Graw Hill Pub. Co. Ltd. ND
4. Joseph Weiss, O.B. & Change (Vikas Pub. 2<sup>nd</sup> Edition)
5. M.N. Mishra, O.B. & Corporation Development (Himalaya Pub).
6. Bohlander/Snell/Sherman, Managing HR (For training & Development) (Thompson Publication)

## Revised Syllabus w.e.f. 2014-15

### 4.5C: COMPETENCY MAPPING

**Contact Hours: Minimum 50 Hrs** **Work load : 4 Hrs per week**

**Exam Hours: 03** **Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

#### **Objective:**

1. To prepare students to understand the process Career Planning
2. To equip students to assess and manage organizational effectiveness
3. To design and implement the programmes on company building

#### **MODULE 1: (10 hours)**

Introduction - history & origin of competency - KSA v/s competency - reasons for popularity of competency, - competency & EVA, views against competency - definitions - confusion about competency.

#### **MODULE 2: (10 hours)**

Components of competency - skill, knowledge & motive - trait & self-concept - iceberg model of competency - operant & respondent traits of competency.

#### **MODULE 3: (10 hours)**

Competency categories - threshold competencies - differentiating competencies - generic or key competencies - functional or technical competencies - leadership or managerial competencies

#### **MODULE 4: (10 hours)**

Competency models steps in developing competency model - determining the objective & scope - clarifying implementation goals & standards - create an action plan - define performance.

Effectiveness criteria - identify a criterion sample - data gathering & interim competency model - finalize & validate competency model.

#### **MODULE 5: (10 hours)**

Different models leadership and managerial competency models - causes for resistance and recommended actions to address - Delphi technique - competencies & generic indicators - 360 degree feedback - HR generic competency model - supervisory generic competency model

**MODULE 6:****(10 hours)**

Competencies assessment and uses - strategies to address the gaps - integration the competency model - competency based recruitment and selection - competency based performance appraisal ; competency based succession & career planning - competency based compensation and benefits - competency based training & development - reassess competencies and evaluate ROI

**TEXT BOOKS:**

- 1) Performance Management, Herman Aguinis, Pearson Education, 2007.
- 2) Competency Based HRM, Ganesh Shermon, TMH, 1st Edition, 2004.
- 3) A handbook of Competency mapping - Seema Sangvi, Response Books, 2004.

**REFERENCE BOOKS:**

- 1) Competence at work (1993) by Lyle M. Spencer, Signe M. Spencer. John Wiley and Sons Inc.
- 2) Appraising and Developing Managerial Performance-.T. V. Rao, Excel Books.
- 3) 360 degree feedback and assessment and development Centres, TV Rao, Nandini Chawla, Excel Books. 360 degree feedback and Performance Management Systems,

## Revised Syllabus w.e.f. 2014-15

### 4.6C: KNOWLEDGE MANAGEMENT

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours: 03**

**Exam Marks : 100**

<b>Evaluation:</b>	Continuous Internal Assessment	–	50 marks
	Semester End Examination	--	50 marks

#### **Learning Objectives:**

1. To develop skills of identifying ,documenting, retrieving and disseminating knowledge in the organizations
2. To understand the practices of Knowledge Management and related issues.
3. To understand the interrelationships of knowledge management and other operational areas of an organization

#### **MODULE 1: (10 hours)**

Knowledge Management concept, definition, the need , utility and universal applications, role of knowledge management in the network world

#### **MODULE 2: (10 hours)**

Process of knowledge management. A systems approach to Knowledge Management cycle

#### **MODULE 3: (10 hours)**

Knowledge Management models, strategic implications of KM models, practical implications of KM models

#### **MODULE 4: (10 hours)**

Knowledge capture and codification. Tacit knowledge capture at individual and group levels – interviewing experts, structured interviewing, learning by observation, learning by being told- strategic and practical implications.

#### **MODULE 5: (10 hours)**

Knowledge sharing and communities of practice

#### **MODULE 6: (10 hours)**

Strategic and practical implications of knowledge application , role of organizational culture.

Knowledge management tools and techniques, knowledge leadership, ethics of knowledge management and future challenges for knowledge management

**TEXT BOOKS:**

1. Knowledge Management In theory and practice, Kimiz Dalkir,Elsevier,2008
2. knowledge management- Sudhir warier-vikas 2003
3. knowledge management-Elias M Award,Hussain M ghazini-Pearson Education 2004
4. knowledge management-Enabling Business Growth-ganesh Natarajan and Sandhya Shekhar-TMH 2000
5. knowledge management tool kit-Amrit tiwana- Pearson Education 2005
6. Designing Knowledge Management Architecture by Archana Shukla and R.Shrinivas – SAGE publications
7. Knowledge Management –SHELDA DEBOWSKI –Wiley India Pvt.Ltd
8. Knowledge Management Systems by Stuart Barness – Cengage Learning
9. Knowledge Management in organisations – Donald Hilslop – Oxford University press.

**REFERENCE BOOKS:**

1. Madan Mohan Rao, Leading with knowledge- TMH 2003
2. Peter Serge, Fifth Discipline and Field book-Random House Business Books
3. Staurt Barnes, Knowledge Management Systems: Theory and Practice.
4. Wendi R Bukowitz,Ruth L Williams, The knowledge management field book-Prentice Hall/ Pearson education 1999
5. Knowledge Management, A New Dawn-ICFAI Books 2002
6. Carla O' Dell, The Executives Role In Management-TMH 2004

**Cases:**

- Bajaj Auto
- Infosys
- Mico Bosch



## Revised Syllabus w.e.f. 2014-15

### 4.3D: COMPUTER MODELLING AND DECISION SUPPORT SYSTEMS

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

<b>Evaluation:</b> Continuous Internal Assessment	–	50 marks
Semester End Examination	--	50 marks

**Objective:**

1. To provide a thorough knowledge on different computer models and DSS
2. To bring various insights of models w.r.t management and business scenarios
3. To thoroughly understand the role of decision support systems in large organisations

**MODULE 1: (07 hours)**

System models, stochastic activities, continuous and discrete systems, system modeling, types of models, static – physical & mathematical, dynamic - physical & mathematical, principles in modeling

**MODULE 2: (07 hours)**

System study, full corporate model, system analysis, system design, system postulation, system simulation, techniques of simulation, process of simulation, simulation vs analytical methods.

**MODULE 3: (07 hours)**

Monte Carlo method, numerical computation techniques for continuous and discrete models, distributed lag models, cob web models, continuous system simulation, continuous system simulation languages, CSMP III,

**MODULE 4: (07 hours)**

Analog simulation, hybrid simulation, digital-analog simulation, real time simulation, feedback system, interactive system, exponential growth models, exponential decay models, modified exponential growth models, system dynamics diagrams, multi segment models, feedback in socio- economical systems

**MODULE 5:**

**Unit 1: (08 hours)**

Random number, Pseudo random number generation, tests for randomness, arrival pattern and service timings, Poisson arrival pattern, exponential distribution, normal distribution, queuing discipline, measures of queue, simulation of telephone system. Simulation of single server and two server queuing

**Unit 2:****(08 hours)**

Comparative features of discrete simulation languages – GPSS, SIMSCRIPT, SIMULA, sample programs, simulation applications in inventory management, finance. Production management, analysis of simulation output.

**MODULE 6:****Unit 1:****(08 hours)**

Decision support system: characteristics of DSS, decision making process, anatomy of DSS, knowledge based systems, architecture of DSS, hardware, software & user interface for DSS, expert systems for decision support, group decision support system, enterprise support system.

**Unit 2:****(08 hours)**

Data warehousing – need for data warehousing, data warehouse components, construction of data warehouse, data base for data warehouse, database warehouse architecture, maintenance issues in data warehouse, data mining, tools for data mining, online analytical processing.

**TEXT BOOKS:**

1. Geoffrey Gordon, System Simulation –PHI
2. Narsing Deo, System Simulation with digital computer.

**REFERENCES BOOKS:**

1. Efrem G. Decision Support and Data Warehouse Systems –Mallach University  
Massachusetts Lowell, Tata Mcgrew Hill
2. Berson, Data Warehousing, Data Mining & OLAP- Tata McGraw Hill, 1/e.
3. B Ravindranath, Decision Support System & Data Warehousing.

## Revised Syllabus w.e.f. 2014-15

### 4.4D: SOFTWARE ENGINEERING & MANAGEMENT

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

**Objective:**

1. To provide fundamental concepts of software engineering and management
2. To provide a concrete basis of software project development and planning
3. To provide an understanding of various software tools used in projects

**MODULE 1: (06 hours)**

**Introduction:** what is software, what is software process, what is software engineering, characteristics of software project, activities covered by software project management, problems involved, management function related to project management, feasibility analysis

**MODULE 2: (07 hours)**

**Overview of project planning,** finalizing project scope, infrastructure, analyzing project characteristics, identifying project goals and activities, estimating time & effort, allocating resources, review plan

**MODULE 3: (08 hours)**

**Project execution approach:** choosing technologies, structure vs speed of delivery waterfall model, v- process model, evolutionary model, spiral model, software prototyping, incremental delivery, controlling changes during project execution

**MODULE 4: (08 hours)**

**Software requirement study and analysis,** software requirement specifications, software estimation : need for software estimation, problems with over and under estimation, software estimation techniques, expert judgment, estimating by analogy, function point analysis, object points, LOC based COCOMO model

**MODULE 5: Unit 1: (07 hours)**

**Objectives of activity planning,** project scheduling, sequencing and scheduling activities, network planning models, forward pass, backward pass, identifying critical path, project crashing, project progress review, software design concepts

**Unit 2:****(08 hours)**

**Risk management:** risk and its implication, types of risk, identifying risks, analyzing risks, prioritizing risks, risk avoidance, risk containment, resource identification, resource planning resource allocation, monitoring critical resources.

**MODULE 6:****Unit 1:****(08 hours)**

Managing people and organising teams: understanding behavior, motivation, building and managing coherent teams, chief programmer team, egoless team, leadership challenges, software quality, product versus process quality management, techniques to help enhance software quality, software validation and verification, quality plans, brief description of SEI-CMM.

**Unit 2:****(08 hours)**

**Software testing :** objectives , black box and white box testing, testing of static and dynamic applications, validation testing, integration testing, designing a test plan, test criterion, test data, test results analysis, test oracle, software maintenance

**TEXT BOOKS:**

- 1) Bob Hughes and Mike Cotterell- Software Project Management : Tata McGraw Hill
- 2) Roger S Pressman, Software Engineering a Practitioner's approach –Tata McGraw Hill
- 3) Helen Sharp & Mark Woodman, Introduction to Software Project Management & Quality Assurance.
- 4) Ian Sommerville, Software Engineering –Addison Wesley, 2004

**REFERENCE BOOKS:**

- 1) Whitten Neal, Managing Software Development Projects – A formula for Success.
- 2) Mythical Man Month – Essays on Software Engineering
- 3) Kieron Conway – Software Project Management – From Concepts to Deployment – Dreamtech Publications

## Revised Syllabus w.e.f. 2014-15

### 4.5D: INFORMATION SECURITY AND CYBER LAWS

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

<b>Evaluation:</b> Continuous Internal Assessment	–	50 marks
Semester End Examination	--	50 marks

#### **Course Objective:**

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

#### **Course Outline**

#### **MODULE 1: (14 hours)**

Overview of basic concepts of security: confidentiality, integrity and availability; security threats, information security principles, operational and human issues in information and network security; security policies: types, development and management.

#### **MODULE 2: (12 hours)**

Authentication, access control mechanism, physical security control, operations security, cryptography: basic concepts, symmetric and asymmetric cryptography; key management, firewalls, intrusion detection, malware detection.

#### **MODULE 3: (07 hours)**

Software flaws and malware: software flaws, buffer overflow, incomplete mediation, race conditions, malware, brain, Morris worm, code red, SQL slammer, Trojan example, malware detection, the future of malware, cyber diseases versus biological diseases, miscellaneous software, based attacks, salami attacks, linearization attacks, time bombs, trusting software.

#### **MODULE 4: (07 hours)**

Insecurity in software: software reverse engineering, anti-disassembly techniques, anti-debugging techniques, software tamper resistance, guards, obfuscation, Metamorphism revisited; digital rights management: what is DRM?,

#### **MODULE 5: (12 hours)**

Legal issues in information and communication technology, cyber - crime and it act 2000, legal resources against hacking, cyber fraud, defamation and abuse, pornography and other it offences; contracts in cyber world and jurisdiction.

**MODULE 6:****(08 hours)**

Cybersquatting, legal and other innovative moves against cyber-squatting, copyright and protection of contents; software piracy; e-commerce taxation, protection of cyber consumers in India.

**Case lets on Cyber laws to be discussed in the class.**

**TEXT BOOKS:**

1. Mark Merkow and James Breithaupt, Information Security: Principles and Practices, Pearson Education, New Delhi.

**REFERENCES BOOKS:**

1. Vivek Sood, Cyber Law Simplified, Tata McGraw Hill, New Delhi Reference Books
2. Matt Bishop, Introduction to Computer Security, 1/e, Pearson Education, New Delhi.

## Revised Syllabus w.e.f. 2014-15

### 4.3E: TOTAL QUALITY MANAGEMENT

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

<b>Evaluation:</b>	Continuous Internal Assessment	–	50 marks
	Semester End Examination	--	50 marks

#### *Learning Objectives*

1. To understand the philosophy and core values of Total Quality Management (TQM);
2. To determine the voice of the customer and the impact of quality on economic performance and long-term business success of an organization;
3. To apply and evaluate best practices for the attainment of total quality.

#### *MODULE- 1:*

*(09 hours)*

Introduction to TQM: Various definitions of quality and TQM, core concepts of quality, the masters of quality(W Edwards Deming, Joseph M Juran, Philip B Crosby, Kaoru Ishikawa, Genichi Taguchi, Shigeo Shingo) evolution of quality, the total quality management excellence model, strategic quality management, TPM

#### *MODULE 2*

*(09 hours)*

Kaizen: concepts of kaizen, kaizen vs. Innovation, kaizen strategy, house of quality, quality function deployment, quality circles. Case study on kaizen

#### *MODULE 3*

*(13 hours)*

Quality improvement tools: the seven statistical tools, the new seven tools, other quality improvement tools – vision and mission statements, acceptance sampling, process capability studies (six-sigma), brain storming, value analysis, poke yoke, bench marking.

#### **MODULE 4**

**(09 hours)**

Total quality management models: Deming award, Malcolm Baldrige national quality award, the European quality award, CII-EXIM bank award, Rajiv Gandhi national peacock award.

#### **MODULE 5**

**(10 hours)**

Quality management system: quality systems, quality management principles, is0 9001:2000, ISO 14000, introduction to sector specific quality management system, quality certification and quality audit.

Service quality: service industry and quality, CRM, the servqual model

**TEXT BOOKS:**

1. Encyclopedia on TQM 6 volumes, Mc Graw Hill Publication
2. Besterfield H Dale and others, Total Quality Management, Pearson Education, Inc. 2001.
3. Poornima M Charantimath, Total Quality Management, Pearson Education, 2003.

**REFERENCES BOOKS:**

1. Imai Masaki, Kaizen, The key to Japan's Competitive Success, McGraw-Hill, Inc., International Edition, 1991.
2. Heizer and Nathan, Cases in Total Quality Management Manufacturing and services, Thomson South-western, 2004.
3. Fundamentals of Quality Control and improvement, 2/e, Amitava Mitra, Pearson Education 2001
4. Mahajan M Statistical Quality Contro, Dhanpat Rai and Sons, New Delhi 1997.
5. Quality Systems, Bureau of Indian Standards
6. Service Marketing by Valarie A Zeithmal, Jo Bitner, Mc Graw Hill Int. Ed.
7. Dey B R, Business Process Reengineering and Change Management Biztantra, 2005

**WEB REFERENCES:**

- 1) [www.qcindia.com](http://www.qcindia.com)
- 2) [www.baldrige.org](http://www.baldrige.org)
- 3) [www.tqm.com](http://www.tqm.com)
- 4) [www.quality.org](http://www.quality.org)
- 5) [www.ciionline.org](http://www.ciionline.org)
- 6) [www.iso.ch](http://www.iso.ch)

CASE: Toyota Inc, Xerox, Mumbai Dabbawala



## Revised Syllabus w.e.f. 2014-15

### 4.4E: SERVICE OPERATIONS MANAGEMENT

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

<b>Evaluation:</b>	Continuous Internal Assessment	–	50 marks
	Semester End Examination	--	50 marks

#### *Learning Objectives:*

1. To develop awareness of the critical need for effective service operations management,
2. To apply a number of analysis techniques to assess and improve service operations processes and performance,
3. To select and apply appropriate approaches for design, planning and control of service operations, and
4. To develop awareness of the economic, social and environmental challenges facing service operations managers.

#### **MODULE 1: Introduction to Service Operations Management (10 hours)**

What is service operations, challenges facing service operations managers, different type of service operations, judging the success of service operations

The service concept: service concept as a strategic tool, focused and un-focused service operations.

#### **MODULE 2: Customer and Supplier Relationship (10 hours)**

Customer and relationships: customer and customer segmentation, customer retention, managing customer relationships, managing business relationships.

Customer expectations and satisfaction: customer satisfaction, service quality and confidence, customer expectations and managing perceptions.

Managing supply relationships: types of supply relationships, managing service supply chain, managing through intermediaries, supply partnerships, service level agreements

#### **MODULE 3: Service Delivery (10 hours)**

Service processes: importance, nature, 'engineering' service operations, controlling service processes, repositioning service processes

Service people: pressures on service providers, managing and motivating service providers, managing customers

**MODULE 4:****(10 hours)**

Resource utilization: capacity management, operations: planning and control, managing bottle necks and queues, managing the coping zone, improving resource utilization.

Networks, technology and information: how networks, technology and information are transforming services, managing physical and virtual networks, managing technology and information flows, integration of networks-technology- information.

**MODULE 5: Performance Management****(10 hours)**

Purpose, balance of measures, interlinking targets and rewards, benchmarking

Linking operations decision with business performance: relationship, service performance network, development of performance network, world class services

Driving operational improvement: approaches, service recovery, service guarantees

**MODULE 6: Managing Strategic Change****(10 hours)**

Service strategy: service strategy as competitive advantage, turning performance objectives into operational priorities, strategy formulation and development, sustaining a strategy

Service culture: understanding organizational culture, types of culture, the management of change and service delivery, case on national culture and service management

Operational complexity: introduction to complexity, operational consequences of complexity

**TEXT BOOKS:**

1. Robert Johnston and Graham Clark, Service Operations Management: Improving Service Delivery Prentice Hall, Second Edition.

**REFERENCE BOOKS:**

1. Valerie A Zeithmal, Mary Jo Bitner, Dwaney D Gremler, Ajay Pandit, Service Marketing 4<sup>th</sup> Edition

**Cases:** Virgin Airlines, Ritz- Carlton, Pizza Hut

## Revised Syllabus w.e.f. 2014-15

### 4.5E: MAINTENANCE PLANNING AND CONTROL

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

<b>Evaluation:</b> Continuous Internal Assessment	–	50 marks
Semester End Examination	--	50 marks

#### **Learning Objectives:**

1. To impart skills and knowledge regarding modern maintenance strategies
2. To provide the necessary knowledge for developing strategies and expertise in maintenance management
3. To make the students aware of various tools and techniques of maintenance

#### **MODULE 1: (08 hours)**

Importance of maintenance – objectives of maintenance – structure of the plant – reasons for and nature of maintenance – production – maintenance systems

#### **MODULE 2: (12 hours)**

Types of maintenance – maintenance systems – planned and unplanned maintenance – breakdown maintenance – corrective maintenance – opportunistic maintenance – routine maintenance – preventive maintenance – predictive maintenance – condition based maintenance systems – design-out maintenance – selection of maintenance systems

#### **MODULE 3: (09 hours)**

Maintenance planning and scheduling – establishing a maintenance plan – items to be maintained

#### **MODULE 4: (12 hours)**

Safety precautions – characteristics of items to be maintained – classification of items – maintenance procedure – guidelines for matching procedures to items – universal maintenance procedure – establishing a new maintenance schedule

#### **MODULE 5: (09 hours)**

System operations and documentation – documenting maintenance operations – record keeping – data collection and analysis – failure statistics – planning and scheduling plant shutdowns

#### **MODULE 6: (10 hours)**

Total productive maintenance – development and scope – basic systems of TPM – procedures and steps – productivity circles – TPM as a part of TQM – benefits of TPM

#### **TEXT BOOK:**

1. Anthony Kelly, Maintenance Planning And Control – East West Press Pvt. Ltd

## 4.6E: PRODUCTIVITY MANAGEMENT TECHNIQUES

**Contact Hours: Minimum 50 Hrs**

**Work load : 4 Hrs per week**

**Exam Hours : 03**

**Exam Marks : 100**

**Evaluation:** Continuous Internal Assessment – 50 marks  
Semester End Examination -- 50 marks

### **Learning Objectives:**

1. To enable the student to examine and evaluate the productivity management strategies, tools and techniques
2. To evaluate the nature of various forms of performance measures appropriate for various manufacturing setups
3. To appraise the relationship between an organization's culture, its leadership, and its employees and strategies for managing productivity

### **MODULE 1:**

**(09 hours)**

Productivity – definition – concepts – importance of productivity circles

Measures of productivity – qualitative and quantitative measures – three basic types of productivity – partial – total factor – total productivity – productivity indices – methods of recording data.

### **MODULE 2:**

**(12 Hours)**

Man power planning–productivity measurement at national and international levels – measures of productivity in different organizations like manufacturing & services and R & D etc.,

Managing productivity – misconceptions about productivity management – cultural factors – human factors – automation and productivity – economics of productivity

### **MODULE 3:**

**(11 hours)**

Factors affecting productivity – physical environment – technology – materials – machine – layout – lighting – temperature – ventilation – employment – job performance – motivation – employee ability – aptitude – personality – experience – training – interest – education – intelligence – variables affecting productivity – internal and external to the company

### **MODULE 4:**

**(10 hours)**

Productivity improvement – barriers to productivity improvement – productivity improvement techniques – employee based – material based – task based – product based – technology based – incentives to increase productivity – effective team working – performance review and appraise techniques

**MODULE 5:****(09 hours)**

Pit falls in productivity improvement – required organizational change for productivity improvement – top management role – crisis management – concepts – crisis management and productivity.

**MODULE 6:****(09 hours)**

Time management – key to productivity improvement – time management at personal and organizational levels – scheduling works – time saving techniques – tips – using technology for saving time.

**TEXT BOOKS:**

1. Bhinde B T-“Basic Productivity Techniques in Manufacturing Management”- B.T. Bhinde Publishers.
2. Christian H Godefroy and Jahn Clark-“ The complete Time Management System,”-Judy (iatkus Ltd. Publishers , UK)

**REFERENCE BOOKS:**

1. Iwao Kobayashi – “Keys to work place improvement” - Productivity press India Ltd.
2. Lawrence Aft – “Productivity Measurement and Improvement” – Prentice Hall
3. Robert Schaffer – “Managing Productivity” – Jaico Publishing House
4. Sawhney S C – “Productivity Management” - TMH, Delhi