

**Revised Syllabus
Of
MBA Distance Education
(Three Years)**

**Applicable from 2014 onwards
Submitted to Board of Studies for approval
On 26.10.2014**

**Directorate of Distance Education
DAVV, Indore**

**Directorate of Distance Education
Revised Syllabus (Applicable from 2014 onwards)**

Summary of Subjects

Sr. No.	Paper Code	Subjects
Semester I		
1.	DE- 101	Fundamentals of Management
2.	DE- 102	Organizational Behavior
3.	DE- 103	Accounting and Finance for Managers
4.	DE- 104	Language Skills & Communication
Semester II		
5.	DE- 201	Business Ethics
6.	DE- 202	Marketing For Managers
7.	DE- 203	Economic and Social Environment
8.	DE- 204	Business Communication
Semester III		
9.	DE- 301	Managerial Economics
10.	DE- 302	Human Resource Management
11.	DE- 303	Business Mathematics and Statistics for Manager
12.	DE- 304	International Business Management
Semester IV		
13.	DE- 401	Strategic Management
14.	DE- 402	Information Systems for Managers
15.	DE- 403	Total Quality Management
16.	DE- 404	Research Methodology for Management Decisions
Specialization: Human Resource		
Semester V		
17.	DE-501-H	Issues Organization Design Development and Change
18.	DE-502-H	Human Resource Development
19.	DE-503-H	Human Resource Planning
20.	DE-504-H	Organizational Dynamics
Semester VI		
21.	DE-601-H	Employee Relations
22.	DE-602-H	Managing Change in Organization
23.	DE-603-H	Wage and Salary Administration
24.	DE-604-H	Labor Laws
Specialization: Finance		
Semester V		
25.	DE-501-F	Working Capital Management
26.	DE- 502-F	Strategic Financial Management
27.	DE-503-F	Management of Financial Institution and Market
28.	DE-504-F	International Financial Management
Semester VI		
29.	DE-601-F	Management Control system
30.	DE-602-F	Management Of Financial Services
31.	DE-603-F	Security Analysis and Portfolio Management
32.	DE-604-F	Income Tax, Taxation and Tax Planning
Specialization: Production		
Semester V		
33.	DE-501-P	Operations Research
34.	DE-502-P	Logistics and Supply Chain Management
35.	DE-503-P	Technology Management
36.	DE-504-P	Business Process Re-Engineering

Semester VI		
37.	DE-601-P	Project Management
38.	DE-602-P	Production / Operations Management
39.	DE-603-P	Maintenance Management
40.	DE-604-P	Innovation Management
Specialization: Marketing		
Semester V		
41.	DE-501-M	Consumer Behavior
42.	DE-502-M	Sales Management
43.	DE-503-M	Product Management
44.	DE-504-M	Marketing of Services
Semester VI		
45.	DE-601-M	International Marketing
46.	DE-602-M	Rural Marketing
47.	DE-603-M	Management of Marketing Communication and Advertising
48.	DE-604-M	Retail Management
Specialization: Systems		
Semester V		
49.	DE-501-S	Management Information Systems
50.	DE-502-S	Operating Systems
51.	DE-503-S	Computer Networks
52.	DE-504-S	Object Oriented Programming (OOPS) using C++
Semester VI		
53.	DE-601-S	Enterprise Resources Planning
54.	DE-602-S	Software Engineering
55.	DE-603-S	Advance Internet Technology
56.	DE-604-S	Knowledge Management

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Detailed Syllabus

DE- 101: Fundamentals of Management

Unit 1: Introduction to Management

Concept, Definition and Characteristics; Management as an Art or Science; Objective of business management; Manager, roles and responsibility, Management Theories and Practices; Core functions of Management

Unit 2: Planning

Introduction (concept, definition and characteristics) ; Types of Planning; Planning Principles; Planning Process; Factors responsible to planning failure; Management by objectives

Unit 3: Organizing

Introduction (concept, definition and characteristics), Organizing Process; Span of Management; Organizing Principles; Line and staff relationship(s); Delegation of Authority; Basis for Departmentation; Centralization and decentralization

Unit 4: Controlling

Introduction ;Control process; Types of control; Controlling Principles ;Controlling Techniques; Resistance to control- effects and ways to overcome; Controlling by Exception

Unit 5: Directing

Introduction; Components of Directing; Principles of Directing; Directing Styles; Tools for Directing

Unit 6: Coordinating

Introduction; Elements of coordination; Principles of coordination; Approaches of coordination

Unit 7: Staffing

Introduction; Roles and responsibility of staffing; Staffing process; Factors affecting staffing process

Unit 8: Decision Making

Introduction; Nature and Importance; Process of decision making; Types of Decision Making; Approaches to decision making

Unit 9: Emerging Issues in Management

Total Quality Management; Corporate Social Responsibility; Quality of Work Life; Participative Management

Unit 10: Case Studies

Introduction; Types of Cases; Solving cases and SOWT Analysis; Cases

Books:

1. Satyaraju & Parthasarathy, Management, PHI
 2. Ramesh B. Rudani, Principles of Management, McGraw Hill
 3. Robbins, Essentials of Management, Pearson
 4. Deepak Bhattacharya, Principles of Management, Pearson
 5. **Koontz and Wehrich**, Essentials of Management, McGraw Hill
 6. Nerkar, Principles & Practices in Management, Wiley
 7. Gupta, Principles of Management, PHI
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DE- 102: Behavioral and Organizational Issues

Unit 1 Managing organizational Behavior, Management Functions, Roles, Skills, Disciplines contributing to O.B., Challenges and Opportunities , O.B. Model

Unit 2 Personality and Perception, Models of Personality, Myers- Briggs and Big FIVE types, Factors influencing perception, Attribution theory, Law of Association, Perception & Decision Making

Unit 3 Learning and Reinforcement, Barriers to Learning, Approaches, Learning theories, Cognitive and programmed Learning, Positive and Negative Reinforcement

Unit 4 Attitudes and Values, Work Attitudes, Beliefs, Trust

Unit 5 Work Motivation, Process, Need Performance Cycle, Motivation Models,

Unit 6 Work Stress, General Adoption Syndrome, Nature of Stress, Types of Stress, Causes, Personality and Stress, Organizational Factors, Environmental Factors

Unit 7 Organizational Communication, Definition, Functions, process, Methods, Channels, Barriers, Active Listening, Cross Cultural Communication

Unit 8 Managing Group Dynamics, Groups, types, Functions, Models of Groups Development, Group processes, Group Roles, Group Cohesiveness, Managing culturally diverse groups.

Unit 9 Leadership, Perspectives, Theories, Transformational versus Transactional Leadership

Unit 10 Managing Conflict and Negotiations, Attitude towards conflicts, Stages, Types of Conflicts, Sources of Conflict,

Unit 11 Power political Behavior in Organization, Power and Control issues, Defining power, Sources of Power, Approaches, Organization politics

Unit 12 Organizational Culture, Elements of Culture, Identifying Organizational Culture, Functions, Diagnosing Organizational Culture, Types, Managing Organizational Culture,

Unit 13 Nature of Planned organizational Change, Impact of Change, Organizational change Factors, Planned internal and external change, unplanned changes,

Unit 14 Career planning and Management, Definition, stages, Individual differences model, Implication of career anchor model, Career Development and processes, Career management

Unit 15 Performance and Reward System, objectives and types of rewards, determinants of rewards, barriers of reward systems

Books:

1. Kavita Singh, Organizational Behaviour Text and Cases, Pearson
 2. Chitley, Mohanthy, Dubey, Organizational Behaviour, PHI
 3. Debra Nelson, Organizational Behaviour, Cengage
 4. **Robbins Stephen**, Organizational Behaviour, Pearson
 5. Raju, organizational Behaviour, Wiley
 6. Parish: Organizational Behaviour, TMH
 7. Greenberg, Behavior in Organization
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DE- 103: Accounting and Finance for Managers

Unit 1: Accounting

Introduction, Definition, Functions and Applications of Accounting

Unit 2: Accounting Concepts and Standards

Accounting Principles, Conventions, Concepts and Overview of Indian Accounting Standards

Unit 3: Accounting Mechanics

Introduction to Accounting Cycle, Double Entry System, Books of Primary and Secondary Recording and Trial Balance.

Unit 4: Income Statement

Preparation and usefulness of Trading Account and Profit & Loss A/c

Unit 5: Balance Sheet

Preparation and usefulness of Balance Sheet along with classification of Assets & Liabilities

Unit 6: Cash Flow Statement

Concept of Cash Flow, Understanding of Operating, Investing and Financing Activities, Preparation and usefulness of Cash Flow Statement through Indirect Method as prescribed by Indian Accounting Standard -3.

Unit 7: Introduction of Cost & Management Accounting

Introduction, Definition, Functions and Applications of Cost & Management Accounting, Classification of Costs, Overview of Methods of Costing

Unit 8: Techniques of Cost & Management Accounting

Absorption, Marginal and Standard Costing (Material & Labour Variances Only)

Unit 9: Financial Management

Introduction, Definition, Functions and Applications of Financial Management, Analysis and Interpretation of Financial Statements, Ratio Analysis

Books:

1. Ramachandran N Kakani Kumar Ram, Financial Accounting for Management TMH
 2. Robert N. Anthony David F. Hawkins Kenneth A. Merchant – Accounting, McGraw Hill
 3. Maheswari S.N – Accounting for Management – Vikas
 4. Jain, Accounting for Managers, Wiley
 5. **Arora M.N.**–Accounting for Management – Himalaya
 6. Ramanathan, Accounting for Managers, Oxford
 7. Kaplan & Atkinson, Advanced Management Accounting, PHI
 8. Dhamija, Financial Accounting for Managers, Pearson
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DE104 Language Skill & Communication

Unit 1: Fundamentals of Communication, Definition, Process, Features, Importance, Purpose of Professional Communication, Forms, Barriers

Unit 2: Essential of grammar, Introduction, Parts of Speech, Articles, Models, Sentences and their types.

Unit 3: Applied Grammar and uses, Introduction, Subject verb concord, Using tenses, Moods of verbs, active passive voice, Direct- Indirect Speech, Clauses and its types, Punctuation Marks

Unit 4: Common errors and Misappropriation

Unit 5: Jumbled Sentences, steps to approach jumbled sentences, unscrambling of paragraphs

Unit 6: Basics of Phonetics, Introduction, reasons for incorrect pronunciation, received pronunciation, misconception about sounds, transcription, sounds, problems in Indian English, Syllables, word stress, How to transcribe, weak forms, intonation

Unit 7: Building Advanced Vocabulary, word formation, synonyms, Antonyms, learning word through situation, homonyms and homophones

Unit 8: Developing effective Listening skills, Listening is an art, listening versus hearing, Poor versus effective listening

Unit 9: Non Verbal Communication, Body Language, Paralinguistic features, proxemics

Unit 10: Dynamics of professional presentations, combating stage fright, presentation preparation, describing objects, situation, people, delivering just a minute session

Unit 11: Group discussion, job Interviews, Public Speaking, Conversation, Dialogue and Debates

Unit 12: Art of Effective Reading and Reading Comprehension, Note making, Paragraph writing,

Book: 1.Sanjay Kumar & Pushplata, Communication Skills, Oxford

2.Devraj & Antonysamy, Expectative Communication, McGraw Hill

3. Sambaiah, Teaching English, Wiley

DE- 201: Business Ethics

Unit 1: Foundation of Ethics

Concept of Ethics, Definition, Ethics and morality, role of moral standards in human life, characteristics of moral standards, ethics and law, ethics and ethos

Unit 2: Business Ethics

Concepts, ethics value system, importance and benefits, role of ethics in business, managerial values and ethical responsibilities, business ethics theories, affecting factors to business ethics

Unit 3: Ethical Business Behavior

Introduction, moral business responsibility, responsive management, ethical leadership, ethical decision making, civic accountability and entrepreneurial responsibility, management by values

Unit 4: Work Ethics

Nature and Scope, Ethical issues at workplace, cultural issues in ethical practices, moral relation b/w Individual and Organization, conflicts b/w individual's values and organizational goals

Unit 5: Ethics and Organizational Functional Areas

Operations, Marketing, Finance, HR & I. Technology, Recent challenges in ethics, Ethics in different countries.

Unit 6: Ethics Management

Role of organizational culture in ethics, Structure of ethics management (Ethics Committee, Ethics Officers etc.); Communicating ethics: Principles, Channels, Training programs, and evaluation; Ethical Audit; Transparency practices.

Unit 7: Theories of Virtue

Productive Practices and Team Motivation, Prospects of Virtues in Business Ethics and Management Theory

Unit 8: Sources of Indian Ethos in Management

Vedas, Shastras, Smritis, Puranas, Upanishads, Ramayan, Mahabharat, Arthashastra, Ramcharitamanas, Panchatantra, Hitopadesh, Guru Granth

Unit 9: Case Studies

Books:

1. A.C. Fernando, Business Ethics: Indian Perspective, Pearson
2. Agarwal, Business Ethics: Indian Perspective, Wiley
3. Mruthyunjaya, Business Ethics and Value system, PHI
4. Ferrell, Business Ethics, Cengage
5. Singh, Anand, Business Ethics a & Indian Value System, Himalaya
6. S.K. Chakraborty, Ethics in Management: Vedantic Perspectives, Oxford
7. Velasquez, Business Ethics: Concepts and cases, PHI
8. Hartman, Perspectives in Business Ethics, TMH

DE- 202: Marketing For Managers

Unit 1: Marketing and Its Applications

Introduction, Marketing in a Developing Economy, Marketing of Services- Marketing and Public Policy

Unit 2: Marketing Planning and Organization

Marketing Mix; Marketing Segmentation in Action; Marketing Research and its Applications, Management Planning

Unit 3: Understanding Consumers

Determinants of Consumer Behavior, Indian Consumer Environment

Unit 4: Models

Models of Consumer Behavior

Unit 5: Product Management

Product Decision and Strategies; PLC and New product development- A case study

Unit 5: Branding

Branding and Packaging Decisions

Unit 6: Pricing and Promotion Strategies

Pricing policies and practices in Marketing; Marketing Communication strategy

Unit 7: Distribution

Sales Forecasting, Distribution strategy and effective Selling

Unit 8: Sales

Managing Sales personnel, Marketing and Public policy

Unit 9: Public policy and Internet

Cyber Marketing

Books:

1. **Rajan Saxena**; Marketing Management, McGraw Hill
2. Kotler and P. Agnihotri; Principles of Marketing Management, Pearson
3. Neeru Kapoor; Principles of Marketing, PHI
4. Chopra, Marketing for Managers, Wiley
5. Czinkota, Marketing Management, Cengage
6. K.Karynakaron ; Marketing Management, Himalaya
7. Govindarajan, Marketing Management: Concepts, Cases, Challenge and Trends, PHI
8. Ramaswamy, Marketing Management, TMH

DE- 203: Economic and Social Environment

Unit 1: Economic and Social Environment

Introduction; Economic Environment of Business India's National, Socio-cultural and Politico-legal Environment; Changing role of government scenario

Unit 2: Structure of India Economy

Structural Dimensions of Indian Economy; Structure of Indian Industry; Public Sector in Indian Management Business, Private Sector in India, Small Sector and Sick Sector in India

Unit 3: Planning and Policies

National Policies; Planning Goals and Strategies Process; Evolution of Industrial Policy Controls and Regulations; Regulatory and Promotional: The Framework of Business View Part I and II

Unit 4: External Sector

India's Foreign Trade, India's Balance of Payment, Export and Import Policy; Foreign Capital and Collaborations, India's External Debt

Unit 5: Economic Reforms

Industrial Policy 1991; Economic Reforms: Liberalization, Globalization, Privatization

Unit 6: Financial Sector

Financial Sector Fiscal System;

Unit 7: Fiscal Reforms

Fiscal Sector Reforms;

Unit 8: Economic and Social

Economic Reforms and Social Justice of Public Government - The Sector Emerging Scenario and Policy

Books:

1. Veena Keshav Pailwar; Economic Environment of Business; PHI
2. Paul and Gupta; Economic Environment; McGraw Hill
3. Shaikh, Business Environment, Pearson
4. Gillesple, Economics for managers,Oxford
5. Paul, Business Environment and Politics of Business, McGraw Hill
6. **Puri & Mishra**, Economic Environment of Business, Himalaya
7. Amuelson, Economics, TMH

DE- 204: Business Communication

Unit 1: Introduction to Business Communication

Definition, difference b/w general communication and business communication, communication process, communication models, role of feedback, objectives of business communication,

Unit 2: Communication networks

Channels of communication: Formal and Informal, principles of effective communication, verbal and non-verbal communication, impact of cultural difference on communication

Unit 3: Factors Affecting Communication

Communication barriers to effective communication and ways to overcome

Unit 4: Effective Listening and Communication

Importance of listening in communication, barriers to listening and ways to overcome, developing listening skills, transactional analysis

Unit 5: Business Writing

Business letters, cover letter, sales and credit letters, applications, Directness in good news and neutral situation, Indirectness in bad news and persuasive messages, Choosing appropriate channels and media for effective communication

Unit 6: Office Documentations

Resume writing, content development, e-mails, memos, circulars, report writing, proposals

Unit 7: Presentations and Presentation skills

Preparing and delivering presentation in effective manner, interviewing and being interviewed, group discussion, speeches, public speaking

Books:

1. Penrose, Business Communication for Managers, 5th edition, Cengage Learning
2. P.D. Chaturvedi, Business Communication Concepts Cases & Applications, Pearson
3. Asha Kaul, Business Communication, PHI
4. Raman & Singh, Business Communication, Oxford
5. Magan, Business Communication, Wiley
6. Debasish & Das, Business Communication, PHI
7. Lesikar, Business Communication, TMH



DE- 301: Managerial Economics

Unit 1: Introduction to managerial economics

Basic characteristics: Decision making, economic analysis, subject matter and scope of managerial economics, managerial economics and other disciplines, application of managerial economics in management.

Unit 2: Basic techniques in managerial economics, Opportunity set, role of the managerial economist

Unit 3: Demand and supply

Introduction, Market and sales performance FY 05-06, Concept of demand, marginal utility analysis, indifference curve analysis, revealed preference theory, concept of supply, equilibrium and determination of price, complex changes in demand and supply.

Unit 4: Elasticity of demand and supply

Demand elasticity, numerical measurement of elasticity, factors determining elasticity of demand, price elasticity of demand, income elasticity, cross elasticity of demand, elasticity of supply.

Unit 5: Demand forecasting

Introduction, determinants of demand forecasting, methods of demand forecasting

Unit 6 Cost analysis

Need and significance of cost in managerial decision making, cost concepts, cost-output functions, costs in the short run, cost in the long run, economies of scale, economies of scope, application of cost analysis, cost function, forms of cost function, relevance of cost theory for managers.

Unit 7 Production analysis

Introduction, production process, production function: one variable input case: short run analysis, production function with two variable inputs.

Unit 8 Profit analysis

Introduction, theories of profit, depreciation, valuation of stocks, profit maximization and planning, profit planning, cost-volume –profit relations, break even analysis.

Unit 9 Market structure and price determination

Market and criteria for market classification, various forms of market structures, equilibrium of a firm, price determination: equilibrium between demand and supply, time element in the theory of price, determination of short run price.

Unit 10 Perfect competition

Meaning and importance of perfect competition, market conditions, equilibrium of the firm and industry, long run supply curve, short run analysis of a perfect competitive firm, long run analysis of a perfect competitive firm, shut-down decision, efficiency of a firm.

Unit 11 Monopoly

Meaning and features of monopoly, monopoly and perfect competition compared, price determination under monopoly, Multiplan monopoly, sources of monopoly, monopoly power.

Unit 12 Imperfect competition

Meaning and features of imperfect competition, price determination under Imperfect competition, monopolistic competition in India, cornet model (Duopoly), Kinked demand curve model and oligopoly, collusive oligopoly models, non price competition and game theory

Unit 13 Pricing methods and approaches

Introduction, multi product pricing, price discrimination in real world, pricing methods in practices

Unit 14 Theories of the firm

Introduction, theories of the firm: Profit maximization theory, Baumol's sales maximization model, behavioral theories of the firm, value maximization, goals of the real world firms.

Unit 15 Introducing Macroeconomics

Introduction, micro and macroeconomics, macroeconomics scene in India

Unit 16 National income

Introduction, various concepts of national income, measures of aggregate income, approaches to measurement of national income, interpreting national income measure, national income deflators,

Books:

1. Vanita Agarwal- Managerial Economics-- Pearson
 2. Suma Damodaran- Managerial Economics--Oxford
 3. Yogesh Maheshwari- Managerial economics--PHI
 4. Mote, Managerial Economics, TMH
 5. Dr. Singh, Managerial Economics, Wiley
 6. Dholkia, Economics for Management Students, Cengage
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DE- 302: Human Resource Management

Unit 1: HRM Concepts and Process of Development

Introduction, Important Factors, Different Schools of Thoughts, Techniques and Roles, Duties and Responsibilities of HR Manager

Unit 2: HR Policies, Strategies and Planning

Introduction, Levels of strategies, Framing Strategy, Policies and Procedures, Strategic and Operational Control, Strategic Manpower Planning, Benefits, Key Steps, Business Process Approach and Various Models

Unit 3: Human Resource Planning and Processes

Introduction, Activities, Responsibilities, Various Steps, Objectives and Forecasting and Labour Economics; HRP Process Outline Time Scale, Work Load Factor analysis, Use of Quantitative tools and Qualitative Models and Various Theories

Unit 4: Productivity, Technology and HRP

Introduction, Total Factor Productivity, Productivity Measurement, Quality and Compensation, Technology and HRM Issues

Unit 5: Job analysis, Job Description and Evaluation

Objectives, Methods of Analysis, Job Specification, Design, Work Measurement, Ergonomics; Motion, Economy and Value Analysis

Unit 6: Recruitment

Introduction, Procedure, Interview, Recruitment Matrix and Other Aspects of Recruitment

Unit 7: Career Planning

Introduction, Importance, Objectives, Types of Career Development Program, Issues, Indian Scenario and Future of Career Planning Developing in India

Unit 8: Training and Performance Appraisal

Introduction, Need, Steps, Various Methods of Training, Performance Appraisal, Mentoring Matrix

Unit 9: Human Resource Information System

Definition and Concepts, Importance and Significance, Objectives of HRIS, HRIS Stages of Development and Modules

Unit 10: Human Resource Cost

Introduction and Developing HR cost Checklist

Unit 11: HR Accounting and Audit

Various Methods of Valuation, HRD Audit, Research and National Planning

Unit 12: Emerging Trends and Issues

New HR roles and Competencies, As a Strategic Planner Balance Score Card, Six Sigma Practices, BPO and HRO, Lean Management

Books:

1. Rao, Human Resource Management, Sage, India
2. Saiyadain, Human Resource Planning, McGraw Hill
3. Haldar, Human Resources Management, Oxford
4. Sanghi, Human Resource Management, Vikas

5. Durai, Human Resources Development and Management, Pearson
6. Rao, Strategic Human Resources management, Wiley
7. **P. Subba Rao**, Personnel and Human Resources Management, Himalaya
8. Gomez, Managing Human Resources, PHI

DE- 303: Business Mathematics and Statistics for Manager

Mathematical Preliminaries: Students should be familiar with the basic mathematical operations and concepts including Numbers, Sequences and Series, Progressions (Arithmetic, Geometric and Harmonic), set, functions etc.

1. **Sets and Functions:** Venn diagram and its applications, Operations on sets, Cartesian product of sets and applications. Functions - Algebraic functions (polynomial - linear, quadratic and rational), transcendental functions (exponential, log and trigonometric functions with identities). Examples of Business Applications.
2. **Limits and Continuity of Functions:** Introduction, Limit of a variable and a function, Implications of Limit of Functions, Continuity of a function.
3. **Calculus and Application:** Concept of Derivatives, Rules of Differentiation, Applications of Derivatives, Concept of Maxima and Minima- Concept and Business Application, Elementary Integration and Applications.
4. **Matrix Algebra and Applications:** Concept of Matrix, Matrix Types, Operations on Matrices, Inverse of a Matrix, Solution of Simultaneous Linear Equations, Applications of Matrices.
5. Discounting, Compounding, and Annuity.
- Statistical Preliminaries:** Students should be familiar with the basic statistical concepts including Data, Collection of Data and Presentation of Data.
6. **Introduction to Statistics:** Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions.
7. **Probability and Probability Distributions:** Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications
8. **Central Tendency and Dispersion:** Meaning and Applications, Measures of Central Tendency (Mean, Median, Mode, GM, HM), Measures of Dispersion (Mean Deviation, Mode Deviation, Median Deviation, Standard Deviation), Coefficient of Variance, Skewness.
9. **Correlation & Regression:** Correlation (Karl Pearson's and Spearman's Coefficients), Methods of computing simple correlation and regression Line of Regression, Curve Fitting (Least Square Method)
10. **Time Series Analysis:** Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend (moving average and least squares method), Measurement of seasonal variations (moving average method) Measurement of cyclic variations (residual method).
11. **Statistical Decision Theory:** Decision making process, Decisions under Uncertainty and Decisions under Risk.

Books:

1. **Das and Das;** Business Mathematics and Statistics; McGraw Hill
2. S.C. Gupta, Business Statistics, Himalaya Publication House
3. Akhilesh and Balasubrahmanyam; Mathematics and Statistics for Management; Vikas
4. Agrawal, Business Mathematics & Statistics, Anne Books
5. Black, Applied Business statistics, Wiley
6. Viswanathan, Business Statistics: An applied orientation, Pearson

DE- 304: International Business Management

Unit 1: Introduction to International Business

Evolution of International Business, Stages of Internationalization, Difference between Domestic and International Business, Advantages and Problems of IB; Integrated Globalization, Drivers; Globalization of Markets, Production, Investment, Technology, Globalization Merits, Demerits, Policy Issues

Unit 2: Theories of International Trade

Introduction, Theory of Absolute Cost Advantage, Theory of Comparative Cost Advantage, Theory of Dynamic Cost Advantage, factor endowment theory, Country Similarity Theory, PLC, Porter's Competitive Advantage and other theories

Unit 3: Scanning Environment of International Business

Introduction, Social and Cultural Environment, Technological Environment, Economic Environment, Political Environment, Geographic Environment and its impact.

Unit 4: Factors Affecting International Trade

Country Evaluation and Selection for Manufacturing, Marketing Centers, Data Collection and Analysis, Country/ Location Comparison Tools, Foreign Market Analysis; Concept and Methods of Entry and Expansion Strategies, Types of Regional Agreements, Role, impact and functions of WTO in International Trade.

Unit 5: Multinational Corporations

Concept, Factors that contributed growth of MNCs, Organizational Structure of MNCs, Merits and Demerits of MNCs, Relationship between Headquarters and Subsidiaries, MNCs in India

Unit 6: Conflicts and Negotiations in International Business

Introduction, Global Economy, World Merchandise Trade, World Trade in Commercial Services, Balance of World Trade

Unit 7: International Trade, Policies and Relations

India's EXIM Policy, Scheme for Promotion of Exports from India; Tariffs, Subsidies, Import quotas, Export Restraints, Govt. Intervention in Formulating Trade Policies, Trade Relations

Unit 8: Documents required in International Trade: Export Documentation, Procedures and Institutional support for export promotion in India

Unit 9: Global Strategic Management

Introduction, Peculiarities of Global Strategic Management, Value Creation, Process, Strategies and Ethics

Unit 10: International Finance and Foreign Exchange

Introduction, International Finance Environment, Capital Structure, Foreign Exchange Market, Convertibility of the Rupee and its implications, FIIs, GDRs, Capital Expenditure Analysis and International Risk Management

Unit 11: Balance of Payment

Introduction, Components of Balance of Payments, Disequilibrium in the BOPs, Methods of Correction of Disequilibrium, India's Balance of Payments Crisis of 1990

Unit 12: International Marketing

Introduction, Product and its globalization, Pricing, Distribution, Promotion, Strategies in different stages of PLCs, International or Market Intelligence, MIS

Unit 13: Foreign Trade Procedures

Export and Import Procedures, Financing Techniques, Import Procedure Simplified, Export Promotion

Unit 14: International Production and Logistics management

Introduction, Acquisition of Resources, Location Decisions, International Logistics Management

Unit 15: International Human Resource Management

Global Recruitment, Global Selection Process, Expatriates, Performance Appraisal, Training and Development, Compensation and Benefits, Women in IB, International Industrial Relations

Unit 16: E-Business Vis-a-Vis international Business

Introduction, New Information Technologies, Business Process Reengineering, E-business Analysis, Merits and Demerits of E-commerce

Unit 17: Future of International business- Special Emphasis on India and China: Introduction, Virtual IB, China- Threat or Opportunity to India, Indo-China Collaboration, Global Economic Recession, Future of Global Business.

Books:

1. Hodgetts, Luthans, Doh, "International Management" Tata Mc Graw Hill
 2. **Francis Cherunilam**, "International Business Environment" PHI
 3. Daniels, Radebaugh, Sullivan, Salwan, International Business, Pearson,
 4. Czinkota, International Business, Cengage
 5. Hill & Jain, International Business, McGraw Hill
 6. P. Subba Rao, "International Business" Himalaya
 7. Aswathappa, International Business, TMH
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DE- 401: Strategic Management

Unit 1: Understanding Corporate Strategies:

What is Strategy?; Policies Strategy Tactics: Levels of strategic planning; Benefits and limitations of strategic management; Business ethics and principles of strategy

Unit 2: Strategic Management Process

Different approaches, Levels of SMP, Intended and realized strategies, Participants in SMP, Strategic Drift

Unit 3: Corporate Strategy and corporate Governance

Growing importance of corporate governance; Stakeholder's expectations; code of corporate governance; Empowering the board; Role of professional directors; Code of best practices; Strategic audit

Unit 4: Corporate Mission, Objectives and Responsibilities

Definition of Business, Mission, Vision; Problems with Mission Statement, Corporate Philosophy, Objectives and Goals, Objective Settings, Organizational Life Cycle, Objectives and Strategies, Strategic Intent, Stakeholder approach to Company responsibility, CSR

Unit 5: Internal Competence and Resources

Competence Analysis, Prioritization of Competence, Value Chain Analysis, Financial Competence Analysis

Unit 6: External Environmental Factor

Environmental Factor Analysis, SWOT

Unit 7: Stability Strategy

BCG Portfolio Model, Strategies for Industry Leaders, Challengers, Followers; Reactive or Response Strategy

Unit 8: Strategies for Managing Change

Corporate restructuring, Divestment, Liquidation, turnaround Strategy

Unit 9: Expansion Strategies

Ansoff Matrix; Penetration, Product Development in existing markets, Strategic Alliance, Joint Ventures and Strategies for Different Markets

Unit 10: Industry and Competition Analysis

Industry Analysis, Types and Structures, Various Competitive Strategies, Competition Analysis, Porter's Model, Competitive Advantage

Unit 11: Selection and Activation of Strategies

Strategic Choice, Alternatives, Contingency plan, Space Framework and Benchmarking

Unit 12: Implementation Structures and Systems

Various Structural Types, Organizational Systems and their future

Unit 13: Implementation Functional and Operational

Functional, Productional, Marketing, Financial Policies and Plan

Unit 14: Behavioral and Value Implementation

Role of Leadership; Organizational Culture, Values and Politics

Unit 15: Strategy Evaluation and Control

CSF, Process Control, Control Criterion, Evaluation Criterion, Six-Sigma Approach

Unit 16: Case Studies

Books:

1. Azhar Kazmi, Strategic Management, McGraw Hill
 2. A Nag, Strategic Management, Vikas
 3. Chandrasekaran and Ananthanarayanan, Strategic Management, Oxford
 4. Wheelen and Hunger, Strategic Management and Business Policy, Pearson
 5. Johnson, Exploring Corporate Strategy, Pearson
 5. Subba Rao, Strategic Management, Himalaya
 6. Srinivasan, Strategic Management, PHI
 7. Grant, Contemporary Strategic Management, Wiley
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DE- 402: Information Systems for Managers

Unit 1: Introduction to Computer

Hardware: Input / Output devices, storage devices and memory; Software, Compilers, Interpreters and Assemblers; Computer Languages, generation and their features; Generation of Computer; Number System

Unit 2: Computer Programming and Different Approaches to Programming

Type of Programming Approaches (Procedural, Structured, Object Based, Modular, Windows, Object Oriented); Coding, Flow-chart Algorithm; Decision Table; Decision Tree

Unit 3: Overview of Web Technology

HTML (Basic of html Tags); DHTML; XML; JHOOMLA; JAVA and VB Script

Unit 4: Operating Systems

WINDOWS 8: Basic Operations, utilities and features. DOS: External and Internal Commands and Features. LINUX: Introduction, features and basic commands

Unit 5: Introduction to Office automation & Its Applications

MS Word 2007, MS Access 2007, MS Excel 2007, MS PowerPoint 2007

Unit 6: Tally 10 (ERP)

Basic functions & Overview

Unit 7: Introductions to Information System & its Types

Need of Information Technology; Introduction to IT and its development; Impact and Future of IT in Business Organization.

Unit 8: Overview of the IT concepts

4 GL, Image processing, Virtual Reality, Video Conferencing, Artificial Intelligence, Information Super Highways, Transaction Processing System, Management Information System Decision Support System, Expert System

Unit 9: System Development Life Cycle (SDLC)

Introduction, Initiation Phase, Planning / Analyze Phase, Design Phase Development Phase, Testing Phase, Implementation Phase, Maintenance Phase, System Development Methodology Waterfall Model

Unit 10: Database Management Systems, Introduction to Database, Data and Information, Data Model Entity & Entity Set, Attributes, Degree of Relationship

Unit 11: Introductions to Structured Query Language – SQL

Introduction to SQL, Query Languages, Data Definition Language, Data Manipulation Language, Data Control Language

Unit 12: Data ware Housing and Data Mining

Introduction to Data Warehousing and Data mining; Data Extraction Data Transformation; Data Loading

Unit 13: Introductions to Computer Network

LAN; MAN; WAN; Topologies; Types of Transmission Media)

Unit 14: Network Commands & Browsers

Basic functions of Networking; Popular Network Commands; Internet Explorer; Google Chrome; Mozilla Fire Fox; Introductions to Domain Name Server (DNS) and Proxy Server, DNS, Proxy Server, IP Address

Unit 16: Emerging Trends in Information Technology Security & its development

Firewall, Routers, Managed Switches, Server 2012 Data Centre

Books:

1. Ramesh Behl, Information Technology for Management (Second Edition), McGraw-Hill
2. Balagurusamy, Fundamentals of Computer, Tata McGraw-Hill
3. **Muthukumaran**, IT for Management, Oxford
4. Sahil Raj, Management Information System, Pearson
5. Deepak Bharihoke, Fundamentals of Information Technology, Excel Books
6. Murdick, Ross, & Claggett, Information Systems for Modern Management, PHI
7. Lucas, Information Technology for Management, TMH

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DE- 403: Total Quality Management

Unit 1: Quality

Concept and definition of Quality; Various dimensions of Quality ;Quality Planning, Significance of Quality in Business, Quality control and its functions, Quality Assurance and it functions

Unit 2: Total Quality Management

Introduction of TQM, Emergence of TQM, Principles of TQM, TQM Strategies, Quality cost and its estimation, Quality Council and their roles, Role of Top Management, Benefits and Limitations of TQM

Unit 3: Statistical Process Control

Seven QC Tools, Control Charts

Unit 4: TQM Tools

Benchmarking; Introduction and Process, Types of Benchmarking, Steps of Benchmarking, Pros and cons of Benchmarking Quality Functions Deployment ; QFD Process, Benefits of Using QFD House of Quality; Taguchi's loss Function; Hoshin Plan; Kaizen

Unit 5: Quality Circles and Teams

Introduction, Objectives, structure and formation of Quality Circles, Roles and responsibilities of stakeholders, Teams

Unit 6: Six Sigma

Introduction, Six Sigma Design and Process, Six Sigma Analytical Tools, Advantages of Six Sigma Issues to be considered for Six Sigma

Unit 7: Just in Time

Concept and definition of JIT, Components of JIT Requirements for JIT, Benefits of JIT, Kanban System

Unit 8: Quality Standards (QS)

What is Standard?, Role of Vision, Mission and Objectives for QS, ISO 9001-2000 ,ISO 9001-2000 certification Process, ISO 14000: concepts, requirements and benefits, QS 9000, Quality Audits

Books:

1. **Poornima M. Charantimath**, Total Quality Management, Pearson
2. Jankiraman and Gopal, Total Quality Management, PHI
3. Rajaram, Total quality Management, Wiley
4. Panneerselvam and Sivasankaran, Quality Management, PHI
5. K. Shridhara Bhat, Total Quality Management, Himalaya

DE- 404: Research Methodology for Management Decisions

Unit 1: Introduction to Research Methods

Role and Objective of business research, types of research and various research designs (exploratory, descriptive, experimental and diagnostic research)

Unit 2: Research Process and Design

Research process Overview, Problems encountered by researcher; experimental research design, Latin Square Design and Factorial Design

Unit 3: Data and their Collection

Collection, Organization, Presentation, Analysis and Interrelation of primary and secondary Data; Measurement in Research, Measurement Scales, Sources of errors in measurement tools, classification and testing (reliability, verification and validity) scales, Designing questionnaires and interviews

Unit 4: Sampling

Theory and design of sample survey, Census v/s Sample Enumerations, Objectives and Principles of Sampling, Types of Sampling, Sampling and non-sampling Errors

Unit 5: Advance Data Analysis Tools

Multiple Regression, Factor analysis, Cluster analysis, Perceptual Multidimensional scaling, Discriminate and canonical analysis, Conjoint analysis

Unit 6: Hypothesis Testing

Introduction to sample Tests for Uni-variate and Bi-variate analysis using normal distribution, f-test, t-test, z-test, ANOVA, U-test, Kruskal-Wallis test, chi-square test.

Unit 7: Interpretation and Report writing

Meaning of interpretation, techniques of interpretation, Precautions in interpretation, significance of report writing, steps in report writing, layout of report and precautions in writing research report

Books:

1. **Gupta and Gupta**, Business Research Methods, TMH
 2. R. Panneerselvam, Research Methodology, PHI
 3. Zikmund, Business Research Methods, Wiley
 4. Deepak Chawla and Neema Sondhi, Research Methodology, Vikas
 5. Krishnaswamy, Sivkumar, Mathirajan, Management Research Methodology, Pearson
 6. Dipak K. Bhattacharya, Research Methodology, Excel
 7. Cooper, Business Research Methods, TMH
 8. Sekaran, Research Method for Business: A Skill Building Approach, Wiley
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DE-501-H: Organization Design Development and Change

Unit 1: Introduction to Organization

Concept of Organization, Types of Organization, Processes and Culture, Life Cycle & growth phase, Organizational Effectiveness & Excellence, Organization Culture and Values & Ethics.

Unit 2: Organization Design

Concept & Nature, Design Process, Organizational Designs, Structural Components, Universal Perspectives of Organizational Design, Restructuring Strategies

Unit 3: Organizational Development

Definition, Nature and Characteristics of OD, Evolution of OD, OD Processes, OD and Action Research

Unit 4: OD Practitioners and Challenges

Introduction, Consultants and types of consultants, client-consultant relationship, consulting process, ethics for OD practitioners, implications of OD for the clients

Unit 5: Organizational Diagnosis

Meaning, Nature, Approaches, Processes, Benefits, Inquiry Methods (Questionnaire, focus group, work shop and audits), various diagnostic models

Unit 6: OD Intervention

Overview, Definition, Need, Types of interventions, inter- Group interventions, Comprehensive and Structural interventions, Choosing the Depth of Organizational Intervention

Unit 7: Issues and Considerations in OD

Consultant-Client Relationships, Role of Power & Politics in OD, Organizational Culture against OD and Emerging Trends

Unit 8: Organizational Change

Overview, Affecting Factors of Organizational Change, Classification of Change, Change Models, Change Management & Process, Resistance to Change: Sources and ways to overcome.

Unit 9: Action Research

Concept, Characteristics and types of Action Research, Models of Action Research, Limitations and process

Unit 10: Future Trends

Introduction, Changes in Management, Strength of OD, Ethics of OD and various research studies.

Books:

1. Krishnamacharyulu and Ramakrishnan, Organization Development, PHI
 2. Haneberg, Organizational Development Basics, Cengage
 3. **Srivastava**, Organization Design and Development: Concepts and Applications, Wiley
 4. Kavita Singh, Organisation Change and Development, Excel
 5. Robbins, Organization Theory: Structure, Design and Application, Pearson
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DE-502-H: Human Resource Development

Unit 1: HRD Environment and Management

Introduction, Personnel Management, Characteristics, Evaluation, Functions and Quality of HRM/Personnel Manager

Unit 2: Human Resource Development

Need, Importance, Evaluation and essential conditions of HRD and Approaches to HRD, Factors contributing HRD, Industrial Relations and Impact of Liberalization and globalization in HRD

Unit 3: Planning and Organization of HRD

HRD Policies, Corporate Policies, Qualities of successful HRD Manager, Developing Professional Skills

Unit 4: HRD Processes, Mechanism, Roles and Practices

Steps Involved in HRD Process, HRD Mechanisms, Management and Union, HRD in Various types of Organizations

Unit 5: Role Analysis and Competency in HRD

Elements of Role analysis, Competency Mapping Process, Guidelines for Mapping, Advantages of Mapping

Unit 6: Performance Appraisal: Processes and Methods

Use, Importance, Approaches, Objectives of PA, Career Development, Factors Distorting Appraisal, Methods of PA

Unit 7: Assessment Center and 360 Degree PA Methods

Potential appraisal, Definition of assessment center, Elements, Importance, Job Analysis, Performance Review and Techniques Used; what is 360 Degree Appraisal, Conditions and Advantages

Unit 8: HRD Audit

Introduction, Reasons, Audit Process, Limitations, HRD Score Card

Unit 9: Training and Management Development

Need, Importance, Objectives, Levels, Principles, Types, Evaluation Training Program; Management Development, Need, Objectives, Methods and Management Education

Unit 10: Career Planning and Development

Characteristics, Types of Career, Need, Objective, Scope, Advantage and Disadvantage of Career Planning

Unit 11: Performance Management

Advantages of Higher Employee Performance, Functions, Concerns, Benefits, Steps and Characteristics of Performance Management

Unit 12: Work Force Diversity and HRD

Cultural Diversity, Managing and Training, Cross Cultural Education (CCET), CCET Process, Effectiveness, Socialization Process and another Aspect

Unit 13: Knowledge Management and HRD

Factors, Benefits, Need, Challenges, Organizational Climate for KM and HRD

Unit 14: Employee counseling and well-being

Characteristics, Objectives, Problem Discussed, Essential conditions and advantages of EAP

Unit 15: Case Studies

Books:

1. Haldar, Human Resources Development, Oxford
 2. Balyan and Balyan, Human Resource Development, Himalaya
 3. McGuire, Human Resources Development, Sage
 4. Byars, Human Resources Management, McGraw Hill
 5. Kandula, Strategic Human Resource Development, PHI
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DE-503-H: Human Resource Planning

Unit 1: HRM Concepts and Process of Development

Introduction, Important Factors, Different Schools of Thoughts, Techniques and Roles, Duties and Responsibilities of HR Manager

Unit 2: HR Policies, Strategies and Planning

Introduction, Levels of strategies, Framing Strategy, Policies and Procedures, Strategic and Operational Control, Strategic Manpower Planning, Benefits, Key Steps, Business Process Approach and Various Models

Unit 3: Human Resource Planning and Processes

Introduction, Activities, Responsibilities, Various Steps, Objectives and Forecasting and Labour Economics; HRP Process Outline Time Scale, Work Load Factor analysis, Use of Quantitative tools and Qualitative Models and Various Theories

Unit 4: Productivity, Technology and HRP

Introduction, Total Factor Productivity, Productivity Measurement, Quality and Compensation, Technology and HRM Issues

Unit 5: Job analysis, Job Description and Evaluation

Objectives, Methods of Analysis, Job Specification, Design, Work Measurement, Ergonomics; Motion, Economy and Value Analysis

Unit 6: Recruitment

Introduction, Procedure, Interview, Recruitment Matrix and Other Aspects of Recruitment

Unit 7: Career Planning

Introduction, Importance, Objectives, Types of Career Development Program, Issues, Indian Scenario and Future of Career Planning Developing in India

Unit 8: Training and Performance Appraisal

Introduction, Need, Steps, Various Methods of Training, Performance Appraisal, Mentoring Matrix

Unit 9: Human Resource Information System

Definition and Concepts, Importance and Significance, Objectives of HRIS, HRIS Stages of Development and Modules

Unit 10: Human Resource Cost

Introduction and Developing HR cost Checklist

Unit 11: HR Accounting and Audit

Various Methods of Valuation, HRD Audit, Research and National Planning

Unit 12: Emerging Trends and Issues

New HR roles and Competencies, As a Strategic Planner Balance Score Card, Six Sigma Practices, BPO and HRO, Lean Management

Books:

1. Pande & Basak, Human Resource Management, Pearson
2. Aquinas, Human Resource Management, Vikas Publishing House
3. Durai, Human Resources Management, Pearson
4. Sekrai, Human Resources Planning, Himalaya

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DE-504-H: Organizational Dynamics

Unit 1: Groups and Group Dynamics

What are Groups?, Types of Groups, Functions of Groups, Group development phases and their models, Roles and Processes, Group Cohesion, Group Effectiveness, Transformation Groups into Teams

Unit 2: Leadership Dynamics

Introduction, Leadership and Management, Leadership Theories (Trait, Behavioral and Contingency), Transformational v/s transactional Leadership, Ethical Leadership, Leader as Mentor

Unit 3: Organizational Communication

Definition, Function of communication, Communication Process, Methods of Communication, Communication Channels, Organizational Communication (Formal and Informal Networks, Grapevine), Communication Barriers, Active listening and communication, Culture and Communication

Unit 4: Decision making and Problem Solving

Introduction, Decision Making Process, Types of Managerial Decisions, Decision Making Environments, Decision Making Models, Decision Implementation, Individual v/s Group Decision Making, Decision Making Errors, Ethics and Ethical Issues in Decision Making

Unit 5: Power and Politics

Power and Control Issues in Organizations, Defining Power, Sources of Power, Bases of Power; Organizational Politics, Causes and consequences of Politics , Controlling Political Behaviors, Ethics in Power and Politics

Unit 6: Managing Conflicts and Negotiations

Conflict, Stages of Conflict, Outcomes of Conflict, Types of Conflict, Sources of Conflicts, Strategies to managing conflicts, Third Party intervention to resolving conflict, Conflict resolution by Negotiations, Critical Elements of Negotiation, Negotiation Strategies

Unit 7: Work Stress

Introduction, Nature of stress, Types of Stress, Causes of Stress, Organizational and Environmental Factors, Managing Stress, Coping Strategies (Individual and Organizational)

Unit 8: Organizational Culture

Introduction, Elements of Culture, Organizational Culture and Functions, Assessing Organizational Culture, Types of Organizational Culture, Approaches, Managing Organizational Culture, Managing Change in Organizational Culture

Unit 9: Performance and Reward Management

Reward System, Objective and Types of Rewards, Determinants of Rewards, Barriers to Reward System

Unit 10: Gender Issues in Management

Introduction, Gender Differences, Barriers against Gender Roles, Women in Corporate, Expectations of Women Managers, Interplay of Work and Family, Glass Ceiling; Empowerment, Current Scenario, Barriers to Women Empowerment and Strategies to overcome

Books:

1. George & Jones. Understanding Organizational Behavior, Pearson
 2. **Kavita Singh**, Organizational Behavior, Pearson
 3. Robbins, Judge and Vohra, Organizational Behavior, Pearson
 4. Kalliath, Organizational Behaviour, McGraw Hill
 5. Bhattacharya, Organizational Behaviour, Vikas
 6. Bhattacharyya, Performance Management Systems & Strategies, Pearson
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DE-601-H: Employee Relations

Unit 1: Background to Industrial Relations

Introduction, HRM Dimensions, Theories, Objectives, Forms of IR

Unit 2: Evolution of IR in INDIA

Development in IR during various eras in INDIA, Emerging Business Scenario and changing Dimensions

Unit 3: Stakeholders of IR

Trade Unions, Blue Collar and White Collar Trade Unions, Employers association, Government Policies and IR

Unit 4: Management of Conflict

Conflict Resolution, Bargaining, Strikes and Lockouts, Negotiating dispute resolution, Principles of Natural Justice, Causes and settlement of Industrial Disputes

Unit 5: Positive Employee Relations

OB and Aspects of Employee Relations, Behavioral Theories, Participative Management, Empowerment, Kaizen, Quality Circle, Management Grievances, Role of NTPC, QWL, Work Behavior, Labor Welfare and Social Security

Unit 6: Miscellaneous Topics

Impact of Technological Revolution on IR, VRS, New Economic Reforms, Public Sector Restructuring, Outsourcing, BPO, KPO and their matters, Employee Retention Strategies

Unit 7: International Issues

International Labour Organization, International Industrial Relation, Social Security Schemes, Recognition of Trade Unions and Industrial relations with other countries

Unit 8: Case Studies

Books

1. Mopnappa, Industrial Relations and Labour Laws, McGraw Hill
 2. Shrivastava, Industrial Relations and Labour Laws, Vikas
 3. Sinha, Sinha and Shekhar, Industrial Relations, Trade Unions and Labour Legislation, Pearson
 4. Sengupta, Employee Engagement, Wiley
 5. **Mamoria & Mamoria**, Dynamics of Industrial Relations, Himalaya
 6. Singh, Employee Relations Management, Pearson
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DE-602-H: Managing Change in Organization

Unit 1: Business Organization – The Domain of Change

Meaning, key area, Organizational Structure and Forms of Business Organization; Tools for designing sound business organizations; Factors leading to change including environmental factors; Role of three basic circles for organizational change

Unit 2: Organizational Culture and Change

Sources and Types of Culture; Significance of Culture during Change; Concept of Global Organizational Culture; Functionality and Dysfunctionality; Strength and Weaknesses of Indian Culture; A proactive approach to culture and change

Unit 3: Concept of Change

Meaning of Organizational Change; Nature of Organizational Change; Pressure for change; Level of change; Change Cycle; Organizational Barriers to Change; Performance driven Organizational Change; Rate, Different states and creating change, general guideline for effective change

Unit 4: Organizational Resistance to Change

Reactions to Change; Core facts of Resistance to Change; Individual and Group Resistance; Overcoming Resistance; strategies for introducing planned change; Techniques to manage resistance during change

Unit 5: Organizational Change and Change Agents

Types of Change Agents; Key roles in Organizational Change; Difference between internal and external change agents; Characteristics of a good change agent; What can a Change Agent Change?

Unit 6: Strategic Management to Change

Task of Managing change and Other Definitions; Sequential Process of Change; Change Process as a Problem Solving and Problem Finding Approach; Change Management Skill Requirement, Various Basic strategies; Formulation, implementation and evaluation of Strategies; Guidelines

Unit 7: Organizational Diagnosis

Meaning of Diagnosis; Concepts of Organizational Diagnosis; Methodological Planning

Unit 8: Organizational Development

Objective of OD Program; OD Interventions and their Classification; Intervention Techniques and Effective use of OD

Unit 9: Manager as Catalyst of Change

Role of Manager; Developmental Supervision; Responsibilities of Managers; Manager as Motivator of Employee; Using power and empowering the employee; Managerial Control and Group Dynamics; Obstacles in the middle of Change and how to overcome them

Unit 10: The Outcomes of Management of Change

Nature of Learning Enterprises; Building and Features of Learning Organization; Blue Print of Learning Organization;

Unit 11: Models of Organizational Change

Individualistic Models; Role Oriented Models; Group Oriented; Organization Oriented Model; Lewin's Model; Johari's Window; SPST Model of Organizational Culture; Rover's Model

Unit 12: Case Studies

Books

1. Sharma, Change Management and Organizational Transformation, Tata McGraw Hill
 2. Pathak, Organizational Change, Pearson
 3. Senior, Organizational change, Pearson
 4. Kondalkar, Organizational Effect and Change Management, PHI
 5. Sengupta, Managing Change in Organization, PHI
 6. Palmer, Managing Organizational Change, TMH
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DE-603-H: Wage and Salary Administration

Unit 1: Employee Compensation

Concept, Factors Influencing Compensation Plan and Policies

Unit 2: Wage and Salary

Principles of Wage and Salary Administration, Wage as a Motivator, Methods of Wage Fixation, Factors Influencing Wage and Salary Determination

Unit-3: Job Evaluation

Methods, Performance and Reward Systems, Methods of Wage, Payment, Incentive Plans, Wage Differentials, Minimum Wages Act, 1946- 48, Equal Remuneration Legislation

Unit-4: Employee Welfare

Concept, Scope and Significance, Welfare Policy and Five Year Plans, Role of Employee Welfare Agencies , State, Employers, Trade Unions and Voluntary Agencies.

Unit-5: Employee Welfare Programs

Maternity Benefit, State Insurance, PF, Gratuity, Child Labour, Statutory and Non-Statutory, Intra Moral, Extra Moral, Social Security, Social Assistance and Social Insurance

Unit-6: Labour Welfare Administration

Plant Level, State and Central Levels, Labour Welfare Officer, Role, Status and Functions, International Labour Organization, Five year plan

Books:

1. Bhattacharya, Compensation Management, Oxford

2. Barry Gerhart and Sara L. Rynes, Compensation, Sage Response Books.
3. Henderson, Richard I. Compensation Management: Rewording Performance, PHI

DE-604-H: Labor Laws

Unit 1: Labour Legislation

Introduction, Need, Factors influencing Labour Legislation, Principles of Labour Legislation, Classifications of Labour Legislation; Indian Constitution and Labour Legislation: Problems, Rights and fundamental principles of State Policy

Unit 2: International Labour Organization

Objectives; International Labour Standards; Health, Safety and Welfare; Industrial Relations, Ratification and their problems

Unit 3: Regulative Legislation

Trade Union Act, 1926; Industrial Dispute Act, 1947; Industrial Employment Act, 1946; Unfair Labour Practices

Unit 4: Protective Legislation

The Factories Act, 1948; Shops and Establishments Act;

Unit 5: Contracting Labour

The Contract Labour (Regulation and Abolition) Act, 1970

Unit 6: Wage Legislation

Minimum Wage Act, 1948; Payment of Wage Act, 1936; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976

Unit 7: Social Security Legislation

Employee Provident Fund and provisions, The Employees' State Insurance Act, 1948; Employee compensation, Maternity Benefits, Payment of Gratuity Act, 1972

Unit 8: Sexual Harassment

A Legal Perspective of Sexual Harassment, Anti-sexual Harassment Laws and Guidelines in India

Unit 9: Child Labour

Introduction; National Policy for Children, 1974; Enactment of the Child Labour (Prohibition and Regulation) Act, 1986

Unit 10: Emerging Trends in Labour Legislation

Recent Contribution of Indian Judiciary to Labour Laws, Simplification and Codification of Labour Laws, Restructuring Labour Policy

Books

1. Padhi, Labor and Industrial Laws, PHI
2. B. D. Singh, Labour Law for Managers; Excel
3. Saiyad, Labour Law, Himalaya
4. Sivarethnamohan, Industrial Relations and Labour Welfare, PHI

DE-501-F: Working Capital Management

Unit-1: Introduction to working capital Management, Managing current assets, Risk Return trade off from investing in current assets, managing the firms current liabilities, Advantages and Disadvantages, Risk Return trade off from using liabilities, appropriate level of working capital

Unit-2: Short Term financing, estimating the cost of short term credit, source of short term credit,

Unit 3: Unsecured sources, credit terms and cash discounts, Stretching on trade credit, advantages of trade credit, unstructured sources: Bank Credit, Line of Credit, Credit terms, Transaction loan,

Unit 4: Unsecured sources: Commercial papers, Credit terms, Commercial paper as a source of short term credit, Cost of commercial paper,

Unit 5: Secured sources: account receivable loans, Pledging account receivables, advantages and disadvantages, Factoring accounts revivable, Inventory loans, Floating Lean agreement, Chattel mortgage agreements, field warehouse financing agreement, Terminal warehouse agreement

Unit 6: Trade Credit: Types of trade credit, factors influencing credit terms, types of credit terms, when to use trade credit, unsecured loans dimensions of unsecured loans, types, compensating balances, Interest rates on unsecured loans, Secured loans, Pledging accounts receivables, factoring account receivables, inventory financing , commercial papers.

Unit7: Management of Cash: cash flow process, motives for handling cash, transactions motive, precautionary motive, speculative motive, cash management objectives and decisions, managing collection and disbursement, concentrating banking, speeding collections, controlling disbursement, determining appropriate cash balance, working cash balance, compensating balance requirements, finding the optimal working balance, variability, uncertainty, using mathematical models, planning cash requirement.

Unit8: Receivables Management: credit and collection policies, influence of credit policy, credit terms, simultaneous changes in credit terms, Credit analysis and credit limit, collection policy, credit and collection procedures

Unit 9: Inventory Management: Investing in inventory, deciding optimal level of inventory, inventory carrying costs, inventory decision models, Safety stocks, total inventory cost, varying demand and safety stocks, inventory management, calculating expected return, just in time inventory.

Unit10: Working capital management and dividend policy, Management of dividends, factors influencing dividend policy, alternative dividend policies, mechanics of paying dividends, stock dividend and stock splits.

Book:

1. Shekhar, Working Capital Management, Wiley
 2. **Pariyaswamy**, Working Capital Management, Himalaya
 3. Bhattacharya, Working Capital Management: Strategies and Techniques, PHI
 4. Ranjarajan and Mishra, Working Capital Management, Excel Book
 5. Bhalla, Working Capital Management, Anmol
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DE- 502-F: Strategic Financial Management

Unit 1: Introduction: Strategic Planning, Meaning, Techniques, Advantages and Limitations of Financial Forecasting.

Unit2: Project Planning: Process of Capital Investment and its Decision, Basics of Project Planning, Feasibility Analysis, Project Report Preparation.

Unit:3 Capital Budgeting: Meaning of Capital Budgeting, Concept of Time Value of Money, Methods of Capital Budgeting

Unit: 4 Capital Rationing: Meaning and Factors of Capital Rationing, Non Financial Factors in Capital Investment Decisions.

Unit 5: Dividend Decisions: Meaning and terminology of dividend decision. Interim and final dividend. Shares buyback, stock split, book building. Asset sec unitisation.

Unit 6: Valuation of Shares & Business: Net Asset Method, Dividend Yield Method, Earnings Yield Method, Return on Capital Employed Method, Price/Earnings Method and Fair Value Method.

Unit 7: Leasing Decisions: Meaning, Features and Kinds of Lease Contracts, Advantages and Disadvantages of Leasing, Methods of Evaluation of Lease or Buy Decisions.

Unit 8: Derivatives: Meaning, Features, Benefits, Limitations and Kinds of Derivatives Contracts, Important Terms Relating to Derivatives and Options Strategies.

Unit 9: Mergers, Acquisitions & Takeover: Meaning, Kinds and Strategic Motives of Mergers, Acquisitions & Takeover, Tax Aspects and Case Studies of Mergers & Acquisitions.

Unit10: Corporate Restructuring: Meaning, Broad Areas, Reasons, Types, Implications and Techniques of Corporate Restructuring, Business Process Reengineering, Financial Restructuring.

Books:

1. Goel, Strategic Financial Management, Wiley
 2. Kishore Ravi. M. – Strategic Financial Management -Taxmann
 3. Khan M.Y. and Jain P.K - Financial management, Text, Problems and Cases – McGraw Hill
 4. **Pandey I. M.** - Financial Management, Vikas
 5. Damodaran Aswat- Corporate Finance Theory and Practice - John Wiley
 6. R.M. Shrivastava, Financial Management, Himalaya
 7. Soat & Hiro, Strategic Financial Management, PHI
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DE-503-F: Security Analysis and Portfolio Management

Unit 1: Introduction

Nature and Scope of Investment, Investment Process, Decisions areas, Components of Investment Risk, Types of investors, Investment V/S Speculation

Unit 2: Securities Market in India

Introduction to Indian capital market and its classification, Organization and Functioning stock exchanges, Regulations of stock exchanges, listing of securities

Unit 3: Analysis for Investment

Economy and Industry Analysis, Company Level Analysis, Technical Analysis, Valuation of Securities: Equity Shares, Debt/Bond and Preference shares.

Unit 4: Efficient Market Hypothesis

Random Walk Theory, The efficient market hypothesis and forms of market.

Unit 5: Portfolio Analysis

Risk and return on portfolio, Risk and return trade-off, Portfolio with more than two securities, Diversified and concentrated Portfolio

Unit 6: Portfolio Revision

Meaning, need, Process and limitation; Portfolio revision strategies

Unit 7: Portfolio evaluation

Meaning, need, Process and limitation; Risk and returns analysis and their adjustment

Books:

1. S. Kevin – Security Analysis and Portfolio Management, PHI Learning Pvt. Ltd.
 2. Shridharan - Security Analysis and Portfolio Management, McGraw Hill
 3. Bhatt, Security Analysis & Portfolio Management, Wiley
 4. Avadhani, Security Analysis & Portfolio Management, Himalaya
 5. Damodaran Aswat- Corporate Finance Theory and Practice - John Wiley
 6. Sasidharan, Security Analysis & Portfolio Management, TMH
 7. **Punithavathry Pandian**- Security Analysis & portfolio Management, Vikas
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DE-504-F: International Financial Management

Unit 1: International Financial Management

International Business and its Modes, Multinational corporations, Nature of international financial functions and Scope of IFM, Factors leading to fast strides in international financial functions, IFM and domestic Financial management, Structure of the book

Unit 2: International Flow of Funds

Structure of balance of payment, equilibrium, disequilibrium and adjustments, different approaches to adjustments, Capital account convertibility

Unit3: Development in international monetary system,

Spice commodity standards, Gold standard, Briton Woods system of exchange rates, Exchange rate regime since 1973, International liquidity, IFM solution for financial crisis

Unit 4: Exchange rate mechanism

Exchange rate quotations, nominal real and effective exchange rates determination, Determination of exchange rate in the spot market, factors influencing exchange rates, exchange rate determination in forward market, theories of exchange rate behavior

Unit5: Foreign exchange market

Distinctive features, major participants, spot market, forward market,

Unit 6: Market for currency future and currency options

Recent upsurge in currency future contracts, features of currency future contracts, hedging in currency future market, currency options: broad features, options terminology, gains and losses of option traders, option pricing, hedging with currency options.

Unit 7: Forecasting exchange rates

Need for exchange rate forecast, Techniques of forecasting, forecast in a controlled exchange rate regime,

Unit8: Management of foreign exchange exposure

Need for hedging, Hedging of transaction exposure, hedging of real operating exposure, managing translation exposure

Unit 9: Foreign Direct Investment

Theories of FDI, Costs and benefits of FDI, Strategy for FDI, Control of MNCs,

Unit10: Overview of International Financial Market

Channels for International flow of Funds, Changing structure of International Financial Market, Selection of sources and forms of Funds

Unit11: International Banking

Process of Internationalization, Financial intermediation function, Direction and purposed of Landing, Concerns of the lenders, borrowers and depositors, Credit creation function, Global cash Management, intermediation foreign exchange market, Control of international Banks

Unit12: International Financial Market instruments

Internal equities, International Bonds, Secondary market operation of international securities, gains from international issues, short terms and medium term instruments

Book:

1. Thummuluri Siddaiah, International Financial Management, Pearson
 2. Thgomas Jobrain, International Finance, Oxford,
 3. Vyuptakesh Sharan, International Financial Management, PHI,
 4. Verma, International Fianancial Management, Wiley
 5. V.A. Avadhani, International Financial Management, Himalaya,
 6. **Sharan**, International Financial Management, PHI,
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DE-601-F: Management Control system

Unit 1: Management Control System

Nature, Scope & Process of Management Control System, Pre-requisites of a Successful Management Control System, Relationship & Distinction between Strategic Planning, Operational Control and Management Control

Unit 2: Behavioral Aspects of Management Control

Goal congruence – factors affecting goal congruence – formal and informal systems

Unit 3: Management Control Structure

Types of Organization Structures & its Implications to Management Control Systems, Matching structure to strategy, Controller's organization- Functions & Role of Controller

Unit 4: Responsibility Accounting

Meaning, Advantages and Implementation of Responsibility Accounting, Meaning of Responsibility Centers, Cost Centre, Revenue Centre, Profit Centre and Investment Centre.

Unit 5: Transfer Pricing

Objectives, Types & Methods of Transfer Pricing, Arms Length Principle, Issues in Fixing Transfer Pricing, Managing Inter-Departmental Conflicts Related to Transfer Pricing, International Transfer Pricing

Unit 6: Budgetary Control

Preparation of Budgets, Relevance of Budgetary Control in MCS, Behavioral Aspects of budgets

Unit 7: Performance Measurement

Financial & Non-Financial Measures, Return on Sales, ROI, Residual Income, Economic Value Added & Market Value Added, Performance Measurement Issues in Case of MNCs.

Unit 8: Compensation & Rewards

Principles of Managerial Compensation, Linking Rewards to Performance, Types of Rewards & Compensation

Books:

1. **Anthony Robert , Govindarajan Vijay** – Management Control System(SIE) – McGraw Hill
 2. Saravnaval P. - Management Control Systems Himalaya
 3. Joseph A. Maciariello & Calvin J Kirby - Management Control Systems Using Adaptive Systems to Attain Control – PHI
 4. Horngre Charles, Datar Srikan & Foster George - Cost Accounting A Management Emphasis – Pearson
 5. Ghosh, Management Control System, PHI
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DE- 602-F: Management of Financial Services

Unit1: Capital expenditure decision

Nature and Significance, Capital Budgeting Techniques, Classification of Capital expenditure projects, Evaluation of Investment opportunities, Investment and Working Capital

Unit 2: Investment Decision Methods

Average Rate of Return, Payback, Discounted Pay back, Internal Rate of Return, Present Value Approach, profitability Index Methods, Other Appraisal tools, Capital Rationing,

Unit 3: Risk and Investment Decisions

Concept of Certainty, Risk and uncertainty, Sources of Risk, Measurement of Risk, Utility Theory and Risk Analysis in Investment decisions, risk analysis approaches, Methods of Adjusting Risks.

Unit 4: Cost of Capital

Concept, types of cost of capital, Importance of cost of capital, Computation of Composite cost of capital, weighted cost of capital, cut-off rate

Unit5: Equity Stock Financing

Backdrop, Concept of Share and stock, its characteristics, feature of equity shares, Pre-emptive rights, Potentiality of equity share as a source of corporate financing, Management of equity stock, Management of Rights, Sweet Equity.

Unit 6: Preferred Stock financing

Features, potentiality, growing popularity of preference shares in India, Decision making on issue of preferred stock, Management of preferred stock

Unit 7: Debenture Financing

Concept, Characteristics and types, Use of debentures as source of financing

Unit 8: Warrants and Convertibles

Warrants, Nature of Warrants, Valuation of Warrants, Potentiality of warrants, Convertibles, Nature of Convertibles, Conversion value, Conversion premium, potentiality of Convertibles

Unit 9: Capital Structure Decision

Guiding Principles, Factors influencing the pattern of capital structure

Unit 10: Capital Structure and Valuation of an enterprise

Durand's Model, Traditional Model, M-M Model,

Unit 11: Corporate Restructuring

Nature, motives for corporate restructuring and reengineering, Designing corporate restructuring program, Problems in implementing corporate restructuring program

Unit12: Financial Restructuring

Concept, Mergers-Concept, forms, motives, evaluating financial implications of potential acquisition, Assessing mergers, takeovers, formulating mergers and acquisition strategy, regulation of mergers and acquisition in India

Unit 13: Capital Budgeting for MNCs

Introduction, fundamentals of evaluating foreign projects, issues in foreign investment analysis

Book:

1. Gomez, Financial Markets, Institutions and Financial Services, PHI
 2. M.Y. Khan, Financial Services, McGraw Hill
 3. Siddaiah, Financial Services, Pearson,
 4. Shanmughan, Financial Service, Wiley
 5. S.Gurusamy, Financial Services, McGraw Hill
 6. Tripathy, Financial Services, PHI
 7. Suresh/Paul, Management of Banking and Financial Services, Pearson
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DE- 603-F: Management of Financial Institution and Market

Unit 1: Nature and Role of Financial System

Structure of Financial system, Determinants of supply and demand of funds- Financial system and economic system, theories of impact of financial development on saving and investment

Unit 2: Introduction to Security analysis

Concept and types of risk, Concept and types of return, Required rate of return (RRR), models of return- CAPM, APT, 3 factor model; valuation of securities; economic analysis and industrial analysis

Unit 3: Indian Financial System

Act 1950, after 1950, financial sector reforms till date,

Unit 4: Regulatory and Promotional Institution

Reserve Bank of India, its role and functions, monetary policy of RBI, techniques of monetary control, recent policy development; Securities Exchange Board of India (SEBI), its role and functions

Unit 5: Banking Institutions

Commercial Banks, role of commercial banks, concept of lending and portfolio choice, bank performance, banking innovation, risk management in banking; cooperative banks, their role functions and performance

Unit 6: Non Banking Financial Intermediary and Statutory Organizations

Small Saving, Provident Fund, Pension Funds, their roles and functions; insurance companies including LIC, GIC and Private Insurance company, risk management and Insurance companies

Unit 7: Unit trust of India and Mutual Funds

Organization, types of schemes and valuation of units, major financial instruments, investment pattern, problem and prospects of MF industry

Unit 8: Other Institutions

Miscellaneous non bank financial intermediaries, NBFCS- An overview of presenting NBFCS, Loan companies, investment companies, higher purchase finance, lease finance, housing finance, venture capital finance, public deposit with non-banking companies, non banking statutory financial organization – IFCI, IDC, ICICI, Exm bank, RIBI, SCICI etc.

Unit 9: Money Markets

Call Money Market – US, UK and India, Size of call Money market, call rates in India; Treasury Bill Market: 91-day, 182 day, 364 day, 14 day Treasury bill market, commercial bill market: bill of exchange, size of bill market in India, bill market schemes

Unit 10: Markets of commercial Papers and Certificates of Deposits

CP and CD market in India, Discount Market in India, Discounting services, market of financial guaranties – nature and role of financial guaranties, ECGC, DICGC

Unit 11: Industrial Security Market

Theory of equity culture, Organization and Structure; listing trading and settlement; types of shares; new issue market; drawbacks of Indian Stock markets, recent development

Unit 12: Foreign Exchange Market

Nature & Organization of foreign exchange market, exchange rates, devaluation and depreciation, currency convertibility, trends in exchange rates, foreign capital flow: forms of foreign capital, international financial instruments, trends in foreign capital inflow to India, recent developments, sovereign wealth funds

Book:

1. Bhole and Mahakud, Financial Institutions and Markets, McGraw Hill
 2. S Guruswamy, Financial Markets & Institutions, TMH
 3. Saha, Indian Financial System & Market, TMH
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DE-604-F: Income Tax, Taxation and Tax Planning

Unit 1: Fundamental Concepts

Assessment Year, Previous Year, Person, Assessee, Tax on Income, Income under the Tax act, Gross Total Income, Computation of total income, Agricultural Income, Difference b/w exemption and deduction, Capital and revenue receipts, Capital and revenue expenditure, Amalgamation, Demerger

Unit 2: Residential Status and its effect on tax incidence

Relevance of residential status, Deciding residential status, residential status of Hindu undivided family, residential status of firm and association of persons, residential status of a company, residential status of every other company, relationship b/w residential status and incidence of tax

Unit 3: Tax Exempted Income

Income exempted under section 10, Special provisions (Free trade zone, SEZ etc.), special provisions for new established 100% export undertakings, special provisions for export of artistic handmade wooden articles, claiming exemption against income from property held charity, problems on income exempt from tax

Unit 4: Income under the head 'Salaries' and its computation

Salary, different forms of salary how taxed, different forms of allowances how taxed, perquisites when income taxable/not taxable, permissible deductions from salary income, provident fund, Special tax treatment of salary income of non-resident, Extent of exemption available to other foreign citizens in respect of salary income, Deduction under section 80C

Unit 5: Income under the head 'Income from house property' and its computation

Basis of charge, when property income is not charged to tax, basis of computing income from a let out house property, computing taxable income from self-occupied property, special provisions when unrealised rent is realised subsequently, mode of taxation of arrears, of rent in the year of receipt, computation of property income, theoretical problems on computation of property income

Unit 6: Income under the head 'Profits and gains of business or profession' and its computation

Basis of charge, basic principle for arriving at business income, methods of accounting (how far relevant for computing business income), scheme of business deduction/allowances, specific deductions under the act, specific disallowances under the act, deemed profits and how they are charged to tax, undisclosed income/investment, maintenance of books of accounts, audit of accounts, special provisions for cost of acquisition in certain cases under section 43C, permissible methods of valuation of closing stock

Unit 7: Income under the head 'Capital Gains' and its computation

Basis of charge, included in and excluded from capital asset, transfer of capital asset, capital gains, full value of consideration, expenditure on transfer, cost of acquisition, cost of improvement, determination of indexed cost of acquisition and improvement, capital gains in different conditions

Unit 8: Income under the head 'Income from other sources' and its computation

Basis of charge, relevance of method of accountancy, dividend and how is it charged to tax, income from other sources (lotteries, crossword puzzles, horse race and card games etc), interests on securities; finding income from machinery, plant or furniture let on hire, deduction from permissible income from other sources

Unit 9: Clubbing of Income

Transfer of income without transfer of asset, revocable transfer of assets, individual assessable in respect of remuneration of spouse, individual assessable in respect of income from assets transferred to spouse, individual assessable in respect of income from assets transferred to son's wife, , individual assessable in respect of income from assets transferred to a person for the benefit of spouse, individual assessable in respect of income from assets transferred to a person for benefit of son's wife and other

Unit 10: Set off and carry forward of losses

Mode of set off and carry forward, inter-source adjustment, inter-head adjustment, carry forward of loss, carry forward and set off of business loss and depreciation

Unit 11: Permissible deductions from gross total income

Basic rules, governing deductions under sections 80C to 80U, Probable deductions from gross total income

Unit 12: Individuals – Computation of taxable income

Income of an individual, taxable income, tax liability, problems

Unit 13: Deduction and Collection of tax at source

Scheme of tax deduction at source (TDS); when and how tax is to be deducted at source from salary, interests on securities, dividends, winning from lotteries, horse race and others

Books:

1. **Singhania and Singhania**, Students' Guide to Income Tax, Taxmann
 2. Goyal, Direct Taxation, Wiley
 3. Lal, Income tax, Pearson
 4. Pradeep shah, Income tax, Taxmann
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DE-501-P: Operations Research

Unit 1: Introduction to Operations Research

Overview, Characteristics of OR, Models in OR, Scope and benefits of OR

Unit 2: Linear Programming

Definition, Applications and Benefits, Linear Programming Methods- Simplex and Graphical Methods

Unit 3: Transportation Model

Concepts, Applications and Benefits, Types of Transportation Problem, Methods to solve Transportation- Finding the initial solution (through North-West Corner Method, Minimum Cost Method, Vogel's Approximation Method), Optimizing basic feasible solution by Modified Distribution Method (MODI)

Unit 4: Assignment Model

Concepts, Applications and Benefits, Solving Assignment Problem-Hungarian Method

Unit 5: Queuing Model

Concepts, Applications and Benefits, Terminologies, Empirical Queuing Models: Single Server Infinite Queuing Length Model, Single Server Finite Queuing Length Model, Multiple Server Infinite Queuing Length Model, Multiple Server Finite Queuing Length Model

Unit 6: Game Theory

Definition, Applications and Benefits, Terminologies, Methodologies: Oddments, Dominance and Graphical Methods

Unit 7: Replacement

Definition, Applications and Benefits, Basic Replacement Problems, Probabilistic Model for Replacement Problems

Unit 8: Simulation

Definition, Applications and Benefits, Methods and Problems

Unit 9: Dynamic Programming

Concept, Applications and Benefits, Reliability Improvement Problem, Stage-Coach Problem, Cargo Leading Problem

Unit 10: Travelling Salesman and Distribution (Proposed)

Concept, Applications and Benefits, Methods: Branch and Bound Algorithms, Heuristic Algorithms

Books:

1. Taha, Operations Research: An Introduction, 8/E; Pearson
 2. Ravindran, Operations Research, Wiley
 3. Gupta and Hira, Operations Research, S. Chand Publication,
 4. Kapoor, Operation Research: Techniques for Management, S. Chand
 5. Stuart Nangel, Operations Research, Sage India
 6. Shah, Gor & Soni, Operation Research, PHI
 7. Mariappan, Operations Research, Pearson
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DE- 502-P: Logistics and Supply Chain Management

Unit 1: Introduction

Supply Chain Management Need, Evolution, approach and Elements, Modern Supply Chain Management Approach

Unit 2: Demand Management in Supply Chain

Demand Planning and Forecasting, Various methods and Models, Moving average CODP, Industry and their Classification, Need for SCM, Strategy, CPFR and CPFR Implementation

Unit 3: Operations Management in Supply Chain Management

Basic Principles, QRM, Lean Manufacturing, Lean and SCM, Mass Customization, meaning, stages and implications, Benefits of Mass Customization, Outsourcing, Brand Management, Service Management, Licensing. Growth and Expansion

Unit 4: Procurement Management

Purchasing Cycle, Classification of purchase goods or services, Inventory Models, EOQ, Safety Stocks, Operational Replenishment system, Inventory Terminology ; MRP, JIT, Green Channel Suppliers, VMI, KM Model of Supplier Partnership

Unit 5: Logistics Management

Introduction, Elements of Logistics, Distribution Management, Inventory, management, Distribution Strategies, Transportation Management, Intermodal Management, Warehousing, Packaging for logistics, Third-Party Logistics, Technology components

Unit 6: IT for SCM

Need for IT, IT application if SCM, APS, Data ware housing, Data mining, tools, techniques, methods and role, Forecasting; need, fundamentals of e-business, pros and cons

Unit 7: Performance Measurement

Benchmarking; forms, Gap analysis, benefits, Mapping out Time, SCOR Modeling, Characteristics

Unit 8: Control in SCM

SCOR Analysis, scope and characteristics, Concept of Configurability, Balanced score card

Unit 9: Case Studies

Books:

1. Rahul V. Altekar ; Supply Chain Management; PHI
 2. V.V.Sople; Supply Chain Management; Pearson
 3. Mohanthy, Supply Change Management, Wiley
 4. Sharma, Supply Chain Management, Oxford
 5. **Sunil Chopra** Supply Chain Management Concepts practices and Implementations, Pearson
 6. Janat Shah; Supply Chain Management; Pearson
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DE-503-P: Technology Management

Unit 1: Technology Management

Introduction to technology, Role of technology, Factors for choosing technology, pace of technology change, Economies of scope and integration

Unit 2: Process of Technological Innovation

Link between science and technology, Diffusion of innovation, types, sources, value of experimentation in innovation, Goals and failures of innovation, Alternate approach

Unit 3: Creativity and Problem Solving

Creativity and process, techniques, creative problem solving, techniques

Unit 4: Technology Policy and Planning

Policy Instruments, Determinants of Nation's Technology, Role of Government, Status of technology in India, Prospects; Planning framework, Analysis, Options and Strategies, Scio-Economic planning, trajectories of technology, Methods of analyzing technology change

Unit 5: Technology strategy and Acquisition

Significance of Strategy, Formulation of strategy, Market Growth-Market Share analysis; Sources, Methods of technology Acquisition, Comparison of Different Acquisition, Acquisition Decision, Trends, Appropriation, Portfolio and Industrial R&D, Various R&D Technology expenditure

Unit 6: Financial Evaluation of R&D Projects

Need, Financial Analysis, Ways of financing a project, WC Requirement, Profitability projections, Risk as a factor, Model of Project Selection, Allocation of Resource Selection and other techniques.

Unit 7: R&D Programme planning and Control

Planning, Control, Portfolio, Types of R&D, R&D grid in different projects, Objective, Functions, tools of R&D, Approach to control, benefits, Project close outs

Unit 8: New Product Development

Distinction between Product Modification and Innovative products, New product development in Competitive Strategy, Market research, Research for Innovation, Industrial Design, Architecture, Developing indigenous substitute for Raw materials

Unit 9: Technology Diffusion

Concept of Diffusion, Influencing Factors, Strategy, Theory, Technology, Adoption life cycle, Crossing Chasm, Community effect and Network

Unit 10: Technology absorption and Deployment

Influencing factors, Benefits, Deployment of value chain, Strategies, Adoption cycle, pricing strategy, Corporate Venturing

Unit 11: Technological Forecasting for Decision Making

Elements of Forecast, Benefits, process, Inputs, Classification, Outputs and Current Status

Unit 12: Transfer of Technology

Technology transfer Vs Technology Acquisition, Classification/ Category, Reasons, Mechanisms, Levels, Functions, Methods and Modes of Transfer, Various phases, Barriers, Price and Negotiation and General Provision of Technology Transfers

Unit 13: Process Improvement and Innovation

Concepts and levels of Process Innovation, Types, TQM, Process Mapping, NVA analysis

Books:

1. Gerald Gaynor, Handbook of Technology Management, McGraw Hill
 2. P.N.Rastogi, Management of Technology & Innovation, Sage India
 3. Tatikonda; Technology Management; Excel
 4. Shane, Technology Strategy for Managers and Entrepreneur , Pearson
 5. **Murthy**; Technology Management, Himalaya Publishing
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DE-504-P: Business Process Re-Engineering

Unit 1: Introduction to Business Processes

Definition of Business Process and its Dimensions, Business Processes in an Organization, Business Process Redesigning, Business Process Improvement

Unit 2: Business Process Reengineering

Definition, Emergence of BPR, Need for Reengineering, Benefits of BPR, BPR Guiding Principles, BPR and Performance improvement

Unit 3: BPR in Manufacturing Industry

Introduction, Enablers of BPR in Manufacturing (Agile manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Production Planning), Product and Development

Unit 4: BPR and Information Technology

Introduction, Role of IT in Reengineering, Criticality of IT in Business Process, BPR tools and Techniques, Future roles of IT in Reengineering

Unit 5: BPR Implementation Methodology

Reasons to Implement BPR, Attributes of BPR Methodology, BPR Model, Steps for BPR Implementation, BPR Methodologies, Organizational Redesign by BPR, Performance Measures of BPR, BPR Project Management, Threads of BPR in various Phases

Unit 6: Success Factors of BPR

Reengineering Success Factors, Critical Success Factors of BPR, Reasons for BPR project Failure and Success

Unit 7: Managing Barriers to BPR Success

Potential Project Implementation Success, Risk Associated with BPR Projects, BPR Implementation Barriers, Areas Generating Barriers to BPR, Causes to IT Barriers, Internal Individual Resistance, Barrier Management Framework

Unit 8: Lean Manufacturing and the Environment

Introduction and definition, Importance of Lean Manufacturing, Tools and Methods for Lean Manufacturing, Steps in Lean Manufacturing Implementation, Lean Projects and Results

Unit 9: Enterprise Resource Planning

Introduction, Need for ERP, Major Characteristics of ERP, Features of ERP, BPR and ERP, Selection and Implementation of ERP, Benefits of ERP, ERP Solutions (Oracle, SAP)

Unit 10: Functional Information System

Introduction, Marketing and Sales, Production and Materials Management, Accounting and Finance, HRM

Unit 11: Software Reengineering

Introduction, Reengineering Objectives and Concept, Reengineering Approaches, Reengineering Phases and Tasks, Reengineering Risks, Hybrid Reengineering, Reengineering Industry Applications

Unit 12 Case Studies**Books:**

1. **Radhakrishnan** and Balasubramanian, Business Process Reengineering, PHI
2. Srinivasan, Business Process Reengineering, TMH
4. Anupindi, Managing Business Process Flows, Pearson
3. Sanjay Mohapatra, Business process Reengineering, Springer

DE-601-P: Project Management**Unit 1: Introduction**

Project- Definition, Types and Characteristics, Elements of Project and Reporting, Project Management, Need for Project Management, Functions of Project Manager, Present Trends in Project Management

Unit 2: Project Management Formation

Project Life Cycle, Key activities of PLC phases, Project Classifications, Project Management Process; Project selection Methods (BCG Matrix, McKinskey Matrix and others)

Unit 3: Technical Analysis

Technical Factors Identification, Technical Feasibility of Project, Technology Selection, Sources of technology, Capacity and Cost Relationship, Government Incentives (SEZ, EOU etc)

Unit 4: Market Potential Analysis

Demand-Supply Gap Analysis, Statistical Techniques: Moving Average, Exponential Smoothing, Time Series, Strategic Advantage Approach

Unit 5: Financial Analysis

Financial Projection: Importance and steps of financial feasibility, Components of Project Cost and its estimation (Working Capital and Project Cash Flows) Financial Analysis Techniques: Rotation Analysis, Payback Period and Profitability Index

Unit 6: Project Planning

Materials and Equipments, Human Resource, Cost Optimization, Managing Change

Unit 7: Project Controlling

Network Analysis Techniques: CPM and PERT, Applications of Network Techniques, CPM v/s PERT

Unit 8: Risk Analysis

Sources of Risk, Managing Risk, Techniques to Assess Risk: Scenario Analysis, Sensitivity Analysis, Simulation Analysis

Unit 9: Project Financing

Overview; Sources of Project Financing, Types of Project Financing (long term and short term)

Unit 10: Information System and Monitoring

Project Management Information System (PMIS), Applications and benefits of PMIS, Project Monitoring and reasons for Project Failure

Books:

1. **Rajeev M. Gupta**, Project Management, PHI,
2. Khatua, Project Management and Appraisal, Oxford,
3. Gopalan, Project Management, Wiley
4. Maylor, Project Management, Pearson
5. Marwah, Project Management Value, Wiley,
6. Prasanna Chandra, Project Management, McGraw Hill

DE-602-P: Production / Operations Management**Unit 1: Introduction to Production and Operations Management**

Product & Services, Product/Process continuum, the transportation process, Product and Operation Management, Product Design, Process Design, Automation, Production Management

Unit 2: Service Operation Management

Service Scenario in India, Classification of Services, Characteristics of Services

Unit 3: Facility Location Planning

Introduction, Operation strategies for Multiple Facilities, Factor affecting facility location planning, locating foreign operations facilities,, factor and location rating, break even analysis, for location planning, Simple Median Model, Center of Gravity Method

Unit 4: Capacity and Layout Planning

Capacity and Capacity Planning, Decision tree analysis on facility capacity planning, Facility layout Planning, Assignment Model in Layout Planning, Load Distance Analysis in Process Layout

Unit 5: Project Management

Introduction, Role of Project Management in other functional area of management, network diagrams, critical path method, Programme Evaluation and review techniques, limitation of CPM and PERT

Unit 6: Inventory Management

Introduction, Role of other Function department, Types of costs, Inventory Management system (EOQ model, EBQ), Selective Inventory control

Unit 7: Material Requirement, Supply Chain Management and Operations

Material Requirement Planning (MRP), Just in Time, Supply Chain Management, Purchasing, Procurement and SCM, Tendering and Vendor Rating, E-Procurement and Operating Resource Management

Unit 8: Work Design

Work Design, Job Design, Job Enlargement, Rotation and enrichment, Job discretion, method analog, Principles of motion economy, work measurement, sampling theory, and stop watch time study, work sampling, Productivity

Unit 9: Operations Scheduling

Operations Scheduling, Routing, Prioritizing, Dispatching and Expediting, forward and backward scheduling, Finite and infinite loading, sequencing or Prioritization, Sequencing n jobs Sequencing two jobs on m machine in different orders (Aker's Method), Assignment model for Scheduling

Unit 10: Materials Management

Fundamental concepts, materials planning; suppliers, supply chain and their management; purchasing process, store management functions, material handling, materials' inventory

Unit 11: Aggregate Planning

Aggregate Production Planning, Production Planning Strategies, Chase Plan, level output role plan

Unit 12: Maintenance

Total Production Maintenance, Benefits of Maintenance, Management Types of Maintenance

Books:

1. Kanishka Bedi, Production & Operations Management, Oxford University Press
2. Mahadevan, Production & Operations Management, Pearson
3. **S. N. Chary**, Production & Operations Management, McGraw Hill
4. N. O. Nair, Production and Management, McGraw Hill
5. Jain, Production and Operations Management, Wiley
6. Adam & Abert, Production and Operations Management, PHI

DE-603-P: Maintenance Management

Unit 1 Introduction Maintenance Concept, Introduction, Systems Approach, Challenges in Maintenance, Objectives, Maintenance Level, Types of Maintenance systems

Unit 2 Planned Preventive Maintenance, Scope, Elements, Implementation of PPM, Work planning and scheduling

Unit 3 Maintenance Evaluation, Need, Maintenance Function Requirement, Benefits, Types, Statistical Analysis of performance,

Unit 4 Condition Monitoring, Basic concepts, Levels, Techniques, future of Condition Monitoring

Unit 5 Maintenance Planning and Scheduling, Planning, Manpower allocation, Long Range Planning, Short Range planning Techniques, Estimation of Maintenance work

Unit 6 Motivation in Maintenance, Implication of Motivation Theories, Maintenance Training, Training problems and programs, Training facilities, Labour Performance Analysis

Unit 7 Computers in Maintenance, Computer aided maintenance, Computerized Maintenance Models, Maintenance decision making, Computerized Maintenance planning.

Unit 8 Reliability in Maintenance, Failure functions and their models, Reliability application, Design for reliability, Quality and Reliability, Reliability improvement, Reliability Testing

Unit 9 Development of Maintenance Engineering Practices, Tribology practices, Terro-Technology practices, Indigenous substitution, Recondition, Advanced Strategies, Instrumented equipment monitoring.

Unit 10 Economic Aspects of Maintenance, Life cycle costing, Maintenance cost, Its impact, Maintenance Budget, Cost Control Absenteeism and Over time, Maintenance Audit

Unit 11 Maintenance Equipment and Facility, introduction, Workshops and Stores

Unit 12 Maintenance Material, Planning and Control, Classification of spare parts Inventory cost, Spare Parts cost Optimization, Spare parts provisioning, Store Management

Unit 13 Environmental Impact

Books:

1. **R.C. Mishra and Pathak**; Maintenance Engineering and Management; **PHI**
 2. K. Venkataraman Comprehensive Maintenance Management; **PHI**
 3. Yamuna Prasad Singh, Effective Maintenance Management, Anmol Publishers
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DE-604-P: Innovation Management

Unit 1: Innovation Management

Introduction, definition, strategic leadership view, innovation models (static models- Incremental v/s Radical Innovation, Abernathy-Clark, Henderson-Clark, Disruptive Technological; Dynamic Models- Utterback-Abernathy, Tushman-Rosenkopf, S-Curve), Profit Chain

Unit 2: Sources and Transfer of Innovation

Sources of Innovation (Functional and circumstantial), Types of Innovation, transfer across functional and organizational boundaries, transfer across national boundaries, dominant managerial logic, S³P, environment

Unit 3: Reducing Uncertainty and Dynamic competitive analysis

Uncertainty, reducing uncertainty, technological regularities, market regularities, Competitive analysis- Industry, firm's capability, problems and solutions

Unit 4: Environmental Determinism

Environment- customers and competitors, strategy and capabilities, new entrants, innovation value added chain

Unit 5: Implementation Issues

Barriers to implementation, Sources of financing, implementation and contradicting demands

Unit 6: Globalization

Concept, Framework, generic strategies to worldwide innovation, methods of globalization, cases

Unit 7: Emerging Economies

Value stock, techno-economic factors, entry strategies, implementation (technology transfer, commercialization, and competitor analysis), and cases

Unit 8: Governmental role in Innovation

Why governmental role is required?, government actions, advantages of opportunities and threats offered by government

Unit 9: Technological influences

E-commerce, e-business, components of e-business model, benefits, influences and limitations

Unit 10: Strategic Innovation Process and standards

Strategic innovation process model, dominant design, standards and benefits,

Books:

1. **Allan Afuah**, Innovative Management, **Oxford**
2. Maital, Innovation Management, **Sage**
3. Betz, Managing Technological Innovation, **Wiley**

4. Trott, Managing Innovation and New Product Development, Pearson
5. Chaturvedi, Managing Innovation and New Product Development, PHI
6. Rabe, Innovation Killer: How, What we Know, PHI

DE-501-M: Consumer Behavior

Unit 1: Understanding Consumer Behavior and Overview

Need for understanding consumer behavior, overview of Indian consumer, factors which affect consumer mindsets

Unit 2: Consumer Motivation

Concept of Motivation, Theories of Motivation, Involvement of Consumers

Unit 3: Consumer Perception

Elements and Dynamics of perception, perceptual mapping, Brand positioning, perceived price, quality risk and risk reduction strategies

Unit 4: Consumer Belief and Attitudes

Theories of Attitudes

Unit 5: Consumer Learning and Experience

Learning theories, experiential marketing

Unit 6: Consumer Personality

What is personality, nature of personality, theories of personality

Unit 7: Self Images

Concept of self image, brand image

Unit 8: Effect of Personal factors

Influence of age, life cycle stage, effect of occupation, social class and their behavioral pattern

Unit 9: Influence of Reference Groups

Role of reference group

Unit 10: Cultural Influence

Manifestation of culture in India, emergence of new consumer culture, cultural diversity and its impact

Unit 11: Consumer Decision Making

Decision making process, impulse buying process, decision making criteria, evaluation strategies

Unit 12: Models of Consumer Decision Making

Comprehensive models of consumer decision making

Unit 13: Diversity of Indian Markets

Demographic picture of Indian market, understanding Indian consumers

Unit 14: Changing Indian Consumer Behavior

Drivers of change, consumer trends, new consumption pattern

Unit 15: Rural Consumer Behavior

Significance of Rural markets in India

Book:

1. Ramanuj Majumdar, Consumer Behaviour, PHI
2. Shiffman & Kanuk, Consumer Behaviour, Pearson
3. **Suja R. Nair**, Consumer Behaviour in Indian Perspective, Himalaya
4. Kumar, Consumer Behavior & Marketing Communication, Wiley
5. Loudon, Consumer Behaviour, TMH
6. Kazmi and Akhtar, Consumer Behaviour, Excel Books
7. Hawkins, Consumer Behaviour: Building Marketing Strategies, TMH

DE-502-M: Sales Management

Unit 1: Introduction to Sales Management

Nature and Role of Sales Management, Types of Selling, Differences b/w Selling and Marketing

Unit 2: Selling Skills and Selling Strategies

Selling and buying styles, Selling Skills

Unit 3: Selling Process

Various stages of selling process, Sales presentations, closing sale and Follow-up actions

Unit 4: Managing Sales Information

Forecasting Market Demand, Methods of forecasting, Trend projection, Factors affecting forecast

Unit 5: Sales force Automation

Benefits of CRM, Sales force automation, EDI, Electronic mail and field force automation

Unit 6: Sales Organizations

Factors Influencing Sales Organizations, Organizational Principles, Design and emerging trends

Unit 7: Sales Territory

Size, allocation and designing of sales territory

Unit 8: Management of sales Quota

Importance of sales Quota , Organization, Defining, procedure for setting Quota ,Types, methods and problem in setting Sales Quota

Unit 9: Recruitment and Selection of sales Force

Hiring Process, Planning for recruitment, Challenges Recruitment and selection

Unit 10: Training the Sales Force

Objective and challenges in sales training , Theories and principles, Role of trainer, Training process and methods , Designing sales training program and socialization

Unit 11: Sales Force Motivation

Nature, Importance and process of Motivation, Theories of Motivation, Designing Motivational Program

Unit 12: Sales Force Compensation

Objectives and Characteristics of effective Compensation Plan, Types of Compensation Plan, Stapes and Designing Compensation Plan

Unit 13: Sales Force Control

Various methods of controlling sales force performance, Sales Audit, Marketing audit, Expense analysis, Measurement of effectiveness

Unit 14: Evaluation of Sales Force

Performance Appraisal Process

Books:

1. Panada and Sahadev: Sales and Distribution Management, Oxford University Press
 2. Jobber, Sales Monument, McGraw Hill
 3. Still, Cundiff & Govani, Sales Management, Pearson
 4. Nag, Sales and Distribution Management. TMH
 5. Cron, Sales Management, Wiley
 6. P. K. Ghosh: Sales Management, Himalaya Publishing House
 7. Hawaldar, Sales & Distribution Management, TMH
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DE-503-M: Product Management

Unit 1: Product Basic Concepts

What is Product? Product Classification, Product Management, Value Creation, Value Chain and Managerial Challenges

Unit 2: Marketing Environment for product and brand Management

Asian Consumer Market, Reign transition

Unit 3: Product Planning and Product Market Strategies

Marketing Strategies for challenges, Followers, Niche, Positioning, Portfolio Analysis, Corporate Planning and other Strategies

Unit 4: Product Life Cycle and Market Evolution

Product Life Cycle Span, Various Market Evolutions

Unit 5: New Product Development

Business Innovation, Consumer behavior and organization of new product, Reverse innovation and measuring inventions, Creative Spark- Idea Search, Various Ideas of Innovation

Unit 6: The Creative Spark

New product strategies, Idea Search, Innovation

Screening and Evaluation of Idea; Seth, Godin's and Vijay Govindrajan's Views, Types of Innovation

Unit 7: Designing and Pricing the Offer

Perceptual Mapping of Product Design, What the market can bear, Value and proposition of product and brand, Estimating the market size

Unit 8: Concept, Product Testing and Test Marketing

Sales and Market Foresting, Pre-testing, Various Test Models

Unit 9: Budgeting for Products

Product Budgets, Approaches to Market budgeting

Unit 10: Branding and Packaging

What is a brand?, Brand evolution, decision, identity, positioning and Brand rituals, Brand extension and co-branding, Brand equity, Various unique selling prepositions; Packaging: Packaging and sales promotion

Unit 11: Product and Brand Failures

DHF Model Plan B for Success

Unit 12: Consumer Protection

Various Protection Acts, Why Consumer Protection

Unit 13: Case Studies

Books:

1. Backer & Hart, Product Management, Pearson
2. Chitale and Gupta, Product Policy and Brand Management, PHI
3. K. S. Chandrasekhar, Product Management, Himalaya
4. Lehmann and Winer, Product Management, Tata McGraw Hill
5. **S. A. Chunawalla**, Product Management, Himalaya

DE-504-M: Marketing of Services

Unit 1: Service marketing an introduction

Conceptual framework: Unique Characteristics of service, Basic difference between Goods and Services

Unit 2: Role of Services in Economy

Trends in services, service India as service economy, Service sector growth in India

Unit 3: Service Characteristics and marketing implications

Classification of Services, Service Sectors, Marketing aspects of services

Unit 4: Knowledge of Buyers

Buying decision process

Unit 5: Extended Marketing Mix in Services

7 Ps of Service Marketing

Unit 6: Differentiation Strategies

Why differentiation, benefits of differentiation

Unit 7: Demand Management and Productivity

Productivity in services, how to improve it

Unit 8: Service Quality and Strategies

Models of services, service marketing mix

Unit 9: Tourism Services

Introduction to various sectors in tourism such as Airways, Railways, Hotel etc

Unit 10: Transportations services

Multimodal transporting, courier services, logistical services

Unit 11: Financial Services

Banking, insurance, housing finance, portfolio management services

Unit 12: Information Technology Services

Software and communication services

Unit 13: Media Services

Newspapers, Broadcast and Video media, advertising

Unit 14: Healthcare Services

Hospital, Medical Transcriptions services

Unit 15: Educational Service

Education, Training,

Unit 16: Public Services

Social marketing, public distribution services

Book:

1. Govind Apte, Service Marketing, Oxford Press
2. Ravi Shanker, Service Marketing, Excel Book
3. K.Rama Mohana Rao, Service Marketing, Pearson
4. **Harsh Verma**, Service Marketing, Pearson
5. Zeithaml, Service Marketing, Integrating Customer Focus Across the Firm, TMH

DE-601-M: International Marketing

Unit 1: Introduction to International Marketing

Scope of International Marketing, why International Marketing, Benefits of International Marketing, Management Orientations - Difference between Domestic, International, Multinational, Global Markets, EPRG Frame work

Unit 2: Theories of International Marketing

Reasons of Trade between the countries, Theory of Absolute Advantage, Theory of Comparative Cost Advantage, Theory of Dynamic Cost Advantage, factor endowment theory and other theories

Unit 3: Scanning Environment of International Marketing

Role of Environmental factors, Social and Cultural environment, Elements of Culture, Culture Universal, Hofstede cultural dimensions, Concept of time, High-Low Context Cultures, Social Behaviour, Political, Legal and Regulatory Environments: Impact of Political environment of Business, Political risks in international Marketing, Strategies to cope with political risks, Economic Environment and its role in International Marketing, Evaluation of Economic Environment on the basis of growth rate, GDP, Per capita Income,

Purchasing power parity etc. Role of growing middle class around the world; Geographic Environment and its impact

Unit 4: Factors Affecting International Trade

Concept and Methods of Entry and Expansion Strategies, Types of Regional Agreements, Role, impact and functions of WTO in International Trade

Unit 5: Framework of EXIM Policy

India's EXIM Policy, Scheme for Promotion of Exports from India

Unit 6: Documents required in International Trade

Export Documentation, Procedures and Institutional support for export promotion in India.

Unit 7: Product Strategies for International Markets

Identifying New Products, International Product Planning, Product Design Strategy, Product Elimination, Adoption and Diffusion of New Products, International Branding Strategies

Unit 8: Pricing Decisions for International Marketing

Factors Affecting International Prices, Methods of Pricing, Pricing an International Product, Transfer Pricing, Exchange Rates and its Impact on Pricing, High Sea Pricing.

Unit 9: Distribution System for International Markets

Direct and Indirect Channels, Factors Affecting International Channel, International Channel Management, Wholesaling and Retailing

Unit 10: Promoting Products / Services in Overseas Markets

Perspectives of International Advertising, Standardization v/s Localization, Global Media Decisions, Global Advertising Regulations, and Industry Self-Regulation

Books:

1. **Rakesh Mohan Joshi:** "International Marketing" Oxford
 2. W. J. Keegan – "Global Marketing Management", Pearson
 3. Philip Cateora and Graham, "International Marketing" Tata Mc Graw Hill
 4. Kate Gillespie, Jeannet, Hennessey, "International Marketing" Cengage Learning
 5. Francis Cherunilam, International Marketing, PHI
 6. Dutta, Global Marketing, Pearson
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DE-602-M: Rural Marketing

Unit 1: Rural Marketing Opportunities

What is Rural?, Evaluation and Scope, Concept and Nature, Rural v/s Urban Market

Unit 2: Understanding the Rural Economy

Rural marketing Environment (Social, Economical, Technological and Political), Implications on Rural Marketers

Unit 3: Rural Marketing Experiences and Consumer Behavior

Various Case studies, Rural Consumer on Growth Track, Model of Consumer Behavior, Buying Behavior and Brand Loyalty

Unit 4: Rural Marketing Research

Significance and Source of Information, Marketing Research Tools and Innovations, Rural v/s Urban Marketing Research

Unit 5: Selecting and Attracting Markets

Concept, Processes, case for segmentation; emerging segments, targeting and Positioning

Unit 6: Product Strategies

Product decision, classification and strategy levels; types of product strategies, innovation strategies and customer value strategies; branding, packaging and Life Cycle Strategies

Unit 7: Pricing Strategies

Concept and Significance, Pricing objectives, policy, strategy; Needs for integrated approach; Pricing based on various factors.

Unit 8: Distribution Strategies

Distribution- Availability Challenge; Distribution practices and trends; Rural Logistics, Coverage Decisions, Distribution Decisions; Direct and Indirect Marketing

Unit 9: Rural Retailing

Raise of Organized Retailing, Retail Outlets and role of Retailers; Rural Malls; Government Initiated, entrepreneur, agree company founded; PPP Models, E-tailing

Unit 10: Promotion Strategies

IMC concepts and Management; Objectives and framework; Communication Process; Media, Designing Strategies and Rural Advertising

Unit 11: Marketing Agree Services

FMCG industry, Marketing Mix; Concept and Classification of Agri-inputs, Marketing of Various Agri-products; Marketing of Savings and Investment Services; Insurance and cellular services; Social and Agricultural Marketing, Marketing of Rural Industry Products

Unit 12: Future of Rural Marketing

Introduction, change in patterns, Emerging segments, ICT and Rural Innovations

Unit 13: Case Studies

Books

1. Dogra, Rural Marketing, McGraw Hill Education
 2. Krishmachululu, Rural Marketing, Pearson
 3. **Pradeep Kashyap**, Rural Marketing, Pearson
 4. Bedi & Bedi, Rural Marketing, Himalaya
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DE-603-M: Management of Marketing Communication and Advertising

Unit 1: Introduction to Marketing Communication and Advertisement

What is marketing, advertising, marketing communication, Theories of advertisement: DAGMAR, CAP and ECM

Unit 2: Advertising, Historical perspective, Brand Building and Management

Introduction, History and challenges of Indian Advertising, What is a Brand?, Brand Equity and its Measures (various models)

Unit 3: Advertising Planning and Objectives

What is advertisement management, Planning advertising campaign, Various objectives of advertisements, measurements and budgetary control

Unit 4: Advertising Agencies, Structure and Process

Introduction, Types of Agencies and their structure, Functions of Advertising Agencies, Agency Relationships; Financial Planning, Monitoring and control

Unit 5: Consumer Behavior and Advertising Research

Introduction, Consumer Research, Advertising Research, Measuring Effectiveness of sales

Unit 6: Creativity Strategy and Creative Development

Creative, Copy writing, illustrating layout, types of TV Commercials, Strategies when and what to test (Recognition and Recall), Advertising and society

Unit 7: Media Strategies and Planning

Introduction, Indian Media Scenario, Media Concepts, Characteristics, Issues in Media Planning Media Selection Planning, Digital Media and Advertising,

Unit 8: Introduction to Sales Promotion

Role and scope of sales promotion, Retail Revolution, Promotion Strategies and advertising

Unit 9: Direct Marketing

Process, Tools and Media for Direct Marketing

Unit 10: Public Relation

Objective of Public Relation, PR Tools, PR and Brand Building

Unit 11: Rural Advertising in INDIA

Introduction; ITC Model, Rural Marketing Environment and Infrastructure, Rural Activation

Unit 12: Globalization in Indian Advertising

Advertising Standardization and Globalization, Indian Advertising Gurus

Unit 13: Advertising Laws and Ethics

Introduction, Laws and Ethics, IP Rights, Role and relevance

Books:

1. Jaishree Jethwaney and Shruti Jain, Advertising Management, Oxford
 2. Batra, Myers and Aaker, Advertising Management, Pearson
 3. Sharma and Singh, Advertising Planning and Implementation, PHI
 4. Belch & Belch, Advertising Management, McGraw Hill
 5. O Guinn & Allen, Advertising Management, Cengage
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DE-604-M: Retail Management

Unit 1: Introduction to Retailing

Importance of retailing in economy, Functions of Retailers

Unit 2: Retailers and Retail Formats

Classifications of retailers, various types of retailers

Unit 3: Retailing Concepts

Retail Mix (Place, Product, Price, Promotion), Theories of Retail Change

Unit 4: Customer Behavior

Understanding Retail Customer and their buying behavior, buying decision process/model

Unit 5: Retail Strategy

Store image and target customers, Sustainable competitive advantages, and Market segmentation and growth strategies, Retail Mix Scales

Unit 6: Trade Area Analysis

Selection of location, Methods and Analyzing Trade Area, Analysis of competitive situations, Financial Planning for new Ventures

Unit 7: Store Location, Layout and Design

Classification of Consumer Goods, Types of Retail Locations, Factors and issues while choosing allocation, Store Layouts Key consideration, Factors of design decisions, Importance and steps of design layout

Unit 8: Organization Structure and Management of Human Resource

Organizational Environment (design and roles), Human resource development (Job Design and Job Depth), Employee recruitment and Selection

Unit 9: Planning, Merchandizing and Assortment

Steps in determining right assortment, Assessing target market, Planning tools and stock lists

Unit 10: Buying Merchandize

Buyers, Suppliers, Negotiating with vendors, Foreign buying, Buying fads

Unit 11: Controlling Merchandize

Merchandize turnover, Methods of control, Open to buy planning, Book, periodic and perpetual inventory, Stock Valuation LIFO and FIFO, Stock Shortage

Unit 12: Pricing

Various terminologies, Factors affecting pricing decision, pricing strategies, Methods of setting prices

Unit 13: Promotional Strategies

Stages of communication, advertising, sells promotion, types of selling

Unit 14: Applications of Information Technology

MIS, CPFR, EDI, ERP, Web Enabled System

Unit 15: Financial Planning for Retail

Need of Financial Records, Profit Planning, Budgeting and types of Budgeting, Financial Statements and Ratio Analysis

Unit 16: Legislation for Retaining

Introduction, Special interest groups, Social and cultural values, Licenses and other acts

Unit 17: Non Store Retailing

Introduction, Size of Indian Market, Classification of Non Store Retailing

Books:

1. Arif Sheikh and Kaneez Fatima, Retail Management, Himalaya Publishing House
2. Barry Berman, Joel R. Evans, Mini Mathur, Retail Management, Pearson
3. Piyush Kumar Sinha and Dwarika Prasad Uniyal, Managing Retailing, Oxford
4. Sivakumar, Retail Marketing, Excel Books
5. Levy, Retailing Management (Special Indian Edition), TMH

DE-501-S: Management Information Systems**Unit 1: Organization and Information Systems**

Today's Organization and requirement of information system, role of internet in business management, MIS and challenges for the manager

Unit 2: Concept of Management Information Management System

Data and information, information as resource, information and managerial functions, information technology needed for MIS, decision making with MIS, information communication

Unit 3: Information system and Management Strategy

Competitive environment of business management, role of IT in competing, information system and competitive strategy

Unit 4: e-Commerce, e-Business, e-governance

e-commerce technology and tools, doing business over internet, e-business concepts and e-governance, advantages and disadvantages

Unit 5: Information Technology Infrastructure and Choices

IT infrastructure, IT infrastructure decisions, Infrastructure components, networks, solutions

Unit 6: Information System Development and Project Management

Analysis of business processes, life cycle models, software project management

Unit 7: Managing Data Resources

Need for data management, challenges of data management, database concepts, database design, data warehousing and data mining

Unit 8: Business Process Integration and Enterprise Systems

Business process integration, motivation for enterprise systems, enterprise resource planning system, supply chain systems, customer relationship management systems, challenges of enterprise systems implementations

Unit 9: Decision Support System

Decision support systems, components of DSS, analytics and business intelligence, knowledge management

Unit 10: Information Systems security and Control

Threats, technologies for handling security (Firewall, virtual private network, wireless technology), Managing security

Unit 11: Ethical and Social Issues

Ethical issues (privacy, workplace monitoring, power functions), Social issues (workplace behavior, e-wastes, health and others)

Books:

1. Rahul De, MIS, Wiley India
2. Sahil Raj, Management Information Systems, Pearson
3. **S. Sadagopan, Management Information Systems, PHI**
4. Arora and Bhatia, Management Information Systems, Excel
5. O'Brien, Management Information System, TMH

DE-502-S_Operating Systems

Unit 1: Introduction to systems programs like Operating Systems, Assembler, Compiler, Interpreter, Loader, Linker etc. Functions of Operating Systems

Unit 2: Evolution of Operating Systems: Evolution of operating systems, Batch, multiprogramming. SPOOLing, Time sharing and interactive systems, Multitasking, Multiuser, Multiprocessing systems, networks and distributed systems

Unit 3: Processor Scheduling Algorithms: Various parameters to measure the performance of the algorithms. FIFO, Round Robin, Multi-level queue and multiple level feedback queue.

Unit 4: Memory Management: Paging and Segmentation; Virtual memory concept and Demand Paging Algorithms

Unit 5: I/O Device Management. File systems. Concurrency control, Mutual Exclusion and Synchronization using IPC techniques and Deadlock handling

Unit 6: Distributed Computing: Introduction to Cluster computing, Grid computing and Cloud Computing Environments

Unit 7: Study of Windows and Unix/Linux Operating Systems.

Books:

1. **Silberschatz A., Galvin P., Gagne G., "Operating System Concepts 8e" Wiley**
2. A.S. Tanenboun, Modern Operating Systems 2nd Edition
3. Gary Nutt, Operating Systems
4. Joshi, Operating Systems, Wiley

DE-503-S: Computer Networks

Unit 1: Basics of Data Communication

Introduction, Objectives, Concept of Communication System, Analog and Digital Communication, Data Communication Modes, Synchronous and Asynchronous Transmission, Simplex, Half-Duplex, Full Duplex Communication, Networking Protocols, Encapsulation, End-to-End Argument, Applications of Computer Networking

Unit 2: Modulation and Encoding

Introduction, Objectives, Modulation

Unit 3: Multiplexing and Switching

Introduction, Objectives, Multiplexing concept, Switching, Message Switching (Managed and Unmanaged), Packet Switching

Unit 4: Communication Mediums

Digital Data Transmission, Objectives, Serial and Parallel Transmission, Guided and Unguided Mediums, Twisted Pair, UTP Cable, STP Cable, Coaxial Cable, Fiber Optic Cables, Unguided Mediums, Connectors

Unit 5: Network Classifications and Topologies

Network overview, Classification of networks (LAN, MAN, WAN), LAN Topologies, LAN /Mac Access Methods, Network Types Based on Size, Functional Classification of Networks, Wan Topologies, Wan Access Methods

Unit 6: OSI and TCP/IP Models

OSI Reference Model, TCP/IP Model, Comparison of OSI and TCP/IP Models, TCP/IP Protocols, Application layer protocols, Transport layer, protocols, Internet layer protocols

Unit 7: Internetworking Devices

Introduction, Objectives, Internetworking Devices, Network interface card, Modem (modulator/demodulator), Repeaters, Hubs, Bridges, Switch, Gateway

Unit 8: Application Layer

Introductory, Objectives, Client Server Architecture, Domain Name Server (DNS), DNS name space, Resource records, Name servers, Telnet, FTP application, FTP protocol, File Transfer Protocol (FTP), Network Management, Configuration management, Reconfiguration, Documentation, Fault management, Reactive fault management, Proactive fault management, Performance management, Security management, Accounting management, SNMP protocol, Word Wide Web and Client Server Applications, Architectural overview (www),

Unit 9: Network Applications

Introduction, Objectives, Internet Applications, Email, Chatting, Social Networking, Blogs, Online multiplayer gaming, Facebook, merging Trends, Characteristics of social Networking, Railway Reservation System, Information Sharing, Electronic Governance, Online Processing and Collaborations, Mobile Applications

Unit 10: Building a Simple Network

Introduction, Objectives, Structure Cabling, Assembling patch cable, Integrating Home Computers, How to connect two computers by using cross-over cable?, How to share data between two computers?, Creating a small Network, How to connect computers using hub / switch ?, How to create cluster of switches/hubs ?, How to configure a wireless network?, Classes of IP Address

Unit 11: Introduction to Wireless and Mobile Networks

Introduction Systems, Wired Communication System, Wireless Communication System (Paging System, Cordless Telephone System, Cellular Mobile System, Bluetooth, Wireless Local Area Network (WLAN)), Wireless Generations; Introduction to Cellular Mobile Systems – GSM, Code Division Multiple Access (CDMA), Cellular System Design Fundamental, Frequency Reuse, Hand-Off and Signal Strength: Interference, Coverage and Capacity Improvements

Unit 12: Network Security

Introduction to Security, Objectives, Types of Security (Application Security, Computer Security, Data Security, Information Security, Network Security), Need of Security, Security Services (Confidentiality, Availability, Integrity, Authentication, Non-Repudiation, Other Services) Authentication and Privacy, Block Cipher and Stream Cipher, Public and Private Key Cryptography, Introduction to RSA, DES and MD

Books:

1. Andrew Tannenbaum, Computer Network, Pearson
2. Schaum Series, Computer Networking , McGraw Hill
3. **Behrouz A Frozen**, Data Communication and networking, McGraw Hill
4. Ambawade, Advanced Computer Networks, Wiley

DE-504-S: Object Oriented Programming (OOPS) using C++

Unit-1: Principles of object oriented programming

Introduction, OOPs Paradigm, Benefits of OOPs, Application of OOPs, OOPs Languages

Unit-2: Introduction to C++

Program structure of C++, C++ Operators, Header Files, Data Types (Basic, user, derived)

Unit-3: Control Structures

Introduction, Tokens and keywords, Identifiers and constants, Declaration of variables, Dynamic initialization of variables, Operator overloading and operator overriding

Unit-4: Functions in C++

Introduction, Function prototyping, Call by value and call by reference, Inline, friend and virtual functions, Default argument

Unit-5: Objects and classes

Specifying a class, defining member function, C++ program with class, nesting an outside function, Array within a class, Static data members and static member functions

Unit-6: Constructor and Destructor

Constructor, parameterized constructors, multiple constructors in a class, Constructor with default arguments, Copy constructor and dynamic constructors

Unit-7: Inheritance

Introduction, Types of inheritance, defining derived classes, Applications

Unit-8: Pointers and Polymorphism

Overview of Polymorphism, Pointers: Pointer to object, this pointer, Pointer to derived classes

Unit-9: Exception Handling

Introduction, Types of exceptions, Exception handling mechanism, Try, catches and throw statement

Unit-10: String

Overview of string, creating string objects, Relational operations, String characteristics

Books:

1. Complete reference C++, Tata McGraw Hill
2. **E. Balagurusamy**, Object Oriented Programming with C++ by, Tata McGraw Hill
3. Yaswant Kanetkar, Let us C++, PBP publication
4. Shukla, Object-Oriented Programming in C++,

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DE-601-S: Enterprise Resource Planning

Unit-1: Introduction: ERP: An Overview, Enterprise – An Overview, Benefits of ERP, ERP and Related Technologies, Business Process Reengineering (BPR),

Unit-2: Data Warehousing, Data Mining, OLAP, SCM

Unit-3: ERP Implementation: ERP Implementation Lifecycle, Implementation Methodology,

Unit-4: Hidden Costs, Organizing the Implementation, Vendors, Consultants and Users, Contracts with Vendors, Consultants and Employees, Project Management and Monitoring

Unit-5: Business Modules: Business modules in an ERP Package, Finance, Manufacturing, Human Resources, Plant Maintenance

Unit-6: Materials Management, Quality Management, Sales and Distribution.

Unit-7: ERP Market: ERP Market Place, SAP AG, PeopleSoft, Baan, JD Edwards, Oracle, QAD, SSA

Unit-8: ERP – PRESENT AND FUTURE ,ERP and e-Business, e-Commerce, e-Governance, Business intelligence, Internet, Future Directions

Books:

1. **Alexis Leon**, “ERP Demystified”, Tata McGraw Hill
 2. Mary Sumner, “Enterprise Resource Planning”, Pearson
 3. Desai & Shrivastava, ERP, PHI
 4. Goyal, Enterprise Resource Planning- A Managerial Perspective, TMH
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DE-602-S: Software Engineering

Unit1: Introduction to Software

Introduction of Software, The evolving Role of Software, Software characteristic, Software Application, Software Crisis.

Unit 2: Software Engineering Approach

Software Engineering Approach, A Generic View of Software Engineering, Software Process, Software Process Models - Waterfall Model, Prototype Model, Incremental Model, Spiral Model, COCOMO Model.

Unit 3: Software Process and Project Metrics

Measures, Metrics and Indicators, Metrics in the Process and Project Domains, Software Measurement, Metrics for Software Quality, Integrating Metrics within the Software Engineering Process

Unit 4: Software Project Planning

Project Planning Objectives, Software Scope, Resources, Software Project Estimation, Decomposition Techniques, Empirical Estimation Models, the Make-Buy Decision

Unit 5: Risk Management

Software Risks, Risk Identification, Risk Projection, Risk Mitigation, Monitoring, and Management

Unit 6: Software Requirement Definition

Software requirement Specification, Formal Specification Techniques, Languages and Processors for Requirement Specification

Unit 7: Software Design

Fundamental Design Concepts, Modules and Modularization Criteria, Design Notation, Design Techniques, Detailed Design Consideration.

Unit 8: Implementation Issues

Structured Coding Techniques, Coding Styles, Standards and Guidelines, Documentation Guidelines

Unit 9: Verification and Validation

Quality Assurance, Walkthroughs and Inspections, Symbolic Execution, unit testing and Debugging, System Testing, Formal Verification.

Unit 10: Maintenance

Introduction, Enhancing Maintainability during Development, Configuration Management, Managerial Aspects of Software Maintenance, Source-Code Metrics, Other Maintenance Tools and Techniques

Books:

1. Roger S. Pressman, Software Engineering: a practitioner's approach, McGraw Hill
2. Richard Farley, Software Engineering Concepts
3. Shubhajit Datta, Software Engineering, Oxford
4. **Pankaj Jalote**, Integrated Approach to Software Engineering, Springer
5. Shah, Software Engineering, Wiley

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DE-603-S: Advance Internet Technology

Unit 1: Internet Basics

HTTP request and response, cookies basics, HTTP, CGI architecture, Working with Strings and Arrays, File Handling, Pattern matching & formatting, Creating and using subroutines

Unit 2: Apache Tomcat Server

Obtaining and Installing Apache Tomcat, Tomcat Directory Structure - bin, conf, logs, server, work, temp, webapps; Web Application Directory Structure, Deploying HTML and JSP Pages, Configuring Tomcat - Editing server.xml; Deploying Web Applications - Deployment Descriptors, web.xml configuration file, Tomcat Manager - Deploying and Managing Web Application using the Tomcat Manager, Creating a WAR File, Configuring Tomcat to Connect to a Database; Configuring Security on Tomcat, Granting, Permissions to Java Apps

Unit 3: Servlets

Introduction, Servlet v/s CGI, Servlet API Overview, Servlet Life Cycle, Coding: Writing & running simple servlet, Generic servlet, HTTPServlet, ServletConfig, ServletContext; Writing servlet to handle Get & Post methods, reading use request data; Session tracking in servlets, Servlets & JDBC; Writing threadsafe servlet

Unit 4: JSP

Why JSP?, JSP Directives, Writing simple JSP page, Scripting Elements, Default Objects in JSP, JSP Actions, Managing Sessions using JSP, JSP with beans, JSP & Databases, Error Handling in JSP, Introduction to custom tag

Unit 5: Spring-Hibernate Framework

Overview of the Spring Framework, Inversion of Control / Dependency Injection, Concepts, Aspect Oriented Programming, Spring MVC Architecture, Bean Factory and Application Context, Attaching and Populating beans, Injecting data through setters and constructors; Listening on events, Publishing events, Spring MVC Layering; Dispatcher Servlet, Writing a Controller, DAO, Models, Services, Spring Configuration File; Error handling Strategy; JDBC with Spring; Hibernate with Spring, Benefits of using Spring with Hibernate, Working with Hibernate objects; Hibernate configuration in Spring, Hibernate Sessions, Hibernate Query Language, Executing Queries; DAO Persistence ORM, Hibernate Mapping; Integrating Spring MVC with Hibernate in web application

Unit 6: PHP

Introduction, PHP and the Web Server Architecture Model, Overview of PHP Capabilities; CGI v/s Shared Object Model, PHP HTML Embedding Tags and Syntax; Simple PHP Script Example; PHP and HTTP Environment Variables; PHP Language Core Variables, Constants and Data Types, and Operators; Decision Making , Flow Control and Loops; Working with Arrays; Working with Strings and functions, Outputting Data; Include and Require Statements; File and Directory Access Operations; Error Handling and Reporting Considerations; Processing HTML Form Input from the User; Creating a Dynamic HTML Form with PHP; Login and Authenticating Users; Using GET, POST, SESSION, and COOKIE variables; Session Management and Variables; Working with Cookies; Sending Email; Introduction to Object-oriented PHP: Classes and Constructors

Unit 7: Database Operations with PHP

Built-in Database Functions, Connecting to a MySQL (or Any Other Database), Creating Database, Dropping Database, Selecting a Database, Building and Sending the Query to Database Engine, Retrieving, Updating and Inserting Data

Books:

1. **Rajkamal**, Web and Internet Technology, McGraw Hill
2. Shah, Advance Computing Technology, Wiley
3. James, The Internet, A User's Guide, PHI
4. Godbole & Khate, Web Technologies
5. Uttam Roy, Web Technologies, Oxford

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DE-604-S: Knowledge Management

Unit 1: Knowledge-General Concepts

Introduction, Definition and Importance of Knowledge, Knowledge-Based Systems, Representation of Knowledge, Knowledge Organization, Knowledge Manipulation, Advantages of Knowledge

Unit 2: Knowledge Representation (Propositional & Predicate Logic)

Introduction, Syntax and Semantics for Propositional logic, Syntax and Semantics for First Order Predicate Logic (FOPL), Properties of Properties of well-formed formula (Wffs), Conversion to Clausal Form, Inference Rules, The Resolution Principle, No deductive Inference Methods, Representations Using Rules.

Unit 3: Dealing with Inconsistencies and Uncertainties

Introduction, Truth Maintenance Systems, Reasoning Techniques, Certainty Factors and Rule-Based Systems, Modal and Temporal Logics

Unit 4: Probabilistic Reasoning

Introduction, Bayesian Probabilistic Inference, Possible World Representations, Ad Hoc theory

Unit 5: Structured Knowledge Graphs, Frames and Related Structures: Introduction, Associative Networks, Frame Structures, Conceptual Dependencies and Scripts.

Fuzzy Logic: Fuzzy Sets, Fuzzy Operators & Arithmetic, Fuzzy Relations

Unit 6: Knowledge Organization and Management

Introduction, Indexing and Retrieval Techniques, Integrating Knowledge in Memory, Memory Organization Systems.

Expert Systems Architectures: Introduction, Rule Based System Architecture, Non-Production System Architecture, Knowledge Acquisition and Validation, Knowledge System Building Tools.

Books:

1. **Rathan Reddy**, Knowledge Management, Himalaya
 2. Debowski, Knowledge Management, Wiley
 3. Awad & Ghaziri, Knowledge Management, PHI
 4. Jawadekar, Knowledge Management, TMH
 5. Swaroop Goyal, Knowledge Management, Adhyyan Punishers
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