

MBA FULLTIME - SYLLABUS

Semester – I

Course Code	Paper	C/E	Credits	Marks
SM S 2101	Management Concepts and Organizational Behaviour	C	3	100
SM S 2102	Quantitative Methods	C	3	100
SM S 2103	Managerial Economics	C	3	100
SM S 2104	Business Environment	C	3	100
SM S 2105	Business Communication	C	3	100
SM S 2106	Financial Accounting	C	3	100
SM S 2107	Information Technology for Managers	C	3	100
	Managerial Skill Development	C	3 hrs/week	Non credit

SMS 2101 MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR

Objectives: The objective of this paper is to familiarize the student with basic management concepts and behavioural process in the organisation.

Module I: Nature and Evolution of Management:

Meaning and definition of Management, Evolution of management, systems and contingency approaches for understanding organisations, social responsibility of management.

Module II: Principles and Functions of Management

Principles and importance of Management, Universality of Management Principles, the Management process, Management Functions Skills and rolls in an Organization

Module III :Managing Individual Behaviour – I

Perception; Factors influencing perception, Attribution theory, applications in organisation. Learning: Theories of learning – Implications for performance and satisfaction. Motivation: Theories of Motivation – Implications for performance and satisfaction in organisations.

Module IV: Managing Individual Behaviour II

Personality; Concept, Theories, major personality attributes influencing O.B, Values attitudes and Job satisfaction.

Individual decision-making and problem solving – Emotional intelligence and its applications in O.B, Organisational Commitment.

Module V: Group Dynamics & Team Management

Understanding and Managing group process, characteristics of work group, work group behaviour and productivity. Teams in the Modern work place: Styles and skills in leadership and communication, Group decision making.

Suggested Readings

1. Koontz, H and Wehrich, H. Management 10th ed. New York, McGraw Hill, 1995
2. Luthans, F.Organizational Behaviour, 7th ed. New York, McGraw Hill, 1995
3. Robbins, S P Management 5th ed. New Jersey, Englewood cliffs, Prentice hall Inc. 1996
4. Robbins, S P Organizational Behaviour 7th ed. New Delhi, Prentice hall of India , 1996
5. Singh, Dalip Emotional Intelligence at work, Response books, Sage Publications, Delhi,2001.
6. Staw, B.M. Psychological Dimensions of Organizational Behaviour, 2nd Ed. Englowed Cliffs, New Jersey, Prentice hall Inc. 1995
7. Stoner, J. etc. Management 6th ed., New Delhi, Prentice hall of India, 1996

SMS 2102 QUANTITATIVE METHODS

Objective:

The objective of the course is to make the students familiar with some basic statistical and mathematical applications in business decision-making.

Module I:

Functions and Relations – differential calculus – optimization: Simple applications to economics and business – Integration – Rules, Standard Forms – Matrices: Basic concepts, addition, multiplication, inverse solutions of linear equations.

Module II :

Introduction to Statistics: Meaning and Definition, functions, scope and limitations – Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode, Geometric mean, Harmonic mean, Measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation

Module III

Correlation Analysis: Types of Correlation, Methods of Studying Correlation: Karl Pearson's Co-efficient of correlation, Rank Correlation

Module IV :

Index Numbers: Meaning of Index Numbers, Uses of Index numbers in the study of economic and business problems, Types of index numbers, Methods of constructing index numbers, Study of some index numbers in current use.

Module V :

Probability Theory: Probability – classical, relative, and subjective probability; Addition and multiplication probability models; Conditional probability and Baye's theorem., Probability Distributions: Binomial, Poisson and Normal Distribution.

Suggested Readings

1. Chandha N.K. – Statistics for Behavioural and Social Scientists.
2. Gupta S.P. and Gupta M.P. – Business Statistics
3. Levin Richard and Rubin David S.- Statistics for Management
4. Burton V.Dean, Maurice W. Sasieni & Shiv K. Gupta, Wiley - Mathematics for Modern Management.
5. V.Sunderasan and S.D. Jayaseelan – An introduction to Business Mathematics
6. Croxton & Cowden – Practical Business Statistics

SMS 2103 MANAGERIAL ECONOMICS

Course Objective

The objective of this course is to highlight the significance of economic concepts, principles and conditions to business decision making from a managerial perspective. The course aims to empower the students to use economic tools in analysing business situations.

Module I

Definition of managerial economics. Decision making and the fundamental concepts affecting business decisions – the incremental concept, marginalism, equimarginal concept, the time perspective, discounting principle, opportunity cost principle.

Module II

Utility analysis and the demand curve- Elasticity of demand – Demand forecasting .

Module III

The production function – Production with one variable input –Law of variable proportions- Production with two variable inputs –Production Isoquant-Iso cost Lines Estimating Production functions – Cost concepts and Break Even Analysis.

Module IV

Market structure- Perfect and Imperfect competition-Monopoly, Duopoly Monopolistic competition - Pricing Methods.

Module V

National Income – Concepts-Gross Domestic Product , Gross National Product, Net National Product- Measurement of National Income , Savings, Investment, Business Cycles and Contracyclical policies.

Suggested Readings

1. Samual Paul, Mote and Gupta : Managerial Economics.
2. Paul Samuelson : Economics.
3. M.V. Pylee, K.C.Sankaranarayanan & Jose T.Payyappilly : Managerial Economics
4. Craig Petersen & Cris Lewis : Managerial Economics.
5. Adhikary, M. : Business Economics
6. Chopra O.P. : Managerial Economics
7. Dwivedi D.N. : Managerial Economics

SMS 2104 BUSINESS ENVIRONMENT

Objectives

The primary objective of this course is to enable the student to understand and scan the business environment so as to be in a position to take appropriate decisions in the context of a dynamic economy. This course lays emphasis on the major aspects of industrial, economic, financial and institutional environment and critically examines some of the important government regulations and policies which affect business organizations in India.

Module I:

Systems approach to business - the Physical, Legal, Socio-economic and Political Environment of business--Environmental Analysis--State and Economic Activities-Economic systems – Role of Public Sector in India.

Module II:

Nature of the Indian Economy-- Evolution of Industry in India –Some important industries of India: Cotton textile- Jute- Sugar- Rubber-based industries- Iron and Steel industry- Engineering industry- Chemical industry- New and emerging industries- Policy towards Small Scale Industry.

Module III:

Industrial Policy of the Government: Industrial Policy Resolutions/Statement - Main Provisions and their Impact on Industrial Development-- Industrial Licensing Policy in India. Industry –specific Policy of the Government of India with respect to : Power – Infrastructure – Drugs and Pharmaceuticals- Insurance – Information technology – Telecom – Automobile industry

Module IV:

Policy with respect to economic concentration, monopolies, and restrictive trade practices – Competition Law. Government Policy on Foreign Collaborations and Foreign Capital--FERA and FEMA. Developing Countries and Multinational Corporations--Globalisation and its impact.

Module V:

Development Banks-IFCI-ICICI-IDBI-SIDBI and other all-India financial institutions- SFCS.— Changing role of Development Banks.-- Monetary and Fiscal Policies & their impact on Business .

Suggested Readings

1. Adhikary,M: Economic Environment of Business, Sultan Chand & Sons, New Delhi.
2. Sengupta, N.K. : Government and Business in India, Vikas Publications, New Delhi.
3. Cherunilam, Francis: Business Environment ,Himalaya Publishing House, New Delhi.
4. Bhalla, V.K. and S. Shivaramu: International Business Environment and Business, Anmol, New Delhi.
5. Sivayya and Das, Indian Industrial Economy, S.Chand & Co Ltd, New Delhi.
6. Dutt and Sundharam, Indian Economy, S.Chand & Co Ltd, New Delhi.
7. Dewett, Varma and Sharma, Indian Economics, S.Chand and Co. Ltd., New Delhi.
8. Cherunilam, Francis: International Business, Prentice-Hall of India, New Delhi.
9. Govt.of India: Economic Survey

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

SMS 2105 BUSINESS COMMUNICATION

Objective:

The course covers verbal, non-verbal, written and other forms of communication. The objectives of the course are to make the students familiar with the premises and principles of different ways and forms of communication in a business context and sharpen their communication skills.

Detailed Course Outline:

Module: I

Nature and scope of communication – need for effective communication - process and components of communication – barriers to communication – significance of listening in effective communication – different types and forms of communication

Module: II

Oral communication – different forms of and occasions for oral communication – role of non- verbal components in verbal communication - public speaking – business presentations - interviewing – conducting of meetings and conferences – telephoning – tone of courtesy – audience analysis.

Module: III

Written communication – need for and principles of persuasive writing – forms of written communication – letters and circulars – salutations and complimentary clauses – designing and drafting of letters and circulars.

Module: IV

Reports and reporting – essentials and types of reports – short, horizontal, upward, downward, formal and informal reports. Proposals – kinds and parts. Linguistic factors in business communication. Techniques of emphasizing. Legal aspects of business communication.

Module: V

Strategies for successful communication – technology and communication – traditional vs. technology enabled communication – visual aids.

Suggested Readings

1. Herta A. Murphy and others: Effective Business Communication
2. Louis E. Boone and others: Contemporary Business Communication
3. Bovee C. L., Thill J. V. & Barbara E. S: Business Communication Today
4. Sinha K. K: Business Communication
5. Raymond V. L.& John D. Petit Jr.: Business Communication – Theory and application
6. Kitty O. Locke: Business and Administrative Communication
7. Hatch Richard: Communicating in Business
8. Bowman J. P. & Bran chaw B. P: Business Communication: From process to Product.

SMS 2106 FINANCIAL ACCOUNTING

Objectives:

The purpose of the course is to develop an insight into the postulates, principles and techniques of Financial Accounting – the Language of Business- from the Managerial Perspective.

Module: I

Need for Accounting – different forms of accounting - financial accounting. Nature, scopes & functions of financial accounting. Systems of financial accounting- concepts and conventions – Generally Accepted Accounting Principles (GAAP) – Accounting Standards – terms and concepts in accounting – stages in accounting.

Module: II

Financial books - journalizing – posting – balancing – preparation of trial balance – adjustment for transactions in transit - rectification of errors – adjusting and closing entries – For profit and Not – for profit organizations – Different forms of business organizations (based on capital and ownership) – differences in books of accounts maintained – legal requirements. Preparation of Final Accounts in respect of Soletradership and Partnerships.

Module: III

Not – for profit organizations – receipts and payments account – income and expenditure account – balance sheet.

Module: IV

Preparation of final accounts of Joint Stock Companies (simple problems) – schedules and annexure. Latest trends in reporting.

Module: V

Reading the financial statements – limitations of financial accounting & financial statements – need for and tools and techniques of analyzing financial statements – ratio analysis.

Suggested Readings

1. Anthony R. N. and Reece J. S.: Accounting Principles
2. Heitger L. E. & Matulich Serge: Financial Accounting
3. Gupta R. L. Advanced Accounting
4. Jain S. P. & Narang K. L. Advanced Accountancy
5. Nair N B. Advanced Accountancy – Volume I & II
6. Charles T. Horngren: Principles of Financial and Management Accounting
7. Bhattacharya S K and Dearden J. Accounting for Management – Text and Cases

SMS 2107 INFORMATION TECHNOLOGY FOR MANAGERS

Objective:

This core course offered with the aim of familiarizing the students with different technologies used in information gathering, storage, processing, transfer and communication and their use in the design and operation of different types of information systems and their management.

Module I Fundamentals of computers

Evolution of Computing Machines, Input/Output devices, Microprocessors, binary number system, generation of computers and programming languages – Algorithms and Flowcharting – Branching and looping algorithms - Hardware and Software, Classification of software - Operating systems (including salient features of Dos, Windows and UNIX). PC Architecture, Commonly used PC software for word - processing, spreadsheet and database applications, MS Word, MS-Excel, for statistical analysis of data, MS Access, MS PowerPoint,.

Module II Networking of computers . LAN, WAN, Enterprise - wide networks, Internet technologies, WWW and Internet uses. E- mail, Electronic payment systems, Electronic Fund Transfer (EFT) and Electronic Data Interchange (EDI). Websites and design principles their uses. WAP, Bluetooth, VPN. Client/Server applications using PCs. E-commerce and m-commerce

Module III Information Systems for Management Decision Support

Concepts of Data, Information and knowledge. Concepts of Database Management Systems, Processing of data using computers. Storage and Retrieval of massive data on computers. MIS, EIS, Phases in software Systems Life Cycle. Decision Support Systems, Knowledge Based Systems., Concepts of RDBMS,

Module IV Application of Information systems in Use in Business

Use of Information systems in Business and their advantages. Application areas, problems Packages for Accounting and Finance, Operations research packages, Introduction to Simulation packages. ERP Software and Features of HR Module, Marketing and Sales Module, Finance module, Manufacturing module, Materials management module, maintenance module. Concepts of SCM, CRM, BPR

Module V Computerisation - Prospects and Problems

Information Technology as a strategic tool for achieving competitive edge in Business and Industry. Infrastructure Requirement, Selection of Hardware and Software, Implementation and transition problems. skills-upgradation and re-deployment of staff as a result of computerization. Implementing issues, opportunities, challenges, problems. and managing change. IT outsourcing, Cyber crimes and cyber laws. Computer viruses, Digital Signature, Cryptography

Suggested Readings:

1. Computers : Technology, Applications and Social Implications (with BASIC & PASCAL),.
2. A First course in Data Processing, J. Daniel Couger & Fred R.McFadden, Wiley.
3. David, van Over, Foundations of Business Systems, Forth Worth, Dryden 1992.
4. Automating Managers: the implications of IT for Managers, John Moss Jones, Pinter, London 1990.
5. Operating Manuals of MS DOS, WINDOWS, UNIX, MS Office etc
6. Various Computer magazines like Computer World, PC Quest etc.
7. Estrada Susan, Connecting to Internet, OReiley, 1993

MANAGERIAL SKILL DEVELOPMENT

(Non-Credit Course)

Objectives

To equip the students with the needed attitudinal and practice skills required to function as and eloquently as possible in their professional and personal lives, in the constantly changing life situation..

Module 1

Group Dynamics: Introduction and concept clarification, Role and contribution of Kurt Levin.

Module 2

Clarification between Training, learning and Education

Module 3

O.D. Interventions

Module 4

Personality Evaluations for fixing Training content

Module 5

Training/Exercises in the following: Team Building/Team Management, Assertive and Effective Presentation, Understanding individual behaviour in group, exercise in group discussion, Leadership training, Interpersonal skill development, Training in etiquettes, manners, body language, Training in goal setting, planning and time management.

Analytical and Decision making skills, Transaction analysis, T-group training, Johari window, Case analysis process.

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

MBA FULLTIME SYLLABUS

Semester – II

Course Code	Paper	C/E	Credits	Marks
SM S 2201	Organization Effectiveness and Change	C	3	100
SM S 2202	Management Science	C	3	100
SM S 2203	Human Resource Management	C	3	100
SM S 2204	Financial Management	C	3	100
SM S 2205	Marketing Management	C	3	100
SM S 2206	Management Information System	C	3	100
SM S 2207	Research Methodology.	C	3	100
SM S 2208	Management Accounting	C	3	100

SMS 2201 ORGANISATIONAL EFFECTIVENESS AND CHANGE

Objectives

To familiarize the students with basic organisational processes to bring about organizational effectiveness and change

Module I Organizational Process:

Concept of organisational climate, Impact of organisational climate, Developing sound organizational climate; organisational culture, Role of culture, functions of culture, learning culture.

Module II Interpersonal Process I

Concept of power, bases of power, power tactics politics, political implications of power, contemporary perspectives on leadership – charismatic, transactional, transformational perspectives – substitutes for leadership.

Module III Interpersonal process II

Conflict Intra personal-Inter personal, inter-group and organisational conflicts, Negotiation, inter-group behaviour and collaboration, management of gender issues and cross cultural dynamics.

Module IV Organisational Change

Concept of organisational change – change agents, resistance to change – approaches to managing organisational change, facilitating individual change.

Module V Organisational Development

Need for O.D, OD intervention Techniques-Grid Management, Transactional Analysis, Sensitivity training – Process Consultancy. OD in India.

Suggested Readings

1. Anderson, A H and Barker D Effective Enterprise and change management Oxford, Blackwell Publishers Ltd. 1996
2. French, W E and Bell C H Organization Development New Delhi, Prentice Hall of India, 1995
3. Kao S R etc. Effective Organization and social Values New Delhi, sage 1994
4. Khandawalla, P.N. Organisation Design for Excellence New Delhi, Tata McGraw hill, 1992
5. Luthans, F. Organizational Behaviour 7th ed. New York, McGraw Hill, 1995
6. Mendonca M and Kanungo R N Work motivation New Delhi, Sage, 1994
Robbins S P Organizational Behaviour 7th ed., New Delhi, Prentice Hall of India. 1996.

SMS 2202 MANAGEMENT SCIENCE

Objectives

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

Module I Management science basic concepts process and role in decision making.
Decision theory, decision tree. Game theory.

Module II Linear programming, - graphical and simplex method, sensitivity analysis.
Integer programming – branch and bound algorithm.

Module III: Assignment and transportation models. Markov chain model

Module IV: Queuing theory , techniques , single server models.
Sequencing

Module V: Simulation technique – Monte Carlo technique.
Network modeling – PERT and CPM.

Suggested Readings

1. Budnik, Frank S., Dennis Mcleavey, Richard Mojena principles of Operations research, 2nd ed. Richard Irwin, Illinois-All India traveler bookseller, New Delhi, 1995
2. Gould F J etc. Introduction to management Science Englewood cliffs, New Jersey, Prentice hall Inc., 1993
3. Mathur, K and Solow, D, Management Science Englewood Cliffs , New jersey Prentice hall Inc., 1994
4. Narag A S Linear Programming and Decision Making New Delhi, Sultan Chand, 1995
5. Sharma, J.K. Operations Research: Theory and Applications, New Delhi Macmillan India Ltd., 1997
6. Taha, H.A. Operations Research – An Introduction, New York, Mc-Millan, 1989
7. Theirout, R J and Klekamp, R C Decision Making Through Operations Research, New York, John Wiley 1989

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

SMS 2203 HUMAN RESOURCES MANAGEMENT

Objective

Human Resources Management (HRM) has the relevance to our everyday lives, particularly in the organisations. It is the people (Human Resources) who make an organisation success or failure. It shows how important Human Resources are to the survival and success of an organisation. This course has been designed help the students to link theory and practice, and guidelines for practical applications of HRM concepts. After undergoing this course, the students will understand the HRM implications for a Manager, how to attract, train, develop and maintain the work force.

Module I: Concept of HRM

Meaning, Objectives, Nature and importance of HRM – Differences between traditional Personnel Management and modern HRD concept – Approaches to HRM

Module II: Human Resources Planning (HRP)

Human Resources Planning – Recruitment – Selection – Induction – Placement-Promotion-Transfer

Module III: Human resources Development (HRD)

Training and Development – cross-cultural training – Performance appraisal – Career Management – Knowledge Management

Module IV: Compensation/Reward System:

Salary and wage administration - Quality of work life – Flexi-time work schedule- Telecommuting.

Module V: Management of differences:

Grievance handling – Discipline and Domestic enquiry – Handling of Sexual harassment in the work place – stress management

Miscellaneous:

Human Resources Information System – Changing business, economic technological, social, political legal and global environment and their implications on HRM.

Industrial relations: Definition – Concept – Legal framework –Approaches – Functions of I.R.

Manager – changing nature of I.R. Trade unions: Role, growth, issues/problems of trade unions – Employers' associations – Whitecollars'/Managerial Unions.

Suggested Readings

1. Personnel/Human Resource Management : Decenzo & Robbins, 3rd edn., Prentice Hall, 1995
2. Principles of Personnel Management : Edwin b.Flippo McGraw Hill, 1976
3. Personnel Management and Industrial Relations : P.C. Thripathi, Sultan Chand & Sons, 8th edn., 1991
4. Personnel Management : Mamoria, C.B Himalaya, 1994

SMS 2204 FINANCIAL MANAGEMENT

Objectives

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

Module I:

Aims and objectives of Financial Management; Financial Analysis and control.

Module II

Cost-Volume-Profit Analysis, Operating and financial Leverage.

Module III

Time Value of Money; Investment and Capital Structure Decision; Instruments of Long Term Finance; cost of Different Sources of Raising capital; Weighted Average cost of capital.

Module IV

Methods of capital budgeting, Optimum Capital Structure; Valuation and rates of Return.

Module V

Short-term Financing Investments; Management of Working Capital – cash Receivables and Inventory management, Internal Financing and Dividend Policy.

Suggested Readings

1. Archer, Stephen H. etc. Financial Management , New York, John Wiley, 1990
2. Bhalla, V.K. Financial management and Policy 2nd ed., New Delhi, Anmol, 1998.
3. Brealey, Richard A and Myers Stewart, C. Principles of Corporate Finance 5th ed., New Delhi, McGraw Hill, 1996
4. Hampton John financial Decision making, Englewood cliffs, New Jersey, Prentice hall, Inc. 1997
5. Van Home James C. Financial Management and Policy, 10th ed., New Delhi, Prentice hall of India. 1997
6. Winger, Bernard and Mohan, Nancy Principles of Financial Management New York, Macmillan Publishing Company, 1991

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

SMS 2205 MARKETING MANAGEMENT

Objectives

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

Module I : Nature and scope of marketing, Corporate orientations towards the market place, The Marketing environment and Environment scanning, marketing information system and marketing research.

Module II: Understanding consumer and Industrial markets, buyer behaviour Market segmentation, Targeting and positioning.

Module III: Product decisions – product mix product life cycle, new product development branding and packaging decisions, Pricing methods and strategies.

Module IV: Promotion decisions promotion mix, advertising sales promotion, publicity and personal selling; channel management - selection, co-operation and conflict management, vertical, horizontal and multi channel systems.

Module V: Organising and implementing marketing in the organization Evaluation and control of marketing efforts; New issues in marketing – Globalisation Consumerism, Green marketing, Legal issues.

Suggested Readings

1. Enis, B.M. Marketing Classics: A Selection of Influential Articles. New York, McGraw Hill, 1991
2. Kotler, Philip and Armstrong G. Principles of marketing New Delhi, Prentice Hall of India, 1997
3. Kotler Philip, Marketing Management Analysis, Planning Implementation and Control New Delhi, Prentice Hall of India 1994
4. Ramaswamy V S and Namakumari Marketing Management Planning, Control, New Delhi, MacMillan, 1990
5. Stanton, William, J Fundamentals of Marketing New York, McGraw Hill , 1994
6. Neelamegham, S. Marketing in India: Cases and Readings New Delhi, Vikas, 1988.
7. William F. Scholl, Marketing contemporary concept and practices.

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

SMS 2206 MANAGEMENT INFORMATION SYSTEM

Objectives

Recognizing the role of Management of Information in the success of an organization, this course is designed to achieve the following objectives.

1. Develop the ability to see an organization as a system of information flow, and to identify the information needs for various decision problems.
2. To be able to design, implement and monitor systems for gathering, processing and dissemination of information in an organization.
3. To understand the role of computers in modern information system.

Module - I

Introduction to information system, An overview of Systems Development, Major Trends in Technology, applications of Information Technology, Management information System: Definitions – Basic Concepts Frameworks – Systems Development initiative Different methodologies – Life Cycle & Prototype approach Detailed study on Life Cycle Design & implementation Case Study, Structured system analysis and design Methodologies and Alternatives. Decision making process problem solving techniques how decisions are being supported - decisions styles group decision making features of various CBIS

Module - II

System Analysis : Recognizing problems and opportunities, Planning information systems, Feasibility study, Specifying user requirements. System Design : The design process, design of output, Processing and input systems, software design alternatives. Forms codes and procedures, Introduction to object oriented programming.

Module - III

Design of Database, The modeling process, Two Formalism, Normalization. The hierarchical model, The network model, The relational model, A DBMS based on relational model. Implementation of Data Base. Design and Implementation of Hardware and Software systems, Organizational Adjustments, Testing and conversion, Evaluation and maintenance.

Module - IV

Decision Support System. MIS and DSS, An Overview: Relevance scope of DSS characteristic and capabilities of DSS, components of DSS, classification of DSS. Database Management System: Source of data file environment database environment - data models – relevance of relational data base design in DSS. Model Base Management System Types of models function, time, certainty, uncertainty, risk, structure OR models, Dialog generation management system: User interface – graphics menus – Forms DSS tools – DSS generators – specific DSS Constructing a DSS : Steps in designing a DSS identification of decision, building of DSMS, building of MSMS – building of DGMS, implementation, performance testing.

Module - V

Enterprise resource planning systems and their important modules and their features. Web based information systems their features and design models. Customer relationship management using computer based systems. The systems department, Software project management. Software audit

Suggested Readings

1. Murdic and Ross, 'Information Systems for Modern Management' Prentice Hall, 1975.

2. V.Rajaraman, ` Analysis and design of Information systems`, Prentice Hall, 1991.
3. K.M. Hussain and Donna Hussain, `Information Systems Analysis, Design and Implementation` Tata Mc Graw Hill, 1995.
4. Robert J. Thierauf, `System Analysis and Design` C B S Publishers, 1989.
5. Jeffray L. Whitter, L.D. Bentley and V.M. Barlow, ` System Analysis and Design Methods` Galgotia Publications, 1991.
6. Naveen Prakash, `Understanding Data Base Management`, Tata Mc Graw Hill, 1984.
7. J. Daniel Conger, and F.R. McFadden , ` A First course in Data Processing`, John Wiley & Sons, 1987.

SMS 2207 RESEARCH METHODOLOGY

Objectives

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

Module I:

Research: Definition, meaning and research as the application of scientific method; Importance of research in managerial decision making; The Research Process and types of Research; Defining the Research Problem: Problem Formulation and Statement of Research Problem.

Module II:

Research Design: Exploratory, Descriptive, Diagnostic/Conclusive and Experimental Researches-Details and applications; Operational and Administrative structure for research. Sampling and Sampling Designs.

Module III:

Methods & Techniques of data collection: Observational and other survey methods, Development and designing of tools of data collection, Attitude measurement scales; Levels of measurement and questions of Validity and reliability.

Module IV:

Fieldwork in research and data processing; Analysis and Interpretation of Data: Univariate analysis, Bivariate analysis of data-Correlation and Regression; Testing of Hypothesis; Parametric and Non-parametric tests, 't' test, One way ANOVA and Chi-square statistic; Essential ideas of Multivariate analysis of data-ANOVA, Factor Analysis, Discriminant Analysis, Use of Statistical Software Packages.

Module V:

Reporting of research – Types of Reports – Substance of Reports – Format of Report Presentation of Reports.

Suggested Readings

1. Bennet, Roger :Management Research
2. Claire & Morton : Research Methods in Social Relations
3. Neil J.Salkind : Exploring Research (3e)
4. Kothari C.R. : Research Methodology – Methods & Techniques
5. Taro Yamane : Statistics-An Introductory Analysis
6. Richar I Levin : Statistics for Management

SMS 2208 MANAGEMENT ACCOUNTING

Objectives

The course aims at making the students aware of the concepts, principles and also the practices of Management Accounting as an aid to management. The level of knowledge expected is wider than deeper.

Module I

Need, nature and scope of Cost Accounting – superiority of cost accounting over financial accounting – classification and analysis of cost – presentation of cost data – preparation of cost sheet. Similarities and differences among Financial accounting, Cost Accounting and Management Accounting.

Module II

Major elements of cost: Material cost – Impact of purchase, purchasing procedures and pricing of material issues on the total cost (Theory only). Labour cost – time keeping and time booking – idle time and over time – remuneration and incentives – premium bonus schemes – Halsey and Rowan plans. Overheads – collection, classification, allocation, apportionment and absorption of overheads. (Simple problems only)

Module III

Methods of costing: (a) Contract Costing: Nature and suitability – preparation of contract accounts – work-in-progress. (b) Process costing – nature and suitability – preparation of process accounts – abnormal effectives – joint products and bye-products (simple problems only)

Module IV

Marginal Costing – nature, scope, assumptions, advantages and limitations – applications, Cost Volume Profit analysis. Marginal Costing vs. Absorption Costing. Standard costing – establishment of standards – analysis of cost variances – cost control through variance analysis (simple problems only)

Module V

Budget and Budgetary Control – functions and types of budgets – preparation of cash budget, production budget and sales budget. Cost Audit.

Suggested Readings

1. Bhattacharya S K and Dearden J. Accounting for Management: Text and Cases
2. Hingorani N. L. and Ramanathan A R. Management Accounting
3. B K Bhar. Cost Accounting – Methods and Problems
4. S P Gupta. Management accounting
5. S P Jain & K L Narang. Cost Accounting
6. Charles T Horngren and others. Cost Accounting – a Managerial Emphasis
7. Khan M Y & Jain P K. Management Accounting

MBA FULLTIME SYLLABUS

SEMESTER III

Course Code	Paper	C/E	Credits	Marks
SM S 2301	Production & Operations Management	C	3	100
SM S 2302	Business Law	C	3	100
SM S 2303	Environment and Management	C	3	100
SM S 2304	Organizational Analysis and Processes	C	3	100
SM S 2305	Indian Ethos and Business Ethics	C	3	100
SM S 2306	Entrepreneurial Development	E	3	100
SM S 2307	Elective – I	E	3	100
SM S 2308	Elective – II	E	3	100

SMS 2301 PRODUCTION AND OPERATIONS MANAGEMENT

Objectives

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

Module I: Introduction: production and operation management as function, nature and scope, decision areas, historical developments. Operations strategy, different production systems product, process and capacity planning.

Module II: Total Quality Management, elements, tools for TQM., Cost of Quality . Quality Stds-ISO 9000. Statistical process control, control charts. Concepts of acceptance sampling – OC curve.

Module III: Design of goods and services. Process Technology. Facility location, layout planning. Work study, method study and work measurement.

Module IV: Inventory management – independent items, basic EOQ and production quantity models, reorder point Quantity discount model , safety stock , probabilistic models with constant lead time. Dependent items, Basic MRP structure Materials management classification system. JIT system. Purchasing stores management.

Module V: Production planning and control in different production systems, aggregate planning, short terms scheduling SCM concepts. Maintenance management.

Suggested Readings

1. Adam, E E & Ebert RJ production and Operations Management 6th ed. New Delhi, Prentice hall of India 1995
2. Amrine Harold T. etc Manufacturing Organisation and Management, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1993
3. Buffa E S Modern production management New York, John Wiley, 1987
4. Chary, S n Production and Operations Management, New Delhi, Tata McGraw Hill, 1989
5. Dobler, Donald W and Lee Lamar, Purchasing and materials Management, New York, McGraw Hill, 1984
6. Dilworth, Jaames AB Operations management: design Planning and Control for manufacturing & Services Singapore, McGraw Hill, 1992
7. Moore, FG and Hendrick, T.E. Production/Operations management Homewood , Illinois, Richard D. Irwin 1992

SMS 2302 BUSINESS LAW

Objective

The course is designed to assist the students in understanding basic laws affecting the operations of business and industry in India.

Module I The Law of Contracts

Definition of contract Offer and acceptance - Essential elements of a valid contract Free consent Competency of parties Lawful consideration Legality of object Void, void able unenforceable and illegal contracts -Performance of contracts Privity of contracts - Assignment of contracts - By whom contract must be performed - Time and place of performance Performance of reciprocal promises Contracts which need not be performed, discharge of contracts - By performance, by agreement, By impossibility, by lapse of time, By operation of law and by breach of contracts Remedies for breach of contracts.

Module II Sale of Goods Act

Definition of a sale and a contract of sale -Difference between (1) sale and an agreement to sell (2) sale and a contract form (3) sale and baliement, (4) sale and mortgage of goods (5) sale and time purchase conditions and warranties Passing of property of goods Rights of an unpaid seller.

Negotiable Instruments Act : Negotiable instruments in general Cheques - bills of exchange and promissory notes Definition and Characteristics.

Module III Partnership Act :

Evolution Definition of partnership Difference between partnership and joint family business Kinds of partnerships Registration Rights and liabilities of partners Dissolution.

Company Law : Evolution of company form of organisation Companies Separate legal entity Comparison of company with partnership & Joint Hindu family business Kind of companies Comparison of private and public companies Formation of companies general idea about Memorandum And Articles of Association, Prospectus, Statement in lieu of prospectus Management of companies General idea of management of companies - officers, meetings - resolutions - accounts and audit Winding up of companies General idea of the different modes of winding up.

Module IV. Constitutional Law :

Introduction: Salient features - Fundamental rights Remedies for breach of fundamental rights.

Module V. Labour Law :

Factories Act Industrial Disputes Act Trade union Act Workmen's compensation Act Minimum wages Act.

Suggested Readings

1. The Law of Contracts : Anson
2. Indian Contract Act -Contract Act : Pollock & Mulla
3. Sale of goods Act : Pollock & Mulla
4. Elements of Mercantile Law : N.D.Kapoor
5. A Manual of Mercantile Law : M.C.Shukla
6. The Principles of Mercantile Law : Avtar Singh
- 7 Law of industrial Disputes : P.R.Bagri
8. Labour Law & Labour Relation : Indian Law Institute
9. Industrial Law : K.R.Bulchandani
10. Introduction for the constitution of India : Dr. Pylee M.V
11. Indian Constitution : Dr. Pylee M.V.

SMS 2303 ENVIRONMENT AND MANAGEMENT

Course Objective:

The objective of the course is to build professional capabilities, to develop and adopt Policies, measures and programmes for environmental management. The course aims to make the students aware of the importance of conserving the world's fast depleting resources through a rational utilization of the environmental endowments of life support systems.

Module I:

Introduction to environmental management. The concept of sustainable development. Different measures-Limits to growth-Economy-environment interdependence-The Environment Kuznet's curve.

Module II:

Ethics and the environment-ethical foundations of environmental management-ethics and sustainable development.

Module III:

Efficiency and optimality in resource allocation-achieving an efficient allocation of resources in a market economy-Market failure and public policy.

Module IV:

Environmental issues-global problems-Sources of Pollution-Air, Water and soil pollution – Pollution control instruments. Environmental protection laws in India.

Module V:

Environmental management system-environmental standards, ISO 14000- Environmental auditing – environmental clearance for establishing and operating industries in India-Environmental protection laws.

Suggested Readings

1. Uberoi N.K. Environmental Management –Excel Books New Delhi 2000
2. Pandey G.N. Environmental Management Vikas publishing house New Delhi 1997.
3. Roger Perman et al. Natural Resources and Environment Economics. Orient Longmans 1999.
4. Mohanty S.K. Environment and Pollution law manual, universal Law publishing New Delhi 1996.
Harly Nick; Environmental Economics. Oxford University Press 2000.

SMS 2304 ORGANISATIONAL ANALYSIS AND PROCESSES

Course Objective

The main purpose of this course is to help students understand the premises on which organisations work, the contingency factors that affect their functioning, the choices open to managers and thereby meet the conceptual needs of students who will soon be practicing managers.

Module 1

Organisations: Concept, Need and Justifications; Importance of Organisational Design; Organisational Stakeholders, stakeholders' interests; Organisational Effectiveness: Approaches to organisational effectiveness: External resources, Internal systems and Technical approaches.

Module 2

Organisational Design: Building Blocks of Differentiation, Control and Standardisation; Balancing Differentiation, Centralisation and Standardisation; Mechanistic and Organic Structures. Authority and Control in organisations-hierarchy and span of control. Specialisation and Co-ordination: Functional, Divisional and Matrix structures; Bureaucracy and essentials of Horizontal, Modular and Virtual structures.

Module 3

Organisational Environment: Specific and General environments, Sources of Uncertainty, Managing resource dependencies, managing transaction costs. Organisational Strategy; Value creation and Core Competencies; Functional level, Business level and Corporate level strategies and the structural implications.

Module 4

Organisational Decision Making: Effectiveness, types and models of decision making; Rational, Intuitive, Carnegie and Garbage Can models, techniques for improving decision making. Organisational Conflict: Pondy's model of organisational conflict, resolving organisational conflict at the structural and attitudinal levels.

Module 5

Organisational Life Cycle, organisational birth, growth, death and decline. Organisational Culture: Sources, Creation and Transmission of organisational culture. Organisational Learning: Types, Levels and factors of organisational learning, Strategies for organisational learning.

Suggested Readings

- A. Etzioni, Modern Organisations (Englewood Cliffs, NJ: Prentice Hall, 1964)
- G.R. Jones, Organizational Theory: Text and Cases, (New Jersey: Prentice-Hall, Inc., 2001)
- R.H. Miles, Macro Organisational Behaviour (Santa Monica, C.A: Good Year, 1980)
- H. Mintzberg, The Structuring of Organizational Structures (Englewood Cliffs, NJ: Prentice Hall, 1979)
- Richard L. Daft, Organisation Theory and Design (7e), (Thompson Asia Pte. Ltd, Singapore, 2001).

SMS 2305 INDIAN ETHOS AND BUSINESS ETHICS

Objectives

This course has been designed to create a mindset of value system among the students who are the future managers. Business ethics make the students open to inherent ethical principles of business. The course will sensitise the students to their ethical standards. Also, the students will be exposed to ethical problems and issues in various situations. Ultimately, it is to produce a balance, pleasant, flexible and effective managers in today's liberalized and democratic ambience.

Module I: INDIAN ETHOS AND VALUES:

Model of management in the Indian socio-political environment – Indian work ethos – Indian heritage in production and consumption – Indian perspective of values for managers – Secular Vs. Spiritual values in management

Module II: INTRODUCTION TO BUSINESS ETHICS

Definition of Ethics and Business Ethics – Importance of Business Ethics – Causal chains in business ethics – Ethical Dilemma, Ethical Relativism, Ethical Gap – Factors affecting the business ethics: Economics, Law, Environment, Technology, Development, High Finance, Human Resource, Consumers, Caste and Gender.

Module III: APPROACHES AND PROCESS OF ETHICAL DECISION-MAKING

Approaches: Consequentialist theories, Deontological theories, and Virtue ethics approach – Process of ethical decision-making in business – Individual differences and ethical judgement - Cognitive barriers to a good ethical judgement – Whistle Blowing.

Module IV: ETHICS MANAGEMENT

Role of organizational culture in ethics – Structure of ethics management: Ethics Committee, Ethics Officers, and the CEO – Communicating ethics: Communication Principles, Channels, Training programmes, and evaluation – Ethical Audit – Corporate Governance and ethical responsibility – Transparency International and other ethical bodies.

Module V: CASE STUDY

Suggested Readings

1. *Chakraborty, S.K.*, Foundation of Managerial Work- Contributions from Indian Thought, HPH, 1998
2. *Drucker, P.*, Managing in Turbulent Times, Pan books, London, 1983.
3. *Kumar, S. and Uberoi, N.K.*, Managing Secularism in the New Millennium, Excel Books, 2000.
4. *Griffith, B.*, The marriage of east and west, Colling, 1985
5. *Gandhi, M.K.*, The story of my experiment with Truth, Navjivan Publishing House, Ahmedabad, 1972
6. *Chakraborty, S.K.*, Ethics in Management: Vedantic Perspectives, Oxford University Press, Delhi, 1995
7. *Trevino and Nelson*, Managing Business Ethics, John Wiley and Sons, 1995

SMS 2306 ENTREPRENEURIAL DEVELOPMENT

Objective

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

Module I:

Entrepreneurship and its role in economics development. Problems of industrialization in underdeveloped countries with special reference to India.

Mechanics of setting of new enterprises – size and location, industrial location factors determining the industrial location.

Module II:

Entrepreneurial traits, types and significance; Definitions, characteristics of Entrepreneurial types, Qualities and functions of entrepreneurs. Entrepreneurial Behaviours and entrepreneurial motivation. Achievement and management success, Entrepreneurial success in rural area, Innovation and entrepreneur.

Module III:

Feasibility studies: technical, marketing and financial: managerial problems of new enterprises; production purchasing, financing labour and marketing problems.

Module IV:

Search for business idea, sources of Ideas, idea processing, input requirements. Sources and criteria of financing, fixed and working capital assessment.

Module V:

Target group, selection of center, pre-training work; Govt. Policy towards SSI's entrepreneurial input; Technical assistance, marketing assistance, sickness of units and remedial assistance; Preparation of feasibility reports and legal formalities and documentation. Establishing and Entrepreneurs Systems.

Suggested Readings

1. Clifton, Davis S and Fylie, David E. "Project Feasibility Analysis" 1977 John Wiley, New York
2. Desai A.N. "Entrepreneur & Environment" 1990 Ashish, New Delhi
3. Drucker, Peter Innovation and Entrepreneurship, 1985, Heinemann, London
4. Jain Rajiv "Planning a Small Scale Industry: A Guide to Entrepreneurs" 1984 S.S.Books Delhi
5. Kumar S.A. "Entrepreneurship in Small Industry 1990 Discovery, New Delhi
6. McClelland, D C and Winter, W G Motivating Economic Achievement 1969 Free Press, New York
7. Pareek, Udai and Venkateswara Rao T. "Developing Entrepreneurship – A Handbook on Learning Systems" 1978 Learning Systems, Delhi

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

MBA FULLTIME - SYLLABUS

Semester – IV

Course Code	Paper	C/E	Credits	Marks
SM S 2401	Business Policy and Strategic Management	C	3	100
SM S 2402	Elective - III	E	3	100
SM S 2403	Elective – IV	E	3	100
SM S 2404	Elective – V	E	3	100
SM S 2405	Project Report	C	3	100
SM S 2406	Viva – Voce	C	3	100

BUSINESS POLICY AND STRATEGIC MANAGEMENT

Objective

The aim of this course is to provide a theoretical framework of strategic management and an orientation for its practical application.

Module I

An overview of strategic management process - Levels of strategy -vision, mission, objectives and goals-Social responsibility of business and social audit.

Module II

Business Environment - SWOT analysis - Portfolio analysis and portfolio strategies.

Module III

Nature and types of competition - Competitive analysis - competitive advantage of nations - Competitive environment in India - Competitive strategies - Strategic advantages - Positioning.

Module IV

Growth strategies - Mergers and acquisitions – Globalisation - Industrial sickness – industrial restructuring and turn around management.

Module V

Implementation of strategy - Strategy and structure- Evaluation and control of strategy - Management of change - Managing for the future.

Suggested Readings

1. Gerry Johnson and Keven Scholes : Exploring Corporate Strategy (Prentice Hall of India)
2. Ahar Kazmi or BSK Chopra : Business Policy (TMH)
: Business Policy for Indian Industry (The Times Research Foundation, Mumbai)
3. William F Glueck : Business Policy and Strategic Management (McGraw Hill International Book Co. Tokyo)
4. Peter F .Drucker : Management(Allied Publishing co.,Bombay)
5. A.J. Ansoff : The New Corporate Strategy (John Wiley & Sons, New York)
6. Kenneth R.Andrews : The Concept of Corporate Strategy, Taraporevala Publishing Co.,Bombay.
7. Pearce and Robinson : Strategic Management (All India Travellers Bookseller, New Delhi)
8. Kenichi Ohmae : The Mind of the Strategist, (Penguin Books, New York) Gary Hamel & Competing for the Future (Harvard C.K.Prahalad Business School Press, Boston)
9. Michael E Porter : Competitive Strategy (The free press, New York)
10. Michael E Porter : Competitive Advantage (The Free Press, New York)
11. Michael E Porter :Competitive Advantage of Nations (Macmillan, London)
12. Peter F .Drucker : Managing for the Future (Butterworth, New York Economic and Business dailies and periodicals.

I. FINANCE

1. FINANCIAL DERIVATIVES
2. FINANCING OF SMALL BUSINESS
3. CORPORATE RESTRUCTURING
4. INTERNATIONAL FINANCIAL MANAGEMENT
5. INTERNATIONAL ECONOMIC ORGANISATIONS
6. INDUSTRIAL FINANCE
7. MANAGEMENT OF FINANCIAL SERVICES
8. MANAGEMENT CONTROL SYSTEM
9. PROJECTS PLANNING, ANALYSIS AND MANAGEMENT
10. SECURITY ANALYSIS AND INVESTMENT MANAGEMENT
11. WORKING CAPITAL MANAGEMENT
12. CORPORATE TAXATION
13. PORTFOLIO MANAGEMENT
14. FINANCIAL DECISIONS ANALYSIS
15. INTERNATIONAL ACCOUNTING
16. INTERNATIONAL FINANCIAL MARKETS
17. FOREIGN EXCHANGE MANAGEMENT
18. INFRASTRUCTURE FINANCE

1. FINANCIAL DERIVATIVES

Objectives: The course is to give an understanding of the functioning of derivative markets.

Module I

Financial risk – Risk and uncertainty – types of risk – interest rate risk currency risk, transaction risk, translation risk & economic risk systematic and unsystematic risk – Risk management & tools. Financial Derivative Risk Management using derivatives.

Module II

Forward and futures market – Mechanism of forward and futures market Determinants of forward and futures prices – Hedging strategies using futures – Interest rate futures – Foreign currency futures.

Module III

Options – Mechanics of option markets – Characteristics and types – Option models – Black-Schools and Binomial Models – Trading strategies, Interest rate options

Module IV

Swaps and swaptions – Mechanics of interest rate swaps valuation of interest rate swaps – Currency swaps and its valuation options on swaps.

Module V

Derivative markets in India – Futures and options on Index , Stock commodities and interest rates – Trading infrastructure for derivatives in India.

Suggested Readings:

1. Hull, John C. Introduction to Futures and Option markets, Prentice Hall international edition.
2.Options, Futures and Other Derivative Securities, New Delhi. Prentice Hall of India.
3. Cox John C and Rubinstein, Mark Options Markets New Jersey, Prentice Hall Inc.
4. Bhalla V.K. Financial Derivatives, New Delhi, S. Chand.

2. FINANCING OF SMALL BUSINESS

Objectives

The objective of the course is to familiarize the participants with the various modes of Small Business Financing.

Module I : Financial Management in Small Industries: Definition & Characteristics of small business SSI Sector in India – Financial needs of small business – types of capital requirements – Cash Management Problems.

Module II: Institutional agencies for promotion of small business and various schemes of assistance available – Banking and non-Banking financial intermediaries – Role of SIDBI

Module III: Monetary Policy of RBI for small Business – Priority sector advance – Lender’s appraisal for working capital assessment and project finance – guidelines and procedures.

Module IV: Rationale for incentives and role of SSI sector in India – Incentives and other assistance from Central and State Governments – Fiscal & Financial.

Module V: Government Policy towards VSI sector – a review SSIs and Financial Allocation and utilization under Five Year Plans – a critical appraisal.

Suggested Reading

1. Bhalla, V K. Financial management and Policy 2nd ed. New Delhi, Anmol 1998
2. Bhattaacharya C D Public Sector Enterprises in India. Allahabad, Kitab mahal, 1990
3. Desai, Vasant, Small Scale Industries and Entrepreneurship, Bombay, Himalaya, 1995
4. Pickle, Hal B and Abrahamjon Royee – Small Business management 5th ed. New York, John Wiley, 1990
5. Schumacher, E.F. Small is Beautiful, New Delhi, Rupa, 1990
6. Staley, E and Morsey, R. Small scale Industries in the Developing countries, New York, McGraw hill
7. Vepa, Ram N How to Success in Small Industry New Delhi, Vikas, 1984

The list of case and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

3. CORPORATE RESTRUCTURING

Objectives:

The objective of this course is to familiarise the student with the various strategies adopted by business organizations in the context of the dynamic environment facing them by re-engineering and restructuring themselves.

Module 1

Corporate Valuation: Methods of valuing the firm—value creation—Corporate expansions and diversifications

Module 2

Mergers and Acquisitions: Rationale—mechanics—evaluation of targets—merger negotiations—Legal and other formalities –tax aspects of mergers—Regulation of mergers and Takeovers in India—Takeover code—Competition Act.

Module 3

Sell offs and changes in ownership: Business downsizing-- Divestitures—Spin offs and Split ups—Going public—privatisation—Leveraged Buy Outs(LBOs)—Buyback of shares—Joint Ventures and Strategic Alliances—Defense tactics against takeovers and their rationale.

Module 4

Business Failure and Reorganisation: Types and causes of business failure—Reorganisation, reconstruction and liquidation—Rehabilitation and Turnaround of sick units—funding, refunding, and refinancing.

Module 5

Privatization and Disinvestments of public sector units—an evaluation of Government' s policy and strategy .

Suggested Readings:

1. Bhalla, V.K., Financial Management and Policy, Anmol Publications, New Delhi.
2. Chandra, Prasanna, Financial Management, Theory and Practice, Tata McGraw-Hill Publishing Co.Ltd, New Delhi.
3. Weston, Chung, and Hoag, Mergers, Restructuring, and Corporate Control, Prentice-Hall, New Delhi.
4. Copeland , Keller, and Murrin, Valuation: Measuring and Managing the Value of Companies, John Wiley & Sons, New York.
5. Donaldson, G, Corporate Restructuring: Managing the Change Process from within, HBS Press, Boston, Massachusetts.

6. Hitt, Harrison, and Ireland, Mergers & Acquisitions-A guide to Creating Value for Stakeholder, Oxford University Press, New York.
7. Shiva Ramu,S, Cross-Border Mergers and Acquisitions, Wheeler Publishing, New Delhi.
8. Mohana Rao, P(ed), Mergers and Acquisitions of Companies, Deep& Deep Publications, New Delhi.
9. Sudarsanam, P.S., The Essence of Mergers and Acquisitions, Prentice-Hall, New Delhi.
10. Ramaiya, A., A Guide to the Companies Act, Wadhwa & Co, Nagpur.
11. Laxmi Narain, Principles and Practices of Public Enterprise Management, Sultan Chand, New Delhi.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

4. INTERNATIONAL FINANCIAL MANAGEMENT

Objectives

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

Course Contents

Module I:

Multinational Financial Management – An overview: Evolution of the International monetary and Financial System.

Module II:

Long-term Investment Decision. Foreign Investment Decision. Risk Analysis

Module III:

Multinational Capital Budgeting – Application and interpretation.

Module IV:

Cost of capital and Capital Structure of the Multinational Firm. Managing Short-term assets and liabilities; Long-term Financing.

Module V:

Dividend Policy of the Multinational Firm. Taxation of the multinational Firm.

Suggested Readings

1. Abdullah, F A Financial management for the Multinational firm, Englewood cliff, New Jersey, Prentice Hall Inc. 1987
2. Bhalla, V K International Financial management 2nd ed. New Delhi, Anmol, 2001
3. Buckley, Adrian, Multinational Finance, New York, Prentice hall Inc. 1996
4. Kim Suk and Kim, Seung Global Corporate Finance: Text and Cases 2nd ed. Miami Florida, Kolb, 1993
5. Shapikro, Alan C. multinational Financial management, New Delhi, Prentice hall of India, 1995.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

5. INTERNATIONAL ECONOMIC ORGANISATIONS

Objectives

To familiarize the students with the functioning of the international economic organisations and their changing role in the context of globalisation of the world economy.

Course Contents

Module I:

Regimes, International Economic Organisations and Development Diplomacy: Regimes and regimes theory.

Module II:

International Organisations as international institutions; International monetary Fund (IMF).

Module III:

World Bank Group—International bank For Reconstruction and development (IBRD), International development Agency (IDA), International Finance corporation (IFC).

Module IV:

Multilateral Investment Guarantee Agency (MIGA); Agreement on Tariffs and Trade (GATT); World Trade Organisation (WTO).

Module V:

United nations Conference on Trade and Development (UNCTAD); International labour Organisation (ILO).

Selected Readings

1. Bhalla, V.K. International Monetary cooperation, Delhi, Anmol, 1992
2. Hunt, Diana Economic Theories of Development: An Analysis of Competing Paradigms, Hemel Hempstead: Harvester Wheat heal, 1989
3. Keohane, Robert,O International Institutions and State Power Essays in International relations Theory Boulder West view, 1989
4. Krasner, Stephen D Structural Conflict The Third World Against Global Liberalism, Berkley University of California Press, 1985
5. Simai Mihaly The Future of Global Governance, Washington,D,C. United States Institute of Peace Process 1994
6. Sidell, Scott The IMF and Third World Political Instability, London, Macmillan, 1988

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

6. INDUSTRIAL FINANCE

Course Objectives :

The objectives of this course is to give the students a through knowledge of the various sources of finance for business/industrial firms in India. He/She is expected to be familiar with the terms and conditions affecting various sources. Various issues are examined from the point of view of the borrower rather than the institutions/agencies involved.

Module I :

Source of funds - Internal and External source for meeting short, medium and long term requirements - Their relative advantages and disadvantages.

Module II :

Capital market - Functions and Organisation - Method of floating new issues - Statutory framework of securities market in India. Capital issue control and its aims - SEBI - Listing of securities - Objectives- Importance and scope - New issue market in India - Underwriting of issues.

Module III :

Term loans - Institutions providing term loans - IFCI : ICICI :IDBI and SFCs - various schemes of financing - lending policies - Appraisal methods.

Module IV :

Commercial Banks and Industrial Finance-Evolution of their role - Banking policies and practices - Social control - Nationalisation-Lead Bank Scheme-Service Area Approach - Lending to priority sector-Lender's appraisal and computation of working capital requirement-Advance against inventory - Credit Authorisation scheme - Recommendations of Tandon Committee and Chore Committee on working capital financing - recent changes.

Module V:

Financing small scale industries - Institutional sources - Role of commercial Banks - Various small business loan schemes.

Suggested Readings :

1. Bhalla V.K. :Indian Financial System Anmol Publications,New Delhi
2. P.V. Kulkarni : Corporation Finance- Principles & Problems (Himalaya Publishing Co.)
3. M.Y.Khan , : Indian Financial System, Tata McGraw Hill N.Delhi
4. Francis Cherunilam : Business & Government (Himalaya Publishing Co.)
5. H.P.S. Pahwa, : Bank Finance to Business and Industry, Vinod Law Publications, Lucknow
- 6.M.L.Tnnan, : Banking Law and Practice in India, India Law House

The list of case and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

7. MANAGEMENT OF FINANCIAL SERVICES

Objectives

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

Module I : Financial System and markets; Concept, Nature and scope of financial Services.

Module II : Regulatory Framework for Financial Services; Management of Risk in Financial Services; Stock Exchange Operations; Mutual Funds.

Module III : Merchant banking Services Managing of issue shares and bonds Mobilising of Fixed Deposits-Inter-corporate loans-international finance

Module IV : Other Financial services leasing and Hire Purchase; Debt Securitization; Housing finance, Credit rating; Credit cards banking and Insurance.

Module V: Venture Capital, Factoring and Bill Discounting, Insurance; The Tax environment and Financial Services; Pricing Financial Services.

Suggested Readings

1. Bhalla, V K Management of Financial Services Anmol, New Delhi, 2001
2. Bhalla, V K And Dilbag, Singh, International Financial Centres, New Delhi, Anmol, 1997
3. Ennew.C, Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional Pub., 1990
4. Gordan, E and K Natrajan Emerging Scenario of Financial Services, Himalaya Publishing House, 1997
5. Meidan, Arthur Brennet, M, Option Pricing Theory & Applications. Toronto, Lexington Books, 1983
6. Kim, Suk and Kim, Seung, Global Corporate Finance Text and cases. 2nd ed. Miami Florida, Kolb, 1993

The list of case and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

8. MANAGEMENT CONTROL SYSTEM

Objectives

The main objective of the course is to appraise the students the about the concept of management control system as well as its role in efficient management of public system organization.

Course Contents

Module I:

Management Control - An Overview: Nature, Scope and Concept of management Control Systems. Organization Goals, Strategic Planning and Implementations, Organisation Structure, Contingency Theory, Organizational climate, Position of Controller in the Organisation Structure, of an Organization.

Module II:

Management Control Process Programming, Budgetary Planning and Procedures, Budgetary Control, Analysis of Variances, Flexible budgeting, Zero-base Budgeting, Performance Budgeting Accounting Aspects of Control including internal Audit and Control and Value for Money, Analysis and Reporting, Variance Reporting.

Module III:

Management Control Structure Responsibility Centre, Responsibility Accounting, Cost Centre, Profit Centre, Interdivisional Transfer Pricing, Measurement of Divisional Performance including Performance Evaluation – Qualitative and Quantitative, Investment Centre.

Module IV:

Behavioural Aspects of management Control: Motivation and Morale, Goal Congruency, participative and responsive management. Human as a Part of information Process, learning Curves.

Module V:

Management control in Specialised Organisation Selected Case Studies on Non-profit and Public Service Organization.

Suggested Readings

1. Anthony, R N and Govindrajana V Management Control Systems 8th ed. Taraporevala, Chicago, Irwin, 1995
2. Emmanuel, C and Otlely, D Accounting for management Control, London, Nostrand Reinhold, 1985
3. Ghosh, P K and Gupta G S Cost Analysis and Control New Delhi, Vision 1985
4. Glynn, J J Value for Money: Auditing in Public Sector, London, Prentice hall Inc. 1985
5. Hersey, P and Blanchard, H B Management of Organization Behaviour: Utilising Human Resources, New Delhi, Prentice hall of India, 1988
6. Maciariello, J A and Kirby C J management Control System Englewood Cliffs, New Jersey, Prentice hall Inc., 1994

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

9. PROJECTS PLANNING, ANALYSIS AND MANAGEMENT

Objectives

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

Course Contents

Module I:

Generation and Screening of Project idea; Capital expenditure; Importance and difficulties.

Module II:

Market Demand and Situational Analysis; Technical Analysis; Financial Analysis.

Module III:

Analysis of Project Risk, Firm Risk and market Risk; Social Cost Benefit Analysis , Multiple Projects and Constraints.

Module IV:

Network Techniques for Project Management; Project Review and Administrative Aspects.

Module V:

Project Financing in India; Problem of Time and cost Overrun in Public Sector Enterprises in India, Assessment of the Tax burden; Environmental Appraisal of Projects.

Suggested Readings

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

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

10. SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

objective: To impart knowledge on different investment avenues available and to create awareness on the theory and practice of security analysis and investment decision making process.

Module I

Investment objectives, characteristics & policies – Risk return relationship Measures of risk & return – Time value of money – determinants of required return – Financial market instruments – Money and Capital market instruments – Mutual funds – Tax implications on income.

Module II

Fixed income securities – Characteristics – Concept of yield – Types and measurement of risk – Valuation methods – Investment management and risk avoidance techniques – use of credit rating information

Module III

Common stock – Characteristics – Estimation of income – Economy, industry. Company analysis – Valuation models – Dividend discount models. P/E Ratio. Capital Asset Pricing Model.

Module IV

Technical Analysis-Charting-Dow theory and wave principles – patterns & indicators – Moving averages – Trends – Efficient market Hypothesis & Anomalies

Module V

Security markets in India – Money and capital market in India – New Issue market – Methods of Issue – Secondary market – Stock exchange – Role & Functions – Listing – Trading procedures and settlement – Regulatory and supplementary organizations and regulatory measures.

Suggested Readings:

1. Francis, Jack Clark. Management of Investments, mc Grow Hill International Edition
2. Sharpe, William F. etc. Investments, New Delhi, Prentice Hall of India
3. Bhalla, V.K. Investment Management: Security analysis and Portfolio Management, New Delhi, S. Chand
4. Fisher, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management, new Delhi, Prentice hall of India.

11. WORKING CAPITAL MANAGEMENT

Objectives

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

Course Contents

Module I:

Concept of Working Capital Management, Importance of Working Capital, Kinds of Working Capital, Factors Determining Working capital, Estimating Working capital Requirements.

Module II:

Management of Cash – Motives for Holding Cash and marketable securities; Cash System Managing the Cash Flows, Types of Collection Systems, Cash Concentration Strategies Disbursement Tools, Investment in marketable Securities, Forecasting Cash Flows; Managing Corporate Liquidity and Financial Flexibility; Measures of Liquidity, Determining the Optimum Level of Cash Balances – Baumol Model, Beranek Model, Miller-Orr Model, Stone Model.

Module III:

Receivable Management – Determining the Appropriate receivable Policy, marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant Analysis, Sequential Decision Analysis.

Module IV:

Inventory Management Kinds of Inventories, Benefits and Costs of Holding Inventories, Inventory management and Valuation, Inventory Control Models.

Module V:

Short-term financing; Programming Working Capital Management; Integrating Working capital and capital Investment processes; Monetary System; Money market in India; Banking system in India; the restructuring Process; working Capital Control and banking Policy in India; Instruments of The International Money market; managing Short-term International Transactions.

Suggested Readings

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

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

12. CORPORATE TAXATION

Objectives

The objective of the course is to acquaint the participant with the implications of tax structure and corporate profit planning in operational as well as strategic terms.

Course Contents

Module I

Basic Concepts of Income Tax - residential status of Assessee – Tax free incomes

Module II

Computation of Income under Different Heads of Income: Income from house property – Income from business/profession – Capital Gain – Income from other sources.

Module III

Aggregation of income - Set off and Carry forward of Losses - Deductions and Exemptions.

Module IV

Assessment of Companies – Computation of total income - Filing of Return of income – Procedure of Assessment – Collection and Recovery of Tax

Module V

Income tax Authorities - Tax Planning Relating to Companies

Suggested Readings

1. Vinod K Singhanian : Direct Taxes Law & Practice
2. Bhagavathi Prasad: Income Tax Law & Practice
3. Mehrotra H.C.: Direct Taxes - Law & Practice

13. PORTFOLIO MANAGEMENT

Objectives

The objective of this course is to give the students an in-depth knowledge of the theory and practice of Portfolio Management.

Module I: Portfolio Management: Introduction to Portfolio Management – Portfolio Analysis: Risk and Return – Valuation of Bonds and Shares – Portfolio construction.

Module II: Portfolio Selection: An Optimum Portfolio Selection problem – Markowitz Model – Single Index Model.

Module III: Capital Asset Pricing Model – Arbitrage Pricing Theory.

Module IV: Portfolio Revision: Portfolio Investment Process – Meaning of Portfolio Revision – Need for Portfolio Revision – Constraints in Portfolio Revision – Portfolio Revision Strategies – Formula plans.

Module V: Portfolio Evaluation : Meaning of Portfolio Evaluation, Need for Evaluation – Measuring Portfolio Return – Risk Adjusted Returns; Sharpe Ratio, Treynor ratio, Jensen's performance index.

Suggested Readings

1. Alexander, Gordon J and Sharpe, William, F. Fundamentals of Investments, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989
2. Bhalla, V.K. Investment management: Security Analysis and Portfolio management , 8th ed. Delhi. S. Chand 2001.
3.Portfolio Analysis and management, Delhi, S. Chand, 2002
4. Elton, Edwin J and Gruber, Martin J Modern Portfolio Theory and Investment Analysis. New York, John Wiley 1984
5. Lee Cheng F. etc Security Analysis and portfolio management Scott, Foresman, 1990
6. Markowitz Harry M Mean., Variance Analysis in Portfolio Choice and capital Market London, Basic Blackwell, 1987

UGC

14 FINANCIAL DECISIONS ANALYSIS

Objectives

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

Course Contents

Application of Linear programming; Goal programming; regression Analysis and Simulation Technique in Financial Decision making Areas: Corporate Debt Capacity Management Decision; Business Failure and Reorganisation -- Application of Multiple Discriminant Analysis; Decision Tree Analysis, Capital Expenditure Decision Under Conditions of Risk and Uncertainty. Cost Volume profit Analysis under conditions of Uncertainty; Leasing Vs. Borrowing Decisions Sequencing of Decisions; Replacement Decisions; Mergers and Acquisitions, Take over code Goodwill and valuation of Shares Dividend Valuation Model, Determination of the Exchange ratio: Legal and Procedural Aspects of Merger Decision, Specific Areas and Problems in the Area of Financial Decision Making; Estimation and Projection of Working Capital Decisions.,

Suggested Readings

1. Bhalla, V K Financial management And Policy 2nd ed. New Delhi, Anmol, Delhi, 1998
2. Bieman, Harold, Lease Vs. buy Decision Englewood cliffs, New Jersey, Prentice Hall, Inc.1982
3. Fogler, H and Ganpathy Financial Econometrics.. Englewood Cliffs, New Jersey, Prentice hall Inc. 1982
4. Levy, H and Samat H. Capital Investment and financial decision Englewood cliffs, New Jersey, Prentice hall Inc. 1982
5. Van Home, James C. Financial management and Policy, Englewood cliffs, New Jersey, Prentice Hall of India,1997

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

15 INTERNATIONAL ACCOUNTING

Objectives

The objective of this course is to acquaint the students with the accounting needs of international financial markets and to analyse the accounting measurement and reporting issues unique to multinational business transactions.

Course Contents

International Dimensions of Accounting – Conceptual Development and Comparative Development Patterns; Currency Transactions; managing International Information Systems; International Perspective on Inflation Accounting financial Reporting and disclosure; Analysing Foreign financial Statements; Financial management of Multinational Entities; Transfer Pricing and International Accounting – International Standards and Multinational Corporations.

Suggested Readings

1. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises. New York., John Wiley, 1985
2. Choi, Frederick D S and Mueller Gerhard G. International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1984
3. Evans, Thomas G. International Accounting & Reporting London, MacMillan, 1985
4. Gray, S J International Accounting and Transnational Decisions. London, butterworth, 1983
5. Hoizer H Peter International Accounting New York, Harper & Row, 1984
6. Prodhan, Bimal, Multinational Accounting London, Croom-Helm, 1986
7. Rathore, Shirin, International accounting, Englewood cliffs, New Jersey, Prentice Hall Inc. 1996

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of course.

16 INTERNATIONAL FINANCIAL MARKETS

Objectives

The objective of this course is to give students an in depth knowledge of the working of international financial markets.

Course Contents

History of the International Financial System – The rise and Fall of Bretton Woods, Globalisation and the growth of Derivatives, the Crash of 1994-96 and Beyond, Euro-currency market, Eurobanking and Euro-currency Centers, Deposit Dealing and the term Structure of eurocurrency rates, Eurocurrency Futures and Options, Syndicated Euro-credits, International Bond Markets, - Introduction, New Issue Procedures in the Eurobond Markets, Eurobond Valuation and Hedging Interest rates and currency Swaps, Pricing Option, Features of International Bonds., Forecasting and the Image of the Future - Central banks and the Balance of Payments. The European Monetary System and Other Regional Artificial Currency Areas, New Instruments in International Capital markets, International Banking and Country Risk, International Portfolio Diversification, International Transfer Pricing.

Suggested Readings

1. Bhalla, V K International Financial Management 2nd ed. New Delhi, Anmol 2001
2. Bhalla, V K Managing International Investment and Finance, New Delhi, Anmol, 1997
3. Buckley, Adrian, Multinational Finance 3rd ed. Englewood Cliffs, Prentice Hall Inc., 1996
4. Eiteman, David K and Stonelill, Arthur I. Multinational Business Finance. California, Addison-Wesley, 1988
5. Johnson and Glacotto, Options and Futures St. Paul, West, 1995
6. Kim Suk and Kim, Seung Global Corporate Finance: Text and Cases, 2nd ed. Miami, Florida, 1993
7. Shapiro, Alan C. Multinational Financial Management New Delhi, Prentice Hall of India, 1995

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

17 FOREIGN EXCHANGE MANAGEMENT

Objectives

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

Course Contents

Types of Foreign Exchange Markets and Transactions, Quoting Foreign exchange rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward rates Organisation of the Foreign Exchange markets; Currency Futures; Currency Options; Currency Swaps; Corporate Exposure Management Alternative Definitions of Foreign Exchange risk Exposure Information System, Alternative Strategies for Exposure Management, Exposure management Techniques, Organisation of the exposure management Function; Parameters and Constraints on Exposure management; Theory and practice of Forecasting Exchange Rates Economic Fundamentals, Financial and Socio-Political factors, Technical Analysis; Tax Treatment of Foreign exchange Gains and Losses; FEMA.

Suggested Readings

1. Aliber, R Z exchange risk and corporate International finance, London, Macmillan, 1978
2. Bhalla, V K International financial management, 2nd ed. Delhi, Anmol, 2001
3. Luca Cornelius Trading in the Global Currency Markets, NJ , Prentice hall, 1995
4. Shapiro, A.C. International Financial management Boston, Allyn and bacon, 1979
5. Sutton, W.H. Trading in Currency Options, NY New York Institute of Finance, 1987

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

18 INFRASTRUCTURE FINANCE

Objective

The objective of the course is to identify the sources of infrastructure financing

Course Contents

Project Finance; Infrastructure Finance Vs. Project Finance; Evolution of Private and Commercially Financed Infrastructure Projects in India: Structural Issues-Dissatisfaction with the performance of existing PSUs, Lack of funds with the Government, Structural finance, risk participation assistance, types of guarantees, contemporary products, pricing of issues Commercialization/ corporatisation of PSUs with the increased reliance on the capital market, Privatisation; Outlook for Infrastructure Projects: Demand for Infrastructure in Future, Supply of Infrastructure Finance: Infrastructure Finance-Scope and Avenues: Business and major players(Global and Indian), Products (Funded and non-funded)- types, mezzanine finance, take-out products-tax implications; Role of FI and banks and shift in portfolio of FI and banks, skills required for career in infrastructure finance; Process Flow chart of typical Infrastructure projects Process flow for MOU projects and competitively bid projects; Infrastructure finance-key terms and concepts; Types of projects (BOT, BOOT, BOLT, BOO, LROT, RMOT), Concession on agreements/license agreements & key clauses therein; Key contracts (EPC, O & M Shareholders agreement) & key clauses therein (including diagram depicting typical contractual structure) Financial Closure, Role of Independent regulators tariff fixation and dispute resolution, jurisdiction in each sector and relationship with govt. (coverage would include briefly the function of TAMP, CERC, SERC, TRAI) Risk Analysis-Key risks in Infrastructure finance and litigation, allocation of risk including insurance's Infrastructure projects appraisal in a financial institution: Appraisal process, Generic issues, Internal committees and functions, Sanction/letter of intent, Disbursement and post-disbursement process; Sectoral Outlook: Business process and opportunities for private sector participation sector-wise; Advisory Services; Recent Deals.

Suggested readings

1. Bamford, C G Transport Economics, Heinemann pub., Oxford, 1998
2. Bhalla, V K Financial management and Policy, 2nd ed. Anmol Pub. Pvt. Ltd. New Delhi, 1998
3. Dieter, Helm and Tim Jenkinson (ed.) Competition in Regulated Industries, UK, Oxford University Press, 1998
4. International Finance Corporation Financing Private Infrastructure Lessons of Experience, World Bank, Washington D.C. 1996
5. Morris, Sebastian Indian Infrastructure Report, ed., oxford University Press, 2001
6. Raghuram S. et al. Infrastructure Development and Financing, Delhi, Macmillan, 1999

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course

MBA Syllabus

Electives – Marketing

1. CONSUMER BEHAVIOUR
2. ADVERTISING MANAGEMENT
3. E-COMMERCE
4. MARKETING RESEARCH
5. STRATEGIC MARKETING
6. INTERNATIONAL MARKETING
7. SALES FORCE MANGEMENT
8. MARKETING OF SERVICES
9. BRAND MANAGEMENT
10. PLANNING AND MANAGING RETAIL BUSINESS
11. SALES PROMOTION MANAGEMENT
12. INDUSTRIAL MARKETING
13. MARKETING FOR NON-PROFIT ORGANIZATIONS
14. MANAGEMENT OF PUBLIC DISTRIBUTION SYSTEM
15. MARKETING OF SOCIAL SERVICES

1. CONSUMER BEHAVIOUR

Objectives

The basic objective of this course is to develop an understanding about the many aspects of consumer behaviour and its applications in marketing.

Module 1

Introduction to Consumer Behaviour; Consumer Behaviour and marketing Strategy, Methods of consumer research, Applications of consumer behaviour knowledge in marketing. Contributing disciplines and areas like psychology, social psychology, economics, anthropology etc. Diversity of consumers and their behaviors. Profiling the consumer and understanding their needs. Segmentation, Consumer Decision making process and decision making roles Information Search Process; Evaluative criteria and decision rules. Are consumers Rational or emotional. Involvement theory and applications

Module 2

Consumer needs, theories of Motivation and their applications. Process theories and content theories. Personality and self concept. Theories of personality. Trait theory and measurement. Motivational Research. Perception. Thresholds of perception, Subliminal perception, Perceptual process dynamics. Positioning methods and measurement. Perceptual mapping methods, multi dimensional scaling. Consumer imagery

Module 3

Learning theories and their applications, Brand loyalty, Brand extensions. Conditioning theories, Cognitive learning theories. Attitudes and Attitude Change; Concept and measurement of attitudes. Strategies of attitude change.. Attribution theory and Cognitive dissonance. Persuasion and persuasibility.

Module 4

Self Concept. Concept of Multiple Selves. Development of the self. Image Congruence assumptions. Social Comparison theory. Self-esteem. Body image and body esteem. Fashion, Cosmetics and Conspicuous consumption.

Psychographics and Lifestyle; Reference Group Influence; Theory of reference group and applications. Endorsements and reference group influence.

Culture, the concept meaning and measurement Content analysis. Values and beliefs, Rituals, Customs, Tradition, Symbol and influence in consumption. Consumer learning of culture., Consumer Socialization. Semiotics. Subcultures and Cross Cultural issues in marketing.

Module 5

Family, family life cycle and decision-making. Social Class. The concept and measurement. Mobility among social classes. Prestige products and status. Diffusion of Innovation and Opinion Leadership.

Marketing, consumer behaviour and society. Consumption and persuasion-Issues of manipulation and long term impacts on society and children. Consumer materialism. Consumer behaviour knowledge for public policy.

Suggested Readings

1. Assael, H. Consumer Behaviour and marketing Action, Ohio, South Western, 1995
2. Engle, J F etc. Consumer Behaviour, Chicago, Dryden Press, 1993

3. Howard, John A etc. Consumer Behaviour in marketing Englewood Cliffs, New Jersey, Prentice Hall Inc.1989
4. Hawkins, D I etc. Consumer Behaviour Implications for Marketing Strategy. Texas, Business, 1995
5. Mowen, John C. Consumer Behaviour , New York, MacMillan, 1993
6. Schiffman, L G and Kanuk, L L Consumer Behaviour New Delhi, Prentice Hall of India, 1994

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

2 ADVERTISING MANAGEMENT

Objectives

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

Module 1

Advertising Role in the Marketing Process: Legal Ethical and social Aspects of Advertising. Functions and types of advertising. Integrated Marketing communication .Brand management , Brand Image, Brand Equity and Brand Building. Ethics of advertising

Module 2

The major players in advertising, Advertising agency, Brand manager, market research firms, , Media,

Type of agencies. Structure of an agency and its functions. The process of developing an ad.

Module 3

Objective Setting and market Positioning; Dagmar Approach – Determination of Target Audience and understanding them. Assumptions about consumer behavior an advertiser makes. Building of Advertising Programme-Message, Headlines, Copy, Logo, Illustration, Appeal, layout Campaign Planning. Creative Strategies.

Production and execution of TVCs and print ads

Module 4

Media Planning, Budgeting; Evaluation- Methods . Media buying . Emerging medias and trends.

Module 5

Advertising Research.

Effectiveness of advertising- methods of measurement.

Rationale of testing Opinion and Attitude Tests, Recognition, Recall,;

Suggested Readings

1. Aaker, David A etc. advertising management 4th ed. New Delhi, Prentice Hall of India, 1985
2. Beleh, George E and Beleh, Michael A Introduction to Advertising and Promotion 3rd ed. Chicaago, Irwin 1995
3. Borden, William H. Advertising New York, John Wiley, 1981
4. Hard, Norman The Practice of Advertising Oxford, Butterworth Heinemann, 1995
5. Kleppner, Otto Advertising Procedure Englewood Cliffs New Jersey, Prentice Hall Inc.,1986
6. Ogilvy, David, Ogilvy on Advertising, London, Longman, 1983
7. Sengupta, Subroto, Brand Positioning, Strategies for Competitive Advantages, New Delhi, Tata McGraw Hill,1990

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

3. E-COMMERCE

Objective

The objective of the course is to acquaint the students with the use of E-Commerce in competing markets.

Module 1

Introduction to E-Commerce: types of E commerce. B2C, B2B, C2C, P2P, M Commerce. Issues in E Commerce Collapse of the DotCom Bubble and the lessons for future- . Business Models in E Commerce, Emerging legal frame work of E Commerce. Ethical Political and social Issues of E Commerce.

Module 2

Technology Infrastructure for E Commerce. The internet, technology and standards. Internet protocols. Mark up languages. Web servers, browsers and clients. Search engines and E mail, Bots, Emerging applications like streaming media, distributed computing, E Learning.

Internet Service Providers – Internet access providers – Internet Vs. Online Services,: Concepts – Technology – Applications –

Developing and putting on line a site. Domain registration, hiring web space, promoting the site to develop traffic.

Module 3

E Commerce payment systems

Electronic Payment Systems: Electronic Payment Technology – Digital Cash – Electronic check – On-line Credit Card; Electronic Commerce and Banking; Changing dynamics in the banking Industry – Home banking Implementation approaches – Open Vs. Closed models Management issues in online banking Electronic Commerce and Retailing –

Delivery systems in E commerce. Logistics of delivery.

Module 4

Marketing for E Commerce. Promoting the products and services, Internet marketing technologies. Web transaction logs and customer profiling and targeting. Databases, Data mining Data ware housing, Data analysis, mailings and spam. Marketing and branding strategies in E Commerce. On line marketing research, Digital copyrights and Electronic publishing.

Module 5

E Commerce some areas of business- Retailing on the web and On line shops, Online services – travel services, on line financial services, Career and job search services

B2B Applications, Supply chain management, CRM, Online Auctions, Portals and Communities,

Suggested Readings

1. Laudon, Kenneth C and Traver Carol, E Commerce-Business, Technology and Society , Pearson 2003
2. Cady, G H and Part McGreger, The Internet, BPB Pub. Delhi, 1999
3. Carpenter Phil e Brands, HBS Press, Boston, 2000
4. Keen, Peter and Mark McDonald The e-Process Edge, Delhi, Tata McGraw-Hill , 2000
5. Mann, Catherine, L Global Electronic Commerce, Institute for International Economics, Washington, DC 2000
6. Oberoi, Sundeep e-Security and You, Delhi, Tata McGraw-Hill, 2001
7. Rich, Jason R. Starting an E-Commerce Business, IDG Books, Delhi, 2000
8. Samantha Shurety, “E-business with Net Commerce” Addison Wesley, Singapore, 2001

List of cases and specific references including research papers and books will be announced in the class.

4. MARKETING RESEARCH

Objectives & Methodology

This course emphasizes an applied approach with practical applications that give students a basic understanding of the scope of marketing research by means of lectures, case studies, group discussions, seminars, games and research projects.

Module I:

The nature of marketing research and its applications types of MR . Decision making in marketing and the role of MR to provide relevant information. Marketing Information Systems and Decision Support Systems. The MR process and Research Design.

Module II:

Sources of data , Primary and secondary sources. The sources of secondary data. Audits and panel data. Surveys and Experiments in marketing research. The experimental designs in MR.

Module III:

Measurement in MR. Concept of scales and property of scales- reliability and validity. Design of questionnaires and Schedules. Specific type of measurement instruments- attitude scales, measures of emotion, perceptual scales.

Qualitative research methods. FGDs, Depth interviews, Content analysis, Projective techniques, Observation and Physiological measures.

Module IV:

Sampling Sample size determination, sampling plans and methods

Field work planning and control.,

Data analysis- Data Editing, Coding and tabulation. Use of software.

Data screening and purification. Frequency tables, Cross tabulation, measures of central tendency and variation.

Tests of hypothesis- Uni and multi variate tests Z test, T test , Chi Square tests and ANOVA- univariate and multi variate. Analysis of Experimental designs. Non parametric tests.

Module V

Measures of association, Correlation and regression, Advanced methods of analysis in MR- Cluster analysis, factor analysis, Multi dimensional scaling, Conjoint analysis, Multiple Discriminant analysis,

.

Suggested Readings:

1. Tull, Donald S, Hawkins Del I, Marketing Research –Measurement and Methods PHI 2003
2. Malhotra , Naresh, Marketing Research , PHI 2002
3. Nargondkar, Marketing Research, TMH, 2003

5. STRATEGIC MARKETING

Objectives

The basic objective of this course is to develop skills for analysing market competition and design appropriate competitive marketing strategies for higher market share.

Module I

Nature and scope of market oriented strategic planning – Corporate & division planning SBUS, Business strategic planning, the marketing process, marketing plan.

Module II

Market Situation Analysis; Analysis of Competitor's Strategies and Estimating their Reaction Pattern and Competitive Position; Market Leader Strategies – Expanding the Total market, Protecting market Share, Expanding market Share,

Module III

Market Challenger Strategies – Choosing and Attack Strategy, market Follower Strategies; market Nicher Strategies; Competitive Market Strategy for Emerging Industries, Declining Industries and Fragmented Industries; Balancing Customer and Competitor Orientations, Industry Segmentation and competitive Advantage;

Module IV

Product Differentiation and brand Positioning, Competitive Pricing. Competitive Advertising, Role of Sales Promotion in Competitive Marketing.

Module V

Formulating strategies for sustainable competitive advantage.

Suggested Readings

1. Cravens, D W Strategic marketing Homewood Illinois, Richard D. Irwin, 1987
2. Kaynak E and Savitt, R Comparative marketing Systems, New York, Praegar, 1984
3. Koller Philip Marketing management Analysis, Planning, Implementation and Control New Delhi, Prentice Hall of India 1997
4. Porter M E Competitive Advantage: Creating, Sustaining Superior Performance, New York, Free Press, 1985
5. Porter M E Competitive Strategy: Techniques for Analysing Industries Competitors, New York, Free Press, 1980
6. M.J. Xavier, Strategic Marketing, Response Books. A division of Sage Publications 1999.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

6. INTERNATIONAL MARKETING

Course Outline

The objective of this course is to acquaint the students with the environment, principles and strategies of and trends in international marketing and related aspects.

Module I

Introduction to international business; why go international?

Special problems/features of international marketing vis-a-vis domestic marketing; internationalisation stages and international marketing orientations.

International business environment - economic environment; political and legal environment; demographic and cultural environment; natural environment; international trading environment.

Module II

International marketing research; market profiling' analysis and selection.

Market entry and operating strategies - exporting; licensing; contract manufacturing; foreign assembly, foreign production; joint ventures; production in free areas; third country location; counter trade; strategic alliance.

Trade in services.

Module III

International market segmentation and market coverage strategies - differentiated marketing; undifferentiated marketing; concentrated marketing; niche marketing.

Product strategies; international marketing and PLC; pricing strategies; promotion strategies; distribution strategies.

Trade financing and risk insurance.

Module IV

International marketing organisation - export department; subsidiary; foreign branches/offices' global organisation.

Multinational corporations; foreign direct investment.

Module V

Foreign trade strategy of India - Exim policy, export promotion measures

Analysis of foreign trade of India.

Major problems of India's export sector.

Trends, problems and prospects of globalisation of Indian business.

Non - credit Module

Questions will not be asked from this unit for the University Examination). Export documentation and procedures.

Suggested Readings:

W.J. Keegan	: Global Marketing (PHI)
Kirpalani	: International marketing (PHI)
Cateora, Philip	: International Marketing (Richard D Irwin)
Keegan, Warren	: Global Marketing (Prentice Hall of India)
Kripalani. V. H	: International Marketing (Prentice Hall of India)
Majaro, Simon	: International Marketing (George Atten & Unwin)

Electives (Mktg)

Ram, Paras : Exports : What Where and How (Anupam)
Jain, S.C : International Marketing Management (CBS
Publishers and Distributors)
Ministry of Commerce, : Export - Import Policy, 1992-97.
Government

(c) Suggested Supplementary Readings :

Nasbitt & Aburdene : Mega Trends 2000 (Avon Books)
Ohmae, Kenichi : The Borderless World (Rups & Co.)
Drucker, Peter F. : The New Realities (Mandarin)
Drucker, Peter F : Managing for the Future (Butterworth/ Heinemann)
Akiro Morita : Made in Japan (New American Library)
Tom Peters : Competitive Advantage of Nations

(d) Select List of Periodical / Business Dailies :

International Management, World Executive's Digest, Harvard Business Review, The Economist, California Management Review, Business Horizon, Asian Finance, Journal of Marketing, Industrial Marketing Management, Export World IMF Survey, Forum, Foreign Trade Review, Exim Frontier, Export World, Global, Business World, Business Today, Business India, Indian Export Bulletin, Report on Currency and Finance (RBI), The Economic Times, Financial Express, Business Standard.

7. SALES FORCE MANAGEMENT

Module I

Salesmanship Fundamentals – Nature of selling, Salesmanship, Theories of salesmanship – AIDAS Theory, Right set of circumstances theory, Buying formula theory and Behavioral equation theory, Qualities of salesmen, Objectives of sales management – Sales Function and The Sales Organisation – Concept of Personal selling, Stages in the personal selling process, Sales organisations and its purposes, Setting up of sales organisations, Basic types of sales organisations.

Module II

Selection and Training – Sales job analysis, Sales job description, Recruiting Sales persons. Selection – Screening, Interviewing/Testing, Induction and placement – Building Sales training programmes, Deciding Training Contents, Selecting training methods, Execution and evaluation of training programmes

Module III

Sales Territories – Concept of Sales territory – Procedures for setting up Sales territories – Deciding assignment of sales personnel to territories – Sales Budget and Sales Quota – Sales budget – Purpose, form and content of sales budgets, Sales Quota – Concept, Types of quota, Quota setting procedures, Administering the quota system.

Module IV

Motivating Salesmen – Concept of motivation, Need for motivating sales persons, Motivation and morale of sales persons, Application of different motivation theories in sales management – Compensating Salesmen – Requirement of a good sales compensation plan, Types of compensation plans, Steps in devising a sales compensation plan.

Module V

Performance Evaluation for Salesmen – Standards of performance, Relation of performance, standard to personal selling objectives, Recording actual performance, Evaluation – Sales Meetings and Field Sales Control – Sales meetings - Planning and staging sales meetings, Sales contests, Sales Control – The sales audit, Sales analysis Marketing cost analysis.

Suggested Readings:

1. “Management of a Sales Force” by Stanton, Buskirk and Spiro, Irwin Publishers.
2. “ABC’s of selling” by Charles Futrell, Irwin Publishers.
3. “Sales Management – Decisions, Strategies and Cases” – Stilt, Cundiff and Govoni – Prentice Hall
4. “Professional Sales Management” by Anderson, Hair and Bush, Mc Grav Hill International editions.
5. “ Sales Management” by Theory and Practice by Bill Donaldson, Mc Million.

8. MARKETING OF SERVICES

Objectives

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on national basis.

Module 1

Emergence of service economy, nature of serviced – goods and service marketing – Marketing challenges, service triangle and marketing mix. Service classification. Integrated approach to service management.

Module 2

Service consumer behavior expectation, perception and service encounter. Service quality dimensions and gap model of service quality.

Module 3

Listening to customers, Marketing Research in services. Targeting customers, relationship marketing. Creating service product, blue printing advertising Branding and packaging of services.

Module 4

Complaint handling, Recovery management, Service Guarantees. Demand and supply management, pricing of services.

Module 5

Physical evidence of Service, service scope. Marketing of financial services and telecommunication services the Indian scenario

Suggested Readings

1. Lovelock Christopher H. managing Services: Marketing Operations and Human resources; Englewood Cliffs, New Jersey, Prentice Hall, Inc. 1995
2. Lovelock, Christopher H. Services Marketing Englewood Cliffs, New Jersey, Prentice hall Inc. 1993
3. McDonald, Malcom and Payne, A Marketing Planning for Services butterworth, Heinemann, 1996
4. Newton M P Payne, A The Essence of Services marketing New Delhi, Prentice Hall of India, 1996
5. Verma, H V marketing of Services , New Delhi, Global Business Press, 1993
6. Zeithaml, V A and Bitner, M J. Services Marketing New York, McGraw Hill, 1996

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

9. BRAND MANAGEMENT

Objectives

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

Module-I:

Understanding Brands – Branding practices, Brand Manager concept & organisation.

Module-II:

Brand Personality, Brand Image, brand identity, Brand Positioning, Brand Equity; Value addition from Branding – Brand-customer Relationships, Brand Loyalty and Customer loyalty.

Module-III:

Managing Brands; Brand Creation, Brand Extensions Brand-product Relationships, important factors in conception and various stages of growth and maturity of brands.

Module-IV:

Brand Portfolio, brands going international, Assessment of Brands through Research – Brand identity, Personality Assessment and Change; Brand Revitalization, brand repositioning

Module-V:

Financial Aspects of brands, Branding in Different Sectors: customer, Industrial, Retail and Service Brands.

Suggested Readings

1. Aaker, David, A Managing Brand Equity, New York, Free Press, 1991
2. Cowley, Don Understanding Brands London, Kogan page, 1991
3. Czerniawski Richard D & Michael W. Maloney Creating Brand Royalty, AMACOM, NY, 1999
4. Kapferer, J N Strategic Brand Management New York, Free Press, 1992
5. Murphy, John A. Brand Strategy Cambsridge, The Director Books 1990
6. Steward,P. Building Brands Directly London, MacMillan, 1996
7. Upshaw, Lyhh B. Building board Identity: A Strategy for success in a hostile market place New York, John Wiley, 1995
8. Subroto Sengupta, Brand Positioning. Tata Mc Graw Hill
9. Fiona Gilmore (Ed) Brand Warriors, profile Books 1999
10. John, Philip Jones, what is in a brand? Tata Mc Graw Hill 1998
11. YLR. Moorthi, Brand Management – The Indian context, Vikas Publishing House , 2003

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

10. PLANNING AND MANAGING RETAIL BUSINESS

The Course will focus on manufacturers perspective on retailers and understanding of the retail business.

Module 1

Introduction to retailing system, retailing mix social economic technological and competitive forces, Retailing definition, Structure , different formats of retailing.

Module 2

Consumer purchase behavior , demographics shopping attitudes and behavior, retailer actions.

Module 3

Retail store location, site selection. Customer traffic flow and pattern
Retail Organization- Human resource, finance and operation dimensions.

Module 4

Merchandising planning, category management, stock turns. Credit management, retail pricing.
Return / sq ft.
Logistics, warehousing and supply chain management.

Module 5

Retailing through internet , role of IT /technology in retailing franchising.
Retail image retail promotional strategy.

Suggested Readings

1. Diamond Allen, Fashion Retailing, Delmar, Pub. 1993
2. Diamond jay and Gerald Pintel Retailing, Prentice Hall, NJ 1996
3. Drake, Mary Francis, J H Spoone and H Greenwald Retail fashion, Promotion, and Advertising, Macmillan,NY 1992
4. Levy, Michael & Barton A. Weitz retailing management,2nd ed. Irwin, London, 1995
5. Morgenstein, Melvin and Harriat Strongin Modern Retailing Prentice hall, NJ 1992

List of cases and specific references including research papers and books will be announced in the class.

11. SALES PROMOTION MANAGEMENT

Objectives

The purpose of this course is to develop and understanding about concepts, methods and strategies of sales promotion.

Module 1

Sales Promotion and marketing Mix; nature and Types of sales Promotion. Consumer promotion and dealer promotion, pit falls of excessive sales promotion and its impact on brand equity. Strategic promotion and Integrated Marketing Communication.

Module 2

Consumer Behaviour and Sales Promotion: Deal Prone Consumer; Sales Promotion's Impact on Sales; Designating of effective promotion campaigns. Implementation of promotion campaigns.

Module 3

Evaluation of Sales Promotion Experiments; Choice and Purchase Timing Models; Manufacturer Promotion Planning Process;

Module 4

Retailer promotion Planning Process; Substantive Findings and Issues on Coupons, Trade Dealings, and Retail Promotions.

Module 5

Ethics of sales promotion, Strategic Issues in Designing promotional Strategies;

Suggested Readings

1. Ailloni and Charas, Dan, Promotion: A Guide to Effective Promotional Planning Strategies and Executions, New York, John Wiley, 1984
2. Assael, Henry, Consumer Behaviour and marketing Action Bosten, Kant, 1987
3. Blattberg, Robert C and Scott, A Neslin, Sales Promotion Concept, Methods and Strategies, Englewood Cliffs, New jersey, Prentice Hall Inc. 1990
4. Schaltz, Don E and William, A Robinson, Sales Promotion Management Chicago Crain Books 1982
5. Strang Roger A The Promotional Planning Process New York, Praeger 1980
6. Totten, John C and Block, Martin P. Analysing Sales Promotion: Text and Cases Chicago Commerce Communication, 1987
7. Ulanoff, Stanley M Handbook of Sales Promotion New York, McGraw Hill 1985

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

12. INDUSTRIAL MARKETING

Objectives

The objective of this course is to lay a foundation for an understanding of the complex dimensions of the industrial marketing.

Course Contents

Nature and Scope of Industrial marketing; Differences between Industrial marketing and Consumer marketing Nature of Demand in Industrial markets; Industrial Buyer Behaviour; Industrial Purchasing; Marketing research and market Information Systems; Segmentation of Industrial Markets; Technology and the Industrial markets; Product Decisions and Strategies; Industrial Services; Industrial Pricing Distribution and Channel Relationships; Logistics Management; Industrial Marketing communication; Sales Force Management; Industrial Marketing Strategy, Planning and Implementation.

Suggested Readings

1. Corey, E Raymond, Industrial marketing: cases and concepts 3rd ed. Englewood Cliff, new Jersey, Prentice Hall Inc., 1983.
2. Gross, A C etc. Business marketing Boston, Houghton Mifflin, 1993
3. Hill, Richard etc. Industrial marketing Homewood Illinois, Richard D. Irwin, 1975
4. Reeder, Robert R etc. Industrial marketing: Analysis, Planning and Control Englewood Cliffs, New Jersey, Prentice Hall, Inc. 1991.
5. Webster, F.E. Industrial marketing Strategy 2nd ed. New York, John Wiley, 1979

The list of cases and specific reference s including recent articles and reports will be announced in the class at the time of launching of the course

13. MARKETING FOR NON-PROFIT ORGANIZATIONS

Objectives

This course is designed to acquaint students with the application of marketing Principles, Tools and Techniques in the Non-Profit organizations specifically in the context of developing countries like India.

Course Contents

Scope and Applications of marketing in the Context of Non-profit Organization, Non-profit Institutions in Indian Market Context e.g. Police, Public Service, Hospitals, etc. Setting marketing objectives Analysing Socio-cultural Environment Affecting Non-profit Organisation Analysing Beneficiary Behaviour; Market Segmentation and customer Targeting Planning of Marketing Strategy in a Non-Profit Organization Concept of Product Service Life cycle; Market Segmentation and Related Issues; Elements of marketing Mix; Product and Service Decisions; Pricing Decisions; Distribution and Delivery Strategy; Promotional and Public Relations Strategy Role of Institutional Image monitoring and Review of Marketing Programme.

Suggested Readings

1. Kotler, Philip and Andreasen Alan R Strategic Marketing for non-profit Organizations, Englewood cliffs, New Jersey, Prentice Hall Inc. 1987
2. Kotler, Philip and Roberto Eduardo L Social Marketing New York The Free Press, 1989
3. Kotler Philip, etc. Cases and Readings for marketing for Non-profit organizations Englewood Cliff, New Jersey, Prentice hall Inc. 1983
4. Lauffer, Armand, Strategic marketing for Non-profit Organizations. New York Free Press 1984
5. Lovelock, Christopher H and Charles B. Weinberg Marketing for Public and Non Profit Managers. New York John Wiley, 1984

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

14. MANAGEMENT OF PUBLIC DISTRIBUTION SYSTEM

Objectives

The objective of this course is to develop and understanding of functioning management of public distribution system in the context of developing economy.

Course Contents

Meaning and Importance of distribution in the marketing of goods and service; Distribution Channels; Public Distribution Systems and its relevance in Developing economy; Objectives of Public Distribution of Essential commodities; Structural Aspects of Indian market; Types of Distribution Systems; Administration of Public Distribution system; Logistics Planning in National Distribution Systems; Cost control and economics of mass Distribution; maintenance of Quality Standards; Legal and Regulatory Frame work; Administered Prices and Public Distribution System; Role of materials handling and Storage Technology in Mass distribution; Conflict management in large Scale and distribution system;; case Studies on Mass Distribution of Essential Commodities Seeds, Family Planning aids; Cement, Steel, Agricultural Inputs etc.

Suggested Readings

1. Khanna, K K Physical Distribution Logistical Approach Delhi, Himalaya, 1985
2. Mishra, Bhagabhad Economics of Public Distribution System in Food Grains, New Delhi, Ashish, 1985
3. Ravi, shankar, Managing Distribution Delhi, Mohan Publication, 1992
4. Saryanarayana, G. Public Distribution in India, New Delhi, Chug, 1985
5. Stern, Louis W and El-Ansary, Adell, Marketing Channels, Englewood Cliffs new Jersey, Prentice hall Inc.1982

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

15. MARKETING OF SOCIAL SERVICES

Objectives

The Course is designed to give an opportunity to acquire knowledge about the application of Marketing tool and techniques in the marketing socially desirable causes especially in the context developing country like India.

Course Contents

Relevance of social services in a developing economy; applications of marketing in social services e.g. health and family welfare adult literacy programme, environment protection, social forestry etc.; socio-economic[cultural influences on beneficiary system; organizing for marketing social services; beneficiary research and measurement of their perceptions and attitudes; planning and implementation of mass campaigns; beneficiary contact programme; use of print and electronic media in mass communication diffusion of innovative ideas; geographical expansion strategies in mass contact programme; review and monitoring of marketing strategies of socially relevant programmes.

Suggested Readings

1. Betsy D Gelb and Ben, M “Marketing is Everybody’s business Goodyear, Santa monica (California)” 1972
2. Gather, A and Warren, M.D. Management and health Services Pewrgamon Press, Oxford.1977
3. Hyebuim k.E “Ecological marketing” Columbus, Ohio 1976
4. Jena, B and Pati R. “Health and family Welfare Services in India, Ashish, New Delhi, 1986
5. Kotler Philip and Roberto Eduardo L “Social marketing: Strategies for Changing Public Behaviour” Free Press , New York, 1989
6. Maitra, T., “Public Services in India” Mittal , New Delhi,1985
7. Pena, J J and Posen B ed. “Hospital Quality Assurance” Aspen, Maryland, 1984

List of cases and specific references including research papers and books will be announced in the class at the time of launching of the course.

MBA Syllabus

Elective – Human Resource

III. HUMAN RESOURCE

1. STRATEGIC HUMAN RESOURCES MANAGEMENT
2. MANAGEMENT OF INDUSTRIAL RELATIONS
3. MANAGEMENT TRAINING AND DEVELOPMENT
4. LABOUR LEGISLATIONS
5. PARTICIPATIVE MANAGEMENT
6. GLOBAL HUMAN RESOURCE MANAGEMENT
7. COMPENSATION MANAGEMENT
8. HUMAN RESOSURCE PLANNING AND DEVELOPMENT
9. ORGANIZATIONAL CHANAGE AND INTERVENTION STRATEGIES
10. MANAGING INTERPERSONAL AND GROUP PROCESSES
11. COUNSELING SKILLS FOR MANAGERS
12. MANAGEMENT OF COMPARATIVE INDUSTRIAL RELATIONS
13. MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE
14. LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS
15. HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS
16. MANAGEMENT DEVELOPMENT

1 STRATEGIC HUMAN RESOURCES MANAGEMENT

Course Objective:

This course is aimed at providing the students the inputs on how to link the HRM functions to the corporate strategies to understand HR as a strategic resource.

Module – 1

Introduction: The changing economic, business, technological, socio-cultural and political environment and its implications for managing organisations and human resources; Business and organizational restructuring and its implications for human resource management; Corporate strategy and human resource management; The HRM and approaches to HRM; HRM in personnel management; work organisation and systems; social organisation of the work place and its strategic importance; Human resource policies; Integrating Human Resource Strategies with corporate strategies; Human Resource Management as an approach to organisation design and the role of HRM in organisation management;

Module – 2

Human Resource Management in other countries; Human Resource Planning and its linkage to corporate planning; HR planning process, techniques/methods; HR planning in an on going organisation; integrating HR plans with other plans and management functions; Future directions of HR planning; Developing HR information system.

Module – 3

Managing Human Resources inflow – Resourcing plans; Recruitment and selection strategies; alternative to recruitment; selection methods and techniques; role of consultants and assessment centers in recruitment and selection and retention policies. Developing Human Resources – Concept of HRD; HRD as a strategic approach to employee performance: HRD and TQM; HRD experience in different industries; corporate training and development strategies.

Module – 4

Performance management – Concept, Philosophy, process: performance management appraisal: team performance management and evaluation. Compensation and Rewards management – Reward strategies and philosophy; HRM approach to rewards management

Module – 5

Strategic management of employee relations – HRM approach to employee relations: HRM values and employee relations; change management; creating employee commitment through the HRM approach; HRM and culture management; employees involvement and participation in decision-making and management of organization; negotiating employee relations: HRM and trade unions: HRM changes in management control systems: HRM accounting.

Suggested Readings

- 1.Kenneth Andrew, A Concept of Corporate Strategy.
2. HRM by Gary Dessler
- 3.HRM by Decenzo and Robbins

2. MANAGEMENT OF INDUSTRIAL RELATIONS

Course Objective

Organisational efficiency and performance are interlinked with Industrial Relations in a business enterprise. This course provides the conceptual and practical aspects of IR at the macro and micro levels.

Module 1

Industrial Relations Perspectives: Conceptual framework and approaches to industrial relations; Influence of the emerging socio-economic scenario on industrial relations; Roles of employer/management, trade union and government in industrial relations; IR at the shop floor, Standing Orders, salient features of Industrial Employment (Standing Orders) Act, 1946.

Module 2

Trade Union and the employee: Structure, characteristics and functions of trade unions; Trade Union Security; Theories and problems of trade unions; Recognition of trade unions as collective bargaining agents; Essentials of Trade Unions Act, 1926; Principles of Employee Disciplining and Grievance Handling.

Module 3

Industrial Unrests- causes and cures of industrial disputes; Bipartite and Tripartite machineries; Collective Bargaining, Conciliation, Voluntary Arbitration and Adjudication; Collective Agreements and settlements; Authorities for settlement of industrial disputes and relevant provisions under Industrial Disputes Act, 1947; Awards and Writ of Certiorari; Productivity Bargaining and Gains Sharing.

Module 4

Method of Direct Action: Purpose and relevance to other peaceful methods; Strikes, Lock out- concept and elements, types and forms of strike, legal, illegal and unjustifiable strikes and lock outs; protections to workmen and prohibitions on the right to strike and lock out.

Module 5

Employee Empowerment: Industrial Democracy, Workers' Participation in Management; Industrial Peace and International Labour Organisation; IR Policy, Additional Recommendations of II National Commission on Labour; IR and Technological Change.

Suggested Readings

- Mamoria C.B. & S. Mamoria : Dynamics of Industrial Relations in India.
Pramod Varma : Management of Industrial Relations, Vora Publications, Ahmedabad.
Tripathi P.C. : Personnel Management and Industrial Relations, Sultan Chand & Sons Publications, New Delhi.
Ramaswamy E.A. : The Strategic Management of Industrial Relations, Oxford University Press, New Delhi.
Niland R. et. al : The Future of Industrial Relations, Sage, New Delhi.
C.S. Vekata Ratnam : Globalisation and Labour-Management Relations Response Books, New Delhi.

3. MANAGEMENT TRAINING AND DEVELOPMENT

Objectives:

This paper is not pure academic oriented but practice based. It has been designed, keeping in view the needs of the organisations. successful managerial performance depends on the individual's ability to observe, interpret the issues and modify his approach and behaviour. All organisations need to pay adequate attention to equip their employees. Rapid progress in technology has changed not only in the physical facilities but also in the abstract qualities required of the men who are using them. This paper will attempt to orient the students to tailor themselves to meet the specific needs of the organisations in training and development activities.

Module I

Training: Introduction - Conceptual framework of training - approaches on training - Difference between Training and Development - Training and applied psychology - principles of training - Learning and skills acquisition - Transfer and retention of skills - Training practices in India - Practices in PSU - Practices in Pvt. companies.

Module II

Need for Training - Methods of Identification of Training needs - Training policy - Planning and organising the training programmes - Methods of Training - supervisory Development Programmes (SDP) - Techniques of SDP - Training and education for operative personnel skill training, National Apprenticeship Training - Worker's education for operative personnel - Evaluation of the training centre.

Module III

Management Development (MD) and Organisational Development (OD) - Difference between MD and OD - Aims and objectives of MD and OD - Methods of MD -OD interventions - Succession Planning and Career development.

Module IV

Professional bodies for Management Education and Training - AIMA, NIPM, ISTD, IIMS, School of Management Studies, NPC, NITIE and ASCI - Training and TQM and ISO 9000 - Training Aids - Types of aids and Audio visual aids - Budget Estimation on Training.

Module V

Role of Computers in Training - Training needs of 21st century.

Suggested Readings

1. Training Research and Practice - John Patrick
2. A Handbook of Training - Martin Stone
3. Handbook of Training Methodology and Management - Paul Choudhry
4. Organisation Development - French and Bell

4. LABOUR LEGISLATIONS

Objectives

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

Module I: Introduction

Importance of Labour laws - sources of Labour law - objectives of labour laws - History of labour legislation in India - classification of labour laws - Labour laws in some countries particularly in U.S.A, U.K and U.S.S..R.

Module II: Social Security Legislation

Workmen compensation Act, 1923 - E.S.I. Act 1948 - Maternity benefit Act, 1961 - Employees Provident Fund and Miscellaneous Provision Act, 1952 - Payment of Gratuity Act, 1972.

Module III: Labour Welfare Legislation

Factory Act 1948 - contract labour (Regulations and Abolition Act, 1970) - Plantation labour Act, 1951 - Mines Act, 1952.

Kerala Legislation:

Kerala Shops and Commercial Establishment Act, 1960 - Kerala Beedi and Cigar Workers Act, 1966 - Kerala Head Load Workers Act 1978 - Kerala Agricultural Labourers Act 1974 - Kerala Toddy workers Welfare Fund Act, 1969 - Kerala Labour Welfare Fund Act, 1975 and other welfare enactments.

Module IV: Regulative and other Legislation:

Industrial Disputes Act, 1947 - Trade Unions Act 1926 - Payment of Wages Act 1936 - Minimum wages Act 1948- Payment of Bonus Act 1965 - Equal Remuneration Act 1976. Employment Exchange

(Compulsory Notification of Vacancies) Act 1939 - Apprentices Act 1961 - Maharashtra Recognition of Trade Unions and Prevention of unfair Labour Practices Act 1971.

Module: V

Critical Evaluation of working of Labour Legislations in India - Changing Business Environment and Labour laws - WTO and social clause.

Suggested Readings

1. Industrial Relations - a conceptual and legal frame work by A.M. Sarma
2. Industrial and Labour laws of India by H.K. Saharay
3. Industrial law by Malik P.L.

5. PARTICIPATIVE MANAGEMENT

Objectives:

The objective of this paper is to provide inputs to the students on how to work in a dynamic and empowered environment.

Module I:

Meaning of participative management - participative management as a concept - Economics, Psychological, Social, Political viewpoints on this concept - Origin and growth of participative management.

The need for participative management - the objectives of participative management – Approaches to participative management.

Module II:

Different types of workers participation in management - Informative participation, consultative participation, Associative participation, Administrative participation and decisive participation, - Bipartite forums in PSUs and private sectors to promote WPM - WCS, JMC, Shop councils, Joint councils, workers representatives on the Board of Directors and other forums like QCS, TQM - Employee stock -option.

Module III:

Structural arrangements for participative management - National level, corporate level, plant level, zonal level and shop level - Role of external and internal factors in influencing the levels of W.P.M.

Module IV:

W.P.M. in India - Experiences of PSUS and private sectors - the participation of workers in management Bill 1990 - Suggestions for improving the W.P.M. in Indian companies - W.P.M. in abroad - Evaluation of W.P.M. in abroad - comparison of W.P.M. in India and abroad - Selected studies on working of participative management in Indian companies.

Module V:

Training to make participative management more successful - Future of participative management.

Suggested Readings:

1. Worker's Ownership and participative Management by A.K.Kedia.
2. Worker's participation in Public Enterprises by S.P. Singh Sons and Surendra Nath.
3. Worker's participation in management with Special Reference to India by G. Varandani.
4. Workers' Participation in Management by DURGA PRASAD – 1995

6. GLOBAL HUMAN RESOURCE MANAGEMENT

Objectives

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

Course Contents

Module-I

Human and Cultural Variables in Global Organisations – Cross-cultural differences and managerial implications -- Cross cultural Research Methodologies and Hofstede Hermes Study.

Module II:

Structural Evolution of Global Organisations -- Cross cultural leadership and decision making— Cross-cultural communication and negotiation.

Module III:

Human Resource Management in Global Organisations: Recruitment and Selection.

Module IV:

Compensation and Appraisal in Global Perspective.

Module V:

MNCs and Compensation System.

Suggested Readings:

1. International Dimensions of Organisational Behaviour by Adler N.J.
2. Transnational Management: Text. Cases and Readings in Cross Border Management by Barlett and Goshal.
3. Cultures Consequence: International differences in work related values by Hofstede G.
4. International dimensions of HRM by Dowling P.J.

7. COMPENSATION MANAGEMENT

Objectives

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

Module I

Conceptual and Theoretical understanding of Economic theory related to reward management; Competitive Imperatives; Productivity, Quality, Service, Speed, Learning, Planning for Improved Competitiveness; Diagnosis and Benchmarking- Determination of Inter and Intra-industry Compensation differentials; Internal and external Equity in compensation system.

Module II

Understanding tools used in Designing, Improving and Implementing Compensation packages; Compensation designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior managers, R & D Staff.

Module III

Understanding different components of compensation packages like fringe benefits, incentives and Retirement Plans; Compensation Practices of Multinational Corporations and Strategic Compensation Systems.

Module IV

Statutory Provisions governing Different Components of Reward systems.

Module V

Working of different Institutions Related to Reward System Like Wage Boards, pay Commissions etc.

Suggested Readings:

1. Reward Management: A Handbook of salary administration by Armstrong, Michael and Marlis
2. Wage and Salary Administration by Leonard R, Berger's
3. Wage and Salary administration by Rock Micton

8. HUMAN RESOSURCE PLANNING AND DEVELOPMENT

Objectives

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Development in organisations.

Module I:

Macro Level manpower Planning and Labour market Analysis - Organisational Human Resource Planning -- Stock Taking -- Work Force Flow mapping -- Age and Grade Distribution mapping.

Module II:

Models and Techniques of manpower demand and supply forecasting-- Behavioural Factors in HRD -- Wastage Analysis – Retention -- Redeployment and Exit Strategies.

Module III:

Career Management, Career Planning and Career Development.

Module IV:

Performance Planning -- Potentials Appraisal -- HRD Climate.

Module V:

Human Resource Information System -- Human Resource Accounting.

Suggested Readings:

1. Strategic HRM by Mabey and Salama
2. Development Human Resources by Mabey and Thompson
3. Human Resource Information System: Development and Application by Kavanagh M.J.

9. ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES

Objectives

The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.

Module I:

Organization Change: An overview:

Module II:

Approaches to Problem Diagnosis- Some major Techniques of Planned Changes.

Module III:

Steps in OD -- General OD Competencies, OD Skills.

Module IV:

Designing Interventions – Interpersonal Team, Inter group.

Module V:

Evaluation of OD, Ethics of OD Professional, Future of OD.

Suggested Readings:

1. Organisational Development by French and Bell
2. An experiential approach to O.D. by Harvey and Brown
3. Consultants and Consulting Styles by Dharani Sinha P.

10. MANAGING INTERPERSONAL AND GROUP PROCESSES

Objectives

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

Module I : Nature of Groups at work:

What is a group? Definition, Types of groups, Dynamics of group formation, structure and dynamics of work groups, group cohesiveness.

Module II: Group Vs Teams:

Concept of Teams, Distinguishing Team from groups, types of teams – Dysfunctions of groups and Teams, Dynamics of Informal groups

Module III: Effective Team Performance:

Creating Teams, making Team successful obstacles to success, Training in Team skills Developing successful teams.

Module IV: Individual Performance in groups:

Interpersonal communication, - Johari Window, Interpersonal awareness, Social facilitation, Social loafing Interpersonal Trust, - Interpersonal conflicts, Group decision making, Group Synergy

Module V: Intervention Techniques:

Counseling Techniques, Grid Management, Transactional Analysis, Sensitivity Training, Process Consultancy, Skill development techniques.

Suggested Readings

1. Bennis, W G Essay in International Dynamics U.S.A Dorsey Press, 1979
2. Kolb, D etc. Organizational Behaviour: An Experiential Approach 5th ed. Englewood Cliffs, New Jersey, Prentice Hall, Inc. 1991
3. Kolb, D etc. Organizational Behaviour : Practical Readings for management 5th ed. Englewood Cliffs, New Jersey, Prentice Hall, of India. 1991
4. Mainiero, L A & Tromley C I Developing managerial Skills in OB New Delhi, Prentice hall of India, 1985
5. Moore, M D netc. Inside Organizations: Understanding the Human Dimensions London, Sage 1988

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

11. COUNSELING SKILLS FOR MANAGERS

Objectives

To develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

Module I: Emergence and Growth of Counseling Services; Approaches to Counseling;

Module II: Counseling Process – Beginning, Developing and terminating a counseling relationship and follow up

Module III: Counselor's Attitude and Skills of Counseling; Assessing Clients problems

Module IV: Selecting Counseling Strategies and Interventions – Changing Behaviour through Counseling

Module V: Special Problems in counseling; Application of Counseling to Organizational situations with a focus on Performance counseling.

Suggested Readings

1. Cormer, L.S. and Hackney, H. The Professional Counselor's Process Guide to Helping Englewood Cliffs, New jersey, Prentice hall Inc. 1987
2. Maclennam, Nigel, Councelling for managers Aldershot, Grover, 1996
3. Moursund, J The Process of Counseling and Therapy 2nd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1990.
4. Munro, C A etc. Counseling: A Skills Approach, Methuen, 1980
5. Reddy, Michael, Counseling at Work, British psychological Society and Methuen, London and New York, 1987

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

12 MANAGEMENT OF COMPARATIVE INDUSTRIAL RELATIONS

Objectives

Recent years have witnessed an increasing degree of globalization of economies, Appreciation of Industrial relations policies and practices of major economies would be necessary efficiently in the liberalized environment. This course aims to familiarize students in the major industrial relations systems operating in different economic, political and cultural contexts.

Course Contents

Industrial Relations and Globalization; Emerging Trends in Industrial Relations, Trade Union Strategies Towards Liberalization and Technological Change; Employee Response to Industrial Restructuring and Organisatoional Re-engineering; Emerging Trends in Collective Bargaining and Negotiation; Productivity Bargaining and Wage Negotiations; Employee Empowerment and Participative Decision Making: Labour Flexibility and Gain sharing Changing Role of the State and Industrial Relations in the Developed, Newly Developed and Developing Economies.

Suggested Readings

1. Adams, R J & Merltz N.M. ed. Industrial Relations Theory: Its Nature, Scope & Pedagogy, LMR Press/Rutgers University 1993
2. Bamber, G J & Lansbury R D ed. International and Comparative Industrial relations: A Study of Industrialized Market Economies London, Routlege, 1993
3. Davis, E M & Lansbury, R D ed. Managing Together Consultation and Participation in the Workplace, Melbourne, Longman, 1996
4. Frankel, S & Harrod, J Industrialisation and Labour Relations: Contemporary Research in Seven Countries Ithaca, ILR Press, 1995
5. Gardner, M & Palmer, G. Employment Relations, Industrial Relations and Human Resource management in Australia Ithaca, ILR Press, 1995
6. Jacoby, S M The Workers of nations: Industrial Relations in Globalized Economy, Oxford, Oxford University Press, 1994
7. Locke, R etc. Employment Relations in a Changing World Economy, Cambridge, MIT Press, 1995

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

13 MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE

Objectives:

Recent years have witnessed rapid technological changes affecting industry and business in different ways. This course aims to discuss the major aspects of technological change and the kind of human resource management strategies and steps which may equip the organization and its human resources to adequately cope with such changes.

Course Contents

Manpower management in the 21st Century Environment Context of Human Resource management: The Emerging profile of Human Resources; Special Features of New Technology; Concept and Process of Technological Innovation, Organisational Implications of Technological Change; Human Resource Implications of Technological Change; Performance/ Potential Evaluation in the Context of New Technology; Technology Transfer with Human Face New Issues in Manpower Training and Career Development.

Suggested Readings

1. Clark, Jon managing Innovation and Change, University of Southampton, 1995
2. Clark, Jon Human Resource Management and Technological Change, London, Sage, 1993
3. Campbell, A and Wamer, M New Technology, Skills and Management, London, Routledge, 1992
4. Rastogi, P N Management of Technology and Innovation, New Delhi, Sage, 1995
5. Warner, M. New Technology and manufacturing Management, London, Wiley, 1990
6. Womack, J P etc. The machine That Changed the World. New York, Maxwell Macmillan, 1990
7. Whittaker, D H Managing Innovation Cambridge University Press, 1990

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

14 LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Objectives

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

Course Contents

Emergence and Objectives of Labour Laws and their Socio-economic Environment; Industrial Relations laws – Laws Relating to Industrial Disputes, Trade Unions, and Standing Orders; Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action; Social Security Laws – Laws Relating to Workmen's compensation, Employees' State Insurance, Provident Fund, Gratuity and maternity Relief; Wages and bonus laws – the law of minimum wages, Payment of Wages, Payment of Bonus; laws Relating to Working conditions – The laws Relating to Factories, Establishment, and Contract labour; Interpretations of labour laws, their Working , and implications for management, Union, Workmen; The economy and the Industry.

Suggested Readings

1. Ghalye, B R Law and Procedure of Departmental Enquiry in Private and Public Sector. Lucknow, Eastern law Company, 1994
2. Malhotra, O.P. The law of Industrial Disputes Vol. I and II Bombay N.M. Tripathi, 1985
3. Malik, P.L. Handbook of Industrial law Lucknow, Eastern Book, 1995
4. Saini, Debi S. labour Judiciary, Adjudication and industrial Justice, New Delhi, Oxford, 1995
5. Saini Debi S. Redressal of labour Grievances, Claims and Disputes, New Delhi, Oxford & IBH, 1994
6. Seth, D D Industrial Dispute Act 1947 Vol. I & II Bombay N.M. Tripathi, 1995
7. Srivastava S C Industrial relations and labour law, New Delhi, Vikas, 1994

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

15 HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS

Objectives

The purpose of this course is to facilitate and understanding of the concepts, methods and strategies for HRD.

Course Contents

Field of HRD – Concepts, Goals, Challenges; HRD Climate and Practices in India; Staffing HRD Function; Developing HR Strategies; HRD System Design Principles; Design & Administration of Select HRD Systems; HRD for Workers; HRD Intervention; HRD Approaches for coping with Organisational Changes; Case Studies of HRD in Indian Organisations.

Suggested Readings

1. Dayal, Ishwar Successful Applications of HRD, New Delhi, New Concepts, 1996
2. Dayal, Ishwar, Designing HRD Systems, New Delhi, Concept, 1993
3. Kohli, Uddesh & Sinha, Dhami P. HRD – Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 1995
4. Maheshwari, B L & Sinha, Dhami P. Management of Change Through HRD New Delhi, Tata McGraw hill, 1991
5. Pareek, U. etc. managing Transitions: The HRD Response New Delhi, Tata McGraw Hill, 1992
6. Rao T V etc. Alternative Approaches & Strategies of Human Resource Development, Jaipur, Rawai, 1988
7. Silvera, D.N. HRD: The Indian experience, Delhi, New India, 1991.

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

16 MANAGEMENT DEVELOPMENT

Objectives

The purpose of this course is to advance an understanding of concepts, methods, and strategies underlying the development of executives.

Course Contents

Field of HRD: Definition, Objectives and Functions of HRD Professionals; Open Systems Theory Perspective for Training; Strategic Planning Approach; Organizational Environment and Training; Principles of Learning: Learning and Behavior, Teaching/Learning Debate, Training and/or Development; Management Development - Perspectives, MD and management education pitfalls, continuing need, need for effective MD, MD Policy and committees; Planning the Strategies and Programme to reach MD objectives; Training methodology An overview of the training process; management Effectiveness Audit and, Management Inventory; Training needs Assessment and Training objectives; Designing training for effective learning Methods of MD including Training to: Human Relations, leadership, team Work, Communication and creativity; conduction of MD Programme – Role of Programme Co-ordinator, trainee, top Management'; Evaluation; Getting Management Training to Pay-Off.

Suggested Readings:

1. Bienvenu, B J “New Priorities in Training” 1969, American Management Association.
2. Binsted, Don Developments in interpersonal Skills Training 1986 Gower, London
3. Brinkerhoff, Robert, “Achieving Results from Training How to evaluate HRD to Strengthen programs and Increase impact. 1987, Jossey bass, San Francisco.
4. Craig, Robert L. Training and Development Handbook” , 3rd ed. 1987. McGraw Hill, New York
5. Kinlaw, Dennis c. Developing Superior Work terms: building Quality and the competitive Edge”. 1991, University Associates, California
6. Lynton, rolf P and Pareek, Udai, “Training for Development” Richard d Irwin, Homewood, Illinois,
7. Singh, P.N. Training for management Development 1984 Forum of Asian managers, Bombay

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

V INFORMATION TECHNOLOGY MANAGEMENT

1. ENTERPRISE RESOURCE PLANNING
2. STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY
3. DATA BASE MANAGEMENT SYSTEMS
4. MANAGEMENT SUPPORT SYSTEMS
5. BUSINESS PROCESS RE-ENGINEERING
6. SYSTEM ANALYSIS AND DESIGN
7. MANAGEMENT INFORMATION SYSTEM (**Only for MIB**)
8. TELECOMMUNICATIONS FOR BUSINESS
9. SECURITY AND CONTROL INFORMATION SYSTEM
10. MULTIMEDIA MANAGEMENT
11. INTERNET PROGRAMMING FOR E-COMMERCE
12. APPLICATION DEVELOPMENT USING ORCALE

1. ENTERPRISE RESOURCE PLANNING

Objective

To make the students able to participate in planning and implementation of advanced enterprise-wide systems and technologies in their career. Also to expose the students to the technical aspects of ERP systems, particularly to those that help in the process of infrastructure planning, selection, implementation, and administration of these systems.

Course Content

Module - I

Enterprise Resources Planning: Evolution of ERP, MRP and MRP II, problems of system Islands, need for system integration and interface, Enterprise wide software solutions, difference between ERP and traditional information systems, early and new ERP Packages, Over view of ERP packages, ERP products and markets - players and characteristics. Benefits of ERP implementations.

Module - II

Opportunities and problems in ERP selection and implementation; ERP implementation; identifying ERP benefits team formation—Consultant intervention—Reengineering (BPR) Concepts; The emergence of reengineering concept of business process – rethinking of processes –Identification of reengineering need preparing for reengineering Implementing change – change management - Integrating with other systems; Post ERP implementation

Module - III

Modules in ERP; business Modules of ERP package; Functional architecture, salient features of each modules of ERP, Comparison of ERP packages. Implementation of ERP systems, Business process modeling, Gap analysis, Framework for ERP implementation, business process, Emerging trends in business process, Selection ERP Process of ERP implementation—managing changes in IT organization- Preparing IT infrastructure measuring benefits of ERP

Module IV

Technical Architecture of ERP systems- communication and networking facilities- distributed computing, client server systems, Concepts of Business objects, distributed object, computing architecture, support for data mining and warehousing, EDI – internet and related technologies- Net technologies

Module – V

ERP and Supply Chain management- Extending scope of ERP through SCM., The concept of value chain differentiation between ERP and SCM –issues in selection and implementation of SCM solutions – CRM concepts and CRM solutions - E-Business and ERP - business opportunities – basic and advanced business models on internet — security and privacy issues –. Future and Growth of ERP- role of ERP in international Business

Suggested Readings

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

2. STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY

Objective:

This course is aimed at developing an understanding of Use of Information technology as a Strategic Tool for business management. The course focuses on development of Information technology leadership. Also to enable the participants understand the process of formulating and implementing IT strategies in organizations

Course Contents

Module – I

Introduction to IT applications – transaction processing – IS for managerial decisions - Sustaining competitive Advantage by use of IT, -Key issues in Information Systems management and the role of the CIO; Learning Organizations and Role of Information technology in Business Transformation.

Module – II

Planning for critical success factors – IT planning frame works - Analytical Framework for Strategic IT Initiatives; Frame work focusing on stages of growth – Value chain analysis – Porter’s five forces model management planning and control needs, Creativity.

Module – III

IT implementation – gap analysis - implementation frame work –implementation strategies - BPR- managing change – post implementation issues - Framework for appraising IT implementation- evaluation of inter organizational systems – project planning with IT – application with emerging technologies – IT outsourcing strategies, Information Partnerships, value added partnerships

Module - IV

Introduction to Security: Need for security and control, Risks to Information system data and resources, Definitions of Information security, computer crimes and virus, Internal control Types of security; Physical Security Threats to security, Physical access, Fire, and theft protection Environment hazards; Logical Security:: Threats to security, access control – identification, Authentication, Authorization, Password control and management Access control software; Data Security: Threats to security, Access controls, Back up and recovery strategies, Data input /output control Data encryption; Tele-communication Security Physical security, Logical Access security, Dial-in access security, network management control, Authentication protocols, internet/intranet/extranet security; Computer Configuration and Operation Security Hardware/Software security, Start up/Shut down procedures, journals, Back up recovery strategies; personal Security: Threats Security, Protection from people, Protection of employees; Security Planning: Risk and Security policy, Security management, Business continuity planning, Security audit

Module - V

Group decision organization communication and group work support – impact of IT on organizations and support -Managing in the Market space; national Information Infrastructure and IT Policy at the national Level; Planning for Strategic IT Resource; Managing the IT Function- IT enabled restructuring- Virtual organization, IT innovation and Knowledge management

Suggested Readings

1. Galliers R D Strategic Information Management Challenges and Strategies Information System, Oxford, Butterworth-Heinemann, 1994.
2. McKemmy James : Waves of Change: Business Evolution through Information Technology Boston, HBS Press 1995
3. Neuman, Seev strategic Information systems: Competition through Information technologies New York, MacMillan College, 1994
4. Nolan Richard L Creative Destructor: A six stage process for transforming the organization Boston, HBS Press 1995.
5. Parker, Marilyn m. Strategic Transformation and Information technology, Paradigms for Performing while Transforming Englewood Cliffs, New Jersey, Prentice hall Inc. 1996
6. Somogyi, E K and Wallers, Robert, Towards Strategic Information systems, Tunbridge, Kent Publishing 1987
7. Ward, John Strategic Planning for Information Systems. Chichester, John Wiley, 1996

3. DATA BASE MANAGEMENT SYSTEMS

Objective:

This course has been designed to introduce the participants with the applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands-on implementation of a database in corporate environment. Also to expose the participants to a RDBMS and a query language for database management.

Course Contents

Module - I

Introduction – Data processing Concepts; Data Structures; File processing and Access methods; Taxonomy of Data Management Systems; Database and DBMS Software, Different types of database systems. Three layered Architecture, Advantages and Disadvantages of a Database, History; Data Modeling – Languages, Various Data Management Models. Database administration and database users.

Model – II

Data Models - Object Oriented and Record Based models, E-R Model and E-R diagram examples and Exercises, Hierarchical Model, Network Model and Relational Model; Normalization techniques – First Normal Form, Second Normal Form and the Third normal Form, Examples and Exercises, Transaction management, process and their Communications Interface with Database Management Systems; Properties of a Transaction, Commit and Rollback, Concurrency, Locking, Access Control Data Integrity, Integrity Constraints, Auditing, Backup and Recovery; data Dictionary – System Catalogue.

Module – III

Reduction of schema to tables, relational Database, relational models- structure of relational database. Refresher to RDBMS: Defining a data base, defining columns and keys, structure of a relational database- normalising the design, minimizing redundancy, organization of data in RDBMS, Query languages for Relational Database management Systems; Structured Query Language. Distributed data Base Systems On-line Bases Object Oriented Data Bases.

Module –IV

Distributed Data base and Distributed Data Access. Distributed data Processing Systems and a need for database Environment for such a System, Transaction concepts- Physical database Structure; states – concurrency controls – query optimization - Study of a relational Data base management Systems for Successful Implementation of Distributed Systems.

Module - V

Approaches to database design . Managerial Issues Related to Data Base management; Evaluation criteria; performance Analysis; database back up Recovery Issues; Reorganization Problems; Implementation and maintenance issues; Database Administration.

Emerging trends in database management – object oriented database – DSS – data mining – data warehousing – multimedia database – geographic database – distributed information systems

Suggested Readings

1. Coad, Peter and Edward, Yourdon, object-Oriented Analysis 2nd ed. Englewood Cliff, New jersey, Yourdon Press, 1991.
2. Kroenke, David M Database Processing Fundamentals, Design, Implementation 4th ed. New York, McMillan, 1992
3. McFadden, Fred R and hoffer, Jeffrey, A Database management. 3rd ed. Redwood City, Benjamin-Cummings, 1991
4. Pratt, Philip J.A. Guide to SQL Boston, Boyd and Fraser, 1990
5. Salemi Joe Client/Server Data bases Emeryville, Califaornia, Ziff-Davis press, 1993
6. Systems and Developers Manuals for an RDBMS such as Oracle.

4. MANAGEMENT SUPPORT SYSTEMS

Objective:

This course has been designed to develop an understanding of the concepts and application of Information Technology based Management Support Systems.

Course Contents

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

Suggested Readings

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

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

5. BUSINESS PROCESS RE-ENGINEERING

Objective:

This course has been designed to develop an appreciation of process view of business and redesign thereof. The participants would be able to develop an understanding of the use of Information Technology for process redesign.

Course Contents

Conceptual Foundation of business process Re-engineering; Role of Information technology in BPR; Process Improvement and Process Redesign; BPR experiences in Indian Industry; Process identification and mapping; Role/Activity diagrams; process Visioning and Benchmarking, Business Process improvement, Business Process redesign; man Management for BPR implementation, Re-organizing People and Managing Change.

Suggested Readings

1. Carr, D K and Johansson, H J Best Practices in Re-engineering New York, McGraw Hill, 1995
2. Champy, James Re-Engineering Management: The mandate for New Leadership London, Harper Collins, 1995
3. Coulson-Thomas C. Business process Re-engineering Myth & Reality. London, kogan page, 1994
4. Davenport, T H Process Innovation: Re-engineering Work Through Information Technology. Boston, Harvard Business School press, 1993
5. Hammer Michael Re-engineering the Corporation: A Manifesto for Business Revolution London, Nicholas Brealey, 1993
6. Jayaraman M.S. etc. Business Process Re-engineering New Delhi, Tata Mc-Graw Hill, 1994
7. Peppard J and Rowland P. The Essence of Business Process Re-engineering, New York, Prentice hall, Inc. 1995

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

6. SYSTEM ANALYSIS AND DESIGN

Objective:

The course is aimed at developing an appreciation of Analysis and Design of computer based commercial data processing systems.

Course Contents.

Overview of systems analysis and Design; Software applications today-the changing scenarios- Introduction to different methodologies and Structured system analysis- Problem identification – requirement analysis; tools and techniques feasibility analysis – Operational Technical and Economical Feasibility – details of SDLC approach, Business Systems Concept Systems Development Life Cycle; Project Selection; Feasibility Study. Tools for Analysis and Design of business Systems; Methodologies Available; Need for Structured Techniques structured Techniques Available System Requirement Specification and Analysis, Data Flow Diagrams; Data Dictionaries; Process Organisation and Intersections; Decision Analysis; Decision Trees and Tables; Expansion, Explosion and Normalization Detailed I Design Modulation; Module Specification File Design; Data Abase Design system Control and Quality Assurance; Documentation Tools; Testing techniques Available; System Controls and Audit Trails; System Administration and Training; Conversion and Operations Plan hardware and Software Selection; hardware Acquisition Bench marking, Vendor Selection, Operating System Selection, Language Processors Performance and Acceptance Testing Criteria, managing data Processing in an Organization; Data Processing Setup; Project management Techniques for Managing Software Projects.

Suggested Readings

1. Awad Elias M. Systems Analysis and design 2nd ed. New Delhi, Prentice hall of India, 1990
2. Coad Peter and Edward, Yourdon, Object-Oriented Analysis 2nd ed., Englewood Cliff, New Jersey, Yourdon Press 1991
3. Hawsryszkiewyez, I.T. Introduction to Systems analysis and design 2nd ed. New Delhi, Prentice hall of India,1991
4. Marco, T.D. Structured Analysis & System Specification, New Delhi, Yourdon Press, 1969
5. Raja
6. raman, v. Analysis and Design of information systems New Delhi, Prentice hall of India, 1991
7. van Over, David Foundations of business Systems Fort Worth, Dryden Press, 1992
8. Whitten J L etc. System Analysis and Design methods New Delhi, Galgotia, 1994

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

7. MANAGEMENT INFORMATION SYSTEM

Objective: :

Recognizing the role of Management of Information in the success of an organization, this course is designed to achieve the following objectives.

1. Develop the ability to see an organization as a system of information flow, and to identify the information needs for various decision problems.
2. To be able to design, implement and monitor systems for gathering, processing and dissemination of information in an organization.
3. To understand the role of computers in modern information system.

Course outline

Module I :

Introduction to information system, An overview of Systems Development, Major Trends in Technology, applications of Information Technology, Management information System : Definitions – Basic Concepts Frameworks – Systems Development initiative Different methodologies – Life Cycle & Prototype approach Detailed study on Life Cycle Design & implementation Case Study, Structured system analysis and design Methodologies and Alternatives. Decision making process problem solving techniques how decisions are being supported - decisions styles group decision making features of various CBIS

Module II :

System Analysis : Recognizing problems and opportunities, Planning information systems, Feasibility study, Specifying user requirements. System Design : The design process, design of output, Processing and input systems, software design alternatives. Forms codes and procedures, Introduction to object oriented programming.

Module III :

Design of Database, The modeling process, Two Formalism, Normalization. The hierarchical model, The network model, The relational model, A DBMS based on relational model. Implementation of Data Base. Design and Implementation of Hardware and Software systems, Organizational Adjustments, Testing and conversion, Evaluation and maintenance.

Module - IV

Decision Support System. MIS and DSS, An Overview: Relevance scope of DSS characteristic and capabilities of DSS, components of DSS, classification of DSS. Database Management System: Source of data file environment database environment - data models – relevance of relational data base design in DSS. Model Base Management System Types of models function, time, certainty, uncertainty, risk, structure OR models, Dialog generation management system: User interface – graphics menus – Forms DSS tools – DSS generators – specific DSS Constructing a DSS : Steps in designing a DSS identification of decision, building of DSMS, building of MSMS – building of DGMS, implementation, performance testing.

Module - V

Enterprise resource planning systems and their important modules and their features. Web based information systems their features and design models. Customer relationship management using computer based systems. The systems department, Software project management. Software audit

Suggested Readings:

1. Murdic and Ross, 'Information Systems for Modern Management Prentice Hall, 1975.
2. V.Rajaraman, ' Analysis and design of Information systems, Prentice Hall, 1991.
3. K.M. Hussain and Donna Hussain, 'Information Systems Analysis, Design and Implementation' Tata Mc Graw Hill, 1995.
4. Robert J. Thierauf, 'System Analysis and Design' C B S Publishers, 1989.
5. Jeffray L. Whitter, L.D. Bentley and V.M. Barlow, ' System Analysis and Design Methods' Galgotia Publications, 1991.
6. Naveen Prakash, 'Understanding Data Base Management', Tata Mc Graw Hill, 1984.
7. J. Daniel Conger, and F.R. McFadden , ' A First course in Data Processing', John Wiley & Sons, 1987.

8. TELECOMMUNICATIONS FOR BUSINESS

Objective:

The course has been developed to introduce the concept of electronic marketplace and electronic commerce among the potential information technology leaders.

Course Contents

Computers and communications: The information technology; The Concept of Global Village; On-line Information Service; Electronic Bulletin board systems; The Internet; Interactive Video; Communications Channels; Communications Networks; Local Networks/ managerial Issues Related to Telecommunications, Client/Server Computing; Communication servers; Digital Networks Electronics data Interchange and its Applications; Enterprise resource Planning Systems Inter Organizational Information systems; value Added networks; Wireless networks Managing in the Marketplace; Electronic Commerce and Internet; Applications of Internet, Internet and Extranet in Business Organizations; Using Intranet for Business EIS Internet as a vehicle for Transacting Business

Suggested Readings

1. Derfler, Frank J Guide to linking LANs Emeryville, California, Ziff-Davis Press, 1992
2. Derfler, Frank J. Guide to Connectivity 2nd ed. Emeryville, Calif , Ziff-Davis Press, 1992
3. Estabrooks, Maurice, Electronic technology, corporate Strategy and World transformation, Westport Quorum Books 1995
4. Fitzgerald, Jerry business Data Communications Basic Concepts, Security and design 4th ed. New York John Wiley, 1993
5. Keen, Peter and Cummins, Michael, Networks in Action Business Choices and Telecommunications Decisions Belmont, CA Wads worth, 1994
6. LaQuey, Tracy, The Internet Companion: A Beginner's Guide to global Networking California, Addison Wesley, 1994.
7. Salemi, Joe Client/Server Data bases, Emeryville, California, Ziff Davis Press, 1993.

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

9. SECURITY AND CONTROL INFORMATION SYSTEM

Objective

The objective of the course is to familiarize the participants with the security and control system use in the business world.

Course Content

Introduction to Security: Need for security and control, Risks to Information system data and resources, Definitions of Information security, computer crimes and virus, Internal control Types of security; Physical Security Threats to security, Physical access, Fire, and theft protection Environment hazards; Logical Security:: Threats to security, access control – identification, Authentication, Authorization, Password control and management Access control software; Data Security: Threats to security, Access controls, Back up and recovery strategies, Data input /output control Data encryption; Tele-communication Security Physical security, Logical Access security, Dial-in access security, network management control, Authentication protocols, internet/intranet/extranet security; Computer Configuration and Operation Security Hardware/Software security, Start up/Shut down procedures, journals, Back up recovery strategies; personal Security: Threats Security, Protection from people, Protection of employees; Security Planning: Risk and Security policy, Security management, Business continuity planning, Security audit.

Suggested Readings:

1. EDP Auditing by Ron Weber
2. PC and LAN Security by Stephen cobb
3. Enterprise Security – Protecting Information assets by Michel E.Kabey
4. Enterprise Disaster Recovery Planning by Miora
5. Computer Security for Dummies
6. Internet Security by Derek Atkins et al.

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

10. MULTIMEDIA MANAGEMENT

Objective

The aim of the course is to acquaint the participants with the application multimedia in business.

Course Content

Introduction to multimedia – stages in multimedia project-multimedia hardware, Multimedia software – Basic tools – making Instant multimedia – Authoring tools. Multimedia, building blocks Text – Sound – Images – Animation – Video; Multimedia and Internet – Tools for the World Wide Web – Designing for World Wide Web; Assembling and delivering a Project – Planning and Costing – designing and producing – delivering ; Multimedia Education – Training – Business Applications – Hotel management – Banking Information system – Tourist information system.

Suggested Readings:

1. Vaughan, Tay: Multi Media: Making it work, NY, McGraw-Hill 1997

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

11. INTERNET PROGRAMMING FOR E-COMMERCE

Objective

The objective of the course is to familiarize the students with the internet programming for e-commerce.

Course Content

Authenticating HTML Building blocks of HTML, page Design, Site Design, Linking HTML Documents, Adding Images, audio and video; SCRIPTS: Java Scripts VB Scripts; LINUX Basic features. Vi editor LINUX Commands, Elements of Shell programming Com Concepts: Dot Com companies vs. Brick and Mortar companies, Critical success factors for Dot Com companies, Hybrid companies, Security of data Transfer – Cryptography-Encryption and decryption of data – Digital signatures Cyber laws.

Configuration and features of Internet Information Server (118)

configuration and features of Apache Webv Server

** SERVER Side Programming using PERL, JAVA-ODBC, ASP

- Involves Programming

Only theory

** included for lab offly (not for the theory exam)

Suggested Readings

1. Coleman, Pat and Peter Dyson Intgernets BPB Pub. Delhi, 1997
2. Keen, Peter and Mark McDonald The e-Process Edge, Delhi, Tata McGraw-Hill 2000
3. Oberoi, Sundeep e-Security and You, Delhi, Tata McGraw-Hill, 2001
4. Ricart, Alberto Manuel and Stephen Asbury Active Server pages 3, IDG Books Delhi, 2000
5. Rich Jason R Starting and E-Commerce Business IDG Books, 2000
6. Samantha Shurety, "E-business with Net Commerce," Addition Wesley, Singapore 2001
7. Schneider, Robert D & J RE Garbus Optimizing SQL Server 7, N J Prentice Hall, 1999

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

12. APPLICATION DEVELOPMENT USING ORCALE

Objective

The objective of the course is to acquaint the students with the application development using ORCALE in modern business analysis and management.

Contents

Refresher to Oracle RDBMS: Defining a data base, defining columns and keys, normalising the design, minimizing redundancy, organization of data in Oracle, Oracle tools; SOL & PL/ SOL: SQL/PL SQL command summary data types, operators DML, DDL., PL/SQL control Structures – Error handling; ORACLE FORMS Module: Application development using FORMS 5, organization of FORMS, painting canvas, default form Forms processes trigger and their types trigger command syntax, execution of forms; REPORT module: Types of reports, formalizing the report, calculated fields, group settings, modifying Text settings, ;previewing a report running a report; Oracle Utilities Exporting and importing data base information, loading data from foreign files, Backup and recovery; Graphics Module; Designing graphics integrating graphics with forms and reports. Building applications Business analysis's entity relationship model, normalization data integrity, data based updation, transactions, planning and designing the forms for updation and enquiry managerial reports generation

(Individual groups to identify projects and build their own application)

Suggested Reading

1. Bayross, Ivan Commercial Application Development Using Oracle developer 2000 BPB Pub. Delhi, 1997
2. Hipsley, paul Developing client server application with Oracle, Developer 2000, Sam Publishing 2000
3. Lullushi, Albert Developing Oracle forms application Prentice hall, 1997
4. Muller, Robert J Oracle Developer 2000 handbook, Oracle Press, 2000

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