

University of Kalyani

Department of Business Administration

Proposed Curriculum for MBA to be effective form 2014-15 (for MBA Programme 2014-16)

Semester-I

Paper code	Paper Name	Weekly Contact Period (WCP)			Credit	Marks		
		Lecture	Practical	Total		I#	Exam.	Total
CP-101	Principles of Management	4	-	4	4	40	60	100
CP-102	Statistical Methods	4	-	4	4	40	60	100
CP-103	Managerial Economics	4	-	4	4	40	60	100
CP-104	Environment Management	4	-	4	4	40	60	100
CP-105	Managerial Skill Development	3	2	5	4	-	Th. 50 P# 50	100
CP-106	Accounting for Managers	4	-	4	4	40	60	100
CP-107	Computer Applications in Management	3	2	5	4	-	Th. 50 P# 50	100
CP-108	Business Environment	4	-	4	4	40	60	100

P# = Practical, Th = Theory, I# = Internal, R = Report, Pr = Presentation, V = Viva

Semester-II

Paper code	Paper Name	Weekly Contact Period (WCP)			Credit	Marks		
		Lecture	Practical	Total		I#	Exam.	Total
Theoretical								
CP-201	Organizational Behaviour	4	-	4	4	40	60	100
CP-202	Management Science	4	-	4	4	40	60	100
CP-203	Human Resource Management	4	-	4	4	40	60	100
CP-204	Financial Management	4	-	4	4	40	60	100
CP-205	Marketing Management	4	-	4	4	40	60	100
CP-206	Production & Operations Management	4	-	4	4	40	60	100
CP-207	Research Methodology	4	-	4	4	40	60	100
CP-208	Management Information System & Decision Support System	3	2	5	4	-	Th. 50 P# 50	100

P# = Practical, Th = Theory, I# = Internal, R = Report, Pr = Presentation, V = Viva

Semester-III

Paper code	Paper Name	Weekly Contact Period (WCP)			Credit	Marks		
		Lecture	Practical	Total		I#	Exam.	Total
Theoretical								
CP-301	Business Legislation	4	-	4	4	40	60	100
CP-302	Business Ethics & Corporate Governance	4	-	4	4	40	60	100
Optional Paper - I		4	-	4	4	40	60	100
Optional Paper - II		4	-	4	4	40	60	100
Optional Paper - III		4	-	4	4	40	60	100
Optional Paper - IV		4	-	4	4	40	60	100
Sessional								
CP-307*	Summer Training Project Report	-	-	-	4	-	R 100	100
CP-308	Summer Training Project Viva	-	-	-	4	-	Pr 50 V 50	100

P# = Practical, Th = Theory, I# = Internal, R = Report, Pr = Presentation, V = Viva

***8 weeks project work in a business organization.**

Semester-IV

Paper code	Paper Name	Weekly Contact Period (WCP)			Credit	Marks				
		Lecture	Practical	Total		I#	Exam.	Total		
Theoretical										
CP-401	Strategic Management	4	-	4	4	40	60	100		
CP-402	Entrepreneurship & Business Development	4	-	4	4	40	60	100		
Optional Paper – V		4	-	4	4	40	60	100		
Optional Paper – VI		4	-	4	4	40	60	100		
Optional Paper – VII		4	-	4	4	40	60	100		
Optional Paper - VIII		4	-	4	4	40	60	100		
Sessional										
CP-407	Internal Project	2		2*	4	-	R	Pr	V	100
							50	20	30	
CP-408	Grand Viva				4		V			100
							100			

P# = Practical, Th = Theory, I# = Internal, R = Report, Pr = Presentation, V = Viva

Optional papers are chosen from any of the four areas of Specialization: Finance, Marketing, Informational Technology and HR

*Also includes project for 60 hours.

**For IT Specialization (where necessary) WCP 3 Lecture and 2 Practical and marks distribution is Theoretical: 50 and Practical: 50

Total Marks for Two Year (4 Semesters) M.B.A Course is 3200 and Total Credit is 128.

Optional Paper (Finance)	Optional Paper (Marketing)	Optional Paper (Inf. Tech)	Optional Paper (H.R.)
F – 1 = Corporate Financial Reporting F – 2 = Financial Statement Analysis F – 3 = Corporate Taxation F – 4 = Working Capital Management F – 5 = Financial Services F – 6 = Security Analysis & Portfolio Management	M – 1 = Consumer Behaviour M – 2 = Sales & Distribution Management M – 3 = Brand Management M – 4 = Advertising & Sales Promotion M - 5 = Relationship Marketing M – 6 = Financial Services Marketing	IT – 1 = Computer Aided Management IT – 2 = System Analysis and Design IT – 3 = Database Management System IT – 4 = Object-oriented Methodologies	HR-1 = Employee Resourcing HR-2 = Human Resource Development HR-3 = Managing Interpersonal And Group Processes HR 4 = Performance Management And Competency Management HR-5 = Reward Management
Optional Paper (Finance)	Optional Paper (Marketing)	Optional Paper (Inf. Tech)	Optional Paper (H.R.)
F – 7 = Management Control System F – 8 = Behavioural Finance & Financial Risk Management F – 9 = Strategic Financial Management F – 10 = International Financial Management F – 11 = Business Valuation F – 12 = Financial Engineering	M – 7 = Strategic Marketing M – 8 = Planning & Managing Retail Business M – 9 = Service Marketing M – 10 = Industrial Marketing M – 11 = International Marketing M – 12 = Rural Marketing	IT – 5 = Software Management IT – 6 = Web Technology IT – 7 = Application using ORACLE IT – 8 = Fundamentals of Networking	HR-6 = Employment Relations HR-7 = Labour Legislations HR 8 = Strategic Human Resource Management HR 9 = Organisational Change And Development HR-10 = International Human Resource Management



University of Kalyani

DEPARTMENT OF BUSINESS
ADMINISTRATION

MBA PROGRAMME

SYLLABUS

CP-101: PRINCIPLES OF MANAGEMENT

Objectives

The objective of this paper is to familiarize the students with basic management concepts and processes in the organization.

Course Contents

	L	T	P
1. Introduction to Management: Organization and Need for Management, Functions of Management Principles of Management, Role of Managers, Management levels and Skills, Productivity, Efficiency and Effectiveness.	10	0	0
2. Management Theory: Evolution of Management Thought, Scientific Management Theory, Theory of Bureaucracy, Human Relations Schools, Behavioral Schools, Quantitative approach, System approach, Contingency approach, Culture-Business Excellence Approach, Organizational Learning Approach.	8	0	0
3. Planning: Importance of Planning, Types of Planning, Steps in Planning, Techniques of Planning, Management By Objectives.	5	0	0
4. Organization Structure and Design: Organization Structure, Formal and Informal organizations, Departmentation, Line and Staff, Span of Management, Centralization and Decentralization, Authority and Power, Delegation.	7	0	0
5. Communication: Communication function in Organizations, The Communication Process, Effective Communication, Barriers and Breakdowns in Communication.	5	0	0
6. Management Control: Control process, Establishing standards, Types of Control, Factors required for effective control, Financial and Budgetary control.	5	0	0

Suggested Readings

1. Koonz, H and Wechrich, H. Management, 10th ed., New York, McGraw Hill.
2. Robbins, S.P. Management, 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc.
3. Stoner, J *et.al.* Management. 6th, New Delhi, Prentice Hall of India.

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.

CP-102: STATISTICAL METHODS

Objectives

The objective of this paper is to make the students familiar with basic statistical and linear programming techniques. The main focus, however, is in their applications in business decision-making.

Course Contents

	L	T	P
1. Introduction to Business Statistics: Managerial decision-making and Quantitative methods. Statistical methods as tools for Quantitative decision-making.	1	0	0
2. Data organization and representation: Information and Data. Types of data. Organization and presentation of data. Discrete and Continuous variables. Frequency Distribution	5	0	0
3. Summarizing data: Central tendencies and measures. Use of central measures and prerequisites. Mean Median, Quartiles, Percentiles, Mode-Definitions and determinations for ungrouped and grouped data.	6	0	0
4. Dispersion of data: Variability of data and measures of variability. Determination of Range, Variance and Standard Deviation. <i>Project assignments</i>	4	0	0
5. Sampling and Sampling methods: Structuring of Statistical survey and sampling. Types of sampling and their characteristics	2	0	0
6. Concepts of Probability and applications: Concepts of Probability. Probability Laws and applications.	6	0	0
7. Probability Distributions: Discrete and Continuous Probability Distributions. Binomial, Poisson and Normal Distributions-Basic Concepts	6	0	0
8. Sampling and Estimation-Sampling Distribution-Central Limit Theorem. Technique of Estimation and Confidence Interval	5	0	0
9. Relationship of Data: Linear Correlation and Correlation Coefficients. Simple regression equation and applications-Coefficient of Determination, Co-variance.	5	0	0

Suggested Readings

1. Chandha, N.K. Statistics for Behavioral and Social Scientists, Reliance Publishing House, Delhi.
2. Gupta, S.P and Gupta M.P. Business Statistics, Sultan Chand, New Delhi.
3. Levin, R.I and Rubin, D.S. Statistics for Business Management, , Prentice Hall Inc., New Jersey.

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.

CP-103: MANAGERIAL ECONOMICS

Objectives

The objectives of this paper are to acquaint the students with concepts and techniques used in Micro and Macro Economic Theory and to enable them to apply the knowledge in business decision-making.

Course Contents

	L	T	P
1. Introduction: What is Economics, Nature and Scope of Managerial Economics.	3	0	0
2. Theory of Demand and Supply –Demand functions, Determinants of Demand, Individual and Market Demand, Indifference curve approach and Consumer’s Equilibrium, Income and Substitution effects, Concepts of Supply, Shift in Demand and Supply curves, Determination of equilibrium price and quantity Elasticity of Demand and Supply.	8	0	0
3. Theory of Production – Production Function, Laws of Production: Law of Variable Proportions and Returns to Scale, Equilibrium of the Firm, Concept of Revenue.	4	0	0
4. Theory of Costs – Concept of Short run and Long run, Different Cost Curves, Relation between Average costs and Marginal Costs, Relation between Short Run costs and Long run costs, Break-even analysis.	4	0	0
5. Theory of Firm– Theory of Profit maximization, Managerial Utility maximization and Sales Revenue maximization.	5	0	0
6. Market Structure – Features, Short run and Long run Equilibrium aspects under Perfect Competition, Monopoly and Monopolistic Competition, Concept of Oligopoly.	9	0	0
7. Macro Economic Aggregates and Concepts- GNP and GDP, Concepts and Measurement of National Income, Determination of National Income, Aggregate Consumption, Consumption Function.	5	0	0
8. Inflation-Causes and Remedies, Balance of Payments-components, Business Cycles-concepts.	2	0	0

Suggested Readings

1. Koutsoyiannis, A. Modern Micro Economics, New York, Macmillan
2. Baumol, W.J. Economic Theory and Operations Analysis. 3rd ed. NewDelhi, Prentice Hall
3. Chopra, O.P. Managerial Economics, Tata Mc Graw Hill, NewDelhi, 1985.
4. Paul, K and Young, P, Managerial Economics, Prentice Hall Inc., New Jersey,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.

CP-104: ENVIRONMENT MANAGEMENT

Objectives

This course introduces the basic concepts of environmental aspects and examines their role in environmental policy and decision-making. We will adopt a managerial perspective and discuss how environmental considerations affect resource allocation and decision-making at the firm, government and global levels.

Course Contents

	L	T	P
1. Environmental Management: Fundamentals-Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools.	4	0	0
2. Energy Management: Fundamentals –Fossil Fuels use, Energy production and trade, Energy Balance.	6	0	0
3. Ecosystem Concepts: Basic Concepts and their application in Business, Industrial Ecology and Recycling Industry.	6	0	0
4. Environmental Management System: EMS Standards, ISO 14000. Environmental Auditing. Clearance/ Permissions for establishing industry.	6	0	0
5. Environmental Management & Valuation: Environmental Accounting, Economics – Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environmental Ethics; Environmental Management Trade, Debt and Environment.	6	0	0
6. Environmental Laws: Acts, Patents, IPRS, Role of NGO'S, PIL., Pollution & Waste Management- Air, Water, Land Pollution, Trade in Wastes.	6	0	0
7. Water, Forest & Biodiversity Management: Water Resources, Dams and their role; Forest Products and Trade. Bio-ethics.	6	0	0

Suggested Readings

1. Uberoi, N.K.; Environmental Management, Excel Books, A-45, Naraina Phase-1, Delhi.
2. Pandey, G.N.: Environmental Management, Vikas Publishing House New Delhi.
3. Gupta, N. Das: Environmental Accounting, Wheeler Publishing, 19, K.G. Marg, New Delhi.
4. Mohanty, S.K.: Environment & Pollution Law Manual, Universal Law Publishing, G.T. Karnal Road, New Delhi.
5. Hgarley Nick: Environmental Economics, MacMillan India Ltd., New Delhi.
6. Kolstad, Charles D.: Environmental Economics, OxfordUniversity Press.

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.

CP-105: MANAGERIAL SKILL DEVELOPMENT

Objectives

This course will enable students to gain efficiency in all forms of managerial communication and bear their application in business situations

Course Contents

	L	T	P
1. Introduction to Managerial Skills: Essentials of managerial skills – communication as a component of managerial skills – what it takes to be an effective communicator	2	0	0
2. Improving Inter-personal Skills: Supportive communication – descriptive, not evaluative – problem oriented, not person oriented – specific, not generalized – owned, not disowned	2	0	2
3. Theory of Communication: The communication process – Shannon’s Model – role and function of different elements – communication channels – flow and direction of communication – communication network – grapevine	2	0	0
4. Gateways and Barriers to Communication: Physical – psychological – intra and inter-personal – organizational – barrier breaking skills	2	0	2
5. Non-verbal Communication: Role of NV Communication in the overall message transmission/understanding process – factors of space, appearance, kinesics, proxemics – other factors: touch, odour, paralanguage etc.	2	0	2
6. Organizational Communication: Role of Communication in organizations – communication and hierarchy – direction and flow – formal and informal channels spoken, written and electronic media – elements and usage of traditional and non-conventional media – advantages and limitations of each	6	0	2
7. Oral Communication: Guidelines to effective oral communication – vocabulary – principles of informal conversation – public speaking – tone and pitch –integration with non-verbal communication	4	0	2
8. Oral Communication – Formal Presentations: Audience analysis – objective formulation – presentation structuring – delivery styles – eliciting and responding to feedback - preparing PPTs and other visual tools to supplement speech	2	0	2

	L	T	P
9. Written Communication: Principles of writing: construction, grammar, punctuation – applications, business letters, memos: different needs and formats for each – style and tone – the inverted pyramid principle of writing – delivering good, bad and neutral news – use of DTP systems	4	0	4
10. Business Reports, Proposals and Plans: Nature of Reports – Report categories: informative and interpretive, inductive and deductive – characteristics of a good report – report writing strategies – creating proposals and business plans	2	0	2

Suggested Readings

1. Bowman, Joel P and Branchaw, Bernadine P. “Business Communication: From Process to Product”. Dryden Press, Chicago.
2. Hatch, Richard. “Communicating in Business”. Science Research Associates, Chicago.
3. Murphy, Herta A and Peck, Charles E. “Effective Business Communications” 2nd ed. Tata McGraw Hill, New Delhi.
4. Pearce, C Glenn etc. “Business Communications: Principles and Applications”. 2nd ed. John Wiley, New York.
5. Treece, Maira. “Successful Business Communications” 3rd ed. Allyn and Bacon Boston.

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.

CP-106: ACCOUNTING FOR MANAGERS

Objectives

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

Course Contents

1. Financial Accounting: Concept, Importance and Scope, Generally Accepted Accounting Principles-Accounting Standards, Preparation of Financial Statements with special reference to analysis of a balance sheet and Measurement of Business Income, Inventory Valuation, Accounting of depreciation, Financial Statement Analysis	L	T	P
	16	0	0
2. Cost Accounting: Cost classification, Cost behaviour, Overhead Cost and Control, Job Costing. Activity based costing.	10	0	0
3. Management Accounting: Concept, Need, Importance and Scope, Budget and Budgetary Control, Performance budgeting, Zero – based Budgeting, Marginal costing: Concept, C-V-P Analysis, Marginal Costing vs. Absorption Costing.	14	0	0

Suggested Readings

1. Bhattachayya, Ashish, Financial Accounting For Business Managers, PHI, New Delhi.
2. Narayanaswamy, R. Financial Accounting: A Managerial Perspective, Prentice Hall of India, New Delhi.
3. Banerjee, Bhabotosh, Cost Accounting, World Press, Kolkata.
4. Horngren, Datar & Foster, Cost Accounting, Eleventh Edition, Pearson Education
5. Horngren, Sundem, & Stratton, Introduction to Management Accounting, PHI.

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.

CP-107: COMPUTER APPLICATIONS IN MANAGEMENT

Objectives

This course is designed to give the students an introduction to applications of computers in the area of database management, presentation and structured programming. Desktop software as well as a programming language compiler will be utilized in this course.

Course Contents

	L	T	P
1. Algorithms: Definition, Properties, Examples			
2. Programming languages: Programming languages and their features, Introduction to C-language	3	0	0
3. Overview of C, Constants, variables & data types, Operators and expressions Managing input and output operators, Decision-making and branching/Looping	3	0	0
4. Operating System- Importance of OS, Basic concepts and terminology, types of OS, batch processing, timesharing, real time system	12	0	0
5. The UNIX/LINUX Operating System: Overview of UNIX/LINUX OS, Concept of kernel, shell. Pipes, redirection. File system & Handling ordinary Files, Overview of process, General Purpose Utilities. Shell commands, VI editor.	5	0	0
6. Computer Application Lab: Linux/UNIX commands VI editor. C-programming ,Accounting Packages	7	0	0
	0	0	20

Suggested Readings

1. Operating Systems, Galvin & Silverschatz, John Wiley.
2. Operating Systems: Internals and Design Principles, 6/e, Stallings, Pearson Education
3. UNIX: Concepts & Applications, Sumitava Das, TMH
4. Design of UNIX Operating System, Maurice Bach, PHI
5. Programming with C, Gottfried, TMH
6. C The Complete Reference, Schildt, TMH
7. Programming with ANSI & Turbo C, Kamthane, Pearson Education
8. A First Course in programming with C, Jeyapoovan, VIKAS

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.

CP-108: BUSINESS ENVIRONMENT

Objective

The objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update changes that occur constantly in this sphere.

Course Contents

1. Introduction – Concept of Business Environment, Systems and Environment, Concept of Micro and Macro Environment	L	T	P
	4	0	0
2. Business Organizations – Classification of Business Organizations, The Sole Trader, Partnership, Public sector Organizations, Non-departmental public bodies and Others: Co-operative societies, Charities and Voluntary organizations, Franchise Organizations	8	0	0
3. Organizational Objective and Growth – Objectives: Profit maximization, Market share maximization, Corporate growth, Satisficing, Survival, Loss Making, Personal objectives, Social Objectives, Maximizing benefits to Consumers and Public, Complexity of objective, Agency Theory Growth: Reasons for Growth, Organizational Lifecycle, Types of Growth, Sources of finance for growth.	8	0	0
4. Business and Government – Introduction to Indian Planning, The structure of the economy, Government Management of economy, Evaluation of Industrial Policy, Policy on Competition- MRTP to CCI, Policy on foreign direct investment, An evaluation of recent Fiscal Policy of Government of India (Highlights of Budget), Brief idea of Political environment. Globalization and Liberalization.	8	0	0
5. International Environment – Reasons to enter international trade, Theory of International trade: Comparative Cost Advantage and its limitations, Exchange rates, European Monetary Union (EMU), Overseas Trade patterns International trade institutions and agreements: European market, Trading Blocks, OECD, World Bank, IMF, WTO, Magnitude and Direction of Indian International trade.	12	0	0

Suggested Readings

1. K. Aswathappa, Essentials of Business Environment, 9/e, Himalaya.
2. Dutt and Sundaram, Indian Economy, S. Chand, New Delhi.
3. Misra and Puri, Indian Economy, Himalaya.
4. Suresh Bedi, Business Environment, Excel.
5. Justin Paul, Business Environment 1/e, Tata MH
6. Francis Cherunilam, Business Environment: Text and Cases, 1/e, Himalaya.

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.

CP-201: ORGANIZATIONAL BEHAVIOUR

Objective:

The objective of studying this paper is to familiarize the students with basic organizational processes to bring about organizational effectiveness and organizational change.

Course Contents	L	T	P
1. Introduction to Organizational Behaviour: Concept and understanding of OB. Contributing disciplines, models of Organizational Behavior, OB Processes, OB in the context of changing business scenario	4	0	0
2. Individual Perspective: The Individual in the Organization – Organization as an ‘Open System’- Human behaviour and its causation – Individual behaviour: its foundation-Concept of Personality (Freud, Jung, Erickson, Rogers, MBTI), its determinants, types of personality, Defence Mechanism - influence on OB, Perception – factors affecting perception, learning, attitude, behaviour and behaviour modification, values, emotions – how do these influence / mould behaviour	10	0	0
3. Group Perspective: Groups in organization – foundation of Group Behaviour – Informal & formal Groups – Group Decision Making – group decision making and creativity, Group norms, Group roles, Group cohesion, Group think, Group shift – Team building – processes and problems	4	0	0
4. Group Dynamics: Group Dynamics: Concept – stages of Group development – Group behaviour – organizational conflict and conflict resolution – organizational culture	4	0	0
5. Building Relationships in Organization: Emotional Intelligence – Interpersonal relationship – Assertiveness - Stress - Stress Management	2	0	0
6. Change in organization: Concepts and characteristics of Organizational Development (OD) – Understanding change and the process of change, Role of Change Agents, Pitfalls of initiating change, management of organizational change, implementation of change strategies / steps	6	0	0
7. Motivation: Understanding human needs, Need deprivation, McGregor, Maslow, Herzberg, Alderfer, Vroom, McClelland’s Theories, Content and Process theories of Motivation, Motivation and Productivity	4	0	0
8. Leadership: What is Leadership, Theories of Leadership (e.g. Heresy– Blanchard, Blake & Mouton, Fred Fiedler, Schmidt & Tannenbaum etc), Leaders and Managers, Role of Leaders, Uncertainty and Leadership	6	0	0

Suggested Readings

1. Robbins, S.P. Judge, T.A. and Sanghi, S. "Organizational Behaviour", 12th Ed, Pearson Prentice Hall, New Delhi.
2. Newstrom, J.W. and Davis, K. "Organizational Behaviour: Human Behaviour at Work", 11th Ed, Tata McGraw Hill, New Delhi.
3. Luthans, Fred, "Organizational Behaviour", 11th Edition, McGraw Hill International Edition, New York.
4. Aswathappa, K "Organizational Behaviour, 6th Ed, Himalaya Publishing House, Mumbai.
5. Pareek, Udai, "Understanding Organizational Behaviour", 2nd Edition, OxfordUniversity Press, New Delhi
6. French, W.L. & Bell, C.H. "Organizational Development - Behavioural Science Interventions for Organization Improvement, 6th Ed, Prentice Hall of India, New Delhi.
7. Khandwalla, P N "Organisation Design for Excellence", Tata-McGraw Hill, New Delhi, 1992

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.

CP-202: MANAGEMENT SCIENCE

Objectives

The objective of this course is to develop an understanding of basic Operations Research techniques and their role in managerial decision-making.

	L	T	P
Course Contents			
1. Evolution and application of Operations Research and Management Science: concept and model formulation	2	0	0
2. Principles of Linear Programming: Basic concept and applications Modeling of LP, Solution by Graphical and Simplex Methods, Dual LP & Sensitivity Analysis	13	0	0
3. Transportation method for solving LP problems and applications Modeling	5	0	0
4. Assignment Algorithm & TSP	4	0	0
5. Queuing Problems: Theory, Management issues and elements in queue management Mathematical solutions for <i>M/M/1</i> queue models	6	0	0
6. Networking techniques for Project Management: <i>PERT/CPM</i> techniques Crashing	6	0	0
7. Game Theory: Two persons zero sum game	2	0	0
8. Simulation: Monte-Carlo method	2	0	0

Suggested Readings

1. Vohra, N.D., Quantitative Techniques in Management, Tata Mc Graw Hill.
2. Gould, F.J. etc. Introduction to Management Science. Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. Taha, H.A. Operation Research – An Introduction. New York, Mc-Millan.
4. Sharma, JK Operations Research: Theory and Application. New Delhi, McMillian India Ltd.
5. Theirouf, R J and Klekamp, R C. Decision Making Through Operations Research. New York, John Wiley.

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.

CP-203: HUMAN RESOURCE MANAGEMENT

Objectives

In a complex and fast changing world of industry and business, organizational effectiveness is largely dependent on the contribution made by the members of the organization. The objective of studying this paper is to sensitize the students to the various facets and methods of managing people and to create an understanding of various policies and practices of human resources management.

Course Contents

	L	T	P
1. Concepts and perspectives of Human Resource Management, understanding the various functions of Human Resource Management (HRM)	2	0	0
2. HRM's role in an ever changing environment, Corporate objectives and Human Resource Management	5	0	0
3. Human Resource Planning (HRP), Methods of Manpower Search, Attracting, Selection and Recruitment	4	0	0
4. Induction and Socialization,	3	0	0
5. Manpower Training & Development	3	0	0
6. Job Analysis, Job Evaluation and Wage Determination	5	0	0
7. Career Planning and Succession Planning	2	0	0
8. Employee Welfare	2	0	0
9. Performance Management System, Understanding competencies	6	0	0
10. Industrial Relations (IR), Collective Bargaining and Negotiation	6	0	0
11. Dispute resolution and grievance management	2	0	0

Suggested Readings

1. Dessler, Gary "Human Resource Management", Prentice – Hall India, New Delhi, 10th Edition.
2. Cascio, Wayne F "Managing Human Resources – Productivity, Quality of work Life, Profits", Tata- McGraw Hill (TMH) , New Delhi, 6th Edition.
3. De Cenzo, D A & Robbins S P "Human Resource Management, John Wiley, New York, 5th edition.
4. Holloway, J (ed) Performance Measurement and Evaluation", Sage, New Delhi.
5. Bhattacharyya, Dipak Kumar, "Human Resource Management", Excel Books, New Delhi, 2nd Edition.
6. Monappa, A & Saiyadain, M "Personnel Management", TMH, New Delhi.
7. Ulrich, Dave, "Human Resource Champions", HarvardBusinessSchool Press, BostonMassachusetts.
8. Aswathappa, K " Human Resource and Personnel Management – Text and Cases" Tata- McGraw Hill (TMH) , New Delhi, 4th Edition.
9. Armstrong, M "A Handbook of Human Resource Management Practice", Kogan Page India, New Delhi, 10th Edition.
10. Kandula, Srinivas R, "Human Resource Management in Practice", Prentice Hall India, New Delhi.
11. Christensen, Ralph "Roadmap to Strategic HR", Prentice-Hall of India, 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.

CP-204: 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

Course Contents	L	T	P
1. Aims and Objectives of Financial Management: Scope of finance, Role of financial Manager in a firm, Financial goal, Agency problems	2	0	0
2. Time Value of Money: Time preference for money , future value and present value, Single cash flow, multiple cash flow and annuity	3	0	0
3. Instruments of Long term Finance: (including non-convertible and convertible debentures, rights issues)	2	0	0
4. Cost of different sources of raising capital: Weighted Average Cost of Capital	3	0	0
5. Operating and Financial Leverage	3	0	0
6. Capital Structure Planning – EBIT/EPS Analysis	2	0	0
7. Capital Structure and value of the firm – Optimum Capital Structure	4	0	0
8. Investment Decisions: Methods of Capital Budgeting	8	0	0
9. Management of Working Capital: Concepts and determination of working capital requirements – Sources of Short term finance	7	0	0
10. Internal Financing and Dividend Policy, Bonus Shares,	6	0	0

Suggested Readings

1. Archer, Stephen H. etc. Financial Management. New York, John Wiley.
2. Pandey, I.M.. Financial Management, New Delhi, Vikash
3. Brealey, Richard A. and Myers Stewart C. Principles of Corporate Finance. 5th ed., New Delhi, McGraw Hill.
4. Hampton, John. Financial Decision Making. Englewood cliffs, New Jersey, Prentice Hall Inc.
5. Van Horne, James C. Financial Management and policy. 10th ed., New Delhi, Prentice Hall of India.
6. Banerjee B, Financial Policy and Management Accounting, World Press, Kolkata.

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.

CP-205: 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.

Course Contents	L	T	P
1. Understanding Marketing Management: Nature and Scope of Marketing, Basic Concepts, Corporate orientations towards the marketplace.	2	0	0
2. The Marketing Environment and Environment scanning: Identifying and responding to major environmental factors	2	0	0
3. Understanding Consumer and Industrial markets: Factors influencing buying behaviour, Buying decision Process and Stages, Buying roles, Types of buying behaviour; Organizational Buying and its Participants.	5	0	0
4. Market segmentation, Targeting and Positioning: Levels and Pattern of segmentation, Bases, Effective Segmentation; Selection of Target market; Differentiation and Positioning Strategy.	5	0	0
5. Product decisions: Product mix, Product Life Cycle, New product development, Branding and Packaging decisions.	4	0	0
6. Pricing: Pricing Objectives, Methods and Strategies.	4	0	0
7. Promotion Decisions: Promotion mix- Advertising, Sales promotion and Personal Selling.	4	0	0
8. Channel management – Types of intermediaries, Types of distribution channels, Selection of Channel	3	0	0
9. Service Marketing: Features, Service mix, Service quality.	3	0	0
10. Organizing and implementing Marketing in the organization	3	0	0
11. Evaluation and Control of marketing efforts			

Suggested Readings

1. Enis, B.M. Marketing Classics: A Selection of Influential Articles. New York, Mcgraw Hill.
2. Kotler, Philip and Armstrong, G. Principles of Marketing. New Delhi, Prentice Hall of India.
3. Kotler, Philip Marketing Management: analysis, Planning, Implementation and Control. New Delhi, Prentice Hall of India.
4. Ramaswamy, V S and Namakumari, S. Marketing Management: planning, Control. New Delhi, MacMillan.
5. Stanton, William, J. Fundamentals of Marketing. New York, McGraw Hill.
6. Neelamegham, S. Marketing In India: Cases and Readings. New Delhi, Vikas.

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.

CP-206: PRODUCTION AND OPERATIONS MANAGEMENT

Objectives

To get a systems view of operations, to understand and develop a framework for managing operations.

Course Contents	L	T	P
1. Concept of Operations: Role and scope of POM in Business, Choice of performance and competitive parameters	3	0	0
2. Process choice for different operations: Classification based on volume- variety, dimension Process types: Project, Job, batch, Line etc. Just-In-Time: Basic concept, evolution and importance	7	0	0
3. Process Lay-outs and basics of lay-out designs: Layout types: Process, Product and Cellular layouts and relevance with the process choices Design of Process and Product layouts	6	0	0
4. Facility Location decisions: Factors for location decisions and effect of globalization Decision making using quantitative methods	2	0	0
5. Job design and measurement: Work study and Method study: overview work measurement techniques	8	0	0
6. Materials Management: Evolution, span and importance, Purchasing: Importance, Sourcing, Systems and procedures, Stores Management: role, types of stores and main activities, Inventory Control: Principles of Classical Inventory control and MRP	4	0	0
7. Quality Management: Evolution and milestones of Quality movement, Principles of Statistical Process Control Reliability principles	4	0	0

Suggested Readings

1. Adam, E E & Ebert, RJ. Production and Operations Management. 6th ed., New Delhi, Prentice Hall of India.
2. Amrine Harold T. etc. Manufacturing Organisation and Management. Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. Buffa, E. S. Modern Production Management. New York, John Wiley.
4. Chary, S. N. Production and Operations Management. New Delhi, Tata McGraw Hill.
5. Dobler, Donald W and Lee, Lamar. Purchasing and Materials Management. New York, McGraw Hill.
6. Dilworth, James B. Operations Management: Design, Planning and Control for Manufacturing & Services. Singapore, McGraw Hill.
7. Moore, FG and Hendrick, T E. Production/Operations Management. Homewood, Illinois, Richard D. Irwin.

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.

CP-207: RESEARCH METHODOLOGY

Objectives

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

Course Contents

	L	T	P
1. Introduction: Different concepts of Research, Nature and Scope of Research Methodology, Marketing Information System and Marketing Research, Steps in Research, Errors, Problems of Conducting research.	6	0	0
2. Research Process: Problem Formulation and Statement of Research objectives; Review of Literature, Formulation of hypothesis, Types of Research Designs and techniques to conduct: Exploratory, Descriptive and Experimental Research Designs	8	0	0
<i>Methods of Data Collection</i> -Observation and Survey Method, Questionnaire: Importance, Types, Construction; Interview: Types, Skills required, Errors.	7	0	0
<i>Scaling techniques</i> - Attitude Measurement techniques; Motivational Research techniques.	6	0	0
<i>Administration of Surveys</i>	1	0	0
<i>Tabulation of Data</i>			
<i>Analysis of Data</i> –ANOVA, Hypothesis Testing, Concepts of Discriminant Analysis, Factor Analysis, Conjoint Analysis and Clustering Methods.	6	0	0
<i>Interpretation and Report writing</i>			
3. Research Applications	3	0	0
	3	0	0

Suggested Readings

1. Kothari, C.R.: Research Methodology: Methods and Techniques, Wishwa Prakashan.
2. Bennet, Roger: Management Research, ILO, 1983.
3. Beri, G.C: Marketing Research, Tata McGraw Hill.
4. Golden, -Biddle, Koren and Karen D. Locke: Composing Qualitative Research, Sage pub.
5. Salkind, Neil j., Exploring Research, 3rd ed., Prentice-Hall, NJ.
6. Luck And Rubin Marketing Research Prentice-Hall
7. Jhonson and Wicherin Applied Multivariate Analysis, New Age International
8. Kokran, Sampling Techniques,

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.

CP-208: MANAGEMENT INFORMATION SYSTEM & DECISION SUPPORT SYSTEM

Objectives

To understand the application of managerial theories in business through the use of information technology. Students solve examples using OR models for managerial decision making. Current techniques for large data handling are explained.

Course Contents

	L	T	P
1. Basics of MIS & DSS: Organizations: Processing of Inputs to Outputs, Impact of Information Technology in Management Decision Making, IS and Business Strategy, Value Chain Model (Porter, 1985), 5 Forces Model (Porter, 1985), Core Competency, Competitive Edge, MIS: Tiered needs for information, MIS, DSS, EIS, AI	6	0	1
2. Technology of Information System: System Architecture, Infrastructure & Platforms Telecom & Networks, Wireless Technologies, Security & Controls Application Software, IS Products and Services: CRM, SCM, ERP, Internet, Intranet, Extranet	5	0	3
3. System & System Design: Approaches to IS Development, System Development Life Cycle (SDLC), Prototyping, RAD, Phases in SDLC, Requirement Analysis, Design, Implementation and Maintenance, Software Packages–concepts, implementation methodologies. Make or Buy software. Outsourcing issues.	3	0	4
4. Managerial Decision Making: Decision making processes and people, Decision Support System, Decision Making vs. Problem Solving, Structured, Unstructured and semi - structured problems, programmable and non-programmable decisions, Bounded Rationality, Simon's Model	5	0	4
5. Database, Data Warehousing, Data Mining: Database Management Systems: concepts, design, SQL programming. Data Warehousing: Concepts. Data Mining: Concepts.	5	0	2
6. Model Base Management System Queuing, Markov Process, Simulation, Optimization	4	0	4
7. Dialog Generation System: Command Line Interface, GUI, Hypertext. Q & A interface. Design considerations.	2	0	2

Suggested Readings

1. Mallach, Efram G.: Decision Support and DataWarehouseSystems: Tata McGraw-Hill.
2. Turban, Efrain: Decision Support & Expert Systems, Macmillan Publishing Company.
3. O'Brien, James A. and Marakas, George M: Management Information Systems, Seventh Edition, Tata McGrawHill.
4. McLeod Jr, Raymond and Schell, George P.: Management Information Systems, Tenth Edition, Pearson Education.
5. Jaiswal, Mahadeo and Mital, Monika, Management Information Systems, Sixth impression, Oxford University Press.

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.

CP-301: BUSINESS LEGISLATION

Objective

The objective of this course is to assist the students in understanding basic laws affecting the operations of a business enterprise.

Course Contents

	L	T	P
1. Concept of Law: Society, State and Law, Enforceability of Law, Mercantile Law.	4	0	0
2. Indian Contract Act, 1872: Contract defined, Elements of valid contract, Classification of contracts, Offer and acceptance, Consideration, Capacity of contracts, Free consent, Legality of object and consideration, Illegal agreements, Termination of contracts, Breach of contract, Indemnity and guarantee, - Quasi Contracts.	9	0	0
3. Negotiable Instruments Act, 1881: Definition and characteristics of different types of negotiable instruments, Parties to a negotiable instrument and their capacity, Dishonour of cheques – Civil & Criminal liabilities, Discharge from Liability, Crossing of cheques, Bank drafts and Banker's cheques – Negotiation & Assignment, Holder in Due Course..	6	0	0
4. Sale of Goods Act, 1930: Classification of goods, Conditions & Warranties, Passing of ownership rights, Rights of an unpaid seller, Remedies for breach of Contract of Sale of Goods.	4	0	0
5. Companies Act, 1956: Nature and kinds of companies, Formation, Memorandum, Articles, Prospectus, Capital – Shares, debentures, minimum subscription- Management & Meeting, Audit & Accounts, Appointment of Directors- Power of Directors-borrowing powers; Winding up of companies.	6	0	0
6. Consumer Protection Act, 1986: Salient features and objectives of the Consumer Protection Act, 1986, Different Consumer redressal Forums, Composition and jurisdiction of District, State and National forum, Mode of complaints, Procedures for disposal of complaints, Penalty. .	7	0	0
7. Laws relating to: Competition, Cyber Laws.	4	0	0

Suggested Readings

1. Singh, Avtar, Company Law. 11 th ed. Lucknow, Eastern.
2. Ramaiya, A., Guide to the Companies Act. Nagpur, Wadhwa.
3. Shah. S M. Lectures on Company Law. Bombay, N.M. Tripathi.
4. Tuteja. S K, Business Law For Managers New Delhi. Sultan Chand.

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

CP-302: BUSINESS ETHICS & CORPORATE GOVERNANCE

Objective

To help students to gain insight into and awareness of ethical behavior and to become familiar with inherent conflicts in being ethical. To help students to understand ethical dilemmas in common business situations and to find ways to resolve them. To help students to explore, recognize and understand the multiple paradoxes related to the study and application of corporate governance in organizations. The course will help students to relate the corporate government practices of an organization to its performance.

Course Contents	L	T	P
1. Business & Society: Concept of Social Responsibility of Business. Rights of Stakeholders-Rights of Shareholders, Rights of Employees, Ethics of Marketing Communication and Advertisement, Financial Ethics, Ethics of the Environment. Social, Cultural and Individual Ethics.	4	0	0
2. Ethics and Corporate Excellence- Corporate Governance, Total Quality Management, Management of Occupational Stress.	9	0	0
3. Ethics and Work life in Indian Philosophy, Globalization and Business Ethics – Ethical Relativism.			
4. Evolution of Corporate governance; Theories of Corporate Governance - Stakeholders' theory and Stewardship theory, Agency theory, Separation of ownership and control; Corporate Governance Mechanism-Anglo-American Model, German Model, Japanese Model, Indian Model; OECD Principles; SOX Act 2002.	6	0	0
5. Roles and Responsibility of Board of Directors- The duties and responsibilities of Directors; Role of Independent Directors; Role of Chairman; Role of CEO; Separation of Chairman and CEO posts; Committees of the Board- Audit Committee, Remuneration Committee, Nomination Committee; Management Audit- Risk Evaluation and Risk Management, Evaluation of key financial decisions and disclosures; Corporate Governance & Performance	10	0	0
6. Role of Auditors- Independence of auditors, prohibition of taking non-audit services, Rotation of auditors/partners, Quality of Audit Report; Disclosure mechanism, Role of SEBI.	7	0	0
7. Role of Regulators- Enactment of Laws including different Standards; Credible Enforcement. Role of External Agencies- Institutional Investors and Media.	4	0	0
8. Related party transactions and disclosures; Shareholders/Investors Grievances Committee. Shareholders' Rights & Responsibilities, Minority Shareholders' Protection, Stakeholders' Protection.			

	L	T	P
9. Corporate Misconduct & Misgovernance			
• Reasons for Corporate Misconduct	4	0	0
• Whistle Blower's Protection			
• Factors Responsible for Obstructing Effective Corporate Governance Practices			
10. CII Codes (1998 & 2009); SEBI Committees- K M Birla Committee (1999), Narayan Murthy Committee (2003); Clause 49 of Listing Agreement, MCA Committees- Naresh Chandra Committee, Dr. J J Irani Committee. Corporate Governance provisions in the Companies Act 2013.	9	0	0
11. Corporate Governance Rating	6	0	0
• Standard & Poor's Corporate Governance Scores			
• Corporate Governance Rating Methodology (Crisil)			

Suggested Readings

1. C. Fernando, Corporate Governance: Principles, Policies and Practices, Pearson
2. Chris A. Mallin, Corporate Governance, Oxford
3. C. V. Baxi, Corporate governance: Critical Issues Excel Books, 2007 Bob Tricker, Robert Ian Tricker,
4. Corporate Governance: Principles, Policies and Practices OUP Oxford, 2012

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

CP-401: STRATEGIC MANAGEMENT

Objective

The objective of this course is to develop a holistic perspective of the enterprise and the basic understanding about the strategic purposes and their impact on the firm.

Course Contents	L	T	P
1. Introduction: Business Policy and Strategy. Nature and Scope of Strategic Management, Corporate level Strategy, Business level Strategy, Model for Strategic Management Process – Resource Based View – Fit vs. Stretch.	6	0	0
2. Strategic Management Elements: Vision, Mission and objectives (including Social Responsibilities), Strategists.	4	0	0
3. Analysis and Diagnosis of External Environment: Factors, Techniques of Environmental Analysis, Concept of ETOP.	4	0	0
4. Analysis and Diagnosis of Internal Environment: Factors, Techniques of internal analysis, Concept of SAP.	4	0	0
5. Matching of Internal and External Profiles: Gap Analysis, SWOT Analysis, SPACE Analysis.	4	0	0
6. Strategic Alternatives: Generic Strategies–Overall Cost leadership, Differentiation, Focus, Stable growth, Growth, Internal Growth (Diversification), External Growth (Merger & Acquisition), Internal External Growth (Strategic Alliance), Turnaround, Retrenchment and Combination Strategies.	6	0	0
7. Strategic Choice: Factors for Selection – choice process – Strategic Intent.	2	0	0
8. Portfolio Analysis : BCG Matrix, GE Stoplight, Hofer’s Model	3	0	0
9. Strategic Implementation: Strategy and structure, Strategic Budgeting, Leadership implementation. Management of Strategic choices, Functional issues – 1. Marketing, 2. Production, 3. Systems, 4. Finance- Implementation.	4	0	0
10. Evaluation and control.	3	0	0

Suggested Readings

1. Drucker, P.F. The Changing World of the Executive. New York, Times Books.
2. David Fred. Strategic Management. 7th ed. Englewood Cliffs. New Jersey, Prentice Hall Inc.
3. Hamel, G and Prahalad, C.K. Competing for the future. Boston, HarvardBusinessSchool Press.
4. Glueck, W.F. Strategic Management and Business Policy. McGraw-Hill.
5. Hax,A.C and Majluf, N.S. Strategic Management. Englewood Cliffs. New Jersey, Prentice Hall Inc.
6. Ansoff, H.I. Implementing Strategic Management. Englewood Cliffs. New Jersey, Prentice Hall Inc.

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

CP-402: ENTREPRENEURSHIP & BUSINESS DEVELOPMENT

Objective

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

Course contents	L	T	P
1. Entrepreneurial traits, types and significance; Definitions, characteristics of	7	0	0
2. Entrepreneurial types, Qualities and functions of entrepreneurs, Role and importance of entrepreneur in economic growth.	7	0	0
3. Competing theories of entrepreneurship; Entrepreneurial development programme in India. History, Support, objectives, stages of performances; Planning and EDP –objectives.	10	0	0
4. Target group, selection of centre, pre-training work; govt. Policy towards SSI's; Entrepreneurial Input; Entrepreneurial Behaviours and Entrepreneurial motivation.N-Achievement and management success, Entrepreneurial success in rural area.	16	0	0
5. Innovation and entrepreneur ; Establishing Entrepreneurs system .Search for business idea, sources of ideas, idea processing ,input requirements :Sources and criteria of financing, fixed and working capital assessment; Technical assistance, marketing assistance ,sickness of units and remedial assistance , preparation of feasibility reports and legal formalities and documentation.	16	0	0

Suggested Readings

1. Clifton, Davis S and Fyfe, 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 VenkateswaraRao, T."Developing Entrepreneurship –A Handbook on Learning Systems".1978.Learning Systems, Delhi.

FINANCE AREA

F-1: CORPORATE FINANCIAL REPORTING

Objective

The objective of the course is to provide an understanding of the concept of corporate financial reporting including regulatory framework and implications global accounting standard convergence issues.

Course contents:

	L	T	P
1. The objectives of financial reporting – structure of company financial reports – Regulatory framework of financial reporting.	4	0	0
2. Concept and sources of GAAP – the nature and purpose of accounting standards – enforcement of accounting standards – global convergence of accounting standards – IFRS-Convergence of IFRS with Ind. ASs.	4	0	0
3. Quality of financial reporting – meaning and importance of disclosure – – Role of audit function	2	0	0
4. Measurement & disclosure issues with specific reference to following accounting standards(Ind. ASs): AS-1, AS-2, AS-4, AS-5, AS-6, AS-9, AS-10,	10	0	0
5. Consolidation of Accounts – AS 21(Chain holding and Cross holding excluded)	6	0	0
6. Segment Reporting (AS 17)- Identification of Segment – Disclosure Requirements	4	0	0
7. Mergers & Acquisition - Accounting Issues: Valuation of goodwill – Valuation of business - Valuation of Shares – Purchase consideration - Swap ratio	6	0	0
8. Buy back of Share – Regulatory Requirements – Accounting Issues - Effect on EPS & Post Buyback Financial Statement	4	0	0

Suggested Readings:

1. Shukla, Grewal, Gupta, Advanced Accounts, Part-II , , Sultan Chand & Co, New Delhi.
2. Fraser, L. M., & Ormiston, A., Understanding Financial System, PHI, New Delhi.
3. Foster, G, Financial Statement Analysis, PHI, New Delhi.
4. Indian Accounting Standards issued by The Institute of Chartered Accountants of India, New Delhi.
5. Saudagaran, S., International Accounting: A Users Perspective, Taxmann, New Delhi.
6. Banerjee, B., Regulation of Corporate Financial Reporting in India, World Press.
7. International Financial Reporting Standards, IASB, U.K.

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.

F-2: FINANCIAL STATEMENT ANALYSIS

Objectives

The objective of this course is to provide basic understanding of the tools used for analysis of financial statements and to discuss implications of financial analysis on valuation of business and securities.

Course Contents

	L	T	P
1. Framework for Financial Statement Analysis: Need for FSA – Focus on Investment Decision – Other Users Sources of Financial Information	4	0	0
2. Financial Statements – Components – Quality of Financial Reporting – Disclosure Issues – Potentials for Earnings Management – Red Flags	4	0	0
3. Financial Statement Analysis – Ratio Analysis – Different Categories of Ratios – Integrated Analysis – Analysis of Firm Performance – Limitations of Ratio Analysis	10	0	0
4. Common Size Statements – Preparation – Vertical Analysis – Trend Analysis:	4	0	0
5. Analysis of Cash Flows – Cash Flow Statement Ratios – Relationship of Income & Cash Flows	4	0	0
6. Analysis of Inventories – Fixed Assets – Depreciations and Impairment – Income Taxes – Deferred Taxes – Liabilities – Leases and off-Balance Sheet Debt	5	0	0
7. Profitability Analysis–ROCE & ROE relationship–Decomposition of ROE–Linkages of Profitability Ratios and firm Value–Credit Analysis	4	0	0
8. Valuation & Forecasting – Asset Based Valuation Models – Tobin’s Q Ratio – Financial Statement Forecasts	5	0	0

Suggested Readings:

1. White, G.I., Sondhi, A.C., & Fried D.: The Analysis and Use of Financial Statements, John Wiley & Sons.
2. Fraser, L. M., & Ormiston, A., Understanding Financial System, PHI, New Delhi.
3. Foster, G, Financial Statement Analysis, PHI, New Delhi.
4. Penman, Financial Statement Analysis, McGraw Hill
5. Banerjee, B., Financial Policy & Management Accounting, PHI

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.

F-3: 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

	L	T	P
1. Basic Concepts of Income Tax; Residential status of a Company; Computation of income under Different Heads of Income (excluding Salaries & Income from House Property), Set off and Carry forward of Losses, Provisions relating to MAT, Computation of Tax Liability;	20	0	0
2. Meaning and Scope of Tax Planning and Location of Undertaking, Type of Activity, Ownership Pattern, Tax Planning Relating to Amalgamation and Merger of Companies; Foreign Collaborations and Joint Ventures;	7	0	0
3. Tax Considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc;	7	0	0
4. Value Added Tax – Basic concept; Goods & Service Tax – Basic Tax	3	0	0
5. Service Tax – Applicability and Service Covered.	3	0	0

Suggested Readings:

1. Ahuja. G K & Gupta, Ravi, Systematic Approach to Income Tax. Allahabad, Bharat Law House.
2. Lyengar, A C. Sampat, Law of Income Tax. Allahabad, Bharat Law House.
3. Kanga. J B and Palkhivala, N A., Income Tax. Bombay, Vol. 1 -3, N.M. Tripathi.
4. Ranina, H P., Corporate Taxation: A Handbook. New Delhi, Oriental Law House.
5. Singhania. V K., Direct Taxes Law and Practice. Delhi. Taxman.
6. Srinivas, E A., Handbook of Corporate Tax Planning. New Delhi, Tata McGrawHill.

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.

F-4: 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	L	T	P
1. Concept of Working Capital Management-Importance of Working Capital – Kinds of Working Capital, Factors–Determining Working Capital–Estimating Working Capital Requirements.	8	0	0
2. Management of Cash-- Cash System–Managing the Cash Flows. Types of Collection Systems–Cash Concentration Strategies, Disbursement Tools–Investment in Marketable Securities; Forecasting Cash Flows.	8	0	0
3. Managing Corporate Liquidity and Financial Flexibility Measures of Liquidity, Determining the Optimum Level of Cash Balances- Baumol Model, Miller-Orr Model,	8	0	0
4. Receivable Management – Basic Concepts – Determining the Appropriate Receivable Policy – Marginal Analysis – Credit Analysis and Decision – Heuristic Approach – Discriminant Analysis – Sequential Decision Analysis.	8	0	0
5. Inventory Management-Kinds of Inventories – Benefits and Costs of Holding Inventories – Inventory Management and Valuation – Inventory Control Models; Short-term financing.	8	0	0
Suggested Readings:	8	0	0

1. Bhalla, V. K., Working Capital Management. Text and Cases, Anmol Delhi.
2. Hampton J.J.,Wagner, C.L, Working Capital Management, John Wiley & Sons.
3. Mannes. T.S, Zietlow, J.T, Short-term Financial Management, West Pub. Co.
4. Scherr. F.C, Modern Working Capital Management. Prentice Hall.
5. Bhattacharyya, H., Working Capital Management

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.

F-5: 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.

Course Contents

	L	T	P
1. The basic theoretical Framework: The concept financial system and its components. The factors affecting the stability of the financial system: Development finance vs. universal banking; Financial Intermediation – Role of Regulators.	3	0	0
2. Financial Markets: Money and Capital Markets – Money Market Instruments – Recent Trends in Indian Money Market – Capital Market: Primary Market and Secondary Market – Depository System – Government Securities Market – Role of Securities and Exchange Board of India – Recent Developments.	5	0	0
3. Bank and Banking: Permissible banking activities – Types of banks in India – Role of RBI as a regulator – Money Market Investments.	3	0	0
4. Insurance Service: Need and importance Life and non life insurance-Players in life and non life insurance – Essentials of insurance contracts – Risk appraisal and selection – Life and non life insurance products including unit linked plans – Role of IRDA.	3	0	0
5. Merchant Banking – SEBI guidelines for merchant bankers (basic ideas) – Issue Management – Equity issues – Rights issues – Debenture Issues – Book building – Private Placements – Pre & Post issues activities – Raising capital from International markets: ADRs, GDRs, ECB etc. (Basic concepts).	6	0	0
6. Lease and Hire purchase – Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax – Problems on leasing – Hire Purchasing – Concepts and features – Tax and Depreciation implications – Problems on Hire Purchasing.	4	0	0
7. Credit rating – Definition and meaning – Process of credit rating of financial instruments-Rating methodology-Rating agencies-Rating Symbols of different companies; Securitization of debt-Meaning-Features-Special Purpose Vehicle-Pass Through Certificate & Mechanism-Benefits of Securitization – Issues in Securitization – Bill Discounting – Factoring & Forfeiting.	5	0	0
8. Depository Service and Mutual Funds: Depository services – Role of depositories and their services – Advantages of depository system – NSDL and CDSL – Depository participants and their role – Stock Broking Services (including commodities & foreign exchange derivatives) – Mutual Funds: Concepts – SEBI Guidelines on Mutual Funds in India – Designing and Marketing of Mutual Funds Schemes – Types of Mutual Funds – Net Asset Value.	5	0	0
9. Other Financial Services: Stock & Commodity Broking, Portfolio Management Services – Venture Capital Financing – Private Equity – Debit Card – Credit Card – Personal Loans	3	0	0
10. Marketing of Financial Services – Conceptual framework & Issues	3	0	0

Suggested Readings:

1. Financial Services – M.Y. Khan – Tata McGraw Hill
2. Financial Services & Systems – S.G. Guruswamy – Thomson Learning
3. Indian Financial System – M.Y. Khan – TMH
4. Financial Services – Gordon & Natarajan – HPH
5. Merchant Banking Principles and Practice: H.R. Machiraju – New Age Internationals
6. Financial Institutions and Markets – L.M. Bhole – TMH

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.

F-6: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Objectives

The objective of the course is to provide a basic understanding of the tools used for analysis and valuation of corporate securities and construction of optimum investment portfolios.

Course Contents	L	T	P
1. Investment: Concept of Return & Risk- Measurement of return and risk; Return & Risk and the Investment Decision.	2	0	0
2. Security Markets: Primary & Secondary Market; New Issue Market- Listing of Securities; Operations of Indian Stock Market – Functionaries of Stock Market; Mechanics of Investing; Depository System – Indices of share price in India	4	0	0
3. Security Analysis: Fundamental and Technical Analysis – Economic Analysis, Industry Analysis and Company Analysis; Trend Indicators.	6	0	0
4. Efficient Market Hypothesis: Weak, Semi-Strong and Strong Form.	4	0	0
5. Valuation of securities – Valuation of Bonds	6	0	0
6. Portfolio Management: Markowitz Portfolio Theory- The Mean- variance Criterion- Portfolios of Two Securities- The Efficient Frontier-Capital Asset Pricing Model – Capital Market Line-Security Market line; Factor Models and Arbitrage Pricing Theory.	10	0	0
7. Financial Derivatives-Basic Concepts: Derivative Markets in India.	4	0	0
8. Portfolio Performance Evaluation: Measure of return- Risk adjusted measures of return.	4	0	0

Suggested Readings:

1. Jordon & Fisher, Security Analysis & Portfolio Management Prentice Hall of India.
2. Reily, K.Frank, Investment Analysis & Portfolio Management, South Western, Thompson
3. Damodaran Aswath, Investment Valuation, John Wiley & Sons, Inc.
4. Elton Edwin J. & Gruber Maltion J., Modern Portfolio Theory, John Wiley & Sons, Inc.
5. Bodie, Kane, Marcus, Investment, , Tata McGraw Hill.
6. Chandra P., Investment Analysis & Portfolio Management, Tata McGraw Hill
7. Strong, R.A., Practical Investment Management, Thompson/Southwestern

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.

F-7: MANAGEMENT CONTROL SYSTEMS

Objectives

The main objective of the course is to appraise the students the about the concept of management control system

Course Contents	L	T	P
1. Characteristics of Management Control System – Evolution of control systems in an organization – Relating the system to organizational objectives – Strategic Planning, Management Control and Operational Control – Goal Congruence – Functions of the Controller – Concept of Management Audit as a control tool (Different types of controls).	5	0	0
2. Responsibility Centers – Types of Responsibility Centers – Expense Centers, Profit Centers and Investment Centers – Controllability Principle.	3	0	0
3. Budgetary Control as a tool for Management Control Systems – Engineered, Discretionary and Committed Costs – Fixed vs. Flexible Budget – Variance Analysis	5	0	0
4. Concept of Transfer Pricing (Market based and Cost Based) – Goal Congruence –Taxation Issues.	5	0	0
5. Measurement of Divisional Performance including Performance Evaluation – Qualitative and Quantitative: ROI vs. RI- Revenue Allocation Issues.	6	0	0
6. Performance Measurement - Financial and Non-financial performance measures-Balance Score Card-Economic Value Added as a tool to management performance measurement.	2	0	0
7. Cost Information for Decision Making – Relevant Cost – Opportunity Costs – Sunk Costs – Pricing Decisions	5	0	0
8. Management Control Systems in Service Sector vis-à-vis in Manufacturing Sector.	2	0	0
9. Strategic Cost Management & Controls (Activity Based costing, Target Costing, Life-cycle costing, Value Chain Analysis).	5	0	0
10. Behavioural Aspects of Management Controls: Motivation and Morale, Goal Congruency, Behaviourial Issues in Budgeting.	2	0	0

Suggested Readings:

1. Anthony, R N and Govindrajana V. Management Control Systems, Taraporevala, Chicago, Irwin.
2. Maciariello, J A and Kirby C J. Management Control System. Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. Merehant, K.A., Modern Management Control Systems, New Delhi, Prentice Hall of India.
4. Zimmerman, J.A., Accounting for Decision Making & Control, New York, Mc-Graw Hill Inc.
5. Colin Drury, Management & Cost Accounting, New Delhi, Thomson Learning.

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.

F-8: BEHAVIOURAL FINANCE & FINANCIAL RISK MANAGEMENT

Objectives

To help students to understand Risk Management issues in investments and to measure volatility in market prices. To help students appreciate the limitations of ‘rational’ models of investment decision making and to introduce students to an alternate framework for understanding price discovery in the markets

Course Contents

A. Behavioural Finance	L	T	P
1. Investment Decision Cycle: Judgment under Uncertainty	2	0	0
2. Paradoxes (Allais and Others)	2	0	0
3. Prospect Theory	2	0	0
4. Information Screening Biases	2	0	0
5. Information Processing: Bayesian Decision Making, Heuristics and cognitive biases	4	0	0
6. Forecasting Biases	2	0	0
7. Group Behavior: Conformism, herding, fatal attractions	4	0	0
8. Investing Styles and Behavioral Finance	2	0	0
B. Financial Risk Management			
1. Financial Risk: An Overview, Evolution, and the Environment	2	0	0
2. Risks definition (market, credit, liquidity, operational), more specifically on the identification of different forms of risk (currency, interest rate, equity, commodity)	2	0	0
3. Market Data Analysis, Probability and distributions of asset prices, measuring return and risk, Modeling Risk Factors, Using implied volatility in Value-at-Risk measures	4	0	0
4. Risk and volatility Measurement, the issue of time aggregation, different measures of volatility such as EWMA, ARCH & GARCH processes, volatility clusters and the issue of time varying volatility	4	0	0
5. Measuring risk using Value-at-Risk, concept and computation of VAR using variance-covariance approach, Calculating portfolio risk of more than one assets.	4	0	0
6. Stress testing and back-testing, Forecasting correlation & Volatility during market crash, Extreme Value Theory - Basic Principles, Extreme Value Theory methods in measuring financial risk	2	0	0
7. Monte Carlo simulation, issues in generating price process (Brownian Motion, Ito Process	2	0	0

Suggested Readings:

1. SHEFRIN, Hersh, *Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing*, Financial Management Association, Survey and Synthesis Series. Boston, MA: Harvard Business School Press
2. James Montier, *Behavioural Finance: Insights into Irrational Minds and Markets*, Wiley
3. Hull, *Risk Management and Financial Institutions*
4. Steve L. Allen, *Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk*
5. Philippe Jorion, *Value at Risk: The New Benchmark for Managing Financial Risk*, 3rd Edition
6. Michael B. Miller, *Mathematics and Statistics for Financial Risk Management* [Hardcover]

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.

F-9: STRATEGIC FINANCIAL MANAGEMENT

Objectives

The objective of the course is to apprise the student about the concept of strategic financial management and its implication on creation of shareholders value.

Course Contents

	L	T	P
1. Financial Policy & Strategic Planning: components of financial strategy, alternative strategies for long-term growth, growth drivers, organic growth versus external growth.	4	0	0
2. Financing Strategy: Capital structure Theories – Hybrid Financial Instruments	4	0	0
3. Linkage between financial strategy & Firm's value – concept of Asset Beta – weighted Average cost of capital & Adjusted Present Value (APV) Valuation Methodologies – Free Cash Flow Valuation Models	8	0	0
4. Linkage between Investment Strategy & corporate value creation – Generation & Screening of Project Idea – Financial Analysis – Analysis of Project Risk – Social Cost Benefit Analysis – Network Techniques for Project Management – Environmental Appraisal of Projects	12	0	0
5. Share holders value creation & measurement–Concept of EVA [®] & MVA– Problem with share holders' value concept.	8	0	0
6. Mergers and Acquisition: when do they make sense? Effect of Merger on EPS; Sharing of Merger Gains; takeover Defenses: Market for corporate control	4	0	0

Suggested Readings:

1. Brealey & Myers, Principles of Corporate Finance, TMH
2. Pandey, I.M., Financial Management, Vikas Publishing House
3. Chandra, P., Projects: Preparation, Appraisal, Budgeting & Implementation, TMH
4. Bender, R. and Ward, K., Corporate Financial Strategy, Butter Worth Heinemann
5. Samuel C. Weaver and Fred Weston , Strategic Financial Management: Application of Corporate Finance, Thomson ONE

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.

F-10: INTERNATIONAL FINANCIAL MANAGEMENT

Objectives

This course aims to provide theoretical and practical understanding of issues involved in international financial management from the perspective of a firm engaged in multinational business.

Course Contents

	L	T	P
1. Nature & Scope of International Financial Management – International Monetary System – Bretton woods conference and afterwards, - IMF and the World Market – Multilateral Financial institutions – International investors and foreign investment institutions (FII) – FDI vs. FPI.	5	0	0
2. Foreign Exchange & Country Risk – Political Risk & MNC operations.	2	0	0
3. Parity conditions in International Finance – Exchange Rate Determination – Factors influencing Exchange Rates.	6	0	0
4. The Foreign Exchange Market: Spot Market – Forward Market- Futures Market – Options Market – Swaps – Arbitrage opportunities	6	0	0
5. Foreign Exchange Risk Management: Transaction exposure, translation exposure and economic exposure – Management of exposure – Hedging – Internal Techniques of Hedging.	7	0	0
6. International Investment Decisions: Capital Budgeting – Current Assets Management including Financing of International Trade; Mechanics and Financing of Foreign Trade and Indian Institutional Framework – International Equity Investment.	10	0	0
7. International Financing: Overview of International Financial Market – Sources of Finance – Financing Decisions – Concept of GDRs, ADRs, IDRs.	4	0	0

Suggested Readings:

1. Bhalla, V.K. International Financial Management, Anmol, New Delhi.
2. Mudura, Jeff, International Financial Management, South Western Thomson, Asion Books Private Ltd., New Delhi.
3. Apte,P.G., International Financial Management, Tata Mc-Graw Hill, New Delhi.
4. Sharan, V., International Financial Management, PHI, New Delhi.
5. Viz, Madhu., International Financial Management, Excel Books.
6. Shaprio, A.C., Multinational Financial Management. Prentice Hall of India.
7. Levi, M.D., International Finance, McGraw Hill.

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.

F-11: BUSINESS VALUATION

Objectives

The objective of the course is to familiarize the students with the concept of valuation of businesses and tools and techniques applied for valuation.

Course Contents

	L	T	P
1. Need for Business Valuation – Valuation Services – Professional Ethics	2	0	0
2. Asset-Based valuation – Accounting Issues.	2	0	0
3. Income Based valuation – Discounted Cash Flow Valuation – Free Cash Flow to Firm – WACC – APV Valuation	8	0	0
4. Market Based Valuation – Relative Valuation Approaches – Problems & Issues	6	0	0
5. Application of Valuation Techniques; IPOs, Mergers & Acquisitions, Restructuring and Venture Financing – Challenges to valuation	7	0	0
6. Due Diligence in Valuation – Importance & Impact of Due Diligence Reviews	4	0	0
7. Special issues & consideration & valuation – Brand Valuation – Valuation of Intellectual Properties	4	0	0
8. The importance of asymmetric information, agency conflicts – Corporate Governance Issues	7	0	0

Suggested Readings:

1. Reily, K.Frank, Investment Analysis & Portfolio Management, South Western, Thompson
2. Damodaran Aswath, Investment Valuation, John Wiley & Sons, Inc.
3. Hearth and Zaima, Contemporary Investments: Security & Portfolio Analysis, HarcourtCollege Publications.
4. Copeland, T., Koller, T. and Murrin, J., Valuation – Measuring and Managing the Value of Companies, John Wiley & Sons Inc.
5. Palepu, K., Healey, P. and Victor, L., Business Analysis & Valuation using Financial Statements, South-Western College Publishing
6. Marren, J.H., Mergers & Acquisitions – A Valuation Handbook, Irwin Professional Publishing

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.

F 12: FINANCIAL ENGINEERING

Objectives

The objective of the course is to provide an understanding of the underlying concepts of modern financial engineering theory for the creative formulation and analysis of innovative engineering economic models.

Course Contents

	L	T	P
1. Introduction: Contributing factors – the scope of financial engineering – Tools of financial engineering – Financial engineering vs. financial analysis.	4	0	0
2. Derivative securities: Nature and Types of derivative securities. Purpose of derivatives.	10	0	0
3. Basic characteristics of option contracts – Types of option contracts – Single-period option vs. multi-period options – Option pricing & Hedging– Put Call Parity - Option pricing: Upper Bounds & Lower Bounds- Pricing Models and their derivations: Black-Scholes formula & CRR formula – Option trading strategies – Path-dependent options – Different types of Exotic option contracts - Option Greeks.	6	0	0
4. Futures contracts: The nature and uses of future contracts – Mechanics of buying and selling futures – Valuation of future contracts – Financial futures – Stock index futures – Foreign currency futures	8	0	0
5. Forward contracts: forward options – Forward contracts on currencies – Valuing forward contracts – Forward prices for a security that provides no return.	8	0	0
6. Swap contracts: Origin of swap contracts – Forms of swap contracts – Interest rate swaps – pricing of interest rate swaps – Asset swaps – Forward swaps – Swaptions – Currency swaps	4	0	0

Suggested Readings:

1. Bhalla, V.K.: Financial Derivatives, Delhi, S. Chand.
2. Brennet, M. Option Pricing: Theory & Applications, Toronto, Lexington Books.
3. Cox, John C and Rubinstein, Mark. Options Markets. Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management. London, Allyn and Bacon.
5. Hull, John C. Options, Futures and Other Derivative Securities. New Delhi, Prentice Hall of India.
6. Sharpe, William F. etc. Investment, New Delhi, Prentice Hall of India.

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.

HUMAN RESOURCE AREA

HR-1: EMPLOYEE RESOURCING

	L	T	P
1. Employee Resourcing, Human Resource Management and the Organisation–Aspects of Employee Resourcing–Human Capital and Employee Resourcing.	3	0	0
2. Human Resource Planning (HRP): Concept and Process–Technology, Productivity and Cost Considerations vis-à-vis HRP–Job Analysis: Concept and Methods– Job Description, Job Specification–Competency and Skills Analysis-Ergonomics and Human Engineering: Basic concepts .	6	0	0
3. Human Resource Planning Techniques: Qualitative and Quantitative Approaches–Labour Turnover –Succession Planning–Replacement Charts	7	0	0
4. Matching HR Requirement and Availability: Action Planning— Recruitment and Selection, Multi-skilling and other options—Managing redundancy–Attrition and Retention–Attrition Analysis—Contemporary practices in Action planning.	8	0	2
5. Recruitment and Selection: Basic Considerations—Strategic issues in organising the Recruitment function—Basic Testing Concepts—Types of Tests—Interviews and other selection devices: Utilities and Constraints—Decision-making for selection-Issues relating to managerial selection.	7	0	2
6. Talent Management: Concept, Process and Organisational Imperatives- Employer Brand: Issues and Challenges- Issues relating to Becoming an ‘Employer of Choice’.	4	0	0
7. Human Resource Information Systems (HRIS): Objectives, Meeting Organisational Requirements, Development, Modules/Contents, – HRIS for HRP and other HR functions.	5	0	4

Suggested readings:

1. Armstrong, M., “A Handbook of Human Resource Management Practice”, Kogan Page.
2. Dessler, Gary “Human Resource Management”, Prentice- Hall India, New Delhi.
3. Bhattacharyya, D. K. , “Human Resource Planning”, Excel Books.
4. Bramham, J., “Human Resource Planning”, Universities Press
5. Ghosh, A.K., ., “Human Resource Management (with Cases)”, Manas Publications.
6. Rothwell, W. J., and Kaznan, H. C., “Planning and Managing Human Resources”, Jaico Books.
7. Corbridge, M. and Pilbeam, S. “Employment resourcing”, Financial Times Pitman Publ.
8. Taylor, S. “People Resourcing” , Chartered Institute of Personnel and Development.

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.

HR-2: HUMAN RESOURCE DEVELOPMENT

	L	T	P
1. Human Resource Development (HRD): Concept, Objectives and Approaches—HRD Framework & Techniques—Different HRD Systems –Corporate HRD—Developing an Integrated Human Resource Development System.	5	0	0
2. Role of Training in HRD—Aligning Training with strategy— Training Needs Analysis Approaches—Strategising training—Best practices in training and development.	6	0	0
3. Training Design: Important Considerations—Training Methods: Pros and Cons	10	0	2
4. Development and Transfer of training—Evaluation of Training— Impact of Technology on Training.	6	0	0
5. Significance of Management Development—Approaches and techniques of Management Development— Management Development Implications.	4	0	0
6. Counselling: Concept, Types and Process—Quality of Work Life: Concept, Advantages and Barriers— Career Planning and Management: Issues and Imperatives.	8	0	0
7. HRD Implementation—Planning and Implementing HRD strategies— Organisational Outcomes of HRD—HRD Best Practices: Indian and Global Perspective—HRD Implementation: Role of Chief Executives and Line Managers.	7	0	0

Suggested Readings

1. Armstrong, M., “A Handbook of Human Resource Management Practice”, Kogan Page
2. Wilson, J. P., “Human Resource Development: Learning & Training for Individuals & Organizations”, Kogan Page.
3. Rao, T. V., “Readings in Human Resource Development”, Oxford and IBH Publishing.
4. Blanchard, P. N., Thacker, J. W., Ram, A. A., “Effective Training: Systems, Strategies, and Practices”, Pearson.
5. D. Agochiya, “Every Trainer's Handbook”, Sage.
6. Pareek, Udai “Training Instruments in HRD & OD”, Tata McGraw – Hill, Second Edition, New Delhi.
7. Bramley, Peter “Evaluating Training Effectiveness – translating theory into practice”, McGraw–Hill, London.
8. Craig, Robert L (Ed) “Training and Development Handbook – a guide to human resource development”, McGraw – Hill, Second edition, New York, 1976 (ASTD)
9. Gupta, S and Gupta, S, “Human Resource Development: Concepts and Practices”, Deep & Deep.
10. Ghosh, A.K., ., “Human Resource Management (with Cases)”, Manas Publications.

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

HR-3: MANAGING INTERPERSONAL AND GROUP PROCESSES

	L	T	P
1. Managing inter-personal and group processes: Important variables and their implications for Human Resource Management – Impression Management and Interpersonal Behaviour, Self Concept and Interpersonal Relationships.	7	0	0
2. Emotion, Empathy and the social world– Group and inter-group emotions–Emotional competence.	6	0	0
3. The Strategic Importance of Leadership in the context of inter-personal and group processes-Theories of Leadership and their relevance–Gender effects on Leadership–Global differences in leadership–Emerging leadership perspectives and their relevance in present-day organisations.	8	0	0
4. Interpersonal and organizational communication and feedback– Transactional analysis – Johari window.	9	0	0
5. Group as a Medium of Learning–Group-formation and group process–Team development and Team-functioning- Interpersonal Trust in Group Processes–Group Synergy–Group decision-making and problem solving techniques-Collaborative processes.	10	0	0
6. Power, politics and conflict in organisations–Power, Authority and Obedience-Position Power and Personal Power-Nature and Causes of Conflict– Response to Conflict and conflict resolution– Negotiation and bargaining: Process: Imperatives and Strategies- Issues relating to organisational politics.	8	0	0

Suggested Readings:

1. Praeek, U., Rao, T. V. and Pestonjee, D. M., “Behavioural Processes in Organisations”, Oxford and IBH Publishing.
2. T.A. Harris, I’m O.K. –You’re O.K., London, Pan Books Ltd.
3. W.G. Bennis, Essays in Interpersonal Dynamics, U.S.A. Dorsey Press.
4. Baron, R.S., & Kerr, N.L. “Group Process, Group Decision, Group Action”,. Buckingham: Open University Press.
5. Hitt, M. A., Miller, C. C., and Collela, A. “Organizational Behavior: A Strategic Approach”, Wiley India
6. Schermerhorn, J. R., Hunt, J.G. and Osborn, R. N. “Organizational Behavior”, Wiley India.
7. Luthans, L.” Organizational Behavior”, McGraw-Hill Book Company.
8. Robbins, S. P., “Organizational Behavior”, Prentice Hall India Private Limited.
9. Moore, B. S. and Isen, A. M. , “Affect and Social Behavior”, Cambridge University Press
10. Ghosh, A.K., “Managing Human Resources: Strategic approach to Win”, Manas Publications.

HR 4: PERFORMANCE MANAGEMENT AND COMPETENCY MANAGEMENT

	L	T	P
1. Performance Management: Perspective and Process–Performance Management and Performance Appraisal: Basic difference vis-à-vis features and uses–Performance Management Cycle–Developing the person in the ‘Role’ – Performance coaching.	5	0	0
2. Understanding Performance and its Measurement –Issues relating to Measurement of Results and Behaviour–Collecting Performance-specific information.	5	0	0
3 Appraisal Methods: Basis of approaches: Ranking–Forced Distribution–Paired Comparison–Check List–Critical Incident–Graphic Rating Scale–BARS–MBO–Human Resource Accounting –360 degree Feedback: Uses, Rationale and Scope.	12	0	0
4. Linkage between Performance management, human resource development and reward management–Specific Issues relating to Team Performance Management.	6	0	0
5. Concept of Potential Appraisal –Requirements for an Effective Potential Appraisal system–Performance Appraisal and Potential Appraisal.	5	0	0
6. Understanding competence and competency–Issues in competency management–Competency mapping: Approaches and Process – Competency modeling and Competency Assessment	7	0	0
7. Competency-based HRM applications: Recruitment and selection, Training and Development, Reward, Performance management, Career and succession planning.	8	0	0

Suggested Readings:

1. Kandula, S. R., “Competency-based Human Resource Management”, PHI learning Pvt. Ltd.
2. Armstrong, M. “Performance Management- Key Strategies and Practical Guide”, Kogan Page.
3. Murphy and Cleaveland: Performance Appraisal, Sage Publications.
4. Chadha: Performance management, Excel Books.
5. Kandula, S. R. .: “Performance Management: Strategies, Interventions and Drivers”, Prentice Hall of India.
6. Aguinis, H, “Performance Management”, Pearson Education.
7. Sanghi, S., “The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations”, Sage Publications.
8. Ghosh, A.K., ., “Human Resource Management (with Cases)”, Manas Publications.
9. Kossek, E. E. and Block, R. N. , “Managing human resources in the 21st century: from core concepts to strategic choice”, South-Western College Pub.

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

HR-5: REWARD MANAGEMENT

	L	T	P
1. Reward Management: Concept and Objectives–Economic Theory and Reward Management–The Reward System–Internal and External Context of Reward Management –Wage theories– Concept, approaches, utilities and significance of Total reward– Strategic reward: foundation and guidelines–Reward strategy and policy.	8	0	0
2. Factors affecting pay levels within organizations–Relating Motivation and Reward– Reward and psychological issues– Performance-related pay–Institutions related to reward system.	8	0	0
3. Job evaluation: Considerations and methods–Market rate analysis and role analysis–Conducting general pay reviews.	8	0	2
4. Grade and Pay structures: Considerations–Issues in developing the grade and pay structures–Impact of Taxation.	6	0	2
5. Individual contingent pay–Bonus schemes–Team pay–Paying for organizational performance– Employee Recognition schemes.	6	0	0
6. Employee benefits–Important aspects and issues–Types of Employee benefits-Flexible benefits- Tax Implications–Indian perspective	8	0	0
7. Contemporary issues in Reward Management–Reward Management for Special Categories of Employees-Specific issues relating to Executive Compensation.	6	0	0

Suggested Readings:

1. Armstrong, M., “A Handbook of Employee Reward Management and Practice”, Kogan Page.
2. Armstrong, M and Murlis H, Reward Management, Kogan Page.
3. Milkovich, G. T, Newman, J. M., Venkata Ratnam, C. S., “Compensation”, Tata McGraw Hill.
4. Bergess, L.R. “ Wage and Salary Administration”, Charles E–Merril, London
5. Capeman, G. “ Employee Share Ownership”, Kogan Page, New York
6. Henderson, R.I. “ Compensation Management: Rewarding Performance”, 6th Edition, Prentice Hall Inc., Englewood Cliffs.
7. Perkins, S. J. , White, G., “Reward Management: Alternatives, Consequences and Contexts”, Chartered Institute of Personnel and Development.
8. Singh, B. D., “Compensation and Reward Management”, Excel Books

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

HR-6: EMPLOYMENT RELATIONS

	L	T	P
1. Employment Relations: Concept, Sociological and Psychological Perspectives–Industrial Relations (IR): Characteristics, objectives, approaches, factors influencing IR, prerequisites of healthy IR, Indian IR – pre and post independence era, IR practices in India particularly post–LPG.	10	0	0
2. Trade Unions (TUs): Concept, features, objectives, recognition and registration of TUs in India, role and functions of Trade Unions, origin and growth of Trade Unions, Central Trade Unions, Employers’ Association.	8	0	0
3. Industrial Disputes (ID): Meaning, scope, varieties and forms, impact of IDs, role of machineries in resolving IDs.	8	0	0
4. Employee Grievance: Concept, causes of grievances, Grievance procedures.			
5. Employee discipline: Concept and approaches, misconduct, ‘Hot Stove’ approach– Discipline and Disciplinary Procedures–Principles of Natural Justice, Bias, Burden of Proof–Domestic Enquiry–Disciplinary authority	8	0	0
6. Collective Bargaining–concept, objectives, characteristics, forms and processes of Collective Bargaining	6	0	0
7. Workers’ Participation in Management (WPM)–concept, origin objectives–role of Quality Circles (QCs)–Employee Empowerment–Changing Paradigm in Employment Relations– Employment Relations vis-à-vis knowledge workers, knowledge organisations and non-union organisations.	8	0	0

Suggested Readings:

1. Venkata Ratnam, C.S. “Globalization and Labour Management Relations–Dynamics of Change”, Response Books, New Delhi.
2. Wilkinson, A., Wood, G. and Deeg, R. (eds), “The Oxford Handbook of Employment Relations: Comparative Employment Systems”, Oxford University Press.
3. Ramaswamy, E.A. “The Rayon Spinners: The Strategic Management of Industrial Relations”, Oxford University Press, New Delhi.
4. Ghosh, A. K. “Industrial Relations: Text and Cases”, Manas Publications.
5. Sen, Ratna, Industrial relations in India: Shifting Paradigms, Macmillan India
6. Jain, S.C. “Productivity & Discipline – Victims of Miscarriage of Social Justice”, Allied Publishers, Calcutta.
7. Hartley, J. F. and Stephenson, G. M., “Successful Employee Relations”, Infinity Books.

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.

HR-7: LABOUR LEGISLATIONS

	L	T	P
1. Emergence and objectives of Labour Laws, Socio-economic conditions of working classes and the importance of labour laws–Implications of labour legislations in human resource management.	4	0	0
2. Legislations relating to Working Conditions and Contract Labour: The Factories Act, 1948; Contract Labour (Regulations & Abolition) Act, 1970;	12	0	0
3. Legislations relating to Industrial Relations: The Industrial Disputes Act, 1947; Trade Unions Act, 1926, Industrial Employment (Standing Orders) Act, 1946.	14	0	0
4. Legislations relating to Wages and Bonus: The Payment of Wages Act, 1936; The Payment of Bonus Act, 1965; The Minimum Wages Act, 1948.	8	0	0
5. Legislations relating to Social Security: <u>The Employees’ Compensation Act, 1923;</u> <u>The Employees’ State Insurance Act, 1948;</u> <u>The Employees’ Provident Fund & Miscellaneous Provisions Act, 1952;</u> Payment of Gratuity Act, 1972; The <u>Maternity Benefit Act, 1961.</u>	10	0	0

Suggested Readings:

1. Srivastava, S.C. “Industrial Relations and Labour Law”, Vikas.
2. Malik, P.L. “Handbook of Industrial Law”, Eastern Books.
3. Ghaiye, B.R. “Law and Procedure of Departmental Enquiry in Private and Public Sector”, Eastern Law Company.
4. Malhotra, O.P. “The Law of Industrial Disputes” Vols. I & II, N.M. Tripathy.
5. Kapoor, N. D. “Handbook of Industrial Law”, Sultan Chand.
6. Sinha, P.R.N., Sinha, I.B., Shekhar, S.P., “Industrial Relations, Trade Unions, and Labour Legislation”, Pearson Education.
7. Padhi, P. K., “Labour and Industrial Laws”, PHI.
8. Monappa, A., Nambudiri, R., Selvaraj, P., Industrial Relations and Labour Laws, Tata McGraw Hill,

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.

HR 8: STRATEGIC HUMAN RESOURCE MANAGEMENT

	L	T	P
1. Strategic HRM: Concept and Significance of SHRM –Traditional approach vs. strategic approaches to HRM–Strategic Role of HR sub-systems– Human Resource and the Resource-based View of the firm.	8	0	0
2. Understanding the relationship of HR strategy with corporate strategy and competitive strategy– Changes in HR policies and practices owing to the changes in business and its environment–Issues relating to design and redesign of Work System- HR Outsourcing.	8	0	0
3. Formulating and implementing Specific HR strategies: Resourcing, Training and Development, Performance Management, Reward, Employment relations etc.	8	0	0
4. Strategic HRM in the context of Organisational Effectiveness, Culture Management, Merger and Acquisition, Business Process Reengineering, Knowledge Management and Business Excellence.			
5. Improving business performance through strategic HRM–High Performance Work Systems.	8	0	0
6. Measures of HR functions –Need to measure, ROI, approaches to measure –HR Accounting, HR Auditing–HR Score Card–HR cost monitoring, HR effectiveness index etc.	8	0	0

Suggested Readings

1. Armstrong, M, “Handbook of Strategic Human Resource Management – a guide to action”, Crest Publications, New Delhi.
2. Dessler, Gary “Human Resource Management”, Prentice – Hall India, New Delhi, 10th Edition.
3. Cascio, Wayne F “Managing Human resources – productivity, Quality of work Life, Profits”, Tata– McGraw Hill (TMH) , New Delhi..
4. Holbeche, Linda, “Aligning Human Resources and Business Strategy”, Bbutterworth Hinemann, New Delhi.
5. Schuler, R. S., and JAcksnon, S. E., “Strategic Human Resource Management”, Blackwell Publishing.
6. Dreher, George F and Dougherby, Thomas W, “Human Resource Strategy – a behavioral perspective for the General Manager”, Tata–McGraw Hill (TMH), New Delhi.
7. Christensen, Ralph “Roadmap to Strategic HR”, Prentice–Hall of India, New Delhi.
8. Linda Holbeche, Aligning Human Resource and Business Strategy, Butterworth Heinemann

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.

HR 9: ORGANISATIONAL CHANGE AND DEVELOPMENT

	L	T	P
1. Organizational Change: Concept, Objectives, Types and Theories of Changes–Change and the human resource–Understanding the nature of Planned Change.	8	0	0
2. Organization Development (OD): Overview and Approaches–Steps in OD–General OD skills & competencies.	6	0	0
3. Understanding the Process of OD–Specific issues relating to Diagnosis–Leading and Managing Change and Dealing with resistance to changes.	5	1	0
4. Designing OD interventions-I: Interpersonal, Group and Organisational Process Approaches.	10	2	0
5. Designing OD interventions-II: Technostructural and Strategic Interventions.	8	2	0
6. Role of Leadership, Power and Politics in OD–OD and the Quality Movement–Future of OD.	6	0	0

Suggested Readings

1. Cummings, T.G. and Worley, C.G. “Organization Development & Change”, Thomson South–Western,
2. French, W.L. and Bell, C.H. “Organization Development: Behavioral Science Interventions for Organization Improvement”, Prentice Hall of India
3. Harigopal, K. “Management of Organizational Change: Leveraging Transformation”, Response Books.
4. Ramnarayan, S. and Rao, T. V., “Organization Development: Accelerating Learning and Transformation”, Sage.
5. Huber, G.P. and Glick, W.H. (Eds) “Organizational Change and Redesign: Ideas and Insights for Improving Performance”, Oxford University Press
6. Hussey, D.E. “How to Manage Organizational Change”, 2nd Ed., Kogan Page
7. Kirkpatrick, D.L. “Managing Change Effectively: Approaches, Methods and Case Examples” Butterworth–Heinemann
8. Weiss, J. W. “Organizational Behaviour and Change” 2nd Ed., South–Western
9. Paton, R. A., and McCalman, J., “Change Management”: A Guide to Effective Implementation, Response Books.

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.

HR-10: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

	L	T	P
1. Understanding International Business Operations–Cross-Cultural and HRM issues in International Business Operations –Differences between Domestic & International HRM–Culture and International HRM: Different models, Impact of culture on IHRM.	6	0	0
2. International Recruitment and Selection: Important issues–Expatriate Selection and Selection Criteria–Training and Development vis-à-vis International HRM –Expatriate training: Important Issues and Concerns.	10	0	0
3. Performance Management: Issues and Concerns in International HRM–Standards for performance appraisal of International employees–appraisal of HCNs — Employee Reward in International HRM—Objectives of and Approaches to Employee Reward in International HRM –Key Components of a compensation program–International evidence on best practices in reward.	8	0	0
4. Employment Relations and Communications in International HRM –Trade unions and Employment Relations in International context– Flexibility and work-life balance in International context.	8	0	0
5. Managing Diversity and Cross-cultural issues in International context–Managing Diversity in International Perspective–Cross-cultural issues in Merger and Acquisition and other strategic issues.	8	0	0
6. Cross cultural and International HRM trends and future challenges–Global cross-cultural and knowledge management strategies.	8	0	0

Suggested Readings:

1. Brewster, C., Sparrow P. and Vernon, G. “International Human Resource Management”, The Universities Press.
2. Peter J. Dowling, P. J. and Welch, D. E., “International Human Resource Management”, Cengage Learning.
3. M. Tayeb, International Human Resource Management: A Multinational Company Perspective, OUP .
4. . Bhattacharya, D.. K, “Cross–Cultural Management: Text And Cases”, PHI.
5. Harvey C. P. and M J. Allard, M. J. “Understanding and Managing Diversity”, PHI.
6. Jackson, T. “International HRM: A Cross-cultural Approach”, Sage.
7. Parker, Barbara, “Introduction to Globalization and Business– Relationships and Responsibilities”, Response Books, New Delhi
8. Freedman, T.L “The World is Flat”, Penguin Books

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

INFORMATION TECHNOLOGY AREA

IT-1: COMPUTER AIDED MANAGEMENT

Objectives

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

Course Contents	L	T	P
1 Management Support Systems: Overview of CBIS Applications; Decision Making Concepts – A Need for Decision Support; Decision Modeling Exercises; Role of Decision Support Systems in Business.	10	0	0
2 Knowledge - Based Decision Support: : Artificial Intelligence(AI): concept, definition, AI vs. natural intelligence, AI Need and Application. AI Based Systems; Knowledge representation Fuzzy Knowledge in Rule- Based Systems; Expert System: concept, structure, working and benefits Expert System Shells; Working on an Expert System Shell; Development of a Expert System Model for a Functional Area.	20	0	0
3 AI programming: PROLOG-a tool for AI Programming. Executive Information Systems and their Applications	10	0	0

Suggested Readings:

1. Patterson: Introduction to Artificial Intelligence and Expert Systems, Pearson Education
2. Waman S Jawadekar: Management Information Systems Text & Cases, TMH
3. Efraim Turban, Jay E. Aronson Ting-Peng Liang, Decision Support Systems and Intelligent Systems. 7th ed., Pearson
4. James A O'Brien, George M Marakas, Management Information Systems, 7th ed., TMH
5. Ken Laudon, Jane Laudon, Rajanish Dass, Management Information System, 11th ed., Pearson Education

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.

IT-2: SYSTEM ANALYSIS AND DESIGN

Objective

This course aims at giving necessary insights into Analysis, Design, Testing and Implementation of Computer based Information Systems. This course provides the students with necessary techniques and tools available in Systems Analysis and Design.

	Course Contents	L	T	P
1	Overview of Information System.	4	0	0
2	Overview of Systems Analysis & Design: Business Systems Concepts, Systems Development Life Cycle(SDLC), Life cycle models (Waterfall model, Prototyping model, Incremental model, Spiral model, RAD model),	8	0	0
3	Feasibility Analysis-Operational, Technical and Economical Feasibility-details of SDLC approach., Feasibility study-cost estimation, cost benefit analysis.	7	0	0
4	System Requirement Specification & Analysis: SRS, Fact finding techniques, data - flow Diagrams, data dictionaries, process organization & interactions, decision analysis, Decision Trees and Tables; Structured English; structured chart, CASE tools	8	0	0
5	Process Organisation and Intersections; coupling and cohesion, Structured programming	3	0	0
6	System design, Output Design, Input Design.	3	0	0
7	Quality Assurance; System Testing and Implementation.	3	0	0
8	System Administration and Training; Conversion and Operations plan. Hardware and Software Selection Hardware Acquisition; Benchmarking, Vendor Selection, Operating System Selection, Managing Data processing in an Organisation	4	0	0

Suggested Readings:

1. Seinn, J.A.: "Analysis and Design of Information Systems"; McGraw Hill.
2. Heffer: "Modern System Analysis and Design"; Pearson.
3. Rajaraman, V. Analysis and Design of Information Systems. PHI
4. Hawryszkiewycz, I T. Introduction to Systems Analysis and Design, PHI
5. Sommerville : Software Engineering-Pearson Education.
6. Kendall: System Analysis & Design, Pearson.

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.

IT-3: DATA BASE MANAGEMENT SYSTEMS

Objectives

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.

	Course Contents	L	T	P
1	File Systems and Database Systems. Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, 3-schema architecture, data independence.	4	0	0
2	Various Data Base management Models: The Relational Data Model & Relational Algebra. The Network Data Model & The Hierarchical Data Model	4	0	0
3	The Relational Model, Language & Systems: The Relational Data Model & Relational Algebra. Integrity Rules, Operators, Data Redundancy, Indexses. SQL: DDL, DML, & DCL concepts, SQL commands (ANSI standard).	9	0	0
4	Database Design : ER modeling [Entity-Relationship Diagrams (ERD), construction of tables, Entity Relationship Modeling – Concept, Degree of Data Abstraction, ER Model, Converting an ER Model into a Database Structure..	6	0	0
5	Functional Dependencies & Normalization, (upto 3NF; concept of BCNF), Denormalization	6	0	0
6	Transaction Processing Concepts, Concurrency Control and Recovery Techniques (concept only).	2	0	0
7	Distributed Database Management System.	2	0	0
8	Advanced Data Models & Emerging Trends : Advanced Data Modeling Concepts, Object–Oriented Databases, Distributed Databases & Client Server Architecture, XML Object-Oriented Databases, Web-based Databases.	5	0	0
9	Database Security and Administration.	2	0	0

Suggested Readings

1. Connolly, R.: “Database Systems”; Pearson Education
2. Silberschatz, A and Korth, H.F. and Sudarshan, S.: “Database System Concepts”; McGraw Hill.
3. Date : An Introduction to Database System, Pearson Education
4. Elmasri, Navathe: Fundamentals of Database System, Pearson Education.
5. Kroenke, David M. Database Processing: Fundamentals, Design, and Implementation. Pearson Education

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.

IT-4: OBJECT-ORIENTED METHODOLOGIES

	Course Contents	L	T	P
1	Principles of Object-Oriented Programming (OOP) Evolution of OOP: OOP Paradigm, advantages of OOP, Comparison between functional programming and OOP Approach, characteristics of object oriented language: objects, classes, inheritance, reusability, user defined data types, polymorphism, overloading.	10	0	6
2	Classes and objects: Classes, member functions, objects, arrays of class objects, pointers and classes, nested classes, constructors, destructors, inline member functions, static class member, friend functions, dynamic memory allocation. Inheritance, single inheritance, types of base classes, types of derivations, multiple inheritance containers, member access control.	10	0	8
3	Function overloading, operator overloading, polymorphism, early binding, virtual functions, late binding, pure virtual functions, Working with files :opening and closing of files, sequential input and output operations , error handling during file operations , command line arguments, random access file processing	10	0	6

Suggested Readings

1. Object-Oriented Programming With C++, Balagurusamy, TMH
2. Lafore, Robert C++ Galgotia Publishers
3. Object Oriented modelling & Design, RumBaugh, Pearson

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.

IT-5: SOFTWARE MANAGEMENT

Course Contents	L	T	P
1. Introduction to Software Processes and Metrics, problems: goals and requirements of Software Development.	10	0	0
2. Software Process Models : Waterfall Model, Prototyping Model, the RAD Model, Evolutionary Software Process Model (the Incremental Model), Spiral Model, WIN Spiral Model, Concurrent Development Model, Component Based Methods, the Formal Methods Model & fourth Generation Techniques, Process Technology, Product & Process.	10	0	0
3. Project Time Management: Project Schedule, Project Network Diagrams (AOA or ADM, PDM), Activity duration Estimating, Gantt Charts, Critical Path method, PERT.	5	0	0
4. Project Cost Management: Importance, Basic Principles, Cost Estimating (Types), Techniques and Tools, Problems with Cost Estimates, Cost Control, Earned Value Management. Estimation Techniques : - COCOMO (Basic, Intermediate & complete COCOMO Model),	4	0	0
5. Object Modeling : Object Structure, Object Features, Classes & Objects, Key Concepts of object oriented approach, Object Representation methods, Object Status, State Diagram, Modeling behaviour in object Modeling - use cases, Object oriented Analysis, Modeling & Design using UML, Event Face Diagram & Event Flow Diagram.	8	0	0
6. Software quality assurance, Software testing techniques and strategies, test planning, reporting and bug fixing, Test automation, Software maintenance, Software Complexity & Reliability	3	0	0

Suggested Readings:

1. Software Engineering, Rogers G. Pressman, MH
2. Fundamentals of Software Engineering, 2nd Ed., Ghezzi, PHI
3. Software Engineering, Pankaj Jalote, PHI
4. Rambaugh, Jacobson, Booch: UML- Reference Manual, Pearson.
5. Booch, Grady: Object Oriented Analysis & Design. Pearson.

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.

IT-6: WEB TECHNOLOGY

Objective

The objective of the course is to familiarize the students with the internet Web Technology for e-commerce. Students will get an introduction about various Scripting Languages.

Course Contents

	L	T	P
1. HTML: Basic HTML and tags, Language description, usability, static creation of HTML web pages. Creating tables, forms and their advantages. Linking HTML Documents, Adding Images, audio and video.	11	0	0
2. SCRIPTS: An Introduction to Java Script: Statements, Comments, Variables, Operators, Functions, Loops, Objects.	11	0	0
3. LINUX: basic features, vi editor, LINUX Commands Elements of Shell Programming	8	0	0
4. Com Concepts; Dot Com companies Vs. Brick and Mortar Companies, Critical success factors for Dot Com companies, Hybrid companies,	5	0	0
5. Cryptography –Encryption and decryption of data – Digital Signatures, Cyber Laws	5	0	0

Suggested Readings

1. Keen, Peter and mark Mcdonald The e-Process Edge, Delhi, Tata McGraw- Hill.
2. Oberoi, Sundeep e-Security and You, Delhi, Tata McGraw- Hill.
3. Ricart, Alberto Manuel and Stephen Asbury Active Server Pages 3, IDG Books, Delhi, 2000.
4. Bharat Bhasker Electronic Commerce, Tata McGraw- Hill
5. Efraim Turban Electronic Commerce: A Managerial Perspective, Pearson

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.

IT-7: APPLICATION USING ORACLE

Objective

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

Course Contents

	L	T	P
1. Refresher to Oracle RDBMS: Defining a data base, defining columns and keys, normalizing the design, ER diagram and model, normal forms (1, 2, 3, BCNF). minimizing redundancy, organization of data in Oracle.	8	0	2
2. Oracle tools; SOL SQL constructs SQL Queries a. Select with all options, Operators, Arithmetic, Comparison, b. Logical (in, between, like, all, %, _, any, exists, is null, and ,or, not, Distinct) c. Order by clause	6	0	6
3. PL SQL command summary- data types, operators, DML, DDL, PL/SQL control structures	3	0	6
4. PL/SQL procedures	2	0	0
5. PL/SQL functions	3	0	2
6. Cursors: Implicit and Explicit cursors, Parameterized cursors	3	0	2
7. Oracle Triggers	3	0	1
8. Error handling	2	0	1

Suggested Readings

1. Scott Urman, Ron Hardman, Michael McLaughlin, Oracle Database 10g PL/SQL Programming, TMH
2. Rajshekhar Sunderraman Oracle 10g Programming A Primer , Pearson Education
3. Pranab kumar Das Gupta and Pranab Ghosh Oracle Developer 2000, Basics to implementation PHI Learning Pvt. Ltd.

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.

IT-8: FUNDAMENTALS OF NETWORKING

Objective

The course has been developed to introduce the concept of network that is used in different business areas.

Course Contents	L	T	P
1. Communications: [a] Need for computer networking, components of a data communication system, direction of data flow (simplex, half-duplex, full-duplex) [b] Types of networks: LAN, MAN, WAN; concepts of Internet, Intranet, Extranet, WWW. [c] Network topology, transmission media. [d] Applications of networking in business and society. [e] concepts of data transmission, signal encoding, modulation methods, synchronization, multiplexing and concentration, coding method, cryptography.	10	0	0
2. Network: Communication system architecture – OSI reference model, Topology types, selections, design, Local area networks (LAN), CSMA / CD, token bus, token ring techniques, link level control (LLC) protocols, HDLS, analysis of protocols & performance, concepts in network layer, switching techniques, routing methods. Concepts of Wi-Fi & Wi-Max.	8	0	0
3. TCP / IP: Session, Presentation and Application Layers functions.	4	0	0
4. Networking and Internetworking devices: Introduction to repeater, hub, bridge, switch, router and gateway. Case study: Office network	2	0	0
5. Distributed Processing Potential: Client Server Computing, Examples.	4	0	0
6. Internet: Internet Protocols, IP addressing (IP4 + IP6), class & subnets (concept only),	4	0	0
7. Mobile Computing: Introduction to mobile technology, concept of GPRS, Wireless Application Protocols & other protocols, concept of Bluetooth.	4	0	0
8. Network Security & Privacy: overview, purpose, spamming, cryptography (ciphering, DES, RSA -concept only), authentication (concept only) and firewall.	4	0	0

Suggested Readings:

1. Comer: Internetworking with TCP / IP, Vol – 1, PHI/ Pearson Education
2. Forouzan: Data Communication & Networking, TMH.
3. Stallings, W., Data and Computer Communications, Pearson Education
4. Tanenbaum: Computer Networks, Pearson Education

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.

MARKETING AREA

M-1: CONSUMER BEHAVIOUR

Objectives

The basic objective of this course is to develop and understanding about the consumer decision- making process and its applications in marketing function of firms.

Course Contents	L	T	P
1. Introduction to Consumer Behaviour – Definition, Applications of consumer behaviour, Consumer segmentation, Consumer behaviour and Marketing strategy.	4	0	0
2. External Influences – Culture, subculture, social class; family life cycle stages and its marketing implications. Influence of social class, Definition and meaning of social stratification, factors responsible for social stratification, Characteristic features of social classes, Social influence on consumer behaviour.	7	0	0
3. Group Dynamics and Consumer Reference Groups – Definition and meaning of group, Reasons for formation of group, types of groups relevant to consumer behaviour information, kind of influence, diffusion of innovation, the diffusion process, the adoption process, Consumer innovativeness and personality traits.	7	0	0
4. Individual determinants – Perception: factors in perception, perceptual process, factors responsible for perceptual distortion; Learning: Weber's Law, Classical conditioning, operant conditioning- marketing implications, Components of learning process; Personality: meaning, nature and characteristics of personality, stages in the development of personality, personality influences and consumer behaviour; Attitude and behaviour: concept, relationship between attitude and Behaviour, factors involved in attitude formation. Attitude changing strategies, Elaboration Likelihood model and celebrity endorsements.	8	0	0
5. Self concept, Situational influences and Lifestyle – Overview.	4	0	0
6. Consumer decision making process.	2	0	0
7. Consumption and post purchase behaviour - Consumer satisfaction concept, Cognitive Dissonance, consumer delight, consumer value and value delivery strategies, Measuring Customer satisfaction. Consumer Behaviour Audit; Consumer Behaviour Studies in India.	4	0	0
8. Consumer modeling – Economic model, psychoanalytical model, sociological model, Howard Seth model, Engel Blackwell model, VALS2 Stanford model.	4	0	0

Suggested Readings

1. Sheth, Mittal, Consumer Behaviour- A Managerial Perspective, Thomson
2. Ramesh Kumar, S. Conceptual Issues in Consumer Behaviour in Indian Context, Pearson
3. Assael, H. Consumer Behaviour and Marketing Action. Ohio, South Western.
4. Engle, J F. etc. Consumer Behaviour. Chicago, Dryden Press.
5. Howard, John A. etc. Consumer Behaviour in Marketing. Englewood Cliffs, New Jersey, Prentice Hall Inc.
6. Hawkins, DI. etc. Consumer Behaviour: Implications for Marketing Strategy. Texas, Business.
7. Mowen, John C. Consumer Behaviour. New York, MacMillan.
8. Schiffman, L G and Kanuk, L L. Consumer Behaviour. New Delhi, Prentice Hall of India.

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.

M-2: SALES AND DISTRIBUTION MANAGEMENT

Objectives

The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Course Contents

	L	T	P
Sales Management:			
1. An introduction to Sales Management: Nature and Scope of Sales Management, objectives and process of personal selling, types of sales jobs	3	0	0
2. Sales forecasting: Importance of sales forecasting, Qualitative and Quantitative methods of sales forecasting.	2	0	0
3. Sales Budgeting: Sales force size Determinations, types of budgets (sales budgets, selling expense budgets), Methods of funding sales force (affordable, percentage of sales, competitive parity, objective and task & other methods).	2	0	0
4. Quotas: Types of Quotas and quota-setting procedure, administering the quota system.	2	0	0
5. Territory Management: Nature of sales territories, route and journey cycle planning, procedure for designing sales territories.	3	0	0
6. Recruiting and Selection of sales Personnel: Quantitative and Qualitative requirements used in sales personnel planning, sources of sales recruits, sales recruiting guidelines, selection process and evaluation of the selection programme.	4	0	0
7. Sales training and development: Need for training sales Personnel, Designing a formal sales training programme and evaluation. Informal training	2	0	0
8. Sales Motivation and Leadership: Need for sales motivation, Leadership skills and role of the sales manager.	2	0	0
9. Sales Incentives and Compensation: types of incentives, methods of compensation (fixed, variable component), sales contests and meetings, Fringe benefits.	2	0	0
10. Evaluating sales force Performance: Establishing Performance standards, information sources for evaluation, who should evaluate, frequency of evaluation, methods of evaluation, difficulties of evaluation.	3	0	0

	L	T	P
Distribution Management:			
11. Physical distribution – Definition, importance, participants in physical distribution process.	2	0	0
12. Marketing Channels – Definition and importance, Different forms of channels, Functions of marketing channels.	3	0	0
13. Unconventional channels – Channels for consumer goods, Industrial goods and Services, Integrated marketing channels, Horizontal, Vertical and Multi channel marketing systems.	2	0	0
14. Supply Chain Management – Concept, significance, components, order processing, material handling, transportation, warehousing, inventory management, reverse logistics.	3	0	0
15. Wholesaling and Retailing – Importance and Types, Functions of Wholesalers, Functions of Retailers.	3	0	0
16. Channel Management – Channel selection process and criteria, Performance appraisal of channel members, Channel conflict and techniques to resolve channel conflict.	2	0	0

Suggested Readings

1. Anderson, R., Professional Sales Management. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Anderson, R., Professional Personal Selling. Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. Buskirk, R H and Stanton, W J., Management of Sales Force. Homewood Illinois, Richard D. Irwin.
4. Dalrymple, D J., Sales Management: Concepts and Cases. New York, John Wiley.
5. Johnson, E M etc., Sales Management: Concepts Practices and Cases. New York, McGraw Hill.
6. Stanton, William J etc., Management of a Sales Force. Chicago, Irwin.
7. Stiil, R R., Sales Management, Englewood Cliffs, New Jersey, Prentice Hall Inc.

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.

M-3: 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.

Course Contents	L	T	P
1. Introduction to Brand Management – <i>Brand</i> : Meaning, Evolution of brands, Brand- product relationship, Brand Hierarchy, Brand Architecture, Brand-customer Relationships, Brand Loyalty and Brand Switching, Brand personality, Concept of branding; <i>Strategic Brand Management</i> : Meaning, Steps.	8	0	0
2. Brand Development – Role of brand name, naming procedure, brand association, Role of Design, Logos and symbols, Importance of Advertising in brand development. High budget route Vs low budget route of brand development. Brand Life Cycle.	6	0	0
3. Customer Based Brand Equity – Meaning, Sources, Components, Brand building blocks Model of CBBE.	4	0	0
4. Brand Identity – Meaning, need for identity, Dimensions of brand Identity, Brand Identity Prism.	3	0	0
5. Brand Image – Meaning, sources of brand image, brand image and celebrity	2	0	0
6. Brand Positioning – Meaning, Point of parity and point of difference, Methods of positioning, Brand repositioning.	3	0	0
7. Brand Development Strategies – Brand Extension: Meaning, Needs, Types, Advantages and Disadvantages of brand extension. Brand dilution. Brand Endorsement: Meaning and types Brand Portfolio: Meaning, Advantages, Types of brands in brand portfolio, Strategies for building brand portfolio.	8	0	0
8. Brand Imitation – Meaning, Kinds of Imitation, Factors affecting brand imitation, Imitation Vs Later market entry.	2	0	0
9. Brand Crisis – Concept of incident and Crisis, Factors influencing brand crisis, Brand Revitalization.	2	0	0
10. Branding in Different Sectors - Customer, Industrial, Retail and Service Brands.	2	0	0

Suggested Readings

1. Aaker, David, A. Managing Brand Equity. New York, Free Press.
2. Cowley, Don. Understanding Brands. London, Kogan Page.
3. Czerniawski, Richard D. & Michael W. Maloney Creating Brand Royalty, AMACOM, NY.
4. Kapferer, J N. Strategic Brand Management. New York, Free Press.
5. Murphy, John A. Brand Strategy Cambridge, The Director Books.
6. Steward, P. Building Brands Directly. London, MacMillan.
7. Upshaw, Lyhh B. Building Board Identity: A Strategy for success in a hostile market place. New York, John, Wiley.

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.

M-4: ADVERTISING & SALES PROMOTION

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.

	L	T	P
1. Introduction to Advertising: History of advertising, Definition, features and role of advertising, Relationship of advertising with other promotional mixes and marketing mix elements, Integrated marketing communication approach, Various forms of Advertising: (national, retail, cooperative, trade, industrial financial, corporate, public services, political)	3	0	0
2. Advertising Industry: Advertisers, Advertising agencies and support organizations, Types of agencies, Structure, role and functions of ad agencies, Agency compensation and evaluation	2	0	0
3. Foundations and Determinant of Advertising Strategies: Segmentation, Targeting, Positioning: Identifying segments, Prioritizing target segments, Formulating positioning strategies Consumer Behaviour and Advertising: Consumer as decision maker, Consumer as social being	4	0	0
4. Advertising Planning: Planning process, steps, situation analysis, objective setting, budgeting, developing promotional strategies, implementation and control	3	0	0
5. Advertising Objectives: Sales approach versus communication approach, DAGMAR approach	2	0	0
6. Advertising Budget: Budgeting approaches – different methods, allocation of budget	2	0	0
7. Designing an Advertisement: Different dimensions, Importance of creativity to advertising, Creative process, Developing a creative brief	3	0	0
8. Message Strategies: Creative strategy: Message structure, Message appeals- rational, emotional, scarce, Message source-credibility, attractiveness, power, execution frameworks, Creative tactics: for print and electronic media - copywriting, body copy, headlines, layout, visuals, slogans, logos, signatures, storyboards	3	0	0

	L	T	P
9. Media Strategies: Media planning process, Media mix, Coverage, Reach, Frequency, Impact, Scheduling, Different types of media – television, radio, print, outdoor, internet - characteristic features, advantages and limitations, Factors influencing choice of media flows and functions, Channel design decisions, Network Marketing	3	0	0
10. Advertising and Society: Social – social and cultural, Ethical – deceptive, offensive, economical- effect on consumer choice, competition, cost and prices, and Regulatory aspects of advertising – ASCI	3	0	0
11. Sales Promotion: Definition, Reasons for rapid growth of sales promotion, Objectives of sales promotion, Types of sales promotion, Tools and techniques of consumer and trade promotion with merits and demerits, Role of sales promotion in IMC programme	3	0	0
12. Public Relations and Corporate Advertising: Definition, New role of PR, Objectives, tools and techniques of public relations with merits and demerits, Corporate advertising- scope and types, role of PR in IMC Programme	3	0	0
13. Direct Marketing: Definition, Objectives of direct marketing, Types of direct marketing, Tools and techniques of direct marketing with merits and demerits, Role of direct marketing in IMC programme	3	0	0
14. Evaluation of Promotional Effectiveness: Reasons to measure effectiveness, What, when, where, how to test, Testing methods - pre-testing and post testing techniques, Essentials of effective measures, Problems with current methods, Measuring effectiveness of other promotions	3	0	0

Suggested Readings

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

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.

M-5: RELATIONSHIP MARKETING

Objectives

The aim of the paper is to improve the abilities of students to successfully engage in relationship marketing and to explore contemporary trends and issues related to relationship marketing.

	L	T	P
Course Contents			
1. Conceptual Foundation of Relationship Marketing, evolution of relationship marketing, its significance in Indian context.	9	0	0
2. Relationship marketing of Services vs. Relationship marketing in Consumer markets.	8	0	0
3. Buyer seller relationships.	2	0	0
4. Relationship marketing in Mass markets, relationship marketing and marketing strategy.	8	0	0
5. Relationship marketing and distribution channels.	6	0	0
6. Customer Relationship Management (CRM), Role of Information Technology in building, maintaining and enhancing relationships.	5	0	0
7. Customer profitability design and analysis.	2	0	0

Suggested Readings

1. Handbook of Relationship Marketing – Jagdish Sheth, Atul Parvatiyar
2. Leading Through Relationship Marketing – Recharad Batterley
3. Relationship Marketing – S. Shajahan
4. Customer relationship Management – Jagdish Seth, Atul Parvatiyar, G Shainesh

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.

M-6: FINANCIAL SERVICES MARKETING

Objectives

The aim of the paper is to introduce the field of financial services and to provide an in depth knowledge about marketing of various financial services.

	L	T	P
Course Contents			
1. Management of financial services, understanding the financial products.	4	0	0
2. Overview of various financial services in India.	4	0	0
3. Insurance-meaning, advantages, various types of insurance, financial planning process, Risk Management – Strategy to cover risk, introduction to IRDA, Under writing Cycle.	6	0	0
4. Mutual funds-Meaning, history and current market scenario – Indian and global, Types of mutual funds, Debt funds and types of Debt schemes, Types of equity funds/Growth funds, concept of hybrid funds, Mutual funds Vs. Other investments, Fund Structure, Introduction to the role and responsibility of Asset management company, Registrars, custodian, sales distribution channels.	8	0	0
5. Retail bank products-Meaning of banking business, introduction to various bank products Selling bank products, concept of cross selling, Impact of technology on bank marketing.	6	0	0
6. Introduction to housing finance, Venture Capital Funds, Merchant banking, Credit cards.	6	0	0
7. Stock & Commodity Broking – Portfolio Management System	6	0	0

Suggested Readings

1. Marketing Financial Services – Mary Ann Pezzullo
2. Marketing of Financial Services: V.A. Avdhani
3. Financial Services – M.Y. Khan

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.

M-7: STRATEGIC MARKETING

Objectives

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

Course Contents	L	T	P
1. Market Situation Analysis.	4	0	0
2. Analysis of Competitors Strategies and Estimating their Reaction Pattern and Competitive Position.	4	0	0
3. Market Leader Strategies – Expanding the total market, Protecting Market Share, Expanding Market Share.	4	0	0
4. Market Challenger Strategies	4	0	0
5. Market Follower Strategies and Market Nicher Strategies	4	0	0
6. Competitive strategies for emerging, declining and fragmented Industries.	3	0	0
7. Balancing Customer and Competitor Orientation.	3	0	0
8. Industry Segmentation and Competitive Advantage.	3	0	0
9. Product Differentiation and Brand Positioning.	3	0	0
10. Competitive Pricing	3	0	0
11. Competitive Advertising	3	0	0
12. Role of Sales Promotion in Competitive Marketing	2	0	0

Suggested Readings

1. Cravens, D W., Strategic Marketing. Homewood Illinois, Richard D. Irwin.
2. Kaynak, E and Savitt, R., Comparative Marketing Systems. New York, Praegar.
3. Kotler Philip., Marketing Management: Analysis, Planning, Implementation and Control. New Delhi, Prentice Hall of India.
4. Porter, M E., Competitive Advantage: Creating, Sustaining Superior Performance. New York, Free Press.
5. Porter, M E., Competitive Strategy: Techniques for Analyzing Industries Competitors, New York, and Free Press.

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.

M-8: PLANNING AND MANAGING RETAIL BUSINESS

Objectives

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

Course Contents	L	T	P
1. An introduction to the Retailing System	4	0	0
2. Retailing mix - Social forces - Economic forces-Technological force -Competitive forces	4	0	0
3. Retailing definition, Structure, Different formats marketing, Concepts in Retailing	6	0	0
4. Consumer purchase behaviour - Cultural and Social group influence on Consumer Purchase Behaviour	4	0	0
5. Retail store location -Traffic flow and analysis population and itsmobility-exterior and layout-Customer traffic flows and pattern	4	0	0
6. Creative display; Merchandise Planning - Stock turns	2	0	0
7. Credit Management. Retail Pricing, Return on per sq. feet of space	2	0	0
8. Retail promotions - Staying ahead of competition	2	0	0
9. Supply Chain Management - Warehousing - Role of IT in supply chain management	4	0	0
10. Franchising. Direct Marketing/Direct Selling - Exclusive shops – Destination stores -Chain Stores - Discount Stores an other current and emerging formats - Issues and options	4	0	0
11. Retail Equity	2	0	0
12. Technology in Retailing - Retailing through the Internet.	2	0	0

Suggested Readings

1. Diamond Allen.Fashion Retailing. Demar Pub.
2. Diamond, Jay and Gerald Pintel RetailingPrentice-Hall. NJ.
3. Drake. Mary Francis. J H.Spoone ano H Greenwald Retail Fashion. Promotion. and Advertising MacmillanNY.
4. Levy. Michael & Barton A. Weitz Retailing Management. 2nd edIrwin. London.
5. Morgenstein, Melvin and Harrow Strong - Modern Retailing Prentivce-Hall. NJ.

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.

M-9: SERVICE MARKETING

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.

Course Content	L	T	P
1. Service Marketing: Introduction, Need and scope of service marketing, Reasons for growth of services, Contribution to economy, Different types of service sectors – traditional and new, Trends in service sector, Impact of technology on different service sectors	3	0	0
2. Service Concept: Definition, Characteristics of services, Tangibility continuum, marketing mix for services - product, price, place, promotion, physical evidence, people & process	3	0	0
3. Consumer Behaviour in Service Marketing: Service Experience- moments of truth, customer needs, expectations, perceptions, zone of tolerance, customer satisfaction, understanding the differences among customers	3	0	0
4. Service Strategy Planning: Understanding the customer and competition, Positioning services, Service triangle concept	3	0	0
5. Creating the Service Product: Creating service product, Customer value hierarchy, Flower of service, Service product mix, Branding service products	3	0	0
6. Service Marketing Communications: Elements of promotional mix for services	2	0	0
7. Pricing of Services: Foundations of pricing, How service prices are different, Approaches to pricing	2	0	0
8. Distributing Services: Distribution in service context, Direct channels, franchising, agents and brokers, electronic channels, Strategies for effective delivery	3	0	0
9. Managing Demand and Capacity: Capacity constraints, Demand patterns, Strategies for matching capacity and demand, Wait lines and reservations	3	0	0
10. Planning the Service Environment: Physical evidence, Servicescapes – types and role, customer response to environment, guidelines for servicescape strategies	3	0	0
11. Managing People: Critical importance of service employees, Problems and difficulties of boundary-spanning roles, Strategies for delivering service quality through people, Service leadership and culture	3	0	0

	L	T	P
12. Service Quality: Service quality, Integrated Gap model - to identify and correct quality problems, Measuring and improving service quality	3	1	0
13. Different Services: Nature and characteristics of financial, hospitality, health-care, educational & professional, logistics, entertainment services and their respective marketing mix analysis	3	1	0
14. Building Customer Relationships: Goals of relationship marketing, Understanding customer-firm relationships, Relationship value of customers, Customer profitability segment, Targeting right customers, Relationship development strategies, Relationship challenges, Life-time value	3	1	0

Suggested Readings

1. Lovelock, Christopher H., Managing Services: Marketing Operations and Human Resources. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Lovelock, Christopher H., Services Marketing Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. McGonald, Malcom and Payne, A., Marketing Planning for Services. Butterworth, Heinemann.
4. Newton M P Payne, A., The Essence of Services Marketing. New Delhi, Prentice Hall of India.
5. Verma, H V., Marketing of Services. New Delhi, Global Business Press.
6. Zeithaml, V A and Bitner, M J. Services Marketing. New York, McGraw Hill.

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.

M-10: 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

	L	T	P
1. Nature of Industrial Marketing: Industrial Marketing vs. Consumer Marketing Relational approach to Industrial Marketing – The Nature of Industrial Demand & Industrial Customer.	4	0	0
2. Types of Industrial Products: Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub-Assemblies; Operating Supplies; Standardized and Non-standardized parts, Industrial Services.	2	0	0
3. Factors influencing Organizational Buying: Buying Roles; Organizational Buying Decision Process; Environmental & Organizational Influences.	6	0	0
4. Organizational Influences on Buying Behaviour: Buying Roles; The Buy Grid Model; The Organizational Buying Decision Process.	6	0	0
5. Industrial Product Decisions: Industrial Product Life Cycle –Industrial Product Mix determinants viz. technology – competition - operating capacity – shift in location of customers – government controls – changes in level of business activity.	6	0	0
6. Channel Structure for Industrial Products: Geographical, size, operating characteristics – manufacturers’ and sales agents – Broker – Channel Logistics.	4	0	0
7. Pricing for Industrial Products – Pricing Objectives – Price Decision Analysis – Breakeven analysis – net pricing – discount pricing – trade discounts – geographic pricing – factory pricing – freight allowance pricing – Terms of Sale – Outright purchase – Hire-purchase – Leasing.	4	0	0
8. Purchasing Systems – Auctions-Documentation – bids – order placement – follow up – receipt and inspection.	4	0	0
9. Promotion for Industrial products – supporting salesman –Motivating distributors – Stimulating primary demand – Sales appeal – Publicity & sponsorships – Trade shows – exhibits – Catalogs – Samples – promotional letters – Promotional novelties.	4	0	0

Suggested Readings

1. Corey, E Raymond. Industrial Marketing; Cases and concepts. 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Gross, A C. etc. Business Marketing. Boston, Houghton Mifflin.
3. Hill, Richard. E
4. Irwin, Richard D., Industrial Marketing. Homewood Illinois.
5. Reeder, Robert R etc. Industrial Marketing: Analysis, Planning and Control. Englewood Cliffs, New Jersey, Prentice hall Inc.
6. Webster, F E., Industrial Marketing Strategy. 2nd ed. New York, John Wiley.

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.

M-11: INTERNATIONAL MARKETING

Objectives

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

	L	T	P
Course Contents			
1. International Marketing – Definition and Concept, Distinctions between International Trade, Marketing and Business, Various Forms of International Business, Distinctions between International Marketing and Domestic Marketing. Reasons for and Constraints on International Marketing. Identification of Markets and Market Entry Strategies,	8	0	0
2. Global Marketing Environment – Economic environment, Cultural environment, Political environment, Legal and statutory framework, Need for environmental analysis, Country risk analysis.	4	0	0
3. International Marketing Institutions- World Bank, IMF, UNCTAD, WTO, Customs Union, Common Markets, Free Trade Zones, Economic Communities.	4	0	0
4. Product Planning for Export – Product adaptation and standardization, International Product Life cycle, Role of Packaging.	3	0	0
5. International Pricing - Role of price and non-price factors in international marketing, Pricing strategies.	2	0	0
6. Overseas Distribution System – Direct and Indirect Exporting, Factors affecting overseas channel decision. Alternative approaches to Channel Strategy.	3	0	0
7. Global promotion of products – Issues and Challenges, merits and demerits of standardized global advertising theme. Importance of Direct mailing, Personal selling, Stores Promotion, Trade fairs and Exhibitions.	6	0	0
8. Export Promotion in India – Need for export assistance and steps taken by Indian Government, Institutional infrastructure: Export Promotion Councils, Public Sector Trading Agencies, ECGC, and Commodity Boards. Export and Import Policy	5	0	0
9. Export Documents and Procedure – Role of export documents, Processing of an export order, Some important export documents: Commercial Invoice, Bill of Lading, Bills of Exchange, Letter of Credit. Common defects in documentation.	5	0	0

Suggested Readings

1. Keegan, Warren. Global Marketing Management. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Onkvisit, Sak and Shaw, J.J. International Marketing: Analysis and Strategy. New Delhi, Prentice Hall of India.
3. Terpstra, Vern and Sarathy, R. International Marketing. Orlando, Dryden Press.
4. Bhattacharya, B. Export Marketing: Strategies for Success, New Delhi, Global Business Press.
5. Walter, I and Murray, T. Handbook of International Business. New York, John Wiley.

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.

M-12: RURAL MARKETING

Objectives

The basic objective of this course is to explore the students to the rural market environment and the emerging challenges in the globalization of the economies.

Course Contents

	L	T	P
1. Introduction – Definition scope of rural marketing, concepts, components of rural markets classification of rural markets, rural vs. urban markets	4	0	0
2. Rural Marketing environment – Population-occupation pattern –income generation location of rural population expenditure pattern literacy level land distribution land use pattern irrigation development programs infrastructure facilities rural credit institutions rural retail outlet print media in rural areas requirement problems in rural marketing rural demand rural market index.	6	0	0
3. Marketing of agricultural input- Lustration Consumable inputs durable inputs fertilizers product price distribution promotion SWOT analysis of fertilizer market agro chemicals product price distribution promotion SWOT analysis of agro chemicals market seeds cattle poultry aqua feeds tractors power tillers irrigation equipments other farm machinery	8	0	0
	4	0	0
4. Marketing of consumables and durables – Product price distribution strategies product redesign modification needs.	8	0	0
5. Marketing of agricultural Produce and cottage industry products – Marketing of agricultural produce regulated markets formation of cooperative organizations contract farming agricultural exports zone (AEZ) marketing of rural / cottage industries artisan products			
6. Role of financial institutions in rural marketing – Agricultural credit situation types of credit rural credit institutions NABARD commercial banks state cooperative banks (SCB) state cooperative agricultural and rural development banks (SCARDB) regional rural banks RRB local area banks flow of institutional credit to agriculture kissan credit card scheme impact on rural market	6	0	0
	4	0	0
7. Role of cooperative institutions in rural marketing – Cooperatives as organizations structure of cooperative organizations types share of cooperatives in national economy impact of cooperatives on rural marketing			

Suggested Readings

1. Rural Marketing.- R V Badi, N V Badi- HPH, 2/e, 2005
2. Rural Marketing.- T P Gopaldaswamy- Vikas Publishing House
3. The Rural Marketing Text Book- Pradeep Kashyap, Siddhartha Rant- Biztantra 2005
4. Rural Marketing.- Habeeb Ur Rahaman- HPH, 1/e, 2004
5. Rural Marketing.- Text and cases- S.L. Gupta, Wisdom Publication
6. Rural Marketing.- Text and cases- U.C Mathur, Excel Books

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.