

FULL TIME MBA SYLLABUS

MBA Core program with specialisation in:

- ❖ **Marketing Management**
- ❖ **Financial Management**
- ❖ **Human Resource Management**
- ❖ **Operations Management**
- ❖ **Sports Business Management**
- ❖ **Entrepreneurship Management**

MBA Sectoral Program in:

- ❖ **MBA in Retail Management**
- ❖ **MBA in International Business Management**
- ❖ **MBA in Outsourcing Management**
- ❖ **MBA in Pharmaceutical Industry Management**
- ❖ **MBA in Biotechnology Management**
- ❖ **MBA in Bioinformatics Management**
- ❖ **MBA in Health & Hospital Management**
- ❖ **MBA in Banking & Insurance Management**
- ❖ **MBA in Logistics and Supply Chain Management**

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Comparative Spreadsheet of **Subjects**

ELECTIVES

Marketing	Finance	Human Resource
<ul style="list-style-type: none"> • Marketing Research • Advertising and Sales Promotion Management • Consumer and Industrial Buyer Behavior • Product and Brand Management • Retail Management • Services Management 	<ul style="list-style-type: none"> • Strategic Cost Management • Management of Financial Services • Corporate Finance • International Finance • Taxation • Personnel Finance 	<ul style="list-style-type: none"> • Organization Theory, Structure And Design • Human Resource Development • Behavioral Dynamics in Organization • Industrial Relations and Labour Laws • Human Resource Planning and Audit • Compensation and Benefits
Operations	Systems	Sports Business Management
<ul style="list-style-type: none"> • Advanced Statistical Methods • Logistics and Supply Chain Management • Six Sigma Quality • Technology Management • Store Management • Project Management 	<ul style="list-style-type: none"> • Information Security • Software Engineering • Information Systems Audit • Software Product Life Cycle • Information Technology Infrastructure Mgmt • Enterprise Planning Systems 	<ul style="list-style-type: none"> • Contemporary Issues In Sports • Sports Facilities Planning And Management • Sports Medicine And Nutrition • Sports Media And Event Management • Funding in Sports • Psychology Of Sports & Ethics In Business
Entrepreneurship Management		
<ul style="list-style-type: none"> • Finance Raising Strategies • New Product Development 	<ul style="list-style-type: none"> • User Research & Qualitative Methods • Opportunity Recognition & Forecasting 	<ul style="list-style-type: none"> • Innovation Management • Creative Problem Solving
Retail Management	International Business	Biotechnology
<ul style="list-style-type: none"> • Visual Merchandising • Mall Management • Logistic and Supply Chain Management • Retail Shoppers Behavior • Strategic Issue in Retailing and Rural Retailing • Store Management and Merchandising 	<ul style="list-style-type: none"> • Managing innovation for value creation and Intellectual capital • International Financial Management • International marketing & Strategic issues in global Marketing • Mergers Acquisitions MBO and Other Corporate Restructuring • Global Sourcing • International Negotiations and Corporate Governance in Global Markets 	<ul style="list-style-type: none"> • Fundamentals of production planning and control for biotechnology • HR Management in hi-tech environment • Intellectual Property Right & Technology Transfer • Biotechnology Plant Management and Safety & Hazard management • Product and brand management • Production management.

<p>Bioinformatics</p> <ul style="list-style-type: none"> • Computational Biology 2 • Concepts in Computing and Programming • Introduction to Database Management System • Structural Bioinformatics • Numerical methods & energy optimization techniques • Molecular Biology 	<p>Pharmaceutical Industry Management</p> <ul style="list-style-type: none"> • Consumer Behavior in Pharmaceuticals • Biochemistry • Physiology and Anatomy • New Product launch and Brand Building in Pharmaceuticals. • Disease Management • Advertising in Pharmaceuticals & Auditing Pharmaceutical Markets 	<p>Hospital Management</p> <ul style="list-style-type: none"> • Organization and Administration of Super Specialty Services • Financing of Health Services. • Pharmaceutical Management. • Health Education and Communication. • Legislation for Health and Hospital. • Quality Management.
<p>Outsourcing Management</p> <ul style="list-style-type: none"> • Taxation • Six Sigma Quality in Outsourcing • Back Office Processing • E-Customer Relationship Management • Telemarketing • KPO Research & Analysis 	<p>Banking and Insurance</p> <ul style="list-style-type: none"> • Risk Management & life Insurance understanding • Legal and Regulatory aspects of Banking & Insurance • International banking and finance • Service Marketing • Rural Insurance and Micro Credit • Quantitative methods for banking & finance 	<p>Logistics & Supply Chain Management:</p> <ul style="list-style-type: none"> • Economics of Sea Transport • Port Planning & Finance Management • Services Marketing • Liner Trade & Multi Modal Transport • Global Trade & Practices • Regulation & Documentation

ELECTIVES

Marketing	Finance	Human Resource
<ul style="list-style-type: none"> • International Marketing • Marketing Finance • Rural and Social Marketing • Sales and Distribution Management • Quantitative Techniques 	<ul style="list-style-type: none"> • Project Management • Treasury and Forex Management • Risk Management • Security Analysis and Portfolio Management • Quantitative Techniques 	<ul style="list-style-type: none"> • Organizational Development • Competency And Performance Management • Strategic Human Resource Management • International Human Resource Management • Quantitative Techniques
Operations	Systems	Sports Business Management
<ul style="list-style-type: none"> • Advanced Material Management • Total Quality Management • Production Planning with ERP • Productivity Techniques • Quantitative Techniques 	<ul style="list-style-type: none"> • Operating Systems and Systems Software • Programming Techniques • Database Management • Information Technology in Infrastructur Management • Software Testing 	<ul style="list-style-type: none"> • Foundations of Amateur and Professional Endorsements in Sports • Sports Law and Risk Management • Managing & Promoting Sports Events • Sports Training & Conditioning • Administration of games
Entrepreneurship Management		
<ul style="list-style-type: none"> • New Service Development • Business Model Innovation in New Ventures 	<ul style="list-style-type: none"> • Start-up: Creating uncontested market space • Business Strategies for the base of the pyramid 	<ul style="list-style-type: none"> • Leadership Development: Self awareness, skills & Strategies
Retail Management	International Business	Biotechnology
<ul style="list-style-type: none"> • Retail Brand Management • Inventory Management for Retail • E-Retailing • Retail Sales Techniques • Finance in Retail and Retail Audit 	<ul style="list-style-type: none"> • EXIM • International financial markets and investment banking • International Logistics and Supply Chain Management • International Law • Global Project Management • Formulating & Implementing Strategies for • Multinational Corporations 	<ul style="list-style-type: none"> • Simulation And Optimization In Biotechnology • R & D Management • Innovation And Knowledge Management • Emerging Trends In Biotechnology • Project Management
Bioinformatics	Pharmaceutical Industry Management	Hospital Management

<ul style="list-style-type: none"> ● Perl Programming ● Molecular Modelling and Drug Design ● JAVA Basics ● Bio Mark Up Languages ● Visual Programming Concept and Web Programming 	<ul style="list-style-type: none"> ● R&D Management and Quality Assurance ● Marketing Research in Pharmaceuticals ● Logistics and Supply Chain Management for Pharmaceuticals ● International Marketing in Pharmaceuticals ● Medical Communication, Sampling & Evidence Based ● Marketing in Pharmaceuticals 	<ul style="list-style-type: none"> ● Applied Epidemiology. ● Hospital Planning.
<p>Outsourcing Management</p>	<p>Banking and Insurance</p>	<p>Logistics & Supply Chain Management:</p>
<ul style="list-style-type: none"> ● Training Methodology in BPO's ● Supply Chain Management ● Data Protection and Security ● Business Process Re-engineering & Enterprise Resource Planning ● Process Management 	<ul style="list-style-type: none"> ● Merchant Banking & financial services ● Money and Capital Market ● CRM in Banking & Insurance ● HRM in Banking and Insurance ● Banking and Retail Finance 	<ul style="list-style-type: none"> ● Terminal Management ● Shipping Operation & Port Agency ● Risk Management & Marine Insurance ● Stevedoring & Port Operation ● Transportation Management

Syllabus: MBA Core

DDYP1.1

MARKETING MANAGEMENT.

Objectives:

- To help students understand the basic concepts of Marketing Management.
- To help students understand various marketing tools/models for solving marketing problems.
- To help students comprehend various situations and marketing terminologies.

Scope:

- Introduction to Marketing Concepts, its relevance in India.
- Marketing Mix, Marketing Structures and Systems.
- Environmental scanning and Market opportunity analysis.
- Buyer behavior – Household and Institution / Organizational.
- Market segment and segmental analysis.
- Market estimation – Market potential, Demand Forecasting & Sales Forecasting.
- Marketing Information Systems.
- Marketing Research.
- Market Planning.
- Product Mix Decision – Product identification, Product Life Cycle, Branding and Packaging.
- New Product development and management.
- Pricing Policies, Structures and Methods.
- Concepts of Regulated Prices in selected industries.
- Promotion decision – Communication process, Promotion mix, Promotion strategies with reference to consumer and industrial products.
- Advertising and personal selling.
- Distribution management – Importance of distribution in a developing country.
- Role of middle man, identification selection and managing dealers – distribution channels – channel management - physical distribution.
- Performance and controls – Marketing Audit.

Prescribed Text:

- Phillip Kotler, 2003. Marketing Management. 11th Edition, New Delhi : Pearson Education.

References:

- V.S.Ramaswamy and S. Namakumari, 2002. Marketing Management : Planning implementation and Control, 3rd Edition. New Delhi : Macmillan India Ltd.
- Rajan Saxena, 2003. Marketing Management, 2nd Edition, New Delhi : Tata McGraw Hill.

Internet References:

- www.mmaglobal.com
- www.marketingpower.com

DDYP1.2 PRINCIPLES OF MANAGEMENT.**Objectives:**

- To help students understand managerial concepts and practices.

Scope:

- Evolution, objectives, importance and advantages of management
- Role and functions of a manager and activities of management
- All functional aspects of Management
- Management practices and their applications in the Indian Context
- Concepts of profession and professionalisation of management
- Role of values and ethics in management.

Prescribed Text:

- Principles of Management, Koontz
- Principles of Management, Davar
- Management a competency Building Approach, Heil
- Reigel, Jackson, Slocum

DDYP1.3 BUSINESS STATISTICS.**Objectives.**

- To emphasize the need for statistics and decision models in solving business problems.
- To impart learning about concepts involved in statistics and decision models.
- To familiarize the students with sampling and sampling theories.
- Need for statistics in solving business and research problems.

Scope.

- Basic Statistical Concepts.
- Summarization of Data : Frequency Distribution : Measures of Central Tendency.
- Measure of Dispersion ; Relative Disperstion – Skewness, Kurtosis.

- Elementary Probability theory ; Relative frequency approach; Axiomatic Approach; Subjective Probability; Marginal and Conditional Probability; Independence / Dependence of Events.
- Elementary Statistical Distribution; Binomial, Poisson, Normal, Estimation; Point and Interval, Sampling, Distribution, Mean and Proportion.
- Testing of Hypothesis.
- Simple Correlation and Regression; Spearmans Rank Correlation.
- Types of Sampling – Simple and Random, Stratified sampling and Cluster sampling.
- Time series – Components of time series, Estimation of trends and seasonal components.

Prescribed Text.

- Business Statistics, S.P. Gupta.

DDYP1.4

ORGANIZATIONAL BEHAVIOUR

Objectives:

- To introduce students to framework that are useful for diagnosing problems involving human behaviour.
- To increase students understanding of psychological and sociological phenomenon that regularly occur in organizations.
- To help them learn how to exercise leadership to solve problems-from managing the motivation and performance of individuals and teams to leading at the executive level.
- To understand the dynamics of human organizations and organization structure.
- To understand the concepts at and individual as well as the group level.

Scope:

- Introduction to Organizational Behaviour : Origin, Nature and Scope of organizational behaviour and its relevance to organizationa effectiveness and contemporary issues.
- Personality : Meaning and Determinants of personality; process of personality formation; personality types; assessment of personality traits for increasing self awareness.
- Perception, Attitude and Value : Perceptual processes, effect of perception on individual decision making, attitude and behaviour. Sources of value, effect of values on attitudes and behaviours. Effects of perception, attitudes and values on work performance.
- Motivation Concepts : Motives, Theories of motivation and their application for behavioural change.
- Group Behaviour and Group Dynamics : Work groups, formal and informal groups and stages of group development : Concepts of group dynamics, group conflicts and group decision making. Team effectiveness : high performing teams, team roles, cross functional and self directing teams.
- Organizational Design : Structure, size, technology, environment; organizational roles: concept of roles; role dynamics; role conflicts and stress. Organizational conflicts.

- Leadership : Concepts and skills of leadership; leadership and managerial roles, leadership styles and effectiveness; contemporary issues in leadership, power and politics, sources and uses of power; politics at work place; tactics and strategies.
- Organizational development; organizational change and culture, environment, organizational culture and climate; contemporary issues relating to business situations. Process of change and organizational development.

Prescribed Text:

- Understanding Organizational Behaviour – Uday Parekh
- Organizational Behaviour – Stephen Robbins.
- Organizational Behaviour – Fred Luthans.
- Organizational Behaviour – L.M.Prasad, Sultanchand.

References:

- Organizational Behaviour, Fred Luthans.
- Organizational Behaviour, Stephen Robbins.
- Organizational Behaviour, Ashwathappa.
- Organizational Behaviour, L.M.Prasad.

DDYP1.5

FINANCIAL ACCOUNTING.

Objectives:

- To familiarize the students with basic Accounting concepts and Conventions.
- To make the students understand Financial Statements.
- To familiarize with the intricacies of accounting, planning and Management and to make them aware about the tools for decision making.

Scope:

- Financial Accounting – Scope and Importance
- GAAP, Conventions and Concepts
- Balance Sheet and Related Concepts
- Profit and Loss Account and Related Concepts
- Accounting Mechanism: Basic Records – Understanding of Transactions and related documents – Process leading to preparation of Trial Balance and Financial Investments
- Revenue Recognition and Measurement – Revenue Vs Capital (Receipts and Expenditure)
- Accounting Methods – Cash, Accrual, Hybrid
- Inventory Accounting – Perpetual and Periodic System Accounting and Physical flow Valuation

- Fixed Assets and Depreciation Accounting
- Understanding of the following items:
- Net worth
- Reserves
- Provisions
- Intangible Assets
- Fictitious Assets
- Revaluation of fixed assets and its impact on financial statements
- Overview of External and Internal Audit
- Inflation Accounting
- Corporate Financial Reporting in India
- Mandatory Accounting standards

Prescribed Text:

- Management Accounting, M.Y.Khan & P.K.Jain.

References:

- Financial Accounting Text and Cases, Deardon & Bhattacharya
- Financial Accounting for managers, T.P.Ghosh.
- Financial Accounting, R. Narayanswamy.

DDYP1.6 BUSINESS LAW

Objectives:

- To make the students familiar with the concept of law & various laws relating to business.

Scope:

- Indian Contract Act.
- Special Contracts.
- Negotiable Instruments Act.
- Partnership Act.
- Introduction to Company Law.

Prescribed Text:

- Law of Contract – Avtar Singh
- Company Law – Avtar Singh
- Special Contracts – Avtar Singh
- Negotiable Instruments Act – Avtar Singh

- Business Law – K.R.Bulchandani
- Partnership Act – Avtar Singh.

References:

- Company Law – Ramaiah
- Special Contracts – N.D.Kapur.

DDYP1.7

MANAGERIAL ECONOMICS

Objectives:

- To impart knowledge and understanding to students on managerial economics and their application to business decision making.

Scope:

- Introduction: Meaning and relevance of Managerial Economics-
- Relationship to Economic Theory-Relationship to the decision sciences.
- The management revolution-Role and Responsibilities of a Managerial Economist- The Firm, objectives and constraints.
- Demand Analysis: Demand Theory, Demand determinants, Using elasticities in managerial decision making. Demand Estimation and Demand Forecasting
- Production and Cost Analysis: Cobb Douglas Production Function
- ISOquant approach, Scale line, Factor substitutability – Cost concepts for business decisions - Cost-output relationship in the short-run and the long run Learning and Costs
- Market Structure and The Theory of Prices: Concept of Perfect
- Competition Price and output decisions under monopoly, oligopoly and monopolistic competition - Pricing practices.
- Case study on demand forecasting/elasticity/pricing practices.

Prescribed Text:

- Managerial Economics – Joel Dean
- Managerial Economics, Concepts and Cases – Mote, Paul & Gupta.
- Fundamentals of Managerial Economics – James Pappas & Mark Hershey.
- Economics – Samuelson.
- Managerial Economics – R.L.Varshney & Maheswari.

References:

- Managerial Economics, Joel Dean.
- Managerial Economics – Concepts and Cases, Mote, Paul & Gupta.

- Economics, Samuelson.
- Keat, Paul.G & Young, Phillip K.Y. 3rd Edition, Managerial Economics; Economic tools for today's decision makers.
- Schiller, The Micro Economy Today.
- Salvatore Dominic, 3rd Edition, Managerial Economics in a Global Economy.

Internet References.

- www.economist.com
- www.epw.org.in

DDYP1.8 BUSINESS ENVIRONMENT

Objectives :

- To familiarize and equip students with techniques of environmental analysis as a prerequisite to corporate strategy.

Scope :

- Analysis of Business Environment, technological, political and economic – PEST, SWOT Analysis.
- Government industry interface – Market intervention, need for regulation and promotion monetary and fiscal policies.
- Consumerism, Consumer Protection, Labour issues – National and International.
- Analysis of Competitive Environment – Competitive policy & law.
- Role of Government in Industrial development.
- Meaning and Rationale for globalization from domestic market to global market, India – WTO and trade blocs, TRIPS, IPR.
- International Business Environment analysis.
- New Economic Policy, Basic Economic trends and Business forecasting.
- Turnaround Management.
- Joint Ventures.
- Ecology and Sustainable Development.
- Corporate Governance.

Prescribed Text :

- Essentials of Business Environment, Ashwathappa, Himalaya Publication.
- Business Environment Text and Cases, Dr. Francis Cherunilam, Himalaya.

References :

- Economic Environment, Mishra & Puri.

- Indian Economy, Mishra S.K, Puri.

DDYP1.9 INFORMATION TECHNOLOGY FOR MANAGEMENT.

Objectives :

- To familiarize the students with the concepts of Information Tecnology and their relevance to Management.

Scope :

- Historical Prespective of Computer and Information Technology.
- How a computer works, hardware and software components and their characteristics from a user/ buyer perspective
- Basics of networking-need for components of networks, LAN, WAN, MAN, various options for networking for a business – Dial Up, Leased Lines, DSL Lines, VSAT.
- Various medium options for Networking for communication – terrestrial, satellite, copper, fiber optic etc
- Basics of Internet - how interent works – Familiarity with various components of the internet Browser, Web Server, DNS Server, Search Engine – Applications of Internet – Websites, Blogs, email, FTP, Voice over Internet
- Impact of IT on business and society
- Role of IT – Overview of concepts such as ERP, SCM, CRM, Data Warehousing and Business Inteligence, e-commerce, e-Business, Knowledge management etc
-
- Reference Text
- e-Business : Roadmap for Success : Ravi Kalakota and Marcia Robinson
- The Seven Steps to Nirvana: Strategic Insights into e-Business Transformation: Mohanbir Sawhnay
- Competitive Strategy by Michael Porter
- Knowledge Management by Ganesh Natarajan and Sandhya Shekhar
- Business @ The Speed of Thought by Bill Gates
- TechVenture: New Rules on Value and Profit from Silicon Valley by Mohanbir Sahwney
- Alex Leon & Mathews Leon: Introduction to computers (Vikas)
- Rajaraman: Introduction to Information Technology (Prentice Hal India)
- Sanders, D. H.: Computers in Business: An Introduction (McGraw Hill)
- Articles from HBR, Journal of Marketing

DDYP1.10 FOREIGN LANGUAGE

Objectives

- To impart the basics of the French language.
- To teach basic conversation in French language.

Scope

- Theory
- Basic nouns
- Things around us.
Items of daily use.
- Numbers
- 0-100.
Ordinal numbers.
- Colours
- use them in complex sentences
change them according to the nouns.
- Different materials
- eg. silk, coton.....
- Grammer
- Definite & indefinite articles.
prepositions.
singular-plural.
adjectives.
masculine-feminine.
negation & inversion of verbs.
- Verbs
- Basic verbes like etre, avoir.....
- Conversation skills
- understand simple sentences used in class.
formal & informal greetings.
understand & translate simple passages.
answer basic & complex "wh" type questions.

DDYP2.1 MARKETING STRATEGY AND APPLICATIONS.

Objectives

- Appreciate the value of marketing concepts when they are used as guides for understanding management problems and developing comprehensive marketing programs
- Develop a disciplined analytical skill amongst the participant for marketing situations
- Make connections between marketing and other functional areas of business
- Appreciate how the elements of successful marketing programs fit together.
- To familiarize participants with the concept of marketing strategy, its link to corporate strategy and environmental influences on marketing strategy. Also to provide some exposure to marketing strategy in different types of industries; how to plan proactive marketing

Scope

- Corporate Planning, Business Planning & Strategies Marketing Planning including BCG, GE & Ansoff Models.
- Marketing Strategy Development
- New Product Development Process
- Pricing Strategy
- Distribution Strategy
- Introduction to Integrated Marketing Communication
- Advertising & Media Planning
- Introduction to sales management and Selling Process
- Product Life Cycle Strategy
- Marketing Audit and Control
- Concept of strategy: The environment, corporate vision and mission; setting goals and objectives, planning and strategy, from corporate strategy to marketing strategy. The 4 “A” s of Day’s Marketing Strategy model
- Approaches to strategy: Porter’s 5 forces model, generic strategies; Hamel and Prahalad and the concept of “Strategic Intent”; Consumer oriented, competition oriented and resource based strategies
- Competitive strategies: Porter’s concept of value chain analysis; market leader/challenges/follower strategies
- Competitive strategies: Industry life-cycle stage and company’s marketing strategy; strategic mapping
- Competitive strategies: Branding as a marketing strategy: when and how industrial products v/s consumer products; Positioning the Company and the Brand; Brand Extensions
- Marketing Strategy and Marketing-mix: Customer-value creation intensive integrative and diversification growth strategies
- Structural approaches to marketing strategy: PIMS Model, Malcolm Baldrige Model, McKinney’s 7-S Model

- Financial considerations in evolving marketing strategy.

Prescribed text

- Philip Kotler(2003). Marketing Management: Eleventh Edition, New Delhi: Pearson Education

References

- V. S. Ramaswamy and S Namakumari (2002). Marketing Management: Planning Implementation and Control (3rd Edition). New Delhi: Macmillan India Ltd.
- Rajan Saxena (2003) . Marketing Management, Second Edition. New Delhi : Tata McGrawhill
- Harish Bijoor (2001). Marketing Trends: Smart Insights Into the world of Indian Business New Delhi: Vikas Publishing House Pvt. Ltd.
- Porter, M.; Competitive Strategy
- Porter, M; Competitive Advantage
- Hamel, G & C. K. Prahalad: Competing for the Future
- Aaker,D.; Managing Brand Equity
- Kapferer, J.; Strategic Brand Management Day, G. S.; Market Driven Strategy

DDYP2.2 COST ACCOUNTING & MANAGEMENT ACCOUNTING.

Objectives:

- To familiarize with the intricacies of cost accounting, planning and management and to make aware about the tools for decision-making.
- This paper complements the inputs provided in financial accounting. It is a detailed foray into aspects not covered very deeply in the financial accounting systems. In this era of intense global competition, cost control has become an imperative part of strategic management.

Scope:

Cost Accounting:

- Specialised areas of accounting:
 - Financial, Cost and Managerial Accounting – Aims and objectives of
 - Cost and Managerial Accounts as a part of Management Information
 - System.
- Cost Classification:
 - The Elements of Cost – Direct Material; Direct Labour;Direct Expenses;
 - Overhead; Cost Behaviour; other methods of classification to suit the
 - requirements of management.
- Accounting of Costs:

- Materials:
- Purchasing procedures; Organisation of stores, Stores Records – Methods of valuing material issue – Inventory control procedures.
- Labour:
 - Engagement, Time Keeping and Time booking – Methods of remuneration – Factors influencing the wage settlements – Treatment of different items included in the compensation package for labour –
 - Preparation of wage sheet and payment of wages – Accounting for labour.
- Overheads Expenses:
 - Classification into Production, Administration and Selling and Distribution – Distribution of overheads – Apportionment, recovery of overheads. Methods of calculating depreciation; Obsolescence; Interest on Capital. Treatment of overheads in valuation of work-in-progress and finished goods inventory.
- Cost Book Keeping:
 - Cost Ledgers and Control accords for recording transactions – Link between financial and cost books – Reconciliation of cost and financial accounts – Integrated accounts.
- Costing Methods
 - Basic grouping job/process costing methods
 - Job order cost systems
 - Contract costs.
 - Process costing:
 - Cost flows in job
 - Process costing methods
 - Treatment for joint and by products in process costing
 - Cost Accounting for services

Management Accounting.

- Past and Present of Management Accounting
- Cost-Volume-Profit Analysis
- Linear-Programming Models for Planning
- Cost Estimation and Regression Analysis
- Topics in Regression Analysis
- Cost Analysis for Pricing Decisions
- Assigning Service Department Costs
- Joint Costs
- Sales, Profitability, and Productivity Variances
- Measuring Quality
- New Technology for Manufacturing Operations: JIT and CIM
- Justifying Investments in New Technology
- Decentralization
- Profit Centers and Transfer Pricing
- Investment Centers: Return on Investment
- Executive Contracts and Bonus Plans

- Formal Models in Budgeting and Incentive Contracts.

Prescribed text

- Cost Accounting: A Managerial Emphasis' (CAME) 11th edition, by Charles T Horngren, George Foster and Srikant M Datar. Prentice Hall of India Pvt. Ltd. New Delhi.
- Management Accounting for profit control, Keller & Ferrar.

References

- 'Management & Cost Accounting' by Colin Drury. Chapman & Hall Publication
- 'Students' Guide to Cost Accounting' by Ravi M Kishore. Taxmann publication
- 'Cost Management: A Strategic Emphasis' by Edward J Blocher, Kung H Chen and Thomas W Lin. Irwin McGraw Hill publication
- 'Accounting for Decision Making and Control' by Jerold L Zimmerman. Irwin McGraw Hill publication
- 'Management Accounting' by M Y Khan and P K Jain. Tata McGraw Hill publication
- Magazines & Journals :
- 'Management Accounting: Text & Cases' by Robert N. Anthony & James S. Recce.
- 'Management Accountant' published by the Institute of Cost & Works Accountants of India, Calcutta.
- 'Chartered Accountant' published by the Institute of Chartered Accountants of India, New Delhi
- 'The Journal of Accounting' published by the Indian Accounting Association, New Delhi
- 'Accounting World' published by the Institute of Chartered Financial Analysts of India, Hyderabad.

Internet References

- The Institute of Chartered Accountants of India, www.icaai.org
- The Institute of Cost and Works Accountants of India, www.icwai.org
- The detailed information of Indian companies, industry and economy, www.indiainfoline.com
- The news of economy and business, www.economicstimes.com
- The Business Magazine for business and economy news, www.business-today.com
- The International Accounting Standards Board, UK, <http://www.iasc.org.uk>
- The American Institute of Certified Public Accountants, <http://www.aicpa.org/index.htm>
- The Chartered Institute of Management Accountants, www.cima.org.uk

DDYP2.3

ENTREPRENEURSHIP MANAGEMENT.

Objectives

- To enhance appreciation of the role of entrepreneurship in the economic progress of the country through wealth creation and innovative strategies

- To impart knowledge about entrepreneurial competencies and skills required for starting and sustaining a successful enterprise.

Scope

- Concept of Entrepreneurship and Emergence of Entrepreneurial class
- Theories of entrepreneurship
- Characteristics of entrepreneurial leadership, risk taking, decision taking and business planning
- Analysis of business opportunities
- Environmental scanning, sectoral studies
- Process of generating business ideas, screening and selection
- Techno-economic feasibility studies
- Developing detailed project report for implementation
- Ancillary industry development, identification of opportunities for ancillary industries
- Entrepreneurial opportunities in service industry transportation, distribution and agro industries
- Institutional framework for entrepreneurship development in our country
- Government policy, agency supporting entrepreneurial development
- Industrial estates
- Financial incentives, backward area benefits
- Schemes for educated unemployed
- Fiscal incentives
- Procurement of industrial equipment, marketing support
- Sources of finance – Institutional and others
- Training for entrepreneurship development
- Entrepreneurial behaviour, techno economics innovation and entrepreneurship.
- Lessons from success stores of Indian and International entrepreneurs (case studies)

Prescribed Text

- Dynamics of Entrepreneurship Management, Vasant Desai, Himalaya Publications.

References

- Innovation & Entrepreneurship - Peter Drucker (Heinmann - London)
- Entrepreneurship Strategies and resources, Marc J.Dollinger, Pearson Education (Singapore) Pvt. Ltd, 2003.
- Opportunities - Edward De Bono (Associated Business Programmes - London)
- Entrepreneurial Development - S S Khanka (S Chand)
- Thought Leaders - Shrinivas Pandit (Tata McGraw Hill)
- Made in Japan - Akio Morita (Penguin Books)
- The New Alchemists - Charles Handy (Random House)
- Managing Radical Change - Sumantra Ghoshal & Gita Piramal (Penguin)

- The Amul Story - Ruth Heredia (Tata McGraw Hill)
- Roadmap to Entrepreneurial Success - Robert W Price (American Management Association)
- Handbook for New entrepreneurs – ed P.C. Jain, Entrepreneurship Development Institute of India, Oxford University Press
- Industrial Entrepreneurship in India, Rao V Lakshmana Rao [A], Chugh Publication
- Entrepreneurship Development, Bhanushali S G [A], Himalaya Publishing House
- Entrepreneurial Connection, Narola Gurmeet [A], Tata McGraw-Hill Publishing Company Limited
- Net Entrepreneurs Only, Erickson Gregory K [A], John Wiley and Sons
- Entrepreneurship by Hisrich Peters (Tata McGraw-Hill Edition)

Internet References

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- www.esc.com/esonline
- www.zeromillion.com
- www.hbswk.hbs.edu
- www.kipnotes.com/Entrepreneurship.htm
- www.thinkingmanagers.com/business-management/entrepreneurship
- www.entrepreneur.com
- www.ediindia.org

DDYP2.4

HUMAN RESOURCE MANAGEMENT.

Objectives

- To provide the future manager with inputs with a view to:
- Enhancing the appreciation of the Human Resources function as a potential career option.
- Understanding the interface of the Human Resources function with Operations, Marketing, and Finance functions.

Scope

- Human Resource Management – Its scope, relationship with other
- social sciences – Approaches to Human Resource Management /
- Interdisciplinary approach.
- Organisation of Personnel Functions – Personnel Department, its
- organization, Policies, responsibilities and place in the organization.
- Manpower Planning, Job Analysis, Job Description, Scientific
- Recruitment and Selection Methods.
- Motivating Employees – Motivational Strategies, Incentive Schemes,
- Job-enrichment, Empowerment
- Job-Satisfaction, Morale, Personnel Turnover
- Performance Appraisal Systems – MBO Approach, Performance
- Counselling, Career Planning
- Training & Development – Identification of Training Needs, Training
- Methods, Management Development Programmes.
- Organisational Development – Organisation Structure – Reengineering,
- Multi-skilling, BPR.
- Management of Organisational Change.
- HRD Strategies for long term planning & growth
- Productivity and Human Resources Management

Prescribed text

- Decenzo and Robbins “Human Resource Management,” John Wiley and Sons Inc. Sixth Edition
- Aswathappa, K., “Human Resource and Personnel Management-Text and Cases” Tata McGraw Hill, 2003. Third Edition
- C.B. Mammoria, Human Resource Management.

References

- Bohlander G.; Snell, S.; Sherman A. “Managing Human Resources” Thomson South Western, 2001. 12th Edition
- Gary Dessler Human Resource Management 2004, Prentice Hall, New Delhi, 9th ed.

Internet References

- www.shrm.org/hr/links
- www.human-resources.org
- www.hrvillage.com

DDYP2.5

FINANCIAL MANAGEMENT.

Objectives

- To understand financial statements
- To interpret and analyze the financial summaries
- To inculcate a finance sense among students

Scope

- Financial Objectives – Financial Planning and Control – Analysis of Profit and Loss A/c – Balance Sheets.
- Financial Ratio Analysis – a tool in planning and control – Inter Firm Comparisons
- Fund Flow Analysis – Analysis of statement of Long Term sources and uses of Funds – Working Capital Based Fund Flow statement – Cash Flow Statements
- Sources of Term Finance – Term Loans – Fixed Deposits – Debentures- Bonds- Role of Financial Institutions- Equity capital as a source of Finance-Govt. regulations of Issue of Securities in India – Internal generation as a source of Finance.
- Cost of Capital – Weighed average and Marginal Concept – Application in capital Budgeting decisions.
- Direct or Corporate Taxation and its implication on Financing
- Capital Expenditure decisions-Projects appraisal – Non Financial Factors influencing capital budgeting decisions-Payback period method. ROI approach – Discounted cash flow techniques and its applications.
- Working capital management – Assessing working capital requirements – Financing working capital requirements – RBI guidelines influencing Working Capital Finance – Management of Receivables and inventories.
- Dividend Policy – Guidelines for issue of Bonus Shares

Prescribed text

- White, Sondhi & Fried, Analysis & Uses of Financial Statements, Wiley
- Helfert Erich, Techniques of Financial Analysis, Jaico

References

- Van Horne James C., Financial Management & Policy, Prentice Hall India

Internet References

- www.crisilonline.com

DDYP2.6

LEGAL ASPECTS OF BUSINESS

Objectives :

- To familiarise the students with basic concepts of law
- To provide adequate knowledge of recent developments in Law

Scope :

- Company Law. – In Detail
- Sales of Goods Act – Contracts of Sale, Conditions & Warranties.
- Consumer Protection Law – Basic Definitions & Restrictive Trade Practices.
- Overview of Related Law – CPC, Constitution and Criminal Law.
- Competition Act – Overview.
- WTO and related agreements.
- Intellectual Property Laws and TRIPS.
- Foreign Exchange Management Act.

Prescribed Text :

- Company Law - Avatar Singh, Eastern Books, Lucknow, 2004
- Competitor Law – D.P. Mittal
- W.T.O - WTO organisation, Deep & Deep Publication, New Delhi, 1998
- Intellectual Property Laws – Narayan P., Eastern Law, Calcutta, 1990

Reference :

- SEBI manual
- SEBI guidelines and listing of companies : Studies in financial services in India, V.S. Avadhani
- Corporate taxation Vol. I, H.P. Raina, 6th edition
- Corporate taxation Vol. II, H.P. Raina, 6th edition
- Textbook of company law, Mahesh Tandon, 6th edition
- Commentary on companies bill, 1993, K. Srinivasan, B.P. Bhargava
- Intellectual property rights and copyright, S.P. Satarkar
- Intellectual property manual, Avinash Shivade
- Innovation and competition policy, Allan Gutterman
- Agriculture, Trade and the WTO : Creating a trading environment for development, Merlinda Ingco
- GATT 1994, the WTO and India, Shyamal Banerjee
- WTO analytical index Vol I : Guide to WTO law and practice, World Trade Organisation
- WTO analytical index Vol II : Guide to WTO law and practice, World Trade Organisation
- Foreign exchange management act with rules and regulations under FEMA, Taxmann
- The law and practice of arbitration and conciliation : The arbitration and conciliation act, 1996, O.P. Malhotra

- Trips, PCT and global patent procurement, Markus Nolf
- Corporate hijack of biodiversity : How WTO-TRIPS rules promote corporate hijack of peoples biodiversity and knowledge, Vandana Radha Holla Afsar H, Shiva Bhar Jafri

Internet References :

- www.laweeye.de
- www.ibd.com
- www.august1.com
- www.alllaw.com
- www.justice.com
- www.law.cornell.edu
- www.ilsa.org

DDYP2.7

INDIAN ECONOMY

Objectives:

- To familiarize the students with the intricate aspects of Indian economy.

Scope:

- Growth and Development of the Economic Firmament: Theory, Concept and Philosophy.
- Development, Underdevelopment and the Growth Divide.
- Some Development Options for the Third World.
- Economic Planning: A Mechanism of Growth.
- The Tenth Five Year Plan of India in an Era of Globalization.
- The Third World Planning Experience.
- The Teeming Millions.
- Hunger and Food.
- Green Revolution: How Green?
- The Public Sector in India and the Third World.
- The Public Sector: Perspective for the Future.
- The Private Sector's Sprawl and Horizon.
- The Embryonic Joint Sector.
- Industrial and Institutional Finance.
- Investment Planning.
- Finance from Across the Seas.
- A Fundamental Atrophy on the Exchange Counter.
- Transportation and Technology.
- Economic Reforms in India and World Economic Development.
- Corruption in the Polity and the Economy.

DDYP2.8

PRODUCTION MANAGEMENT.

Objectives.

- To understand the concepts of Production and its applications in industrial situations.
- To familiarize the students with various concepts of Production Planning and Management.

Scope.

- The Production Function – nature and scope, interface with other
- functional areas like Marketing, Finance, Personnel, Materials.
- Types of Production Systems – Job, Batch and Flow Systems,
- Assembly Lines, Process Plants, Intermittant and Continuous
- Production
- Elementary knowledge of Manufacturing Processes – Assembling,
- Fabrication, Forming and Heat Treatment, Welding; Machining and similar processes.
- Plant Layouts- Objectives, Symptoms, of poor layouts, types of
- layouts – functional, line and static product layouts, group layouts,
- factors influencing
- layouts, techniques of optimizing layouts.
- Materials Handling – Objectives, principles and methods of efficient
- handling, introduction to material handling equipment.
- Problems of Location – Types of locational decisions and factors
- affecting location, location of manufacturing and service units,
- location of distribution and retail units, location of procurement
- centres
- Inventory Management – types of inventory management systems,
- detailed mathematical treatment of P, Q and MRP Systems, Selective
- inventory control – techniques like ABC analysis, HML analysis, FSN
- analysis, SDE analysis etc., make & buy decision.
- Scheduling – objectives, elements of scheduling, master scheduling,
- priority planning, facility loading, sequencing problem of scheduling.
- Network Analysis – Activity Analysis, Network Diagramming,
- PERT, CPM, Estimation of Schedule statistics, Earliest and latest start
- and finishing times, floats, Cost crashing, Estimation of probability of
- completion of project in a given time, applications in industry.
- Break Even Point Analysis – concept of break even point, utility of
- BEP analysis in short and long term decision.
- Reliability, Maintenance and Plant Services – objectives, types of
- Maintenance - breakdown and preventive maintenance, introduction to
- estimation of system reliability, fault tree analysis.
- Quality Control – Total Quality Control, What is quality, inspection,

- quality control, introduction to control charts & types of control charts - mean, range, proportion defective (P) and (C) charts.
- Emerging Trends – Just-In-Time Manufacturing, Robotics, CAD/CAM/CIM.
- Concepts of productivity – Introduction to Productivity Techniques, Value Analysis, Value Engineering.

DDYP2.9

RESEARCH METHODOLOGY.

Objectives

- To impart knowledge to evaluate and conduct research on management problems/issues
- To provide skills necessary for the conduct of student research projects as a part of the programme requirement
- To highlight importance of research in management.

Scope:

- The research process -Relevance and scope of research in management, Steps involved in the research process / scientific process. Role of research in the industry.
- Formulation of a research problem-Sources of research problems, management dilemma—management Question – research question hierarchy, how to formulate a research problem? Essential characteristics of research problem
- Objectives, variables and hypotheses:-Objectives of research, identification and types of variables, hypotheses, Concept and types.
- Related literature- Significance and sources of related literature, reviewing of literature, References andreferencing systems. Research paradigms
- Research design -Research design-meaning and significance, Types of research designs...exploratory, descriptive, (survey and case study methods), Explanatory (ex-post facto and experimental) Factors affecting internal and external validity of experiments.
- The sampling process-Sampling – types - probability and non-probability, Sampling error, sample size confidence interval and determination of sample size.
- Tools and techniques of data collection- Validity and reliability of tools. Quantitative tools----questionnaire, ranking and rating scales and scale, Construction psychometric tools. Qualitative techniques interviews, focus groups, participant and non-participant observation. Primary and secondary sources of data, Use of library and the internet sources for collection of data, data clustering. Data mining and data warehousing,
- Application of data analysis techniques- Types of data-nominal, ordinal, interval and ratio conditions on data for the use of parametric and non-parametric Tests. Testing of hypothesis-chi-square test, t-test, Z test , F test. Multivariate analysis, cluster analysis, discriminant analysis, correlation and regression analysis, factor analysis. Relation between the type of data and the statistical techniques to be used. Use of SPSS in data analysis
- Research proposal Significance and preparation of a research proposal.

- Report writing -Mechanics of report writing

Prescribed text

- Cooper, Donald , R.Schindler, Pamela.S ,Business Research Methods, Tata McGraw Hill, Sixth edition 2002
- Dr. Uma Sekaran , Research Methods for Business – A Skill Building Approach, John Wiley and Sons, Fourth edition,2003
- Zikmund . Business Research Methods,Thomson S.W.,Seventh Edition,2004

Internet References

- http://www.wadsworth.com/psychology_d/templates/student_resources/workshops/workshops.html
- http://www.slais.ubc.ca/resources/research_methods/index.htm

DDYP2.10

FOREIGN LANGUAGE.

Scope :

- Theory
 - Parts of the body
 - Related adjectives and verbs.
- Time
 - 12 hour & 24 hour clock.
 - Days of the week.
 - Months of the year.
- Seasons
 - talk about the weather
 - festivals celebrated in each season.
 - Weight scale.
- Grammer
 - Negation & plural form with indefinite articles.
 - Possessive adjectives.
 - Demonstrating adjectives.
 - Articles contract?s.
 - Imperative mode.
- Verbs
 - Basic "er" verbs
- Conversation skills
 - General conversation about weather.\
 - Complex sentences.
- Read simple passages and answer questions.

- Self-introduction.

DDYP3.1 MANAGEMENT INFORMATION SYSTEMS

Objectives

- To make the students appreciate the role of information systems in the effective functioning of the organisation and the need for effective Management Information Systems as a support for decision making
- To familiarize the participants with the process of creating and implementing a Management Information System.

Scope

- Structured Systems Analysis & Design
- Tools & Techniques
- Documentation
- Detailed SAD procedure
- Design of commercial systems
- Information Systems Concepts & Trends
- Overview of Information System in:
 - Marketing
 - Finance
 - Production
 - Personnel

Prescribed Text

- James A O'Brien, - Management Information Systems
- Turban, McLean and Wetherbe – Information Technology for Management

References

- Robert Schultheis and Mary Sumner, - Management Information Systems
- Kenneth C. Laudon, Jane P. Laudon-Management Information Systems

DDYP3.2 BUSINESS POLICY AND STRATEGIC MANAGEMENT

Objectives

- To familiarize the participants with the basic concepts of business strategy.
- To facilitate the participants to apply the concepts to live corporate situations
- To explain contemporary concepts of strategy

Scope

- Evolution and basic concepts, Vision, Mission and business definition.

- Contributions by Mintzberg, Ansoff, Porter and Prahalad, Gary Hammel
- Environment survey and appraisal -Industry and competitive analysis-
- Dominant economic features, strength of competition and competitive forces.
- The Strategic management Process- Situation analysis, Formulating Corporate Level Strategy, Portfolio Strategy.
- Formulating Business level Strategy – Porter’s competitive Forces and Strategies, Cooperative Strategies. Strategic implications of five competitive forces, Evaluating company resources and competitive capabilities, Competencies, core and distinctive competencies and competitive advantages.
- Formulating Functional level Strategies – Putting strategy into action- leadership- structural design, Information and control systems, human resources- Implementing global strategies.
- Corporate goals and strategic gap, Five generic strategies
- To use Case Studies on a Cross Functional Basis
- To Understand the Dynamics of Growth
- Change and Turnaround Strategies – To Apply Existing Models
- Decision Making and Corporate Planning
- General Management –Emphasis on Projects & Development of Cases in Indian Industry (Porter’s model)
- Managing internal organization for Strategy implementation

Prescribed text

- Strategic Management “Gregory G. Dess and Alex Miller” Published By McGraw-Hill, Inc
- Management Policy and Strategic Management, R.M.Srivastava
- Strategic Management and Business Policy, Nitin Balwani
- Competitive Strategic Techniques for Analysing Industries, Micheal Porter
- Business Policy, Azhar Kazmi
- Business Policy, P Subba Rao
- Strategic Management, Francis Cherunilam
- Strategic Management Arthur A. Thompson, Jr. and A.J. Strickland III Published by “Irwin/Mc Graw-Hill
- Strategic Management, the Indian Context, R Srinivasan, Prentice Hall of India Pvt. Ltd., New Delhi 2005

References

- Strategic Management In The Asian Context-A Casebook In Business Policy and Strategy:Luis Ma. R. Calingo Publisher John Wiley & Sons
- Strategic Planning- Formulation of Corporate Strategy (Text Cases- The Indian Context) V.S. Ramaswamy and S. Namakumari Publisher Macmillan”
- Strategic Management- Competitiveness and Globalization by: Michael A. Hitt, R. Duane Ireland And Robert E. Hoskisson Published by “South-Western College Publishing”.

- Commitment- Business Unit Strategy –Eli Segev – Wiley Series in Practical Strategy, 1997.
- Strategic Management- A Fresh Approach To Developing Skill, Knowledge And Creativity, by: Paul Joyce & Adrian Woods Published by Kogan Page Limited.
- Business Policy and Strategic Management by: William F. Glueck And Lawrence R. Jauch Published by McGraw-Hill International Book Company.
- Exploring Techniques of Analysis And Evaluation In Strategic Management by: Veronique Ambrosini with Gerry Johnson And Kevan Scholes Published by Prentice Hall Europe.
- Commitment- The Dynamic of Strategy, Pankaj Ghemawat, Published by - The Free Press.
- Digital Storm- Fresh Business Strategies From The Electronic Marketplace,by Philipp Gerbert Alex Birch with Gerd Schnetkamp Dirk Schneider published by Capstone Publishing Limited.
- Strategic Information Technology: Opportunities for Competitive Advantage, Raymond Papp, Published by Idea Group Publishing.
- Harvard Business Review Articles.
- Management Review
- Business Barons- A Monthly Indian Journal Published by Minhaz Merchant, Mumbai.
- Effective Executive- A Monthly Indian Journal Published by A.V. Vedpuriswar, Hyderabad.
- Business India- A Weekly Indian Journal
- Business Today- A Weekly Indian Journal
- Business World

Internet References

- www.strategy-business.com
- www.planware.org/strategy.htm
- www.fortune.com
- www.bsstrategist.com

DDYP3.3 BUSINESS MATHEMATICS AND OPERATIONS RESEARCH.

Objectives

- The concepts involved in Quantitative Methods in Operations Management
- Need for Quantitative Methods in Operations Management in solving business problems
- Scope and limitation of use

Scope.

BUSINESS MATHEMATICS.

- Introduction to probability.
- Probability Distributions.
- Decision Analysis.
- Utility and Decision Making.
- Forecasting.
- Introduction to Linear Programming.
- Project Scheduling : PERT & CPM.
- Markov Processes.
- Multi-Criteria Decision Problems.

OPERATIONS RESEARCH

- Introduction to OR: Concepts, genesis, application potential to diverse problems in business & Industry, Scope and Limitations.
- Assignment Problem (AP): Concepts, formulation of model, Hungarian method of solution – Maximisation / minimization – Balanced / Unbalanced – prohibited assignments – problems.
- Transportation Problem (TP): Concepts, formulation of model – Solution Procedures for IFS and Optimality Check – Balanced / Unbalanced – Maximization/Minimization – case of degeneracy – prohibited routing problems – Post-optimal sensitivity analysis.
- Linear Programming (LP): Concepts, Formulation of models, diverse problems – Graphical explanation of solution – Maximisation/minimization – Simplex Algorithm- Use of slack/surplus/artificial variables – Big M method/Two phase method – Interpretation of the Optimal tableau – (Unique, optimum, multiple optimum, Unboundedness, Infeasibility & Redundancy problems) Integer Linear Programming.
- Linear Programming (LP): Duality principle – Primal/dual inter-relation-Post-optimal sensitivity analysis for changes in b-vector, c-vector, addition/deletion of variables/constraints – Dual simplex method-problems. Limitations of LP vis-à-vis Non-linear programming problems. Brief introduction to Non-LP models and associated problems.
- Network Analysis: Minimal spanning tree problem- shortest route problem- Maximal flow in capacitated network-Concepts and solution algorithm as applied to problems – Project Planning & control by use of CPM/PERT concepts – definitions of project, jobs, events – Arrow diagrams – Time analysis and derivation of the critical path-concepts of floats (total, free, interfering, independent) – Crashing of a CPM network-Probability assessment in PERT network.
- Queuing (Waiting-line) models: Concepts- Types of queuing systems (use of 6 character code) – Queues in series and parallel – problems based on the results of following models (M/M/1) single channel queue with poisson arrival rate, and negative exponent service time, with and without limitations of queue size. (M/G/1) single channel with poisson arrival rate, and general service time, PF-Formulae.
- Inventory Models: Types of inventory situations; Fixed quantity/fixed review period – Costs involved – Deterministic probability models – Economic – order-quantity (EOQ) and EBQ for finite production rate – Sensitivity analysis of EOQ-EOQ under price break-

Determination of safety stock and reorder levels-Static inventory model – (Insurance spares)

- Digital simulation: Concepts – areas of application – random digits and methods of generating probability distributions-Application to problems in queuing, inventory, new product, profitability, maintenance etc.
- Replacement and Maintenance Models: Replacement of items subject to deterioration and items subject to random total failure – Group V/s. Individual replacement policies.
- Game Theory: Concept 2-person, n-person games-Zero-sum and Non-zero sum games-Solution Procedures to 2-person zero sum games-Saddle-point, Mixed Strategy, Sub-games method for mx2 or 2xn games-Graphical methods-Equivalence of game theory and Linear Programming models – Solution of 3x3 games by LP simplex including duality application for maximizing / minimizing player's strategy.

Prescribed text

- Operations Research by Taha
- Operations Research by J K Sharma
- Problems in Operations Research by Hira Gupta
- Quantitative techniques in management by N D Vohra

References

- Operations Research Techniques for Management by B. Banerjee
- Operations Research by Ravindran Phillips & Solberg
- Introduction to Operations Research by Hillier & Lieberman

DDYP3.4

FOREIGN LANGUAGE

Scope

- Nouns relating to the rooms - living room, kitchen, bathroom., bed room.
- Relations – To help make their own family tree.
- Meals - breakfast, lunch, dinner
- Grammer:
 - Past tense - with etre , with avoir
 - Interrogation & negation in past tense.
 - Partitive articles
 - Future tense
 - Verbs:-dire, commencer, monter, descendre, mettre, prendre, aller, venir, boire, servir, manger.
- Conversation skills:-
 - Ask directions
 - Etiquettes.
 - Order meals
 - Table manners.

DDYP4.1

INTERNATIONAL BUSINESS

Objectives

- To focus on emerging business environment in India and the world.
- To bring out the importance of international business; and to analyze global business principles and practices with reference to various Indian firms.

Scope

- Considering the importance of International Business in general and that of products and business practices in Indian environment in particular, the course will flow in many parallel streams.
- While lectures and concept elaboration will constitute the mainstream, class seminars, article review and projects will form the other pedagogic streams. Lectures will be conducted in the form of discussions to avoid monologue, and class-participation would be generated, whenever necessary. The following aspects of international business would be covered along with other contemporary issues:
 - Introduction to International Business
 - Major Decisions in International Business
 - International Business Environment and Assessing Political Risks
 - Barriers to International Trade
 - Methods of Entering International Business
 - International Strategic Alliance
 - Strategy-making in International Business Management: Achieving
 - Competitive Advantage

Prescribed text

- Strategic International Marketing
- Philip R. Cateora (Homewood I.L. : Dow Jones – Irwin)
- International Marketing – Analysis and Strategy
- Sak Onkvisik and John J. Shaw (P.H.I.)
- Global Strategies (Harvard Business Review)
- International Business : A Strategic Management Approach Alan Rugman
- International Management: Concept and Cases
- Takur, Burtan and Srivastava

References

- International Business
- James Taggart, Michael Dermott (Prentice Hall India, New Delhi)
- International Business, Issues and Concepts - Reed Moyer
- International Business: Dryden -Czinkota Ronkainen Moffett
- International Business – Charles W.L. Hill – Richard D. Irwin, Inc.

- The Essence of International Business – Prentice Hall India, New Delhi – Taggart/McDermott
- International Business – Macmillan Business – Edgar P. Hibbert
- International Business – The Challenge of Global Competition – Irwin – Ball/McCulloch
- The dynamics of International strategy – Thomson Press – Susan Segal/David Faulkner

DDYP4.2 ENVIRONMENT MANAGEMENT & ETHICS IN BUSINESS

Objectives

- To provide the candidates the knowledge on the emergence of strategic options for environmental decision making.
- To provide the skills to prepare corporate environmental and social reports for the triple bottom line.
- To provide the foundations for corporate governance –non-financial implications and the significance of environmental governance and best practices.

Scope:

ENVIRONMENT MANAGEMENT

- Overview of the nature and significance of emerging environmental issues and trends with specific reference to the developing countries.
- Major industrial and other environmental disasters like Bhopal Tragedy and their long lasting impact and the need to regulate the environmental activities-sector wise impacts
- Global Environmental issues and the role of national government as signatory and participatory bodies.
- Discussion on International conventions like Earth Summit and similar other developments and their significance in policy formulation and policy enactment.
- Industrial Pollution- types of industrial pollution, - Air pollution, Water pollution, soil pollution, Noise pollution, Role of the industries in managing the industrial pollution.
- Corporate environmental responsibility, pollution prevention, Total Quality Environmental Management, ISO 14000 EMS certification.
- Role of the Government in managing the environmental activities in all sectors. Organisational set up in the Central and state level to manage the environment.
- Regulatory and legal instruments available for Environmental Management & Specific Environmental Laws.
- Garbage disposal and management, solid waste management options for waste minimisation.

Prescribed text

- Environment Management by Dr. (Smt.) Bala Krishnamoorthy, Prentice Hall of India, new Delhi, 2006 Environmental Laws, Kailash Thakur.

References

- Environment planning and management in India Vol. I by Sapru R. K
- Environment planning and management in India Vol.II by Sapru R. K
- Human Health and Environment by Sinha A.K.
- Handbook of environmental health and safety by Koren H.
- Environmental issues and Themes by Agarwal S.K.
- Environmental Divide: The Dilemma of Developing countries by Das R.C. and Others
- Encyclopaedia of environment, pollution, planning and conservation: State of India's environment: (A set of 6 volumes) by Trivedi
- Earth summit 2002: A new deal by Dodds Felix
- Economics of the Environment: Selected readings by Stavins Robert N.
- Business Today Survey on Green Corporation
- Journal of Down to earth published by Centre for science and education

Internet References

- www.unep.org
- www.sdn.org

- www.envifor.nic.in
- www.cpcb.nic.in
- www.worldbank.org/nipr/india
- www.teriin.org
- www.narmada.org
- www.sanctuaryasia.com
- www.undp.org
- www.iema.net

ETHICS IN BUSINESS

- Evolution of thought of Ethics in Business
- Culture and Ethics – Overview of Ethics Value Systems, Attitudes, Beliefs & Life Patterns
- Social and Economic Values and Responsibilities
- Trusteeship Management – Gandhian Philosophy of Wealth Management
- Ethics and Indian Management
- Ethics and Decision making
- Corporate Social Responsibility of Business
- Ethical Aspects of Corporate Policy
- Corporate Governance
- Morality and Rationality in Formal Organisation
- Moral Relationship between Individual and Organisations
- Relationship between Ethics and Corporation Excellence
- Approaches for developing various orientate towards Ethical Business Behaviour.
- Case Studies

DDYP 4.3

MANAGEMENT CONTROL SYSTEMS

Objectives

- Developing a conceptual understanding of planning and control systems in functional areas of management.
- Operations Planning and Control systems, Finance Planning and Control, Resources Planning and control. Strategic planning in a dynamic business environment

Scope

- Understanding strategies, Perspectives of management control systems –basic concepts, boundaries of management controls, goals, concepts of corporates and business unit strategies.
- Economic Value added EVA.
- Organizational hierarchies and behavior – goal congruence, informal factors that influence goal congruence, types of organizations and formal control system, functions of the controller.
- Responsibility centers -responsibility center revenues, expenses and investment center, administrative support, and R&D center.
- Responsibility Budgeting –Case studies.
- Profit center, profit centers for control and decentralization – case studies
- Transfer pricing, objectives, cost, market and margin based methods, pricing, corporate services and administration of Profit centers.
- Measuring and controlling of Assets.
- Operations strategies, Resources Management, Aggregate planning, Master Operations Schedule, Planning Material Requirement, MRP, MRP II, Capacity Planning & Control
- Services planning and control systems
- Design of Continuous, Flow Systems, Intermittent Systems, Job Scheduling, Flexible Manufacturing System, Group Technology, CAD / CAM / CIM
- Theory of Constraints, Project planning and control, event planning.
- Technological Innovations in Operations. Financial goal setting
- Analysis of Incremental ROI
- Concept and Technique of Responsibility Budgeting
- Sensitivity Analysis & Developing financial goals along organizational hierarchy

Prescribed text

- Management Control Systems by Anthony and Govindarajan –Tata McGraw - Hill 9th edition, 1998
- Operations Planning and Control by Vollman, Berry and Whybark

References

- Management control systems Text and Cases Sharma, Subhash
- Management Text and Cases – Dearden John and Anthony Robert N.

DDYP4.4 FOREIGN LANGUAGE

Scope

- Clothes
 - Male
 - Female

- Toiletries.

- Travelling
 - Train
 - Ship
 - Bus
 - Taxi
 - Hotel Reservations.
- Grammer:-
 - Future Proche.
 - Pass? R?cent.
 - Reflexive verbs.

- Verbes:- tenir, remplir, r?pondre, ?crire, lire, connaitre, conduire.
-
- Conversation skills:-
 - Booking A Room In A Hotel.
 - Photo description.
 - Railway station
 - Vocabulary

ELECTIVES

MARKETING MANAGEMENT

DDYPM3.1

MARKETING RESEARCH

Objectives:

- The purpose of the course is to provide the participants with an understanding of the need for and uses of research
- The accent will be on developing an understanding of the kind of research required in a variety of decision making situations and how best to use research data
- With special reference to Advertising
- Discussion of various research techniques will be oriented primarily towards their relevance in providing answers to specific problems and enhancing the accuracy of decisions
- The course assumes some degree of familiarity with research methodology including questionnaire design on the part of the student.

Scope:

- Introduction to MR
- Need and Scope of MR
- Structure of MR studies
- Quantitative and Qualitative analysis during various decision phases, scaling
- Opportunity Analysis: Attitude and motivation research; focus groups and depth interviews; concept tests and CUT
- Test marketing and market segmentation
- Advertising Research concepts of copy testing, Ad, recall, Ad. Comprehension, Opening and Punch/Base line Research
- Stages involved in Advertising research
- Types of advertising research- Print, Out-door, TV/Cinema, Mobile outdoor media, effectiveness of each medium and how to determine it, suitability of each medium to our products and industry, NRS/IRS-How to read and use them for decision making
- Brand Equity Research
- Positioning Research
- Brand Valuation Research
- Corporate Image Measurement Research
- Sales Promotion Research
- Campaign Tracking Research
- Research for Advertising planning; advertising objectives and media experiments
- Advertising Research for monitoring and control: pre/post testing of ads; DARs and Tracking studies; Consumer panels
- Analysis of Data: basic techniques : X² test, t-test and large sample tests regression, ANOVA, non-parametric tests

- Introduction to advanced techniques ; Factor analysis, Cluster and Discriminate Analysis; Conjoint Analysis, MDS

References

- Marketing Research – An applied approach by Kinneer and Taylor
- Research for Marketing Decisions by Green Paul and Tull
- Marketing Research Text Applications and Case Studies and 4th ed.- Boyd
- Westfall and Stasch
- Marketing Research, Text Applications – Majumdar, R.
- Marketing Research- Aaker, Kumar and Dey

Internet References:

- www.mis.org.uk
- www.asiamarketresearch.com

DDYPM3.2 ADVERTISING AND SALES PROMOTION MANAGEMENT

Objectives

- To equip students with advertising concepts & PR fundamental related to their respective sectors. Since most of the students come from different parts of the country, looking at their clientele the subject is taught.
- Definition of Sales Promotion, Tools of Sales Promotion

Scope

- General Overview of Advertising
- Consumer Behaviour
- Importance of Advertising & PR in Business
- Advertising Strategies
- Modes of Advertising
- Indian marketers' perspective
- Types of Promotions
- Consumer Promotions
- Durables FMCG, Television, Film Marketing, Internet, Retail
- Measuring effectiveness
- Promotion Design and Program elements- finalizing developing communication logistics Procurement of premiums, pack changes etc.
- Trade Promotion – Strategy, developing a sales promotions program evaluation
- Business Promotion – vehicles, design, develop and evaluation exhibitions
- Cross/Joint Promotions Events-Opportunities, Evaluation

Prescribed Text

- Advertising Management by Rajeev Batra, John G. Myers & David A Aaker
- Essentials of Advertising by J.S. Chandan

References

- Advertising Management & its role in marketing by William Sachs
- Advertising & Marketing Checklists by Ron Kaatz
- Course Study : Kotler

DDYPM3.3 CONSUMER AND INDUSTRIAL BUYER BEHAVIOR

Objectives

- Make students appreciate influence of various factors on consumer behaviour and its impact on strategic marketing decisions.
- To appreciate complexities in Industrial Marketing
- Importance of various tools such as Value Analysis, Value Engineering
- Personal Selling in Industrial marketing

Scope

- Importance and impact of consumer behaviour in today's marketplace. 7 O's framework for consumer behavioural analysis
- Intervening external environment variables – culture, subculture, social class, social groups, family decision making.
- Opinion Leadership and process of diffusion of innovations.
- Intervening individual determinants – motivation, personality and self-concept, perception and information processing, learning and memory
- Attitudes Formation & Change
- Decision-making process-buying roles, types of buying behaviour, buying decision stages,
- pre-purchase, purchase and post-purchase behaviour and tracking
- Cross-cultural issues of consumer behaviour
- Rural consumer behaviour
- Organisational buying behaviour
- Behaviour for FMCGs v/s Consumer durables v/s Services
- Consumer behavioural research
- Consumerism in India
- To understand the industrial products, characteristics and applications
- Differences between Industrial Marketing and Consumer Marketing with specific reference to the Marketing mix
- Segmenting the Industrial Markets and positioning the products

- Vendor selection process, value analysis and value engineering
- Importance of costing, pricing and bidding; Factors influencing industrial product pricing
- Industrial buying behaviour; the importance of decision making process in Industrial Marketing
- Use of various promotional tools, viz., advertising, catalogues, brochures, participation in exhibitions – the effectiveness of each of these tools in Industrial Marketing
- Role of Personal Selling in Industrial Marketing; Importance of consultants and expectations from the consultants in marketing
- Presentations on the assignments given by the students.

Prescribed text

- Schiffman and Kanuk, Consumer Behaviour, 6th Edition
- Brand Equity in Eco times on Wednesday

References

- Loudon and Della Bitta, Consumer Behaviour, 4th Edition
- Industrial Selling – David D. Seltz
- Industrial Marketing Research Handbook – Paul N. Hague
- Industrial Marketing – Reeder, Briety and Reeder
- Industrial Marketing – Alexander Cross and Hill

Internet References:

- www.consumerpsychologist.com
- www.consumerpsychology.net
- www.demographics.com

DDYPM3.4

PRODUCT AND BRAND MANAGEMENT

Objectives

- Enhance understanding of Product strategy's centrality to overall strategic market planning
- Enhance understanding of the complexities of a company's market offer and the need of Product Management
- Exposure to the various concept of product Management.
- To formulate, implement and evaluate the product mix strategy and portfolio strategy.
- Examine all aspect of brand creation
- Understand the role and importance of branding to the company and to the consumers
- Critically analyse product and brand portfolio
- Determine the strategic contribution that brands and markets make to a company

Scope

- Role of Product Management in Contemporary Marketing Environment
- Functions, limitations, Challenges & Conflicts of Product Management
- Product Strategy and Integration with Marketing Mix elements, Product Planning and Marketing Planning: Understanding the relationship , Category Planning and Evaluation
- Importance of Market Planning & Preparation of Marketing Plan
- Customer & Competitor Analysis
- Use of secondary sources of data for product market analysis, opportunity analysis, demand potential, media planning etc., sources such as CMIE, R K Swamy, BBDO Index, GIS/NRS/IRS, ORG retail audit etc.
- Maintaining fact book & setting up MIS system
- Different Importance of Marketing Mix elements for different product categories
- Managing new product process & diffusion of innovation
- Managing existing product over product life cycle.
- Financial Analysis for Product Management
- Giving brief to advertising agency & evaluating advertising & media plan.
- Assessing research requirements, actioning & monitoring output.
- Creativity & Product Management.
- Introduction to Brands: Products v/s Brands, Anatomy of a Brand, Overview of brand building process
- Customers and Brands: Understanding brands from the customer's perspective
- Brand Positioning
- Brand Identity: Brand Essence, Brand Personality, Brand Customer Relationships etc.
- Articulating the Brand Identity: Logos, Mascots, Taglines, Packaging etc.
- Executing the Brand Identity through the 4P's
- Executing the Brand Identity through 'Promotion'
- Brand Extensions
- Brand Product Portfolio
- Brand Equity: Development and Measurement
- Managing the Brand Portfolio over time

Prescribed text

- Lehman, DR and Winer, 2002). Product Management, New Delhi: Tata Mcgraw Hill

References

- Ramanuj Majumdar (1999) Product Management in India. New Delhi: Prentice Hall
- Baker, M & Hart, S, Product Strategy and Management, Prentice Hall, 1999
- Morse, S, Successful Product Management, Kogan Page, 1994.
- Hisrich, R, and Peters, M, Marketing Decisions for New and Mature Products, 2nd Ed, prentice Hall, 1991.
- Lehman,DR and Winer,(2002). Product Management, New Delhi: Tata
- Mcgraw · Keller, K, Strategic Brand Management, Prentice Hall, New Jersey, 1998
- Gilmore, F Brand Warriors, Harper Collins Business, 1998
- Pran K.Chaudhary (2001), Successful Branding, Hyderabad: University Press Hill

Internet References:

- www.buildingbrands.com

DDYPM3.5

RETAIL MANAGEMENT

Objectives

- To appreciate complexities of operating a retail business
- Importance of retail strategy in the changing environment

Scope

- Retailing and Retailing Management
- Elements of Retailing Management
- Types of Retail Outlets
- Stores Design and Layout
- Consumer Behaviour
- Back-up Controls
- Research in Retail Management
- Retail Strategy

References

- Retailing Management, Swapna Pradhan, Tata McGraw Hill
- Retail Selling – A Practical Guide for Sales Staff – Len Rogers.
- Contemporary Retail – John L. Beisel.
- Principles and Practices-Dale M.Lewinson and M. Wayne Delozier

Internet References

- www.arai.com

DDYPM3.6 SERVICES MANAGEMENT

Objectives

- To recognize the vital role that services play in the economy and its future
- To familiarize them with various key issues in services marketing
- To introduce Marketing Mix Strategies.

Scope

- Introduction to services, The services marketing triangle, The services Marketing mix
- Consumer Behaviour in Services
- Service Quality-integrated Gaps Model of Service quality
- Understanding customer expectations and perceptions through market research
- Consumer Behaviour in Services
- Building customer relationships through segmentation and retention strategies, service recovery.
- Delivering service-physical evidence & servicescape & delivering through intermediaries
- Employees role in service delivery, Customers role in service delivery
- Managing service promises, service positioning, Integrated Marketing Communications and Pricing.
- Managing Demand and Capacity

Prescribed Text

- Services Marketing-Valarie A Zeithaml & Mary to Bitner

References

- Services Marketing – Valarie Zeithaml
- Services Marketing- E Rampal Gupta

DDYPM4.1 INTERNATIONAL MARKETING

Objectives

- To familiarise the students with the theoretical base for International Marketing.
- To enhance the students understanding of International Marketing Environment and Strategies.

- To enable students to develop skills.
- To make Strategic and Operational Marketing Decisions in the context of different, complex marketing environments.

Scope

- Introduction to International Marketing
- Major Decisions in International Marketing
- International Marketing Environment
- Methods of Entering International Markets (Entry Strategies)
- International Marketing Research
- Product – Promotion Decision
- Pricing Decisions
- Distribution Decisions
- Export Management
- Export Procedure
- Preshipment Documentation
- Terms of Payment in Export

Prescribed text

- Strategic International Marketing by Philip R. Cateora (Homewood I.L.: Dow Jones – Irwin)
- International Marketing – Analysis and Strategy by Sak Onkvisik and John J, Shaw (P.H.I.)
- International Management by P. Saravanvel

DDYPM4.2

MARKETING FINANCE

- Sales Revenue as an Integral Elements of Cost-revenue
- Investment Framework by ROI
- Management of Sales Revenue
- Analysis of Revenue by Products, Territories, Channel, Customers Order size and other classifications
- Analysis of Marketing Costs in terms of Engineered Costs, Capacity (fixed) Costs and Managed Costs
- Classification of Marketing Costs by Function
- Marketing Cost allocations and its limitations for Managerial Decisions.
- Marketing investment:
- Management of Accounts Receivables and Inventories
- Credit decisions and Credit Policy
- Special Promotion and Marketing Research Expenditure its Marketing Investment and their Evaluation using the Probability Theory and Decisions Trees

- Evaluating Return on Marketing Investment
- Developing and Launching New Products and The Concept of Investment in Life Cycle of a Product
- Application of DCF to Evaluations of Investment in Product Development – Marketing Product Mix and Linear Programming
- Policy Decision and Marketing Finance
- Pricing of Joint Product and Application of Linear Programming
- Pricing of New Products under ROI Concept
- Bayesian Decision Theory and Pricing
- Government Price Control
- Dual Pricing
- Approaches of Government Bodies to Development “Fair Price”
- Submitting Tenders
- Applications of DCF Technique
- Export Marketing and Finance
- Financial Incentives
- Export Costs and Export Pricing
- Export Credit
- Tax Concessions
- Applications and Forecasting Techniques to Developing Marketing Budgeting
- Developing Sub-budgets by Marketing Segments
- Advertising Budget
- Budgeting Sales Force Efforts
- Optimum Level and Allocation of Selling Effort among Dealers
- Developing Compensation Plans for Sales Force
- Budgeting Samples
- Warehousing Decisions
- Transportation Decisions
- Delivery Route Decisions
- Cost Analysis for Distribution Alternatives
- Financial Analysis for switching over from Sole Selling Agency to Direct Selling to Trade Channels
- Economics of Direct Routing by Manufacturer
- Impact of marketing strategies on organization structure design and consequent financial implications
- The Concept of Marketing Cost and Value
- Measuring Marketing Value – “ Value Added” by marketing effort
- Productivity Marketing and social justification.

Objectives

- The basic objective of the course paper is to understand the environment in which the rural market operates
- The inherent problems associated with it and also strategies, which can be successfully adopted.
- To familiarize students with the concept and utility of social marketing in resolving social issues
- To discuss the use of social marketing to make community interventions culturally sensitive
- To identify appropriate methods for use in conducting social marketing research
- To design a social marketing plan for a corporate/ NGO to ameliorate a social issue
- To apply a social marketing mind set to develop, implement/manage, and evaluate social marketing programs
- To identify benefits of social marketing: community groups, civil society organisations, business and consumers.

Scope

- Rapport building, familiarization and introducing course outlines and course contents
- Understanding the rural market environment
- Rural v/s urban marketing
- Problems in rural marketing
- Rural marketing strategy
- Rural marketing v/s marketing of rural products
- Issues in rural marketing
- Analysis and presentation of case on issues in rural marketing (group exercise)
- Scope of social marketing: conceptual clarity of the term
- Outlining the social marketing strategic process and its benefits to community, business and consumers
- Difference between commercial marketing, cause-related marketing and social marketing
- Analyzing the social marketing environment
- Determining Research Needs and Resources; Mapping the internal and external environments of the organisations
- Understanding the social marketing process
- Establishing Target Audience's Objectives and Goals: Selecting Target Audiences Setting Objectives and Goals
- Need for people's participation in social marketing, relevance of sensitivity of the personnel and role of appropriate policy interventions
- Developing social marketing strategies for application to social issues: (Product: Designing the Market; Price: Managing Costs of Behavior Change; Place: Making the Social Marketing Product Available; Promotion: Creation Messages; Promotion: Selecting Media Channels for promoting social marketing programmes)

Prescribed Text

- Alan R. Andreasen (1995) Marketing Social Change: Changing Behaviour to Promote Health, Social Development and the Environment, San Fransisco Jossey-Bass Publishers
- Kotler, P., Roberto, N.L., and Lee, N. (2002) Social Marketing: Improving the Quality of Life (2nd edition). Sage Publications, Inc.
- Kotler, Philip and Eduardo Roberto (1989). Social marketing: Strategies for changing public behavior. New York: Free Press
- Kotler, Philip and A. andreasen (1996). Strategic Marketing for Nonprofit Organisations. Englewood Cliffs, NJ: Prentice Hall.
- Nedra Kline Weinreich(1999) Hands on Social Marketing, Sage Publications

References

- Rajagopal, 1998. Rural marketing: Development, Policy, Planning and Practice,Jaipur: Rawat Publications
- Gopalaswamy, T. P. 1997. Rural Marketing: Environment Problems and Strategies, New Delhi : Wheeler Publishing
- Rajagopal, 1993. Indian Rural Marketing: Jaipur: Rawat Publications
- Krishnamachayulu, C.G.S and Ramakrishnan Lalitha 2002. Rural Marketing,Singapore: Pearson Education Pvt. Ltd.,
- Kotler, P. 1985. Marketing for Non-profit organisations, New :Prentice Hall of India
- A. K., 1989, Agricultural Marketing in India New Delhi Anmol Publications
- Harriss, Barbara, 1984 State and Marketing,New Delhi: Concept Publications Company
- Aga, Rohinton D., Changing the Mindset, Tata McGraw –Hill Publishing Co. Ltd, New Delhi, 1994
- Galliara Meena, Sahaveeryam, Manual for Managing Sustainable Partnerships, Business and Community Foundation, New Delhi, 2000
- Harvey, Philip D. (1999). Let every child be wanted: how social marketing is revolutionizing contraceptive use around the world. Westport, Conn.: Auburn House
- Iyer, Raghavan, (1965) Gandhian Trusteeship in Theory and Practice, Concord Grove Press
- Juneja M. M.(1993), The Mahatma and the Millionaire, —Birla : A Biography, Modern Publishers, Hissar
- Kotler, Philip (1975). Marketing for nonprofit organisations. Englewood Cliffs, NJ: Prentice Hall Kotler, Philip and A. andreasen (1996). Strategic Marketing for Nonprofit Organisations. Englewood Cliffs, NJ: Prentice Hall
- Lala R.M (1992), Beyond the Last Blue Mountain, A Life of JRD Tata, Viking, New Delhi, 1992
- Shirley Sagawa, Eli Segal, (1999)Common Interest, Common Good : Creating Value Through Business and Social Sector Partnerships Harvard Business School Pr 1999
- Sundar Pushpa, (2000) Beyond Business, Tata Mcgraw Publication, New Delhi
- Quraishi, Shahabuddin Yaqoob(1996), Social Marketing for Social Change Delhi: Ajanta Publications.

Internet References

- Social Marketing and Franchising for Essential Health Care
www.naco.nic.in/nacp/public1.html
- Marketing Sanitation in Rural India
www.worldbank.com/watsan/forum2000/marketing_india.pdf
- Marketing Safe Drinking Water and Sanitation
- www.ionindia.com www.sulabhinternational.org
- Novartis Foundation for Sustainable Development
http://www.foundation.novartis.com/social_marketing.htm
- Population Services International
- www.psi.org

DDYPM4.4 SALES AND DISTRIBUTION MANAGEMENT

Objectives

- To delineate the areas in which sales executives make decisions
- To analyse decision alternatives and criteria in these areas
- To provide a detailed understanding of “ Customer Handling Skills
- To familiarize students with the importance of marketing channels and physical distribution systems in marketing decision making and to make them aware of trends and decisions faced by Retailers in designing, managing, evaluating and modifying channels.

Scope

- An overview of Sales Management, personal setting and salesmanship
- To understand the importance of distribution management
- To study and learn personal setting skills
- To appreciate importance of recruitment & selecting sales personnel.
- To understand the importance of sales budget, sales quotas & sales territories.
- Distribution concept and definition, steps in distribution
- Changing role of Distribution-current context
- Distribution function, distribution audit, related functions
- Physical distribution system, logistics, management, distribution as link between Sourcing and Marketing, Distribution as Service function its needs and levels
- Distribution budgeting and Control systems, standard costs and control of key activities, designing a Distribution system
- Warehousing – Why? Types and functions, Distribution Requirement Planning (DRP), Concept of Inventory Management
- Distribution Management.
- Distribution Resource Planning.

- Purchasing Management.
- Elements of Transportation, Types of Carrier and their Productivity Analysis, Transportation Planning, Freight Rate Breakup
- Rail, Road and Air transport, Functions, Advantages and Disadvantages, Insurance, Transport terminology
- Sea transport, Letter of Credit, Containers, Cargo management
- Channel Management-Objective, Present Context, Selection and Design of Channel

References

- Sales Management – Decisions, Strategies and Cases- Cundiff, Still and Govoni (PHI)
- Sales Management-Concepts, Practices and Cases-WJ Stanton and RH Buskiak
- The Strategy of Distribution Management by Mr. Martin Christopher
- Modern Logistics Management : By Mr. John F. Magee, Mr. William C. Capacino, Mr. Donald B. Rosenfield
- Physical Distribution – Log Approach By Dr. K. K. Khanna
- Competition and Evolution in the Distribution trade by Mr. Bucklin L.P.
- Trade Marketing Strategies – By Mr. Randell G.
- Market Driven Management By Mr. Wester F. E. (Jr.), Mr. Webster F. W.
- Market Smarter not Harder – By Mr. Truax P. L. and Mr. Myron M.
- Stores and Distribution Management: Carter, Ray; Price, Philip M.; Emmett, Stuart
- Managing Channels of Distribution: The Marketing Executive’s Complete Guide
- Kenneth Rolnicki

Objectives

- This course provides a refresher of some basic techniques required for marketing modelling.
- The main purpose of this course is to learn to understand the most important quantitative models in marketing.
- A second purpose is to learn to build marketing models. Much attention will be paid on learning high-level data manipulation and modelling techniques of model construction.
- The program aims at providing a thorough scientific training. The overall objective is to train and educate marketing students so that they can support the marketing strategy and marketing action plans of a company.
- Emphasis is placed on the practical use of these analysis techniques. This course will review some of the advanced quantitative methods that have been useful in marketing decision-making and show the potential of models in marketing.
- The emphasis will be on understanding the modeling aspects and the related marketing issues.
- The focus will neither be on any particular marketing theory nor on the details of specific solution techniques.

Scope

- Marketing Decision Making and Modeling
- Consumer Behaviour & Market Segmentation
- Demand Analysis & Demand Forecasting
- New Product Design & Marketing
- Advertising and Promotion Models
- Pricing Models
- Sales Force Planning Models
- Distribution Models
- Advanced Models for Forecasting
- Marketing Strategy and Competitive Response Models

Prescribed Text

- Marketing Models – Lilien, Kotler & Moorthy (Prentice Hall)

References

- Marketing Engineering – Lilien & Rangaswamy (Addison-Wesley)
- Building Models for Marketing Decisions- Leeflang, et.al. (Kluwer)

Internet References

- The Marketing Engineering Site (www.mktgeng.com)

DDYP4.6

FINAL PROJECT

- The student will work independently on a project in one of the areas of Marketing in the final year of their M.B.A. program. They will work under a Faculty Advisor for the entire year and publish a thesis.

FINANCIAL MANAGEMENT

DDYPF3.1 STRATEGIC COST MANAGEMENT

Objective

- To provide inputs for a strategic overview, since costs are a key differentiator in the international world.

Scope

- Cost Benefit Analysis with reference to Strategic Business Decision Making
- Value Analysis and Value Engineering, Wastage Control, Business Process Re-engineering, Total Quality Management, Total Productive Maintenance, Cost Reduction and Control
- Product Life Cycle Costing
- Activity Based Costing and Target Costing
- Value Chain Analysis and Long Term Cost Management
- Balanced Score Card
- Cost Audit and Management
- Strategic Cost Benefit Analysis, Restructuring propositions

Prescribed text

- Horngren, Foster and Datar – Cost Accounting, a Managerial Emphasis

References

- Colin Drury, Management Accounting
- Robert Kaplan and Cooper, Cost & Effect, Robert Kaplan
- Robert Kaplan and David Norton, Balanced Scorecard
- Blocher, Chen & Lin, Cost & Management Accounting, Prentice Hall International

Internet References

- www.iacs.org.uk
- www.cima.org.uk

DDYPF3.2

MANAGEMENT OF FINANCIAL SERVICES

Objectives

- To provide the inputs in respect of various aspects regarding the management of Financial services, Compliance with regulatory authorities, and Other Issues.

Scope

- Merchant Banking – SEBI Guidelines – Role and Functions of a
- Merchant Banker – Project Finance – Loan Syndication – Project
- Evaluation / Appraisal.
- Issue Management – Equity and debt instruments.
- New Instruments of Finance – Financial Engineering – debentures with options- Financing of Mega Projects.
- Rehabilitation of Sick Units – SICA ACT-BIFR Sec 72-A Mergers
- Diversification and Expansion Strategies
- Credit Rating in India
- Consumer Finance
- Asset Credit Schemes and Hire Purchase
- Bill Discounting and Factoring
- Disinvestments
- Venture Capital
- Securitisation
- Leasing – Tax & Legal Aspects-Financial evaluation – Lessor V/s
- Lesse Structuring of Lease rentals.
- LBO's – Financial Swaps – Interest Swaps

Internet References

- www.amfiindia.com

DDYPF3.3

CORPORATE FINANCE

Objective

- To introduce the theories in corporate finance, and integrate the same with a scientific decision-making processes.

Scope

- Goals of Corporate Finance, Shareholder Wealth Maximization (Ezra Solomon)
- Theory of the Firm, the maximization function (from Industrial Economics)
- Investment Decisions:

- Non DCF Methods: Simple Pay Back, Average Rate of Return
- DCF Methods: Time Value of Money, Annuities, different compounding periods
- Discounted Pay Pack, Net Present Value, Benefit Cost Ratio (Profitability Index)
- Internal Rate of Return
- Accept/Reject Criterion, Quantification of Cash Flows, After-Tax Cash Flows
- Own versus Loan versus Lease
- Mergers and Acquisitions seen as a Capital Budgeting Decision (intro)
- Repair versus Replace Decisions
- Capital Budgeting under Uncertainty, Joint Probability Tree, Certainty Equivalent Approach, Risk Adjusted Rate of Return, NPV IRR Conflict, Capital Rationing, CAPM in Capital Budgeting. UNIDO, Little-Mirlees approaches. Real Options in Capital Budgeting
- The Financing Decision:
 - Capital Structure, Cost of Capital, Weighted Average Cost of Capital, Effect of Taxes
 - Durand Theory (NI, NOI Approach), Traditional Theory, Modigliani-Miller (MM) Proposition
 - Detailed Discussions on the Durand, Traditional and the MM Approach, MM Approach (a correction, in the world of taxes), CAPM approach to the Cost of capital, stock Betas. Agency Theory, Signaling Theory and the Pecking Order Theory.
- The Dividend Decision:
 - Rationale for Dividends
 - MM Dividend Irrelevance Theory
 - Walter's Model, Gordon's Growth Model, Graham & Dodd Model
 - Dividend Decision and Corporate Action: Types of Dividend, Stock Repurchase, Mergers & Acquisitions
 - Practical Application Areas: Instruments such as Leasing, Forfeiting, Factoring, Commercial Paper, Ratings, ADR, GDR, ECB

References

- Brealey & Myers, Principles of Corporate Finance, Tata McGraw Hill
- James C Van Horne, Fundamentals of Corporate Finance, Prentice Hall India
- Brigham, Gapenski & Erhardt, Corporate Finance, Thompson
- Ross, Westerfield & Jaffe, Corporate Finance, Irwin Mc Graw Hill
- Aswath Damodaran, Corporate Finance, Wiley.

Internet References

- www.financeprofessor.com

Scope

- Foreign Exchange Rates:
 - Theories of exchange rates
 - Purchasing power parity theory
 - Demand – supply and elasticities in foreign exchange rate determination
 - Balance of Payments theory
 - Historical perspective on exchange rate
 - Gold Standard
 - Inter-war instability
 - Bretton Woods
 - Fixed exchange rates
 - Fluctuating exchange rates
 - Cases for fixed or fluctuating exchange rates
 - The changing nature of world money
 - The rise of private world money – Eurocurrencies, Eurodollars, European Currency Unit
 - C.R.U., their mechanics and impact
 - International capital – flows and stocks
 - International debt problem – its origin, history and status
 - International liquidity and SDRs
 - International Financial Institutions
 - International Monetary Fund, World Bank, International Finance Corporation, Washington D.C., Asian Development Bank
 - The basics of currency trading
 - Foreign exchange dealers
 - Foreign Exchange Clearing
 - Hedging speculation in foreign exchange markets
 - Forward exchange rate
 - Forward against spot exchange rate
 - Factors causing exchange rate fluctuations.
- **Balance of Payments (Structure and Equilibrium):**
 - Balance of Payments definition
 - Component of Balance of Payments
 - Current Account
 - Capital Account
 - Balance of Payments Models
 - Basic balance
 - Disequilibrium in Balance of Payments
 - Measures to correct disequilibrium in Balance of Payments.
- **Foreign Exchange Markets:**
 - Operations of foreign exchange markets

- Models and mechanism of spot and forward exchange contracts
- Exchange trading and position
- Syndication
- Swaps
- Options
- Offshore banking
- International Money
- Capital and Foreign Exchange Markets with reference to New York, London, Tokyo, Hong Kong and Singapore.

Mechanics of Foreign Exchange Markets:

- Contracts, Credits and Documentation
- Sale and Purchase Contracts
- Risks in international transactions
- Incoterms, their importance and their applicability
- Payments under trade contracts
- Documentary credits
- Types of credit
- Important credit clauses
- Procedure for establishing credits
- Documents in foreign trade
- Financial, Commercial transport, insurance and other documents
- Arbitration and Conciliation.
- Economics unions and Trade Agreements:
- Theory of Custom Union
- Political economy of trade barriers
- Protection in world trade – a historical perspective
- International Trade Organization (ITO)
- General Agreement on tariffs and Trade (GATT)
- Kennedy Round UNCTAD
- Generalized System of Preferences
- Tokyo Round, New International Economic Order
- Brandt Commission and economic integration
- Uruguay Round
- North-South divide and dialogue
- European Economic Community (EEC) and integration 1992
- Impact of currency blocks on world trade and exchange.

India's Foreign Trade: Promotion and control:

- India's economy in global perspective
- India's external debt
- Export promotion strategy and policy
- Export promotion measures
- Commercial Policy
- Non-Resident Investments and accounts

- The Export-Import Bank of India-its functions, resources, organization, management and current operations
- Export Credit Guarantee Corporation (ECGC) – its function, policy, management and current operations
- Financing of foreign trade
- Types of credits, guarantees, bid bound etc.
- Mechanism of Operations
- Foreign exchange controls – Objectives, exchange management and controls in India
- FERA and its important provisions
- Import Export Policy and Procedure.

DDYPF3.5

TAXATION

Objectives

- To provide the participants with the impact of various direct and indirect taxes on financial and operational decisions.

Scope

- Framework: Basic Principles of Tax
- Exemptions
- Deduction from Heads of Income
- Business Income
- Deductions from Gross Total Income
- Capital Gains Taxes
- International Taxation
- Indirect Taxes and the Constitution
- VAT
- Service Tax
- Inter-state transactions
- Securities Transaction Tax
- Custom Duty
- Related Issues under WTO, Anti-Dumping Measures
- Registration under Bombay Sales Tax and
- Central Sales Tax – Its Scope
- Tax on Works Contract – Purchase Tax
- Implications of Branch Transfers and Consignments
- Scope of Central Excise / Excise Tariff, Definitions and Valuation principles
- Modvat/Job Work
- Self Removal Procedure
- Classification list / Price list
- Small Scale Industries – Concessions/Exemptions

Prescribed text

- V S Datey, Indirect Taxes, Taxmann
- VK Singhania, Students' Guide to Income Tax

References

- VAT Publications by Bombay Chamber of Commerce and other Industry Associations.

Internet References

- <http://inhome.rediff.com>

DDYPF3.6

PERSONNEL FINANCE

Scope

- Job Evaluation as the Basis of Wage and Salary Administration
- Financial implication of Wage Terms negotiated with Unions
- Cost of living index linked wages and its implication
- Incentives wages system and their financial implications
- Payment of commission based on profits
- Payment of Bonus under Bonus Act
- Determining optimal fringe benefits and salary of executives in relations to profitability and size of operations of a company using DCF techniques
- Developing superannuation benefit schemes and early voluntary benefit schemes
- Payment of salary free of tax
- Compensation to foreign technicians
- Cost analysis for areas such as labour and executives turnover
- Cost of recruitment training and development
- Cost of employee benefit programs
- Cost of committee management – Cost of strikes, lockout and gheraos
- Human Resources Accounting
- Motivational Accounting
- Developing Personnel Budget
- Personnel Cost Audit

DDYPF4.1

PROJECT MANAGEMENT

Scope

- Project Planning
- Capital Allocation and Framework
- Generation and Screening of Ideas
- Project Analysis
- Market and Demand Analysis
- Technical Analysis
- Financial Estimates and Projections
- Project Selection
- Basic Techniques
- Project Cash Flows
- The Time Value of Money
- Investment Criteria
- Cost of Capital
- Risk Analysis
- Advanced Techniques of Selection
- Special Decision Situations
- Risk Analysis: Firm Risk & Market Risk
- Social Cost Benefit Analysis
- Multiple Projects and Constraints
- Options and Flexibility
- Qualitative Aspects
- Project Financing
- Financing of Projects
- Project Implementation
- Project Management
- Network Techniques for Project Management
- Project Review
- Project Review and Administration Aspects

DDYPF4.2

TREASURY AND FOREX MANAGEMENT

Scope

TREASURY MANAGEMENT -

- Scope and Functions of Treasury Management
- Corporate Finance and its Linkages with other Functional Areas of Management
- The Key Decisions: Investment Decision and Financing Decision
- The role of Chief Financial Officer (CFO)
- A Conceptual Framework for Treasury Function

- Responsibilities of the Treasurer
- Funds Management
- Forex Management
- Risk Management.

Financial Forecasting

- Introduction to Forecasting Techniques
- Financial Forecasting Techniques
- Sales Forecasting
- Cash Flow Forecasting
- Budgeting and Financial Planning.

Short Term Financial Planning

- Estimating Working Capital Requirements
- Managing Liquidity
- Managing Receivables and Payables
- Managing Inventory
- Managing Short Term Funds - Excess Liquidity and Liquidity Crunch

Financial Markets and Instruments

- Money Market and Money Market Instruments - Repos, Commercial Papers, Certificate of Deposits, ICDs, Banker's Acceptances, Treasury Bills, Agency Discount Notes, Floating Rate Instruments, Exchangeables, Packaged and Derivative Instruments
- Money Market Mutual Funds - Investment Objectives and Criteria
- Capital Market and Capital Market Instruments
- Financial Innovations and Engineering in the Indian Markets
- Recent Developments and Emerging Trends
- Long Term Funds: Needs and Sources
- Estimating Long Term Needs
- Capital Structure Decisions
- Sources and Cost of Capital
- Capex Decisions
- Diversion of Funds – Dangers, Long Term Planning and Outlook.
- Internal Treasury Controls: Structure and Organization of Treasury
- Accounting and Control
- Internal Audit
- Physical Controls - Custodial Controls, Insurance Controls
- Information Systems and Reporting
- Measuring Treasury Performance
- Tax Planning and Management
- Opportunities for Tax Planning
- Tax Issues Relating to Non-Routine Transactions
- Tax Compliance and Management.
- Managing Bankruptcy

- Financial Crisis and Bankruptcy
- Early Warning Signals
- Regulatory Aspects of Winding-up
- Reorganization Plans
- Priority Claims
- Creditor Relations-Settlement with Creditors
- Voluntary Liquidation
- Banking Relationships
- Selection of Bankers
- Electronic Banking
- Utilization of Banking Services
- Relationship Management with Bankers and Lenders - Communications and Negotiations
- Honesty and Integrity in Relationship Management
- Managing Investor Relationships
- Investment Community - Investors, Analysts, Intermediaries and Regulators
- Information needs of Investment
- Community
- Effective Investor Relations Programs
- Press Releases and Conferences
- Annual Meetings - Handling Crisis and Hostility
- Current Developments
- Current Developments and Innovations in Treasury Management, Money Market, Financial Instruments.

FOREX MANAGEMENT -

- International Economics and International Finance
- The Interdependence of National Economies
- Competitive Advantage; International Trade
- Balance of Payments
- Dynamics of Export-led Growth
- The WTO
- MIGA
- Trading Blocks
- Super 301 and Special 301
- The Global Economy
- India's Foreign Trade and Balance of Payments
- The International Monetary System
- Capital Flows and Flight
- International Liquidity
- External Debt and Equity Financing
- The Role of IMF, IBRD, Development Banks and International Investors.

- International Financial Markets and Instruments
- International Capital and Money Markets
- Salient Features of Different International Markets
- Economies of Minimal Regulations
- Arbitrage Opportunities
- Integration of the Markets
- International Capital and Money Market Instruments - GDRs, ADRs, Eurobonds, Euroloans, CPs, MTNs, FRNs and Eurodeposits.
- Foreign Exchange Markets
- Cash and Spot Exchange Markets
- Eurocurrency Markets
- The Role of Commercial Banks
- Mechanics of Making a Foreign Payment
- SWIFT
- Costs associated with International Payments
- The Indian Forex Market
- Convertibility of the Rupee, The Hawala Market
- FERA
- Exchange Control
- FEDAI
- Setting up and Operating a Forex Dealership
- Determination of Exchange Rates
- Factors affecting Exchange Rates
- The Law of One Price
- Purchasing Power Parity
- Interest Parity and its Limitations
- Forecasting Forex Rates
- The Forward Rate as a Short-Term Forecast
- Technical Forecasts
- Economic Models
- Forecasting of Fixed Exchange Rates from Convertible Currencies
- Forex Trading
- Forex Trading Infrastructure and Networks
- Controls on Order Placing
- Direct and Indirect Quotes
- Cross Rates
- Speculation
- Psychology of the Forex Trader
- Computerized Trading Programs
- Information Analysis for Trading
- Financing of International Trade
- The Transactional Dimension of International Trade
- Managing International Trade Transactions
- Pre- and Post-Shipment Credit

- Letter of Credit
- Cash in Advance and Consignment Sales
- Banker's Acceptances
- Countertrade
- International Banking Services
- Exim Bank Finance
- ECGC Insurance
- International Working Capital Management
- Managing Multinational Fund Flows
- International Dimensions of Taxation
- Strategies to avoid National Taxes and Restrictions
- Centralized vs. Decentralized Cash Management
- Managing International Accounts Receivables (including the use of International Factoring, Forfeiting and Receivables Insurance)
- Efficiency of Money Markets
- Multinational Corporations
- The Growth of Multinationals
- Transfer Pricing
- Country Risk
- Relationships with Governments
- Public Relations
- Current Developments
- Current Developments in Foreign Exchange Management
- Capital Account Convertibility – Pros and Cons
- The Case of Mexico.

DDYPF4.3

RISK MANAGEMENT

Scope

- Introduction to Risk Management
- Elements of Uncertainty
- Sources of Risk
- Decision Making Process
- Types of Risks dealt by Treasurers
- Interest Rate Risk
- Currency Risk - Transaction, Translation and Economic Risks
- Compensation for Risk- Taking
- Implications of Currency Risk for a Firm
- Limitations of Risk Management
- Quantitative Techniques
- Economic Applications of Graphs and Equations
- Derivatives and the Rules of Differentiation

- Uses of the Derivative in Economics
- Calculus of Multivariable Functions in Economics
- Exponential and Logarithmic Functions in Economics
- Fundamentals of Linear Algebra
- Matrix Inversion
- Linear Programming
- Integral Calculus
- Differential Equations
- Probability and Probability Distributions
- Mathematics of Finance (Compounding and Discounting Process including Continuous Compounding).
- Debt Instruments, Prices Yields and Hedging
- Price Volatility
- Characteristics of Debt Instruments
- Treasury Yield Curve
- Factors influencing the Interest Levels
- Interest Rate Sensitivity of Asset Value
- Quantifying Interest Rate Risk
- Hedging and Interest Rate Risk
- Hedging and Anticipated Debt Offering - Preliminary Considerations
- Fixing a Rate
- Capping a Rate
- Fixed Income Risk Management
- Design and Practice
- Forward, Futures and Options Markets
- Historical Perspective
- The Mechanics of Futures Markets
- The Role of Clearing Houses
- Market Players
- Trading Techniques
- Cash and Futures Markets for Debt Instruments
- The Foreign Currency Futures Market
- The Options Market
- An Introduction to Option Strategies
- Hedging and Arbitrage
- Regulatory Aspects
- Managing Risks with Forward, Futures, Options and Swaptions
- Forward Contracts
- Short Term Interest Rate Futures
- Arbitraging
- Pricing of Futures
- Hedging with Futures
- Adjusting Bond Durations
- Empirical Studies of Futures Pricing

- Options
- Call Options
- Put Options
- In the Money; At the Money; Out of the Money
- Accounting and Tax Implications
- Accounting for Financial Futures
- Forwards Contracts
- Accounting Implications of Swaps
- Accounting of Traded Options
- Tax Aspects of Financial Futures, Options, Forward Contracts, Swaps, Off-Balance Sheet Items
- Current Developments
- Deregulation of Interest Rates
- Liberalization of Exchange Controls and other current developments of relevance
- Pricing and Valuation of Risk Products
- Intrinsic Value and Time Value of Options, Swaps and Swaptions, and Futures
- Pricing Short-Term Interest Rate Contracts
- Futures
- Treasury Bond and Treasury Note
- Futures and their Prices
- Hedging with T-Bond Futures
- Arbitraging
- Foreign Exchange Futures and Forward Contracts, their Prices
- Application Case Studies.
- Options
- Interest Rate Option
- Options on Debt Instruments
- Pricing at Expiration and before Expiration
- Payout Protection
- Transaction Costs and Margin
- Foreign Exchange Option as Hedging Instrument
- Application Case Studies
- Swaps
- Interest Rate Swap
- Hedging via Borrowing and Lending
- Financial Swap
- Cross Currency Swap
- Swap Option
- Application Case Studies
- Forex Exposures
- Major Causes of Transaction Risk, Translation Risk and Economic Risk
- Estimation of Forex Exposures for Domestic and Multinational Firms using Multi Currency Cash Budgets
- Net Exposures – Measurement

- Hedging
- Importance of Correlations in Currency Movements
- Hedging with Proxy Currency
- Setting the Firm's Hedging Policy
- Translation Risk
- Issues in Accounting Statements of Foreign Divisions/Subsidiaries Restatement of Foreign Currencies
- Conversion
- Conformity with GAAP
- Current Rate Restatement
- Historical Rate Restatement
- The Functional Currency Concept
- Remeasurement
- Designing Capital Structure to Manage Translation Risk.
- Derivatives and Speculation
- Opportunities for Speculation
- Advantages and Dis-advantages
- Recent Case Studies of Troubled Speculative Transactions in Derivatives
- Ethical Dilemmas
- Transparency & Disclosures
- Agency Problems
- Advising & Educating Customers
- Code of Professional Conduct & Standards of Practice
- Current Developments
- Developments at Macro and Micro Levels relevant to Risk Management

Prescribed text :

- MY Khan, Indian Financial System

References

- SEBI Circulars

Internet References

- www.sebi.gov.in
- www.bseindia.com

DDYPF4.4 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Scope:

- Markovitz Theory
- Efficient Frontier
- Sharpe Ideal
- Traynor Index – Illustration
- Portfolio Management – Some Practical Aspects
- Timing of Investment Decisions
- Investments Techniques and Attitudes
- Blue Chips and Growth Stocks
- Personal Investment
- Risk Preference
- Personal Portfolio Strategy
- Institutional Portfolio Management
- Commercial Bank & Life Insurance Company
- Investment Trusts
- Development Banks
- The Position in Indian Commercial Banks, IIC, UTI
- Evaluation of Performance
- Investment Counselling
- Investment Abroad
- Portfolio Selection and International Diversification
- Scope of Portfolio Selection
- Types of Investors
- Finding Cut-Off Rate
- Efficient Frontier and Portfolio Selection
- Borrowing and Lending Factor and Efficient Frontier
- International Diversification
- Techniques of Portfolio Revision.
- Scope of Formula plans
- Constant Rupee Value
- Constant Ratio
- Variable Ratio
- Rupee Cost Averaging.
- Flexible Model on Individual – Portfolio Mix and an Optimal Portfolio Mix

DDYPF4.5 QUANTITATIVE TECHNIQUES IN FINANCE

Scope:

- Cost Analysis for Profit planning:
 - Application of Learning Curve Models to Profit Planning
 - Volume – Cost Analysis – The Multiple Regression Analysis Approach.
Forecasting and Measuring with Correlation Analysis. Profit Measurement through Statistical Correlation. Capacity Utilisation and Contribution Margin. Opportunity Cost-An Application of Mathematical Programming.
- Profit Planning and Budgeting:
 - Break – Even Analysis and Linear Programming
 - Application of Curve- Linear Break-Even Analysis
 - Probabilities Profit Budgets
 - Cost Volume- Profit Analysis under Conditions of Uncertainty
 - Budgeting with Network Analysis
 - PERT-Cost.
- Costing and Pricing:
 - Role of Cost in Pricing Joint Products
 - Multiple Product Costing and Multiple Correlation Analysis
 - Application of LP to Determine Profitability of Products Involving Joint Costs
- Cost of Control:
 - Evaluation of Training Expenses
 - Management Accounting for Research and Development
 - Applying Linear Programming to Pay Structure
 - Model for Human Resources Utilisation
 - Controlling Inventory – A Practical Approach
 - Application of Probability to Cost Control, Reports, Linear Programming and Accounting Information Model
 - Productivity Costing and Management

DDYPF4.6 FINAL PROJECT

- The student will work independently on a project in one of the areas of Finance in the final year of their M.B.A. program. They will work under a Faculty Advisor for the entire year and publish a thesis.

HUMAN RESOURCE MANAGEMENT

DDYPHR3.1 ORGANIZATION THEORY, STRUCTURE AND DESIGN

Objectives

- To impart knowledge into the nature and functioning of organisations as a social network of relationships
- To explore the impact of social structures and design on work behaviour and productivity
- To develop insights into structure and process of organisations with a view to building more effective organisations

Scope

- Nature of organizations
- Evolution of organization theories.
- Organizational purpose and structural design
- Open systems design elements
- Internal design elements
- Managing dynamic human processes

Prescribed text

- Robbins Stephen-Organization Theory: structure and design of organization, Prentice hall-1983
- Daft, R.L. "Organisation Theory and Design" Thomson South Western, 2000. Seventh Edition

References

- Richard Hall, Organizations-Structures, Processes, and Outcomes, eighth edition, Prentice Hall India, 2002

Internet References

- www.od.com

Objectives

- To impart information about HRD efforts in Indian companies and explore its Mechanisms and Strategies.

Scope

- Concept, scope, significance and HRD efforts in Indian companies
 - Integrated HRD systems in Indian Corporate sector
 - Recent experiments in Indian companies.
- Human Resources Policy
 - Resources for HRD activities
 - Formulation of Human Resources Policy
- HRD Mechanisms
 - Performance appraisal
 - Potential appraisal
 - Career development
 - Performance counseling
 - Training and Development
 - Recruitment and Selection.
- Strategies for HRD
 - Individual learning
 - Group learning
 - Organisational Development
 - Transactional analysis
 - Behavioural modeling
 - Self-directed learning
 - Exclusive development programmes
 - Training methods.
- Organisational Support for HRD
 - Organisational Involvement
 - Implementation and Evaluation of HRD
 - HRD and future trends in Industry
 - Current – Training, Recruitment and Selection interviews, testing and application blanks

DDYPHR3.3 BEHAVIORAL DYNAMICS IN ORGANIZATIONS

Objectives

- To gain an understanding of the impact of socio-psychological processes on individual and group behaviour in the organizational context with a view to use as a map for managing and influencing organization culture.

Scope

- Background in Behavioural Sciences
- Principles of Adult Learning
- Attitudes and Dynamics of Behaviour
- Dynamics of Social Behaviour
- Contemporary Sociological Issues in the workplace
- Organisation Cultures and Change
- Role of Line Managers and HR Managers in the Management of Change
- Building a Learning Organisation
- Tools and Techniques for Intervention and Change Programmes
- Total Quality Management
- Sensitivity Training and Experiential Groups
- Transactional Analysis
- Institution and Culture Building

Prescribed text

- Pareek, Uday. “Beyond Management”

References

- Peter Senge

DDYPHR3.4 INDUSTRIAL RELATIONS AND LABOUR LAWS

Objectives

- To provide participants with an awareness of issues in the prevailing industrial relations environment in India
- To build knowledge of structure, function, provisions in labour legislation.
- To inculcate basic knowledge of Labour Laws.
- To orient participants towards working for industrial peace and productivity.

Scope

- History of Labour Movement in India
- Structures and function of Labour Courts
- Labour Law
- Factories Act, Industrial Disputes Act, Trade Unions Act, Payment of Wages Act, Payment of Bonus Act, Payment of Gratuity Act, Maternity Benefits Act, Standing Orders Act, Workmens Compensation Act.
- Management of Trade Unions
- Collective Bargaining
- Productivity and Labour Unions
- Positive Discipline
- Welfare and Community development
- Challenges in IR.

DDYPHR3.5 HUMAN RESOURCE PLANNING AND AUDIT

Scope

HUMAN RESOURCES PLANNING

- The Pre-requisites for manpower planning
- Manpower planning as an integrated part of business planning
- Setting manpower standard
- Manpower forecasting for managerial staff, technical staff, office staff, skilled and unskilled labour
- Integrated Budget for manpower planning
- System and analysis approach to manpower management
- Controlling manpower costs.

HUMAN RESOURCES AUDIT

- Auditing of Human Resource for optimum utilization and organization profitability, growth and productivity
- Audits of Business Goals and Plans
- Audits of Business Assumptions
- Audits of Business Personnel Practices
- Audit of Business Human Resources Utilisation
- Audits of Business Productivity norms
- Audits of Business Personnel Budgeting
- Human Resource Accounting
- Audit of Executive Turnover
- Auditing of Industrial Relation
- Auditing of Industrial Committee Management
- Costs involved with Recruitment, Initiation and Training, Job-elevation and Compensation planning

DDYPHR3.6

COMPENSATION AND BENEFITS

Objectives

- To impart knowledge in the design, implementation and administration of compensation and benefits packages+
- To undertake the above with a view to empowering the future HRD manager to leverage compensation in creating a high performing organization.

Scope

- What constitutes compensation and benefits
- Designing effective compensation systems
- Internal Parity and External competitiveness in designing compensation packages
- Compensation Surveys
- Factors affecting compensation
- Laws relating to Compensation: Income Tax Act, Payment of Wages Act, Minimum Wages Act.
- Compensation as a strategy for attracting and retaining employees
- Role of Compensation in creating high performing organisations

Prescribed text

- Tropman John –Compensation Solution, Jossey-Bass Publication, 2001
- Martocchio Joseph-Strategic Compensation-HRM approach, Prentice Hall, 2001

Internet References

- www.benefitsnews.com
- www.fed.org/resrclib/subject.htm#comp

DDYPHR4.1

ORGANIZATIONAL DEVELOPMENT

Objectives

- To provide inputs to prospective HRD Managers on the dynamics involved in managing effective organization development interventions.

Scope

- Introduction to OD and Institution Building
- Nature of Planned Change

- History
- Foundations of OD – Core concepts
- Why OD succeeds and fails
- Organizational Diagnosis
- Action Research Model
- Intervention and Collaboration
- Organisational Change Management
- Process of Change
- Resistance to Change
- Preparing Organizations for Change
- Stakeholders and Negotiating Change: Consultant-client relationships
- Organizational Improvement strategies
- Large Scale Interventions and Systems Thinking
- Team Interventions at the Workplace
- Structural Interventions
- Others
- Contemporary OD interventions and their applications

Prescribed text

- French, W.L, & Bell, C.H. Jr. “ Organisational Development” prentice Hall India, Sixth Edition 2002
- Dimock, H.G. Intervention and collaboration, Pfeiffer and company

References

- Cummings T.G., Worley C.G.-Organization Development and Change, S.W. College Publishing Co. 2002
- Pettigrew A, Whipp R.-Change Management for Competitive Success, Infinity Books, 2001

Internet References

- www.change-management.org
- www.change-management.com

DDYPHR4.2 COMPETENCY AND PERFORMANCE MANAGEMENT

Objectives

- To familiarize the participants with knowledge and practical applications of Performance Management Systems in organizations.

- To emphasise the usage of Performance Management Systems as a powerful tool for the line manager as well as the HRD professional, in leveraging organizational and employee performance.

Scope

- Why Performance Management
- The significance of PMS in Business Strategy
- Elements of a Good Performance Management System
- Discipline of Goal Writing and Goal Planning
- Assessing Performance
- Giving Performance Feedback
- Performance and Rewards/compensation programmes
- 360 Degree Appraisals
- Competency based Performance Assessment
- Getting line management “buy in”
- Pitfalls of the Performance Management Process

Prescribed text

- Rao, T.V. “Performance Appraisal”
- AIMA Vikas Management Series 1984.

Internet References

- www.work911.com/performance/index.htm

DDYPHR4.3 STRATEGIC HUMAN RESOURCE MANAGEMENT

Objectives

- To build skills needed to manage HR architecture as a strategic asset
- To provide direction for HR integration with business strategy

Scope

- Managing Human Capital in executing strategy
- HR architecture as a strategic asset
- The measurement challenge – aligning performance measurement and strategy implementation
- Clarifying and measuring HR strategic Influence
- Creating and implementing an HR scorecard
- Cost benefit analysis for HR interventions

- Roles of CEO, Executive team, line managers and HR function, and workforce metrics
- Strategic competencies for HR professionals

Prescribed text

- Becker, B.E., Huselid, M.A. Ulrich, D. “The HR Scorecard” Harvard Business School Press, 2001

Internet References

- www.shrm.org

DDYPHR4.4 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Objectives

- To focus on emerging HR challenges faced by the Multinational Enterprises
- To bring out the HR issues and opportunities arising from the internationalisation of business; and
- To analyze the HR strategies and practices that respond effectively to internationalisation.

Scope

- Overview of International HRM
- The role of culture in International HRM
- Cross-cultural issues in International HRM
- International recruitment and selection
- Expatriate Performance Appraisal
- International training and development
- Compensation
- Management of international joint ventures and strategic alliances
- International negotiations
- Effective labor relations
- Managing expatriate
- The end-course review and case discussions

Prescribed text

- International Human Resource Management Peter J. Dowling, Denise E. Welch and Randall Schuler (South – west College Publishing)
- International Management
- Manab Thakur, Gene Burton, and B.N. Srivastava (Tata McGraw Hill Publishing)
- The Manager in the International Economy
- Raymond Vernon and Louis T.Wells, Jr. (Prentice Hall)

DDYPHR4.5 QUANTITATIVE TECHNIQUES IN HUMAN RESOURCE MANAGEMENT

Objectives

- To create an awareness among the participants regarding the concept, need and relevance of quantification in HRD
- To familiarize the participants with the different techniques of quantification of information and its application to selection inter alia HRD

Scope

- Principles of individual differences
- Quantitative approach to measurement
- Science of probabilities vs. absolute sciences.
- Characteristics of scientific measurement techniques:
- Reliability, validity, and standardization.
- Test Construction procedures and scaling techniques
- Statistical techniques:
- Factor Analysis, ANOVA
- Regression Analysis in personnel selection and behaviour assessment.
- Measurement of intelligence and aptitudes.
- Psychological Assessment in personnel selection
- Approaches to psychological assessment
- Behaviour observation, Personality testing
- Different types of personality tests
- Usage of personality tests in personnel selection and critical issues related to personality testing
- Tests of vocational interest, attitudes, values and other behavioural tools.
- Selection and Recruitment:
- Role of Application Blank and interview in Personnel Selection and Assessment.
- Quantifying qualitative assessments: Group Discussions, In Basket exercises, Projective Techniques.
- Computer based testing, Computer adapted testing
- Competency based Assessment
- Applications in HRM:
- Job Evaluation, Attitude and Employee Satisfaction Studies
- Compensation Surveys
- Assessment Centres
- Performance Measurement, Manpower Planning

Prescribed text

- Robert Kaplan, Dennis Saccuzzo, Psychological Testing Wadsworth Thomson Learning.Fifth Edition ,2001
- Dr.Mangal S.K. Statistics in Psychology and Education, Prentice Hall of India- 2002
- Anne Anastasi Psychological Testing, Macmillan Publishing Company

DDYPHR4.6 FINAL PROJECT

- The student will work independently on a project in one of the areas of human resources management in the final year of their M.B.A. program. They will work under a Faculty Advisor for the entire year and publish a thesis.

OPERATIONS MANAGEMENT

DDYPO3.1

ADVANCED STATISTICAL METHODS

Objectives

- The concepts involved in Advanced Statistics
- Need for Advanced Statistics in business research methods
- The Advanced Statistical Techniques used for Data Analysis
- Use of Standard Software for Data Analysis

Scope

- Sampling Methods, Use of random numbers, Estimation from the sample data, Standard error, Stratification, Systematic Sampling, two stage methods and cluster sampling.
- Inference from Observational Data (review of tests of hypotheses derived from normal distributions, e.g. t, c², F, tests of independence and associations, estimation and confidence intervals)
- Non-parametric tests
- Analysis of variance and design of experiments and Multivariate Methods (Factor analysis, Discriminant function, Multiple discriminant analysis, Cluster analysis, Multidimensional scaling, Applications, and Computer Packages).

Prescribed text

- Multivariate Analysis by Paul Green

References

- Business Statistics, A Aczel & J Sounderpandian
- Business Research Methods, William Zikmund
- Business Research Methods, Donald Cooper & Schindler

Internet References:

- www.mit.edu/open-courseware/sloan-school-of-management
- www.statsoft.com/textbook

DDYPO3.2

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Objectives

- The concepts involved in Logistics Management
- The Sub disciplines of Logistics Management.
- Cases in Logistics Management.

- To develop an introductory idea about supply chain concept.
- To develop an understanding of use of the concept in practice of operations management.

Scope

- Definition, Activities included in Logistics Management, Logistics Role in the Economy and the Organization
- Supply Chain Management, Customer Service, Order Processing and Information Systems
- Inventory Management, Managing Materials Flow, Procurement
- Transportation, Warehousing, Materials Handling, Computerization and Packaging.
- Purchasing function
- Strategic sourcing
- Strategic cost management pertaining to control of supply chain costs
- Management of inventories
- Managing transportation costs
- Supply chain information systems and e-commerce
- Use of software packages in supply chain management

Prescribed text

- Designing & Managing the Supply Chain by David Sinchi – Levi & Others
- Purchasing and Supply Chain Management by Monczka, Trent and Handfield: Thompson Press

References

- Strategic Logistics Management by Stock & Lambert
- Logistical Management by Bowersox & Closs
- Logistics & Supply chain management; cases & concepts by Raghuram & Rangraj
- Purchasing and Materials Management by Krishnan

DDYPO3.3

SIX SIGMA QUALITY

Objectives

- To provide inputs to the students fundamental concepts of Six Sigma, its origin, and its application
- To study relevant case studies of successful applications of Six Sigma
- To understand latest developments in six sigma methodology
- To understand how the six-sigma concept meets the requirement of cost control, generating competitive advantage and quality superiority for the firm.

Scope

- Discounters
- Specialty Clothing Stores
- Home Improvement Centers
- Fast food chain
- In-Home Shopping: Retailing Without Walls

References Books

- The Retail Store: Design and Construction William R. Green

DDYPO3.6

PROJECT MANAGEMENT

Objectives

- The basics of Project Management
- Techniques used in Project Management
- Financial Aspects of Project Management
- Software packages for application to Project management.

Scope

- Introduction- Concept of Project Management, Scope & Coverage
- Project Identification: - Selection of location and site of the project
- Financial Analysis: - Profitability Analysis
- Materials Management in Project Planning – Procurement – storage – disposal
- Financial of the Project – Source of finance
- Quantitative Aspects of projects: - PERT/CPM Network Analysis for monitoring of the project – Other quantitative techniques for monitoring and Control of project
- Computer Applications: - Selection of software packages for application to Project management

Prescribed text

- Projects - Planning, Analysis, Selection, Implementation & Review Prasanna Chandra (Tata McGraw Hill, New Delhi)
- Project Management - A Managerial Approach : Jack R. Meredith, Samuel J. Mantel Jr.

Internet References

- Handbook of Project Management: Dennis Lock (Jaico Publishing House, Mumbai)
- Project Management: S. Choudhary (Tata McGraw Hill, New Delhi)
- Project Management - Principles & Techniques : B. B. Goel (Deep & Deep Publications, New Delhi)
- Total Project Management: E. A. Stalworthy. O.P. Kharbanda (Grower Publications, New Delhi)
- Project Cost Control for Managers: Bill Tompkins (Jaico Publishing House)
- Global Project Management Handbook: Cleland, David, Gareis, Roland
- Project Management using Network Analysis: H.R. Hoare (McGraw Hill Book Company U.K.)
- Project Management - A Systems Approach to Planning, Scheduling & Controlling: Harold Kerzner (Van Nostrand Reinhold, New York)
- Project Management - A Reference for professionals: Robert L. Kimmon, James H. Loweree (Marcel Pekker Inc.)
- The Project Manager's Desk Reference: James P. Lewis (Neo Publishing Company)
- Manual for Industrial Feasibility Studies: UNIDO Publication.

DDYPO4.1 ADVANCED MATERIAL MANAGEMENT

Objectives

- To provide in-depth knowledge about the Materials Management (MM) component of ERP systems
- To provide hands-on experience of working with the Materials Management (MM) component of mySAP ERP software

Scope

- MRP Procedures for Consumption-Based Planning
- Master Data (Planning Calendar and Quota Arrangements)
- Checking the Planning File
- Net Requirements Calculation
- Lot-Size Calculation and Scheduling
- Determining the Procurement Proposals
- Creation of Exception Messages and Stock Transfer between Plants
- Implementing Storage Location MRP and MRP Areas
- Carrying out the Planning Run
- Evaluating the Planning Results

DDYPO4.2

TOTAL QUALITY MANAGEMENT

Objectives

- The concepts involved in Total Quality Management
- Tools & Techniques used in Total Quality Management.
- Case Studies in Total Quality Management

Scope

- Core concepts of Total Quality Management
- Learning from the Quality Gurus
- Seven Basic Quality Control Tools, Statistical Process Control (SPC) and Poka Yoke (mistake proofing), Concepts and computation of Process Capability and its comparison with design specifications
- Acceptance Sampling, Basic Sampling Plans, OC Curve, Producers and Consumers risk
- Cost of Quality, Taguchi methods leading to Robust Design
- Quality Function Deployment
- ISO concepts: Introduction to ISO 9000, ISO 14000, QS 9000, and such emerging standards
- Organizing for Total Quality Management
- Working on Quality Circles and their success in Indian industries
- Case Studies on Total Quality Management

Prescribed text

- Total Quality Management by Joseph & Susan
- Total Quality Management by John Bank

References

- Principles of Total Quality by Swift, Ross & Omachonu
- 100 Methods of Total Quality Management by Kanji & Asher
- Statistical Quality Control by Grant & Leavenworth

DDYPO4.3

PRODUCTION PLANNING WITH ERP

Objectives

- Understanding of systems approach to planning under the umbrella of ERP. Materials Requirement Planning. Capacity requirement Planning.

Scope

- Learning the use of relational databases for development of enterprise resources planning systems.
- Inputs to and outputs from ERP systems under manufacturing module with standard ERP software like say SAP.

References

- Manual of ERP by SAP, ORACLE & BAHN

DDYPO4.4

PRODUCTIVITY TECHNIQUES

Objectives

- The basic concepts involved in Productivity Techniques
- Methods used in Productivity Techniques.
- Scope and limitation of use

Scope

- Concept of Productivity
- Measurement of Productivity – Partial, Multi factor and Total Factor Models,
- Approach to Productivity Improvement:
- Value Analysis and Value Engineering
- Learning Curves
- Method Study & Work Measurement
- Diagnostic Techniques
- Quality Circles – Relationship with total quality management objectives
- Creativity Based Techniques – Brain Storming, Whole Brain Thinking, Nominal Group Techniques
- Ergonomics

Prescribed text

- Total Productivity Management by David Sumanth
- Productivity Engineering & Management by Sumanth

References

- Operations Management: Text and Cases by Schroeder
- Operations Management by James B. Dilworth
- Introduction to Work Study (Revised Edition) ILO Publication

DDYPO4.5

QUANTITATIVE TECHNIQUES

Objectives

- The concepts involved in Quantitative Methods in Operations Management
- Need for Quantitative Methods in Operations Management in solving business problems
- Scope and limitation of use

Scope

- Job sequencing
- PERT / CPM
- Markovian Decision Process
- Integer linear programming
- Goal Programming
- Advanced Inventory Models
- Elementary Software package in Operations Research

Prescribed text

- Operations Research by Taha
- Operations Research by J K Sharma
- Problems in Operations Research by Hira Gupta
- Quantitative techniques in management by N D Vohra

References

- Operations Research Techniques for Management by B. Banerjee
- Operations Research by Ravindran Phillips & Solberg
- Introduction to Operations Research by Hillier & Lieberman

DDYPO4.6 FINAL PROJECT

- The student will work independently on a project in one of the areas of operations management in the final year of their M.B.A. program. They will work under a Faculty Advisor for the entire year and publish a thesis.

- Software training strategies and techniques
- Technical metrics for software quality
- Implementation & maintenance
- Use of diagramming and CASE tools.

Prescribed Text

- Roger S Pressman, “ Software Engineering: A Practitioner’s Approach”

References

- Pankaj Jalote, “CMM in Practice”

Internet References

- www.rspa.com
- www.sei.cmu.edu
- www.ieee.org/discover
- www.itic.org
- www.tese.org

DDYPS3.3

INFORMATION SYSTEMS AUDIT

Objectives

- To create awareness among the participants regarding the basic principles of Audit and control of IT systems, risks involved in deploying IT Systems and methods for managing the risks and Information System Audit.

Scope

- Basic principles of Control
- Control Objectives for Information and related Technology
- Need and scope of Audit of IT systems
- Types of Audits and Auditing methods
- Managing the role of Information System Auditors.

Prescribed Text

- Ron Webber, “ Information Systems Control and Audit”

References

- Revathy Sriram, “Systems Audit”
- Mishra R.C, “Cyber Crime: Impacts in the New Millennium”
- H David, “ Control Objectives, Controls in a Computer Environment”
- Roger S. Pressman, “ Software Engineering: A Practitioner’s Approach

DDYPS3.4 SOFTWARE PRODUCT LIFE CYCLE

Objectives

- To teach the principles of product management and the practices that lead to successful products
- To provide knowledge of product management practices to minimize risk.

Scope

- Product Life Cycle
- User Interaction design
- Software design and development considerations for products
- Software Product Quality Control
- Product Information Design (Documentation)
- Product Testing
- Product Sales and Support.

Prescribed Text

- Robert Gravin Cooper, “ Winning at New Products: Accelerating the Process from Idea to Launch”
- Product Development and Management Association (PDMA), “(2) PDMA Handbook of New Product Development”
- Philip Kotler, “Marketing Management”
- Roger S Pressman, “Software Engineering: A Practitioner’s Approach”
- Geoffrey Moore, “Crossing the Chasm”

Internet References

- www.cswl.com
- www.pdma.org
- www.agile.com
- www.sdmagazine.com

DDYPS3.5 INFORMATION TECHNOLOGY INFRASTRUCTURE MANAGEMENT

Objectives

-
- To create awareness among the participants regarding the peculiarities of managing various IT Infrastructures.
- To familiarize the participants with the methods, tools and models available for managing IT resources so as to evolve effective strategies.

Scope

- The need for IT Infrastructure Management
- IT Infrastructure Management Overview – ITIL Model
- Organizing and managing people
- Managing System Development
- Capacity Planning
- Availability Management
- Change Management
- Operations Management
- Asset and Facilities management
- Business Continuity Planning

Prescribed Text

- Rich Schiesser, "IT Systems Management"

References

- E Turban, E Mclean and James Wetherbe, "Information Technology for Management" (Chapter 15)
- Kenneth C Laudon, Jane P Laudon, "Management Information Systems" (Parts 2 and 5)
- Roger S Pressman, "Software Engineering: A Practitioner's Approach"
- James A O'Brien, "Management Information Systems"
- Walker Royce, "Software Project Management: A Unified Framework"

Internet References :

- www.techrepublic.com
- www.itbusinessedge.com
- <http://itil.tso.co.uk>

DDYPS3.6

ENTERPRISE PLANNING SYSTEMS

Objectives

- The objective of this course is to give an insight into the principles of Enterprise Planning Systems, its utility and implementation issues
- The course introduces the Enterprise Resource Planning (ERP) and “Beyond ERP” applications such as Supply Chain Management (SCM), Customer Relationship Management (CRM), Business Intelligence (BI), etc.

Scope

- Evolution of ERP, concepts of ERP
- Business transformational issues with ERP (Business Process Re-engineering)
- ERP implementation methodology and issues
- An overview of technology trends in ERP, SCM, CRM, etc. case studies of both successful and not so successful implementations will be discussed.

References

- S. Sadagopan, ERP – a Managerial Perspective
- Brady, Monk, Wagner - Concepts in Enterprise Resource Planning
- Alexis Leon - ERP Demystified
- Sam Anahory - Data Warehousing in the Real World
- James A O’Brien - Management Information Systems
- Cutler and Hammer- Business Process Reengineering

Internet References:

- www.download-hub.com
- www.infoscaler.com
- www.sap.com
- www.educanase.edu
- www.techrepublic.com

DDYPS4.1 OPERATING SYSTEMS AND SYSTEMS SOFTWARE

Objectives

- familiarize the students with the basic concepts in computer organisation, architecture and operating systems.
- To impart an understanding what the concepts mean and not too much about how they are implemented in a particular OS.

Scope

- OS Concepts
- Process description and control and scheduling
- Concurrency control and threads
- IPC and deadlock handling
- Memory Organisation and management
- CPU structure and function
- Security and usage issues
- Unix and Windows NT Case Study

Prescribed Text

- Silberchatz, Galvin, : Operating System Concepts”

References:

- William Stallings, “ Operating Systems”
- William Stallings, “ Computer Organisation and Architecture: Designing for performance”

DDYPS4.2**PROGRAMMING TECHNIQUES****Objectives**

- To build the programming logic and concepts with the backing of a programming language
- The Objective would be to discuss various aspects of the development environment to enable students to take informed decisions.

Scope

- Course is structured around a few theme problems to effectively communicate the problem solving aspects. These problems will help to motivate the need as well as help to understand the programming language concepts and constructs. A programming language will be used to illustrate the concepts and will cover :
- Object-oriented outlook towards problem modeling.
- Effectiveness of object-orientation
- Wide range of the language primitives and usage contexts

Prescribed Text

- Based on the Programming Language chosen

References:

- Based on the Programming Language chosen

DDYPS4.3

DATABASE MANAGEMENT

Objectives

- To provide a strong formal foundation in database concepts, technology and practice to the participants to groom them into well-informed managers and implementers
- To include concepts and theory to motivate and enrich the practical component and to include technology component to maximize the relevance of the course to the industry.

Scope

- Database Concepts and Data Models
- Relational Model and relational Algebra
- E-R Design
- Normalization
- SQL and Transaction Processing
- Concurrency control
- Database Integrity and Security
- Client Server Architecture

Prescribed Text

- Abraham Silberschatz, “Database Systems Concepts”
- Elmasri and Navathe, “ Fundamentals of Database Systems”

References

- Raghuramkrishnan, Johannes Gehrke, “Database Management Systems”
- Arun K. Mujumdar, “Database Management System”
- ORACLE Press, “ORACLE Complete reference “
- IBM: DB2 Manual”

DDYPS4.3 INFORMATION TECHNOLOGY IN INFRASTRUCTURE MANAGEMENT

Objectives

- To create awareness among the participants regarding the peculiarities of managing various IT Infrastructures.
- To familiarize the participants with the methods, tools and models available for managing IT resources so as to evolve effective strategies.

Scope

- The need for IT Infrastructure Management
- IT Infrastructure Management Overview – ITIL Model
- Organizing and managing people
- Managing System Development
- Capacity Planning
- Availability Management
- Change Management
- Operations Management
- Asset and Facilities management
- Business Continuity Planning

Prescribed Text

- Rich Schiesser, "IT Systems Management"

References

- E Turban, E Mclean and James Wetherbe, "Information Technology for Management" (Chapter 15)
- Kenneth C Laudon, Jane P Laudon, "Management Information Systems" (Parts 2 and 5)
- Roger S Pressman, "Software Engineering: A Practitioner's Approach"
- James A O'Brien, "Management Information Systems"
- Walker Royce, "Software Project Management: A Unified Framework"

Internet References :

- www.techrepublic.com
- www.itbusinessedge.com
- <http://itil.tso.co.uk>

DDYPS4.5

SOFTWARE TESTING

Objectives

- To develop students' interest in software testing and be able to appreciate the importance of testing in software projects at various levels.
- To enhance their knowledge and understanding of the role of software testing
- from different perspectives so as to improve the quality of testing.

Scope

- The importance of testing in Software Projects
- The Testing lifecycle – from strategy to implementation
- Evolving testing criteria
- Verification & Validation Models
- Defect classification and Management
- Evaluation of testing performance.
- Automated Testing

References:

- Boris Beizer “Software Testing Techniques”
- Reu Rajani, Pradeep Oak, “ Software Testing-Effective Methods, Tools and Techniques”

Internet References:

- www.aptest.com
- www.softwareqatest.com
- www.ece.cmu.edu
- www.chillarege.com

DDYPS4.6

FINAL PROJECT

- The student will work independently on a project in one of the areas of systems management in the final year of their M.B.A. program. They will work under a Faculty Advisor for the entire year and publish a thesis.

SPORTS BUSINESS MANAGEMENT

DDYPSB3.1 CONTEMPORARY ISSUES IN SPORTS

Objectives:

- A Study about the evolution of different sports and their functional bodies.
- Introducing the modern sports and to analyse the modern trends in this industry. To know about the various sports bodies, their affiliations and administration methods

Scope

- History of Modern Sports and other Forms of Organized Physical Activity: A Historical Overview of Sports, Evolutionary Processes of Modern Sports, Relation between Physical education and Sports, Exercise Physiology
- Physical Education and Sports : History and Principles of Physical Education, Organisation, Administration and Methods in Physical Education, Elements of statistics for physical Education. Supervision and Curriculum design in Physical Education
- Role of Govt in promotion of Sports: Role of Ministry of HRD in Development of sports and physical education, various boards and Statutory Bodies established by Govt. for control and promotion of Sports, their roles and functions, importance and contributions.
- Roles and Functions of National/International Sports Organisations : Roles Of IFA, FIFA, BCCI, ICC, CAB, Sports Authority Of India (SAI), National Hockey Association, Bengal Volley Ball Association, Bengal Tennis Association, Their Functions and Importance in the Promotion and management of Sports
- Social, Cultural and Political Environment of Sports Organisations: Role of Sports In Society, issues that Sports Administrators face on Day to Day basis in the contemporary World, Drug Abuse and Gratuitous Violence.

DDYPSB3.2 SPORTS FACILITIES PLANNING AND MANAGEMENT

Objectives:

- To study the infrastructural development and management in Sports facilities
- To analyse the importance of infrastructure and facilities for sports. Introduction of more world class facilities in the world of sports in terms of Infrastructure and facilities.

Scope

- Planning and Management Infrastructure Facilities like Courts, Tracks, Gallery, Provisions for Drinking Water, Lighting, Sitting Arrangement etc.
- Developments and Maintenance of Sports Arena, Grounds, Indoor Stadium, Tents, Camps etc. Responsibilities of facilities managers, essential knowledge and skills required for operating a sport facility: Soft Skills(Interpersonal and PR Skills) & Hard
- Skills- Facility Planning, Site Selection, design and Construction, Crowd and Alcohol management.
- First Aid and Emergency Arrangement
- Facility administration, including marketing and sales, finance and budgeting, human resources and legal issues. Event planning, Security and Procedures.
- Critical phase of Facility Management: From Pre Event Briefings to Cleanup and closings, Merchandising, Housekeeping and Maintenance.
- Case Study on Management of Sports Facilities – Stadiums, Tents and Recreational Facilities

DDYPSB3.3 SPORTS MEDICINE AND NUTRITION

Objectives:

- To study the importance of Human Physiology and drugs
- To learn the importance of food and calories. Doping and Prevention, Injuries, medication and treatment.

Scope

Concept of Sports Medicine

- Aim and Objective of Sports Medicine
- Need and Scope of Sports Medicine
- Role of Sports Physician, Physical Educator / Sports Coaches in Sports Medicine.

Basic Kinesiology

- Meaning and Definition of Kinesiology
- Importance of Kinesiology for games and sports
- Kinesiological Classification of Muscles. Roles of Muscles
- Joints and their Movement.

Sports Injuries

- Introduction
- Types of Sports Injuries
- Reasons of Sports Injuries
- Prevention and Management of Sports Injuries

Therapeutic Modalities

- Brief Description of therapeutic Modalities
- Role of Ice in treatment of sports injuries
- Clinical Application of Heat Modalities
- Brief concept of Short Wave Diathermy (SWD), Whirlpool Bath, Transcutaneous Electrical Nerve Stimulation(TENS), Interferential Stimulation (IFS).

Drug Abuse in Sports

- Meaning and Definition of Doping
- Classification of Doping
- Doping Methods
- Why Drugs are used by Individuals
- Why Drugs are used by Sports Persons?
- The Prevention of Doping

Elements of Physical Nutrition

- Cell and Human Physiology
- Human Nutrition,
- Functional Anatomy
- Metabolism
- Nutritional Physiology and Biochemistry

Applies and Environmental Physiology

- Exercise Physiology
- Energy metabolism
- Muscle structure and Function
- Sensory and Motor Physiology

Food -- The Sources of Energy

- Carbohydrates
- Monosaccharide
- Disaccharides
- Polysaccharides
- Fats, Proteins, Enzymes.
- Digestion.

Nutritional Requirements

- Carbohydrates
- Fats
- Minerals

Energy Requirements

- Individual Caloric Requirement – Basal Energy Requirement,
- Energy Requirement During Working Hours
- Nutritional Medicines

- Elements to Health Education,
- An Introduction to elements of Medicines that help augmenting physical fitness and General strength and vigour.
- Nutritional and Physical Performance
- An Analysis of the correlation between Nutrition and Physical Fitness and Performance in Sports

Prescribed Text:

- Steven Ray, Irvin Richer, Sports Medicine, Prentice Hall,1983
- Vinger and Roerner, Sports Injuries, PSG Publishing Co. Inc,1981
- William JGP, Sports medicine, London Edwar Arnold Publications
- Morehouse and Rash, Sports medicine for Trainer, W.B.Saunders.
- Armstrong and Tucker, Injuries and Sports, London Scamples Press

DDYPSB3.4 SPORTS MEDIA AND EVENT MANAGEMENT

Objectives:

- To study the Media Houses, Journalism and Event Management in Sports.

Scope

- Planning and Management Infrastructure Facilities like Courts, Tracks, Gallery,
- Sports Media – Introduction to different Sports Media (Television Channels, Sports Magazines etc.)
- Sports channels – Popular Sports Channels Operating in India – ESPN Star Sports, Zee Sports, Ten Sports, DD Sports and Neo Sports etc..
- Comprehensive Study on Different Sports Channels – Profile, Top Management, Functional Departments, Work Culture, Career Opportunities, Telecast rights for major Sporting Events, Program mix, Advertising Opportunities.
- Sports Journalism – Introduction, Scope of Work, News Value of Sports, Essential Qualification of Sports Writer and Presenter.
- Event Management – Meaning of Events, Event Management, Designing an Event-5C's (Conceptualization, Costing, Canvassing, Customisation, Carrying Out). Key Elements of Events- (Event Infrastructure, Organisers, Clients, Target Audience, Media and Venue), Role of Mass Media in Event Promotion.

Prescribed Text:

- Managing Sporting Events – Jerry Solomon (Human Kinetics)
- Sports Journalism – Philip Andrews (Sage Publication)

Objectives:

- To Promote more funding in sports through different channels.

Scope

- Role of Fund in Sports Management
- Sources of Funds available for sports
- Broadcasting
 - What is broadcasting?
 - The basics of sports broadcasting rights,
 - Where does the money go,
 - Sports Leagues and their broadcasting rights
 - Benefits to the broadcaster
- Media Providers
 - Who are the media providers?
 - How do they fund sports?
 - Media Provider owner of Sports Teams
 - Why do media providers own teams?
 - Benefits to a media provider owning a team
- Sponsorship
 - Meaning of Sponsorship
 - Sports and Sponsorship
 - Sports and Events likely to be sponsored
 - Major sponsors in sports
 - Team sponsors and individual sponsors
 - Sponsorship opportunities in sports
 - Benefits of sponsorship
 - Effects of Sponsorship
 - How to get sponsorship for – table tennis, football, badminton etc.
 - Sponsor Proposal – Guidelines
- Endorsements
 - What is an endorsement?
 - Sports and celebrity endorsement
 - Sportspersons and their recent endorsement
 - Endorsement Strategy
 - Marketing and endorsement
 - Benefits of Endorsements
- Advertisements
 - Sports and advertisements
 - Advertisement preferences
 - Advertisement and brand choice
 - Aiming the right target
 - Top sports ad companies

- Firms and their advertisement choices
- Game theory in advertisement
- Others Suppliers, Gate Money
- Budgeting of Sports Funds:- Budgetary Control

DDYPSB3.6 PSYCHOLOGY OF SPORTS AND ETHICS IN BUSINESS

Objectives:

- To study the importance of Ethics and the Psychological Strength in Sports

Scope

Sports Psychology

- Introduction – Definition, Scope, Branches Of Psychology, Concept Of Sports Psychology, Major View Points – Psychoanalytic Control.
- Personality – Meaning Types, Personality Traits Of Sports Person
- Learning – Definition, Theories On Learning- Classical And Operant Conditioning
- Motivation – Definition, Importance of Motivation in sports performance, reaching and sustaining ideal motivation. How sports persons can be motivated
- Confidence – Defining Confidence And Role Of Sports Manager In Developing Confidence Amongst Sports Personalities
- Emotions – Definition, Relation Between Emotions And Sports Performance. Why sportsmen respond emotionally?
- Goal setting – Meaning, Goal Setting Principles, Relation Between Goal Setting And Performance In Sports.
- Implementing sports psychology – Understanding The Psychology Of The Coach And Implementation. Developing and facilitating Coach- Player Relationship

Ethics In Sports Business

- Values- Importance, Sources of Value system, types, loyalty and ethical behaviour
- Ethics in Sports – Nature, characteristics and needs, ethical practices in the field of sports, sports code of conduct
- Indian Values and Ethics – respect for elders, Hierarchy and status, non-violence and tolerance, cooperation. Rights and Duties. Holistic relation between man, attitudes, beliefs.
- Ethical value system – Distributive Justice, Individual freedom of choice, Professional codes. Their application in the field of sports.
- Sports as a profession – Conflict between organization demand, Individual needs and professional ideal, conflicts the sports managers face.
- Social and ethical responsibilities of different sports Association, Clubs, Manager, Coach and Sports Persons.

- Morale of Sportmen – Role of Organisations/Association and Sports Manager in the area.

DDYPSB4.1 FOUNDATIONS OF AMATEUR AND PROFESSIONAL ENDORSEMENTS IN SPORTS

Objectives:

- To study the Government regulations in Sports

Scope:

- Regulations of Amateur Sports: Govt. regulations relating to Amateur Sports, Role of Amateur Athletic Associations in promotion of Sports, Analyzing the legal ramification of Actions of Amateur Athletics, Bodies Empowered to Control amateur Sports.
- Constitutional Issues: Constitutional Provisions for Development and Promotion of Sports
- Tort Liability: Meaning of Tort Liability, Implications for Athletes, Impact on other Amateur Sports
- Professional Team Sports: Sports based on Team Performance –Football, VolleyBall, Basket Ball, Cricket, Hockey, Rowing, Guiding Principles for Conduct of Team Sports, Organisation of Tournaments, Leagues, Knock-out.
- Individual Sports: An Overview of Individual Sports, Emerging Trend, Future Potential, Studies related to Governance of Individual Sports like Golf, Tennis, Badminton, Auto Racing, Track Race.

DDYPSB4.2 SPORTS LAW AND RISK MANAGEMENT

Objectives:

- To study Legal Structures in sports and analyzing the Risk Management Procedures

Scope:

- Constitution (Relevant articles)
 - Art 14.
 - Art 15.
 - Art 19 (1) (g).
- Law of Contract
 - Essentials of a Contract.
 - Offer and Acceptance.
 - Capacity of Parties.
 - Minor's Contract

- Void Agreements and Voidable Contracts.
- Consequences of breach of Contract
- Law of Torts
 - Principle of volenti nonfat injuria.
 - Negligence
 - Death in relation to tort
 - Fatal Accidents Act, 1855.
- Administrative Law
 - Tribunals for resolution of disputes.
- Law of Evidence
 - Opinion of experts
 - Oral evidence
 - Documentary Evidence
 - Burden of proof.
- Risk Management
 - Identification
 - Assessment
 - Containment
- Risk Management in Sports
 - Analysis of Risk situations in Sports: Preventive Actions to avoid such situations
 - Programme/Project Risk Analysis – Methods to reduce/avoid risks in Projects.

DDYPSB4.3 MANAGING & PROMOTING SPORTING EVENTS

Objective:

- To understand the Importance of Event managements with respect to sports.

Scope:

- Introduction – Definition, Scope of Event Management, Risk & Safety measures.
- Managing Sporting Events – Planning, Organizing, Coordinating and Controlling Pre events, During the events & Post Events issues.
- World of Sports Event Management – Sponsors, Sports Management Companies, Spectators Sports personalities, Media etc.
- Sports Management Companies – Introduction, Role, Scope of Work, Service rendered to the clients, Ways of Functioning 0 Team work, Departments etc.
- Career Opportunity in Sports Management Companies –
- Case study and presentation – Promotion national & International Sporting events. Importance of IMC in promoting Sports Events successfully. Role of Advertising, PR etc.
- Case Study and Presentation – Managing Sporting Bodies, Associates- AIFF, IFA, BCCI, CAB, LEANING INDIAN FOOTBALL CLUBS etc.

Objective:

- To study the different sports training and planning activities

Scope:

- Introduction to sports training
 - Meaning and definition of Sports Training
 - Aims and tasks of Sports Training
 - Characteristics of Sports Training
 - Principles of Training
 - Training Means
 - Training Methods
- Training Load
 - Meaning and definition of Load
 - Components of Load
 - Measurement of Load
 - Over Load : Meaning and definition, Causes, Symptoms and Tackling of Over Load
- Conditional Abilities
 - Strength: Meaning, Forms of Strength, Factors determining strength, training methods for strength improvement, general guidelines for strength training
 - Speed: Meaning, Forms of Speed, Factors determining speed. Training methods for speed improvement.
 - Endurance: Meaning, Forms of endurance, factors determining endurance. Training methods for endurance improvement.
- Motor Abilities
 - Flexibility: Meaning, Forms of flexibility, factors determining flexibility. Training methods for flexibility improvement.
 - Coordinative Abilities: Meaning, forms of Coordinative Abilities, factors determining Coordinative abilities, Training Methods for Improvement of Coordinative Abilities.
- Technical Training, Tactical Training, Periodisation, Planning and Competitions
 - Technical Training: Meaning, Tasks of Technique, Principles of Technical Preparation, Training for technique.
 - Tactical Training: Meaning, Tasks of Tactics, Principles of tactical Preparation, Training for Tactics.
 - Periodisation: Meaning and types of Periodisation, Contents of training for different period.
 - Planning: Meaning, Principles of Planning, Types of Training Plans.
 - Competitions: Importance of Competition, Preparation for Competitions.

Prescribed Text:

- Cratty, B. Perceptual and Motor Development in Infants and Children, Prentice Hall, 1989.
- Dick. F.W. Sports Training Principles, Lepus, London,1990.
- Jenson, C.R. Fisher, A. G. Scientific Basis of Athletic Conditioning, Lea and Febiger, Philadelphia, 1992.
- Matveyew. J.H. Athletic Training and Physical Fitness, Allynand Bacon, Inc. Sydney, 1987.

DDYPSB4.5**ADMINISTRATION OF GAMES****Objective:**

- The importation of Administration of different games in India

Scope:

- Popular games In India – Introduction about popular Team games – Cricket, Football, Hockey. Individual Sports- Table Tennis, Lawn Tennis.
- Sports Administrators – Profile of Administrators managing different games in India, Managerial expertise, Professional Outlook, Knowledge about the specific game etc.
- Political Influence in Indian Sports Administration – BCCI, CAB, AIFF, IOA.
- Game specific comparative study Indian Context & International Context. Cricket – Administration in CAB, BCCI & ICCI. Test Playing Venues in India Vs. Australia, England etc. FOOTBALL – Administration in IFA, AIFF, AFC, FIFA. I-League Playing Clubs in India & Top English Premier League Clubs. Facilities offered to their Members, promoting the clubs etc.
- Administration of Corporate Clubs & Leisure Plex – Space Circle Club, OCIO, CCFC etc.

Prescribed Text:

- Introduction to Recreation & Leisure – Robert F. Ashcraft (Human Kinetics)
- Understanding Sports Organisation – Trevor Slack (Human Kinetics)

DDYPSB 4.6 FINAL PROJECT

- The student will work independently on a project in one of the areas of systems management in the final year of their M.B.A. program. They will work under a Faculty Advisor for the entire year and publish a thesis.

ENTREPRENEURSHIP MANAGEMENT

DDYPE3.1 FINANCE RAISING STRATEGIES

Objective:

- Analyze specific financial deal making process.
- Use theory to generate insights useful for practical decision making.
- To sensitise the students to various issues that must be addressed by entrepreneurs and investors alike when funding a venture as and when exiting it.

Scope:

- Working Capital.
- Valuation techniques and when they are applicable.
- Raising equity capital.
- Pricing and structuring financings.
- Multiple rounds of financing and preserving one's equity.
- Investor considerations and pit falls.
- Exiting – IPOs, trade sales and related transactions.
- Non financial factors affecting valuation.

DDYPE3.2 NEW PRODUCT DEVELOPMENT

Objective:

- The primary purpose of this course is to provide an in-depth understanding of new product development – including best practices, new product strategy; consumer/customer needs identification, idea generation, concept development, prototype design, go-to-market strategy, cross-functional teaming, metrics and culture. Student will create a new-to-the-world product or service and build a business case to support it.

Scope:

Why Great Ideas Fail

- Principles of Failed Products

Assets & Opportunities

- Identifying & Defining Disruptive Trends
- Identifying & Defining Organization Core Competencies & Brand Equity

Creating a New Product Strategy and Diagnostic Audit

- Diagnostic audit components
- New product vision, growth gap, and strategic roles
- Screening criteria

Activating a New Product and Service Development Process

- Step-Wise Product/Service Development Process
- New Product Metrics and Portfolio measurements

Identifying Consumer/Customer Problems and Needs

- Consumer/Customer problem identification techniques
- Selection process of high need-intensity problems

Generating New Ideas and Solutions and Screening

- Structured problem solving
- Conducting ideation sessions
- Formatting and consolidating ideas

Screening ideas

- Shaping and Testing Concepts with Customers/Consumers

Concept Writing

- Concept shaping research techniques
- Concept testing and screening

Conducting Business Analysis and employing speed to market techniques

- New product business plans
- Revenue forecasting and cost modeling
- Speed to market approaches

Designing Prototypes, Testing, and Launching

- Prototype design and development
- Market testing approaches
- Crafting Go -to-Market Strategies

Positioning

- Branding Strategies
- Pricing Considerations
- Competitive Differentiation
- Marketing and Communications

Pricing New Products

- Project Management and Planning

Managing Projects

Prescribed Text:

- Christensen, Clayton (1997), *The Innovator's Dilemma: When Technologies Cause Great Firms to Fail*, Boston, Massachusetts, Harvard Business School Press.
- Cooper, Robert G., *Product Leadership: Creating and Launching Superior New Products*, Cambridge, Massachusetts, Perseus Books.
- Cooper, Robert G. and Scott J. Edgett, and Elko J. Kleinschmidt (1998), *Portfolio Management for New Products*, Reading, MA: Addison-Wesley.
- Cooper, Robert G. (1993), *Winning at New Products: Accelerating the Process from Idea to Launch*, 2nd edn., Reading, MA: Addison-Wesley.
- Crawford, C. Merle and C. Anthony Di Benedetto (2000), *New Products Management*, 6th edn., Boston, MA: Irwin/McGraw-Hill.

- Gladwell, Malcolm, (2000), *The Tipping Point: How Little Things Can Make a Big Difference*, New York, New York, Little, Brown, and Company.
- Kelley, Tom (2001), *The Art of Innovation*, Doubleday.

DDYPE3.3 USER RESEARCH AND QUALITATIVE METHODS

Objective:

- This course will teach students anthropological fieldwork methods. Students will learn through readings and discussion, and by conducting a semester-long fieldwork project. They will become familiar with both traditional long-term fieldwork approaches and rapid assessment techniques used in applied anthropology.

Scope:

- Introduction to course
- Social Science, Anthropology and Ethnography
- Ethnography and American Culture
- Basic social science inference
- Basic validity and reliability issues
- Content analysis
- Sampling; Significance Testing
- Theory and epistemology
- Ethics and Research
- Research Design
- Ethnographic Methods
- Surveys
- Causal Inference: Concepts
- Experiments and Causal Inference
- Design research plan
- Observation and Field notes
- Informants and Interviewing
- Interviewing and Participant Observation
- Observation and Native Anthropology
- Focus Groups
- Unfocus Groups
- Cultural Analysis
- Representational Genres
- Visual Representation
- Visual analysis
- Visual Culture
- Visual Ethnography Methods
- Scrap-booking

- Analysis of Qualitative Data

Prescribed Text:

- LeCompte, Margaret D. and Jean J. Schensul - Designing and conducting ethnographic research. Ethnographer's Toolkit, Volume 1. Walnut Creek: Altamira Press
- Schensul, Stephen L, Jean J. Schensul and Margaret D. LeCompte. - Essential ethnographic methods. Ethnographer's Toolkit, Volume 2. Walnut Creek: Altamira Press.
- LeCompte, Margaret D. and Jean J. Schensul. - Analyzing and interpreting ethnographic data. Ethnographer's Toolkit, Volume 5. Walnut Creek: Altamira Press.
- King, Gary, Robert Keohane, and Sidney Verba. 1994. Designing Social Inquiry: Scientific Inference in Qualitative Research. Princeton: Princeton University Press.
- Grimshaw, A. (2001). The ethnographer's eye ways of seeing in anthropology. Cambridge, UK; New York: Cambridge University Press.
- Pink, S., Kürti, L., & Afonso, A. I. (2004). Working images : visual research and representation in ethnography. London ; New York: Routledge.

DDYPE3.4 OPPORTUNITY RECOGNITION, SCENARIOS AND FORECASTING

Objective:

- This course will help students to assess the viability of new business concepts—those in the very early stages of development. Using theory from the social sciences and building on marketing concepts, the course provides tools for understanding and evaluating markets and industries. Viability is a function of market demand—what the new venture should offer, and differential advantage—how the venture will perform in a competitive industry. We will explore in some detail the nature of concepts and consider them in terms of their value to users and adoptability by providers
- The course is designed to provide students with one skill set that will help them create new business concepts and will help you assess a concept's viability before investing significant amounts of time and money.

Scope:

The Changing Managerial Challenge

- Skills of the 21st Century Leader
- What is an Opportunity?
- The Nature of Opportunity and Opportunity Recognition
- Types of Opportunity; Sources of Opportunity

What Makes for a Great Opportunity?

- Understanding How to evaluate and select opportunities
- Business Concepts

- Translating Creativity into Breakthrough Business Ideas
- Sources of Business Concepts
- Types of Business Concepts
- Criteria for Evaluating Business Concepts

Concepts

- Concept Framework

Perceptions

- Seeing Differently
- Understanding Empathy
- Understanding Bias
- Understanding Risk

Industry

- Industry Attractiveness
- Identifying Competitors
- Analyzing Competitors

Understanding Markets

- Buying Motives
- Buyer Behavior
- Customer Analysis
- VALS
- Marketing Strategy

Introduction Scenarios and Strategy

- Thinking about the future - overview
- Principles of the scenario planning process
- Uses, origins, history, evolution, and lessons learned

Scenario use in organizations

- Thinking biases
- Trends and key drivers of change
- Information gathering

Scenario planning in organizations – getting started

- Developing the scenario matrix
- Scoping the scenarios
- Building scenarios
- Exploratory vs normative scenarios

Developing scenario snapshots and end-states

- Story telling in organizations
- The scenario writing process

Introduction to industry foresight

- Understanding business failure and success
- Issues in foresight, opportunities assessment and innovation
- Industry foresight toolbox
- Horizon scanning
- Trend tracking
- Technology roadmaps

- Delphi technique
- Systems dynamics
- From foresight to innovation

Prescribed Text:

- Lehman, Donald and Russell Winer (2005), Product Management, 4th ed. McGraw Hill
- Mullins, John, W. (2003), New Business Road Test, Prentice Hall
- Choices, Values, and Frames, Kahneman and Tversky (American Psychologist, 1984).
- Risk and Rationality: The Influence of Decision Domain and Perceived Outcome Control on Managers' High-risk Decisions, Forlani (Journal of Behavioral Decision Making, 2002).
- The Primacy of the Idea Itself as a Predictor of New Product Success, Goldberg, Lehmann and Mazursky (Marketing Science Institute, Report # 99-110).
- What's It Like to be a Bat? Nagel (Philosophical Review, 1984)
- W.C. Miller (1999), Flash of Brilliance, Reading, MA: Perseus Books. .
- Michalko, M. (2006), Thinkertoys: A Handbook of Creative Thinking Techniques, Second Edition, Ten Speed Press.
- Ralston, B., and Wilson, I. (2006) The Scenario Planning Handbook: A Practitioner's Guide to Developing and Using Scenarios to Direct Strategy in Today's Uncertain Times, Thomson South-Western, Ohio.
- Hamel G. and Prahalad C., Competing for the Future, HBS Press, 1996
- Schoemaker P., Profiting from Uncertainty, Free Press, 2002.
- Van Der Heijden K., Scenarios: The Art of Strategic Conversation, Wiley & Sons, 2005

References:

- A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions, Oliver (Journal of Marketing Research, 1980).
- The Asymmetric Impact of Negative and Positive Attribute-level Performance on Overall Satisfaction and Repurchase Intentions, Mittal, Ross and Baldasare
- Toward Identifying the Inventive Templates of New Products: A Channeled Ideation Approach, Goldenberg, Mazursky and Solomon
- Lindgren, M., and Banhold, H. 2003, Scenario Planning the Link Between Future and Strategy. HoundMills, Palgrave MacMillan.
- Fahey, L. and Randall, R. Eds 1998, Learning from the Future: Competitive Foresight Scenarios, John Wiley and Sons, New York.
- Godet, M. 2001, Creating Futures: Scenario Planning as a Strategic Management Tool, Economica, London

DDYPE3.5

INNOVATION MANAGEMENT

Objective:

- Examines key managerial features of modern innovation. Identifies diverse ways firms can access innovative capabilities. The managerial interplay between technology and management leading to innovation in the marketplace is a major focus of discussion and work. Important substantive themes include:
- The variety of innovation processes existing in the modern economy, such as radical vs. incremental, product vs. process vs. service vs. system and physical vs. digital;
- The diversity of corporate settings in which modern innovation takes place, e.g., large corporation vs. small firm or start-up vs. networked organizations; and
- The sources of modern innovation, e.g., developers, users, suppliers, universities and other third parties.
- Approaches to managing innovation including the role of leadership, strategy, human resources and talent development, technology, creativity, and measuring innovation.

Scope:

Disruptive Innovation

- Why great companies fail in managing certain types of technological change

Executing innovations: organizing to execute

- Organizing innovation teams
- Organizing flexible processes
- Incentivizing and organizing innovators
- Organizing innovation between firms and communities
- Incentivizing and organizing external innovators
- Negotiation innovation work between firms and academia

Exploiting innovations: options, portfolios and platforms

- Dynamics of the market for ideas; designing the value chain
- Leveraging portfolio development
- Defining what is a platform?
- Leveraging platforms
- Aggregate Project (Portfolio) Planning
- Portfolio management processes
- Outlining through case illustration a range of platform typologies such as Technology Platforms (OEM), Design Platforms (ODM), Service Platform (OSeM), Communications Platforms, Brand Platforms (OBM) and Systemic Innovation Platforms (OSM).
- Strategic Asset
- Competitive Benefit

Creating Innovative Cultures

- Use of cultural principles to foster innovative organizations
- Stimulation of scientific, technical and conceptual creativity
- Encouraging reasonable risk taking

Team Building

- Group dynamics and problem solving applied to building Communities of Practice
- Encouraging knowledge sharing

Managing Virtual Teams

- Remotely- located knowledge workers,
- Website-based management processes
- Human factors in virtual settings

Knowledge-Intensive Projects

- Managing high-performance knowledge projects

Organizational Design

- Structures for learning organizations
- Operation of knowledge bases and information management

Creating Innovation Capabilities

- Alternative ways to escape the limits of current business
- Processes and structures
- Incubators, spin-offs, corporate venture capital

Renewing innovations: organizing disruption

- Internal vs. external sources of renewal
- Renewing innovation; corporate venturing
- Renewing innovation; internal venturing

Management of Intellectual Capital

- How to identify and access promising external ideas
- Add value to them by connecting them with internal knowledge

Prescribed Text:

- Rogers, Everett M. (2003). *Diffusion of Innovations*, Fifth Edition. New York, NY: Free Press.
- Hargadon, Andrew (2003), *How Breakthroughs Happen*, Harvard Business School Press, 2003.
- Schumpeter, Joseph A. (1942). *Capitalism, Socialism and Democracy*, New York: Harper, 1975.
- Alexander, C. (1979), *The Timeless Way of Building*, Oxford University Press, Oxford.
- *Innovation Management, Strategies, Implementations and Profits*, 2nd Edition. Allan Afuah, Oxford University Press, 1998
- Ritti, R. and S. Levy. (2003). *The Ropes to Skip and the Ropes to Know*, 6th Edition.
- Hoboken, NJ:John Wiley and Sons. Robbins, S. (2003). *Essentials of Organizational Behavior*, 7th Edition. Upper Saddle River, NJ:Prentice Hall.

References:

- Boston Consulting Group (2008). *Measuring Innovation: A Senior Management Survey*.
- The Desai Group (2008). *Mastering Innovation: Roadmap to Sustainable Value Creation*.
- Innovation Labs (2008). *Innovation Metrics: The Innovation Process and How to Measure It*.
- Seabrook, J. (2003). *The Money Note: Can the record business survive*. *The New Yorker*, July 7, 2003,

- Von Hippel, Eric, (2006). Democratizing Innovation
- Von Hippel, Eric, (1998). Sources of Innovation
- Invention. Enhancing inventiveness for quality of life, competitiveness, and sustainability. Report of the Committee for Study of Invention, sponsored by the Lemelson-MIT Program and the National Science Foundation, April 23, 2004
- Fortino, Andres (2008). A Pattern Language For Innovation Management And Application To Technology Management Education, working paper.
- Coplien, J.O. et. al., (2003), Fault-Tolerant Telecommunication System Patterns, AT&T Bell Laboratories
- A Pattern Definition, Coplien, et. al.
- 200 Years of Discovery in The Hudson Valley. The 50 Top Innovations, Andres Fortino, working paper

DDYPE3.6

CREATIVE PROBLEM SOLVING

Objective:

- The management today is utilizing more and more of creativity skills rather than only analytical skills. The course is designed to provide an understanding of creativity process in a systemic framework. On completion of this course the student will be able to: grasp the creativity process and appreciate the use of divergent thinking in open ended problems and apply creative problem solving techniques for idea generation and structuring in a systemic manner. They will be able to utilize creativity techniques in decisions making

Scope:

Introduction

- Introduction to creativity - The difference between creativity and innovation
- Myths of creativity
- Barriers of creativity
- Orthodoxies
- The 5 W's and H of creativity
- The sixth sense

Idea Generation

- Structure of managerial problems, Open and close ended problems
- The creativity process, Creative thinking
- Idea generation methods: Brainstorming, NGT, Idea engineering, Check list, Attribute listing, Morphological analysis, Association techniques, Forced relation and forced analogy techniques
- Synectics, Critical examination/questioning/thinking
- Computers, Communications and CPS

Idea Generation Techniques

- Observation techniques, Lateral thinking, Lateral thinking essentials

- The Six Thinking Hats
 - Introduction to role play
- Overcoming creative blocks
- The use of electronic media in the development of empathy
 - Visual art and ritual
 - Music and the Alexander Technique
 - Poetry writing and appreciation as inspiration for visual expression
 - Creative use of dramatic processes
 - Dance, creative movement, and visual expression

Idea Structuring

- Idea Structuring: Graphic Tools, Interpretive Structural Modelling, Relationship Analysis
- Flexible Systems Management, SAP-LAP analysis, Flexibility influence diagrams
- Moderation Technique
- Scenario Building, Harva Method
- Structural Analysis for scenario building, Options Field/Profile methodology

Decision Making and Applications

- Decision Making
- Individual and Group creativity, Organizational Creativity & Innovation
- Creativity applications
- Emerging and Related Issues

Prescribed Text:

- Afuah A., Innovation Management: Strategies, Implementation, and Profits, Oxford University Press, New York, 1998.
- Brown J. S. (ed.), Seeing Differently: Insights on Innovation, A Harvard Business Review Book, 1997.
- Flood R.L. and Jakson M., Creative Problem Solving : Total System Intervention, John Wiley and Sons, New York, 1990.
- Ford C. and Gioia D. (eds), Creative Action in Organizations: Ivory Tower Visions & Real World Voices, Sage Publications, CA, 1995.
- Gera M. R. (Ed.), Innovation: Strategy for Corporate Renaissance, All India Management Association, Excel Books, New Delhi, 1997.
- Henry J. (Ed.) Creative Management, Sage Publications, London, 1996.
- Khandwalla P.M. Fourth eye: Excellence Through Creativity, A.H. Wheeler and Co., New Delhi, 1988.
- Lampikoski K. and Emden J., Igniting Innovation: Inspiring Organizations by Managing Creativity, Wiley, 1996.
- Sage A.P., Methodology for Large Scale Systems, McGraw Hill Book Co., New York, 1977.
- Warfield J.N., A Science of Generic Design: Managing Complexity Through Systems Design, Inter-systems Publications, California, 1990.

DDYPE4.1

NEW SERVICE DEVELOPMENT

Objective:

- As the service sector continues to dominate the Indian economy, companies will need to address the opportunities and challenges faced by the shift to a knowledge-based service-centered society. This course, will look to designing for service in ways that stimulate senses, connect deeply with people's lifestyles, emphasize the broader social and cultural context of people's actions and provide support through a networked service ecology. Students will learn by listening and doing.
- By the end of the course students will have: Explored definitions, categorizations and attributes of quality service experiences, Participated in a service design process, Created models of the findings that illustrate the ecologies of participants, tools, processes and touch points of the experience, Produced rough service experience prototypes and discussed the challenges of implementing a new or improved service

Scope:

Introduction to the design for service process

- Introductions and course overview
- The nature of experience in service

Discover

- Territory mapping—Environment description and user and stakeholder needs identification
- Company/organization perception, core competency, market conditions and brand audit

Conducting project immersive research (in the world)

- Synthesize
- Process mapping (stage 1 blueprint)
- Stakeholder model and ecology
- Customer typology (personas)
- Service ecologies and touch points
- Definition of core competency and brand vision (or declaration) and cultural model

Construct (service innovations)

- Service concepts, actors, and culture
- Brainstorming thru scenarios
- Service moment, string and event concepts (processes)
- Experience prototyping (enactments)
- Draft experience strategy (values, tools, etc. across touch points)
- Service blueprinting
- Service testing

Integrated service experiences

- Service performance development and wrap-up

DDYPE4.2

BUSINESS MODEL INNOVATION IN NEW VENTURES

Objective:

- Every business has some form of model embedded in it, whether explicitly or implicitly. The set of assumptions, strategic vision and adaptability that inform that model can significantly affect the venture's chances of durable success. Furthermore, all ventures work through periods of experimentation and periodically change their business models. Understanding the components of an integrated business model, how to characterize and analyze the competitive aspects of business models and how to efficiently construct and test business models are critical skills for innovators, whether they are launching a startup or trying to build a new venture from inside a larger company.
- The objective is to provide students with the skills and knowledge to rapidly assess and shape business models to their advantage in constructing enterprises of scale.
- Innovation in business is often most dramatic when new technologies allow creative entrepreneurs to devise and deploy new business solution that disrupt and remake large markets. The current transformation of the consumer advertising market or the emergence of software-as-a-service are examples.
- The course will examine the elements of business models, explore how they differ across industries and phases of a firm's growth – from high-tech to social ventures and from the earliest start-up phases through realization of significant value. The deliverables will allow students to explore their own industry focus.

Scope:

Elements: What Is A Business Model?

- Charles Schwab in 2002
 - Merrill Lynch: Integrated Choice
- ### Business Model Architecture And Analytics

- Skype
- British Telecom - Osterwalder

Distinctive Assets

- Technology, Know-How, Property
- The Evolution from Project to Corporate Finance
- Amazon vs. Barnes and Noble

Customer Value

- Loblaw
- Webvan
- Yahoo!: Business on Internet Time
- YardBarker

Positioning and Marketing

- Pharmaceutical industry: challenges in the new century
- A new model for the pharmaceutical industry: Institute for One World Health
- Blockbuster Inc. & Technological Substitution: Achieving Dominance in the Video Rental Industry
- Netflix

Financing the Model

- Oracle v. Salesforce.com
- Venture Capital vs. Private Equity

Organizational Structure

- The Virgin Group: filling in the value gap
- Southwest Airlines
- Using human resources as a competitive edge

Sustainability

- Nucor at a Crossroads
- American Steel: Everything Old is New Again
- Wal-Mart Stores' Discount Operations
- Amazon.com – review current annual report and other public sources

Prescribed Text:

- There is no single text for the course. However the class will draw upon readings from several sources and cases specified above.

DDYPE4.3 LEADERSHIP DEVELOPMENT: SELF AWARENESS, SKILLS AND STRATEGIES

Objective:

- This course is journey of personal exploration, understanding and development—with the explicit goal of making demonstrable progress towards becoming a more effective leader. To achieve this goal, the course offers an extensive examination of leadership in organizations and provides students with a set of experiences that are designed to enhance their self-awareness and capacity for effective leadership.

Scope:

About leadership

- Teaching smart people to learn
- Why executives derail
- The role of situation in leadership
- Trait-based perspectives of leadership

A model of leadership

- Practices of exemplary leadership
- What leaders really do?
- Leadership as work

Leading from within: The importance of knowing who you are

- Managing oneself
- Knowing yourself
- Do your commitments match your convictions

Inspiring others: The role of vision

- Reading: Inspiring others: The language of leadership
- Building your company's vision
- The vision trap
- Why visions die prematurely

Developing and communicating a vision

- Personal vision
- Delivering your personal vision

Leadership is a team effort

- Foster collaboration

Leading past conflict

- The ladder of inference
- Balancing inquiry and advocacy

Developing others

- Strengthen others
- Becoming an effective mentor: And a receptive protégé
- Leadership group coaching
- A framework for leadership coaching

Leading to a decision

- Power and influence assessment

Prescribed Text:

- Leading Minds: An Anatomy Of Leadership (Paperback) by Howard Gardner, Emma Laskin Paperback: 416 pages Publisher: HarperCollins Publishers (August 1996)
- The Contrarian's Guide to Leadership (J-B Warren Bennis Series) (Paperback) by Steven B. Sample Paperback: 224 pages Publisher: Jossey-Bass; Reprint edition (April 2, 2003)
- Leadership Practices Inventory Self Starter w/ Observers (8) 3/E Jim Kouzes, Barry Z. Posner
- Kouzes J.M and Posner, B.Z., (2002) The Leadership Challenge
- Nahavandi, A. (2005) The Art and Science of Leadership 4th Edition Prentice Hall

DDYPE4.4 START-UP: CREATING UNCONTESTED MARKET SPACE

Objective:

- In this course students will learn to value innovate using the Blue Ocean Strategy framework. They will learn logic and tools of Value Innovation, reconstruct the boundaries of business, deliver exceptional value to customers, and apply the value innovation process thereby creating uncontested market space.
- Blue Ocean Strategy, by Professors W. Chan Kim & Renée Mauborgne, is an international bestseller over 5 continents, with more than 2 million English copies English sold worldwide and published in an additional 41 languages.

- Blue Ocean Strategy is the simultaneous pursuit of differentiation and low-cost to create new market space. A proven and practical approach to creating breakthrough business ideas, value innovation helps to make the competition irrelevant by creating a leap in value for both the company and its buyers. While innovation has been seen as a random / experimental process, this workshop offers systematic and repeatable methodologies and processes in pursuit of innovation by both new and existing firms.

Scope:

Planning a Blue Ocean Strategy Initiative

- Tips, tools, and land mines to avoid in organizing and directing a BOS initiative

Introduction to Value Innovation

- In-depth introduction to the strategic logic and process behind blue ocean strategy

The Pioneer-Migrator-Settler Map

- Capturing the current state-of-play at the portfolio level: the PMS Map

The “As Is” Strategy Canvas

- Capturing the current state-of-play: the “As Is” Strategy Canvas

Buyer Experience Cycle / Map

- Participants discover blocks to utility created by the product or service through direct observation

The Six Paths Framework

- Reconstructing market boundaries: The Six Paths Framework

Visual Exploration

- Learn how to effectively capture noncustomer insights using the Six Paths Framework in the field.

Capturing Noncustomers

- How to identify noncustomer insights, order and combine them, and then de-segment your target mass of buyers

The ERRC Grid & “To Be” Strategy Canvas

- The simultaneous pursuit of differentiation and low cost: Value Innovation
- Visual Strategy Fair

Prescribed Text:

- Kim and Mauborgne, Blue Ocean Strategy, 1st ed. (HBS Press, 2005)

DDYPE4.5 BUSINESS STRATEGIES FOR THE BASE OF THE PYRAMID

Objective:

- The condition of the world’s poor, those at the base of the pyramid (BoP), is the subject of growing attention. Global poverty is seen as both an unacceptable outcome of the

current economic system and a challenge to commerce and security in wealthier nations. Indeed, the uneven distribution of benefits from globalization has led to increasing interest in new market based approaches to poverty alleviation.

- Given the unique business context, however, private sector firms, entrepreneurs, and non-profit organizations have struggled to formulate effective business strategies for BoP markets. Furthermore, development agencies are facing greater scrutiny as to the effectiveness and sustainability of their current poverty alleviation programs.
- To explore these issues, this course integrates concepts of strategy, international business, nonprofit management, and poverty alleviation to stimulate the leadership skills and competitive imagination needed to design BoP ventures.
- Students learn to identify the opportunities associated with a new perspective on serving BoP markets; and develop the strategies, business models, and partnerships required to productively explore those opportunities.

Scope:

Setting the Stage

- Introduction
- Serving the poor, profitably
- The ideology of development
- The next four billion
- Emerging market strategy
- What is the base of the pyramid?
- Can and should the private sector play a role in alleviating poverty at the BoP?

Challenges and Opportunities at the Base of the Pyramid

- Development as freedom
- Helping the world's poor

Business Strategies for the Base of the Pyramid: The Corporate Opportunity

- The fortune at the bottom of the pyramid
- Mystery of Capital
- Business Strategy
- Rethinking marketing programs for emerging markets
- Rural development

Reinventing strategies for emerging markets

- Strategic Initiatives at the BoP: A Protocol for Mutual Value Creation
- Core components of social embeddedness?
- How are these different from traditional business strategy?
- Unique and interesting aspects of the BoP Protocol?

Driving innovation from the BoP

- Partnerships for learning
- The great leap
- Business opportunity to provide low cost, environmentally sustainable goods in the developing world?

A Market-Based Approach to Poverty Alleviation

- More money than sense

- Distribution of Nets Splits
- Business Strategies for the Base of the Pyramid: The Development Opportunity
- What are the roles of the private sector, non-profits, and development agencies in poverty alleviation and development?
 - Mutual Value Creation
 - Making Money with the Poor: The BoP as Producers
- Going Forward: Making the Case
- Rethinking Organizations

Prescribed Text:

- de Soto, Hernando. 2000. *The Mystery of Capital: Why Capitalism Triumphs in the West and Fails Everywhere Else*. New York: Basic Book.
- Hart, Stuart L. 2005. *Capitalism at the Crossroads: The Unlimited Business Opportunities in Solving the World's Most Difficult Problems*. Upper Saddle River, NJ: Wharton School Publishing.
- Prahalad, C.K. 2004. *The Fortune at the Bottom of the Pyramid: Eradicating Poverty through Profits*. Upper Saddle River, NJ: Wharton School Publishing

References:

- Prahalad, C.K. and Hammond, A. 2002. "Serving the world's poor, profitably." *Harvard Business Review*.
- Easterly, W. 2007. The ideology of development. *Foreign Policy*, Jul/Aug
- Hammond, A. L., Kramer, W. J., Katz, R. S., Tran, J. T., and Walker, C. 2007. *The Next Four Billion: Market Size and Business Strategy at the Base of the Pyramid*. Washington, DC: World Resources Institute and International Finance Corporation.
- London, T. and Hart. S. 2006. "Emerging market strategy," *World Business*, October:
- Sen, A. 1999. "The perspective of freedom." In: Amartya Sen, *Development as Freedom*, New York: First Anchor Books.
- Sachs, J. 1999. "Helping the world's poor." *The Economist*, 14 August
- Prahalad, C.K. and Hart, S. 2002. "The fortune at the bottom of the pyramid." *Strategy+Business*
- Dawar, N. and Chattopadhyay, A. 2002. "Rethinking marketing programs for emerging markets." *Long Range Planning*
- Chambers, R. 1983. "Practical action." In: Robert Chambers: *Rural Development: Putting the First Last*, Essex: Addison-Wesley Longman

DDYPE4.6

FINAL PROJECT

- The student will work independently on a project in one of the areas of Entrepreneurship management in the final year of their M.B.A. program. They will work under a Faculty Advisor for the entire year and publish a thesis.

Syllabus: MBA SECTORAL

MBA in Retail **Management**

RETAIL MANAGEMENT

DDYPR1.8 INTRODUCTION TO RETAILING & INDIAN RETAILING

Objective:

- Basic objective of the course is to familiarise students with basic retail concepts and evolution of retailing.
- To introduce the student to basic concept and theories, different formats and the evolution of the industry

Scope:

INTRODUCTION TO RETAILING

- Introduction: Retail Marketing Strategy – An Overview of Differential Congruence.
- Multiple Layers of Retail Competition
- The Changing Retail Population and Managerial Implications
- Intermarket Shopping Behavior
- Downtowns, shopping Centers, and Local Centers : The Retail Evolution from Market Potentials to Capitalization.
- Adjusting retail marketing strategies to consumer behaviour.
- Heterogeneity of retail markets.
- Retail marketing strategic alternatives.

INDIAN RETAILING :

- Retailing Environments in Developing Countries
- Theory and Practice of Retail Studies in Developing Countries
- Retail Change and Economic Development.
- Retail Structure and Change in India
- The Development of Planned Shopping Centres in India
- Informal Sector Retailing in the India
- The Indian Retail Environment: A Look at Socio-Cultural Impediments
- Sectoral development of Indian retail: food apparels, entertainment music etc
- Drivers of retail change.
- Barriers to development of the modern retail formats in India.

Prescribed Text:

- Retail Management Text and Cases – Swapna Pradhan
- Retailing Environments in Developing Countries: Allan M. Findlay, John A. Dawson, Ronan Paddison

DDYPR2.7

STORES OPERATIONS MANAGEMENT

Objective:

- To appreciate complexities of operating a retail business
- Importance of retail strategy in the changing environment
- The objective of the course is to make the student familiar with store operations merchandising and procedures

Scope:

- Retailing and Retailing Management
- Elements of Retailing Management
- Types of Retail Outlets
- Stores Design and Layout
- Consumer Behaviour
- Back-up Controls
- Research in Retail Management
- Retail Strategy
- Department Stores
- Mass Retailers
- Supermarkets
- Discounters
- Specialty Clothing Stores
- Home Improvement Centers
- Fast food chain
- In-Home Shopping: Retailing Without Walls

Prescribed Text:

- Retailing Management, Swapna Pradhan, Tata McGraw Hill
- Retail Selling – A Practical Guide for Sales Staff – Len Rogers.
- Contemporary Retail – John L. Beisel.
- Principles and Practices-Dale M.Lewinson and M. Wayne Delozier
- The Retail Store: Design and Construction William R. Green

Internet References

- www.arai.com

DDYPR3.1

VISUAL MERCHANDISING

Objective:

- All the essential concepts and methods of visual merchandising are offered in this course.
- The Business of Merchandise Presentation integrates product information, store design, marketing, selling, and other key aspects of retailing to prepare the reader for the challenges and excitement of the business world. Merchandising concepts are reinforced by “Business Highlights” features that provide practical insights and advice.

Scope

- Design, display, and visual merchandising - a science or an art
- Brand experience or volume sales
- Design the displays
- Illuminating the right path for lighting
- Store Image
- Color, Display Props, Flowers, Signs, Supplies - Setting Up Shop, Vendors and Markets.
- Spatial Organization
- Circulation Areas
- Service Areas
- Display Areas
- Product Display
- Product Qualities
- Plumbing
- Fire Protection
- Heating, Ventilating, and Air-conditioning Systems
- Electrical Systems
- Mannequins

References Books

- Retail Desire: Design, Display and Visual Merchandising Johnny Tucker
- Visual Merchandising: The Business of Merchandise Presentation Robert Colborne

DDYPR3.2

MALL MANAGEMENT

Objective:

- To teach the students the various aspects involved in Mall Management

Scope:

- Retailing in the Twenty-First Century
- Real Estate Product Response to Retail Demand

- Legal Considerations Confronting the Shopping Center Industry
- Analyzing Market Demand for Shopping Centers
- Analyzing the Specifics of Retail Markets
- The Formats Employed in New Retail Strategies
- Planning: Designing, and Renovating Retail Properties
- Developing and Investing in Local and Community Centers , Highway Retail
- Super-Retail Malls
- The Competitive Positionind of a Business Districts
- Operating and Managing Retail Centers
- The Business and Promotional Aspects of Retail Centers
- Sales Agency Marketing of Shopping Centers
- Appraising Retail Properties
- Facility management for Malls

References:

- Shopping Centers and Other Retail Properties: Investment, Development, Financing, and Management
- John Robert White, Kevin D. Gray

DDYPR3.3 LOGISTIC AND SUPPLY CHAIN MANAGEMENT

Objective:

- This subject defines supply chains, focusing on the impact that they can have o the retail industry. Featuring step-by-step how supply chains are set up, the factors that can impact them and what that means to the customer.

Scope:

- An Introduction To Supply Chain Management
- The Retail Distribution Channel
- Supply Chain Operations: Planning
- Supply Chain Operations: Sourcing Materials And Making Products
- Supply Chain Operations: Deliveries And Returns
- Technology And Supply Chain Coordination
- Measuring Performance: Supply Chain Metrics
- Defining Supply Chain Opportunities
- Developing Supply Chain Systems Organizing A Systems
- The Real-Time Supply Chain And Beyond
- Retail logistics : changes and challenges
- Relationships in the supply chain
- The internationalization of the retail supply chain
- Market orientation and supply chain management

- Rethinking efficient replenishment in the grocery sector
- The development of e-tail logistics
- Transforming technologies : retail exchanges and RFID
- Definition, Activities included in Logistics Management, Logistics Role in the Economy and the Organization

Prescribed text:

- Supply Chain Management In The Retail Industry : Michael Hugos, Chris Thoma
- From Mind To Market : Reinventing The Retail Supply Chain : Roger D. Blackwell.
- Purchasing and Supply Chain Management by Monczka, Trent and Handfield: Thompson Press
- Designing & Managing the Supply Chain by David Sinchi – Levi & Others

References:

- Strategic Logistics Management by Stock & Lambert
- Logistical Management by Bowersox & Closs
- Logistics & Supply chain management; cases & concepts by Raghuram & Rangraj

DDYPR3.4

RETAIL SHOPPERS BEHAVIOR

Objectives :

- Balancing behavioral concepts, research findings, and applied marketing examples to explain the relevant concepts upon which the discipline of consumer behavior is based.

Scope

- Retailing History ,The Birth of Modern Consumption
- Consumption, Signs and Symbols
- Management of the arena of retail consumption ,
- Diversity in the Marketplace.
- Consumer Research.
- Market Segmentation.
- The Consumer As An Individual.
- Consumers In Their Social And Cultural Settings.
- The Consumer’s Decision Making Process.
- Consumer Influence and the Diffusion of Innovations

References:

- Why We Shop: Emotional Rewards and Retail Strategies Jim Pooler
- Why We Buy: The Science of Shopping, Paco Underhill
- Managing Retail Consumption, Barry J. Davies, Philippa Ward.
- Consumer Behavior: Leon Schiffman, Leslie Lazar Kanuk

DDYPR3.5 STRATEGIC ISSUE IN RETAILING AND RURAL RETAILING

Objectives:

- Basic objective of the course is to familiarize students with basic strategic issues in retail and the issues involved therein.
- The basic objective of the course paper is to understand the environment in which the rural market operates.
- The inherent problems associated with it and also strategies, which can be successfully adopted.

Scope:

- Introduction: Retail Marketing Strategy - An Overview of Differential Congruence
- Multiple Layers of Retail Competition
- The Changing Retail Population and Managerial Implications
- Intermarket Shopping Behavior
- Downtowns, Shopping Centers, and Local Clusters: The Retail Evolution
- From Market Potentials to Capitalization
- Adjusting Retail Marketing Strategies to Consumer Behavior
- Heterogeneity of Retail Markets
- Retail Marketing Strategy Alternatives
- Developing and Measuring the Store Image
- Retail Image Perceived by Different Constituencies and the Congruence Factor
- Human Resource Management in Retailing
- Developing a Retail Communication Mix
- Merchandise Mix Development
- Pricing Strategies for Retailers
- Retail Information Management Systems and the Emerging Information Technology
- Understanding the rural market environment and Issues in rural retailing
- Rural v/s urban marketing
- Problems in rural marketing and Rural marketing strategy
- Rural marketing v/s marketing of rural products
- Analysis and presentation of case on issues in rural marketing (group exercise)

References:

- Rajagopal, 1998. Rural marketing: Development, Policy, Planning and Practice, Jaipur: Rawat Publications
- Strategic Marketing for Success in Retailing A. Coskun Samli
- Gopalswamy, T. P. 1997. Rural Marketing: Environment Problems and Strategies, New Delhi : Wheeler Publishing
- Rajagopal, 1993. Indian Rural Marketing: Jaipur: Rawat Publications

- Krishnamachayulu, C.G.S and Ramakrishnan Lalitha 2002. Rural Marketing,Singapore: Pearson Education Pvt. Ltd.,
- Kotler, P. 1985. Marketing for Non-profit organisations, New :Prentice Hall of India
- A. K., 1989, Agricultural Marketing in India New Delhi Anmol Publications

DDYPR3.6 STORE MANAGEMENT AND MERCHANDISING

Objectives

- The objective of the course is to make the student on store operations
- Merchandising and procedures

Scope

- Department Stores
- Mass Retailers
- Supermarkets
- Discounters
- Specialty Clothing Stores
- Home Improvement Centers
- Fast food chain
- In-Home Shopping: Retailing Without Walls
- Merchandise Mix
- Category Management
- Concept of SKU.
- Assortment planning process
- Vendor management and Buying System

References:

- The Retail Store: Design and Construction William R. Green

DDYPR4.1

RETAIL BRAND MANAGEMENT

Objectives:

- Examine all aspect of brand creation
- Understand the role and importance of branding to the Retailer and to the consumers
- Critically analyse product and brand portfolios
- Determine the strategic contribution that brands and markets make to a company

Scope

- Introduction to Brands: Products v/s Retail Brands, Anatomy of a Brand, Overview of brand building process in Retail organization, The Growth of Retail Power and the Brand-building Challenge Investing in Store Brands
- Customers and Brands: Understanding Retail brands from the customer's perspective
- Brand Positioning
- Brand Identity: Brand Essence, Brand Personality, Brand Customer Relationships etc.
- Articulating the Brand Identity: Logos, Mascots, Taglines, Packaging etc.
- Executing the Brand Identity through the 4P's
- Executing the Brand Identity through 'Promotion'
- Brand Extensions
- Brand Product Portfolio
- Brand Equity: Development and Measurement
- Managing the Brand Portfolio over time

References:

- Keller, K, Strategic Brand Management, Prentice Hall, New Jersey, 1998
- Aaker, D A, Building Strong Brands, Free Press, 1996
- Aaker, D A, Managing Brand Equity, Free Press, 1994
- Kapferer, Jean Noel, Strategic Brand Management, Kogan Page, 1997
- Gilmore, F Brand Warriors, Harper Collins Business, 1998
- Pran K.Chaudhary(2001), Succesful Branding, Hyderabad: University Press
- Power of Retail Branding Arthur Winters, Peggy Fincher Winters, Carole Paul
- Clicks,Bricks and Brands: Martin Lindstrom, With Don Peppers, With Martha Rogers
- Retail Power Plays: From Trading to Brand Leadership Andrew Wileman, and Michael Jary

Internet References:

- www.buildingbrands.com

DDYPR4.2

INVENTORY MANAGEMENT FOR RETAIL

Objective:

- The objective of the course inventory Management will be to explain the dynamics of inventory management's principles, concepts, and techniques as they relate to the entire supply chain (customer demand, distribution, and product transformation processes). The interrelationships of all functions will be defined. The course concentrates on understanding the many ramifications of inventory management. In today's competitive business environment, inventory management has proven to be most critical

Scope:

- Inventories Control Techniques-ABC Analysis and VED Analysis,
- Order Quantities: E.O.Q., Reorder level, Standard deviation
- Reliability Characteristics and check Techniques, Floating or Process stock, Location and Selection of Warehouses
- Operations of warehouses, Material Handling, Characteristics of good warehousing
- Replenishing Independent Demand.
- Replenishing Dependent Demand.
- Forecasting
- Supply Chain Management.
- Inventory Management Organization.

Prescribed text:

- Inventory Management: Principles, Concepts and Techniques (Materials Management/Logistics Series) John W. Toomey

DDYPR4.3

E RETAILING

Objective:

- If you want to harness your company's strengths to become a leader in your category—and stay in tune with what your customers want—this is the book for you. The course provides a thoughtful approach to retail differentiation. It will help students to understand how retail organization can leveraging technology your strengths to provide experiences that increase customer loyalty.

Scope:

- E-retailing as a format
- Assortment Planning for e-retailing.
- Merchandising for e-retailing.
- Inventory for e-retailing.
- Pricing and Promotional Strategy.
- Profitability.
- Vendor Relations for e-retailing.
- Running a Retail Organization for e-retailing.
- Direct marketing, direct selling and retailing through Vending machines

References:

- E-Merchant: Retail Strategies for E-Commerce: Joanne Neidorf, Robin Neidorf

DDYPR4.4**RETAIL SALES TECHNIQUE****Objective :**

- To delineate the areas in which sales and front office people make decisions
- To analyse decision alternatives and criteria in these areas
- To provide a detailed understanding of “ Customer Handling Skills”

Scope:

- An overview of Sales Management, personal setting and salesmanship
- To understand the importance of distribution management
- To study and learn personal setting skills
- Creating the Salesforce.
- People, Process, Technology, and Performance.
- Hiring the Best, Terminating the Rest
- Training for Results.
- Sales Force Compensation. : Strategy and the Firm.
- Sales Force Organization and Architecture.
- Sales Forecasting and Sales Planning.
- Motivating Salespeople and Performance Evaluations.
- The New Selling: From Communicating Value to Creating Value.
- The New Purchasing World: How Value is Reshaping Purchasing Decisions. Responding to the New Buying Reality: The Three Emerging Selling Modes.
- The New Transactional Selling:
- The New Consultative Selling
- The New Enterprise Selling:

References:

- Rethinking the Sales Force: Redefining Selling to Create and Capture Customer Value
- John DeVincentis, Neil Rackham
- Retail Success!: Increase Sales, Maximize Profits, and Wow Your Customers in the Most
- Competitive Marketplace in History George Whalin
- Winning At Retail: Developing a Sustained Model for Retail Success Willard N. Ander,
- Neil Z. Ster
- Sales Management – Decisions, Strategies and Cases- Cundiff, Still and Govoni (PHI)
- Sales Management-Concepts, Practices and Cases-WJ Stanton and RH Buskiak

DDYPR4.5 FINANCE IN RETAIL AND RETAIL AUDIT**Objective:**

- To provide inputs for a strategic overview, since costs are a key differentiator in the international world and in Retail Sector

Scope:

- Cost Classification, Cost Benefit Analysis with reference to Strategic Business Decision Making in Retail Sector. Analysis of different cost in Retail sector like Advertisement Cost.
- Value Analysis and Value Engineering, Wastage Control, Business Process Re-engineering, Total Quality Management, Total Productive Maintenance, Cost Reduction and Control
- Analysis of Financial Statement and its importance in Retail sector.
- Product Life Cycle Costing
- Activity Based Costing and Target Costing
- Value Chain Analysis and Long Term Cost Management
- Consumer Finance
- Hire Purchase and Installment System
- Tools and techniques to manage inventories as per IFRS and GAAPS.
- Retail Audit and Management

Reference:

- Charles T. Horngren – Cost Accounting
- Financial Management –My Khan & PK Jain

DDYPR4.6 FINAL PROJECT

- The student will work independently on a project in one of the areas of systems management in the final year of their M.B.A. program. They will work under a Faculty Advisor for the entire year and publish a thesis.

MBA in International **Business** **Management**

INTERNATIONAL BUSINESS MANAGEMENT

DDYPIB1.8 INTRODUCTION TO INTERNATIONAL BUSINESS & MANAGING INTERNATIONAL BUSINESS ORGANIZATION

Objectives:

- To focus on emerging business environment in India and the world.
- To bring out the importance of international business and to analyze global business principles and practices with reference to various Indian firms.
- To understand the range of strategic options open to companies competing internationally.
- To understand differences between societies and national culture and how this affects the choices open to organizations operating in different environments and more specifically the various functional areas of Management.

Scope:

Introduction To International Business

- Considering the importance of International Business in general and that of products and business practice in Indian environment in particular, the course will flow in many parallel streams.
- Introduction to international business.
- Major decisions in international business.
- International business environment and assessing political risks.
- Barriers to international trade.
- Methods of entering international business.
- International strategic alliance.
- Strategy making in international business management.
- Competitive advantage.

Managing International Business Organizations

- Managing in a changing environment and in multinational context.
- Management of international organizations.
- Country evaluation and selection; organizational structure and control.
- Organizational culture and Management styles.
- A different approach to international management.
- An international firm, a multi domestic firm, a transnational firm, a global firm.
- International aspects of functional roles of management -
- Management of fianance & accounting, HR, and Marketing

Prescribed Text :

- International Business – A Strategic International Marketing, Black.
- International Business, Dr. Francis Cherunilam
- International Business, Sundaram and management approach, Allen Rugman.
- Managing a Multinational Enterprise, Christopher Bartlett & Sumantran Ghoshal.
- Competitive Global Management, Alkhafaji Abbas.

References :

- International Business Issues and Concepts, Reed Moyer.
- International Business, Dr. R. Chandran.
- International Business, Micheal Czinkota, Micheal Moffet.

DDYPIB2.7 INTERNATIONAL TRADE OPERATIONS.**Objectives :**

- The objective is to familiarize the participants with Export Import Regulations EIR as prevailing.
- A study of Exim Policy will also enable the students to know about various export incentives.
- To familiarize the students with documentations and procedural requirements of International Business.

Scope :

- Introduction: Who can import and Export, What can be imported and Exported, Prevailing EXIM Policy highlights.
- Export Procedures: General excise clearances; Role of clearing and forwarding agents; shipment of export cargo; Export credit; Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks.
- Export Documentation : Pre-shipment, Post-shipment.
- Import Procedures & Documentation: Import licensing policy; Actual user licensing; Replenishment licensing; Import-export pass book; Capital goods licensing;
- Export Incentives: Overview of export incentives-EPCG, Duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation.
- Trading Houses: Export and trading houses schemes – criteria, procedures and documentation; Policy and procedures for EOU/FTZ/EPZ/SEZ units.

References:

- Cherian and Parab: Export Marketing, Himalaya Publishing House, New Delhi
- Government of India: Handbook of Procedures, Import and Export Promotion, New Delhi.
- Rathod, Rathor and Jani: International Marketing, Himalaya Publishing House, New Delhi.
- Export – Import manual, Nabhi Publication, New Delhi
- Government of India: Export-Import Policy, procedures, etc. (Volumes I, II and II) New Delhi

**DDYPIB3.1 MANAGING INNOVATION FOR VALUE CREATION
& INTELLECTUAL CAPITAL****Objective:**

- To understand the commercialization of new product innovations through various management methods, tools, practices, and strategies
- To help students identify and design practical, implementable, action-oriented solutions to product development
- To understand the importance of institutionalized knowledge and learn to manage it for competitive advantage.

Scope:

- Organization Learning – Developing Capabilities for Learning, Experimentation, Innovation
- Building business under Sustaining and Disruptive Conditions
- Innovation strategy – Design and Development of innovation System in Organizations
- Managing the Innovation Process – Internal / external customers of innovation, conflicts due to poor coordination between product development, strategy formulation, and implementation, Culture, Customers and Managing Global R&D networks within a large Firm in a Changing industry
- Diffusion of Innovation process
- Problems in Bringing New Revolutionary Products to the Market
- Integration of New Technology and Paradigms, Choice of Customers, How to Deploy Innovation Across the Organization
- Role of Standards in Competitive Strategy RBV and Knowledge
- Knowledge Creation and Dialectics
- The Knowledge Creating Company
- From Managing to Enabling Knowledge
- Knowledge Management and Global Competition
- Inter and Intra Organization Knowledge Creation

- Knowledge Management in Strategic Alliances

Prescribed text:

- Argote, L. Organizational learning: Creating, retaining, and transferring knowledge. Boston, MA: Kluwer Academic, 1999.
- Brooks, F. The mythical man month. Reading, MA: Addison-Wesley, 1995.
- Buder, R. Engines of tomorrow: How the world's best companies are using their research labs to win the future. New York: Simon & Schuster, 2000.
- Burt, R. Structural holes. Cambridge, MA: Harvard University Press, 1992.
- Carmel, E. Global software teams: collaborating across borders and time zones. Upper Saddle River, NJ: Prentice Hall PTR, 1999.
- Christensen, C. The innovator's dilemma. Boston, MA: Harvard Business School Press, 1997.
- Foster, R. Innovation: The attacker's advantage. New York: Summit Books, 1986.
- Ikujiro Nonaka and Hirotaka Takeuchi, Hitotsubashi on Knowledge Management.

Internet References:

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

DDYPIB3.2 INTERNATIONAL FINANCIAL MANAGEMENT

Objectives:

- To introduce the basic tools techniques of managing the Corporate Finance Functions in an International Context.
- To understand key areas of finance within an International Environment.
- To explore the traditional areas of Corporate Finance from the perspective of MNE

Scope:

- To identify and exploit opportunities to make money from currency arbitrage.
- Understand the factors which drive exchange rates and in particular how spot and forward exchange rates are related to interest rates and inflation rates.
- Identify and exploit opportunities to make money from covered (and uncovered) interest arbitrage.
- To understand and learn the types of foreign exchange risks faced by exporters / importers and MNEs.
- To understand the basic features of the major derivative instruments available for currencies: forwards, futures, options and swaps.
- To appreciate the differences between the major derivative instruments, and identify types of exchange rate risk which may be hedged using specific derivatives.

DDYPIB3.3 INTERNATIONAL MARKETING & STRATEGIC ISSUES IN GLOBAL MARKETING

Objectives:

- To familiarise the students with the theoretical base for International Marketing.
- To enhance the students understanding of International Marketing Environment and Strategies.
- To enable students to develop skills.
- To make Strategic and Operational Marketing Decisions in the context of different, complex marketing environments.
- Assess marketing opportunities by analyzing customers, competitors and strengths and weakness of the company.
- To develop skills needed to formulate and critique complete marketing programs including product, price, distribution and promotion policies
- To understand marketing strategy in the global context

Scope:

- Introduction to International Marketing
- Major Decisions in International Marketing
- International Marketing Environment
- Methods of Entering International Markets (Entry Strategies)
- International Marketing Research
- Product – Promotion Decision
- Pricing Decisions
- Distribution Decisions
- Export Management
- Export Procedure
- Preshipment Documentation
- Terms of Payment in Export
- Inco terms
- Analyzing Marketing problems and cases
- Analyzing different global contexts and marketing opportunities
- Segmentation, differentiation and Positioning Strategies
- New product launch; marketing strategies
- International PLC management
- Brands-Local v/s global; managing brand equity
- Pricing strategy
- Measurement and control systems for marketing

Prescribed text :

- Strategic International Marketing by Philip R. Cateora (Homewood I.L.: Dow Jones – Irwin)
- International Marketing – Analysis and Strategy by Sak Onkvisik and John J, Shaw (P.H.I.)
- International Management by P. Saravanvel
- Market-Based Management: Strategies for Growing Customer Value and Profitability: Roger Best, Prentice hall, 3e
- Product Management: Lehmann and Winer, McGraw Hill, 2006, 4e
- Marketing Strategy: Boyd and Larreche, Tata McGraw Hill, 4e

Internet References:

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

**DDYPIB3.4 MERGERS ACQUISITIONS MBO AND OTHER
CORPORATE RESTRUCTURING****Objectives & Scope:**

- Introduction to M&A – what is it, what are the major drivers of M&A both domestic and international, who are the major players in the M&A landscape, what value does a banker bring to the transaction, rules governing M&A and whether they protect shareholders
- Strategic and Practical considerations: process timeline for M&A transaction, how are M&A ideas generated, process from origination to closing, role of synergies in M&A analysis, importance of pro-forma “merger consequences” analysis, important tactical considerations before approaching a potential target role of Foreign Institutional Investors in M&A
- Valuation Basics: how is a company valued, purpose of valuation analysis including stand – alone value, synergy value and break-up value, role of marketplace dynamics in valuation, factors that cause intrinsic and realizable value to diverge.
- Due Diligence: how do you conduct effective due diligence? Who should you talk to? What should you ask for? What is the target likely to be looking for in terms of Confidentiality and Agreement s? What should you be looking for in the great morass of documents produced? Who is responsible for what-how can accountants, bankers, consultants, and lawyers help? How do the result of due diligence impact valuation?
- Financing Decisions: How does the transaction get financed? What macro and micro factors impact M&A financing? What are the major financing alternatives from senior secured debt to high yield? How will an acquisition company’s debt rating, EPS and stock price and why does it matter?
- Transaction Structures: What forms can a transaction take and how do they differ? What is a tender offer? What is the difference between a one-step and two-step deal? How do tax factors influence the choice of transaction structure/

- Anatomy of a Merger Agreement: What are the basic components of the Merger Agreement? How does the Merger Agreement relate to the due diligence process? How do you “protect” a friendly deal from interlopers (i.e., lock-ups and “no-shops”)?
- Restructuring Options: What are the alternatives available to the firm to “unlock” shareholder value, including mechanics of the divestiture process and maximization of after-tax proceeds, straight sale, leveraged joint ventures, letter stock, rights offerings, spin-offs, Morris Trusts, spin-outs, and split-offs? When should a firm consider “going private”, including mechanics of an LBO, what constitutes a good LBO candidate and exit strategies for the LOB?
- Takeover Defense: What makes a company vulnerable? What are the major “defense” mechanisms and how do they work? How do you launch a hostile bid? How are the recent SEC and FASB “rules” likely to change the “hostile” landscape?
- Gaughan, Mergers, Acquisitions, and Corporate Restructurings (Wiley)
- Reed & Lajoux, The Art of M&A: A Merger Acquisition Buyout Guide (McGraw-Hill)
- Copeland, Koller & Murrin, Valuation: Measuring and Managing the Value of Companies (Wiley University Editions)

References:

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

DDYPIB3.5

GLOBAL SOURCING

Objectives:

- To help students understand managerial issues in global sourcing decisions.
- To appreciate how appropriate sourcing decisions can lead to competitive advantages in global markets

Scope:

- Problems in global sourcing
- PEST and impact on global sourcing decisions
- Decisions on using sourcing brokers v/s developing direct relationships with suppliers
- Decision on single v/s multiple suppliers
- Managing relationships with suppliers who have become competitors
- Cross-Cultural issues
- Balancing global risks and returns
- Product development partnerships and balancing needs of OEMs, ODMs and suppliers
- Logistics in sourcing decisions

References:

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

DDYPIB3.6

**INTERNATIONAL NEGOTIATIONS AND
CORPORATE GOVERNANCE IN GLOBAL MARKETS**

International Negotiations

Objective:

- To develop students' critical understanding of bargaining and negotiating behavior in an international business context via an appreciation and evaluation of the extent and effects of cross-cultural differences in negotiating styles

Scope:

- Understand the nature and process of negotiations
- Techniques for effective negotiation through simulations of business negotiations
- How to positively frame/reframe problems in cross-cultural settings
- How to generate creative alternatives when confronted with difficult problems
- How to recognise and deal with perceptions/assumptions in cross-cultural settings
- How to establish a positive negotiation climate
- How to establish common ground and move from positions to interests
- How to promote credibility and build long-term relationships
- How to deploy and positively use power during a negotiation
- How to achieve win-more / win-more deals
- How to prepare for a negotiation

Prescribed text:

- Lane, H.W. and DiStetano J. (1995) Kiss, Bow or Shake Hands. Managing Cultural Differences. "INTERNATIONAL MANAGEMENT BEHAVIOR", Second Edition. PWS Kent Publishing Co
- Lewicki R.J., Litterer J.A. and Minton J.W. (1993) "NEGOTIATION: READINGS, EXERCISE AND CASES". Second edition. Irwin, Boston

Internet References:

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

Corporate Governance in Global Markets**Objective:**

- To highlight how firm value depends on corporate governance practices and investor protection around the world

Scope:

- Requirements of independent directors on the Board – USA, EU norms
- Sarbennes-Oxley implications
- Director's Duties
- Liability for accounts
- D & O and directors' indemnities
- Implications of Whistleblower's act
- Corporate governance and investor protection
- Proxy contests
- Executive compensation
- Determinants of Board Effectiveness
- Governance in Bankruptcy – role of the Board in financial distress
- Shareholder and institutional activism
- Corporate pyramids, Tunneling and Financial development – Dual class share, pyramids, value of shareholder votes, evidence on tunneling

Prescribed text:

- The course instructor will supply reading material

Internet References:

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

DDYPIB4.1 EXIM**Scope:**

- Export formalities: -
- Basic requirements in Exports- IEC, BIN, EDI
- Terms of Shipment – Ex-works, FOB, C & F, CIF, CIFC, FRANCO
- Custom Clearance Formalities
- Export Incentives

- Duty drawback,
- Advance License,
- DFIA, DEPB, EPCG
- Export Documentation: -
- Pre-shipment: Proforma Invoice, Packing List, Shipping Bill, Inspection Certificate
- Post-Shipment: Commercial Invoice, Bills of Exchange, Bank Realization Certificate, Certificate of Origin, Bills of Lading/ Airways Bill- Costing and Pricing
- Terms of Payment: Advance Payment, D/P, D/A
- Letter of credit
- Import Formalities
- Export Finance Scheme:
- Pre-shipment Credit
- Post shipment Credit
- Insurance: Credit Risk Coverage
- ECGC Schemes
- FOREX Market in India
- Exchange Rate Mechanism
- FEMA (Foreign Exchange Mgt Act) Related Exports

References:

- How to Import: Nabhi Publications
- How to export: Nabhi Publications
- Export & Import Mgt: Asim Kumar: Excel book
- Export & Import ocumentation: K. S. Jain: Himalaya Publications

DDYPIB4.2 INTERNATIONAL FINANCIAL MARKETS AND INVESTMENT BANKING

Objectives

- To provide an in depth knowledge of trading instruments in Foreign exchange as well as in money markets from cash, options, swaps, futures, forwards, FRA's etc.
- To provide an overview of foreign exchange and money markets that will serve as a stepping-stone for future managers.

Scope:

- Functioning of money markets and foreign exchange
- The roles of Central Banks, Commercial and Investment Banks, Corporations, and Brokers.
- Money Markets Instruments :
- Cash related instruments – coupons / zero coupons bearing instruments

- Money Market Derivates on exchange and OTC
- Foreign Exchange instruments:
- Transaction instruments – spot and forward transactions
- Foreign exchange derivates – currency futures – swaps – options

Prescribed text:

- The Foreign Exchange and Money Market Guide by Julian Walmsley
- New Financial Instruments by Julian Walmsley (John Wiley and sons 1998)
- Options futures and other derivatives by John C. Hull (Prentice Hall press 1997)

DDYPIB4.3 INTERNATIONAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Objective:

- Understand global supply chain strategy and planning
- Identify and avoid potential pitfalls in global operations
- Have a clearer vision of supply chain trends and developments in key market areas
- How to gain competitive advantage from improved operations

Scope:

- Global Supply Chain Management
- Element of Supply Chain Management for Global Operation
- Changes, challenges and opportunity of SCM in Global Operations
- Supply Chain Management Operation:
- Global Distribution System Management
- Transportation Management
- Warehouse Management
- Inventory management
- Customer Service Management
- Supply Network Development
- Information Technology Management for Global Logistics
- Performance Management and Evaluation in Global Logistics
- Organizational Structures for Global Logistical Excellence
- Strategic Framework for Global Logistics

Prescribed text:

- Global Operations and Logistics: Text and Cases by Philippe-Pierre Dornier, Ricardo Ernst, Michel Fender, Panos Kouvelis
- Logistics & Supply Chain Management by Sunil Chopra
- Logistics and Distribution System by Dr. D.K Agrawal
- Logistics and Supply Chain Management by Dr. D.K Agrawal

Internet References

- www.logisticssupplychain.org

DDYPIB4.4**INTERNATIONAL LAW****Objectives:**

- To develop an appreciation of legal issues impacting business operations.
- To highlight the consequences of non-compliance by companies.
- Awareness of major legal issues related to the business of company.
- To address major legal aspects of international business and trade.

Scope:

- Protecting and licensing intellectual property
- Contracts and joint ventures.
- Legal issues in M&A.
- International securities markets.
- The legal aspects of the employment relationship as they relate to protection of trade secrets, wrongful termination, discrimination and sexual harassment
- Products liability.
- Fair competition, anti-trust laws and ethical issues
- Business disputes, pros and cons of litigation and alternative dispute resolutions like arbitration and mediation
- Legal structure of the WTO
- International trade regulation including tariffs, quotas, and non-tariff barriers
- The most-favored-nation obligation
- Free trade areas and customs union
- The national treatment obligation
- International trade in services and intellectual property

- Labour and environmental regulation
- Dispute settlement processes of the WTO and their implications for national sovereignty.
- Legal framework of research, licensing, and commercialization of new technologies in entrepreneurial and other settings
- Liability and regulatory implications of innovative business models and new products
- Different forms of business organizations available and the fiduciary duties of officer & directors

Prescribed text:

- International Economic Relations- Jackson
- (3rd Edition)- West, International Economic Relations Supplement- Jackson 95-West
- International Law, Das Hari Hara (A), National Publishing House, 2003
- International Law, Diwan Paras (A), Deep & Deep, 1998 4th

DDYPIB4.5 GLOBAL PROJECT MANAGEMENT

Objectives:

- To understand the basics of project management
- To understand the role of project management in deriving a competitive advantage globally
- To use soft ware tools to improve project management decision making

Scope:

- Concept of Project Management
- Selection of Site in Various Countries, Global Logistics Considerations
- Financial Analysis
- Materials Planning – Procurement, Storage, Disposal
- International Sources of Finance
- PBRT/CPM for Monitoring and Control of Projects
- Managing International Projects
- Software Tools in Project Management

Prescribed text:

- Project Management – A Managerial Approach, Jack Meredith and Samuel Mantel
- Other Readings
- Total Project Management, Stalworthy and Kharbanda, Gower Publications
- Project Cost Control for Mangers, Bill Tompkins, Jaico Publishing
- Global Project Management Handbook, Cleland, David and Roland Gareis
- Project Management – A Systems approach to Planning, scheduling and controlling, Harold Kerzner, Van Nostrand Reinhold, New York

- Manual for Industrial Feasibility Studies, UNIDO Publications

Internet References:

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

DDYPIB4.6 FORMULATING & IMPLEMENTING STRATEGIES FOR MULTINATIONAL CORPORATIONS

Objectives:

- This course is designed to address the creation of competitive advantage in multinational corporations.
- This course provides participants with a conceptual and practical understanding of the strategies and organizational challenges facing MNCs.
- Cases used in the course companies of all sizes, from entrepreneurial ventures to long-established large multinationals. Coverage spans USA, Europe and Asia. As a result, students will be exposed to a wide range of business environments, from politically unstable economies to G8 countries.

Scope:

- Host Country – MNC Relations
- The Competitive Advantage of Nations
- Global Economies of Scale/scope v/s localization
- Globally Coordinated Strategies Intent and Maneuvering
- Building Global Value Added Chains and Activity Architecture
- Adapting the Multi-Domestic Strategy to a Globalizing World
- Internationalization – The First Steps
- Regional Product Launch Strategy
- Global Growth Strategy
- Expanding Through Cross-Border Alliances, Mergers and Acquisitions
- Transitioning from a Multi-domestic to a globally integrated company
- In addition to cases, students are expected to submit a project to deepen understanding of this course.
- Students will analyze a global company's business model-identifying the company's value proposition, global core competencies, and resource allocation as well as how and where global competitors are attacking this business model.

Prescribed text:

- Business Environment – Salim Sheikh
- International Business – R. Chandran
- Competitive Advantage – Micheal porter
- The value chain revolution – Rajananda Patneik

Internet References:

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

DDYPIB4.7**FINAL PROJECT**

- The student will work independently on a project in one of the areas of international business management in the final year of their M.B.A. program. They will work under a Faculty Advisor for the entire year and publish a thesis.

MBA in Banking & Insurance Management

BANKING AND INSURANCE MANAGEMENT

DDYPBI3.1 RISK MANAGEMENT & LIFE INSURANCE UNDERSTANDING

Objective:

- To make the students understand the basics and techniques of risk management
- Understanding the concepts of risk management would prepare the students to assess the risks & decide on its acceptance
- Once having decided to accept, the next step in underwriting will be to price the risk-knowledge of risk management will help a student to suitably discount the premium
- The objective of the course is to impart sound understanding of the Role, Standards, Principles of Individual & Group Lives and practice of the Life Insurance Underwriting. The inter relationship of underwriting to firm's Solvency, Key Factors Affecting Insurability, Regulatory Aspects and Role of Reinsurance in Underwriting and latest developments in Risk Appraisal.

Scope:

- Risk Management
- Introduction to concept of risk, hazard and peril, Concept of tolerable limits and downside, Concept of risk, Process of Risk Management, Risk Perception, various tools used to perceive a Risk, Organization Charts, Flow Charts, and Accounting Methods
- Exposure Analysis, Check Lists, DOW index, Fault Tree, Event Tree
- HAZOP studies, safety audit
- Introduction to the process of Risk evaluation and concept of Probability, what is PML, (just the concept) Decision Making Criteria
- Importance of valuation of a risk, concept of Sum Insured and how to fix the Sum Insured
- Introduction to the process of Risk Control, Loss Prevention, various methods
- Techniques of Risk Retention, captives and methods of Self Retention
- Risk Transfer Mechanisms
- Life Insurance Underwriting
- Significance of pricing fundamentals
- Underwriting Basics- Organization of Underwriting- Underwriting Philosophy & Guidelines - Sources of underwriting information - Making an Underwriting decision
- Physiological systems, diseases and extra risk calculation, extra premiums etc.
- Group Life Insurance Underwriting.
- Technology in Underwriting.
- Genetics and Life Insurance Underwriting.

Prescribed Text:

- Risk Management and Insurance: Vaughan and Vaughan
- Risk Management: a publication of the Insurance Institute of India
- Guide to Risk Management: Sagar Sanyal
- Loss prevention in process industries: Lees
- Skipper & Black : Life & Health Insurance
- George Rejda: Principles of Risk Management & Insurance.

DDYPBI3.2 LEGAL AND REGULATORY ASPECTS OF BANKING AND INSURANCE**Objective:**

- To familiarize the students with various laws and regulations applicable to Insurance Business

Scope:

- Definition and Sources of Law
- Judicial set-up in India
- Banking & Insurance as a Contract
- Doctrines of Banking & Insurance & their Legal Implications
- Insurance Act 1938- Important provisions
- Indian Banking Laws
- IRDA Act 1999:
- Composition, Power, Functions and Duties of IRDA
- IRDA regulations relating to:
 - i. Licensing of Insurance Agents
 - ii. Registration of Insurance Companies
 - iii. General Insurance Re-Insurance
 - iv. Assets, Liabilities and Solvency Margins
 - v. Insurance Advertisements and Disclosure
 - vi. Life Insurance Re-insurance
 - vii. Investment Amendments
 - viii. Insurance Surveyor's & Loss Assessors
 - ix. Third Party Administrators
 - x. Protecting of Policy Holders Interest
- Licensing of Brokers
- Other Important legislations:
 - i. Grievance Redressal Rules and Insurance Ombudsman
 - ii. Consumer Protection Act 1986
 - iii. Salient provisions of Indian Stamp Act

- iv. Indian Limitation Act
- Indian Evidence Act

Prescribed Text:

- Taxmann's: Insurance Law Manual
- Universal: Insurance Laws
- Rajiv Jain: Insurance Law & Practice
- M.N. Srinivasan: Principles of Insurance Law
- Avtar Singh: Laws of Insurance
- IC-24: Legal Aspects of Life Insurance

DDYPBI3.3 INTERNATIONAL BANKING AND FINANCE

Objective:

- To understand the concepts and broad activities of international banking and finance besides studying developments in India in this context.

Scope:

- Evolution of the foreign exchange markets
- Methods of payments
- International remittance
- Concepts and techniques
- Remittance in practice
- Correspondent banking
- Processing clean instruments
- Reconciliation of nostro accounts
- Transaction pricing
- Opportunities in correspondent banking
- Mirror accounts
- Estimating exchange profits
- International banking department
- Dealing room & treasury operations
- Basics of exchange rates
- Forward transactions
- Basics of merchant rates
- Exchange rate arithmetic
- Forward contracts & swaps
- Financial futures and options-ii
- Risk management in foreign exchange
- Financing international trade

- The knowledge bank

Prescribed Text:

- Rupnarayan Bose – Fundamentals of International Banking
- Sharma R.D.- international banking; contemporary issues, new delhi. Himalayas Publishing Housing 1992.
- Apte P.G – international Finance: A business perspective, new delhi, Tata McGriwHill 2003
- Verma B.P.- international Finance; theory and practice, Mumbai, allied publishers 2002
- Sharma. V.- international Financial management , new Delhi,prentice-hall of India 2000

DDYPBI3.4

SERVICE MARKETING

Objective:

- To recognize the vital role that services play in the economy and its future
- To familiarize them with various key issues in services marketing
- To introduce Marketing Mix Strategies.

Scope:

- Introduction to services Management, Nature & Types of services, Scope of services.
- The services marketing triangle, the understanding of Company, Employees and Customers
- The services Marketing mix, Four I's of Services; Services are different from Products marketing; Consumer Behavior in Services; Service Quality-integrated Gaps Model of Service quality
- Understanding customer expectations and perceptions through market research
- Building customer relationships through segmentation and retention strategies, service recovery; Delivering service-physical evidence & services cape & delivering through intermediaries
- Employees role in service delivery, Customers role in service delivery; Employees as Internal customers as well as Suppliers & how that affecting delivery of services.
- CASE STUDY - Group of Students need to Select an organization – different positions and work profile – how these fits in service marketing triangle and affects delivery of services to customer.
- Managing service promises, service positioning, Integrated Marketing Communications and Pricing; Managing Demand and Capacity

References:

- Services Marketing-M.K. RAMPAL & S.L. GUPTA

DDYPBI3.5

RURAL INSURANCE AND MICRO CREDIT

Objective:

- To understand the basic concept and perspective-operationla aspects of micro finance.
- To understand the impact of insurance on rural sector.

Scope:

Rural Insurance

- Agriculture(crop insurance) & weather insurance
- Agricultural pumpset insurance
- Insurance of cattle
- Insurance of poultry and ducks
- live stock insurance
- Insurance of micro animals
- Janata Personal Accident & Gramin Accident insurance
- Horticulture & plantation insurance
- Farmer's package (kisan package) insurance
- Aquaculture (shrimp and prawn) insurance
- Re-insurance of agriculture risks

Micro Credit

- Micro credit concepts and overview
- Features of Micro credit
- character, capacity and capital-3 C's of micro credit
- traditional informal micro credit and consumer micro credit
- Micro credit lending models
- Impact of micro credit on economy
- Challenges of micro credit
- case study

Prescribed Text:

- Micro finance perspective and material-Mcmillan Publishers
- Introduction to rural finance, insurance and law: Rural insurance by Andrew Brown

DDYPBI3.6

QUANTITATIVE METHODS FOR BANKING & FINANCE

Objective:

- To bridge the gap in providing useful concepts of mathematics and statistics in banking and insurance sector.
- To provide a better insight into the concepts like time value of money, differential calculus, statistical measures and probability theory.

Scope:

- **Index Numbers**
Concept and usage, construction, types, aggregate and relative method of constructing, chain base, test of consistency: time of factor reversal and circular test, quantity and value index nos. for agricultural, industrial production, retail prices. consumer price index nos. for industrial workers. for urban non-manual employees, agricultural labourers. Index nos. for security prices etc.
- **Population and sampling:**
Concept, types, types of errors, estimation point and interval estimates, standard error, estimated population mean: testing of hypotheses: null hypothesis, alternative hypothesis, decision criterion, critical region, type 1 & 2 error, level of significance, test based on large sample for means and proportions.
- **Statistical Application In Finance**
Cost value profit analysis (using linear programming), project evaluation (using probability), inventory models (E.O.Q. levels), receivables management (probability), time series and forecasting, simulation (using Monte Carlo method)
- **Economic Indicators**
GDP, real growth in GDP price level inflation rate, money supply, index for agricultural production, electrical generation, infrastructure, external economic indicator, annual budget, fiscal deficit, external debt, debt service ratio.
- **Time Value For Money**
Time value of money and interest rate, simple interest and compound interest, future value, present value, discount rate, total future and present value of annuities sum of constant growing cash flows IRR, NPV, interest rates compounded more than once a year. Stated annual rate and effective annual rate perpetuity and its present value, annuities with frequency other than with which the interest is convertible, redemption on loan.
- **Statistical Application In Investment Management**
Expected return from shares (using probability), measuring total risk from individual shares (standard deviation), partitioning risk into systematic and unsystematic component (using co-variance), measuring risks of portfolio (co-relation) to draw conclusions regarding share prices (using testing of hypothesis)

Prescribed Text:

- Quantitative techniques by C .R. Kothari
- Quantitative methods for banking and finance- Dr. A. S. Ramasastrri

DDYPBI4.1 MERCHANT BANKING AND FINACIAL SERVICES

Objective:

- To understand permissible banking activities and to understand the role of RBI as a regulator.

Scope:

- Merchant banking: nature and scope- origin of merchant banking;
- Investment banking
- Regulation of merchant banking activity
- Project preparation and appraisal
- Design of capital structure
- SEBI guidelines for public issues
- Pre issue management – coordination, marketing and underwriting post issue management
- Security credit rating
- Financial Services - Credit Rating - Factoring and Forfeiting - Leasing and Hire Purchasing - RBI guidelines for NBFCs - Credit Cards - Securatzation of debts - Housing Finance

Prescribed Text:

- Relevant text of SEBI guidelines
- Merchant Banking & Securities Management – M.A.Kohak
- Merchant Banking- H R Machiraju

DDYPBI4.2 MONEY AND CAPITAL MARKET

Scope:

- Money market , fixed income or debt market , definition , instruments , call money , notice money , term money , repos , commercial papers , certificate of deposits , inter-corporate deposits, treasury bills , bonds and securities , government dated securities and debentures , Primary and secondary markets.
- Organization of the money market , institutional framework , Primary Dealers, Banks , Brokers , Mutual Funds , Insurance Companies , Provident Funds ,Negotiated Dealing

- System ,Real Time Gross Settlement . Regulatory framework, dealing and settlements, Risk management
- Interest rates , determination of interest rates , theories of interest rate determination , factors influencing interest rate movements , money supply , concepts of money supply , interest rate movements and portfolio decisions , Hedging mechanism , Portfolio modifications
 - Monetary Policy , Definition , Evolution of Monetary Policy in India ,
 - Instruments of Monetary Policy, Qualitative and Quantitative Measures, Bank Rate Cash Reserve Ratio , Statutory Liquidity Ratio , Repurchase Agreements, Effectiveness of Monetary Policy, Challenges in the emerging global environment
 - Capital markets, organization of capital markets, primary market, secondary market , dealing and settlements , cash market , derivatives , futures and options, institutional framework
 - Regulatory framework, Primary and secondary markets, Stock exchanges, Determinants of pricing, FII activity and the markets, Outlook for the market , Determinants of capital markets movements
 - Concepts in equity portfolio management, Important ratios, Earnings , Book value , Price earnings ratio, Dividend yield, Benchmarks, Sectoral movements , Company and industry analysis, Fundamental Analysis , Technical Analysis, Modern Theory of Price Determination
 - Functions of money and capital markets in an economy, barometer of the economy ,business and industry , resource mobilization , investments , wealth creation, global linkages

References:

- Merchant banking and securities management-M.A.Kohak other relevant text of SEBI guidelines

DDYPBI4.3 CUSTOMERS RELATIONSHIP MANAGEMENT IN BANKING AND INSURANCE:

Objective:

- To understand the utility of CRM in modern organization.

Scope:

- Introduction - Definition of CRM; Emergence of CRM; CRM process framework; relation parities; CRM programs. Effects of liberalization on CRM-Knowledge management and winning markets through effective CRM.
- Technological tools for CRM- data mining for CRM; changing patterns of E-CRM, solutions in the future; framework for deploying value of customers in an organizations;

E-CRM deriving values of Customer Relationship; implementing a technology based solutions.

- Implementing CRM- optional allocation rules for CRM; measuring the effectiveness of relationship marketing; past, present and future of CRM
- Characteristic of good customer satisfaction survey-contact management; organizing for CRM
- Relationship management in B2B commerce
- CRM in Banking and Insurance and other services- status of CRM in India; benefits of implementing a CRM system; CRM in Banking and Insurance
- CRM strategies-strengthening relationship that lead towards increased business CPA firms; Winning strategies and processes for effective CRM in Banking

References:

- CRM at the speed of light, Paul Greenberg, Tata McGraw-hill
- CRM by Jagdish N Shet and Atul Parvatiya, Tata McGraw-hill

DDYPBI4.4 HRM IN BANKING AND INSURANCE

Objective:

- To understand the functions of human resources manger's role and functions of HR manager in B & I

Scope:

- Human resource management- nature, scope and objectives – organization of human resource departement- functions of human resource mangement- human resources manger's role and functions of HR manager in B & I sectors-HR planning and development
- Personal policies- in B & I sectors-job analysis & design- recruitment & selection-orientation & palcements-training & development-performance appraisal & job-evaluation- remuneration& incentives-promotions & transfer-motivation- comparative study of service condiditons in financial institutions, insurance comapnies industries & government/semi- government sectors.
- Participative management- employee communication- employee welfare-employee safety & health-industrial relations-ethics, & human Resource Management Human Resource Audit.
- Human Resource Management in Banks & Financial institutions- personal [policies in scheduled banks, commercial banks co-operative banks & other financial institutions like UTI, ICICI, HDFC etc. CRM in Banking and Insurance institutions.
- HRM in Insurance sector- personal policies in LIC,G.I.C and other insurance cos- CRM in insurance sector

- Corruption, frauds, scams in financial institutions- their effect on investors, shareholders and the society- the role of vigilance department in controlling corruption and frauds-disciplinary actions.
- Case studies.

References:

- Scientific Management- Taylor F. Harper & Brothers, New York, 1911
- Principles & practice of management- Terry C.R.Homewood, III, Richard Irwin, 1960
- Principles & practice of management- L.M.Prasad, S. Chand and sons
- Management challenges for 21st century- Peter Drucker.

DDYPBI4.5

BANKING AND RETAIL FINANCE

Objective:

- The Course is designed to provide the student with adequate knowledge about banking and its products, the retail banking segment and the processes for managing retail credit.

Scope:

- Introduction to Retail Banking: Concept of Retail Banking, Main Subsets Of Retail Banking, Definition and Characteristics of Consumer Banking-Change in Bankers' Perception about Retail Banking and Acceptance of Retail Banking as Risk Diversification Tool- Difference Between Retail Banking, Private Banking and Priority Banking- Segmentation- Reasons for Boom in Retail Banking. Economics of Retail Explosion- Threats of Retail Boom- Importance of Retail Banking to Indian Economy- Non Banking Finance Companies- Chit Fund- Company Deposits- Retail Chains of Consumer Products- Installment Credit Advantages of
- Bank Finance.
- Retail Products and Channels: Opening of Various types of Bank accounts. All Channels e.g.- Branch Banking-Distribution Channels- Traditional Banking vs. Branch Banking- Technology Based Channels-ATM- Tele Banking- Internet Banking- Kiosk Banking- Advantages & Disadvantages- Types of Retail Banking Products & Services- Savings Avenues- Payment Facilities- Annuities- Mutual Funds- Asset Side Products- Loans- Productive & Consumption Purpose- Consumer Credit Bill Finance to Individuals Products- Major Subsets- Auto Loans- Home Loans and White Goods Loans, Education & Personal Loans & Limits Characteristics- Lifestyle-Related Products- Plastic Money Products- Origin & Evolution- Types- Characteristics- Credit Cards- Meaning & Definition; Operation of Credit Cards- Mechanism of Credit Card Operation- Advantages/Benefits of Credit Cards to Banks, to Cardholders & to Merchant Establishments; Profitability; Disadvantages Of Credit Card- Other Types of Cards, Such as, Debit Cards, Cheque Cards, Smart Cards etc- Advantages & Disadvantages- Other

- Liability Products, Asset Products- Secured/Unsecured-Third Party Products- Other Products (Demat).
- Recent Trends in Retail Banking: Alternate delivery channels- Customer Relationship management vs. Customer Interaction management (CIM)- Technology as differentiator- International Trends and Tools. Regulatory Aspects-Microfinance-Urban Retail Products-Factoring.
 - Facilities Management: Payment and Settlement Systems in India & abroad (US & Europe-CHIPS, CHAPS, FedWire, TARGET & CIPA etc) Clearing House: Manual, MICR, High Value & National Clearing, Clearing Corporation of India Ltd. Etc. Emerging New System: ECS (Debit & Credit) EFT, MEFT, RTGS; LERM, Remittances through non-banking Channels, etc. Remittance Channels; INFINET, BANKNET, SWIFT etc. Risk Factors for Payment Systems, International Standards on Payment Systems, Role and Concern of Central Bank and Participants, Cost Reduction Exercise.
 - Product Management: Concept of Product Management-Role of Innovation in product designing-Positioning-Customer needs assessment- Segmentation- Enhancements-Feedback- Branding- Promotions and schemes.
 - Sales and Distribution Management: Direct Sales- Strategy of Marketing and Sales in Banks- Relationship Management- CRM-Customer Protection Laws- Customer Satisfaction-Cross-Channel Selection and Channel Management- DMA, DSA-Empanelment of Channel Partners- Monitoring a Channel Partner- Integrity-Performance Management- Productivity Rewards.
 - Personal Banking: Concept of Private Banking- Private Banking in Indian banks- Why Private Banking- Private Banking in New Generation Bank – HNI Products- Non Resident Indians & Their Accounts with Indian Banks- Investment Opportunities Available to NRIs in India-Wealth Management- Meaning and Constituents of Wealth Management- Advisory Role- Functions & Responsibilities- Financial Planning & Financial advisory responsibilities- Fiduciary role.
 - Securitization: Evolution of NPAs management in Indian Banking- New tools of recovery- DRTs, Lok Adalat, One time settlement, sarfaci Act, Follow up of defaultants/recovery- notices, visits NPA Clarifications, OTS-Asset Securitization Act-Meaning and importance as a Risk Transfer/Diversification Measure-Legal framework- Advantage & Disadvantages- Procedure of Recovery Under the Act-Sell Down-Buy Out-Risk Diversification Tool- Rating of a pool- Recent Regulatory Guidelines- Problems of implementation in Indian Environment- RBI Guidelines on recovery agents.
 - Credit and Risk Management: What is Risk-How Banks are affected by Risks- Types of Risks Faced by Banks- Impact of Retail Banking on Bank's Risk Profile- Risk Prone Area-Indicators of Risk-Risk Mitigating Measures-Risk Measurement-Pricing of Products Based On Risk Profiles-Management of Risks in Banks- Definition-Credit Vs. Risk-Risks Involved in Various Segments- Validation of Ability/Intention to Pay Credit Process (Including Scoring, Outsourcing)- Verification of Loanes- Validation of Ability/Intention to Pay, Verification of Loanes by Internal Agencies and Outsourcing- Legal Documentation- Need, Process and Time Schedule-Risks Involved in Various Segments of Retail Loans- Operational Risks- Operational Risks Management Strategies- Operational Risk and IT-Delinquency Management-Provisioning Norms-Disaster Recovery Management- Portfolio Management- Credit Bureaus.

- Regulatory Environment: Need for Regulation In Banking, Internal Regulation-RBI-Business Facilitator-Model-External Regulation-Know- Capital allocation and risk assignment norms- End user monitoring- Basle Norms- Sarbanes Oxley- Business Continuity Management, AML.

References:

- Retail Banking: ICFAI
- Web Sites Recommended:
- <http://www.rbi.org.in/home.aspx>
- and all official websites of Banks and NBFC's

DDYPBI4.6

FINAL PROJECT.

- The student will work independently on a project in one of the areas of international business management in the final year of their M.B.A. program. They will work under a Faculty Advisor for the entire year and publish a thesis.

MBA in Health & Hospital **Management**

HEALTH & HOSPITAL MANAGEMENT

DDYPH1.8

EPIDEMIOLOGY AND BIOSTATISTICS.

Objectives:

- To familiarize the students with basic concepts of epidemiology and biostatistics.
- To understand the importance of statistical applications in epidemiology.

Scope:

- Introduction to epidemiology.
- Basic measurements and uses of epidemiology.
- Dynamics of disease transmission, Descriptive studies.
- Measurement of morbidity and mortality.
- Sampling and survey methods.
- Analytic studies in Case control method.
- Analytic studies in Cohort method.
- Intervention Studies.
- Sources of Epidemiology data surveillance.
- Statistical associations and causality : role of chance, bias and confounding.
- Epidemiology and public health policy: screening for disease.
- Statistical applications in epidemiology.
- Types of variables.
- Presentation of data.
- Summary statistics
- Measures of spread.
- Qualitative data.
- Quantitative data.
- Measures of Central tendency.

Prescribed Text.

- Principles and Concepts of Epidemiology, Springer Publications.
- Textbook, of Biostatistics Mahajan.

DDYPH2.1 MANAGEMENT OF NATIONAL HEALTH PROGRAMMES

Objective:

- To understand various National Health Programmes from their need , their present status to future developments and propositions.

Scope:

- Introduction to the course.
- Brief outline of health situation in India.
- Health sector in development planning in India after Independence.
- Organisation network for health and family welfare services at the centre, state, district and block level.
- Health programmes in India: National Malaria Eradication Programme, Filaria Control Programme, T.B. Control Programme, Leprosy Eradication Programme, Guineaworm Eradication Programme, Iodine Deficiency Disorder Control Programme, Diarrhoeal Diseases Control Programme, Blindness Control Programme, STD Control Programme, AIDS Control Programme, Cancer Control Programme, Diabetes Control Programme, Family Planning Programme, Universal Immunisation Programme, Child Survival and Safe Motherhood Programme, Nutrition Programmes, Integrated Child Development Scheme, Water Supply and Sanitation Programme, Minimum Needs Programme.

Prescribed Text:

- Preventive and social Medicine by Park
- National Health Programmes by S.L.Goel

DDYPH2.2 HEALTH POLICY AND ADMINISTRATION

Objective:

- To understand the public Health System and Health Administration in India.

Scope:

- Introduction
- Historical growth of public policy in health and medical care. Health in the Indian constitution and its significance for administration; health status of the Indian people.
- Health Administration in India
- Health administration in India. Health administration in central and state level directorates and administrative ministries — their authority and functions.
- Health Policy in India

- Health policies in India — National Health Policy, Population Policy, Drug Policy, Medical Education Policy.
- Primary Health Care
- Primary Health Care — philosophy and approach, selective primary health care, experience of voluntary sector organisations in the implementation of primary health care.

Prescribed Text:

- Preventive and social Medicine by Park
- National Health Policies by S.L.Goel

DDYPH2.3 ORGANISATION AND ADMINISTRATION OF CLINICAL SERVICE

Objective:

- To understand role, composition and management of clinical services in hospital services.
- To study planning, designing, organization and management of various diagnostic, ambulatory and other clinical service department.
- To familiarize with management of medical and paramedical staff.

Scope:

- Organisation of Clinical Services
- Role of clinical services in the hospital services system.
- Approaches to organising clinical services for hospitals of different sizes, scope and ownership.
- Composition and role of clinical committees — Infection Control Committee, Ethics Committee, Death Review Committee, Committee on Re-use of Consumables, Clinical Performance Committee
- Contracting of clinical services.
- Planning and Management of Clinical Service Departments
- A detailed study of the principles and practices of functional planning, design, organisation, management and evaluation of the following ambulatory, diagnostic, therapeutic and rehabilitation services
- Ambulatory Services: Outpatient services. Casualty and emergency services. Day care.
- Diagnostic Services: Clinical laboratories. Blood bank.
- Diagnostic radiology. Radiation therapy. Nuclear medicine. Diagnostic endoscopy. Neuro Lab.
- Therapeutic Services: Surgical facilities — Operation Theatre. Labour and delivery suites.

- Non-invasive cardiology. Cardiac catheterisation laboratory. DSA.
- Endoscopy. Pulmonary medicine.
- General speciality services — obstetrics and gynaecology, paediatrics, orthopaedics.
- Nursing Services: General and special nursing units. Ward management.
- Isolation facilities. Intensive care units. Nurseries.
- Rehabilitative Services: Physical medicine and rehabilitation. Physical therapy.
- Occupational therapy. Speech and hearing therapy.
- Recreational therapy.
- Professional Staff Management
- Selection of consultants. Delineation of clinical privileges. Management of junior doctors. Management of paramedical staff. Nursing service administration.
- Evaluation of clinical performance — peer group reviews.

Prescribed Text:

- Principles of Hospital Administration and Planning by Sakharkar
- Healthcare system and management by S.L.Goel

DDYPH2.4

MATERIALS MANAGEMENT

Objective:

- To understand meaning and value of materials management in health and hospitals.
- To understand basic concepts like role of computers, functional areas of material management, analysis of material cost in hospital.
- To understand price and quality considerations, tendering procedures in material management department.
- Understanding and developing appropriate strategy for materials and inventory management.

Scope:

- The Materials Function
- Definition, scope and importance of materials management. Objectives of materials management.
- Analysis of materials costs.
- Integrated approach to materials management. Functional areas of materials management.
- Parameters for judging the efficiency of materials function Documents used in materials function.
- Material identification codes.
- Role of computers in the materials function.
- Operations research techniques in the materials function.
- Stores Management
- Responsibilities and functioning of stores. Types of stores in hospitals.
- Location and layout of stores. Stock verification techniques. Control of pilferages.
- Inventory Control Techniques Purchase Management
- Objectives and responsibilities of the purchase function. Vendor evaluation techniques.
- Price and quality considerations. Tendering procedures.
- Rate contract purchasing. Purchase of capital equipment.
- Lease finance and deferred payment facilities. Legal aspects of purchasing.
- Import Procedures and Pricing Terms
- Letter of credit.
- Duty of customs
- Maintenance Management
- Maintenance of equipment. Inventory control of spares. Maintenance contracts
- Disposal of Waste and Scrap Value Analysis
- Calculation of vaccine requirements.

Prescribed Text:

- Introduction to material management by J.R.Tony, Stephen Chapman, R.V.Ramkrishnan
- Material Management by A.K.Chitale, R.C.Gupta

DDYPH2.5 R & D MANAGEMENT & KNOWLEDGE PROCESS OUTSOURCING

Objective:

- To understand R & D procedures and KPO industry in Healthcare in India

Scope:

- Role of R & D in Healthcare industry
- Importance of Indian Traditional medicine to global healthcare industry
- Importance of technology in Surgeries
- Innovative research for rural healthcare and development
- Comparitives between Indian and global medical tourism Industry
- Quantitative and qualitative research sampling
- Importance of IT in healthcare industry
- Emerging KPO globalization Scenario
- KPO in healthcare-1. Quantitative and qualitative research sampling 2. Research design by Sigmon Fraud 3. Healthcare outsourcing in India 4. Medical Transcription

Prescribed Text:

- Business Process Outsourcing by Sarika Kulkarni
- Outsourcing by Nicholas C. Burkholder
- Strategic Outsourcing by Maurice F. Creaver

DDYPH3.1 ORGANISATION AND ADMINISTRATION OF SUPER SPECIALITY SERVICES AND FACILITY SERVICES

Objective:

- To understand the classification, special requirements, planning and management of super speciality services.
- To familiarize general planning considerations, engineering services , environmental safety and equipement management.

Scope :

Super-Speciality Services

- Introduction: Classification of super-speciality services and sub-speciality services; special requirements of super-speciality departments; general factors to be considered in planning super-speciality services; organisation and management of various super-speciality departments within a multi-speciality hospital.
- Planning of Super-Speciality Facilities: Planning and management of the following categories of super-speciality hospitals/medical centres — Cardiac, Neurology and Neurosurgery, Orthopaedics, Oncology, Rehabilitation, Teaching hospitals.

Facility Services

- Introduction: General considerations in the planning and design of medical buildings; approaches to the organisation of engineering and maintenance services in a hospital; contracting of facility support services.
- Engineering Services and Utilities: Electrical system; water supply and sanitary system; air-conditioning and fresh air systems (HVAC); fire protection systems; centralised medical gas system; telecommunication system; transportation system; illumination.
- Environmental Control and Safety: General environmental control; infection control; radiological health; accidental injury prevention programme; occupational health; solid waste management; hospital safety programmes; bomb threat; alarm system; disaster preparedness; code blue procedures.
- Equipment Management: Hospital equipment control system; selection and maintenance of equipment; instrumentation evaluation; instrument control; preventive maintenance programmes.

Prescribed Text:

- Principles of Hospital Administration and Planning by Sakharkar
- Healthcare system and management by S.L.Goel

DDYPH3.2

FINANCING OF HEALTH SERVICES

Objectives:

- To study public and private sector financing pattern in health services.
- To understand various health insurance patterns globally and in India.

Scope :

- Public sector financing. Central government, State government and Local bodies,
- Five Year Plan resource allocation financing patterns. Source of finance. Areas of financing. Beneficiaries of government financing.
- Health insurance: social insurance patterns in different countries. Social insurance in India: Employees State Insurance Scheme, CGHS, etc.
- Health cooperatives experiments. Private sector financing: non-profit facilities
- Financing pattern for profit health care institutions and corporate sector. Fee for services and reimbursement of medical expenditure. Analysis of medical expenditure pattern in India.

Prescribed Text:

- Helfert Erich, Techniques of Financial Analysis
- Principles of Hospital Administration and Planning by Sakharkar

DDYPH3.3 PHARMACEUTICAL MANAGEMENT**Objectives:**

- To study the hospital pharmacy administration and management
- To study in detail about drug store and its management.

Scope:

- Hospital pharmacy- history and development, duties of hospital pharmacists
- Pharmacy and therapeutic committee- objectives, composition, function
- Hospital Formulary- contents, preparation, functions
- Purchasing procedure, storage and control
- Dispensing of controlled substances
- Central sterile services- advantages , plans, location, sterilization and disposal of surgical materials.
- Medical gases- its therapeutic uses, coding and care etc
- Introduction to pharmacy practice- pharmacy trade or profession and reorientation from product to patient.
- Code of ethics for a pharmacist
- Channel's of distribution- wholesaler and retailer with their roles, classification, functions
- Risk management and insurance policies

Reference:

- “ Principles an methods of pharmacy management” Smith,Lea and febiger.
- “ Drug store and management ” Nolen and Maynard
- “ A Textbook of pharmacy management ” Tomiski

Internet Reference:

- www.healthsystems2020.org/userfiles/file/Chapter_10.pdf

DDYPH3.4 HEALTH EDUCATION & COMMUNICATION**Objective:**

- To study the process of the Communication for health Education
- To give brief introduction about need of health education

Scope:

- Introduction to health education and communication
- Health Education – Nature and Scope
- Essentials of health education with reference to functions of health education such as change in knowledge, behavior, habit, attitude etc.
- In brief aims and objectives of health education with reference to changing concept
- Significance of health education with its role in health delivery system
- Principles of health education
- Basic role of healthcare providers in relation to health education
- Different approaches of health education such as – Regulatory approach, Service approach, primary healthcare approach, health education approach
- Which are the models of health education with its significance
- Detail information about the contents of health education
- How to practice health education through various methods
- Recommendations for better health education
- To study in brief the communication process in practicing health education
- Functions of health communication in relation to health education.
- Different types of communication and barriers of communication

Prescribed Text:

- Preventive and social medicine by Park
- Health Education- Theory and Practice by S.L.Goel

Internet Reference:

- heapro.oxfordjournals.org/content/15/3/259.
- ntiindia.kar.nic.in/healthedn.htm
- www.hecca.org/

DDYPH3.5 LEGISLATION FOR HEALTH AND HOSPITAL**Objectives:**

- To understand the legal terminology, legal procedures, related to health and hospital.
- To study different aspects of laws and regulations with penalties for offences.

Scope :

- Legal processes and procedures. Legal terminology. Basic understanding of criminal law and civil law. Relevant provisions of Indian penal code law of torts law of contract, law of evidence, trust laws, commercial law.
- Consumer protection act. Organ transplant act. Medical termination of pregnancy act. Regulation of pre-natal diagnostic tests. Registration of births and deaths act. Mental health act. Drugs and cosmetic act. Rules relating to blood bank. Rugs and magic remedies act. Bombay nursing home act. Indian medical council act,.
- State medical council homeopathic medical council act, 1989. dentist act. Nursing council act, laws relating to communicable diseases.
- International health regulations. Notifiable diseases, vaccination certificate. List of diseases under international surveillance. AIDS bill, epidemic diseases act. Laws relating to environment protection. Environmental protection act, 1986. the air (prevention and control of) pollution act 1981, international standards of drinking water. Food and drug law: the prevention of food adulteration act.
- Laws on baby foods. The drugs price control order. Laws relating to vital events: central birth and death registration act, child marriage restraint bill, international certificate of death.
- Concepts of consent, confidentiality and medical negligence, medico legal cases, attendance in court. Important cases and special problems.

Prescribed Text:

- Preventive and social medicine by Park
- Principles of Hospital Administration and Planning by Sakharkar

DDYPH3.6

QUALITY MANAGEMENT

Objectives:

- To study applications of Quality principles in Indian hospitals and healthcare systems

Scope :

- Evolution of the quality assurance, total quality management, continuous quality improvement. Need for Quality Management initiatives in health care.
- Theories and principals of Quality Assurance: Deming's principles, Juran Trilogy,
- Kaizen, Philip Crosby's principles. Tools of Quality Management: Improvement techniques, planning techniques, measurement techniques.
- Benchmarking for Quality Standards: Training for quality. NABH objectives, standard and implemenatation methodology.
- Leadership issues. Selection of pilot projects. Quality circles. Quality initiatives in
- Indian Health Care Organisation.

Prescribed Text:

- Total Quality Management by Subburaj
- Quality Management in healthcare by S.L.Goel

Internet Reference:

- <http://www.nabh.co>

DDYPH4.1

APPLIED EPIDEMIOLOGY

Objectives:

- To familiarize the students with basic concepts of epidemiology

Scope:

- Principles of epidemiology
- Epidemiology and clinical medicine
- Epidemiological approaches
- Measurements of epidemiology
- Types of epidemiology
- Concept of screening
- Investigation of epidemics
- Uses of epidemiology
- Health planning and management
- Application of social science in medicine

Prescribed Text

- PSM by Park
- Principles and concept of epidemiology by Spriger publications.

DDYPH4.2**HOSPITAL PLANNING.****Objective:**

- To study in detail planning process from Pre-feasibility to Architectural design and project management.

Scope :

- Introduction: evolution of hospital planning, need for planning health care facilities, health care facility planning in India.
- The planning process: Pre-feasibility and feasibility studies, project appraisal, composition of a planning team, sources of finance, site selection, selection of architect and other consultants, tender documents.
- Architectural design: functional and space programming, hospital design, departmental layouts, inter-relationships between services, utilities planning, liaison with agencies for HVAC, medical gases, CSSD, etc.

Prescribed Text:

- Modern trends in planning and designing of hospitals by Shaktikumar Gupta
- Hospital planning and management by G.D. Kundar .The student will work independently on a project in one of the areas of Hospital Management in the final year of their M.B.A. program. They will work under a Faculty Advisor for the entire year and publish a thesis.

DDYPH4.3**FINAL PROJECT**

- The student will work independently on a project in one of the areas of Bioinformatics management in the final year of their M.B.A. program. They will work under a Faculty Advisor for the entire year and publish a thesis.

MBA in Pharmaceutical Industry Management

PHARMACEUTICAL INDUSTRY MANAGEMENT

DDYPP1.8 INTRODUCTION TO PHARMACEUTICAL BUSINESS ENVIRONMENT.

Objectives:

- To familiarize students with dynamics of Indian pharmaceutical market and its position as producer and consumer of pharmaceutical products.
- To develop an appreciation of global pharmaceutical business environment.
- To learn and appreciate the issues confronting individual firms in Indian competitive landscape.
- Familiarize student with assessment process by which they can identify product characteristics, promotional strategies, and manage for long term profits.
- To understand issues arising during implementation of marketing strategy in the pharmaceutical industry.

Scope:

- Characteristics of Indian pharmaceutical market.
- PEST analysis for pharmaceutical industry.
- Drivers of the Indian pharmaceutical market.
- Skills/competencies for individual firms.
- Understanding competitiveness in the pharma sector.
- Analysis of top ten pharmaceutical companies in India and their strategies.
- Merger & Acquisition
- TRIPS
- DPCO

Prescribed Text :

- Pharmaceutical Operations Management, Mohan P.

Internet References:

- www.sebi.gov.in Department of Company Affairs, Govt. of India.

DDYPP 1.10

PHARMACOLOGY

Objectives:

- To familiarize student the basics of Pharmacology
- To make student understand how pharmacology is important for desicion making wrt prescriptions from doctors

Scope :

- Pharmacology
- Microbiology
- Antibiotic , Classification and Antibiotic Resistance
- Pain Management and NSAID

DDYPP2.7 STRATEGIC ISSUES IN PHARMACEUTICAL MARKETING

Objective:

- Familiarize students with assessment process by which they can identify product characteristics, promotional strategy and manage for long-term profits.
- To understand issues arising during implementation of marketing strategy in the Pharmaceuticals industry.
- To provide in depth understanding of how doctors, wholesalers, retailers and patients manage and cope with health issues.

Scope:

- Analyzing primary data from survey of doctors, patients, retailers etc
- Analyzing market opportunities
- New product introduction
- Competitive Positioning Strategies
- Perceived value pricing, value pricing.
- Strategic issues in promotion and distribution
- How brands create value, managing brand equity
- Measurement and control of marketing performance.

Prescribed text:

- Kotler, Philip, Marketing Management: Analysis, Planning, Implementation, and Control Latest Edition, Prentice Hall

- Best, Roger J., Market-Based Management – Strategies for Growing Customer Value and Profitability (3rd Edition), Prentice Hall
- Lehmann, Donald R. and Russell S. Winer, Product Management (2005 4th Edition). McGraw-Hill/Irwin.

Internet References

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)
- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

DDYPP2.10

SALES MANAGEMENT

Objectives:

- To delineate the areas in which sales executives make decisions
- To analyse decision alternatives and criteria in these areas
- To provide a detailed understanding of “ Customer Handling Skills

Scope:

- Overview of Sales Management, personal selling and salesmanship
- Sales Organizations
- Study and learn personal selling skills
- Appreciate importance of recruitment & selecting sales personnel.
- Understand the importance of sales budget, sales quotas & sales territories.
- Sales Forecasting and methods of Sales Forecasting.
- Types of Customer

References:

- Sales Management – Decisions, Strategies and Cases- Cundiff, Still and Govoni(PHI)
- Sales Management-Concepts, Practices and Cases-WJ Stanton and RH Buskiak
- Sales Management, Decision, Strategies and Cases- Richard R Still

DDYPP3.1

CONSUMER BEHAVIOR IN PHARMACEUTICALS

Objectives:

- To provide in depth understanding of how doctors, wholesalers, retailers and patients manage and cope with health issues.

Scope:

- Schema Theory
- Perceptions of Doctors
- How retailers assess companies
- Perception and attitude formation when Doctors are visited by reps and superiors.
- How a company is assessed by wholesalers for demand creation
- Response of family members to Physicians
- Theory of Cognitive Dissonance and applications Pharmaceuticals industry
- Emotions and two-sided arguments including communication of side effects of drugs to doctors

Prescribed text:

- Consumer Behavior concepts and applications:Loudon, David and Albert-Della, Bitta, 4th edition, Tata McGraw – Hill
- Consumer Behavior – Building Marketing strategy, Hawkins, best & Coney, 7th edition, McGraw Hill.

Internet References:

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

DDYPP3.2

BIOCHEMISTRY.

Scope:

- Drug Biochemistry
- Biochemistry of Life-style Diseases Diabetes & Cardiology
- Biochemical Pathways
- Drug Interactions.

DDYPP3.3

PHYSIOLOGY AND ANATOMY.

Scope:

- Central Nervous System
- Cardiovascular System,
- Respiratory System
- Digestive System
- Reproductive System.

DDYPP3.4 NEW PRODUCT LAUNCH, BRAND BUILDING & IN PHARMACEUTICAL

Objectives:

- To familiarize students into how products can be launched from concept to market in a rapid manner.
- To understand practices, theory and practical knowledge through fieldwork and project work.

Scope:

- Concept of a new Product
- Me – too versus new break through molecules
- Re-launching old brands and reconsidering brand assets.
- Market space, gaps and line extensions.
- Product Concept, customer acceptance, new therapy challenges
- How to launch a new product
- Distribution and promotion timing
- Measuring and selling benchmarks
- Investment in new products: brands and molecules
- Status of 10 key new product launches in the last 2 years

Internet References:

- www.sebi.gov.in Department of Company Affairs, GOI (<http://dca.nic.in>)

DDYPP3.5

DISEASE MANAGEMENT

Objective:

- To help students to understand what considerations doctors have while treating various diseases
- To help students understand the line of treatment chosen by doctors while treating various diseases.
- To educate students on Merits and Demerits of different drugs used while treating same disease.

Scope:

- Infectious Disease - Abdominal, RTI, UTI, SSTI etc.
- Cough and Allergy management
- Cardiovascular Disease and Hypertension
- Female Reproductive Disorders
- Endocrine Disorders and Diabetes
- Pain management.
- Anemia and Iron Treatment
- Lifestyle disorders and Management

DDYPP3.6 ADVERTISING FOR PHARMACEUTICALS AND AUDITING PHARMACEUTICAL MARKETS

Objectives:

- To familiarize students with basic concepts of promotion management and examine where and why an ethical brand can go OTC
- Familiarize students with the steps and investment needed to ensure a smooth transformation from a decision to go OTC to actually going to market
- Both Sandoz calcium and Complan advertising cases will be taken to illustrate problems associated with similar decisions.

Scope:

- Going OTC : What it means and the downside of that decision
- Why should companies consider the OTC option? How to take such a decision?
- 5 Ms of Advertising. (Mission, Money, Media, Message and Measurement)
- Advertiser Advertising Agency Relationship
- Social and Economic Effects of Advertising
- Communication models.
- Marketing mix factors and Advertising
- Advertising research

- Cases of Various successful brands after promoting them Over the Counter
- The strategy and its short-term results.
- The risk and the responsibility
- Retail Audit
- Prescription Audit

Internet References:

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)
- Advertising management Texts and cases- U C Mathur

DDYPP4.1 R&D MANAGEMENT AND QUALITY ASSURANCE

Objectives:

- To help students appreciate managerial issues in R & D decisions globally.

Scope:

- Scanning the environment for new research ideas
- Role of top management in nurturing corporate research
- Developing R & D strategy
- Role of IPR protection in globalization of R & D Strategy
- Establishing a global R&D network; Creating and Managing R & D Consortia
- R & D decisions – internal v/s external development of new technology; outsourcing v/s in-house development decisions
- Role of external investment in complementing internal R & D
- Strategic Issues of in-licensing v/s out-licensing; criteria for expediting commercialization of new technology
- Issues in development of novel technologies in early stage ventures
- Technology integration
- Technology transfer issues
- Strategic management of patents
- Quality – An overview
- Quality in Pharma business
- Cost of Quality
- Quality Control & Quality Assurance
- Total Quality Management-An Overview
- Quality Policy
- TQM tools and its Benefits
- QMS in Pharma organization
- Clause 1 to 8
- GMP and QMS

Prescribed text:

- Burgelman, Wheelwright: “Strategic Management of Technology and Innovation”, McGraw Hill, 4th edition

Internet References

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

DDYPP4.2 MARKETING RESEARCH IN PHARMACEUTICALS**Objectives:**

- To help students develop skills in preparing questionnaire, conduct surveys, gather and collate data and analysis for decisions.
- To give students some “hands-on” exposure to analysis techniques that are widely used in consulting and marketing research factor analysis, perceptual mapping, conjoint and cluster analysis.
- To develop an appreciation for the potential contributions and limitations of market research data.

Scope:

- Research design
- Data Collection sources and technique
- Field procedures
- Sampling, non-sampling errors-how they arise and how to reduce.
- Designing Questionnaire
- Sampling procedures – Random and Stratified area sampling methods
- Sample size, experimentation, observations of consumers and training conclusions
- Data Analysis – Anova, regression, multivariate analysis

Prescribed text:

- Marketing Research – Methodological Foundation, Churchill and Iacobucci, 8th edition, South Western (Dryden), 2 coz

Internet References:

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

DDYPP4.3

LOGISTICS AND SUPPLY CHAIN MANAGEMENT FOR PHARMACEUTICALS

Objectives:

- To help students recognize strategic challenges and opportunities for managing supply chains
- To help students become familiar with several supply chain strategies that has been adopted by leading companies world wide.
- Students will learn to use basic tools to assess performance tradeoffs and support decision making

Scope:

- Understanding and managing retailers, wholesalers and distributors
- Selection of CNF agents in Indian market and their assessment
- Restructing and change management
- Measuring customer service from consumer viewpoint – order taking, raising invoice, goods return, rejection / expiry
- Transportation management
- Key Logistics functions – demand forecasting, Planning, Inventory, transportation warehousing, flexible contracting actions.
- Logistics strategy
- JIT enables, JIT philosophy, JIT purchasing, Kanban System

Prescribed text:

- Logistics Management – Baversox
- Production and operations Analysis, Nahmias, Stephen, 4th Edition, Irwin McGraw Hall, 2000
- Foundations of Inventory Management, Zipkin, Paul, Irwin McGraw Hall, 2000
- Designing and Managing the Supply Chain, Simchi-Levietal

Internet References:

- www.sebi.gov.in Department of Company Affairs, GOI (<http://dca.nic.in>)

DDYPP4.4 INTERNATIONAL MARKETING IN PHARMACEUTICALS

Objectives:

- To appreciate intricacies of international marketing practices
- Identify issues in transferability of competitive advantages across borders
- Understand issues in country-entry strategies
- Understand issues in building corporate capability for Global Business

Scope:

- Caution areas in international marketing
- Issues in Emerging markets, how local companies compete with MNCs in emerging markets
- Sources of competitive advantage for late movers
- Global product and brand strategies Adaptation v.s. Standardization
- Country entry strategies – competing across locations
- Role of Gray channels in international markets
- Country of Origin issues
- International retailing

Prescribed text:

- International Marketing: Cateora and Graham; Tata McGraw Hill, 12e, 2004
- International Marketing: Terpstra and Sarathy; Thomson South Western, 8e, 2000.
- Cultures and Organizations: Geert Hofstede; McGraw Hill, 1991

DDYPP4.5 MEDICAL COMMUNICATION, SAMPLING & EVIDENCE BASED MARKETING IN PHARMACEUTICALS

Scope:

- In this course we examine how detailing works and how impact can be created on Doctors when companies make in clinic calls.
- Medical Marketing Communications
- Types of Pharma Communications
- Fieldwork and understanding of theories from Aristotle to Campbell, Plato to Schramm are discussed.
- Brand Positioning, Pay off Line and Power of brand imagery in Communication
- Integrated Marketing Communication

- Communication Skills
- What is Sampling?
- How Sampling works with Doctors?
- How to measure Sampling efforts?
- Techniques of effective Sampling?
- What is “Evidence” in Pharma?
- How Evidence can be provided?
- Do Doctors like Evidence?
- Example of Evidence based Marketing
- Why it works?
- Concluding remarks : Where is Marketing headed?

DDYPP4.6

FINAL PROJECT

- The student will work independently on a project in one of the areas of Pharmaceutical Industry management in the final year of their M.B.A. program. They will work under a Faculty Advisor for the entire year and publish a thesis.

MBA in Biotechnology **Management**

BIOTECHNOLOGY MANAGEMENT

DDYPBT1.8 INTRODUCTION TO LIFE SCIENCES AND BIOTECHNOLOGY & INTRODUCTION TO BIOINFORMATICS.

Objective:

- To familiarize the students with the basic concepts of life sciences and Biotechnology.
- To Familiarize the students with the basic concepts of Bioinformatics.

Scope:

Introduction To Life Sciences And Biotechnology

- Cell Biology, Genetics, Microbiology.
- Levels of organisms and size of organisms.
- Cell theory, Pro karyotic and Eu karyotic cells.
- Organelles; structure and functions.
- Cell membrane, Cell cycle.
- Mitosis and Meiosis
- Karyotyping, Phage genetics, growth of microorganisms, anti-biotics,.
- Application of microbes in various industries.
- Principles of bioenergetics.
- Enzyme kinetics, metabolism and regulation.
- Integrated overview on biotechnology.
- Traditional v/s. Modern Biotechnology.
- DNA, RNA and Protein structure and Functions.
- Gene expressions.
- Enzyme Technology.
- Application of Biotechnology in Industry.

Introduction To Bioinformatics

- What is Bioinformatics.
- Scope of information technology in Biology
- Management Information System
- Impact of technology migration
- Databank, data capture, data analysis.
- Pair wise alignment, multiple alignment, BLAST, FAST algorithm for analysis sequence comparison, accessing databank.
- Protein structure databank and application.

Prescribed Text:

- Biological Sciences, D.J.Taylor, NPO Green and G.W.Stout.
- General Microbiology, H.G.Schlegel.

- Biotechnology, John E. Smith
- An Introduction to Bioinformation Algorithms, Jones.
- Bioinformatics and Molecular Evolution, Higgs.

References:

- Biotechnology-Demystifying the Concepts, D.Bourgaize.
- Biotechnology, A. Borem.

DDYPBT2.7 APPLICATION AND METHODOLOGY OF BIOTECHNOLOGY

Objectives:

- To familiarize the students with the applied concepts of life sciences and Biotechnology.
- To Familiarize the students with the methodology of Bioinformatics.

Scope:

- Recombinant DNA technology-genome library, molecular cloning strategies.
- Hybridoma technology-basics of immunology, Immunization techniques hybridoma and applications.
- Tissue and Culture – Plant tissue culture – primary culture, callus, somoclonal propagation, application.
- Animal tissue culture – basics and techniques, organ culture, application.
- Fermenters, bioreactors, large-scale production, GMP, bioreactor design, facility, scale up.
- Diagnostics – Conventional methods, Molecular and immunodiagnosics – Scope and applications.
- Pharma and agriculture products, new bioproducts, natural origin, tissue culture based products, crop improvement and protection, floriculture, herbal medicine.

DDYPBT3.1 FUNDAMENTALS OF PRODUCTION PLANNING AND CONTROL FOR BIOTECHNOLOGY

Objectives:

- To familiarize the students with the fundamentals of production planning and control for biotechnology.

Scope:

- Process design, Process equipment.
- Procurement of material.
- Water system- air system layout.
- Master formula designing.
- Quality control and quality assurance.
- Animal requirement.

DDYPBT3.2 HUMAN RESOURCES MANAGEMENT IN A HI-TECH ENVIRONMENT**Objectives:**

- To familiarize the students with the Concepts of human Resource management in research and Development or Hi tech environment.

Scope:

- Basics of HRM- Organisational Structure.
- Hierarchical Relationship.
- Selection and Role Matching.
- Performance Appraisal in R&D Environment.
- Motivation.
- Need for counseling in R&D Environment.
- Leadership Styles.

DDYPBT3.3 INTELLECTUAL PROPERTY RIGHTS AND TECHNOLOGY TRANSFER**Objectives:**

- To familiarize the students with the Basic Concepts of Intellectual property rights and technology transfer in Biotechnology sector.

Scope:

- Biodiversity, Identification & Trade mark.
- IPR- International scenario, DNA database, Organised data base.
- New data base creation, access, comparison &
- Identification.

- Pharma related molecules, vectors, cells, engineered
- Sequences.
- Plant species, varieties.
- Process of creation of clones- production of
- Drugs / seeds.
- Legal issues/ safety and security parameters.
- Private & government agencies and their role.

DDYPBT3.4 BIOTECHNOLOGY PLANT MANAGEMENT & SAFETY AND HAZARD MANAGEMENT.

Objectives:

- To familiarize the students with the working of Biotechnology plant management and safety and hazard issues in Biotechnology sector.

Scope:

- Laboratory/ Factory safety Parameters.-
- Biology: Bio safety parameters.
- Choice of biological materials and properties,
- Scale up aspects.
- Physical components: Equipments .
- Electrical.
- Airflow.
- Building – GMP
- Microbial Products- Environmental location aspects Design of buildings.
- Instruments, Process safety- GMP.
- Regulatory clearances.
- Animal and human cell based product-
- Environmental location.
- Design of buildings.
- Instruments, Process safety- GMP.
- Regulatory clearances.
- Plant based products- Environmental location.
- Design of buildings.
- Instruments, process safety-GMP.
- Regulatory Clearances.

DDYPBT3.5

PRODUCT AND BRAND MANAGEMENT

Objective:

- To understand the importance and role of Product and Brand Management in Pharma – Biotech Industry.

Scope:

- Introduction to various concepts of Product and Brand Management.
- Product Mix Decision – Product levels, Product classification, Product Life Cycle.
- New Product development and management, Reasons for New Product failure.
- Consumer Adoption Process.
- Branding – Levels of meaning, Brand Power, Brand equity, Advantages of Branding.
- Packaging and Label – Packaging design, Packaging and Label as a marketing tool.
- Brand Positioning.
- Brand Overtime.

Prescribed text:

- Philip Kotler(2003). Marketing Management: Eleventh Edition, New Delhi: Pearson Education.
- Lehman, DR and Winer, (2002). Product Management, New Delhi: Tata Mcgraw Hill.
- Harsh Verma . Brand Mmanagement, Second Edition, Excel Publication.

References:

- Aaker,D.; Managing Brand Equity.
- Ramanuj Majumdar (1999) Product Management in India. New Delhi: Prentice Hall.
- Pran K.Chaudhary (2001), Successful Branding, Hyderabad: University Press Hill.

DDYPBT3.6

PRODUCTION MANAGEMENT

Objectives:

- To understand the concepts of Production and its applications in industrial situations.
- To familiarize the students with various concepts of Production Planning and Management.

Scope:

- The Production Function – nature and scope, interface with other functional areas like Marketing, Finance, Personnel, Materials.
- Types of Production Systems – Job, Batch and Flow Systems, Assembly Lines, Process Plants, Intermittant and Continuous Production
- Fabrication, Forming and Heat Treatment, Welding; machining and similar processes.
- Plant Layouts- Objectives, Symptoms, of poor layouts, types of layouts – functional, line and static product layouts, group layouts, factors influencing layouts, techniques of optimizing layouts.
- Materials Handling – Objectives, principles and methods of efficient handling, introduction to material handling equipment.
- Problems of Location – Types of locational decisions and factors affecting location, location of manufacturing and service units, location of distribution and retail units, location of procurement centres
- Inventory Management – types of inventory management systems, detailed mathematical treatment of P, Q and MRP Systems, Selective
- Inventory control – techniques like ABC analysis, HML analysis, FSN analysis, SDE analysis etc., make & buy decision.
- Scheduling – objectives, elements of scheduling, master scheduling, priority planning, facility loading, sequencing problem of scheduling.
- Network Analysis – Activity Analysis, Network Diagramming,
- PERT, CPM, Estimation of Schedule statistics, Earliest and latest start
- and finishing times, floats, Cost crashing, Estimation of probability of completion of project in a given time, applications in industry.
- Break Even Point Analysis – concept of break even point, utility of
- BEP analysis in short and long term decision.
- Reliability, Maintenance and Plant Services – objectives, types of
- Maintenance - breakdown and preventive maintenance, introduction to estimation of system reliability, fault tree analysis.
- Quality Control – Total Quality Control, What is quality, inspection, quality control, introduction to control charts & types of control charts - mean, range, proportion defective (P) and (C) charts.
- Emerging Trends – Just-In-Time Manufacturing, Robotics, CAD/CAM/CIM.
- Concepts of productivity – Introduction to Productivity Techniques, Value Analysis, Value Engineering.

DDYPBT4.1 SIMULATION AND OPTIMIZATION IN BIOTECHNOLOGY

Objectives:

- To help students learn and understand simulation and optimization in Biotechnology with practical examples.

Scope:

- Concept of simulation and optimization.
- Linear Programming.
- Decision Programming.
- Replacement Models.
- PERT/ CPM.
- Markov chain.

DDYPBT4.2 R & D MANAGEMENT AND QUALITY ASSURANCE

Objectives:

- To help students appreciate managerial issues in R & D decisions globally.

Scope:

- Scanning the environment for new research ideas
- Role of top management in nurturing corporate research
- Developing R & D strategy
- Role of IPR protection in globalization of R & D Strategy
- Establishing a global R&D network; Creating and Managing R & D Consortia
- R & D decisions – internal v/s external development of new technology; outsourcing v/s in-house development decisions
- Role of external investment in complementing internal R & D
- Strategic Issues of in-licensing v/s out-licensing; criteria for expediting commercialization of new technology
- Issues in development of novel technologies in early stage ventures
- Technology integration
- Technology transfer issues
- Strategic management of patents

Prescribed text:

- Burgelman, Wheelwright: “Strategic Management of Technology and Innovation”, McGraw Hill, 4th edition

Internet References:

- www.sebi.gov.in , Department of Company Affairs, GOI (<http://dca.nic.in>)

DDYPBT4.3 INNOVATION AND KNOWLEDGE MANAGEMENT**Objective:**

- To help students understand concepts, practices, tools and techniques of Innovations and Knowledge management and their requirement in Biotechnology sector.

Scope:

- Concepts.
- Practices.
- Tools and techniques.
- Requirements.
- Transforming India into a Knowledge society.
- Knowledge Management- definition, Scope and Significance of Knowledge Management.
- Techniques of Knowledge Management.
- Difficulties in knowledge Management.
- Managing Innovations in organizations.
- Personal Innovation.
- The RICE MODEL:-responsiveness, Innovation, competency, efficiency.
- The Life cycle of Knowledge management.
- Benefits of Knowledge management.

Prescribed Text:

- Innovation, Technology, and Knowledge Management Series Ed.: Carayannis, Elias G. Knowledge Management, Karl Wiig, Schema Press (1993-5).
- Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions, Madanmohan Rao, Elsevier Butterworth-Heinemann, pp.454 (2004).

DDYPBT4.4

EMERGING TRENDS IN BIOTECHNOLOGY

Objectives:

- To help students learn and explore emerging trends and technology in Biotechnology sector and in medical field.

Scope:

- Stem cell research.
- Tissue Engineering.
- New Drug design and development.
- Combinational chemistry.
- Genomes and proteomes.
- Pharmacogenomes.
- Transgenic Plants- vit-A containing rice.
- Transgenic animals- Third generation vaccines.

DDYPBT4.5

PROJECT MANAGEMENT

Objectives:

- To help students learn the concepts of project Management and its application in Hi-tech Bt projects.

Scope:

- Basic concepts and definitions ,steps in hi-tech BT-projects.
- Goal setting and establishing milestones for BT-projects.
- Network analysis and generic quantitative techniques
- Monitoring of project progress through self and peer assessment.
- Fundamentals of time value of money and cost management.
- Holistic approach to projects- technical and nontechnical dimensions.
- Planning communication- technical and non technical in project management.
- Organisation,Coordination,Integration of different activities in the project.

DDYPBT4.6

FINAL PROJECT.

- The student will work independently on a project in one of the areas of Biotechnology management in the final year of their M.B.A. program. They will work under a Faculty Advisor for the entire year and publish a thesis.

MBA in Bioinformatics **Management**

BIOINFORMATICS MANAGEMENT

DDYPBF2.7

COMPUTATIONAL BIOLOGY

I

Objective:

- To familiarize the students with the basics of complex biological systems
- To study the mathematical models and techniques in bioinformatics

Scope:

- Biological background for sequence analysis
- Distance and similarity: Evolutionary basis for sequence alignment-Concepts of homology and analogy
- Combinatorial problems in biology
- DNA and Protein sequence analysis packages – GCG, EMBOSS
- Pairwise sequence alignment – local alignment
- Global alignment
- Dot plots
- Needleman-Wunsch algorithm
- Smith waterman algorithm
- Scoring schemes & substitution matrix
- PAM and BLOSUM
- Dynamic and Heuristics programming methods .
- Multiple sequence alignment (ClustalW)
- BLAST, FASTA, Entrez and SRS
- Internet resources, tools (NCBI, Medline, primer design) and biological
- Database searching

Prescribed Text :

- Sequence and Genome Analysis by David W. Mount - Cold Spring Harbor Laboratory ;2004
- Fundamental Concepts of Bioinformatics by Dan E. Krane, Michael L. Raymer;Benjamin Cummings Released: 12 September, 2002
- Bioinformatics: A Practical Guide to the Analysis of Genes and Proteins, Third Edition;by Andreas D. Baxevanis, B. F. Francis Ouellette Wiley-Interscience;Released: 15 October, 2004

Objective:

- To familiarize the students with the basics of complex biological systems
- To study the mathematical models and techniques in bioinformatics

Scope:

- Information theory and applications in Biology –Stochastic processes, Markov chains
- Introduction to biological databases- DNA protein databases-NCBI, Genbank, EMBL, DDBJ, Swissprot, PIR. Primary and secondary databases .
- Structural, genomic, cellular, microbial, expression and other related databases
- Methods to predict 3D structure of nucleic acids- rRNA
- Patterns, motifs, rules, consensus in sequences, profiles in Sequences. Secondary databases-prosite, Pfam, PRINTS.
- Predictive methods, pattern searching, evolutionary basis of Sequence analysis, SMART, PRODOM
- Exon-intron finder, sequence logo, gene finding, HMMs for motif searching, metabolic pathway data .
- Biodiversity and phylogenetic analysis (Maximum likelihood, parsimony, nearest neighbourhood methods etc.) .
- Human genome Project, microarray analysis, gene expression Profiling (Cluster analysis, location analysis, footprinting etc.)
- Comparative genomics .

Prescribed Text:

- A Primer of Genome Science, 2nd Edition by Greg Gibson, Spencer V. Muse;Sinauer Associates Released: 01 December, 2004
- Fundamental Concepts of Bioinformatics by Dan E. Krane, Michael L. Raymer;Benjamin Cummings Released: 12 September, 2002
- Bioinformatics: A Practical Guide to the Analysis of Genes and Proteins, Third Edition;by Andreas D. Baxevanis, B. F. Francis Ouellette Wiley-Interscience;Released: 15 October, 2004
- An Introduction to Bioinformatics Algorithms (Computational Molecular Biology);by Neil C. Jones, Pavel A. Pevzner The MIT Press;Released: 01 August, 2004

DDYPBF3.2

CONCEPTS IN COMPUTING AND PROGRAMMING

Objective:

- To understand the fundamental of computing as widely accepted in corporate.

Scope:

- Fundamentals of computing.
- Introduction to operating systems. WINDOWS, UNIX / LINUX
- Comparative advantages of security (hacking, cracking) Installation Portability and programming of operating systems.
- Use of Internet and world wide web, searches on Medline, bibliographic databases.
- Networking-LAN, WAN, MODEM, optical versus electronic networking, security of networks, firewalls.
- Network goals: applications of network, network structure and architecture.
- Hierarchical networks, Ethernet and TCP/IP family protocols, transport protocol design.
- Computer viruses- An Introduction.
- Elements of programming in C – Pointers, Pointers to functions.
- Macros definition.
- Graphs, Data structure-linked list, stack, queue; binary trees, threaded binary trees; file handling, exception handling C.
- UNIX: Unix architecture, Unix file system, Unix commands, Pipes and filters.

Prescribed Text :

- Let us C by Yeswanth Kaetkar VI Edition, 2004 BPB Publication
- Programming in C by E. Balagurusamy Tata McGraw Hill publication
- The complete reference C, fourth edition, 2002 by Schildt Tata McGraw Hill publication

DDYPBF3.3

INTRODUCTION TO DATABASE SYSTEMS

Objective:

- To familiarize the students with data models and database processing

Scope:

- Data abstraction, data models, instances and schemes.
- ER model, entity and entity sets, relationships and relationship sets, ER diagrams, reducing ER diagrams to tables.
- Network data model basic concepts, hierarchical data model basic concepts
- Multimedia databases basic concepts and applications.

- Indexing and hashing, ISAM, B+ tree indexed files, B tree indexed files, static hash functions, dynamic hash functions, text databases, cluster analysis, nearest neighbor search, search using stem numbers, search using text signatures.
- Introduction to distributed database processing.
- Oracle, SQL, Relational database design, oracle architecture, oracle objects tables, views, indexes, sequences, synonyms, snapshots, clusters.
- Database – table space, datafiles, blocks, extents, segments.
- Oracle background processes, PMON, SMON, LWGR, CKPT, oracle instance, startup, shutdown/Init. Ora.control files, oracle memory management – SGA, rollback segments, redo logs/archival, transaction control and locking/dead lock, security, grants, roles, privileges.
- Oracle reports – reports features, full integration with forms and graphics, data model and layout editors.
- Layout objects – frames, fields, boiler plate, anchor, interface Components, report formats, example reports, single query, Multi query, matrix, master-detail etc., user defined columns, PL/SQL interface/ triggers, packaged procedure, Calling report from a form.
- Menu – default menus, custom menus, menu objects, menu, module, main menu, individual menus, sub menus, menu items, menu editor, PL/SQL in menu modules, menu security.
- Visual Basic
- An introduction to computers and Visual Basic
- Problem solving .
- Fundamentals of programming in VB.
- General procedures
- Decisions.
- Repetition.
- Arrays Sequential files1
- Sequential and Random Access files. .
- Introduction to Graphics
- Additional control and objects.
- Database management
- Object oriented programming .
- Communicating with other applications .

Prescribed Text:

- Complete reference Visual basic by Tata McGraw Hill publication.
- Database system concepts by Hanery korth and Abraham.
- Parallel and distributed databases by Wilteach et al.
- Introduction to database systems by J.M. Martin.

Objective:

- To familiarize the students with fundamentals of bioinformatics
- To study the computer intensive simulations , realistic models and predictive methods in bioinformatics

Scope:

- Type of interaction: Conformational principles
- Conformational space: Type of movements: vibration, rotation, translation .
- Torsion angle, Ramachandran Plot- An introduction
- Different levels of protein structural organizations- primary, secondary, tertiary and quaternary.
- Nucleic acids – Introduction, structure of DNA – types-structure and function, carbohydrates-Introduction, monosaccharides, oligosaccharides, polysaccharides, structure and function
- Internal and external co–ordinate system
- Generation of co–ordinates of biopolymer in Cartesian and cylindrical
- Co–ordinate system.
- Potential energy calculations using semiempirical and Quantum
- mechanics, potential energy function
- Electrostatics energy surface generation.
- Methods to predict secondary structures of biopolymers
- Methods to predict three–dimensional structure of proteins and nucleic acids using dynamic programming methods

Prescribed Text :

- Biophysical Chemistry by Charles, R., Cautor and Paul, R., Schimmel, wW.H
- Bioinformatics: A practical guide to the analysis of genes and proteins by Baxevanis
- Computational molecular biology. Sources and methods for sequence analysis by Lesk A.M.
- Introduction to computational molecular biology by Setubal J., Meidanis.
- Proteome research new frontiers in functional genomics by Wilkins M.R., Williams K.L, Appel

DDYPBF3.5 NUMERICAL METHODS AND ENERGY OPTIMIZATION TECHNIQUES

Objective:

- To familiarize the students with numerical methods in bioinformatics

Scope:

- Errors involved in the construction of mathematical of the real physical process
- Errors in the numerical approximation of the mathematical Model (truncation errors)
- Errors in the actual computation using a computer (round off errors).
- Minimization or Maximization of Functions:
- Golden Section Search in One Dimension, Parabolic Interpolation and Brent's Method in One dimension, One – Dimensional Search with First Derivatives.
- Downhill Simplex Method in Multidimensions, Direction Set (Powell's) Methods in Multidimensions, Conjugate Gradient Methods in Multidimensions.
- Randomized Minimization Techniques:
- Monte-Carlo Minimization
- Simulated Annealing
- Genetic Algorithms
- Fourier Transform:.
- Fourier Transform of Discretely Sampled Date, Fast Fourier Transform (FFT)
- Integration of Ordinary Differential Equations:
- Runge -Kutta Method, adaptive stepsize control for Runge – Kutta, Modified Midpoint Method, and other related methods. Methods to solve stiff equations.

Prescribed Text:

- Introductory methods of numerical analysis Prentice hall of India by Sastry S.S
- Numerical methods for Engineers with personal computer applications by Chopra S.C Raman and P.Canale.
- International student Edition numerical methods in science and engineering by Venkatraman M.K

Objective:

- To familiarize the students with fundamentals of DNA processes

Scope:

DNA Replication :

- Enzymes in replication : Gyrase, Helicase, Topoisomerase,
- DNA polymerase I, II and III, DNA ligase.
- Replication fork : events at replication fork, termination of replication
- Types of replication : D loops, rolling circle replication, uni and bi-directional replication.
- Replication of Eukaryotic chromosomes : Multiple forks in eukaryotic DNA

Nucleosomes:

- Structure: Subunits, core particles, Histone octamer, Supercoiling and periodicity of DNA.
- Path of nucleosomes in fibre, Organization of histone octamer, regulations of domains.
- Operons Regulation.
- Lac operon
- Trp operon
- Catabolite repression

Transcription :

- Prokaryotic
- Enzymes (RNA pol. + core factor), Promoter recognition .
- Transcription factors .
- Control of initiation, Termination and Poly A additions
- Eukaryotic
- Enzymes (RNA pol sub units), RNA pol I: bipartite promoter,
- RNA pol II: basal apparatus, RNA pol III: use of downstream and upstream factors
- Termination and cleavage reactions, Rho dependent and independent terminations .
- Regulation of transcription in prokaryotes and eukaryotes.

Translation:

- tRNA: Translational adaptor.
- Ribosomes: Translational factory : ribosomal sites of action, structure of ribosome, mRNA as template.

- Models during translation.
- Initiation factors, Elongation factors, Translocation and Termination
- Comparison of translation in prokaryotes and eukaryotes
- Regulation of Translation in prokaryotes and eukaryotes.

Recombination and Repair:

- Homologous recombination, Non reciprocal, Site specific recombination, Illigetemate recombination
- Excision, Mis match, SOS, Eukaryotic repair system
- Genomes Sequestered in Organelles
- Organelle genomes: Chloroplast Mitochondria.
- Apparatus for Nuclear Splicing
- Lariat formation.
- Spliceosomes and SnRNAs and SnRNPs
- Alternative splicing and junctions and Cis and trans splicing.
- Yeast tRNA splicing involves cutting and rejoining.

Mobile DNA:

- Transposon : IS modules, TnA, Ds, P elements, Tn 10.
- Replicative and non replicative models of transporitin : Transposase and resolvase.
- Multiple Controls and Hybrid dysgenesis.
- Reterovirus and Retroposons : Transduction of cellular sequences,
- Yeast Ty elements, Viral and non-viral super family.
- Recovery of DNA, plasmid, from electrophoretic gels.
- Immobilization of nucleic acids and hybridization analysis.

Prescribed Text:

- Molecular Biology; David Freifelder, Narosa Publishing House,2nd edition (2004)
- Microbial Genetics; David Freifelder, Narosa Publishing House, 2nd edition(2004)
- Principles of Gene Manipulations; S. B. Primrose, R. M. Twyman, R. W. Old, Blackwell Science,6th Edition (2003).
- Gene VIII; Benjamin Lewin; Oxford Univ. Press ,8th edition (2004)
- Advanced Molecular Biology ;R. M. Twyman, 1st Edition , (2003)
- Instant Notes on Molecular Biology; P.C. Turner, A. G. Mclennan, A. D. Bates & M. R. H. White, 2nd Edition (2002)

Objective:

- To understand the basics of PERL.

Scope:

- Introduction and Installation
- Your first program in perl
- Data types: Arithmetic and Logical operators.
- Conditionals and Loops.
- List and Arrays
- Working with files.
- Regular Expression and Pattern Matching
- Hashes
- Functions and Subroutines
- Advanced features in Perl: Advanced functions and operators, files and Directories, System Interaction, Using Perl's command line tool, References and Structures, Using Modules .
- Using Perl for CGI.
- Application of Perl in Biotechnology:
 - Transcription
 - Translation
 - Finding the repeat sequence
 - Finding Motifs
 - Inter conversions of different sequence file formats
 - Generation Random DNA.
 - Analysis of DNA sequence
 - Separating and annotation.
 - Parsing annotation arsing
 - PDB file
 - Parsing BLAST output

Prescribed Text:

- Perl in nutshell -Ellen silver –Oreilly publications(1999)
- Perl cookbook -Tom Christiansen - Oreilly publications(1999)
- Perl in 24 hours –Clinton pierce - SAMS(2000)
- Solution and examples for Perl Programmers by Nathan Torkington and Tom Chistiansen
- Network Programming with Perl 1st Edition by Lincoln Stein.

Objective:

- To make the students aware with the concepts of molecular modeling
- To understand the concepts of drug designing and developing essential skills for modeling new drug molecule

Scope:

- Introduction to the concepts of molecular modeling. Molecular structure and internal energy
- Application of molecular graphics
- Energy minimization of small Molecules
- Empirical representation of molecular energies.
- Use of force fields and the molecular mechanics method
- Local and global Energy minima- An introduction
- The techniques of molecular dynamics and Monte Carlo.
- Simulation for Conformational analysis.
- Ab initio and semi empirical method.
- Macromolecular modeling.
- Design of ligands for known macromolecular target sites
- Drug – receptor interaction. SAR/QSAR studies
- 2-D and 3-D data base searching,3
- Pharmacophore identification and novel drug design.
- Finding new drug targets to treat disease, new drug targets for cancer.
- Structure-based drug design, enzyme inhibition strategies

Prescribed Text:

- Molecular modeling principles and applications;By Andrew R Leach Wiley (2004)
- Foundations of Systems Biology by Hiroaki Kitano ; MIT Press (2000)
- A Primer of Genome Science, 2nd Edition by Greg Gibson, Spencer V. Muse;Sinauer Associates Released: 01 December, 2004
- Fundamental Concepts of Bioinformatics, by Dan E. Krane, Michael L. Raymer;Benjamin Cummings, Released: 12 September, 2002
- Bioinformatics: A Practical Guide to the Analysis of Genes and Proteins, Third Edition;by Andreas D. Baxevanis, B. F. Francis Ouellette, Wiley-Interscience, Released: 15 October, 2004
- An Introduction to Bioinformatics Algorithms (Computational Molecular Biology);by Neil C. Jones, Pavel A. Pevzner, The MIT Press,Released: 01 August, 2004
- Microarray Bioinformatics,by Dov Stekel,Cambridge University Press;Released: 08 September, 2003

- Structural Bioinformatics (Methods of Biochemical Analysis, V. 44);by Philip E. Bourne, Helge Weissig, Wiley-Liss,Released: 07 February, 2003
- Bioinformatics: Sequence, Structure and Databanks: A Practical Approach;by Des Higgins, Willie Taylor, Oxford University Press,Released: 15 October, 2000
- Support Vector Machines: Theory and Applications (Studies in Fuzziness and Soft Computing,by Lipo Wang, Springer,Released: August, 2005
- Bioinformatics. Hidden Markov Models of Bioinformatics (Computational Biology);by Timo Koski,Kluwer Academic Publishers,Released: 01 May, 2002

DYPBF4.3

JAVA BASICS

Objective:

- To familiarize the students with fundamentals of JAVA

Scope:

- Working with basics .
- Data types, Variables and Arrays .
- Operators
- Conditions and loops.
- Introduction to classes and Methods.
- Inheritance.
- Packages and Interfaces.
- Exception Handling.
- Multithreading .
- Streams and IO .
- JAVA applets basics .
- Graphics, Fonts and colour .
- Simple Animation and Threads
- Managing Simple Events and Interactivity
- Creating User Interfaces with AWT .
- Windows, Networking and other Titbits.
- Modifiers, Access Control and Class Design
- Java Programming Tools
- Working with Data Structures and Java
- Bio Java: Writing the Programs based on basic problems in Biotechnology.

Prescribed Text:

- Programming with Java - A Primer by E. Balaguruswamy ; Prentice Hall - 2004
- Building Java Applets for Netscape 2.0 - Tim Ritchey ;O'Reilly - 2002
- Hooked on Java - Arthur Van Hoff; O'Reilly – 2003

- Internet World 60 Minute Java - Ed Tittel ;WROX - 2004
- Learning Java by Patrick Niemeyer, Jonathan Knudsen - O'reilly – 2003

Internet References:

- <http://www.sun.com/>
- <http://www.biojava.org>

DDYPBF4.4

BIO MARK UP LANGUAGES

Objective:

- To familiarize the students with basics of biomarkup languages

Scope:

- HTML- Introduction ., Frames, Forms, Tables, CSS.
- XML- Introduction., Document type definition, XSD, XSLT, DOM.
- CML- Introduction, Validation file., JchemPaint, Applications
- BSML- Introduction, Validation file., Genome XML Viewer, Applications

Prescribed Text:

- HTML Unleashed – Rick Darnell, SAMS publication(2003)
- HTML & XHTML: The Complete Reference IV edition (Osborne Complete Reference) - Thomas Powell; Tata Mcgraw Hill publishing company limited (2002)
- HTML for the World Wide Web with XHTML and CSS: Visual QuickStart Guide, Fifth Edition - Elizabeth Castro(2003)
- HTML and XML for Beginners Ist edition (2000) - Michael Morrison Microsoft Press
- XML in nutshell –Elliotte Rusty Harold-Oreilly 2001

Internet References:

- www.cml.org
- www.xml.org
- www.bsml.org

MBA in Outsourcing **Management**

OUTSOURCING MANAGEMENT

DDYPOM1.8 INTRODUCTION TO BPO/KPO & BUSINESS PROCESS MANAGEMENT

Objective:

- To introduce the students to the basic concepts of outsourcing.
- To study the scenario of Outsourcing in India and the Global scenario.
- To discuss related issues such as knowledge transfer, culture change, Communication, risk and strategies.

Scope:

- Introduction to Outsourcing.
- Business Process Outsourcing and Knowledge Process Outsourcing.
- Outsourcing Objectives.
- Types of BPO / KPO.
- Emerging BPO domains.
- Career opportunities in BPO / KPO.
- Potential Drivers of Outsourcing.
- Global scenario in Outsourcing.
- BPO / KPO in India – Historical overview and Current trends.
- Tactical and Strategic Outsourcing.
- BPO vendor selection.
- Managing Buyer vendor relationship.
- Execution of an outsourcing project.
- Outsourcing contracts.

Prescribed Text:

- Business Process Outsourcing, Sarika Kulkarni.
- The Outsourcing Dilemma, J Brian Heywood.
- Business Process Outsourcing-The Competitive Advantage, Click & Duneining.
- Outsourcing to India, Mark Kobayashi & Hillary.
- Outsourcing Information, Girish Saxena

DDYPOM2.7 STRATEGIC TECHNOLOGY MANAGEMENT & PROJECT MANAGEMENT

STRATEGIC TECHNOLOGY MANAGEMENT

Objectives

- To learn about Technology Management systems in Industrial Organizations
- To learn global advances in Technology Management techniques and practices.
- The basics of Project Management
- Techniques used in Project Management
- Financial Aspects of Project Management
- Software packages for application to Project management.

Scope:

- Technology Management as a function in an industrial organization.
- Techniques for selection of appropriate technology for specific tasks.
- Strategic concepts related to technology management
- Cost of technology. Cost of technology up-gradation. Cost of technology development.
- Role of Technology Management in a developing Economy

Prescribed text

- Projects - Planning, Analysis, Selection, Implementation & Review Prasanna Chandra (Tata McGraw Hill, New Delhi)
- Manual for Industrial Feasibility Studies: UNIDO Publication.

PROJECT MANAGEMENT

Objectives:

- To help students learn the concepts of project Management and its application in Hi-tech Projects.

Scope:

- Basic concepts and definitions ,steps in hi-tech projects.
- Goal setting and establishing milestones for projects.
- Network analysis and generic quantitative techniques
- Monitoring of project progress through self and peer assessment.
- Fundamentals of time value of money and cost management.
- Holistic approach to projects- technical and nontechnical dimensions.
- Planning communication- technical and non technical in project management.
- Organization, Coordination, Integration of different activities in the project.

Objectives

- To understand meaning and value of Voice and Accent in Outsourcing
- To understand basic concepts in Voice Modulation and Communication

Scope:

Communication

- What is communication
- Process of communication
- Conversational skills
- Speaking effectively-Basic Speaking skills
- Language and its function
- Ways to handle customer and different types of customers

Telephone Ethics

- Basic telephone rules
- Making a call (During and after)
- Gathering Information by telephone (Before and After)
- Answering the telephone(before and during

Listening Skills

- What is Listening
- Types of Listening
- Ten Aids to good listening
- Communication Games

Voice

- Vocal Qualities
- Mechanics of speech, Vocal Modulation
- Practice of Pitch, Volume,Diction
- Accent, Vocal Tension, Speed & Tone, Diphthongs.

Accent

- MTI removal (s,sh,zh,z)
- How to use convincing accent
- Vowel and consonant sound
- Pronunciation Drills
- Drills on tongue twisters
- Learn the International phonetics Alphabets
- Learn to make the American/British sounds
- Linking in American English Pronunciation

- Intonation Pattern
- Stress Pattern- Word and sentences

References:

- Speak Right For A Call Centre Job! A Complete Training Guide For International Telephonic Interface by Arjun Raina

DDYPOM2.10

STRATEGIC OUTSOURCING

Objective:

- To familiarize the participants with the basic concepts of strategic outsourcing.
- To facilitate the participants live corporate situations
- To explain contemporary concepts of strategy

Scope:

Introduction to strategic outsourcing

- Evolution and basic concepts of strategic outsourcing
- Definition of strategic outsourcing
- The Strategic Outsourcing Process-
- Situation analysis
- Formulating Corporate Level Strategy
- Portfolio Strategy.

Levels of strategy

- Formulating Functional level Strategies
- Structural design
- Information and control systems
- Human Resources- Implementing Global Strategies

Types of strategies into outsourcing

- Corporate goals and strategic gap
- Five generic strategies

Importance of strategic outsourcing

- To Understand the Dynamics of Growth strategic outsourcing
- Change and Turnaround Strategies – To Apply Existing Models
- Decision Making and Corporate Planning
- Techniques used in Strategic Outsourcing
- Financial Aspects of Strategic Outsourcing

Prescribed Text:

- Strategic Outsourcing – A structured Approach to outsourcing Decisions and initiatives: Maurice F Greaver II
- Vertical Integration Outsourcing, And Corporate Strategy: Kathryn Rudie Harrigan.

DDYPOM3.1 SIX SIGMA QUALITY IN OUTSOURCING**Objective:**

- To make student aware about the concept of six sigma management in industry
- To facilitate the student to apply six sigma concept to live corporate situations
- To Understand How Six Sigma Relates to Lean, TOC, TQM

Scope:

- Concepts, theories and emergence of Total Quality Management and six sigma.
- How Six Sigma Relates to Lean, TOC, TQM
- Six sigma tools and techniques
- Essentials of learning and understanding six sigma methodologies for managers;
- Process of DMAIC
- Statistical concept of six sigma and cultural changes; concepts like black belts, champions etc
- Lectures and activities will constitute the mainstream, class seminars, projects.

Prescribed Text:

- The six sigma way by Peter S. Pande, Robert P. Neuman: Tata McGraw Hill
- Six sigma: the breakthrough management strategy revolutionizing the world's top corporations by Mikel J. Harry, Richard Schroeder
- Six sigma: basic tools and techniques by Donna C. S. Summers
- Total Quality Management by Anand A. Samuel

DDYPOM3.2 BACK OFFICE OPERATIONS**Objective:**

- To understand strategic approach of back office operations
- To learn and communicate importance of back office operations
- To understand a strategy for providing a data-driven process to improve back-office performance and productivity

Scope:

- Emergence and Concepts of Back office operations
- Back office - a strategic choice
- Functions, tools and techniques of back office operations
- Working capital processes and process optimizations; reasons for workforce optimization – components of workforce optimization and benefits
- Use of technology on back office operations
- Transformation processes - Back office and front office operations

Prescribed Text:

- Optimizing Back office operations by Zahid Khalid
- Office operations by gordan
- Workforce Optimization: Back-Office Management of Tomorrow

DDYPOM3.3 E-CUSTOMER RELATIONSHIP MANAGEMENT**Objective:**

- To help students understand the basic concepts of E-CRM
- To make them understand the Importance and functioning of E-CRM in Outsourcing industry.
- To give them an overview of the practical problem related to the subject.

Scope:

- Introduction to E-CRM, Evolution of CRM, Concepts and relevance of E-CRM in Indian Outsourcing industry.
- E-CRM and Conventional CRM
- Benefits of E-CRM
- Data warehousing, Data mining, Data enrichment and Data modeling.
- Different levels of E-CRM.
- Implementation of E-CRM in Business.
- Failures in E-CRM.

Prescribed Text:

- E-CRM- Concepts and Cases. ICFAI Publication, Author: Madhavi Garikaparthi
- E-CRM: personalization technologies for the Web- By Colin Brash, Duncan Chapple. Cassandra Millhouse Publication.

DDYPOM3.4

TELEMARKETING

Objective:

-
- To understand and learn telephone techniques and why telephone is an important tool in communication
- To understand the flow of a typical customer call
- To learn techniques to answer the phone with appropriate greetings

Scope:

- Purpose of telemarketing and telemarketing industry – why companies use telemarketing
- Various Telephone techniques with demonstration
- Smart telemarketing techniques- impact of telemarketing on operational efficiency
- Legal aspects -Rules and regulations
- How to handle calls and dead air on call – structuring a call ODPGC
- Types of Customer and tips to handle them
- Pros and cons of telemarketing
- Opportunities in telemarketing careers
- Case study and projects

Prescribed Text:

- Top telemarketing techniques by Ellen Bendrug
- Successful telemarketing by Bob stone
- Telemarketing : application and opportunities by Lloyd Finch

DDYPOM3.5

KPO RESEARCH & ANALYSIS

Objective:

- To understand the research process which includes higher-end research like market research and equity research, analytical based services, engineering design, IPR, legal services, remote education and publishing facilitated by global corporations

Scope:

- What is KPO? Overview, types of KPO services
- Evolution, scope and future
- Why KPO benefits
- Key drivers of KPO
- Precautions and threats
- KPO: more advantage than worries
- challenges & Role of KPO Research analytics

Prescribed Text:

- KPO: A Shifting Paradigm Book Description By Bala Bhaskaran P

DDYPOM4.1**TRAINING METHODOLOGY IN BPO'S****Objective:**

- To learn the basic concepts of training and development
- To understand latest trends in Training & development and utilize in the industry

Scope:

Introduction To Training Concept

- Meaning, Need & Importance of Training
- Objectives of Training
- Concepts of Education, Training And Development
- Overview of, Training Functions
- Types of Training.

Process of Training

- Steps In Training
- Identification of Job
- Competencies, Criteria, for Identifying Training Needs
- Assessment of, Training
- Needs, Methods And Process of Needs Assessment.

Designing And Implementing A Training Program

- Designing A Training Module
- Cross Cultural, Leadership,
- Management Development Program, Budgeting of Training.

Evaluation of Training Program:

- Kirkpatrick Model of Evaluation
- CIRO Model

Learning:

- Principles of Learning
- Theories of Learning
- Social Learning Theory
- Resistance to Training.

Technology In Training:

- Multimedia Training
- ELearning/Online Learning
- Distance Learning.

Prescribed Text:

- Training And Development- S.K. Bhatia
- Employee Training And Development - Raymond Noe

DDYPOM4.2 SUPPLY CHAIN MANAGEMENT

Objective:

- This subject defines supply chains, focusing on industry trends. Featuring step-by-step how supply chains are set up, the factors that can impact them and what that means to the customer.
- To help students recognize strategic, challenges and opportunities for Managing Supply Chain.
- To help students become familiar with several supply chain strategies that
- has been adopted by leading companies' world wide.

Scope:

- An Introduction to Supply Chain Management, industry prospect of Supply chain management.
- Element of supply chain management, Defining Supply Chain Opportunities..
- Supply Chain Operations:
 - Distribution System Management
 - Transportation Management
 - Warehouse Management
 - Inventory Management
 - Customer Service Management
- Technology And Supply Chain Coordination
- Measuring Performance: Supply Chain Metrics
- The Real-Time Supply Chain And Beyond
- Supply chain changes and challenges.
- Transforming technologies : retail exchanges and RFID
- Definition, function and strategy included in Logistics Management in the Economy and the Organization.

Prescribed Text:

- Logistics & Supply Chain Management by Sunil Chopra
- Logistics and Distribution System by Dr. D.K Agrawal
- Logistics and Supply Chain Management by Dr. D.K Agrawal

DDYPOM4.3**DATA PROTECTION AND SECURITY****Objective:**

- To understand the comprehensive data protection system.
- To comprehend the need to protect people's fundamental rights and freedoms and in particular their right to privacy with respect to the processing of personal data.

Scope:

- Introduction to Data protection and security.- definition of Data and types of data-principals and code of practices
- Data Protection Act 1998
- Challenges in privacy advocacy
- Privacy protection on the internet: risk management and networked normatively
- Role of data protection authority
- Consent of data protection law: privacy, fair processing and confidentiality
- Data Security standards and measures
- Cases and white papers

Prescribed Text:

- Data privacy and security by David Salomon
- Data protection by Hammonds
- Re inventing Data protection
- Privacy and security issues in data mining by Christos Dimitrakakis

DDYPOM4.4 BUSINESS PROCESS RE-ENGINEERING & ENTERPRISE RESOURCE PLANNING

Objective:

- To understand implementation and basic of business process re-engineering and Enterprise Resource Planning
- To provide knowledge about Business Process Reengineering need and challenges, management concerns

Scope:

- Business Process Reengineering need and challenges, management concerns about BPR, BPR to build business ,Model for ERP
-
- Business Process Reengineering and practices
-
- Evolution of ERP, advantages of ERP, features of various modules of ERP, ERP as Integrated management information system, ERP v/s traditional information system
-
- ERP packages
- basic constituents of ERP, selection criteria for ERP packages, procurement process for ERP package, parameters to evaluate ERP packages
-
- ERP & competitive advantage
-
- Relation between Business Process Reengineering and ERP
-
- Role of Business Process Reengineering in ERP implementation
-
- ERP case studies in
- HRM,
- Production
- Finance
- Material and sales & distribution management

DDYPOM4.5

PROCESS MANAGEMENT

Objective:

- To familiarize student with basic concept of process management
- To provide students the knowledge on the emergence of Process management for decision making
- To bring out the importance of Process management and to analyze principals and practices with respect to various Indian firms

Scope:

- Business Process Management- concepts, importance and emergence- Classification of BPM
- Business processes- sub processes - Generation of Business Process Management
- Lifecycle of Business Process Management
- Business improvement practices, Technologies and product standards
- Shift of business functions to business processes
- Process modeling and process instances
- Architecture of process executions
- Business Process Management over ERP
- Case study- white papers & projects

Prescribed Text:

- Process management by Jarg Becker and Martin Kugeler
- Business Process Management: practical guidelines by John Jeston and Johan Nelis
- Business Process Management by Mathian Weske

DDYPOM4.6 FINAL PROJECT

- The student will work independently on a project in one of the areas of BPO / KPO Management in the final year of their M.B.A. program. They will work under a Faculty Advisor for the entire year and publish a thesis.

MBA in Logistics & Supply **Chain Management**

LOGISTICS & SUPPLY CHAIN MANAGEMENT

DDYPLS1.8

INTRODUCTION TO LOGISTICS & SCM

Objective:

- Analyze Logistics Role in the Economy and Organization.
- Use theory Logistics and Customer Service and Procurement and Outsourcing
- To understand organization for effective logistics performance and financial issues in logistics performance

Scope:

- Introduction to Logistics and SCM: Concepts, Definition, Nature & Importance, Functions; Logistics role in Economy and Organization; Principle logistics network; Integrated Logistics System; SCM: Nature and Concepts; Value chain and SCM effectiveness.
- Elements of customer service- phases in customer service, customer retention
- Definition of procurement/ outsourcing: Benefits of logistics outsourcing, Critical issues in logistics outsourcing
- Global supply chain: Organization for global logistics, Strategic issues in global logistics, Forces driving globalization, Modes of transportation in global logistics, Barriers to global logistics, Markets and competition
- Supply Chain strategies and Implementation, Requirements for an effective logistics strategy, Strategic logistic planning & implementation of strategy
- Function of logistics information system(LIS)- LIS flow, RFID, Principles of logistics information
- Centralized and decentralized structures, Stages of functional aggregation in organization, Global Logistics and Supply Chain organization
- Supply chain performance measures, Steps in ABC costing, Financial gap analysis
- Need for integration, Activity centres in integrated logistics, Economics of scale in supply Chain

Prescribed Text:

- Logistics Management – P. Fawcett, R. McLeish and I Ogden
- Strategic Logistics Management – D.M. Lambert & J R Stock, Richard D Irwin Inc.

DDYPLS2.7 WAREHOUSING & INVENTORY MANAGEMENT

Objective:

- To understand the meaning & the concepts of Warehouse & Inventory Management and their applications in Business situations.
- To familiarize the students with various concepts of Warehouse & Inventory Management

Scope:

- Definition, Terms and Types of Warehouses, Warehouse mapping & racking, Warehouse selection and planning, Warehouse Depot Operation and Documentation
- Packing and packaging/packing equipments, 3 PL & 4 PL Definitions and Scope
- Role of IT in Warehousing, RFID, Bar Coding and Scanning, MIS & Key Performance Indicators
- Functions of warehouse, Benefits of of warehouse service, Warehousing alternatives, Warehouse site selection, Factors while initiating warehouse operations, Warehouse management systems
- Inventory Control Definition: Types, Functions, Role, Importance of inventory. Reasons for carrying inventories, Inventory levels, Need for inventory control
- Stores, Ledgers, Masters Stock List and Methods of Pricing. Inventory carrying cost, Inventory holding cost, Profitability, Modern trends in Inventory. MRP, JIT, EOQ
- FIFO, LIFC, ABC analysis, Weighted average Methods, Lead time analysis, Standardization and Variety reduction
- Characteristics of inventory, Need for inventory and control, Importance of inventory management in supply chain, Types of inventory, Types of selective control techniques, Inventory planning models, Improvement inventory management
- Objectives of material management, Materials planning, Purchasing, Basic materials of materials handling, Types of material handling equipments, LASH
- Functions of packaging, Packaging cost, Types of packaging material, Unitization, Containerization, Designing a package, Factors affecting choice of packaging material

Prescribed Text:

- Handbook of Logistics and Distribution Management – John Gattorna
- Inventory Management: Principles, Concepts and Techniques (Materials Management Logistics Series) John W. Toomey.
- Warehouse Management by D K Agrawal.

Objective:

- To emphasize the need for Economics of Sea Transport in solving LSCM problems.
- To impart learning about concepts involved in Economics of Sea Transport.
- To familiarize the students with cost, supply, price demand theories.

Scope:

- Definition, Terms and Types of Warehouses, Warehouse mapping & racking, Warehouse selection and planning, Warehouse Depot Operation and Documentation.
- Basic definition of economics and maritime economics distinction between micro economics theory, shipping and macro economics factors affecting international trade; Factors of production; Utility and price; Opportunity cost- price mechanism and the relationship between demand; Price and quantity; Competitive models and demand factors.
- Demand for shipping, Basic measures of economic activity (GNP and GDP), Derived demand, elasticity of demand and the relevance of elasticity, Demand measurement, Distance, Factors influencing the supply of shipping, Tonnage, Number and flag, Trends in development of the world fleet, New building and scrapping, Productivity and supply trends, Market segments, Short and long run supply, Supply responsiveness and the Concept of elasticity.
- Basic economics cost concepts, Specific factors affecting the relationship between cost and shipping output, Economics of scale in shipping and optimal size, Trends in ship size and the factors involved, Dry cargo market structure and characteristics, The cost structure of tramp ships, Seaborne trade in crude and products, Cost structure of shipping, Pricing of shipping services.
- Characteristics and demand for liner services, Liner and Tramp, Trends in liner markets and ship types, Pricing behavior including price discrimination and profitability, Relationship between profit maximization and optimal utilization, Role and function of conferences, Detailed study of INCOTERMS: concept of passing of risk & property.

Prescribed Text:

- Business & Law for shipmaster by F N Hopkins.
- Wisner, Keong Leong and Keah-Choon Tan, Principles of Supply Chain Management A Balanced Approach, Thomson Press, 2005.
- David Simchi-Levi et al, Designing and Managing the Supply Chain Concepts.

Objective:

- To help students understand the basic concepts of P P & Finance Management.
- To help students to understand P P & Finance Mgmt tools/models for solving problems.
- To help students comprehend various situations and terminologies.

Scope:

- Basic economics cost concepts, Specific factors affecting the relationship between cost and shipping output, Economics of scale in shipping and optimal size, Trends in ship size and the factors involved, Dry cargo market structure and characteristics, The cost structure of tramp ships, Seaborne trade in crude and products, Cost structure of shipping, Pricing of shipping services.
- Characteristics and demand for liner services, Liner and Tramp, Trends in liner markets and ship types, Pricing behavior including price discrimination and profitability, Relationship between profit maximization and optimal utilization, Role and function of conferences, Detailed study of INCOTERMS: concept of passing of risk & property.
- Port Pricing, needs & function; Constraints: what is provided to users in ports, whom port services provided; Status of port authorities: administrative and financial status of port authorities.
- Pricing systems: various pricing systems applied in the world; Port dues and specific port tariffs; Basis for assessing port charges; Requirements of a good pricing structure for achieving pricing objectives and satisfying pricing constraints; Pricing and the supply of port services and facilities.
- Characteristics of the supply of port services and facilities; Importance of port charges for the port authority; Requirement of good pricing systems from the supplier's point of view.
- Pricing and the demand for port services and facilities; Weight of port charges for the port users; Requirements of a sound pricing structure from the user's point of view; Cost benefits and revenue flows: the flow of port users' benefit; Establishing port charges; Need for good accounting and statistical system; Clarification of port-pricing objects constraints; Other preparatory task.
- Cost/Revenue centre; Choice of a pricing structure; Calculation of costs; Calculation charges; Utilization of assets; Income estimation; First estimate of basic charge; Adjustment taking account of future trends; Guidelines for the application and presentation of new port charges application; Presentation of new port charges; Application & presentation of port charges.
- The ship-port relationship and port selection criteria; Cooperation and integration in the port industry; Specialized and dedicated terminals; Economics of scale in port operation.

- A container port and cruise port: short run cost, long run cost pricing; Carrier demand in port; Port and ship size; Port choice and shipping lines; Business logistics management & supply chain management in ports.
- Port operator operating options; Production & cost function theory and measurement; Production and capacity costing; Application of queuing theory: long run cost of port services & effective operating objectives; Port investment.
- Port management models; Ports authorities: privatization issues; Port investment: financing and charging; Pricing principles: the marginal cost pricing and the average cost pricing; Labour organization in seaports.
- Port pollution: water pollution, air pollution, noise and aesthetic pollution; Maritime security incidents effects; ISPS code; Port safety & port accidents; Port state control; Safe working conditions; The future of ports.

Prescribed Text:

- Port Economics Jan own jansson and Dan Shneerson
- M.Huybrechts, H.Meersman et.al. Port Competitiveness
- Alan e branch. elements of shipping
- Lloyds Maritime Atlas of World Ports and Shipping Places

DDYPLS3.7

SERVICES MARKETING

Objective:

- To understand the meaning & the concepts of Services Marketing and their applications in Business situations.
- To familiarize the students with various concepts of Services Marketing in LSCM

Scope:

- Port Marketing: Definition and other business functions, Marketing Strategy in ports, The impact and period change, Specific challenge of port and port related industry, Marketing risk solutions.
- Development of marketing, Difference between strategic and operational marketing, Theory of marketing of services in ports and port industry, Management in service organisation, Distinguishing features of a service in relation port and port related industry.
- Differences between manufacturing and services, Purpose of port marketing planning [Including short term and long term plans], Elements of marketing planning, Objectives and methods of developing a marketing strategy, Planning process and developing the marketing plan, Development process.

- The nature of port competition, National and international, The need for market information, Trade growth, Vessel development, Commercial needs, Financial viability.
- The relevance of geographic location to vessel transit time and port rotation, The role of ship owners/ship operators, Shippers/receivers, Freight contractors, Forwarders and other transport interests (eg railways, road hauliers).
- Techniques of port promotion, Identification of potential users, The impact of inland transportation and inland depot/handling facilities, The scope for collaboration on through transport, The markets for new building, Second-hand and demolition sales & purchases and their inter relationships.
- Factors affecting the market including natural catastrophes, environmental, Aid programmes, Political crises, Tramps and liners, National traditions and weaknesses, The production and interpretation of both statistical and written market reports.

Prescribed Text:

- Handbook of Logistics and Distribution Management – John Gattorna
- Inventory Management: Principles, Concepts and Techniques (Materials Management Logistics Series) John W. Toomey.

DDYPLS3.8 LINER TRADE & MULTI MODAL TRANSPORT

Objective:

- To emphasize the need for LT & MMT in solving LSCM problems.
- To impart learning about concepts involved in LT & MMT.
- To familiarize the students with liners, vessels, cargos, MMT etc.

Scope:

- History of liners, Liner trade and tramp trades, Containerization, Liner trades containerization, Concepts of liner trade, Liner operation, Vessel loading and discharging, Liner trade routes and Liner service options.
- Liner trade ships: Tonnages, Pseudo tonnages, Cargo measurements & capacities basic ship layout; Container ships; Types of container ships: GP, Multidecker, Tweendecker, Ro-Ro barge carrying vessels, The refrigerated cargo ship conventional [Break bulk] vessels, Shipboard handling equipment, Ro-Ro access equipment
- Players: Vessel owners, Operators, Lines, NVOCCs, MTOs, Consolidators, Forwarders, Freight brokers; Roles and liabilities as carriers.

- Cargo & cargo equipment: Dangerous goods IMO special goods, Cargo handling, Other methods of lifting cargo port handling equipment, Cargo storage, Storage factors port management and organization, The role of ship officers, The ships agents.
- Liner Shipping Operations: Management and policy, Ship management and operations, Services crewing department, Marine & engineering superintended, Storing, Independent ship management, Insurance, Trade of commercial department, Accounting, Budgeting, freight collection and port disbursements agency, The agent in ports, The marketing and sales function, Liner operation & liner documentation.
- Containerization, Unitization & Intermodalism: Growth in world trade unitization, Intermodalism world container & other growth container dimensions; Owning, Leasing, Meeting the demand for containers; Tracking the container fleet: container control, FCLC, LCLC & ICDS, Container freight station (CFS) and inland container depot (ICD), Legal and insurance implications in container trade, Cargo Consolidation.
- Liner Documents: Freight & cargo manifest, EGM/IGM, Mate's receipt; Container load plans & shipping notes; Variations of the basic Bs/L including waybills; Difference between Bs/L under CP and Liner Bs/L; NCOCC, FIATA Bs/L, House Bs/L or Forwarders Bs/L, CT bills of lading/MTD.
- Concepts of multimodal transport: multimodal transport Systems (MMTS), Advantages & Disadvantages; Container leasing methods; Infrastructure requirements; Consolidation of cargoes; Deconsolidation [ICDs, CFSs, CYs], Loss preventing & insurance; Role of TT clubs, Development in Electronic Information Technology in the field of Multimodal Transport; Electronic data Interchange (EDI), Vessel Traffic Management System (VTMS)
- Pricing: Principals of liner tariff, Theory of FAK and commodity based tariff, Tariff rate calculations, Brussels tariff nomenclature, Various surcharges, Different types of rates for break-bulk and containerized cargoes, Application of marginal costing.

Prescribed Text:

- Alan e branch. Elements of Shipping.
- Lloyds Maritime Atlas of World Ports and Shipping Places

Objective:

- To introduce students to framework those are useful for diagnosing problems involving Global Trade & Practices.
- To understand the dynamics of Global Trade & Practices.
- To understand the concepts at national as well as the international level.

Scope:

- Globalization, Concept and Impact on International Marketing, Need & Importance Difference between Domestic & International marketing, Scope of export marketing
- Merchandise trade, Trade in services, Global sourcing, Counter trade, Global trade and developing trade, Barriers and Factors Affecting World Trade, Regional Economic Grouping: EU, LAFTA, ASEAN, NAFTA, APEC, SAFTA, SAARC, Unctad & Trade Point Programme, GATT & WTO
- Market Segmentation, Targeting & Positioning, Identifying Foreign Markets, Sources of Information and Importance of Data, Overseas Marketing Research, Method & Importance Market Entry Strategies.
- Institutions involved in export Promotion: DGFT, FIEO, RBI, CUSTOMS, ITPO, EXIM BANK, ECGC, EPCs, Commercial banks, Commodity Boards, Canalizing Agencies and Chambers of Commerce.
- Mercantilism, Absolute cost theory, Comparative cost theory, Opportunity cost theory, Factorendowment theory, Complementary theory, Stopler-samuelson theorem, Intra industry trade, Economies of scale, Different tastes, Technological gaps and product lifecycles, Availability and non availability, Trade in intermediate goods, Dutch disease, Transportation cost and international trade, Competitive advantage of nations
- Trade Policy: Arguments for free trade, Arguments of protection, Trade barriers, Non tariff barriers. Commodity agreements: Quota agreements, Buffer stock agreements, Cartel states trading, Bilateral/ multi lateral contracts
- Pre Bretton woods period; Bretton wood system, Managed floating, EMS, ECU and Euro. Components of balance of payments, Balance of disequilibrium, Correction of balance of payments disequilibrium, Financing of BOP deficit, Highlights of India's trade performance, Determinants of export, Determinants of imports, Major exports, Export product, Country matrix, Major imports, Direction of trade, Trends in invisibles and current accounts, Major problems of India's exports sector
- Meaning nature and functions, Determination of exchange rates, Purchasing power parity theory, Exchange control, Exchange rate system, Exchange rate of classification, Convertability of rupee, Devaluation, Currency exchange risks and their management.

- International monetary fund, Special drawing rights (SDR's), IMF and international liquidity' world bank, International development association, World bank assistance to India: Evaluation of IMF & World bank, International finance corporation, Asian development bank, UNCTAD, UNIDO, International trade centre
- Types of foreign investment, Significance of foreign investment, Limitations and degrees of foreign capital, Factors affecting international investment, Growth of FDI, Dispersion of foreign investment, Portfolio investment, Cross border M &A's, Foreign investment in India, FII investments, Euro / ADR issues, Merges and acquisitions, Foreign investment by Indian companies
- Definition and meaning; importance and dominance of MNC's, Code of conduct, Multinationals in India, Meaning and dimensions, Stages of globalizations, Essential conditions of globalization implications & impact of globalization, Globalization of Indian business
- Foreign trade policy, 2004-09; regulation and development of foreign trade; foreign trade (Development and regulation) act, Export promotion, EOUs, EPSEs and Sez's, International trade financing, Payment terms, Institutional finance for exports, Exim bank, Export credit risk insurance.

Prescribed Text:

- Foreign Exchange Handbook by H C Bhandari.
- India Balance of Payment, RBI Mumbai.
- Annual Reports by Ministry of Commerce- GOI.

DDYPLS3.10 REGULATION & DOCUMENTATION

Objective:

- To familiarize the students with basic concepts and conventions related to Regulation.
- To make the students understand the Documentation process.

Scope:

- Central Excise Act 1944, Main Provision related to Exports & Imports. Packing sealing of Goods for Exports. Factory Stuffing/warehouse Stuffing of Cargo for exports, Supervision and Sealing of Containers, Cenvat credit with reference to Import & Exports, Clearance of goods under bond/under claim for rebate
- CST, VAT, CESS, OCTROI, SERVICE TAX
- Customs & EXIM Procedures, UN layout Key, Aligned Documentation System, Luminaries, Documents related to payments, Documents related to inspection, Document related to excisable goods, Documents related to foreign exchange regulation

- How To Set Up Export Companies, IEC Number, Exporters Profile, Identity Card, EDP Number, RCMC of Export Promotion Councils, Commodity Boards, Export Sales Contract: Terms/Conditions, Terms of Shipment, Processing of an Export Order
- Proforma Invoice, Commercial Invoices and its Attestation, Packing List, Inspection Certificate, Certificate Exemption Scheme (Advance Licence) , Duty Free Replenishment Certificate , Export Promotion Capital Goods Scheme (EPCG Scheme) Certificate of Origin, GSP Certification, Shipping Bills, ARE1 Forms, Mate Receipts, SDF, Marine Insurance Policy, ECGC Policy, Bill of Exchange, Bank Certificate For Export B/L, AWB, Special Consular Invoice
- Bill of lading:Types, Salient points and functions of bill of lading. Carriage of goods by seas and other modes, Combined transport, Cargo stowage: Types and characteristics of cargo. Shipping companies, Ship management companies, Ship agent, Charter parties, Containerization, Container terminals
- Levy of and Exemption from, Customs Duties, Dutiable goods, Duty on pilfered goods, Assesment of Duty, Interest on delayed Funds, Claim for Refund of Duty, Provisional Attachment to protect revenue in certain cases, Indiacating Amount of Duty in Price of goods, For purpose of Refund Price of good to indicate amount of duty paid thereon.
- Importance and Need of Import, Government’s Objectives under the Import Policy, Structure of Import Policy, Import Tariff Structure, Sourcing of Supply, Classification of Export & Import, Procedure for Clearing of Import Cargo, Preparation of Bill of Entry, Valuation & Assessment of Custom Duty, Exemption Benefits, Anti-Dumping Duty, Counter Vailing Duty (CVD), Import against different schemes, Duty Exemption Scheme (Advance Licence), Duty Free Replenishment Certificate, Export promotion capital Goods Scheme (EPCG Scheme). Payments of Customs Duty by Cash & Utilizations of DEPB, Import of Technology, Sample/Baggage Rules, Import Through Courier Services
- Clearance of Imported goods and Exported Goods, Chapter not to apply to baggage and Postal articles, Clearance of goods for home consumption, Clearance of goods for exportation.

Prescribed Text:

- Business & Law for shipmaster by F N Hopkins.
- Export Management by D C Kapoor.

Objective:

- To understand meaning the concepts of Terminal Management and its applications in Port Management.
- To familiarize the students with various concepts of Terminal Management.

Scope:

- Port importance, Terminologies, Roles and functions, Fundamental observation, Concerning ports and features of a port, Main facilities and services provided by the ports, Management of cargo handling & its growth in world trade.
- Port and terminal operations, Cargo and terminals, General containers, Bulk cargoes, Tankers, Cargo handling equipment, Container handling equipment, Labour measuring and evaluating port performance, Forecasting emergency plan.
- Port development and phases number of berths required in a port / berth size, Lay out of port, Impact of ship and ship technology on PD, Factors influencing the port development, Other technical developments affecting ports, Port environmental matters and sustainable development.
- Port management and structure, Functions, Size and scope of port authority, Types of port ownership and administration, Free trade zones, Basic problems in port management, Rise and fall of ports, Information technologies, Safety, Personnel training.
- Port cost, Prices, Revenue, Investment criteria, Methods of finance, Typical port revenue and expenditure, Port pricing, Current port charges, Port finance and profitability.

Prescribed Text:

- Handbook of Terminal Planning by Böse, Jürgen W. (Ed.)
- Port & Terminal Management 2011-12 by Institute of Chartered Shipbrokers.

DDYPLS4.6**SHIPPING OPERATION & PORT AGENCY****Objective:**

- To help students understand the basic concepts of Shipping Operation & Port Agency.
- To help students to understand the Shipping Operations tools for solving problems.
- To help students comprehend various functions of Port Agencies.

Scope:

- Introduction to ships and other vessels, Organizing of shipping for cargo, Different mode of operation of shipping, Conference systems and practice, Role of freight forwarders, Steamer / ship's agent, Shipping agent, Shipping, Services and related activities
- Freight rate structure / Calculation of Freight / Types of freight. Chartering practices. Development in Electronic Information Technology in the field of Multimodal Transport. Electronic data Interchange (EDI), Vessel Traffic Management System (VTMS)
- Freight Calculations and its methods; Ocean currents and Major Shipping Routes; Types of shipping companies and their operations
- Arrangement and supplying of services upon behalf of principal cargo ship, Crew repatriation, Desertion, Mail.
- CHA / C & F / Freight Forwarders/ Consolidators
- CHA / C & F / Freight Forwarders/ Consolidators
- Containerization /ICD/CFS/Container Yard, Concept of Dry Port and INCO terms.

Prescribed Text:

- Alan e branch. Elements of Shipping.
- Port Economics Jan own jansson and Dan Shneerson.
- M.Huybrechts, H.Meersman et.al. Port Competitiveness

DDYPLS4.7**RISK MANAGEMENT & MARINE INSURANCE****Objective:**

- To understand the meaning & the concepts of Risk Management and their impact in Shipping Business.
- To familiarize the students with various concepts of Risk Management & Marine Insurance

Scope:

- Risk management: concepts, process and practices; Origin & history of insurance; Principles of insurance and their application to marine insurance: insurable interest, utmost good faith, indemnity, subrogation, contribution and proximate causes.
- Marine insurance markets in India & abroad; GIC and its subsidiaries; Loyad's of London; Hull and machinery insurance: basis of underwriting / rating, Institute clauses, time and voyage.
- Cargo insurance: underwriting/rating considerations; Premium extras; Institute cargo clauses A, B & C; Institute war clauses; Institute strike clauses; Institute classification clauses.
- Legal aspects of insurer's recovery claim against shipowner; General average principles & practices; York Antwerp rules 1994; Protection and indemnity clubs: risk covered and practice.
- Freight insurance: freight at risk; Types of policies: specific policies, open policies, open cover and cover note.

Prescribed Text:

- Rejda, George E., "Principles of Risk Management and Insurance", 6th Edn, Addison Wesley & Longman, 1998
- McNamara, "Principles of Risk Management and Insurance", Addison-Wesley.
- Dorfman, "Introduction to Risk Management and Insurance", Prentice Hall, 1998.

DDYPLS4.8**STEVEDORING AND PORT OPERATIONS****Objective:**

- To emphasize the need for Stevedoring & Port Operations in LSCM.
- To impart learning about concepts involved in Stevedoring & Port Operations.

Scope:

- Bale capacity, Grain Capacity, Stowage Factor, Broken Stowage, Load Density, Operational Cargo
- Precautions before loading / when carrying cargo, Sweat and Ventilation, Dew Point, Dunnage, Separation, Pilfering, Contamination, Handling / Chafing / Crushing, Lashing, Ballasting or Deballasting, Damage stability
- Safe Working load, Breaking Stress, Factor of safety, Simple Derrick, Union Purchase System, Heavy lift Jumbo Derrick, Precautions when handling heavy lifts, Stuelcken derricks, Cranes

- Aim of Code, Solid Bulk Cargoes, Angle of Repose, Concentrate, Moisture Migration, Moisture Content, Flow Moisture Point, Transportable Moisture Limit, Hazards due to Bulk Cargoes, Structural Hazards and Precautions, Trimming Requirements, General Precautions when holding bulk cargoes, Safety Precautions, Properties of Concentrates, Hazards of Concentrates, Precautions when Carrying Concentrates
- Types of refrigerated cargoes, Refrigeration system, Cargo operations, Deck cargoes
- Flammability, Methods of gas freeing tanks, Tanker operation systems and their associated pipelines, Types of cargo pipeline system, Operational procedure, Safety procedure, Gas detecting instruments, Inert gas system, Crude oil washing, Pollution, Cargo calculations
- Principle of stowing cargo, Safety of ship and crew, Safety of cargo, Properties of cargo
- Inspectors, Powers of inspectors, Obligations of dock workers, Lifting machinery and gear, Ropes and wires, Handling of cargo, Dangerous substances and environments, Machinery, Electrical equipment, Ladders, Hatch covers, Fire protection

Prescribed Text:

- Port Terminal Operation: Port Terminal Management, Stevedoring, Stowage, Lighterage & Harbor Boats by Eugene H. Lederer.
- Shipping for Profit: Guide to Stevedoring Management by John R. Van Plantinga.

DDYPLS4.9 TRANSPORTATION MANAGEMENT

Objective:

- To help students understand the basic concepts of Terminal Management.
- To help students to understand Terminal models for solving problems.
- To help students comprehend various terminologies of Transportation Management.

Scope:

- Transport Functionality and Principles, Multimodal characteristics and classification
- Transportation regulations and Acts, National Permits and States Permits etc
- Indian Railways: Introduction and Freightage Methods
- Road Transportation: National Highways and Express Ways, Freight Rates and Methods
- Air Cargo: Introduction Procedures and Operations
- Introduction to Courier Service and Its Operations
- Route Finalization and Modalities of Transportation
- HSSE: Health Safety Security & Environment, Hazardous Cargo Handling
- Combined Transport Documents (CTD)

- Participants in transportation decision- modes or transportation- factor of influencing transport economics- documents in transport decision making.

Prescribed Text:

- Transportation management by Kenneth U. Flood.
- Transportation For Management by Frank Cushman

DDYPLS4.10 FINAL PROJECT

The student will work independently on a project in one of the areas of systems management in the final year of their M.B.A. program. They will work under a Faculty Advisor for the entire year and publish a thesis.