I TRIMESTER

078390001 - VALUE BASED MANAGEMENT

S.No	Topics	No of hours
1	Management overview	2
2	Evolution of Management	2
3	Organisation, Global, Social and ethical environment	1
4	Mintzberg's Management Roles	1
5	Value Based Management : Creating Shareholder Value	2
6	**Planning** • The meaning and purpose of planning • Steps in Planning • Types of Plans	3
7	Management by objectives (MBO)	1
8	Policies, procedures and methods – nature and type of policies – functional policies	2
9	**Decision Making** • Decision making process and fundamentals • Types of decisions	2
10	**Organizing** • Meaning and structure • Authority and span of control • Delegation and decentralization • Line and Staff relationship	4
11	**Staffing** • Sources of recruitment • Selection Process	3
12	Co-ordination	2
13	Leading – Concepts and Theories	2
14	Controlling in management – control Process	2
15	Innovation Management	2
16	Case studies in General Management	4
	Total	**35**

References

1 Hellriegel, Jackson & Slocum Management A Competency – Based Approach Thomson South-Western2007

2 Koontz Harold &N Weihrich Heinz Essentials of Management: An International Perspective Tata McGraw Hill 2004

3 Heinz Weihrich, Mark.V.Cannice& Harold Koontz Management: A global and Entrepreneurial Perspective Tata McGraw Hill 2008

4 Pettinger Introduction to Management 4e Palgrave Macmillan 2007

5 P C Tripathi P N Reddy Principles of Management Tata McGraw Hill 2006

6 Linstead Management & Organization Palgrave Macmillan 2007

7 V.S.P Rao V.Hari Krishna Management : Text and Cases Excel Books 2002

8 J S Chandan Management Concepts and Strategies Vikas Publishing House Pvt Ltd 1997

9 R.Saravanan R.Karuppasamy Management Principles Sci Tech Publications (India) Pvt.Ltd.,

10 S.K. Mandal Fundamentals of Business Jaico publishing House2006Tata McGraw – Hills Current Readings in Management Tata McGraw Hill 2006

11 Balvinder Shukla Sanjeev Prashar Harvinder Singh Management : Case Studies Excel Books 2007

12 Satyaraju Parthasarathy Management PHI 2006

13 Arnold Glena Davies Matt Based Management (Edited Book John Weiley & Sons Inc 2000

14 Linstead Management & Organization Palgrave Macmillan 2006

078390002 - ENVIRONMENTAL MANAGEMENT

S.No	Topics	No of hours
1	**Environment Management** • Fundamentals • Sustainable Development • Implications of human population growth • Limits to growth • Environment and Business Schools	4
2	**Energy Management** • Fundamentals • Fossils Fuels use • Energy production and trade • Energy Balance	3
3	**Non-Conventional Energy** • Nuclear • Solar Power Market • Wind Power: Ecosystem Concepts • Basic Concepts and their application in business • Industrial Ecology and Recycling Industry	5
4	**Environmental Management System** • EMS Standards • ISO 14000 • Environmental Auditing • Clearance/Permissions for establishing industry • Environmental Management & Valuation • Environmental Economics • Environmental Taxes Shifts, Green Funding	7
5	• Corporate Mergers • Environmental Ethics • Trade and Environmental Management • Debt and Environment • GATT / WTO Provisions • Environmental Laws	7
6	**Role of NGOs** • PIL • Pollution & Waste Management • Air, Water, Land Pollution • Trades in wastes • Water, Forest and Biodiversity Management • Water Resources • Approaches to Corporate Ethics & Bio-ethics	9
	Total	**35**

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1 Harley Nick Environmental Economics Macmillan India Ltd ,1997.

2 Uberoi N K Environment Management Excel Books 2000

3 Robert Staib Environmental Management and Decision Making for Business, Palgrave Macmillan 2006,

4 Paul Justin Business Environment : Text and Cases, Tata McGraw Hill 2006,

5 Palmer Adrain Business Environment ,5th Edition,Tata McGraw Hill 2005,

6 Kolstad Charles D ,Environmental Economics Oxford University,Press,2000,

7 Raj Agrawal, Business Environment, Excel Books, 2002,

8 Krishnamoorthy ,Environmental Management PHI 2006,

078390003 - ECONOMIC ANALYSES FOR BUSINESS DECISIONS

S.No	Topics	No of hours
1	**Introduction to Economics** • Meaning and Concepts • Nature of Business Decision Making • Marginal Analysis	4
2	**Demand and Supply Analysis** • Demand Function & Law of Demand • Types of Demand • Elasticity of demand • Demand forecasting • Supply and Demand Analysis • Price Determination	5
3	**Production and Cost Analysis** • Production Function • Production and Costs under alternative Returns to Scale • Cost Function	4
4	**Profit Analysis** • Profit Maximization • Game theory • Strategic Behaviour	6
5	**Markets and Competition** • Market Structure • Perfect Competition • Monopoly • Monopolistic Competition • Oligopoly • Non-price competition	4
6	**Pricing** • Price Discrimination • Pricing of goods and services • Basic pricing strategies	4
7	**Business Decisions and Government** • National Income • Inflation & Deflation • Business Cycle • Structure of Indian Economy • Economic Growth and Development • Government Policies and Regulations • Balance of Payment • Economic Indicators : GDP, GNP, Wholesale index, • Consumer price index and Purchasing Power Parity (PPP).	9
	Total	**35**

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2 Nordhaus & Samuelson Economics, 18th Edition Tata McGraw Hill 2007

3 Suma Damodaran Managerial Economics Oxford University Press 2006

4 Thomas. R. Christopher And Maurice Charles S Managerial Economics: Concepts and Application Tata McGraw Hill 2006

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6 Krugman & Walls: Microeconomics Palgrave Macmillan 2005

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8 G S Gupta Macro Economics Tata McGraw Hill 2006

9 R.Saravanan R.Karuppasamy Economics for Managerial Decisions Sci Tech Publications (India) Pvt.Ltd.,

10 Mankar V.G Business Economics Macmillan India Ltd 2007

11.H.Carig Peterson and W.Cris Lewis Managerial Economics Pearson Education 2005

12.Biswanath Ghosh Economic Environment Of Business Vikas Publishing House Pvt Ltd 1996

13 Hirschey Economics for Managers Thomson Learning 2006

14 Ahuja H.L Economic Environment of Business, Macroeconomic analysis S.Chand & Company Ltd. 2005

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16 Dwivedi D.N Macroeconomics- Theory and Policy Tata McGraw-Hill 2001

17 Atmanand Managerial Economics Excel Books 2005

18 Adhikary Business Economics Excel Books 2005

19 Maheswari Managerial Economics PHI 2007

20 Pepall D.J. Richards Norman G Industrial Organization: Contemporary Theory and Practice South- eastern Thomson Learning, 2002

21 Koutsoyiannis Modern Microeconomics Palgrave Macmillan 2005

078390004 - DATA ANALYSIS FOR DECISION MAKING

S.No	Topics	No of hours
1	**Data and Statistics** • Data sets & sources of data • Qualitative v. quantitative data • Scales of measurement (nominal, ordinal, interval & ratio) • Cross- sectional, time series & descriptive statistics	4
2	**Descriptive Statistics : Numerical Methods** • Numerical measures of location • Dispersion • Sample statistics • population parameters & point estimators • Measures of central location - mean, median, mode, percentiles & quartiles • Measures of variability - Range, inter-quartile range, variance, standard deviation • Measures of relative location & detection of outliers– z – scores • Sample variance & standard deviations • Descriptive statistics tool	7
3	**Descriptive Statistics: Tabular and Graphical Methods** • Frequency & relative frequency distributions • Cumulative frequency & cumulative relative frequency distribution • Data presentations - Bar graphs, pie charts, histograms, ogive and Stem-n-leaf	5
4	**Concepts of Probability** • Experiment and Sample Space • Events and Operations with Events • Probability of an Event • Basic Probability Rules • Binomial Probability distribution • Normal Probability Distribution	6
5	**Parametric Vs. Non-Parametric test** • **Univariate Testing**: Procedures for testing hypothesis, Selected hypothesis tests Z Tests, t test, chi square, Bivariate statistics: Parametric tests – Z test –Differences between mean t test – Difference between mean ANOVA – Regression Analysis – Correlation Analysis • **Bivariate Statistics**: Non parametric Tests, Chi Square Test of Independence, Rank sum tests	13
	Total	**35**

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1 Aczel Amir Sounderpandian JayvelComplete Business Statistics 6th Edn Tata McGraw Hill, 2006

2 Richard I.Levin and David S.Rubin Statistics for Management Prentice Hall of India Pvt. Ltd,1997

3 Hooda P.R Statistics for Business and Economics 3rd Edition Tata McGraw Hill 2007

4 Taylor Business Statistics 2e Palgrave Macmillan 2006

5 R. Nandagopal K. Arun Rajan & N Vivek Research Methods in Business Excel Books 2007

6 David R. Anderson Dennis J. Sweeney Thomas A. Williams Statistics for Business & Economics 9th Edition Thomson South- Western 2005

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8 Shenoy G.V. Pant Madan Statistical Methods in Business and Social Sciences Macmillan India Ltd 2006

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14 R S Bhardwaj Business statistics Excel Books 2005

15 Levin & Rubin Statistics for Management PHI, 7th Edition 2006

16 Moore The Practice of Business Statistics Worth Publishers 2006

078390005 - ORGANISATIONAL BEHAVIOUR

S.No	Topics	No of hours
1	**Introduction to OB** • Meaning & Importance of OB • Historical Development & Contribution Disciplines	2
2	**Personality** • Its determinants & attributes • Values & attitudes • Components and functions of attitudes	3
3	**Motivation** • Basic Concepts • Motivation Theories • Problems in Motivation	4
4	**Group Dynamics** • Types of Groups • Group Norms and Cohesiveness: Group Roles	4
5	**Organizational Culture** • Elements of Organizational culture • Organizational culture and Performance • Changing and strengthening culture • Organizational socialization	4
6	Organizational Learning	1
7	**Employment relationship and career dynamics** • Conflict Process, Sources of Conflict • Structural approach to Conflict Management • Resolving conflict through Negotiation • organizational careers • contingent workforce • Power and Politics in organization	6
8	**Organizational change** • Forces for change force field analysis model • Organisation development	3
9	**Work Stress** • Cause and consequences • Stress coping strategies	2
10	**Cases**	6
	Total	**35**

References

1 Mcshane L.Steven VonGlinow Ann Mary Sharma R. Radha Organisational Behaviour Tata McGraw Hill 2006

2 Robin Fincham Peter Rhodes Principles of Organizational Behaviour Oxford University Press 2005

3 Luthan Fred Organisational Behaviour Tata McGraw Hill 2000

4 Bobbins Stephen P Organisational Behaviour 12th Edition Prentice Hall (India) Pvt Ltd 2000

5 Bratton Work and Organizational Behaviour Palgrave Macmillan 2005

6 Dwivedi R.S Human Relations and Organisational Behaviour: A Global Perspective 5th Edition Macmillan India Ltd 2006

7 Sekaran Uma Organisational Behaviour 2nd Edition Tata McGraw Hill 2006

8 Mcshane L.Stephen Vonglinow Ann Mary Organisational Behaviour : essential Tata McGraw Hill 2007

9 Ivancevich M.John et.al Organisational Behaviour and Management 7th Edition Tata McGraw Hill 2005

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11 M N Mishra Organisational Behaviour Vikas Publishing House Pvt Ltd 2001

12 Angelo Kinicki Robert Kreitner Organisational Behaviour Concepts, Skills and Practices Tata McGraw Hill 2006

13 Mirza S Saiyadain Organisational Behaviour Tata McGraw Hill 2003

14 Udai Pareek Understanding Organisational Behaviour 2/e Oxford University Press 2004

15 Blyton Dynamics of Employee Relations Palgrave Macmillan 2005

078390006 - FINANCIAL AND MANAGEMENT ACCOUNTING

S.No	Topics	No of hours
1	**Introduction to Accounting** • Meaning of Accounting • Branches of accounting • objectives of accounting • Fundamental concepts • principles and rules of accounting • Double entry Book keeping • classification of accounts •	4
2	**Basic accounting cycles** journal, ledger and trial balance sheet	6
3	**Financial Statements** • Characteristics • Limitations • Financial statement analysis • Ratio Analysis	4
4	**Cash & Fund flow statement** • Meaning and concepts of Fund flow & Cash flow • Differences between fund flow statement and Income Statement • Preparation and Interpretation of Fund Flow & Cash flow Statement	6
5	**Cost accounting** • Meaning and objectives • classification • Elements of cost Accounting o Elements of costs o preparation of cost sheet o allocation and absorption of overheads o Direct cost o Overheads o Cost Sheet	5
6	**Budgetary Control** • Types of budgets • Techniques for Budgeting • Cash Budget • Functional Budgets • Flexible Budgets • Preparation and Interpretation	4

7	**Standard Costing and Variance Analysis** • Marginal Costing • Cost -Volume Profit Analysis • Break Even Point • Application of marginal costing techniques to managerial decision making	6
	Total	**35**

References

1 Ramachandran N Kakani Kumar Ram Financial Accounting for Management Tata McGraw Hill 2006

2 Robert N.Anthony David F.Hawkins Kenneth A.Merchant Accounting Text and Cases Tata McGraw Hill 2007

3 Asohok Banerjee Financial Accounting: A Managerial Emphasis Excel Books 2005

4 S.N Maheswari S.K Maheswari Accounting for Management Vikas Publishing 2006 Pandikumar Management Accounting Excel Books 2007

5 S.K Bhattacharyya John Dearden Costing for Management Vikas Publishing 2002

6 Khan MY Jain P.K Management Accounting : Text, Problems and Cases 4th Edition Tata McGraw Hill 2007

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9 Tulsian P.C Fundamentals of Accounting – For CA Common Proficiency Test(CPT) Tata McGraw Hill 2007

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14 Banerje Cost Accounting PHI 2006

15 Nigam & Jain Cost Accounting PHI 2006

078390007 - EXECUTIVE COMMUNICATION AND PERSONAL GROWTH - LABORATORY

S.No	Topics	No of hours
1	Writing business letters and Developing messages	2
2	Neutral and Positive messages	2
3	Negative & Persuasive messages	2
4	Verbal communication & making presentations, communicating to mass Media & listening technique	3
5	Role playing & Team building	2
6	Strategies for successful Business and Group meetings	3
7	Memos, notice, agenda and minutes documentation	4
8	Writing Reports and Proposals	3
9	Interviewing : Types, stages, skills for interviewer and interviewee	3
10	Understanding thinking process using NLP, NLP basics, Ego states & Transactions	5
11	Case Presentation	6
	Total	**35**

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Western 2007

2 Hargie Communication Skills for Effective Management Palgrave Macmillan 2006

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4 Lesikar V. Ramond Flately E.Marie Basic Business Communication :Skills For Empowering the internet
Generation ,10th Edition Tata McGraw Hill 2005

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8 Booher Dianna E-Writing : 21st Centurary tools for effective communication Macmillan India Ltd 2007

9 Courtland L Bovee John V Thill Business Communication Today , 8th Edition Prentice Hall 2005

10 John V Thill Courtland L Bovee Excellence in Business Communication 6th Edition Prentice Hall 2006

11 S.K. Mandal Effective Communication & Public Speaking Jaico Publishing House 2005

12 Chrissie Wright Practical Communication Skills Jaico Publishing House 1999

13 Randolph H. Hudson Bernard J. Selzler Business Communication Concepts & Applications in An Electronic age
Jaico Publishing House 2006

14 R K Madhukar Business Communication Vikas Publishing 2005

15 Meenakshi Raman Prakash Singh Business Communication Oxford University Press 2006

16 M K Sehgal Business Communication Excel Books 2007

17 Biswajit Das Ipseeta Satpathy Business Communication and Personality Development Excel Books 2007

18 Kaul Business Communication PHI 2006

19 Woolcutt Mastering Business Communication Palgrave Macmillan 2006

II TRIMESTER

078390008 - DECISION MODELS AND MANAGEMENT SCIENCE

S.No	Topics	No of hours
1	**Decision Model** • Definition of Decision Models & Decision variables • Types of Decision Models • Steps involved in Decision Modeling • Use of Spreadsheets in Decision models • Possible Problems in Developing Decision models • Spreadsheet model for Tax Computation and Break Even Analysis	6
2	**Linear Programming** • Graphical method • Simplex method • Big M method • Application of LP in Management	6
3	**Transportation and Assignment models** • Initial solutions using North-West Corner Method, Matrix • Minima and Vogel's Approximation Method • Optimal Solutions by Modified Distribution Method • Assignment Problems – Models & Solutions • Salesmanship Problem	6
4	**Sequencing** • Sequencing of 'n' jobs and '2' machines • 'n' jobs and '3' Machines • . 'n' jobs and 'm' machines	4
5	**Network models** • PERT & analyzing the PERT network • CPM – critical path method	4
6	**Waiting Line Models** • Structure of waiting line system • Queuing models • Single channel waiting model with poisson arrivals and exponential service times – Single server model – infinite population & finite population – Multi server model – infinite population	5
7	**Replacement theory** • Replacement Policy for Equipment which Deteriorates gradually • Replacement of items that fail suddenly	4
	Total	**35**

References

1 ND Vohra Quantitative Techniques in Management TMH 2007

2 David R. Anderson Dennis J. SweeneyThomas A.Williams Introduction to Management Science Thomson Learning 2005

3 R.Panneerselvam Operations Research PHI 2007

4 Sharma J.K, Operations Research :Theory & Applications Macmillan India Ltd,New Delhi2007

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10 Gillett Introduction to Operations Research TMH 2007

11 Hiller S. Frederickand LiebermanJ.Gerald Introduction to operations Research :Concepts and CasesTata McGraw hill 2007

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13 S Jaisankar Quantitative Techniques for Management Excel Books 2007

14 Nagaraj Balakrishnan &Ralph M. Stair Managerial Decision Modelling with Spreadsheets Pearson Education 2007

15 Harvey M. Wagner Principles OfOperations ResearchPHI 2007

078390009 - MARKETING MANAGEMENT

S.No	Topics	No of hours
1	**Introduction to Marketing** • Definition of Marketing • Nature and Scope of Marketing • Marketing Process • Philosophies of marketing management (production concept, product concept, selling concept and societal marketing concept)	4
2	**Marketing environment** • Demographic environment • Economic environment • Ecological environment • Technological environment • Political & Cultural environment	4
3	**STP** • Market segmentation • Targeting and Positioning • Marketing Mix	3
4	**Buying behaviour** • Buying population • Buying decision • Buying participants • Buying process	3
5	**Product Planning** • Product Life Cycle • Product Line & Product Mix • Product-line • Branding • New Product Development • Packaging	4
6	**Product Planning** • Product Life Cycle • Product Line & Product Mix • Product-line • Branding • New Product Development • Packaging	4
7	**Marketing channels** • Channel design • Channel flows • Distribution Management • Retailing	4

8	**Sales Management** • Sales force • Advertising • Publicity • Personal Selling • E- Marketing	4
9	**Marketing in special fields** • Customer Relationship Management • Service Marketing • Marketing of non- business organization • International Marketing • Strategic Marketing	5
	Total	**35**

References

1 Philip Kotler &Gary Armstrong Principles of Marketing Prentice Hall of India2007

2 Ranjan Saxena Marketing Management TMH 2006

3 Crainfield MarketingManagementPalgraveMacmillan2007

4 Kurtz and Boone Principles of Marketing ThomsonLearning2006

5 Philip Kotler &Kevin lane keller Abraham Kashy Marketing Management: A South Asian perspectivePearsonEducation2007

6 Dhruv Grewal &Michael levy Marketing TMH 2008

7 Baker Marketing Strategy andManagementPalgraveMacmillan2007

8 Rajiv Lal & V.Kasturi Rangan Marketing Management: Text and CasesTMH 2005

9 David Jobber &John Fahy Foundations of MarketingTMH 2006

10 Tapan K Panda Marketing Management – Text and Cases Excel Books 2007

11 Mc Daniel, Lamb& Hair Introduction toMarketing Thomson Learning2006

12 Adrian Palmer Introduction to Marketing: Theory Oxford University Press2004

13 Zikmund and D'Amico Marketing ThomsonLearning2006

14 Gary Armstrong &Philip kotler Marketing: AnIntroductionPearsonEducation2005

15 Michael J. EtzelBruce J. Walker Marketing concepts and cases TMH 2005

16 SHH Kazmi Marketing Management – Text and Cases Excel Books 2007

17 B.K. Chatterjee Marketing Management Jaico Publishing 2006

18 Czinkota & Kotable Marketing Management ThomsonLearning2006

19 Rajagopal Marketing Management : Text and Cases Vikas publishing 200

078390010 - HUMAN RESOURCE MANAGEMENT

S.No	Topics	No of hours
1	**Introduction to HRM** • Meaning, Scope, Definition and Objectives of HRM • Functions of HRM and Models of HRM • Activities of HRM • Challenges of HRM • Role of HR Manager	4
2	**Human Resource Planning** • HR Planning process • Job analysis, Job description & Job specification • Job Rotation, Job enlargement & Job enrichment	5
3	**Recruitment & Selection** • Recruitment Process & Methods of Recruiting • Selection process - type of tests & types of interviews • Designing and conducting the effective interview • Reference, background verification and medical evaluation • HR interview, Job offer, Induction and Placement.	5
4	**Wage and Salary administration** • Principles and techniques of wage fixation, job evaluation, incentive schemes	3
5	**Appraising and Managing Performance** • Appraisal process, methods, and potential problems in performance evaluations • The appraisal interview and feedback interview. • Methods to improve performance • Career Planning and Development	4
6	**Training and Development** • Nature of Training • Methods of Training • Training Need Assessment • Training Design • Training Evaluation	4
7	**Recent Trends in HR** • HR outsourcing • Management of Turnover and retention • workforce rationalization • International HRM • Quality of work life • Industrial Relations, Industrial Disputes and causes • Remedial measures • Collective Bargaining & Grievance Management	10
	Total	**35**

References

1 K Aswathappa Human Resource & Personnel Management TMH 2005

2 Bratton Human Resource Management Palgrave Macmillan 2007

3 Scott Snell &George Bohlander Human Resource Management Thomson Learning2007

4 VSP Rao Human Resource Management – Text and Cases Excel Books 2007

5 Raymond A. Noe John R. Hollenbeck Patrick M Wright Human Resource Management – Gaininga competitive advantage TMH 2006

6 Jon M. Werner & Randy L. Desimone Human Resource Development Thomson Learning 2006

7 Korczynski Human Resource Management in Service Sector Palgrave Macmillan 2007

8 Gary Dessler A framework for HRM PearsonEducation2004

9 Gary Dessler Human Resource Management PearsonEducation2004

10 Robert L. Mathis & John H. Jackson Human Resource Management Thomson Learning 2003

11 Gary Dessler Human Resource Management PHI 2004

12 Luis R. Gomez – Mejia, David B. Balkin & Robert L. Managing Human Resources Pearson Education 2004

13 T V Rao Human Resources Development Response Books (Sage Publications Ltd)1996

14 P. Jyothi &D.N. Venkatesh Human Resource Management Oxford University Press 2006

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21 John M. Ivancevich Human Resource Management TMH 2007

078390011 - MANAGEMENT INFORMATION SYSTEM

S.No	Topics	No of hours
1	**Introduction to Information Systems** • Information Concepts • System Concepts • Information system: Definition & Components • Computer Based Information Systems • Business Information Systems	6
2	**Systems and Application Software** • Overview of Software • Systems Software Operating systems – Current, Workgroup and Enterprise Operating System Application Software • Overview of Application Software Personal Application Software Group Application Software Enterprise Application software • Programming Languages	6
3	**Database Management System** • Hierarchy of Data • Data Entities, Attributes and Keys • Database Approach • Relational Database Model • Types of Database • Data Definition Language • Data Manipulation language • Data Control Languages • Popular Database Management Systems • Data Warehousing & Mining	7
4	**Functional Aspects of MIS** • Overview of MIS • Financial Management information systems • Manufacturing Management information systems • Marketing Management information systems • Human Resource Management information systems • Accounting & Geographic Information Systems • Overview of Decision Support system	7
5	**Enterprise Resource Planning** • Overview of ERP • Modules of ERP Packages • Popular ERP Packages • ERP Implementation	5

6	**System Development** • Overview of systems development • Systems development life cycles • Factors affecting systems development success	4
	Total	**35**

Reference Books

1 Ralph Stair & George Reynolds Principles of Information Systems Thomson Learning 8th Edition, 2008

2 Jawadekar Management Information System TMH 2007

3 David Whiteley Introduction to Information Systems Palgrave Macmillan 2006

4 James O'Brien Management Information System TMH 2007

5 Kenneth C. Laudon & Jane P. Laudon\ Management Information System PHI 2006

6 Kenneth C. Laudon & Jane P. Laudon Management Information System Pearson Education 2006

7 Gordon B. Davis & Margrethe H. Olson Management Information System TMH 2000

8 Ray Hackney & Dennis Dunn Business Information Technology Management Palgrave Macmillan2006

9 Schultheis Management Information systems: The Manager's View TMH 2007

10 Ashok Arora & Akshaya Bhatia Management Information system Excel Books 2006

11 G V Satya Sekhar Management Information System Excel Books 2007

12 Frenzel Management of Information Technology Thomson Learning 2007

078390012 - TOTAL QUALITY MANAGEMENT

S.No	Topics	No of hours
1	**Introduction to Quality** • Defining Quality • Quality as a Management framework • Quality & Competitive advantage • Three levels of Quality • Quality Philosophies • Deming Philosophy • Juran Philosophy • Crossby Philosophy • Comparison of Quality Philosophies • Other Quality Philosophers • A.V. Feigenbaum • Kaoru Ishikawa • Genichi Taguchi	8
2	**Quality Systems** • Quality Management Systems • ISO 9000:2000 • Six Sigma • CMMI	5
3	**Total Quality Management** • Evolution of TQM • Definition of TQM • TQM Framework • Stages in TQM Implementation • TQM Roadmap	5
4	**Quality Tools** • Deming Wheel • Zero Defect Concept • Benchmarking • Seven QC Tools • FMEA • Poka Yoke • Five S • Quality Circle • Quality Function Deployment • Taguchi's Robust Design • Total Productive Maintenance • Force Field analysis • Tree & Matrix Diagram	12

5	**Cost of Quality** • Classification of failure cost • Juran's Model of optimum quality costs • Analysis of External & Internal Failure costs	5
	Total	**35**

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1 James R.Evans William M.Lindsay The Management and control of Quality Thomson Learning2005

2 Subbraj Ramasamy Total Quality Management Tata McGraw Hill 2005

3 P.N Mukherjee Total Quality Management Prentice Hall 2006 Adrian Wilkinson , Tom Redman , Ed Snape andn Mick Marching ton Managing with Total Quality Management: Theory and Practice Palgrave Macmillan 2006

4 Kanishka Bedi Quality Management Oxford University Press 2006

5 Hubert K.Rampersad Managing Total Quality Tata McGraw Hill 2005

6 Sid Kemp,PMP Quality Management Demystified Tata McGraw Hill 2006

7 Dale H.Besterfield Carol Besterfield Glen H.Besterfield Mary Besterfield Total Quality Management Prentice Hall 2003

8 Suresh Lulla World Class Quality Tata McGraw Hill 2003

9 P.L Jain Quality Control and Total Quality Management Tata McGraw Hill 2001

10 B.Janakiraman R.K. Gopal Total Quality Management Text and Cases Prentice Hall 2006

11 Frank M.Gryna Richard C.H.Chua Joseph A.Defeo Quality Planning and Analysis for Enterprisem Quality Tata McGraw Hill 2007

12 James R.Evans Total Quality Management,Organization and Strategy Thomson Learning 2005

13 L.Suganthi Anand A.Samuel Total Quality Management Prentice Hall 2004

14 James R.Evans Total quality Thomson Learning 2005

15 Donna C.S. Summers Quality Management Pearson Education2005

16 Dale H.Besterfield Carol Besterfield Glen H.Besterfield Mary Besterfield Total Quality Management Pearson Education 2003

078390013 - LEGAL ENVIRONMENT OF BUSINESS

S.No	Topics	No of hours
1	**Law of Contract** • Meaning and Essentials of a valid contract • Offer, Acceptance and Agreement • Formation of Agreement • Consideration and Contracts • Performance of the contract • Void Contract • Contingent Contract • Breach, Damages and compensation	5
2	**Law of Partnership** • Concept and formation of partnership • kinds of Partners • legal relations between partners • Rights of incoming and Outgoing partners • Retirement and Expulsion • Dissolution of firm	5
3	**Law of sale of goods** • Definition and essentials of a contract of sale • Goods and their classification • Sale and transfer of ownership • Transfer of title by non owners • Performance • Unpaid seller and his Rights – remedies for breach.	5
4	**Negotiable Instruments act** • Concept of Negotiable Instruments and its importance • Definition of promissory note • Cheque and bill of exchange • Holder for value and holder in due course • Types of negotiation – consignment – rights and duties of collecting and paying bankers – forgery.	5
5	**Company act** • Types of company • Registration of company • Memorandum of Association • Articles of Association • Prospectus and raising of capital • Borrowing powers of the Company • Board of Directors – Auditors – Meetings	5

6	**Taxation** • Direct taxes – Corporate tax – Concepts • Indirect taxes – Sales Tax – Service Tax – VAT – Central and State – Customs and Excise duties – Concepts and applicability	5
7	**Consumer Protection Act 1986** • Object and Scope • Definitions • Rights of Consumers • Remedies available to consumers	5
	Total	**35**

References

1 Pathak Legal Aspects of Business Tata McGraw Hill 2005

2 P C Tulsian Business and Corporate Law TMH 2007

3 N.D. Kapoor Elements of Mercantile Law Sultan Chand & Sons 2003

4 C L Bansal Business and Corporate Laws Excel Books 2006

5 MC Kuchhal Deep Prakash Business Legislation for Management Vikas Publishing 2007

6 S.N.Maheshwari & Maheshwari, Business Regulatory Framework Himalaya Publishing House 2006

7 K.R. Bulchandani Business Law for Management Himalaya Publishing House 2006

8 P.K.Goel Business Law for Managers Biztantra – Dreamtech press2006

078390014 - BUSINESS APPLICATION SOFTWARE - LABORATORY

S.No	Topics	No of hours
1	**MS Office** • MS Word • MS Power Point • MS Excel • MS Access	6
2	**Management software Packages** • Accounting Packages – Tally, Ex, SAPM, Metastock etc • Marketing Research packages – SPSS, SAS and MINITAB • Production Management Packages – POM & TORA	15
3	**Database Management Packages** • Orcale • SQL Server	8
4	In-House Development of a package	6
	Total	**35**

References

1 Norman Gaither Operations Management with POM Software CD Thomson Learning 2007

2 Carver Doing Data analysis with SPSS Thomson Learning 2006

3 Ajai S. Gaur Sanjaya S. Gaur Statistical methods for Practice and research – A guide to data analysis using SPSS Sage Publications Ltd(Response Books) 2006

4 Nargundkar Marketing Research – Text and Cases TMH 2007

5 AK Nadhani KK Nadhani Implementing Tally 9: Comprehensive guide for Tally 9 & 8.1 BPB Publications 2007

6 Alexis Jeon Introduction to computers with MS Office Tata- McGraw-Hill 2007

7 Ramon A Mata – Toleda Pauline K. Cushman Database Management system TMH 2007

8 Rob & Coronel Database systems Thomson Learning 2006

9 Namrata Agrawal Financial Accounting using Tally 6.3 Dreamtech Press 2006

III TRIMESTER

078390015 - FINANCIAL MANAGEMENT

S.No	Topics	No of hours
1	**Overview of Financial Management** • Introduction – Nature & Scope • Finance Functions – Goals of Financial Management • Financial Manager's Role • Time value of money • Risk and Return • Valuation of shares and bounds	4
2	**Capital Budgeting** • Nature and Principles • Cash Flows • Discounting cash flow techniques • Non- Discounting cash flow techniques	8
3	**Cost of Capital** • Concept of cost of capital • Determining Component Cost of Capital • Specific Cost of Capital • Overall cost of capital	5
4	**Capital Structure** • Theories of Capital Structure • Designing Capital structure • Financial and Operating leverages	5
5	**Dividend Policy** • Objectives of Dividend Policy • Practical Consideration In Dividend Policy • Types of dividend • Dividend theories	4
6	**Working Capital Management** • Principles and Concepts of Working Capital • Operating Cycle • Determinants Of Working Capital • Receivables Management • Inventory Management • Cash Management • Short Term finance	8
7	**Indian Financial System**	1
	Total	**35**

References

1 I M Pandey Financial Management Ninth Edition Vikas Publishing House2006

2 Prasanna Chandra Fundamentals of Financial Management : Fourth Edition Tata McGraw- HillPublishing2005

3 Eugene F.Brigham Joel F.Houston, Fundamentals of Financial Management Cengage Learning 2004

4 Eugene F.Brigham Michael C.Ehrhardt Financial Management Theory and Practice Cengage Learning 2005

5 I M Pandey Ramesh Bhat Cases in Financial Management Tata McGraw- Hill Publishing2006

6 Khan Jain Financial Management Tata McGraw- HillPublishing2005

7 James C. Van Horne Financial Management &Policy Prentice Hall of India Private Ltd.2002

8 Sudhindra Bhat Financial Management Principles and Practice Excel Books 2007

9 Lawrence J.Gitman Principles of Managerial Finance : Eleventh Edition Pearson Education 2006

10 Preeti Singh Fundamentals of Financial Management Ane Books 2008

11 Robert F.Bruner Case Studies in Finance Fifth Edition Tata McGraw- Hill Publishing 2007

12 Paresh P Shah Financial Management Biztantra 2007

13 Geoffrey Knott Financial Management Fourth Edition Palgrave Macmillan 2007

14 P.V. Kulkarni B.G. Satyaprasad Financial Management Himalaya Publishing House2007

078390016 - PRODUCTION AND OPERATION MANAGEMENT

S.No	Topics	No of hours
1	**Production and Operation Management (POM)** • Need, Evolution, System, Types, functions and communication in POM • Life cycle of production system • Different types of Production/Operations Decisions • Operation Strategy	4
2	**Product, Process and Service Design** • Developing New Product • Improving design of existing product • Designing and developing new services • Types of Process Designs • Factors affecting process design decisions	4
3	**Production Planning and control** • Aggregate Planning • Master Production Schedule • Material Requirements Planning, • Manufacturing Resource Planning • Capacity Requirements Planning • Vendor Requirements Planning • Operations Scheduling	8
4	**Productivity Improvement Techniques** • Business Process Reengineering • JIT and Kanban System • Learning Curves • Value Analysis • Manufacturing Automation • Project Management – Concept, Elements and Life Cycle • ABC and VED Analysis	5
5	**World Class Manufacturing** • Flexible Manufacturing System • Lean Manufacturing • Agile Manufacturing • E-Manufacturing • Virtual and Collaborative Manufacturing	5
6	**Facility and Layout Location** • Facility Location Decisions – Selections of country, region and site. • Facility Layout Decision – Types (Fixed Position, and Production, Process, Flexible) • Methodologies (Distance Minimizing, Computer software systems(CRAFT, CORELAP, ALDEP)	

7	**Work and Motion Study** • Concepts and Role of work study for improving productivity • Work study procedure • Design of workplace layout • Work measurement	4
	Total	**35**

References

1 Norman Gaither &Gregory Frazie Operations Management With CD Cengage Learning 2007

2 S N Chary Productions and Operations Management Tata McGraw- Hill Publishing2004

3 James R. Evans David A.Collier Operations Management: An Integrated goods and Services Approach Cengage Learning 2007

4 R.Paneer Selvam Production and Operations Management Prentice Hall ofIndia2007

5 NG Nair Production and Operations Management Tata McGraw- HillPublishing1996

6 Richard B Chase F Robert Jacobs Nicholas J Aquilano Nitin K Agarwa lOperations Management for Competitive advantages Tata McGraw- HillPublishing2006

7 Ray Wild Operations Management Sixth Edition Cengage Learning 2003

8 William J.Stevenson Operations Management Eighth EditionTata McGraw-Hill Publishing2005

9 Joseph G.Monks Sahaum's Outlines Operations Management Tata McGraw- Hill Publishing2004

10 Joseph S.Martinch Production and Operations Management John Wiley Publishing1997

11 S.A. ChunawallaD.R. Patel Production and Operations Management Himalaya PublishingHouse2008

12 Kanishka Bedi Production and Operations Management Oxford University Press 2004

13 Upendra Kachru Production and Operations Management : Text and Cases Excel Books 2007

14 Buffa Modern Production / Operations Management 8edWiley India 2007

15 Russel Operations Management Fifth edition Wiley India 2007

078390017 - INTERNATIONAL BUSINESS MANAGEMENT

S.No	Topics	No of hours
1	**Introduction** • Nature and characteristics of International Business • Forms of international business • International trade – exports and imports • FDI • Economic Theories	5
2	**International Business Environment** • Globalization of business • Economic, political and cultural environment of international business • WTO – Structure, features and functions • Trade Liberalizations	5
3	**Multinational Corporations** • Features of MNCs, • Classification of MNCs, • Role of MNCs in developing countries • Drawbacks of Multinational Corporations. • Conflict in MNCs • Role of MNCs in developing countries	6
4	**Trade Blocks** • Types of Regional Groupings • Inter-regional trade among regional groups	4
5	**International Financial Market** • NASDAC • EXIM Banking • Exchange Rate Mechanism • Foreign exchange market • Export Credit Guarantee (ECGC)	6
6	**Export Procedure and Documentation** • Steps in export procedure • Documents – Pre-shipment document • Documents related to goods • Certificate related to shipments • Documents related to payment • Documents related to inspection • Documents related to excisable goods.	8
	Total	**35**

References

1 Francis Cherunilam International Business Text and Cases Prentice Hall Publishing 2007

2 Michael R. Czinkota Ilkka A.Ronkainen Michael H.Moffett International Business Seventh Edition Cengage Publishing 2005

3 Charles W L Hill Arun Kumar Jain International Business Tata McGraw- Hill Publishing 2005

4 K Aswathappa International Business Second Edition Tata McGraw- Hill Publishing 2006

5 Justin Paul International Business Prentice Hall Publishing 2007

6 Shekar International Business with Geodiscoveries w/CD Wiley India 2007

7 Mukesh Chaturvedim Aseem Kumar, Managing Global Business Excel Books 2005

078390018 - STRATEGIC MANAGEMENT

S.No	Topics	No of hours
1	**Introduction to strategic management process** • Mission, Vision, Objectives, strategy • Need and Challenges for strategic management model • Learning organization, Role of Board of Directors and Top Management • Social Responsibility of strategic decision making	4
2	**Opportunity & Threat Analysis** • Analysis of Societal Environment • Scanning the external Environment, strategic Myopia, • Industry analysis, Porters 5 forces model driving industry competition, Forecasting	5
3	**Strength and Weakness Analysis** • Organizational analysis • Value chain analysis • Scanning functional resources • Strategic audit	5
4	**Business Strategy** • Situation analysis using SWOT tool, strategic gap identification • Generating alternatives strategies using TOWS matrix • Competitive strategies, cooperative strategies	5
5	**Corporate and Functional Strategy** • Directional Growth strategy, Merger & Acquisition, Portfolio analysis • Core competencies, Outsourcing, Marketing, Financial, Operation, • R&D , Purchasing, Logistics, HRM and Information system strategies, Strategic choice and Developing Policies	8
6	**Strategy Implementation** • Developing program, Budgeting, procedure • Stages of corporate development, types of organization structure • Staffing, Culture and Management to implement the strategy	5
7	**Evaluation and Control** • Measuring Performance, problem in measuring performance • Control and strategic audit	3
	Total	**35**

References

1 Michael A.Hitt Robert E.Hoskisson R.Duane Ireland Management of Strategy Concepts and Cases Cengage Learning 2007

2 Azhar Kazmi Business Policy and Strategic Management Tata McGraw- Hill Publishing 2002

3 Charles W.L. Hill Gareth R. Jones Strategic Management An Integrated Approach Biztantra An Imprint of Dreamtech 2004

4 John A Pearce Richard B Robinsonm Strategic Management Tata McGraw- Hill Publishing2005

5 Robert A.Pitts David Lei Strategic Management Cengage Learning 2006

6 Francis Cherunilam Strategic Management Himalaya Publishing House1998

7 Arthur A Thompson A J Strickland John E Gamble Arun K Jain Crafting and Executing Strategy Concepts and Cases Tata McGraw- Hill Publishing2006

8 Sukul Lomashm P K Mishram Business Policy and Strategic Management Vikas Publishing House 2005

9 Melissa A Schilling Strategic Management ofTechnology Management Tata McGraw-HillPublishing2008

10 S B Budhiraja M B Athreya
Cases in Strategic Management Tata McGraw- Hill Publishing1996

11 Petter Fitzroy James M. Herbertm, Strategic Management Creating value in a turbulent world John Wiley & Sons 2006

12 M.Jeyarathnam Business Policy and Strategic Management Himalaya Publishing House 2007

13 Colin White Strategic Management Palgrave Macmillan 2004

14 Upendra Kachru Strategic Management Excel Books 2005

15 Hill, Jones Strategic Management: An Integration Approach 6th Edition Wiley India

16. Parnell Strategic Management: Theory and Practices Wiley India 2007

17 V S P Rao V Hari Krishna Strategic Management Text and Cases Excel Books 2003

18 Ajit Prasad Extremely Short Cases on Strategic Management Excel Books 2003

078390019 - APPLICATION OF RESEARCH METHODS IN MANAGEMENT

S.No	Topics	No of hour
1	**Business Research** • Introduction, Definitions, nature, scope • Concept, Significance • Research Process • Hypothesis Testing	5
2	Research Problem • Defining the research problem • Formulation of research problem • identification and selection of problems in Management • Research design and experimental design in Management	5
3	**Methods of data collection** • Primary data collection: Qualitative & Observation • Research Primary data-collection techniques • Qualitative Research Techniques 1) Focus Groups 2) Depth Interviews 3) Projective Techniques • Observation Research Techniques • Survey Techniques- Questionnaire Design and Testing Secondary data collection • Role of secondary data in management research • Sources of secondary data • Limitations of secondary data	6
4	**Measurement & Scaling Techniques** • Measurement in Research • Basic Scaling Techniques: Nominal – Ordinal - Interval - Ratio • Measuring Attitude : Comparative Rating Scale - Non Comparative - Rating Scale- Itemized Rating Scale • Meaning & Relationship of Reliability & Validity	5
5	**Sampling Theory** • Basis of sampling • Sampling Process • Types of sampling – probability & non probability sampling	3
6	**Data Analysis** • Multivariate Analysis • Factor Analysis • Cluster Analysis • Correspondence Analysis and • Conjoint Analysis • Application of SPSS and MINITAB	7

7	**Report Preparation** • Interpretation and report writing • Meaning and techniques of interpretation • Significance of report writing • Different types and steps in report writing	4
	Total	**35**

References

1 Donald R.Cooper Pamela S.Schindler Business Research Methods Ninth Edition Tata McGraw- Hill Publishing 2006

2 William G.Zikmund Business Research Methods Cengage Learning 2003

3 R Nandagopal K Arul Rajan N Vivek Research Methods in Business Excel Books 2007

4 Dipak Kumar Bhattacharyya Research Methodology Excel Books 2006

5 Uma Sekaran Research Methods for Business Wiley India 2007

6 Alan Bryman Emma BellBusiness Research Methods Oxford 2003

7 S.N.Murthy U.Bhojann Business Research Methods Excel Books 2008

8 Teresa Brannick William K.Roche Business Research Methods Jaico Publishing House 2007

9 Kothari Research Methodology New Age Publishers 2005

10 Trochim Research Methods Wiley India 2007

078390020 - INTELLECTUAL PROPERTY RIGHTS

S.No	Topics	No of hour
1	**Fundamentals of IPR** • Introduction to IPR • Need for IPR • General framework of IPR • IPR Legislations in India • Agreement on Trade-related aspects of IPR • WIPO • Consequences of IPR Protection in developing Countries • Practical IPR issues in developing business plan	6
2	**Patents and Design** • Patents and Patent information • Need for Patent • Patentable and Non- Patentable Invention • Types of Patent application in India • PCT System • Guidelines for Registration of Patent • Patent filing, Opposition and Grand • Concept of design. • Design Act 2000. • Need for protection of design • Essential Requirements for Registration of Design • Procedure for Registration of Design	8
3	**Trademark and Integrated Circuits** • Concept, Purpose, Characteristics and functions of Trademark. • Trademark Act • Trademark Search • Trade Secret • Guidelines for Registration of Trademark • Registration Procedure • NICE Classification • Collective Trademark • Community Trademark • Sales, Transfer and Licensing of Trademark • Concept of Integrated Circuit Layout design • Registration of Integrated Circuit Layout design • Semiconductor Chip Protection	8
4	**Copyright and Geographical Indications** • Concept of Copyright • Works Protected and Not Protected by Copyright • India Copyright Law	7

	• Rights Conferred by Copyright • Copyright infringement • Computer Program and Database Copyright • Registration of Copyright in India • Copyright in Digital era. • Concept of Geographical Indications • Geographical Indications Act • Filling and Granting of Geographical Indications in India • Registration of Geographical Indications in India	
5	**IP Management** • IPR Audit • Trademark Audit • Range of IP Services • Classification of IP Services • IPR Regime • Important Principles of IP Management • Sectoral IPR	6
	Total	**35**

References

1 R. Radhakrishnan, S. Balasubramanian Intellectual Property Rights : Text and Cases Excel Books 2008

2 Richard Stim Intellectual Property: Patents, Trademarks and Copyrights Cengage Learning 2000

3 Prabuddha Ganguli Intellectual Property Rights Tata McGrawHill2001

4 Deborah E. Bouchoux Intellectual Property for Paralegals Cengage Learning 2005

078390021 - EMERGING TRENDS IN MANAGEMENT - CASE ANALYSIS AND SEMINAR

S.No	Topics	No of hour
1	**Business Ethics** • Conflict Strategy • Employee Privacy • Workplace Safety • Business Practices in Foreign Countries • Business and its Shareholders • Contract Relations • Product Safety • Advertising Ethics	7
2	**Marketing** • E-Marketing • Technology Marketing • CRM • Tele Marketing • Rural Marketing • Relationship Marketing • Preparation of Business Plan.	7
3	**Human Resource** • HR forecasting • Innovation • Creativity • Knowledge management • E-Recruitment • Modern Training and Development Tools • Performance management	6
4	**Finance** • Financial Institutions • International Finance • Mutual Benefit Funds • Preparation of Project Report for New Product / Service • Financial Management Issues in National / International Scenario	6
5	**Operation and Systems** • Japanese Manufacturing System • e-Production • e-Maintenance • Software Quality • Software Reengineering	9

	• Software Outsourcing • e-Business • Consultancy Service Management • Software Infrastructure Management	
	Total	**35**

References

1 Marianne M. Jennings Business Ethics: Case Studies and Selected Readings Cengage Learning 2006

2 Pandey Contemporary Indian Marketing Cases Wiley India 2007

3 O'Guinn Allen Semenik Advertising & Integrated Brand Promotion Cengage Learning 2006

4 Paul Greenberg CRM at the Speed of Light Tata McGraw Hill 2007

Note:

For this practical course, the faculty members have to teach the students to analyze the current /emerging trends prevailing in the industry /market. Students are to be trained to prepare & analyze the cases in all aspects, keeping in mind the real life situations which they may have to con front while joining the profession.

IV TRIMESTER

078390022 CUSTOMER RELATIONSHIP MANAGEMENT

S.No	Topics	No of hours
1	Emerging Concept of CRM • CRM in Marketing & IT • Enablers of the growth of CRM, • Evolution and Benefits of CRM • School of Thoughts of CRM	3
2	Building Customer Relationship • Process, Bonding • Zero customer Defections • CRM framework • Market Share Vs. Share of Customers, • Life time value of Customers	4
3	CRM in Services • Product Markets • B2B market.	6
4	CRM in Marketing • A Marketing Retrospective • Target Marketing • Marketing Automation	4
5	CRM and Customer service • Call Centre and Customer Care • Automation of contact center • Call Routing • Web Based Self Service • Work Force Management	4
6	Components of eCRM Solutions • Data Warehousing • Data Mining and CRM • Evaluation of Technical solution for CRM • Role of a contact centre in building relationships.	
7	Implementation • Defining a CRM strategy • CRM Implementation Road Map • Developing a Relationship Orientation • Customer-centric Marketing and Processes • Building Capabilities through Internal Marketing • customer retention plans	
	Total	**35**

References

1. “Paul Greenberg”, CRM at the Speed of Light, 3rd edition, TMH,2007.

2. “ Baran, Galka and Strunk, Principles of CRM, Cengage Learning 2008.

3. “Jagdish.N.Sheth, Atul Parvatiyar and G.Shainesh ”(Editors), Customer Relationship Management, TMH, 2007.

4. “John.G.Freeland”, The Ultimate CRM, TMH, 2006

5. “Subhasish Das”, Customer Relationship Management”, Excel Books, 2007.

6. Edited by S.Shanmugasundaram, Customer Relationship Management, PHI, 2008.

7. “Mukesh Chaturvedi and Abhinav Chaturvedi”, Customer Relationship Management – An Indian Perspective, Excel Books, 2005.

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9. “ V.Kumar and Werner.J.Reinartz”, Customer Relationship Management , Wiley, 2006

10. “Jerry Fjermestad “(editor), Electronic CRM, PHI, 2006.

078390023 - CORPORATE GOVERNANCE AND CORPORATE SOCIAL RESPONSIBILITY

S.No	Topics	No of hours
1	Introduction • Meaning and Overview of corporate governance • Corporate Board: Attributes, Duties, Responsibilities, Liabilities. • Shaping Directorial Competence and Board Effectiveness. • Corporate Disclosure and Investor Protection. • Recent theoretical development on corporate governance. • Globalization and Corporate Governance • Models of Corporate Governance • Mechanisms of Corporate Governance. • Choice of governance models • Governance issues and national cultures	5
2	Shareholders and Stakeholders • Shareholder Rights • Responsibilities of Shareholders • Minority Shareholders' Protection • Stakeholder Protection • Influence of informal agrarian institutions on stakeholder protection	6
3	Corporate restructuring and Responsibilities • Corporate Restructuring and Revival of Sick Units. • Corporate Reputation, Corporate Legitimacy and Corporate Crime • Structure and Independence of the Board • Responsibilities and Duties of the Board, Selection • Remuneration and Evaluation of the Board, Board Committees • The Board and the Management • Legal issues	4
4	Corporate Governance Risks • Board and risks • Risk monitoring • Shareholders risks • Risk cycles.	4
5	Corporate Social Responsibility • Meaning, Definition and Scope • Operationalizing CSR for sustainable Development • Responsibility of various stakeholders, and initiatives • Environment and Ecology	7

	• Health and well being • Diversity and Human Rights • Community	
6	Compliance checklist for Corporate Social • Responsibility • Management • Market & Work place • Regulatory framework, • Welfare, Safety& Social Initiatives • Community Initiatives • Workplace Initiatives • Environmental Initiatives • Market Initiatives	5
7	Emerging Areas and Trends in Corporate Social • Responsibility • Business • Social • Environmental • Regulatory • Case Study in CSR and Corporate Governance	4
	Total	**35**

References

1. “U.C.Mathur”, Corporate Governance & Business Ethics, Macmillan, 2005.
2. “C.V.Baxi”, Corporate Governance, Excel books, 2007.
3. “J.Fred Weston”, Takeovers, Restructuring & Corporate Governance, Pearson Education, 2007.
4. “Dr.S.Singh”, Corporate Governance, Excel books, 2005.
5. “Swami(Dr.) Parthasarathy, Corporate Governance, biztantra, 2007.
6. “Donald.H.Chew JR.”, Corporate Governance at the cross roads, TMH, 2006.
7. “Jill Solomon”, Corporate Governance & Accountability, Wiley, 2007.
8. “ Kesho Prasad”, Corporate Governance, PHI, 2006.
9. “Christine .A. Mallin”, Corporate Governance , 2nd edition, Oxford, 2008.
10. “Subhash Chandra Das”, Corporate Governance in India, PHI, 2008.

078390025 - ENTERPRISE RESOURCE PLANNING – LABORATORY I

S.No	Topics	No of hours
1	SAP Business One - Financial accounting Financial accounting delivers tools and reports that enable you to manage all financial processes, including: • Chart of accounts -- Allows you to define all accounts and their hierarchical relationships • Journal entries -- Allows you to enter or find manual journal entries and automatically allocate each transaction to a project or profit center • Transaction templates -- Enables you to save time and prevent mistakes when entering manual journal entries • Recurrent journal transactions -- Lets you create your own set of recurrent transactions, including automatic frequency reminders • Exchange rate differences -- Adjusts foreign currency accounts to the changes in your local currency • Trial balance report -- Displays account balances and transactions, enabling you to view all your financial reports in any desired currency and in each detailing level • Profit and loss report -- Displays income and expenses in the conventional way used by accountants • Balance sheet -- Displays assets and liabilities in the conventional way used by accountants • Comparative reports -- Allows all reports to be displayed in a comparative view between months, quarters, years, or any other period • Budget -- Helps you define and track your budget in any currency and view a summarizing budget report, which compares the actual versus the planned figures • Financial reports designer -- Gives you the power to create unlimited financial reporting templates	7
2	SAP Business One - Bank transactions Bank transactions help you handle all your financial processing, with tools for: • Receipt -- Records any payment term given to you by a customer, such as checks, credit cards, cash, or bank transfers • Payment to supplier -- Issues a payment to suppliers, allocates payments to open purchase invoices, and automatically prints the check • Deposits -- Enables you to deposit cash, credit cards, or	5

	checks to the bank • Deferred checks -- Automatically displays the deferred checks that should be deposited that day • Checks for payment -- Issues checks for vendors, employees, or other creditors -- and can write and print a check, and update the creditor balance accordingly • Reconciliation -- Gives you fully automatic bank reconciliation, so you can reconcile • debit versus	
3	SAP Business One - Sales and Distribution From price quotes to invoicing and payment, sales and distribution helps you complete your entire sales cycle with the following tools and capabilities: • Quotation -- Allows you to automatically issue a price quote to customers, measure gross profit for the quotation, update stock levels, and report the customer's current balance • Order entry -- Enables you to enter customer orders, automatically reserve the item ordered, and notify your warehouse of the delivery date • Delivery notes -- Enables you to order merchandise related to a quotation and update stock balances • Returns -- Lets you record stock entry returned from clients • Invoicing -- Automatically creates the invoice and records the stock and journal transactions, while issuing an automatic receipt in case customers are paying any part of their bill instantly • Credit notes -- Lets you credit customer for any reason, including customer returns • Reserve invoicing -- Allows you to issue an invoice without changing the stock balances • Auto summary wizard -- Summarizes into one invoice all former accounts receivable documents related to all customers • Drafts -- Gives you the ability to print, edit, and manage documents that were saved as drafts	8
4	SAP Business One – Purchasing Purchasing enables you to manage and maintain every aspect of your vendor relationships. Tools and processes include: • Purchase order -- Allows you to issue a purchase order to vendors for materials or services, update the available amount for the items ordered, and notify the warehouse manager of the expected delivery date • Purchase delivery note -- Updates the actual in-stock amount without affecting the vendor's account balance • Purchase return -- Records goods returned to suppliers • Purchase invoice -- Records supplier invoices and	7

	simultaneously records a stock entry • Purchase credit note -- Credits suppliers upon return of goods, or for any other reason that would require such credit • Import -- Calculates the landed value of imported goods and helps allocate different types of costs and expenses such as shipping, insurance, and customs	
5	SAP Business One - Outlook Integration Outlook integration gives you seamless integration and synchronized communications between SAP Business One and Outlook, Microsoft's personal information manager and communications program. Outlook provides an integrated solution for managing and organizing e-mail messages, schedules, tasks, notes, contacts, and other information. With SAP Business One, your employees can synchronize calendars, contacts, tasks – even integrated quotation management. They can also capture and access all relevant customer, partner, and vendor information. And they benefit from seamless communication that spans departments, business functions, and the entire organization. Capabilities and processes include: • Data synchronization -- Provides a broad range of synchronization options and allows users to schedule synchronization activities • Save e-mail as activity -- Allows users to choose manual association when automated association is unsuccessful; provides alias lists for multiple e-mail addresses • Usability -- Streamlines employee productivity through context-sensitive menus, a synchronization preview window, and an Outlook"s peed bar" that makes it fast and easy to access frequently used functions	7
	Total	**35**

078420015 - SERVICES MARKETING

S.No	Topics	No of hours
1	**Services Marketing** • Introduction & evolution of services sector • characteristics of services • marketing implications, service classification • Services marketing mix • Concept of the service product • core tangibles, augmented product, • understanding supporting & facilitating services • Developing the service product	6
2	**Consumer behaviour & services** • Evaluation of consumer dissatisfaction, • Service perception& their implications to marketers • M.R. in Services Marketing.	2
3	**Service process** • Understanding the role of the fifth P • internal marketing • investing in people for strategic service advantage • Role & Structure of Service process • managing demand & capacity • Understanding patterns of demand for services, • Demand management strategies	6
4	**Service Quality** • Issues & concept of service quality • Dimensions of service quality • managing service quality	4
5	**Segmentation & Service Strategies** • Targeting & positioning of service • segmentation of markets for services • positioning through value chain • Positioning alternatives. • Services Strategies • critical Success Factors for developing effective service strategies	7

6	**Pricing** • Understanding Cost component of price, • Pricing techniques, & strategies • Price bundling as a concept • Consumer expectation & pricing decision • Product – The Service Package	5
7	**Promotion** • Key issues in services promotion • Word of mouth • public relations & image management promotion tools & campaign planning • Integrated Services Marketing Communications.	5
	Total	**35**

References

1. " Valevie.A.Zeithaml, Mary Jo Bitner, Ajay Pandit and Awarjne . D. Gremler", Services Marketing, TMH, 2008.
2. Hoffman, Marketing of services, Cengage Learning, 2007
3. "Govind Apte", Service Marketing, Oxford Publisher, 2004.
4. "Steve Baron & Kim Harries, Service Marketing, 2nd edition, Palgrave, 2003.
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6. "Christopher Lovelock, Ivehen Wirtz and Jayantja Chaherjee" Service Marketing –People , Technology & Strategy, A Sonta Asian Perspective, Pearson Publisher, 2006.
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10. "Helen Woodruffe", Service Marketing, Macmillan, 2007.
11. "Payne", Essence of Service Marketing, PHI, 008.
12. " Christian ", Service Management & Marketing, John Wiley, 2008.

078420003 - BRAND MANAGEMENT

S.No	Topics	No of hours
1	**Introduction to the Brand** • Brand- definition & concept, • brand image & imagery • Brand benefits and brand value	4
2	**Brand Association** • Brand personality & personification • brand identity • brand positioning	5
3	**Brand Building** • Consumer products, • consumer durables, • services • Rural commodities, • corporate brand building, • Retail branding	6
4	**Brand leveraging** • Brand equity, • brand extensions, • brand repositioning • Brand Valuation	4
5	**Brand Success** • Strategic success, • product success, • brand association and creating a brand niche	5
6	**Brand Strategies** • Design & implementation of brand strategies	5
7	**Global Branding** • Global brands, • global brand planning system, • global brand leadership, • cross country synergy	6
	Total	**35**

References

1.”U.C.Mathur”, Brand Management Text & Cases, Macmillan, 2006.

2. “Keller Kevin Lane”, Strategic Brand Management-Building, Measuring and Managing, Brand Equity, 2nd edition, PHI, 2007.

078420004 - SALES AND DISTRIBUTION MANAGEMENT

S.No	Topics	No of hours
1	**Sales Management** • Functions of sales management, • trends in modern sales management, • SPIN Selling	4
2	**Organization Structure** • Sales management structure • Sales management positions • Inter departmental relations	4
3	**Personal selling** • Objectives • Steps • Strategies • determining sales force profile • product &market analysis • determining sales force size • customer oriented selling strategies	5
4	**Sales force recruitment** • Selection, • Training • Motivation • Compensation • Evaluation & supervision	5
5	**Sales budget** • Determine sales budget • Targets& territories	5
6	**Sales Process** • Prospecting • Building rapport • presentation • Handling objections • Closing the sales • Building relationships.	3
7	**Distribution logistics** • Elements Of Physical Distribution • Ware Housing& Inventory Decision • Transportation • Distribution Channels& Creating Channels • Deciding The Number & Location Of Channel Members • Selection & Appointment Of Dealers • Managing Dealer Network	9

	• Dealer Relations & Dealer Motivation • Dealer Training • Performance Appraisal Of Dealers	
	Total	**35**

References:

1. Ingram, Sales Management: Analysis and Decision Making , Cengage Learning, 2007

2. “Krishna .K.Havaldar and Vasant. M. Cavall”, Sales & Distribution Management, TMH, 2007.

3. “Ramneek Kapoor”, Fundamentals of Sales Management, Macmillan, 2007.

4. “Spiro, Stanton and Rich”, Management of a Sales Force, 7th Reprint, TMH, 2007.

5. “Vaswar DasGupta”, Sales Management: In the Indian Perspective, PHI, 2007.

6. “Richant.R.Still, Edward.W .Gundiff and Norman.A.P.Govoni”, Sales Management: Decisions, Strategies and Cases, 5th edition, PHI, 2007.

078420016 - MARKETING RESEARCH

S.No	Topics	No of hours
1	**Market Research** • Introduction • Conceptual framework • Historical development • Nature, Scope, Importance, • Relationship With Other Disciplines • Consumer & Industrial Market Research, • Organization Of Market Research Department	4
2	**Market research process** • Steps In Market Research • Problem Definition, • Research Design • Field Work, • Data Analysis, • Report Preparation, • Characteristics Of Good Marketing Research, • Market Research Plan	4
3	**Research Design** • Exploratory research • Descriptive research • Case research design • Longitudinal/Panel Analysis, • Cross Sectional Analysis • Alternative Research Design • Simulation • Special Techniques Of Marketing Research • Image Research, • Omnibus • Trade Research	6
4	**Experimental Design & Data Analysis** • Concept • Use of Experimentation In Marketing Research • Limitations • Experimentation Vs Other Primary Data Collection Methods • Purpose & Validity, • Field Setting Vs Laboratory Setting, • Uncontrollable External Influencing Factors • Univariate Analysis • Bivariate analysis • Multivariate analysis	7

5	**Product research** • New Product Research • Idea Generation& Idea Screening • Concept Development & Testing, • Business Analysis, • Product Development, • Test Marketing • Commercialization • Product Life Cycle Research, • Product Mix Research	5
6	**Sales control research & Advertising research** • Sales Forecasting • Sales Analysis, • Sales Potential • Methods Of Developing Marketing Potential, • Direct Data Method • Corollary Data Method • Uses Of Surveys To Determine Potentials • Advertising Content research • Advertising Media research, • Advertising effectiveness research	7
7	**Ethics In Marketing research** • Treatment of respondents • buyers & researchers • international code of Marketing research Practice	2
	Total	**35**

References

1. Churchill, Marketing Research: Methodological Foundations, Cengage Learning, 2007

2. Zikmund, Essentials of Marketing Research, Cengage Learning, 2007

3. “Donald.R.Cooper and Pamila.S.Schindler”, Marketing Research Concept & Cases, TMH, 2006.

4. “Aaker , Kumar and Daj”, Marketing Research, 7th edition, Johnwiley, 2005.

5. “G.C.Beri”, Marketing Research, TMH, 2008.

6. “S.Shajahan”, Marketing Reasearch Concepts & Practices in India, Macmillan, 2004.

7. “David.J.Lick and Donald.S.Rubin”, Marketing Research, 7th edition, PHI, 2007.

8.”Naresh.K.Machotra”, Marketing Research-An Applied Orientation, PHI, 2007.

9. “Parasuraman, Dhruv Grewal and R.Krishnan”, Marketing Research, Biztantra, 2007.

078420006 - ADVERTISING AND PROMOTIONAL MANAGEMENT

S.No	Topics	No of hours
1	**Introduction to Advertising** • Definition • Nature role of advertising in modern business world • Advertising & marketing mix • advertising objectives • benefits • economic aspects • ethics in advertising	5
2	**Advertising Business** • The Ad manager, • the agency • Ad Plan, • Organization of Ad agency-basic principles, • public relations	4
3	**Advertising Budget** • Methods of Ad budgeting • administering the budget	4
4	**Media Overview** • Types of Media • Media selection • Media plan • Media cost &Availability, • matching media & market • geographical selectivity, • Media strategy • Media mix, • Media scheduling	7
5	**Advertising design** • Advertising appeals • advertising copy • visualization & layout • writing Ad copy in print • broadcasting commercials • Copy writing for outdoor & transit media. •	5
6	**Advertising Layout** • Layout design & preparation • Ad effectiveness research • measuring techniques	3

7	**Sales Promotion** • Importance sales promotion • Sales Promotion techniques • Sponsoring events, • sales promotion through merchandising • organizing sales promotion campaign • potentials & limitations of sales promotion	7
	Total	**35**

References

1. Shimp, Advertising and Promotion: An IMC Approach, Cengage Learning, 2007
2. O' Guinn, Advertising and Integrated Brand Promotion, Cengage Learning, 2006
3. Williams. F. Arens", Contemporary Advertising, TMH, 2006.
4. "Batra, Myers and Aaker", Adwertising Management , 5th edition, PHI, 2007.
5. "Larry.D.Kelley and Donald.W.Jugenheimer", Advertising Media Planning: A Brand Management Approach, PHI, 2007.
6. "William Wells, John Burnett and Sandra Moriarty", Advertising: Principles and Practice, 6th edition, PHI, 2007

078420009 - RURAL MARKETING

S.No	Topics	No of hours
1	**Characteristics of Rural marketing** • Rural market definition • Profile • Rural consumers • Marketing opportunities & challenges	3
2	**Market Segmentation** • Basis of rural market segmentation • Target markets • Positioning of products for rural markets	3
3	**Rural consumer behaviour** • Rural consumers • Changing trends • Decision making among rural consumers • Influencing factors	4
4	**Rural marketing mix** • Products & services • Designing innovative products & services for rural markets	6
5	**Pricing** • Pricing methods for rural markets	6
6	**Distribution** • Methods of distribution to rural markets • Public distribution system • Role of cooperative sectors	7
7	**Promotion for Rural Markets** • Design of advertising campaign for rural masses • Media choice • Personal selling & publicity • Impact of information technology on rural communication	6
	Total	**35**

References

1.Balram Dogra and K Arnimdev Ghuman", Rural Marketing-concepts & practices, TMH, 2008.

2. "Tej.K.Bhatia", Advertising & Marketing, 2nd edition, Macmillan, 2007.

3. "C.S.G.Krishmacharyalui and Lalitha Ramakrishnan", Cases in rural Marketing – an integrated approach, Pearson Education, 2006.

4. Badi and Badi, “Rural marketing”, HPH,2007.
5. Habib – Ur –Rehman. “ Rural marketing in India, HPH, 2004.
6. Krishnamoorthy.R, “ Introduction to rural marketing”, HPH,2008.
7. “ Pradeep Fashyap and siddharta Raut”, Rural Marketing book, biztantra, 2007.
8. “Sanal Kumar Velayudham”, Rural Marketing, Response Book, 2008
9. “A.K. Singh and Sathya Prakash Pandey”, Rural Marketing: Indian Perspective, New Age International Pvt. Ltd., 2007.

078420012 - INTERNATIONAL MARKETING

S.No	Topics	No of hours
1	**Introduction to International Marketing** • International Marketing as a Global Concept. • International Marketing Environment • Preparing for international Marketing Strategies • Analyzing International Marketing Opportunity. • International Market Segmentation.	6
2	**International Marketing Mix** • International Research and Segmentation • Developing Global Products and Pricing • International Promotion and Advertising • International Distribution Systems	5
3	**The Indian Export Scenario** • The Export Import Scene in India • Import-Export Policy • Export Documentation • Export Procedure • International Technology Transfer and Counter Trade • Insurance, Risk and Profit Opportunities in Handling Foreign Exchange.	6
4	**International Market Options** • International Market Entry Operations and Strategies. • International Product Policies. • International Pricing Decisions. • Strategies for India's Internationalization. • Indian Multinationals Abroad. • International Marketing of Commodities. • International Contracting.. • Technology Marketing • Counter Trading	9
5	**International Marketing Planning** • Managing Systems for International Marketing • Reflection and Evaluation of the Endeavours	4
6	**Case Studies**	4
	Total	**35**

References

1. Czinkota, International Marketing, Cengage Learning, 2006
2. Doole, International Marketing Strategy, Cengage Learning, 2007

078420010 - RETAIL MANAGEMENT

S.No	Topics	No of hours
1	**Introduction** • Definition and scope of Retailing • Retailing Scenario – Global / India • Prospects of Retailing in India • Key Drivers of Retailing in India • Growth of Organized Retailing in India • Size of Retailing in India • Challenges to Retail Development in India • Economic Significance of Retailing • Opportunities in Retailing • Retail management decision process • Global Retail market	8
2	**Retail Models and Theories of Retail Development** • Business Models in Retail • Theories of Retail Development • Concept of life cycle in Retail • Airport Retailing • Services Retailing • Retailer characteristics • Food Retailers • General Merchandise Retailers • Nonstore Retail Formats	7
3	**Organization Structure and HRM in Retail** • Retail Organization Structure • Retail Organization Design Issues • Identifying various roles in the organization • Recruitment & selection • Training & Motivation • Performance Evaluation • Trend in Retail Human Resource Management	6
4	**Retail Market Segmentation** • Criteria for Evaluating market segment • Approach for segmenting market • Selection of Promotion mix • Market Targeting • Customer Profile • Market Segmentation in India	6
5	**Strategy and Planning** • Need for studying consumer behaviour • Factors influencing retail shoppers	5

	• Customer decision marking process • Retail Franchising • Concept of Branding • International Franchising • Retail store locations	
6	**Case Studies**	3
	Total	**35**

References

1 .Chetan Bajaj, Nidhi V Srivastava, Retail Management Oxford University Press 2005

2 .Dunne Retailing Cengage Learning 2007,

3 .Swapna Pradhan Retailing Management ,Test & Cases, Tata McGraw Hill 2007

4 .Gibson G. Vedamani Retail Management Jaico Publishing, House 2004

5 .Barry Berman & Joel R .Evans, Retail Management: A Strategic Approach PHI 2007

6 .Michael Levy & Barton, A Weitz, Retailing Management Tata McGraw Hill 2007

7 .Jim Dion, Ted Topping, Retail Business Jaico Publishing House, 2006

078420007 - MARKETING CHANNELS

S.No	Topics	No of hours
1	**An overview of marketing channels** • Concept of channel. • Channel operators • Marketing Channel Concepts • The Channel Participants • The Environment of Marketing Channels • Behavioral Processes in Marketing Channels • Environmental analysis for marketing	6
2	**Marketing Channels: Structure and Functions** • Retailing • Wholesaling • Physical Distribution. • Channel Management. • Channel Communication	6
3	**Channel design** • Domestic and international channels. • Channel design and channel conflicts. • Channel policies and channel strategies • Dealers, distributors. Criteria to qualify dealer/distributors. • Negotiating for dealer/distributorship rights. • Pricing policies. Domestic and international pricing • Concept of channel metrics.	8
4	**Strategy in Marketing Channels** • Selecting the Channel Members • Target Markets and Channel Design Strategy • Motivating the Channel Members • Product Issues in Channel Management • Pricing Issues in Channel Management • Promotion through the Marketing Channel • Logistics and Channel Management	6
5	**Trends in Marketing Channels** • Evaluating Channel Member Performance • Electronic Marketing Channels • Direct Selling and Direct Marketing Channel Systems • Marketing Channels for Services • International Channel Perspectives	6
6	**Case Studies**	3
	Total	**35**

References

1. Rosenbloom, Marketing channels, Cengage Learning, 2000

078420017 - CONSUMER BEHAVIOUR

S.No	Topics	No of hours
1	**INTRODUCTION** Cnsumer behaviour – concepts – dimensions of consumer behaviours – application of consumer behaviour knowledge in marketing decisions – approaches to the study of consumer behaviour	5
2	**CONSUMER AS AN INDIVIDUAL** Consumer needs and motives – personality and consumer behavior – consumer perception – learning – consumer attitudes – attitude formation and change – communication and persuasion – self image – life style analysis. Key Determinats of Buyer Behaviour and a Framework of BuyerBehaviour	6
3	**CONSUMERS IN THEIR SOCIAL AND CULTURAL SETTINGS** Group dynamics and consumer reference groups – amily – Social class cultural and sub-cultural aspects – cross cultural consumer behaviour.	5
4	**CONSUMER DECISION PROCESS AND POSTPURCHASE BEHAVIOUR** Personal influence and opinion leadership – diffusion of innovations – consumer decision – making process – models of consumer decision process – Nicosia- Howard Sheth and Engel-Kollat model- post purchase behaviour – Consumer expectation and satisfaction – managing dissonance – consumer loyalty–types of loyalty programmes.	9
5	**ADDITIONAL DIMENSIONS** Consumerism – consumer protection – difficulties and challenges in predicting consumer behaviour – online consumer behaviour – organizational and industrial buyer behaviour – consumer behaviour in Indian context – emerging issues.	7
6	**Case Study in Consumer behaviour**	3
	Total	**35**

References

1. Assael, Consumer Behaviour, Cengage Learning, 2007

2. Blackwell, Consumer Behaviour, Cengage Learning, 2007

3. Leon G. Schiffman, Leslie Lazar Kanuk, “Consumer Behaviour”, Pearson Education, New Delhi, 2006.

4. David L.Loudon, Albert J Della Bitta, “Consumer Behaviour”, McGraw Hill, New Delhi 2005.

5. Jay D. Lindquist and M.Joseph sirgy, “Shopper, buyer & consumer Behaviour, Theory and Marketing application”, Biztantra Publication, New Delhi 2005.

6. Sheth Mittal, “Consumer Behaviour A Managerial Perspective”, Thomson Asia (P) Ltd., Singapore, 2005.

7. K.K.Srivastava, “Consumer Behaviour in Indian Context”, Goal Gotia Publishing Co, New Delhi 2004.

8. S.L. Gupta & Sumitra Pal, “Consumer Behaviour an Indian Perspective”, Sultan Chand, New Delhi 2001.

9. Ms.Raju, Dominique Xavedel, “Consumer behaviour, Concepts Applications and Cases”, Vikas publishing house (P) Ltd., New Delhi – 2004.

10. Henry Assael, Consumer behaviour strategic approach Biztantra, New Delhi, 2005.

078490001 - DATA WAREHOUSING AND DATA MINING

S.No	Topics	No of hours
1	**Introduction and general principle** • On-line Transaction Processing (OLTP) • Data Warehouse (DW) architecture fundamentals, Data • Mart • Approaches to architecture, Top-down, centralized, • Bottom-up, Architected	5
2	**Data Warehouse process** • Technical and business Meta Data • Meta Data process • Data Warehouse Design • Star and Snowflake schemas • Online Analytical Processing (OLAP) architecture • Multidimensional Database (MDD), Data cubes • ROLAP data model • MOLAP data model, Logical Models formultidimensional information • Conceptual Models for multidimensional information • Query & Reporting, Executive Information Systems (EIS), Data Warehouse and business strategy	8
3	**Data Mining (DM)** • Fundamental concepts, Architectural aspects of • Data Mining • Data Mining techniques • Data Mining issues and challenges	3
4	**Business Context of Data Mining** • Data Mining for process improvement, Data Mining as a research tool • Data Mining for marketing, Data Mining for customer relationship management	3
5	**Association Rules** • Introduction and overview, Discovering Association Rules • A priori algorithm, Partition algorithm, Incremental algorithm • Border algorithm, Association rules with item Constraints	3

6	**Classification and Clustering** • Introduction, Clustering Paradigms, Partitioning Algorithm • K-means clustering algorithm, Hierarchical clustering • Fuzzy c-means algorithm, Categorical clustering Algorithm	3
7	**Data Mining Tools** Decision Trees Neural Networks Genetic Algorithms Rough Sets and Fuzzy Logic	5
8	**Advanced Mining Techniques** • Web mining (Web content mining, Web usage Mining, Web • structure mining) and mining for e-business, text mining etc. • DW and DM Applications • Business Intelligence, Customer Relationship Management • with case studies	5
	Total	**35**

References

1. Soman, Inside into Data Mining, PHI, 2007

078490002 - ENTERPRISE RESOURCE PLANNING

S.No	Topics	No of hours
1	**Introduction to ERP Systems** ERP an overview, Enterprise an overview-ERP as Integrated Management Information System- Evolution of ERP, Benefits of ERP. ERP vs Traditional-Information Systems, Advantages of ERP-MRP II model and organizational processes	5
2	The business modules in an ERP package, finance, manufacturing, human resource, plant maintenance, materials management, quality management, sales and distribution.	5
3	Business Process Reengineering- need and challenges, Management concerns about BPR. BPR to build business Model for ERP Basic Constituents of ERP, Selection criteria for ERP Packages. Procurement process for ERP Package, Features of various modules of ERP	5
4	Overview of ERP packages – PEOPLE SOFT, SAP-R/3, BAAN IV, MFG/PRO, IFS/AVALON, ORACLE-FINANCIAL, Survey of Indian ERP Packages regarding their Coverage, performance & Cost Top Management concerns and ERP systems Extended ERP (ERP II)/Advanced Planning Systems	8
5	ERP implementation ERP – Implementation – lifecycle, implementation Methodology, hidden costs in implementation, organizing the implementation, vendors, consultants and users-project management and monitoring. Issues in customizing ERP systems for organizations Issues in utilization enhancement. ERP Implementation- issues, Role of Consultants, Vendors, Users, Need for training, customization. Comparison between different ERP packages	6
6	Future directions in ERP – Introduction, new markets, new channels, faster implementation methodologies, web enabling market snap shot.	3
7	ERP Case Studies in HRM, FINANCE, PRODUCTION, MATERIALS, SALES & DISTRIBUTION	3
	Total	**35**

References

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

078490003 - SOFTWARE PROJECT MANAGEMENT

S.No	Topics	No of hours
1	**Introduction** Definition of software development and explain why it is important. Concept of a software product and the attributes of well Engineered software. Basic activities of the software development processes. Generic view of software development Stakeholder in Software Project, Software Product, resources, quality and cost Problems related to software projects	5
2	**Overview of Project Planning and Evaluation** Steps in project planning; Defining scope and objectives; work breakdown structure; Deliverables and other products; time, cost, and resource estimation; Alternatives in planning Strategic assessment; Technical assessment; Cost-benefit analysis; Cash flow forecasting; Cost-benefit evaluation techniques; Break-even analysis; Risk evaluation	7
3	**Software Effort Estimation** Problem in software estimation; Effort estimation techniques; Expert judgement; Estimation by analogy; Delphi technique; Algorithmic methods; Top-down and bottom-up estimation; Function point analysis; Object points; COCOMO model.	5
4	**Risk Analysis and Management** Nature and categories of risk in software development; risk Identification; Risk assessment; Risk mitigation, monitoring, and management; Evaluating schedule risk using PERT. Recourse Allocation **Nature of project resources**; Identifying resource requirementof activities; Allocating and scheduling resources; cost ofresources; Standard, planned, and actual cost; Cost variance;time-cost trade-off.Project Tracking and Control **Measurement of physical and financial progress**; Earned value analysis; Status reports; Milestone reports; Change control.	8
5	**Contract Management** Outsourcing of products and services; Types of contracts; Stages in contract placement; Terms of contract; Contract monitoring; Acceptance testing Configuration Management Configuration management process; Software configuration items; Version control; change control; Configuration audit; Status reporting.	5

6	Software Maintenance corrective maintenance adaptive maintenance effective maintenance preventive maintenance Software Reuse	5
	Total	**35**

References

1. Schwalbe, IT Project Management, Cengage Learning, 2006

2. Bob Hughes and Mike Cotterell, “Software Project Management”, Third Edition 2002, McGraw-Hill

3. Pankaj Jalote, “Software Project Management in Practice”, 2002, Pearson Education Asia.

4. Roger S. Pressman, “Software Engineering: A practitioner’s Approach”, Fifth Edition 2001 McGraw-Hill

5. Robert T. Futrell, Donald F. Shafer, and Linda I.. Shafer, “Quality Software Project Management” 2002, Pearson Education Asia.

6. Ramesh Gopalaswamy, “Managing Global Software Projects”, 2003, Tata McGraw-Hill

078490014 - Software Quality Management

S.No	Topics	No of hours
1	**Concepts and Overview:** • Concepts of Software Quality,Quality Attributes, Software Quality Control and Software • Quality Assurance, Evolution of SQA, Major SQA activities, Major SQA issues, Zero defect Software. • The Relationship of Assurance to the Software Life-Cycle, SQA Techniques. • Tailoring the Software Quality Assurance Program: Reviews, Walkthrough, Inspection, and Configuration Audits	8
2	**Quality Systems** • Quality Management Systems • ISO 9000:2000 • Six Sigma • CMMI • PCMM • TQM for software quality • CMMI Implementation methodology	8
3	**Configuration Management:** • Maintaining Product Integrity, Change Management, Version Control, Metrics, Configuration management Planning. • Error Reporting: Identification of Defect, Analysis of Defect, Correction of Defect, Implementation of Correction, Regression Testing, Categorization of Defect, Relationship of Development Phases. • Trend Analysis: Error Quality, Error Frequency, Program Unit,Complexity, Compilation Frequency.	8
4	**Quality Management System** • Software Metrics • Software Economics • Function Point analysis • Software Reliability • Software Auditing	8
5	**Case Studies in Software Quality**	3
	Total	**35**

References

1. Gillies Software Quality: Theory & Practice, Cengage Learning, 2008

078490004 - DECISION SUPPORT SYSTEMS

S.No	Topics	No of hours
1	**Managerial decision making and information systems** • Decision- Making and Computerized support- Management support systems : an overview , decision-Making Systems, Modeling, and Support Requirement for decision support or decision making and other executive work, Human decision making heuristics and bounded rationality, Types of Decision Support Systems	6
2	• DSS architecture, Decision modeling and analysis, Decision Support Developments, Executive Information Systems, Data warehousing, access, analysis, mining and visualization	5
3	• **Deterministic Models:** Models Required to Cope WithUncertainty, Probabilistic Models and Fuzzy Sets, Fuzzy DSS and Fuzzy Expert DSS.Application of DSS to Some Functional Areas of Management Like Finance, Marketing, Production Planning and Control Etc. • Non-Optimising Models of DSS, Simulation Techniques and Monte- Carlo Methods.	6
4	**Group Decision Support Systems** • Intelligent Decision support systems • Knowledge-based decision support systems • Knowledge acquisition and validation • Knowledge representation • Inference techniques • Decision Making Under Uncertainty • Understanding risk in making decisions • Managerial risk taking and organizational decision • Modeling uncertainty	6
5	**Advanced Techniques** • Neural Network fundamentals • Neural Network Architecture • Simple Neural Network applications • Genetic Algorithm ,Fuzzy Logic • Fuzzy Sets in decision making • Intelligent software agents and creativity • System integration and future of DSS.	5
6	**Application of DSS:** Technical Feasibility and Financial Viability of DSS. Advantages and Limitations of DSS – Contemporary practices.	6
7	**Case Studies in any one functional area**	1
	Total	**35**

References

1. Efraim Turban, Jay E. Aronson, Ting-Peng Liang: DSS and Intelligent Systems, PHI & Pearson Education, 2007.
2. Macllah: Decision Support Systems and Data Warehousing, Tata McGraw-Hill , 2003.
3. Stevenson, Introduction to Management Science, 1/e, Tata McGraw-Hill , 2007.
4. James A Obrien, george M Marakas: Management Information systems, 7/e, Tata McGraw-Hill, 2007.

078490006 - SOFTWARE TESTING

S.No	Topics	No of hours
1	• Introduction to software testing and analysis • What is software testing and why it is so hard?, Error, Fault, Failure, Incident, Test Cases, Testing Process, Limitations of Testing, No absolute proof of correctness	6
2	• Specification-based testing techniques • Code-based testing techniques • Functional Testing: • Boundary Value Analysis, Equivalence Class Testing, • Decision Table Based Testing, Cause Effect Graphing • Technique. • Structural Testing: • Path testing, DD-Paths, Cyclomatic Complexity, Graph Metrics, Data Flow Testing, Mutation testing.	9
3	**Testing Activities:** • Unit Testing, Levels of Testing, Integration Testing, System Testing, Debugging, Domain Testing. **Object Oriented Testing:** • Issues in Object Oriented Testing, Class Testing, GUI Testing, Object Oriented Integration and System Testing Regression Testing, Slice based testing, OO-oriented testingand Model-based testing	9
4	**Testing Tools:** • Static Testing Tools, Dynamic Testing Tools, • Characteristics of Modern Tools. Automated Testing Tools	6
5	Case Studies in Software Testing	5
	Total	**35**

References

1. Graham, Foundations of Software Testing, Cengage Learning 2007
2. William Perry, “Effective Methods for Software Testing”, John Wiley & Sons, New York, 1995.
3. Cem Kaner, Jack Falk, Nguyen Quoc, “Testing Computer Software”, Second Edition, Van Nostrand Reinhold, New York, 1993.

4. Boris Beizer, “Software Testing Techniques”, Second Volume, Second Edition, Van Nostrand Reinhold, New York, 1990.
5. Louise Tamres, “Software Testing”, Pearson Education Asia, 2002
6. Roger S. Pressman, “Software Engineering – A Practitioner’s Approach”, Fifth Edition, McGraw-Hill International Edition, New Delhi, 2001.
7. Boris Beizer, “Black-Box Testing – Techniques for Functional Testing of Software and Systems”, John Wiley & Sons Inc., New York, 1995.
8. K.K. Aggarwal & Yogesh Singh, “Software Engineering”, New Age International Publishers, New Delhi, 2003.
9. Marc Roper, “Software Testing”, McGraw-Hill Book Co., London, 1994.
10. Gordon Schulmeyer, “Zero Defect Software”, McGraw-Hill, New York, 1990.
11. Watts Humphrey, “Managing the Software Process”, Addison Wesley Pub. Co. Inc., Massachusetts, 1989.
12. Boris Beizer, “Software System Testing and Quality Assurance”, Van Nostrand Reinhold, New York, 1984.
13. Glenford Myers, “The Art of Software Testing”, John Wiley & Sons Inc., New York, 1979.

078490008 - KNOWLEDGE MANAGEMENT SYSTEM

S.No	Topics	No of hours
1	The Knowledge Economy: Leveraging Knowledge, Data-Information-knowledge- Wisdom relationship, organizational knowledge, characteristics and components of organizational knowledge. Drivers of Knowledge Management, Creating the Knowledge Edge, Knowledge Management Road Map and Leveraging existing Infrastructure	6
2	The Knowledge Society: Building knowledge societies, Indian knowledge root, the Beginning of knowledge and the Grey Revolution. The knowledge vision and the organizational strategy.	5
3	Knowledge Management and Information Technology: Role Information Technology in Knowledge Management Systems, Knowledge Management tools, Creative effective Knowledge Management Systems through Information Technology, ERP and BPR	6
4	Future of Knowledge Management and Industry perspective: Companies on the road to knowledge management, Knowledge Management in Manufacturing and service industry, challenges and future of Knowledge Management	5
5	The Knowledge Process: Universal appeal, Stages of KM Process, Knowledge, Capital vs physical capital, Implementation of Knowledge Management: Discussion on Roadblocks to success, 10-step KM Road Map , Business Intelligence and Internet platforms, web Portals, Information Architecture: A three-way Balancing Act, KM ,the Indian experience, Net Banking in India.	7
6	Designing the KM Infrastructure, Aligning Knowledge Management and Business Strategy, Conducting the Knowledge Audit and Analysis. Designing the KM Team & The Reward Structures Designing, Developing and Deploying The KM System Measuring the Performance of Knowledge Work. KM Case study	6
	Total	**35**

References

1. Thothathri Raman, Knowledge Management, First Edition, Excel Books, New Delhi, 2004.
2. Awad, Knowledge Management, Pearson Education, 2007.
3. Mattison, Web Warehousing & Knowledge Management, Tata McGraw-Hill, 2007
4. Tiwana, The Knowledge Management tool kit: Practical techniques for building a knowledge management systems, 2/e, Pearson Education, 2006.
5. Harish Chandra Chaudhary, Knowledge Management for competitive advantage, first edition, Excel Books,New Delhi, 2005.
6. Warier, Knowledge Management, Vikas Publishing House, 2007
7. Sislop, Knowledge Management, Oxford University Press, New Delhi, 2007
8. Debowski, Knowledge Management, Wiley Student Edition, Wiley India, 2007
9. P. David Jawahar Ramesh Venkatraman, Perspectives of HR and IT
10. Management First Edition, Excel Books, New Delhi, 2007.
11. Harvard Business Review on Knowledge Management – 1998, Harvard Business School Press, Boston.
12. Prusak L., and T. Davenport; "Working Knowledge : How Organizations Manage What They Know"; Harvard Business School Press, Boston. 1998.
13. Irma Becerra-Fernandez et al , "Knowledge management-Solutions & Technologies" Pearson Education, Singapore Pte. Ltd.
14. Madanmohan Rao, "Knowledge management Tools & Techniques' Elsevier Butterworth Heinemann
15. Elias M Awad & Hassan M.Ghaziri, , "KnowledgeManagement " Prentice Hall Publications, New Jersey
16. Barnes, Knowledge Management systems, 1/e, Cengage Learning , 2006

078490015 - E-BUSINESS

S.No	Topics	No of hours
1	e-Business Strategy and Models: e-Business –elements, roles and their challenges, e-Business requirements & its impact, Inhibitors of e-business, e-Business-Strategy, Business Models and e-Business Models e-Business Architecture and Enabling technologies e-Business Infrastructure e-Business Design, Capacity Planning, Performance Modeling e-CRM secure e-Business infrastructure	7
2	e-Markets: Functions, e-Markets vs Traditional Market, effects of e-Markets, e-Markets success factors, e-Markets Technology solutions e-Procurements: The purchasing process, Developments in purchasing, IT and Purchasing, e-procurement-Models, Components, Auctions , e-Procurement solutions and e-SCM	6
3	e-Business strategy into action, Challenges, e-Transition Business Plan Presentation and Demonstration "Materializing e-Business : From idea to realization".	4
4	Security and Reliability for e-business: Reliability and Quality considerations, Quality requirements, Risk Management, Trust, e-business risks, e-Business security, realizing a	5
5	Approaches to Middleware: Middleware, Messaging, Remote Procedure calls (RPC), Remote Method Invocation (RMI), Message Oriented Middleware (MOM) Enterprise information systems and legacy enterprise assets, Strategies for modernizing legacy systems	5
6	Enterprise application and e-business Integration: overview of Enterprise application and e-business Integration, topologies for integration	4
7	e-business Solutions and Protocols: Concept of software and web services, web services- Types, characteristics, service-oriented architecture, technology stack, Standards, Required business standards and protocols. Review of applicable IT Laws * Case Studies and Web exercises	4
	Total	**35**

References

1. Napier, Creating a winning e-business, 2/e Cengage Learning, 2007
2. Michael P.Papazoglou & Pieter M.A. Ribbers, e-Business, 1/e, WILEY – India, 2006.
3. Kalakota, e-business2.0 : Roadmap for success, Pearson Education, 2006
4. Kamalesh K Bajaj & Debjani Nag: E-Commerce, the Cutting Edge of Business- Tata McGraw-Hill, 2006.
5. Canzer, e-business and e-commerce, 1/e. Biztantra, 2005.
6. Dr.C.S.Rayudu, e-commerce and e- Business, 1/e, Himalaya Publishing House, 2007.
7. Schneider, Elecrtonic Commerce, 7/e Cengage Learning, 2007.
8. Joseph, e-commerce, 2/e, Prentice-Hall India , 2006.
9. Elias M.Awad: Electronic Commerce from vision to fulfillment, 3/e, Prentice-Hall India & Pearson Education, 2006.

078490016 - Advanced Database Management System

S.No	Topics	No of hours
1	**Relational Databases** Integrity Constraint revisited: Functional, Muiltivalued and Join Dependency, Template Algebraic, Inclusion and Generalised Functional Dependency, Chase Algorithms Query Processing and Optimization: Valuation of Relational Operations, Transformation of Relational Expressions, Indexing and Query Optimization, Limitations of Relational Data Model, Null Values and Partial Information.	6
2	**Deductive Databases** Datalog and Recursion, Evaluation of Datalog program, Recursive queries with negation.	3
3	**Objected Oriented and Object Relational Databases** Modeling Complex Data Semantics, Specialization, Generalization, Aggregation and Association, Objects, Object Identity, Equality and Object Reference, Architecture of Object Oriented and Object Relational Databases Case Studies: Gemstone, O_2, Object Store, SQL3, Oracle xxi, DB2	6
4	**Parallel and Distributed Databases** Distributed Data Storage – Fragmentation & Replication, Location and Fragment Transparency Distributed Query Processing and Optimization, Distributed Transaction Modeling and concurrency Control, Distributed Deadlock, Commit Protocols, Design of Parallel Databases, Parallel Query Evaluation.	6
5	**Advanced Transaction Processing** Nested and Multilevel Transactions, Compensating Transactions and Saga, Long Duration Transactions, Weak Levels of Consistency, Transaction Work Flows, Transaction Processing Monitors.	4
6	**Active Database and Real Time Databases** Triggers in SQL, Event Constraint and Action : ECA Rules, Query Processing and Concurrency Control, Compensation and Databases Recovery Image and Multimedia Databases Modeling and Storage of Image and Multimedia Data, Data Structures – R-tree, k-d tree, Quad trees, Content Based Retrieval : Color Histograms, Textures, etc., Image Features, Spatial and Topological Relationships, Multimedia Data Formats, Video Data Model, Audio & Handwritten Data, Geographic Information Systems (GIS)	6

7.	**WEB Database** Accessing Databases through WEB, WEB Servers, XML Databases, Commercial Systems – Oracle xxi, DB2.	4
	Total	**35**

References

1. Elmarsi, “Fundamentals of Database Systems”, 4th Edition, Pearson Education

2. R. Ramakrishnan, “Database Management Systems”, 1998, McGraw Hill International Editions

3. Date, “Introduction to Database System”, 7th Edition

4. S. Abiteboul, R. hull and V. Vianu, “Foundations of Databases”, 1995, Addison – Wesley Publishing Co., Reading Massachutts

5. W. Kim, “Modern Database Systems”, 1995, ACM Press, Addision – Wesley,

6. D. Maier, “The Theory of Relational Databases”, 1993, Computer Science Press, Rokville, Maryland

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078490017 - Network Management and Information Security

S.No	Topics	No of hours
1	**Introduction** Classical security Techniques and Computer Network Security Concepts. Confidentiality and Security, Security Policy and Operations Life Cycle, Security System Development and Operations	5
2	**Secure Networking Threats** The Attack Process. Attacker Types. Vulnerability Types. Attack Results. Attack Taxonomy. Threats to Security: Physical security, Biometric systems, monitoring controls, and Data security and intrusion and detection systems.	5
3	**Encryption Techniques** Conventional techniques, Modern techniques, DES, DES chaining, Triple DES, RSA algorithm, Key management. Message Authentication and Hash Algorithm, Authentication requirements and functions secure Hash Algorithm, Message digest algorithm, digital signatures. AES Algorithms.	7
4	**Designing Secure Networks** Components of a Hardening Strategy. Network Devices. Host Operating Systems. Applications. Appliance-Based Network Services. Rogue Device Detection, Network Security Technologies The Difficulties of Secure Networking. Security Technologies. Emerging Security Technologies General Design Considerations, Layer 2 Security Considerations. IP Addressing Design Considerations. ICMP Design Considerations. Routing Considerations. Transport Protocol Design Considerations	8
5	**Network Security Platform Options** Network Security Platform Options. Network Security Device Best Practices, Common Application Design Considerations. E-Mail. DNS. HTTP/HTTPS. FTP. Instant Messaging. IPsec VPN Design Considerations VPN Basics. Types of IPsec VPNs. IPsec Modes of Operation and Security Options. Topology Considerations. Design Considerations. Site-to-Site Deployment Examples.	5
6	**Access Control** File Protection, Virus Protection, Security Protocols, Identification and Authentication, Network Security, Email Security, Intrusion Detection, Audit Trails and Audit Reduction	5
	Total	**35**

References

1 Sean Convery, “ Network Security Architectures, Published by Cisco Press, First Ed. 2004

2. Krawetz, introduction to Network Security, Cengage Learning, 2007

3. William Stalling “Cryptography and Network Security” Pearson Education

4. Charels P. Pfleeger “Security in Computing” Prentice Hall

5. Jeff Crume “Inside Internet Security” Addison Wesley

078400008 - CORPORATE VALUATION AND TAXATION

S.No	Topics	No of hours
1	**Basis of Valuation** • Principles & Techniques • Asset Valuation • Earnings Valuation • Cash Flow Valuation • Other Valuation basis	7
2	**Assets & Liabilities Valuation** • Fixed Assets Valuation • Inventories Valuation • Investments Valuation • Share Valuation • Option Valuation • Good will Valuation • Patent & Copyright Valuation	10
3	**Central Excise** • Scope & basis of duty • Classification & Valuation of goods • Basis Procedures, Export, SSI, Job Work • Assessments, Refund & Exemptions	5
4	**Central Sales Tax** • Introduction& Scope • Inter- State Sale • Sale in course and import of export	5
5	**VAT Act** • Introduction & Features • Procedures • Filling & returns	4
6	**Customs law** • Basic Concepts & Types • Levy, Exception & Collection of Customs • Duty Draw back	4
	Total	**35**

References

1. Direct Tax – Lal & Vashisht – Pearson Ed. 28E.

2. Vinod Singhania- Students Guide to Income Tax – Taxman Publications

3. How to deal with VAT- Kul Bushan – Pearson Education/PHI, 1/e, 2004

4. Income Tax Law & Practice, Mahesh Chandra & Shukla – Pragathi Publication

078400005 - FINANCIAL DERIVATIVES

S.No	Topics	No of hours
1	**INTRODUCTION** • Definition of derivative • Types – Forward Contracts – Futures Contracts – • Options – Swaps • Differences between Cash and Future Markets • Uses and Advantages of Derivatives • Risks in Derivatives	10
2	**FUTURES CONTRACT** • Introduction to Futures • Trading mechanism • Clearing & settlement system • Pricing of futures	8
3	**OPTIONS** • Definition • Pricing of option • Specifications of Options • Intrinsic Value and Time Value of Options • Differences between future and Option contracts	7
4	**SWAPS** • Definition of SWAP • Types of SWAP • Role of Financial Intermediary – • Warehousing – Valuation of SWAP • Bonds and FRNs – Credit Risk.	5
5	**Forward Contract** • Introduction to forward • Forward rate agreement • Pricing of a FRA • Advantages and Disadvantages of FRA • Forward contract on Income & Non-income bearing securities	5
	Total	**35**

References:

1. “R.Vijaya Bhaskar & B.Mahapatra”, Derivatives simplified, Response Books, 1st edition, 2006.

2. “Indian Institute of Banking & Finance”, Commodity Derivatives, Macmillan India Ltd, 1st edition, 2007.

3. “D.C.Patwari & Anshul Bhargava”, Options and Futures, Jaico Publishing House, 3rd edition, 2006.
4. “Yadav, Jain and Peyrard”, foreign Exchange Markets, Macmillan, 2007.
5. “Punithavathy pandian”, Security Analysis & Portfolio Management, Vikas Publishing Pvt. Ltd., 2001.
6. “Antulio .N.Bomfim”, Understanding Credit Derivatives & Related Instruments, Elsevier, 2005.
7. “Robert.A.strong”, Derivatives an Introduction, Thomson, 2006.
8. “John.C.Hull”, Options, futures & other Derivatives, PHI, 6th edition,2007.
9. “David .A. Dubofsky and Thomas.W.Miler.JR”, Derivatives, Valuation & Risk Management, Oxford, 2003.
10. “Dhanesh Kumarkhatri”, Investment Management and Security Analysis, Macmillan India LTd., 2007.
11. “John.C.Hull”, Fundamentals of futures & Options Markets”, Pearson Education, 4th edition, 2005.
12. “S.L.gupta”, Financial Derivatives,Theory, concepts and problems, PHI, 2007.

078400010 - FOREIGN EXCHANGE MANAGEMENT

S.No	Topics	No of hours
1	**INTRODUCTION** • Foreign trade & Foreign Exchange • Balance of payments	3
2	**EXCHANGE SYSTEM** • Exchange rate system prior to IMF • Exchange rate system under IMF • External value of Rupee • Convertibility of Rupee	5
3	**EXCHANGE CONTROL** • Objective of Exchange control • Methods of exchange control • Foreign Exchange Management Act • Administration of Foreign Exchange • Function of Foreign Exchange Department • Correspondent relation between Bank • Foreign Currency Account	8
4	**Foreign Exchange Transaction** • Purchase & Sale Transaction • Exchange Quotations • Spot & Forward Transaction • Ready Exchange Rates • Forward Exchange contracts • Execution of Forward Contracts • Execution of cancellation / Extension of Forward contract	9
5	**International Financial Institution** • International Monetary Fund • Special Drawing Rights • International Bank for Reconstruction and • Development • International Finance Corporation • International Development Association	10
	Total	**35**

References

1. “M.VY.Phansalkar”, All about Foreign Exchange & Foreign Trade, English edition, 2005.
2. “Walter.OCHYMSKI”, Foreign Exchange Management, Book sorge Publication, 2006.
3. “Julian Walmsley”, Foreign Exchange & Money Markets Guide, John wiley, 2006.
4. “Bimitris and N.Shyrafos”, New Technology of Financial Management, John wiley, 2006.
5. “Surendra.s.Yadav, P.K.Jain and Max peyrard”, Foreign Exchange Markets understanding derivatives & other instrucments, Macmillan.
6. “B.P.Mathur”, Foreign Money in India, Macmillan
7. “Yarbrough”, The World Economy ,Trade & Finance, 7th edition, Cengage learning .
8. “Seethapathy.K.and Suhulakshmi.Y”, Foreign Exchange Management, ICFAI.
9. “Yadav”, Foreign Exchange Markets, Macmillan, 2007.
10. “Thomas von Ungern”, Strategic Foreign Exchange Management, Black well Publishers, 1990.

078400003 - INTERNATIONAL FINANCIAL MANAGEMENT

S.No	Topics	No of hours
1	**INTERNATIONAL FINANCE** • Introduction • Global Trade • FDI	5
2	**INTERNATIONAL MONETARY & FINANCIAL SYSTEM** • Introduction • Exchange rate regimes • International Capital Markets	6
3	**FOREIGN EXCHANGE RISK MANAGEMENT** • Conceptual Overview • Nature of Exposure (Economic, Transaction, Translation) • Hedging and Speculation	5
4	**DERIVATIVES AND EXPOSURE MANAGEMENT** • Currency Forwards • Currency Options • Currency Futures • Currency Swaps • Interest Rate Risk Management	5
5	**INTERNATIONAL SOURCE OF FINANACE** • ADRs, GDRs, ECBs • Syndication	5
6	**FINANCIAL MANAGEMENT OF MNC** • Cost of Capital and Capital Structure of a • Multinational Firm • Multinational Capital Budgeting • Multinational Cash Management • Country Risk Analysis • International Taxation • Double Taxation Avoidance Agreements	5
	Total	**35**

References

1. “Eun and Resnick”, International Financial Management, 3rd edition, TMH, 2006.
2. “Gohraim Clark”, International Financial Management, 2nd edition, Cengage Learning, 2008.
3. “Jain”, International Financial Management, Macmillan, 2005.
4. “P.G.Apte”, International Financial Management, 4th edition, TMH publisher, 2007.
5. “Surendra.S.Yadav”, Foreign Exchange Markets, Macmillan publisher, 2007.
6. “Nalini Prava Tripathy”, Financial Services, PHI, 2007.
7. “Surendra .S. Yadav, P.K.Jain and Max Peyrard”, Foreign Exchange Markets, Macmillan, 2007.
8. “M.L.Jhingan”, Money, Banking, International Trade & Public Finance, 7th edition, Vrinda, 2007.
9. “Shaporp.A.C”, Multinational Financial Management, PHI
10. “Dr. P.K.Jain & Others”, International Financial Management , TMH
11. “V.K.Bhalla”, International Financial Management, Sultan Chand
12. “Keith Pilbeam”, International Finance”, 3rd edition, Palgrave, 2006.

078400004 - MANAGEMENT OF FINANCIAL SERVICES AND INSTITUTIONS

S.No	Topics	No of hours
1	**NON-BANKING FINANCIAL COMPANIES** • Meaning • Features • Role of NBFC in India **LEASING AND HIRE PURCHASING** • Legal Aspects of Hiring and Leasing • Types of Leasing. • Rights of Hirer and Hire Purchase • Accounting Treatment of Leases • Lease Vs. Hire Purchasing	5
2	**MERCHANT BANKING** • Nature and Functions of Merchant Banking. • Regulation of Merchant Banking. • Present State of Merchant Banking in India.	6
3	**MUTUAL FUNDS** • Types of Mutual Funds. • Mutual Funds in India- Developing, Launching and • Marketing of Schemes. • Computation and Relevance of NAV. • Offshore Mutual Funds and Money Market Mutual • Funds. • Regulation of Mutual Funds. • Techniques of Investment Analysis.	8
4	**FACTORING** • Issues of Factoring Services. • International Factoring	4
5	**VENTURE CAPITAL** • Venture capital • Angel financing. • Ethical Considerations in Financial Services	4
6	**FINANCIAL INSTITUTIONS** • Role of financial Institution in financial markets. • Development Banking Institutions -. IDBI, IFCI, • ICICI, IRBI, • NABARD, SIDBI, and EXIM Bank • Objectives, operations,	5

	• schemes of financing	
7	**Credit Rating** • Credit Rating system – Growth factors • CRISIL Ratings for short term instruments • Credit rating process	3
	Total	**35**

References

1. “L.M.bhole”, Financial Institutions and Markets, 4th edition, TMH, 2008.
2. “Dr.S.Gurusamy”, financial Services, Vijay Nicole, 2005.
3. “M.Y.Khan”, financial services, The Mc Grow Hill Companies, 4th edition, 2007.
4. “Meir Kohn”, financial Institutions and Markets, Oxford, 2nd Edition, 2007.
5. “Nalini Prana Tripathy”, Financial Services, PHI, 2007.
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7. “Madura”, Financial Institutions and Markets, Thomson, 7th edition, 2007.
8. “N.K.Gupta and Monika Chopra”, Financial Markets Institutions & Services, Ane Books India, 2008.
9. “Meera Sharma”, Management of Financial Institutions, PHI, 2008.
10. “Avadhani .A”, Marketing of Financial services and Markets, Himalaya Publishing
11. “Herbel.J.Johnson”, Financial Institutions & Markets, TMH.

078400006 - PROJECT PLANNING, ANALYSIS AND MANAGEMENT

S.No	Topics	No of hours
1	**INTRODUCTION** • Meaning and importance of Project • Types of project • Project life cycle • Project planning &implementation • Management action • Investment returns • Corporate strategy	6
2	**FINANCIAL EVALUATION** • Evaluation & Uses of Hurdle rate • Cash flow for project appraisal • Investment analysis using capital budgeting • Project rating index	4
3	**MATHEMATICALLY MODELING FOR MULTIPLE PROJECTS** • Mathematical techniques for project evaluation • Network technique for project management • Multiple projects and constraints	4
4	**OPTION** • Valuation of real option • Option to delay, extend, abandon project • Option to change the output and productionmethod	6
5	**PROJECT APPRAISAL FOR FINANCIAL INSTITUTION** • Technical, Commercial, Financial and managerial • appraisal • Economic & Environmental appraisal • Social cost benefit analysis • Preparation of project report	6
6	**FINANCING OF PROJECT** Raising finance in domestic market and • international market • Infrastructure financing • Tax planning while financing for projects • Managing strategic Change	5
7	**CONTEMPORARY ISSUES IN PROJECT APPRAISAL** • Project evaluation in non profit sector • Mergers & Acquisitions • Project management principles by project • management institute USA • Project management software	4
	Total	**35**

References

1. “Prasanna Chandra”, Projects-Planning Analysis, Selection, Financing, Implementation and Review, 6th edition, 2006.
2. “Gopalakrishnan”, Project Management, TMH, 2007.
3. “H.R.Machiraju”, Introduction to Project Finance, Vikas Publications, 2005.
4. “Bhavesh.M.Patel”, Project Management, Vikas Publication, 2007.
5. “Samnel.J.Montel, Jack.R.Meredith and Scott.M.Shafer Margaret .M.sutton with M.R.Gopalan”, Project Management,1st edition, Wiley India, 2006.
6. “Narendra singh”, Project Management Control, 4th Revised edition,Himalaya Publishing House, 2007.
7. “Narendra Singh”, Problems & solutions in Project Management and Control, 3rd edition,“Himalaya Publishing House, 2007.
8. “Prasanna Chandra”, Project Management, TMH,2007.
9. “Chowdry”, Project Management, TMH,2007.
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078400002 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

S.No	Topics	No of hours
1	**INVESTMENT SETTING** • Investment alternatives • Security market indications • Security Contract Regulation Act. • Investor Protection	6
2	**CAPITAL MARKETS** • Over view of capital market • New issue market and problems • Securities and Exchange Board of India (SEBI) • Debt Market. ,	6
3	**PREDICTION OF SHARE PRICES** • Factors influencing share prices • Forecasting stock prices • Fundamental analysis • Technical analysis	8
4	**PORTFOLIO MANAGEMENT** • Portfolio Theory • Portfolio Construction • Diagnostics Management	7
5	**PORTFOLIO EVALUATION** • Techniques of Portfolio Evaluation • Portfolio revision	4
6	**STOCK MARKET** • BSE • NSE • ISE • OTCEI & NSDL • Return & Valuation of Stock & Bond	4
	Total	**35**

References:

1. “Punithavathy Pandian”, Security Analysis and Portfolio Management, Vikas Publication Pvt. Ltd., 2001.
2. “S.Kevin”, Portfolio Management”, Prentice Hall of India, 2007.
3. “Donold.E.Fischer & Ronald.J.Jordan”, Security Analysis & Portfolio Management, Prentice Hall of India, 2007.
4. “Dhanesh Kumar Khatri”, Investment Management and Security Analysis , Macmillan, 2007.
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6. “S.Kevin”, Security Analysis and Portfolio Management, PHI, 2008.
7. “Prasanna Chandra”, Investment Analysis & Portfolio Management, 2nd edition, TMH, 2007.
8. “Bhalla & Tuteja”, Investment Management, Sultan Chand & Sons
9. “Fuller & Farel”, Modern Security Analysis & Portfolio Management,
10. “Clask Francis”, Management of Investments, TMH
11. “Graw Hill Gitman”, fundamentals of Investing , Pearsons Publishing.

078400009 - WORKING CAPITAL MANAGEMENT

S.No	Topics	No of hours
1	**INTRODUCTION** • Overall Considerations, • Importance of Working Capital Management • Components of Working Capital • Factors Influencing the Requirements of Working Capital.	5
2	**CASH MANAGEMENT:** • Importance • Factors influencing cash balance, • Determining optimum cash balance • Controlling and monitoring collections and • disbursements	7
3	**RECEIVABLES & INVENTORY MANAGEMENT**: • Credit Policy • Credit Standards • Credit period • Cash discount and collection efforts. • Credit Evaluation • Credit granting decision • Control of Receivables	6
4	**INVENTORY MANAGEMENT** • Need for inventories • Techniques for managing inventory • Order quantity • E.O.Q. model • Order point • Safety stock • Analysis of Investment in inventory • Selective inventory control • A.B.C. analysis	6
	Total	**35**

References

1. “Hrishikes Bhattacharya”, Working Capital Management, PHI, 2007.
2. “I.M.Pandey”, Financial Management”, 9th edition, Vikas Publishing ,2006.
3. “Paresh.P.Shah”, Financial Management”, Biztantra publishing , 2007.
4. “P.V.Kulkarni, B.G.Sathya Prasad, Financial Management,13th edition, Himalaya Publishing House, 2007.
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8. “D.Chandrabose”, Fundamentals of financial management, PHI, 2006.
9. “Eugcne.F.Brighan, Michael.C.Ehrchardt”, Financial Management Theory & Practice, 11th edition, Thomson, 2007.
10. “Preeti singh”, Fundamentals of financial Management, Ane books India, 2008.

078400013 - INSURANCE AND RISK MANAGEMENT

S.No	Topics	No of hours
1	**Introduction** • Definition – Insurance and Risk Management • Areas where insurance is applied • Benefits and cost of insurance system • Various Insurance products • Branches of insurance	5
2	**Insurance Market and Regulation** • Economic Theory • Consumer Protection Act: In Insurance • Reasons for Insurance Regulation • Regulated Activities • Overview of solvency regulations	6
3	**Insurance Contracts** • Objectives • Elements of a valid contract • Distinguishing Characteristics of Insurance Contracts • Insurance Pricing	4
4	**Risk and its Management** • Types of Risk • Need for Risk Management • Risk Management process and methods • Understanding the cost of risk • The evolution of enterprise risk management	4
5	**Credit Risk and Market Risk Measurement** • Definition • Measurement of risk • Limitations and Alternative risk measures • Credit risk policies and instruments • Evaluating the frequency and severity of losses	6
6	**Risk aversion and Risk Management** • Risk aversion and demand for insurance • Factors that limit the insurability of risk • Business risk management and demand for insurance • Contractual provisions that limit coverage	6

7	**Enterprise Risk Management** • Evolution of enterprise Risk Management • ERM framework • Risk Management fundamentals	4
	Total	**35**

References

1. “Scott. E. Harrington”, Risk Management and Insurance, TMH, 2007.
2. “Mark.S.Dorfman”, Introduction to Risk Management and Insurance, PHI, 2007.
3. “Harold.D.Skipper”, Risk Management and Insurance, Wiley, 2008.
4. “Nalini PRava Tripathy and Prabir Pal”, Insurance Theory and Practice, PHI, 2008.
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9. “Dr.P.Periasamy”, Principles & Practice of Insurance, 2nd edition, Himalaya Publishing House, 2007.
10. “John.R.Ingrisano, The Insurance Dictionary, S.Chand&Co, 2000.

078400012 - MERGERS AND ACQUISITIONS

S.No	Topics	No of hours
1	Forms of Business Alliances Strategic Choice of Type of Business Alliance Merger and Acquisition and Take-over Introduction to Restructuring problems; types of Mergers; Reasons for Mergers and Acquisitions; Vertical, Horizontal, Conglomerate, Concentric Mergers. History of Mergers – the first to the fourth wave and causes thereof. The strategic Process – Theories of Mergers and Tender offering – Financial Synergy and Managerial Synergy.	8
2	Defining and Selecting Target Pricing of Mergers (Pricing the Competitive Bid for Take-over) Negotiation/Approach for Merger, Acquisition and Take-over Contracting Implementation of Merger and Acquisition Managing Post-Merger Issues	6
3	Valuing firms and the different methods of valuation – Product life cycle effect on valuation. Corporate and financial restructuring, Divestiture – Mechanism, process and techniques Legalities Involved in Merger, Acquisition and Take-over Ethical Issues of Merger and Take-over	6
4	Accounting for Mergers Financing the Mergers and Take-overs Corporate Restructuring Divestment and Abandonment	5
5	Joint Venture and Alliances Leveraged Buyout Share repurchase. Takeover defences International Take over and Restructuring The M & A process, Implementation and Management guides for Mergers & Acquisitions.	6
6	Case Studies	4
	Total	**35**

References

1) Reed and Reed Lajorex, The art of Mergers & Acquisitions, McGraw Hill, 1999.

2) S Ramanujam, Mergers et al., Tata McGraw Hill, 2000.

3) Sridharan and Pandian, Guides to Takeover and Mergers, Wadhava Publications, 2002.

4) Machiraju, Mergers, Acquisitions and Takeover, New Age International, 2003.

5) Weston, Sen and Johnson, Takeovers, Restructure and Corporate Governance, Prentice Hall, 2003.

6) Peirick A. Gaughan, Mergers, Acquisitions and Corporate Restructuring, John Wiley & Sons, 2003.

7) Robert Brown, Applied Mergers and Acquisitions, John Wiley & Sons, 2004.

078410001 - INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS

S.No	Topics	No of hours
1	**Industrial Relations** • History of IR • Understanding /Appreciating IR/Employee Relations. • Approaches of IR • Theories of IR/Perspectives of IR. • IR in globalised economy.	6
2	**Trade Unions** • History of Trade Unions -Structure-Organisations – • Problems • Trade Unions -Theories , functions, methods • Trade Unions ACT 1926 • Management of Trade Unions in India	7
3	**Collective Bargaining** • The nature of CB • The Legal framework of CB • Negotiating Techniques & Skills • Workers Participation in Management • Evolutions, objectives of WPM • WPM in India • Comparative Study of WPM in Global content	7
4	**Labour legislation** • Introduction • Classification • Sources & development of labour legislation • Principles of labour legislation • Factories Act 1948 • Contract labour Act 1970 • Industrial Establishment (SO) Act 1946 • Industrial disputes act 1947 • Problems of industrial peace • Grievance & Disciplinary procedures • The minimum wages Act 1948 • Payment of Wages Act 1936 • Payment of Bonus Act 1965	8
5	• The Employee Provident Fund Act & Miscellaneous Act1952 • The Payment of Gratuity Act 1972 • The Workmen Compensation Act 1923 • The Maternity Benefit Act 1961	7

	• ESI Act 1948 • The Role of Government in IR • National Commission on Industrial Relations Recommendations • HRM & IR	
	Total	**35**

References

1.C.S.Venkata Ratnam", Industrial Relations , Oxford University Press, 2006.

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5.. B.D.Singh,"Industrial Relations, Excel Books, 2005.

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7. S.C.Srivastava", Industrial Relations & Labour Laws, Vikas Publishing Pvt. Ltd., 2007

8. R.S.Davar", Personnal Management, Vikas,2007.

9. Prof.M.V.Pylee", Industrial Relations & Personnal Management, Vikas, 2007.

10. B.D.Singh", Labour Laws for Managers, Excel Books, 2007.

078410004 - ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGY

S.No	Topics	No of hours
1	**ORGANISATION DEVELOPMENT** • Introduction • History of OD • Values, Assumptions & Beliefs in OD • Theory and Management of OD • Managing the OD process • Action research & OD	5
2	**ORGANISATIONAL CHANGE** • Challenges of change • Process of change • Transformational change • Managing Organisational Transformation.	6
3	**ORGANISATION DEVELOPMENT** • Overview of Organisation Development Intervention • Types of Interventions • Resistance to Organisational change	4
4	**CULTURE & CHANGE PROCESS** • Power & politics and Organisation Development • Cultural change strategies • Corporate reorganization & sub culture management	5
5	**BEHAVIOURAL IMPLICATIONS OF CHANGE** • The manifest, latent & paradoxical consequences of change • Resigned behavioural compliance • Reaction to Downsizing & Delayering • Managing uncertainty & ambiguity	5
6	**INTERVENTION STRATEGIES** • Structural, Technological & Process factors in intervention • Advantages & limitations of change technologies • Associated leadership models • Leadership & change process • Leadership & emotional knowledge strategies • Achieving congruence of personnal,structure& culture	5
	Total	**35**

References

1.Wendell.L.French, Cecil.H.Bell,Jr and Robert. A.Zawackic,Organisation Development & Transformation, TMH, 2006.

2. Wendell.L.French and Cecil.H.Bell,Jr, Organisation Development, Prentice Hall of India, 2005.

3. Dr.Bhupen and Srivastava", Organisation Design and Development, Biztantra, 2007.

4. Edward.D.Hess", The Road to Organic Growth, TMH, 2007.

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6. Nimit Chowdhary and Bhagwati.P.Sarawat, Organisation Culture & Human Talent, Macmillan, 2005.

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8.Kavita singh, Organisation change & Development, Excel books, 2005.

9.Richard.Daft, Organisation Theory & Design", Thomson, 2007.

10. "Gareth.R.Janes, Organisational Theory, Design & Change, Pearson Education, 2007.

078410005 - HUMAN RESOURCE DEVELOPMENT

S.No	Topics	No of hours
1	**HRD** • A conceptual analysis • HRM and HRD • HRD Climate & Culture • Professional characteristic & competencies for HRD professionals • Emerging issues facing HRD Professionals	5
2	**INFLUENCES ON EMPLOYEE BEHAVIOR** • External influences • Internal factors that influence employer behavior • Learning and HRD • Learning principles • maximizing learning • Individual differences in learning process • Learning strategies and styles • Recent developments in instructional and cognitive psychology	7
3	**ANALYSIS OF THE ROLE OF DEVELOPMENT** • Developing the person in the role/ Career planning , Career • Development & Career Strategy • Performance review and counseling • Potential appraisal / Employee Empowerment • Assessment centre-career and succession planning/ QWL	6
4	**TRAINING AND DEVELOPMENT** • Meaning and importance • Training process model emerging developments • Identification of training needs • Organizational analysis • Task analysis- person analysis • Priotizing HRD needs • Transfer of training • Issues-transfer process • Theories &strategies- • Organization and work environmental factors that influence • transfer of training.	7
5	**HRD AUDIT AND HR ACCOUNTING** • HRD Audit: Interview , observation, Questionnariers • HRD Score Card • Writing the HRD Audit Report	5

	• Designing & Using HRD Audit for Business Improvement	
6	**STRATEGIC HRD** • Concept of SHRD • SHRD system, process • HRD benefit – forecasting model • Managing HRD function effectively • HRD Scenerio in Indian Organisation: its problems and prospects	5
	Total	**35**

References

1.Tapomoy Deb, Human Resource Development, Ane Books,2006

2.Biswanath Ghosh, Human Resource Development & Management , vikas publishing house , 2006

3. T.V.Rao, HRD Audit, Response Books, 2006.

4. Nair & Rao, Excellence through HRD, TMH, 2007.

5. T.V.Rao, Future of HRD, Macmillan, 2006.

6. Srinivas.R.Kandula, Strategic Human Resource Development, PHI, 2006.

7. Edited by Gangaram Singh, Strategic HRM in a global Economy, Excel Books, 2007.

8. Uma Jain and Udai Pareak, Developing Leadership for the global Era HRD Perspectives & Initiatives, Macmillan, 2004.

9. P.C.Tirupati", Human Resource Development, Sultan Publication, 2007.

10. Silvera.D.M, Human Resource Development,

078410006 - CROSS CULTURAL AND GLOBAL MANAGEMENT

S.No	Topics	No of hours
1	**INTERNATIONAL ORGANIZATION** • Approaches to the study of comparative employment policy • Convergence theory • The cultural approach • The institutionalist perspective. International HRM Models • Poole's adaptation of the Harvard model • The Brewster and Bournois model of International HRM • International HRM • Problems of International Research	7
2	**INTERNATIONALIZATION OF HR ACTIVITIES** • Types of International Business, • inter country Differences affecting HRM • causes for International assignments failure • International Staffing Policy • Selecting International Managers, • Adaptability & Screening • Managing Knowledge Workers	5
3	**UNDERSTANDING CULTURE** • Organisation culture & National culture • Cross – culture Theories • Cross – Culture Business Communication &Behaviour • Culture & Organisational Performance	5
4	**TRAINING &MAINTAINING INTERNATIONAL COMPENSATION** • Training for Expatriate Managers • National Differences in Compensation. • Factors Influencing International Compensation • Components of Remuneration Package.	5
5	**PERFORMANCE APPRAISAL OF INTERNATIONAL MANAGER** • Expatriate Performance Management • Repatriation • International Labour relations • Problems and solutions.	6
6	**HUMAN RESOURCE MANAGEMENT IN EUROPE & USA** • The European community and origin &development • Controversy-Euroscelerosis or social dumping • Recent History and contemporary development in post Communist • Eastern European Management & Labour relations • Human resource Management and USA	7

	• Roots of American HRM & its wider impact of HRM	
	Total	**35**

References

1. S.Shajahan", International Business, Macmillan,2007

2. Charles.W.L.Hill and Arun Kumar Jain", International Business, 5th edition, TMH, 2006.

3.Dr.R.Chandran", International Business, Jaico Publishing House, 2007.

4. Gary.P.Ferraro", The Cultural Dimension of International Business, Pearson Education, 5th edition, 2007.

5. K.Aswathappa", International Business, TMH, 2007.

6. Edited by Mark.E.Mendenhall, Gary.R.Oggou, Gunter.K.Shaul", Readings and Cases in International HRM, 4th edition, Routhdge Taylore&Francis Group , Newyork, 2007.

7. Arvind.V.Phatak, Pabi.S.Bhagat and Roger.J.Kashlak", International Management, TMH, 2006.

8. Peter.J.Dowling and Denice.E.Welch", International Human Resource Management, 4th edition, Thomson Publisher, 2007.

9. Richard Mead", International Management, 3rd edition, Blackwell Publishing , 2005.

10. Dr.Nilanjan Sengupta and Dr.Mousumi.S.Bhattacharya", International Human Resource Management, Excel Books, 2007.

078410007 - TRAINING AND DEVELOPMENT

S.No	Topics	No of hours
1	**TRAINING** • Objective and concepts of Training • Scope of Training • Training and HRD • How Training Benefits the Organisation • Current and Future Trends in Training	6
2	**ANALYSIS OF TRAINING NEEDS** • Organisational Analysis:Task, Person. Requirement Analysis • Methods and Techniques of Training Need Assessment. • Training needs Analysis and Process. • Operational Analysis/ Job analysis	4
3	**TRAINING DESIGN** • Prime Considerations while designing a Training Programme • Factors affecting Training Design. • Budgeting for Training. • Identification of Evaluation objectives & Needs • Establishing and identifying Training Objectives. Learning • Definition, Principles • Components and elements of Learning Process	7
4	**TRAINING PROCESS AND METHODS** • Designinf the Training Programme • Training Implementation • Training Policy and Plan • Types of Training • Training Method	5
5	**IMPLEMENTATION AND EVALUATION TRAINING** • Logistical and Physical Arrangements • Tips for Trainer for Effective Implmentation • Evaluation-Definition & need • Types of Evaluation Instruments • Evaluation Design & Techniquws • Training Audit • Suggestions for Making Training Effective	6
6	**MANAGEMENT DEVELOPMENT** • The need & importance of management development • Approach to management development • Sources of knowledge and skills • Special needs of Technical Managers • Strategies to develop Technical Managers • Training for Executive Level Management	7

	Total	**35**

References

1. Dr.B.Janakiram", Training & Development, Biztantra, 2008.

2. R.K.Sahu", Training for Development, Excel books, 2005

3. Rolf Plynton and Udai PAreek, Training for Development, Vistaar Publications, 2007.

4.Irwin.L.Goldstein, Training in Organisations, Thomson, 2007.

5.James Flaherty, Coaching, Bulterworth-Heinemana, 2008.

6. Margaret Anne Reid and Harry Barrington", Training Interventions, Jaico Publishing , 2007.

7. Mohan Thite, Managing People in the new economy, Response books, 2004.

8. Carole Pemberton, Coaching to Solutions, Butterworth-Heinemann, 2008.

9..E.H.Mcgrath, Training for Life & Leadership in Industry, 4th edition, PHI,2007

10. Donald.J.Lord, Bottom Line Training:How to Design & Implement Successful APrograms that Boost Profits, PHI, 2007

078410008 - PERFORMANCE MANAGEMENT

S.No	Topics	No of hours
1	**PERFORMANCE MANAGEMENT** • Introduction • Role of performance in organization • Dimensions • Role of appraisals in Performance Management. • Performance management process • Relevance of objectives in organizations • Organizational & individual performance • Process • Performance management & human resources management	7
2	**PERFORMANCE PLANNING & ANALYSIS** • Performance planning • Performance analysis • KPAs • Components of Performance planning • Objectives of performance analysis. • Process of Performance analysis	5
3	**PERFORMANCE REVIEW & DISCUSSION** • Significance of review • Process of performance review • Performance rating • Performance appraisal factors • Methods & errors • Reducing raters bias • Performance review discussions • Objectives • Requisites • Process • Role of mentoring • Coaching in performance review discussions	9
4	**IMPLEMENTING PERFORMANCE MANAGEMENT SYSTEM** • Operationalizing change • Implementing process • Factors affecting implementation • Pitfalls in implementation	5
5	**EXPERIENCES IN PERFORMANCE MANAGEMENT** • Traditional practices • Recent approaches	3

	• Case studies in performance management in select organization	
6	**APPRAISAL SYSTEMS** • Introduction, purpose of Appraisal • Pros & Cons of Appraising • Methods of Appraising • Who can Appraise • Appraisals & HR Decisions Reward systems, legal, issues and team performance management. • Reward systems & legal issues • Managing team performance	6
	Total	**35**

References

1. Prem Chadha, Performance Management, Macmillan, 2008.

2. T.V.Rao, Performance Management & Appraisal Systems, Response Books,2007.

3. Herman Aguinis, Performance Management, Pearson education, 2008.

4. Peter Ward", 360 Degree Feedback, Jaico publishing house,2006.

5.Dewakar Goel, Performance Appraisal & Compensations Management, Prentice Hall of India, 2008.

6. B.D.Singh, Compenstion & Reward Management, Excel Books, 2007.

7. R.K.Sahu, Performance Management System, Excel Books , 2007.

8. Srinivas . R. Kandula, Performance Management", PHI, 2006.

9. Edited by Frances NEale, Hand book of Performance Management, Jaico Publishing, 2008.

10. Micjael Armstrong & Angela Baron, Performance Management, Jaico Publishing, 2007.

11. Cardy, Performance Management Concepts, Skills & Exercises, PHI, 2007.

078410011 - COMPETENCY MAPPING AND DEVELOPMENT

S.No	Topics	No of hours
1	**INTRODUCTION** • History & Origin of Competency • KSA v/s Competency • Reasons for Popularity of Competency, • Competency & EVA, Views Against Competency • Definitions • Confusion about Competency	6
2	**Components of competency** • Skill, Knowledge &Motive • Trait& Self-Concept • Iceberg Model of Competency, • Operant & Respondent Traits of Competency	6
3	**COMPETENCY CATEGORIES** • Threshold Competencies • Differentiating Competencies • Generic or Key Competencies • Functional or Technical Competencies, • Leadership or Managerial Competencies	6
4	**STEPS IN DEVELOPING COMPETENCY MODEL** • Determining the objective & Scope • Clarifying Implementation Goals & Standards, • Create an Action Plan • Define Performance Effectiveness Criteria • Identify a Criterion Sample • Data Gathering & Interim Competency Model • Finalize & Validate Competency Model	5
5	**COMPETENCY MODELS** • Leadership and managerial competency models • Causes for Resistance and Recommended Actions to address • Delphi Technique • Competencies & Generic Indicators • 360 Degree Feedback • HR Generic Competency Model • Supervisory Generic Competency Model	6
6	**COMPETENCIES ASSESSMENT AND USES :** • Strategies to address the gaps • Integration the Competency Model • Competency based Recruitment and Selection • Competency Based Performance Appraisal, Competency Based Succession & Career Planning • Competency Based Compensation and Benefits, • Competency based Training & Development	6

	• Reassess competencies and evaluate ROI	
	Total	**35**

References

1. Organizational Behaviour - Human Behavior at work – by John.W.Newstrom and Keith Davis Tata McGraw Hill, I1/e, 2003
2. Human Relations in organizations. Robert N. Lussier, 6th edition, Mc-Graw Hill Education
3. Development Management Skills, Whetten & Cameron, 7th Ed. Pearson, PHI.
4. Understanding OB – Udai Parek, Oxford University Press.
5. Theories of Personality – Calvin S Hall Et Al, Wiley Publication
6. Seven Habits of Highly Effective People, Stephen R Covey, Simon & Schuster
7. Training in Interpersonal Skills – tips for managing People at work, Stephen Robbins, Et al, Pearson, PHI.

078410012 - COUNSELING SKILLS FOR MANAGER

S.No	Topics	No of hours
1	**INTRODUCTION TO COUNSELLING** • Definition & Need • Counselling, Psychotherapy and Instruction • Approaches to Counselling • Goals of Counselling • Counselling Process	7
2	**COUNSELLING PROCEDURES** • The Counselling Environment • Intake , Referral procedures • Guidelines for effective counseling • Advanced skills in Counselling • Action strategies	6
3	**COUNSELLING SKILLS** • Verbal & Non- Verbal communication • Listening Barriers • Counsellor' Qualities • Core conditions of Couselling	7
4	**ORGANISATIONAL APPLICATION OF COUNSELLING SKILLS** • Change management • Down sizing • Mentoring • Team Management / Conflict Resolution • Crisis / Trauma	6
5	**PROBLEM SUBORDINATES** • Identifying problem subordinates • Types of problem subordinates • Dealing with problem subordinates	6
6	**ETHICS IN COUNSELLING** • Ethical Principles • Common Ethical Violations	3
	Total	**35**

References

1. "Kavita singh", Counselling Skills for Managers, PHI, 2007.
2. "S. Naranyan Roa", Counselling and guidance, TMH, 2nd edition, 2007.
3. "Elizabeth B. Hurlock", Personality development, TMH,2007.
4. "Hughes, Ginnett, Currhy", Leadership , 5th edition, TMH, 2006.

078410013 - ADVANCED INDUSTRIAL PSYCHOLOGY

S.No	Topics	No of hours
1	**INDUSTRIAL PSYCHOLOGY** • Introduction • History • Organization research methods • Psychology tests & its utility to industry	5
2	**ATTITUDE** • Meaning & factors influencing attitude • Measuring Job satisfaction • Development of attitude • Absenteeism • Implication for organization	5
3	**EVALUATION IN INDUSTRIAL PSYCHOLOGY** • Job analysis & Evaluation • Employee Selection • Evaluating Employee Performance • Designing & Evaluating Training systems	6
4	**STRESS MANAGEMENT /MONOTONY** • Stress Defined • Sources of Stress • Consequences of Stress • Managing Stress • Workplace Vilence	6
5	**WORK BEHAVIOUR** • Productive work behaviour • Organizational citizenship behaviour • Counter Productive work Behaviour Work Conditions • Work schedules • Work Environment • Human Factors • Ergonomics	8
6	**MOTIVATION / EMPLOYEE MOTIVATION** • Individual Differences in motivation • Employee Values & Expectations • Do employees have achievable goals. • Are employees Reviewing feedback on their goal progress.	5
	Total	35

References

1. “Michael.G.Aumodt”, Applied Industrial / Organisational Psychology, Thomson, 2004.
2. “David G. Myers”, Social Psychology, TMH, 8th edition,2007.
3. “DM.Pestonjee”, Motivation & Job Satisfaction, Macmillan, 2007
4. “Green Berg & Baron”, Behaviour in Organisations, 8th edition, PHI, 2007
5. “Ramnath Sharma”, Advanced Industrial Psychology, Atlantic, 2006.
6. “Michael. G. Aamodt”, Industrial/ Organisational Psychology : An Applied Approach, 5th edition, Wardsworth Publishing, 2006.
7. “Karen Dould & Beth Schnerder”, Interpersonal Skills in Organisation”, TMH, 2007.
8. “Paul. E. Spector”, Industrial & Organisation Psychology, John wiley, 2006.
9. “Marliyn.J.Davidson & Bandra.L.Fielden”, Individual Diversity & Psychology in Organisation, Johnwiley, 2005
10. “PaulineGrant & sarah Lewis”, Business Psychology in Practice , John wiley, 2007.
11. “Cary.L.Cooper & Edwin A.Loche”, Industrial / Organisation Psychology: Linking Theory with practice, Wiley, 2000.

078410010 - MANAGERIAL BEHAVIOUR AND EFFECTIVENESS

S.No	Topics	No of hours
1	**MANAGERIAL JOB** • Definition & Descriptive dimensions • Methods, Models & time dimension • Job behaviour-effective & ineffective • Managerial job behaviour- functional & level differences	5
2	**DESIGNING MANAGERIAL JOB** • Identifying managerial talent • Selection & Recruitment • Managerial skill development • Managerial Motivation • Pay & Rewards	5
3	**EFFECTIVE MANAGEMENT CRITERIA** • Performance appraisal measures • Feedback • Career management • Balance Score Card	6
4	**MANAGERIAL EFFECTIVENESS** • Concept & Definition • The person, process & product approaches • Bridging the gap • Current practices in Industry & Government • Effective Manager as an Optimizer	6
5	**ISSUES IN MANAGERIAL EFFECTIVENESS** • Organizational process • Organizational Climate • Leader & Group influences • Job challenges • Competition • Managerial styles	8
6	**DEVELOPING WINNING EDGE** • Organizational & Managerial efforts • Self Development • Negotiation Skills • Development of Competitive Spirit • Knowledge management • Fostering creativity	5
	Total	35

References

1. 1.“Chakraborty”, Managerial Effectiveness & Quality of Work Life Indian Insights, 1st edition, TMH, 2007.

2. “S. Naranyan Roa”, Counselling and guidance, TMH, 2nd edition, 2007.

3. “Gary Yuki”, Leadership in Organisation, Pearson Education, 2007.

4. “ Jagjit kumar kharbanda”, Be a Dynamic Leader, Vikas Publishing, 2006.

5. “ Willan. J. Rathwell”, Strategic Human Resource Leader, Jaico Publishing, 2005.

6. “ Mrithyunjay Kumar and Srivastava”, Transformational Leadership, Macmillan, 2003.

7. “ Debashis Sarkar”, Lessons in Six Sigma”, Response Books, 2007.

8. “ Charles.B.Dygert”, Creating a Culture of Success, PHI, 2008.

9. “ Wallance.Masters”, Personality Development, Cengage Learning, 2006.

10. “ “McGrath.S.J.”, Basic Development Skills for All, PHI, 2007.

11. “Andrew.I.Dubrin.Ph.D.”, Leadership , wiley, 2006.

12. “ W.J.Reddin”, The output oriented manager, Macmillan,2006.

078410014 - STRATEGIC HUMAN RESOURCE MANAGEMENT

S.No	Topics	No of hours
1	**STRATEGIC HRM** • Business Strategy and Organizational Capability • Global Environment of HR: Change and Diversity • SHRM: Aligning HR with Corporate Strategy • Concept of strategic HRM • Process of Strategic HRM	5
2	**FORMULATING AND IMPLEMENTING HR STRATEGY** • SHRM: Universalistic, Contingency and Configurational Approaches • Strategic HR Planning Acquisition and Development • Corporate Strategy and Career Systems • Managing Employee Relations: Unions and Strategic Collective Bargaining • HR specialists as strategic partners • Strategic role of the Director	5
3	**STRATEGIC FOR IMPROVING ORGANISATIONAL EFFECTIVENESS** • Strategies for organizational transformation • Transformation through leadership • Transformation program • Role of HR in organizational transformation	6
4	**CHANGE PROCESS** • Change models • Strategies for developing the employment relationship	6
5	**STRATEGY FOR MANAGING PERFORMANCE** • Change, Restructuring and SHRM • Performance management • Scope of performance management strategy • Process of performance management • Evaluating the Effectiveness of SHRM	8
6	**CORPORATE ETHICS** • Corporate Ethics, Values and SHRM • Competencies of HR professional in a SHRM scenario	5
	Total	35

References:

1. Michael Armstrong, “Strategic human resource management” , Koga Paye, 2nd edition, 2005

2. Ashok Chanda, Shipa Kabra,”Human resource strategy”, Response books, 2006

3. Srinivas R. Kandula, “Strategic Human resource development”,PHI,2004.

078500013 - TECHNOLOGY MANAGEMENT

S.No	Topics	No of hours
1	**The Process of Technological Innovation:** The Need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation, Evolution of Technology and Effects of New Technology	5
2	**Strategies For Research and Development:** R&D as A Business, Resource Allocation to R&D, R&D Strategy In the Decision Making Process, Selection and Implementation of R&D Strategy, R and D and Competitive Advantage, New Product Development.	5
3	Creativity and Problem Solving: The Creative Process, Creative Individuals, Main Characteristics, Techniques For Creative Problem Solving.	5
4	**Technology development and acquisition** – forecasting – generation and Development . Invention-Innovation-Diffusion. Product and Process Innovation Technology absorption and diffusion – absorption – assessment – evaluation – diffusion, Selection and implementation of new technologies – automation decisions, strategic decision models – project management in adoption and implementation of new technologies – strategic cost analysis	8
5	**Financial Evaluation of Research and Development Projects:** The Need For Cost Effectiveness, R&D Financial Forecasts, Risk as a Factor In Financial Analysis, Project Selection Formulae, Allocation of Resources, DCF and Other Techniques of evaluating R&D ventures.	7
6	**Technological Forecasting For Decision Making:** The Definition of Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organisation For Technological Forecasting, Current Status. Transfer of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.	5
	Total	**35**

References

1. White: The Management of Technology & Innovation Cengage Learning, 2007.
2. Tarek Khalil, Management of Technology—The Key to Competitiveness and Wealth Creation, McGraw Hill, Boston, 2006.
3. V.K.Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2006.

4. Norma Harrison & Danny Samson, Technology Management—Text and International Cases, McGraw-Hill International, 2005.
5. P.N.Rastogi, Managing Creativity, Macmillan India Ltd, 2003.
6. William L Miller and Longdon, Morris, Fourth Generation R & D, John Wiley & Sons Inc.
7. Pradip N Khandwalla: Lifelong Creativity—An Unending Fest, TMH, 2004.
8. Pradip N Khandwalla: Corporate Creativity, TMH, 2006.
9. Management of New Technologies For Global Competitiveness – Christian N Madu – Jaico Publishing House
10. Handbook of Technology Management – Gaynor – Mcgraw Hill
11. Technology Transfer – Nell Sullivan – Cambridge University

078500001 - SUPPLY CHAIN MANAGEMENT

S.No	Topics	No of hours
1	**Introduction** Supply Chain – Fundamentals, Importance, Decision Phases, Process View. Supplier- Manufacturer-Customer chain. Drivers of Supply Chain Performance. Structuring Supply Chain Drivers. Overview of Supply Chain Models and Modeling Systems. Building blocks of a supply chain network, Business processes in supply chains, Types of supply chains and examples & Strategic, tactical, and operational decisions in supply chains.	8
2	**STRATEGIC SOURCING** In-sourcing and Out-sourcing – Types of Purchasing Strategies. Supplier Evaluation, Selection and Measurement. Supplier Quality Management. Creating a world class supply base. World Wide Sourcing and SCM Metrics	6
3	**SUPPLY CHAIN NETWORK** Distribution Network Design – Role, Factors Influencing, Options, Value Addition. Models for Facility Location and Capacity Location. Impact of uncertainty on Network Design. Network Design decisions using Decision trees. Distribution Center Location Models. Supply Chain Network optimization models.	6
4	**PLANNING DEMAND, INVENTORY AND SUPPLY** Overview of Demand forecasting in the supply chain. Aggregate planning in the supply chain. Managing Predictable Variability. Managing supply chain cycle inventory. Uncertainty in the supply chain – Safety Inventory. Determination of Optimal level of product availability. Coordination in the Supply Chain. Supply chain performance measures. Supply chain inventory management, multi-echelon supply chains and Bullwhip effect	7
5	**CURRENT TRENDS** E-Business – Framework and Role of Supply Chain in e- business and b2b practices. Supply Chin IT Framework. Internal Supply chain management. Supply Chain in IT practice. Supplier relationship management. Information Systems development. Packages in Supply Chain –eSRM, eLRM, eSCM. Internet-enabled supply chains: e-marketplaces, e-procurement, e-logistics, e-fulfillment, ERP and supply chains, supply chain automation, and supply chain integration Cases in Supply Chain Management.	8
	Total	**35**

References

1. Joel D. Wisner, Principles of Supply chain management, Cengage Learning, 2007

2. Sunil Chopra and Peter Meindi, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.

3. Monczka et al., Purchasing and Supply Chain Management, Cengage Learning, Second edition, Second Reprint, 2002.

4. Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India, 2005.

5. Shapiro Jeremy F, Modeling the Supply Chain, Cengage Learning, Second Reprint , 2002.

6. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, Second Indian Reprint, 2004.

078500012 - ADVANCED MAINTENANCE MANAGEMENT

S.No	Topics	No of hours
1	**Maintenance Concept** Objectives and functions of Maintenance, Types, Maintenance Strategies. Organization for Maintenance. Five Zero Concept	5
2	**Failure Data Analysis** MTBF, MTTF, Useful Life – Survival Curves – Repair Time Distribution Breakdown time distributions, Poisson, Exponential and Normal distribution. Availability of repairable Systems – Maintainability Prediction – Design for Maintainability	8
3	**Maintenance Planning** Overhaul and Repair: Meaning and Difference, optimal overhaul/Repair / Replace maintenance policy for equipment subject to breakdown. Replacement Decisions: Optimal interval between preventive replacement of equipment subject to breakdown, group replacement	8
4	**Maintenance Systems** Fixed Time Maintenance, Condition based Maintenance, Operate to Failure, opportunity maintenance, Design out maintenance, total productive maintenance.	7
5	**Advanced Techniques** Reliability Centered Maintenance (RCM) – Total Productive Maintenance (TPM) - Philosophy and Implementation. Signature Analysis – MMIS – Expert Systems – Concept of Tero technology. Reengineering maintenance process. Total productive Maintenance, Concept of reliability, reliability improvement, Concept of maintainability and Maintainability improvement.	7
	Total	**35**

References

1. Maintenance Engineering & Management – R.C.Mishra & K.Pathak, PHI, 2005
2. Industrial Maintenance Management – Sushil Kumar Srivatsava, S.Chand & Company, 2005
3. Gopalakrishnan, P. Banerji, A.K., “Maintenance and Spare Parts Management”, Prentice Hall of India, 2004
4. Kelly and M.J. Harris "Management of Industrial Maintenance", Butterworth and Company Limited.
5. AKS Jardine "Maintenance, Replacement and Reliability", Pitman Publishing.

078500016 - FACILITIES LOCATION AND PROCESS DESIGN

S.No	Topics	No of hours
1	**INTRODUCTION** Facilities requirements, need for layout study – types of layout, Model Classification, Criterion Selection, Model Validation, Design Process.	5
2	**PLANT LAYOUT** Layout problem, Plant layout procedures- various approaches, Flow and activity analysis, Designing the layout	6
3	**PLANT LOCATION** Plant location analysis – factors, costs, location decisions – simple problems in single facility location problems, multi facility location problems, network location problems.	7
4	**PROCESS MANAGEMENT AND STRATEGY** The Process View of Organizations, Performance Measures, Product Attribute and Process Competencies, Process Design, Planning, and Control, Strategic Positioning and Operational Effectiveness, Strategic Fit, Matching Products and Processes, Operations Frontier and Trade-offs	9
5	**PROCESS FLOW** Process Flow, Key Measures, Flow Time, Flow Rate, Inventory Analysis, Process Flow Chart, Flow Time Measurement, Flow-Rate and Capacity Analysis, Managing Flow Variability, Process Integration- Lean operations: Process Synchronization and Improvement	8
	Total	**35**

References

1. Richard Francis, L. Leon McGinnis, F. Jr., John White, A., “Facility Layout and Location - an Analytical Approach”, Prentice Hall of India., 2nd Ed.

2. Raví Anupindi, Sunil Chopra, Sudhakar Deshmukh,Jan A. Van Mieghem, and Eitan Zemel, “Managing Business Process Flows: Principles of Operations Management” Pearson Education, 2006

3. G.Halevi and R.D.Weill, “Principles of Process Plannning” Chappman and Hall, Madras 1995.

078500002 - LOGISTICS MANAGEMENT

S.No	Topics	No of

		hours
1	**Introduction** Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy.	5
2	**Warehousing and Materials Handling** Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse. Material Handling equipment and Systems – Role of Material Handling in Logistics. Material Storage Systems – principles – benefits – methods. Automated Material Handling.	7
3	**Performance Measurement and Costs.** Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting.	7
4	**Transportation and Packaging** Transportation System – Evolution, Infrastructure and Networks. Freight Management – Route Planning – Containerization. Modal Characteristics, Inter-modal Operators and Transport Economies. Packaging- Design considerations, Material and Cost. Packaging as Unitization. Consumer and Industrial Packaging.	8
5	**Recent Trends in Logistics** Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management. Automatic Identification Technologies. Warehouse Simulation. Reverse Logistics – Scope, design and as a competitive tool. Global Logistics – Operational and Strategic Issues. Strategic logistics Planning.	8
	Total	**35**

References

1. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education,Indian Reprint 2004.

2. Ailawadi C Sathish & Rakesh Singh, Logistics Management, Prentice Hall India, 2005.

3.. Coyle et al., The Management of Business Logistics, Cengage Learning, 7th Edition, 2004.

4. Bowersox Donald J, Logistical Management – The Integrated Supply Chain Process Tata McGraw Hill, 2000.

3. Bloomberg David J et al., Logistics, Prentice Hall India, 2005.

078500004 - COMPUTER INTEGRATED MANUFACTURING

S.No	Topics	No of

		hours
1	**Introduction -** Computer Integrated Manufacturing – Definition, Concept, Evolution and Benefits. Types of Manufacturing Systems and Sub-systems. Automated Systems – Elements, Functions and Levels.	5
2	**Computers and Communication in CIM**.- Hardware, Software and Security Requirements for implementing CIM systems. Communication Systems for CIMS – Communications Matrix, Network architectures and Techniques. Overview of creating and maintaining a manufacturing systems database.	6
3	**CAD/CAM -** Fundamentals of Design for Manufacturing (DFM), Computer Aided Design (CAD) & CAM, 3D Modeling packages, Finite Element Analysis packages and transportability, Optimized production technology.	7
4	**Computerized Manufacturing -** NC, CNC and DNC machines. Introduction to part- programming. Tool Management. Data Logging and acquisition. Automated data collection.	5
5	**Manufacturing Systems -** Manufacturing Systems – Components, Classifications and Functions. Flexible Manufacturing Systems(FMS) – Components, Applications and benefits, Planning and Implementation issues in FMS. Group Technology – Part-Families, Classification and Coding and Cellular Manufacturing Systems.	5
6	**CURRENT TRENDS -** Concurrent Engineering. Role of Expert Systems in CIMS. Robotics-Overview, Types in CIMS. Automated Guided Vehicles – Types and Technology, Control. Overview of Automated Assembly systems-Lean Production –Agile Manufacturing	7
	Total	**35**

References

1. Vajpayee Kant. S, Principles of Computer Integrated Manufacturing, Prentice Hall India, Second Indian Reprint, 2005.

2. Mikell P.Groover, Automation, “Production Systems and Computer Integrated Manufacturing” PHI, 2001.

3. Ronald G.Askin, “Modelling and Analysis of manufacturing” John Wiley & Sons, 1993.

078500015 - PROJECT MANAGEMENT

S.No	Topics	No of

		hours
1	**The Nature and Purpose of Project Management Project:** Definition, characteristics, importance, types, steps in identification of projects, Project Life cycle, Project Planning, Network Scheduling and PDM	7
2	**Project appraisal**: Technical appraisal, Environmental appraisal, Economic & market appraisal including market survey for forecasting future demand and sales. Managerial appraisal.	6
3	**PERT, CPM & GERT**- Resource Allocation and Resource Leveling. Managing Risk in Projects	7
4	**Project implementation, Monitoring and Control**. Project Management Information Systems. Use of Computers in Project Management Problems of project implementation, role of project manager, project audit. Contract management: basic concept. Remedies for nonperformance of contract.	9
5	**Cast Studies.** Computer practical: Hands-on Experience with Time-Line and MS-Project 2000	6
	Total	**35**

References

1) Choudhury, Project Management, Tata McGraw Hill, 2004.

2) Jerome D. Wiest, Ferdin & K. Levy, A Management Guide to PERT / CPM, PHI, 2nd ed., 1979.

3) Srinath L.S, Operations Research for Executives – Project Management with CPM and PERT, Affiliated East-West Press, 1994.

4) John M. Nicholas, Project Management for Business & Technology, 2nd ed. Pearson Education, 2002.

5) Rory Burker, Project Management, Planning & Control Techniques, 4th ed., Wiley

6) Student Edition, 2003.

7) Sid kemp, PmP, Project Management Demystified, Tata McGraw Hill, 2004.

8) K Nagarajan, Project Management, 2nd ed., New Age International Publishers, 2004.

9) Prasanna Chandra, Projects – Planning, Analysis, Selection, Financing, Implementation and Review, 5th ed., Tata McGraw-Hill, 2002.

11) Robert Buttrick, Project Workout, Financial Times, Prentice Hall, 2nd ed., 2000.

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13) R K Wysocki, R Beck Jr., D B Crane, Effective Project Management, 2nd ed., John

Wiley & Sons, 2000.
14) Colin Bentley, Computer Project Management, John Wiley & Sons, 1984.
15) R G Ghattas & Sandra L McKee, Practical Project Management, Pearson Education, 2001.
16) H N Ahuja, Project Management – Techniques in Planning and Controlling Construction Projects, John Wiley & Sons,
17) Dennis Lock (ed.), Project Management Handbook, 2nd ed., Jaico Publishing, 1995.
18) HBR, Project Management, 1991.
19) F L Harrison, Advanced Project Management, Mettropolitan (Gower), 3rd ed., 1992.
20) Gwen Lavery, Managing Projects with Microsoft Project for Windows, Van Nostrand Reinhold, 1990.
21) Harvey Maylov, Project Management, Pearson Education, 3rd ed., 2003.
22) Linn C Stuckenbruck (ed.), The Implementation of Project Management – The Professional's Handbook, Addison – Wesley, 1986.

078500017 - STATISTICAL QUALITY CONTROL

S.No	Topics	No of hours
1	**Introduction to Statistical Approach to Quality Control.** Quality Assurance in Business Environment. Statistical Process Control	6
2	**Introduction to Control Charts.** Control Charts for Attributes. Control Charts for Variables. Guidelines for Implementing Control Chart Programme	6
3	**Acceptance Sampling:** Acceptance Sampling for Attributes. Acceptance Sampling by Variables. Other Acceptance Sampling Procedure	7
4	**Other Statistical Process Control Techniques** – An Overview. Uses of Control Charts and Acceptance Sampling Procedures Manufacturing Applications. **Process Capability Analysis** Process Optimization with Designed Experiments .Six Sigma for manufacturing industry	8
5	Use of SPSS Software Package for quality related problems	4
6	Case Studies	4
	Total	**35**

References

1) Douglas C. Montgomery, Introduction to Statistical Quality Control, John Wiley& Sons,2001.

2) Wetherill G B & Brown D W, Statistical Process Control, Chapman & Hall, 1991.

3) Eugene L. Grant & Richard S. Leavenworth, Statistical Quality Control, McGraw Hill International Book Co., 6th Edition, 1988.

4) William S. Messina, Statistical Quality Control for Manufacturing Managers, John Wiley & Sons, 1987.

5) Gupta R.C., Statistical Quality Control, Khanna Publishers, Delhi.

6) Ott, E R, Process Quality Control, McGraw-Hill International, 1975.

7) Zaidi A, SPC: Concepts, Methodologies and Tools, 2004

078500019 - BUSINESS PROCESS REENGINEERING AND VALUE ENGINEERING

S.No	Topics	No of hours
1	Conceptual Foundation of Business Process Reengineering; Role of Information Technology in BPR; process Improvement and Process Redesign	5
2	BPR Experience in Indian Industry; Process Identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking	5
3	BPR Implementation Methodology, Business process Improvement, Business Process Redesign; Man Management for BPR Implementation, Re-organizing People and Managing Change	8
4	Introduction, Uses, Concept, Performance of Functions, Group Thinking and Brain-Storming in Value Engineering, Concept of value, function, cost and worth Various Phases of Value Engineering	7
5	Cost analysis for value Engineering, Techniques used in Value Analysis	5
6	Case Study in BPR and Value Engineering	5
	Total	**35**

Reference

1. S. Balasubramanian and R. Radhakrishnan, Business Process Reengineering- Text and Cases, PHI, 2008

078500018 - SERVICE OPERATIONS MANAGEMENT

S.No	Topics	No of hours
1	**Introduction to Services** - Service Operations & Strategy - Formulating Strategy - New Service Development & Managing Service	6
2	**Designing the Service Delivery System** - Selecting the Location for a Service Operation - Managing the Service Experience - Service Site Performance Evaluation - Outsourcing and off sourcing	7
3	**Waiting Time Management** Front-Office / Back-Office Interface - Team Meeting/Work Time - Using Technology in Service Operations	7
4	**Revenue Management** Service Quality & Strategy - Six Sigma for service process improvement - Managing Capacity and Demand - Yield Management	8
5	**Queuing Models and Capacity Planning** Tools for Managing service -Case study in Service Operations management	7
	Total	35

Reference

1. Richard D., Matters, Successful Service Operations Management, Cengage Learning, 2006

078390028 - INFRASTRUCTURE MANAGEMENT

S.No	Topics	No of hours

1	**Introduction to infrastructure management** • Overview of infrastructure needs – National & Gobal • Indian economy • Infrastructure policies • Program and project development • Growing energy needs • Infrastructure economics	6
2	**Marketing and IS** • Marketing of infrastructure services • Strategy and competition for infrastructure • Integrated infrastructure management system • Information system for infrastructure management	7
3	**Infrastructure project management** • Financing infrastructure developments • Advanced project management • Project evaluation	7
4	**Legal aspects of infrastructure management** • Regulatory issues in infrastructure management • Environmental policies • Urban governance	8
5	**Other issues in infrastructure management** • Rural infrastructure management • Technology change management in infrastructure sectors • Case studies and live projects	7
	Total	**35**

References

1. Indian infrastructure report by IDFC, IIMA, IITK", 2008.

2. "Measuring and improving infrastructure policy", National academy press Wash D.C, 1995.

3. Grigg, Nail, "Infrastructure Engineering and management", John Wiley, 1998.

078390030 - ENTREPRENEURSHIP DEVELOPMENT

S.No	Topics	No of hours

1	Entrepreneur: Meaning of Entrepreneur; Evolution of the Concept; Functions of an Entrepreneur, Types of entrepreneur, Intrapreneur – an emerging class, Concept of Entrepreneurship-Evolution of Entrepreneurship; Development of Entrepreneurship; The entrepreneurial Culture; Stages inentrepreneurial process.	5
2	Creativity and Innovation: Creativity, Exercises on Creativity, Source of New Idea, Ideas into Opportunities. Creative problem solving: Heuristics, Brainstorming, Synectics, Value Analysis Innovation and Entrepreneurship: Profits and Innovation, Globalization, Modules of Innovation, Sources and Transfer of Innovation, Why Innovate, What Innovation, How to Innovate, Who Innovates.	6
3	Business Planning Process Meaning of business plan, Business plan process, Advantages of business planning, Marketing plan, Production/operations plan, Organizational plan, financial plan, Final project report with feasibility study, preparing a model project report for starting a new venture.	4
4	Institutions supporting entrepreneurs- Small industry financing developing countries, A brief overview of financial institutions in India, Central level and state level institutions, SIDBI, NABARD, IDBI, SIDO, Indian Institute of Entrepreneurship, DIC, Single window, Latest Industrial policy of Government of India	5
5	International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic entrepreneurship, Stages of economic development, Entrepreneurship entry into international business, exporting, Direct foreign investment	5
6	Informal risk capital and venture capital: Informal risk capital market, venture capital, nature and overview, venture capital process, locating venture capitalists, approaching venture Capitalists.	5
7	Managing growth: Using external parties to help grow a business, franchising, advantages and limitations, investing in a franchise, joint ventures - Case studies	5
	Total	**35**

References

1. Poornima Charantimath, Entrepreneurship Development-Small Business Enterprise, PearsonEducation, 2007
2. Robert D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, 6th Edition, TheMcGraw-Hill Companies, 2007
3. Dr. Mathew J. Manimala, Entrepreneurship theory at crossroads, Biztantra, 2007
4. Vasant Desai, Entrepreneurial Development and Management, Himalaya Publishing House,2007
5. Maddhurima Lall, Shikha Sahai, Entrepreneurship, Excel Books, 2006
6. Kurakto, Entrepreneurship-Principles and practices, 7th Edition, 2007, Cengage Learning

078390031 - INNOVATION MANAGEMENT

S.No	Topics	No of hours
1	Introduction to Innovation Management Innovation management Innovation Environment Innovation Opportunities	5
2	Innovation in corporation Organizing for Innovation Strategizing innovation Managing Innovation Function Climate and Culture for management	7
3	Innovation Project Innovation and Entrepreneurship Research and Development management Innovation Project management	7
4	Mind tools for Innovations Thinking process Directed creativity Individual Creativity Techniques Group Creativity Techniques	7
5	Managing Innovations Types of innovation – process and product Innovation diffusion Legal Aspects of Innovation Innovative Society	6
6	Case Studies	3
	Total	**35**

References

1. Besterfield, “Innovation and the general manager”, TMH, 2005
2. White and Bruton, “The management of technology of Innovation”, Thomson, 1st edition,2007.
3. Dr. CSG.Krishnamacharyulu and Dr.R.Lalitha, “Innovation Management” –HPH,2007.
4. Paul E.Plsek, “Creativity, Innovation and quality”, PHI,2004

078390032 - STRESS AND TIME MANAGEMENT

S.No	Topics	No of hours

1	**Stress and wellness** • Nature of Stress ó Constructs and Problems • Occupational Stressors • Role Stress • Sources of Managerial Stress • Stress and Thought Processes ó Learning • The stress experience : Myths & reality • Wellness: beyond normal health • The dynamics of stress and relaxation • How the stress experience varies? • Distress symptoms: monitoring early warning signs	10
2	**Distress - related influences** • Distress – prone personality pattern • Distress – resistant personality pattern • Distress promoting and distress preventing social influence	5
3	**Managing stress : strategies and methods** • Overcoming stress • Health buffers • Quieting the mind and body: relaxation methods • Pacing and balance : Managing Time • Social support: Giving and receiving • Personal wellness and social commitment • Stress and Personality - Behavioural and Situational Modifiers • Stress and Motivation • Verbal and Non-verbal Indicators of Stress • Assessment of Stress • Stress and Management Change • Stress and Conflict • Leadership Styles in Stressful and Non-Stressful Situations • Decision Making under Stress • Burnout • Stress and Social Support	12
4	**Time management** • Introduction • Beating procrastination – activity logs, to do list, action programs and prioritization • Personal goal setting – Locke's goal setting theory • Time management training • Tips to increase time management • Case studies	8
	Total	**35**

References

1. Walt Schafer, “Stress Management” ,4th edition, Wardsworth, 2000.

2. S.D. Bagade. Time management. HPH, 2005

3. Reuben Ray, “Time management” HPH, 2004.

4. Dan S. Kennedy, “No . B.S.Time Management for Entrepreneurs”, Self-Counsel Business Series, 2006

5. M R Pai , “Stress And Time Management” , Gita R. Pai publishers, 2005

6. A Comprehensive Handbook Of Techniques And Strategies”, Springer publishing, 2002

078390034 - HOSPITAL AND HEALTH CARE MANAGEMENT

S.No	Topics	No of hours
1	**Hospital Management** • Introduction • Nature and scope of Hospital • Organization- Hospital the concept & Significance of Hospital Management • Management of Product Profile	4
2	**Hospital Administration** Hospital Ethics Distinguish Between a Hospital and an Industrial Organization Challenges to Hospital Administration Role of Hospital Administration in Legal Matters	4
3	**Management of Hospital Services** Types of Product Life Cycle of Hospital Product Managerial Proficiency for the key Hospital Service New Product Development Dilemma	4
4	**Functional Areas in Hospital Management** Management of Finance Management of Human Resources Management of Marketing	5
5	**Health Care Management** The Managerial Role Organization Theory & Health Services Management Organizational Structure & Form Futuristic Health Services Organizational form	6
6	**Managerial Effectiveness** Managing Organizations Inter-Professional collaborative Relationships Managing strategic Change	6
7	**Health Care Evaluation** Measuring Health Status & Health Related Quality of Life Evaluating Effectiveness using randomized and non-randomized designs. Evaluating cost – effectiveness Evaluating Humanity	6
	Total	**35**

References

1. “S.K.Jha”, Hospital Management, Himalaya Publishing House, 2007.
2. “R.C.Goyal”, Hospital Administration and Human Resource Management, 4th edition, PHI, 2006.
3. “Stephen.M.Shortell and Arnold.D.Kaluzny”, Health Care Management, Thomson, 5th edition, 2005.
4. “Sarah smith, don Sinclair, Rosalind Raine & Bornaby Reeves”, Health Care Evaluation,TMH, 2006.
5. “Marie Larney”, Health Service Management Culture, Consensus & the Middle Manager”, PHI, 2007.
6. “G.D.Kunders”, Hospitals, Facilities Planning & Management, TMH, 2007.
7. “S.L. Goel, R. Kumar”, Hospital administration and management, Deep and deep publications, 2005.
8. “S.L. Goel, R. Kumar”, Hospital managerial services - hospital administration in the 21st century, Deep and deep publications, 2004.
9. “A.V. Srinivasan”, Managing a modern hospital, Response books,2001.
10. Barbara J. Youngberg , “Essentials of Hospital Risk Management” Aspen Publications Hardcover,2006

078390035 - DISASTER MANAGEMENT

S.No	Topics	No of

		hours
1	**Introduction to disaster management** Dimensions of Natural & Anthropogenic Disasters, Principles /Components of Disaster Management, Organisational Structure for Disaster Management, DisasterManagement Schemes/SOPs, Natural Disasters and Mitigation Efforts, Flood Control,Drought Management, Cyclones, Avalanches, Mangroves, Land Use Planning, Inter-Linking of Rivers, Role of Union/States, Role of Armed Forces/Other Agencies in Disasters, Important Statutes/ Legal Provisions, IEDs/Bomb Threat Planning, NBCThreat and Safety Measures, Forest Fires, Oil Fires, Crisis in Power Sector, Accidents in Coal Mines, Terrorism and Emergency Management	10
2	Operations Management (OM), Risk Assessment and Disaster Response, antifriction Techniques, NGO Management, SWOT Analysis based on Design &Formulation Strategies, Insurance & Risk Management, Institution Awareness andSafety Programmes,	6
3	Psychological and Social Dimensions in Disasters, Trauma and Stress, motional Intelligence, Electronic Warning Systems, Recent Trends in Disaster information Provider, Geo Informatics in Disaster Studies, Cyber Terrorism, Remote Sensing & GIS Technology, Laser Scanning	6
4	Applications in Disaster Management, Statistical Seismology, Quick Reconstruction Technologies, Role of Media in Disasters, Management of Epidemics,Bio-Terrorism, Forecasting / Management of Casualties.	7
5	**Disaster Management in India**- Disaster preparedness, Disaster mitigation, Forecasting and warning of disasters,Assessing risk and vulnerability, Disaster management in India, Role of news media in disaster management, Rehabilitation of victims.	6
	Total	**35**

References

1. Encyclopaedia of Disaster Management By Goel, S. L. Deep & Deep Publications Pvt Ltd

2.Disaster Management By G.K. Ghosh A.P.H. Publishing Corporation

3.Disaster Management By R.B. Singh Rawat Publications

4.Disaster Management: Through the New Millennium By Ayaz Ahmad Anmol Publications

5.Disaster Management By Nikuj Kumar Alfa Publications

6.Disaster Management - Recent Approaches By Arvind Kumar Anmol Publications

078390036 - INSURANCE MANAGEMENT

S.No	Topics	No of hours
1	**Insurance industry in India** Concept of Insurance Historical Aspects of Insurance in India Insurance Sector Reforms Private Players in the Market Indian Insurance Market General Insurance Industry in India- Issues and Challenges	6
2	**Insurance Market** Challenges for insurance sector Formation of LIC LIC and New challenges Relevance of Insurance to the emerging socio-economic needs of all the sections of society including Industrial sector Types of Insurance Organisation Types of insurance policy Insurance Business Intermediaries in Insurance Business Concept of Reinsurance Tax Benefits of life insurance policy	8
3	**Insurance Contract** Formation of Insurance Contract Life, Fire, Marine and Motor Insurance Contracts Principles of Insurance: Utmost Good Faith, Indemnity, Insurable Interest Micro Insurance in India	6
4	**Insurance Products** Classification of Insurance Life, Non-Life (general), Health, Pension, Social Security and Retirement Benefits Insurance Products	6
5	Legal Framework of insurance Actuarial insurance in India Modelling and Forecasting in Insurance management Life insurance procedures Non-life insurance procedures	5
6	Insurance Case Studies	8
	Total	**35**

References

1 Stephen Diacon A Guide to Insurance Management Palgrave Macmillan2006

2 Gupta P.K Insurance and Risk Management Himalya PublishingHouse2006

3 Nalini Prava Tripathy &Prabir Pal Insurance Theory and PracticePHI 2005

4 Mishra M.N Principles and Practices of Insurance S. Chand and Co 2004

5 Panda G.S Principles and Practices of Insurance Kalyani Publications 2004

6 Scott E. Harrington Gregory R. Niehaus Risk Management &Insurance Tata McGraw-Hill 2007

7 Arthur C. and C. William Jr Risk Management and Insurance Tata McGraw-Hill 2001

078390038 - PLANNING AND MANAGEMENT OF EDUCATIONAL INSTITUTIONS

S.No	Topics	No of hours
1	• National Policy on Education – Center and State relation in education –Recommendations of various commissions in the context of: 1. Universalization of elementary education. 2. Secondary education. 3. University education.	6
2	• Recent changes in economic policies and their implications for education at national and state level.	3
3	• Educational planning – theoretical considerations. A critical examination of relevance of different approaches to educational planning, with special reference to India.	5
4	• Systems Approach in Educational Administration, Legal, financial and administrative management of educational institutions.	5
5	• Concept and process in curriculum design, Designing integrated, inter-disciplinary units, Conventional models of curriculum design, The integrated concept-process Model for Institutions	6
6	• Educational Technology – Concept, Emerging technologies; synergy of technologies and their cumulative effect on education. Effects of the introduction of new technologies on methodology of teaching, learning experiences and curriculum development.	7
	Total	**35**

References

1. Bhatt, B.D. & SDR Sharma 1992, Educational Administration, Karishkar Pub. House, NewDelhi.

2. Clyde M. Champbell, 1952, Practical Application of Democratic Admin. Harper & Brothers,New York.

3. Glande-W, Fowceet, 1964, School Personnel Admn. Macmillan, New York.

4. S.S. Mathur, Educational Administration – Principles and Practices, Krishn a Brothers, Jallunder.

5. William-B, Casteller, 1976, The Personnel Function in Educational Administration, Macmillan Publishing Co. Inc., New York.

078390039 - EVENT MANAGEMENT

S.No	Topics	No of

		hours
1	**Introduction** • Need for events, Types of events, Structureevents • Event Process – Brief, Concept, Budgets,Schedule of items • Nature and scope of event management • C's of events designing and interaction • Strategic market planning • Development of market plans for events	5
2	**Elements of events** • Infrastructure • Target audience • Organizers • Venue, Media and activities	5
3	**Media coverage of events** • Themes, Beneficiary, Creative and People • Concept of markets in events • Segmentation and targeting of the market- Positioning	7
4	**Implications of Events** • The implications of special events • Social and Community Implications of Events • Economic Implications of Events • Concept of event property event as a product • Methods of pricing events and promotion	8
5	**Exhibitions** • Exhibition, Reasons for Exhibit At An Exhibition, common reasons, Economic Impact of Exhibitions, cost effective way of exhibiting, ways to build a dream team, steps to create the great indoors, Functions of management in events, Evaluation of event performance, Measuring performance and correcting deviations	7
6	**Case Studies**	3
	Total	**35**

References

1. Guar S.S and Saggere S.V, " Event marketing management",
2. Avrich Barry," Event and entertainment", Mc millan
3. Kotler, " Marketing management", PHI

078390043 – PRINCIPLES OF AIRLINE AND AIRPORT MANAGEMENT

S.No	Topics	No of

		hours
1	• **Introduction** • Evolution of management • History of Aviation • Organization, Global, Social and ethical environment • History of Indian Airline industry Major Players in Airline Industry • SWOT analysis in Airline industry • Market Potential of Indian airline Industry • Current Challenges in Airline Industry • Completion in airline Industry	6
2	**Airport Management** • Airport Planning • Terminal planning, design, and operation • Airport Operations • Airport Functions • Organization Structure of Airline sectors • Airport Authorities • Global and Indian Scenario of Airport Management	8
3	**Air transport services** • International Trends • Emerging Indian Scenario • Private Participation: International Developments • Private Participation in Indian Airports • Environmental regulations • Regulatory Issues • Meteorological Services for Aviation • Airport fees, rates, and charges	8
4	**Institutional framework** • Safety Regulation • Economic Regulation • Management of Bilateral • Aviation Security	6
5	**Controlling** • Traffic control, airspace, and navigational aids • Controlling process • Coordination • Response to emergencies and airport security	4
6	**Case Studies in Airline industry**	3
	Total	35

References

1 Graham. A. Managing Airports: An International Perspective Butterworth-

Heinemann, Oxford2001

2 Wells. A. Airport Planning and Management, 4th EditionMcGraw-Hill,London2000

3 Doganis. R The Airport Business Routledge, London 1992

4 Alexander T.Wells, Seth Young Principles of Airport Management McGraw Hill2003

5 P S Senguttuvan Fundamentals ofAir Transport Management Excel Books2007

6 P S Senguttuvan Principles of Airport Economics Excel Books2007

7 Richard de Neufville Airport Systems: Planning,Design, and Management McGraw-Hill, London2007