

# NEF COLLEGE OF MANAGEMENT & TECHNOLOGY : GUWAHATI

## TWO YEAR FULL TIME M.B.A. SYLLABUS (REVISED)

### *of* DIBRUGARH UNIVERSITY

#### COURSE STRUCTURE

<b>SEMESTER - 1</b>	<b>SEMESTER - 2</b>
BM-101: Business Environment	BM-201: Business Legislation
BM-102: Principles of Management	BM-202: Financial Management
BM-103: Organization Behaviour	BM-203: Marketing Management
BM-104: Managerial Economics	BM-204: Managerial Skill Development
BM-105: Accounting for Managers	BM-205: Entrepreneurial Development
BM-106: Human Resource Management	BM-206: Quantitative Technique
BM-107: Computer Applications in Management	BM-207: Research Methodology

<b>SEMESTER - 3</b>	<b>SEMESTER - 4</b>
BM-301: Organizational Effectiveness & Change	BM-401: International Business
BM-302: Production and Operations Management	BM-402: Management Information System
BM-303: Project Study	BM-403: Ethos & Values for Managers
BM-304: Business Policy and Strategic Analysis	BM-404: Summer Training Report
BM-305: Specialization	BM-405: Specialization
BM-306: Specialization	BM-406: Specialization
BM-307: Specialization	BM-407: Specialization

#### SPECIALIZATION GROUPS

<b>MARKETING MANAGEMENT</b>	<b>HUMAN RESOURCE MANAGEMENT</b>
BM-3051: Consumer Behaviour	BM-3052: Management of Industrial Relations
BM-3061: Marketing of Services & Rural Marketing	BM-3062: Legal Framework Governing IR
BM-3071: International Marketing	BM-3072: HRD Strategies & Systems
BM-4051: Strategic Marketing	BM-4052: Compensation Management
BM-4061: Advertising & Brand Management	BM-4062: Cross Cultural and Global Human Resource Management
BM-4071: Sales & Distribution Management	BM-4072: Organizational Change & Intervention Strategies

<b>FINANCIAL MANAGEMENT</b>	<b>SMALL BUSINESS AND ENTREPRENEURSHIP DEVELOPMENT</b>
BM-3053: Financial Decision Analysis	BM-3054: Government Business Interface
BM-3063: Security Analysis, Investment and Portfolio Management	BM-3064: Small Business Marketing
BM-3073: International Financial Management	BM-3074: Financing of Small Business
BM-4053: Management of Financial Services	BM-4054: New Enterprise Management
BM-4063: Corporate Taxation	BM-4064: Entrepreneurial Development
BM-4073: Working Capital Management	BM-4074: Small Business Environment and Management

<b>SYSTEMS MANAGEMENT</b>
BM-3055: Management Support Systems
BM-3065: Systems Analysis and Design
BM-3075: Database Management Systems
BM-4055: Telecommunication for Business
BM-4065: Enterprise Resource Planning
BM-4075: Security Control Information System

### **BM-101: Business Environment**

**Unit I:** Concept and significance of business environment; Industrial Policy and licensing policy; Role of public and private sector; Basic features of Indian planning.

**Unit II:** Human Resources: Size, composition and growth rate of population; Problems and policies relating to population in India.

Natural Resources: A brief study of land, minerals, water, power and fisheries resources in India and their significance in the process of economic development. Deforestation and maintenance of ecological balance and control of pollution

**Unit III:** Place of agriculture in Indian Economy; Principal crops and growth rates of agriculture. Green and white revolutions – main problems

Role of co-operative movement in rural life of India

**Unit IV:** Principal Industries – A brief study of present position, recent developments, problems and future prospects of iron and steel, cotton textile, cement, sugar, jute and fertilizer industries of India; Govt. policy.

Small Scale and Cottage Industries – their role, problems and prospects in India

**Unit V:** Foreign Trade – recent trends, structure and direction of foreign trade of India; Tariff policy; Non-resident investment.

Transport – Its significance in economic development; principal modes of transport – railway, road, air and shipping

**Suggested Readings:**

1. Agarwal, A.N.: Indian Economy, New Age International, New Delhi.
2. Cherunilan Francis: Business Environment, Himalaya Publishing House, Delhi.
3. Dutta & Sundaram : Indian Economy, S. Chand, New Delhi.
4. Khan, Farooq A.: Business & Society, S. Chand, Delhi.
5. Sengupta, N.K.: Government and Business, Vikas Publishing House Pvt. Ltd.

### **BM-102: Principles of Management**

**Unit I:** Introduction: Concept of Management; Evolution of modern management thoughts; Management by objectives, by exception and by crisis; Systems approach to management; Process of management; Management as a profession.

**Unit II:** Planning: Concept and significance; Long term and short term planning; elements of planning; Programming, policy, strategy, objective setting; Management by treatment of mathematical and non mathematical techniques; Decision Tree Analysis.

**Unit III:** Organisation : Classical, Neoclassical and modern theories of Organisation; Organisation structure – Formal and informal - designing of basis structure; Departmentation – span of management.

**Unit IV:** Delegation: Concept and significance – Determinants; Authority and power; Centralization and decentralization of authority; Line and Staff conflict and cooperation; Role of committees in Organizations.

**Unit V:** Coordination and Control: coordination as essence of management; Human aspects in control; Process of control; Reporting systems for control; Modern control aids; Management audit and social audit.

**Suggested Readings:**

1. Allen L.A. Management and Organisation – MGH Book Co. , New York.
2. Drucker, Peter, F The practice of Management – Allied Publishers, Delhi.
3. Koontzn, H. and O' Donnel C. Essential of Management – Tata MGH.
4. Newman & Warrant Process of Management – PHI, Delhi.
5. Hannagan - Management Principles – Macmillan India Ltd.

### **BM-103: Organisational Behaviour**

**Unit I:** Individual Process Learning, Type of Learning; Role of Learning; Personality and Organisational Behaviour; Measurement of Personality.

**Unit II:** Motivation in Organisation, Theories and research, Improving motivation, Physical and Social perception, Job satisfaction, Prejudice.

**Unit III:** Leadership theories, Styles of leadership – Leadership effectiveness.

**Unit IV:** Communication process, Communication network, Barriers of effective communication, Overcoming barriers.

**Unit V:** Group process, definition and classification of groups, group behaviour, group dynamics and group influence.

#### **Suggested Readings:**

- 1.Korman, Abraham K. : Organisational Behaviour – Prentice Hall, Delhi.
- 2.Hersey, Paul and Blanchard, K.N. : Management of Organisational Behaviour – Prentice Hall, Delhi.
- 3.Fred Luthans : Organisational Behaviour – Prentice Hall.
- 4.Keith Davis: Human Behaviour at Work – Tata McGraw Hill.
- 5.Dwivedi: Human Relations and Organisational Behaviour – Macmillan India Ltd.

### **BM-104: Managerial Economics**

**Unit I :** Nature, Scope and methods of Managerial Economics, Micro and Macro level of analysis, Static and Dynamic analysis, Demand and supply analysis and forecasting, Determinants of Demand Elasticity.

**Unit II:** Production Analysis: Production function, Isoquants, Marginal rate of substitution, Laws of variable proportions, Return to scale, scale, production possibility, Input-Output analysis.

**Unit III:** Theory of Cost: Conceptual difference between Economical and Account's Cost, Opportunity Cost, Social and Private Cost. Long run & Short-run cost, Marginal and average cost, Economies of scales.

**Unit IV:** Pricing of Product: Price output determination under different market condition, Perfect competition, Monopoly, Monopolistic, and Oligopoly. Pricing of factors of production, Nature of profit, Theories of profits, Profit measurement.

**Unit V:** National Income Accounting: GNP, GDP, NDP, MY, PCY, Real GNP, Nominal GNP, Theory of income determination, Supply of money, Demand for money. Balance of Payment, Foreign exchange market, International trade, Trade multiplier, Quota and Tariff. -- W.T.O.

#### **Suggested Readings:**

- 1.Joel Dean : Managerial Economics – Prentice Hall, Delhi.
- 2.R.L. Varshney and K.L. Maheswari : Managerial Economics – S. Chand and Co.,Delhi.
- 3.D.C. Haque : Managerial Economics
- 4.Mote, Paul and Gupta : Managerial Economics.

### **BM-105: Accounting for Managers**

**Unit I:** Financial Accounting – Concept, Importance & Scope, Generally accepted accounting principles, Preparation of Profit & Loss Account and Balance Sheet.

**Unit II:** Inventory valuation and depreciation – Value Added Accounting.

**Unit III:** Management Accounting – Concept, Need, Importance and Scope, Cost Accounting – Records and Processes, Cost Ledger and Control Accounts, Reconciliation and Integration between Financial and Cost Accounts.

**Unit IV:** Budget and Budgetary Control, Performance Budgeting, Zero-Base budgeting.

**Unit V:** Relevant Costing and Costing for Decision Making, Standard Costing and Variance Analysis, Marginal Costing and Absorption Costing.

#### **Suggested Readings:**

- 1.G.DS. Agarwal : Introduction to Accounting
- 2.M.C. Shukla and T.S. Grewal : Advance Accounts, S. Chand & Co.
- 3.R.P. Gupta : Advance Accounts
- 4.S.P. Agarwal and P.C. Jain : Advance Financial Accounting – New Age International.
- 5.Nigam & Sharma - Cost Accounting
6. SP Arora : A Text Book of Cost Accounting – Vikas Pbl. House
7. Jawaharlal – Cost Accounting - Tata McGraw Hill

### **BM-106: Human Resource Management**

Unit I: Concept, objectives and importance of Human Resource Management, Important environmental implements.

Unit II: Human Resource Planning – Job Analysis.

Unit III: Recruitment, Selection, Placement and Induction of Human Resource, Training and Development of Human Resource.

Unit IV: Performance Appraisal – Job Evaluation.

Unit V: Wages and salary Administration – Research in HRM.

**Suggested Readings:**

- 1.C.B. Mamoria : Personnel Management.
- 2.Edwin B. Flippo : Principles of Personnel Management.
- 3.Monoppa & Saiyadain : Personnel Management.
- 4.Berwwell & Holden : Human Resource Management – Macmillan
- 5.Arnold, Robertson and Cooper : Work Psychology – Macmillan India Ltd.

### **BM-107: Computer Applications in Management**

**Objective:**

The course has been designed to develop an appreciation for the computer and the way it affects any business environment. It seeks to make the to-be manager confident in handling the computer and use it in his/her day-to-day activities effectively.

**Evaluation Scheme:**

**Internal Assessment:** 30 marks (Sessional Examination – 10 marks, Attendance – 5 marks, Practical – 15 marks)

**End Semester Examination:** 70 marks

**Course Structure:**

The course for the purpose of the *End Semester Examination* has been broken down into 5 units as shown

Unit Number	Unit Name	Marks
1	Computer Systems	25
2	Information Technology	10
3	Business Data Processing	10
4	Business Applications	10
5	Introduction to Programming and Elementary Data Structures	15

**Unit 1: Computer Systems**

- Number Systems, Evolutionary History of Computers, Classification
- Hardware Concepts – Definition, Block Diagram and the various components
- Software Concepts – Definition, System Software, Utility Software and Application Software
- System Software – Operating System - its need, function and types
- Utility Software – Compression Tools, Anti-virus Software, File Management Tools, Disk Management Tools
- Application Software – Word Processors, Presentation Tools, Spreadsheet Packages, DBMS, RDBMS Concepts

**Unit 2: Information Technology**

- Concepts of Networks, Elementary Terminologies related to Networks, Internet – related Terminologies, Security and Maintenance

**Unit 3: Business Data Processing**

- Data, Information and Knowledge, Data Processing Functions and Modes, Business Data Processing Applications
- Records, Files, Classification of Business Files, File Organizations, File Operations, File Processing Activities, Reporting

**Unit 4: Business Applications**

- Financial Accounting Software – need and use
- E-Commerce – definition, functions and types
- Computer Based Information Systems – definition, need and types

**Unit 5: Introduction to Programming and Elementary Data Structures**

- Program and programming concepts including flowcharting and algorithm development, Steps in programming, Characteristics of a good program, Software development process, System design techniques – top down and bottom up, Structured programming concepts, Software aids for programming
- Data Structures – definition, linear and non-linear data structures, Elementary ideas about arrays, stacks, queues, linked lists, trees and strings, Searching and sorting techniques – sequential and binary search, selection sort, insertion sort, bubble sort

**Practical:**

- DOS – basic commands, MS Windows 98/Me/XP, MS Office 2000/XP – Word, Excel, PowerPoint, Access
- Introductory Programming in any of the following languages to develop logic – C, C++, Java and Visual Basic

**Suggested Readings:**

1. Fundamentals of Computers – V. Rajaraman, PHI
2. Fundamentals of Information Technology – Deepak Bharihoke, Excel Books
3. DOEACC 'O' Level Course books
4. Inside Windows 98 – Boyce, BPB
5. Teach Yourself Windows ME in 24 Hours – Perry, BPB
6. Teach Yourself Windows XP in 24 Hours – Perry, BPB
7. MS Office 2000 Complete, Sybex
8. MS Office XP Complete, Sybex
9. Programming Books on C/C++/Java/ Visual Basic

### **BM- 201: Business Legislation**

**Unit I:** Indian Companies Act- nature and types of companies, formation, memorandum and articles of association, prospectus, allotment of shares, share and share capital, membership borrowing powers, management and meetings, accounts and audit, compromise arrangements and reconstruction, winding up.

**Unit II:** The Negotiable Instruments Act 1881: nature and types, negotiation and assignment, holder-in-due-course, dishonor and discharge of negotiable instruments, arbitration.

**Unit III:** Consumer Protection Act and Cyber Laws.

**Unit IV:** Indian Contract Act 1872: Essentials of a valid contract, void agreements, and performance of contracts, breach of contracts and its remedies, quasi-contracts.

**Unit V:** Central Excise Act and rules.

[The list of cases and specific references including recent articles will be announced in the class.]

#### **Suggested Readings:**

1. *Avtar Singh* - Mercantile Law
2. *S S Gulshan, G K Kapoor* - Business and Corporate Laws, New Age International (P) Ltd.
3. *V K Sareen, Mukesh Sharma, R C Chawla, K C Garg* - Mercantile Law, Kalyani Publishers
4. *Chawla & Garg* - Industrial Law
5. *N. D. Kapoor* - A Handbook of Labour Legislation.

### **BM-202: Financial Management**

**Unit I:** Nature of Finance function, Role of the financial manager; objectives of Financial Management – Tools of financial analysis and control, Ratio analysis, Significance of ratio analysis.

**Unit II:** Financial forecasting – tools of financial forecasting; proforma financial statement; cash budget, use of financial plans and budgets; reconciliation of proforma financial statements and cash budget. Cash – Volume – Profit – Analysis

**Unit III:** Sources and forms of long-term finances – equity, preferred stock, debt capital, term loans, right issue. Govt. regulations on issue of securities in India

Internal sources; dividends policy, retention of earning, bonus shares, depreciation, Functions of depreciation process, depreciation methods.

**Unit IV:** **Cost** of capital, determining the type of capital structure, over and under capitalisation, trading on equity.

**Unit V:** Study of money and capital markets, Regulations of Capital markets, Sebi, financial institutions with special reference to India.

#### **Suggested Readings:**

1. *S.C. Kuchal* - Financial Management.
2. *M Y Khan, P K Jai* - Financial Management, TMH
3. *Prasanna Chandra* - Financial Management, TMH

### **BM-203: Marketing Management**

**Unit I:** Marketing environment – Tasks and philosophies of marketing, Marketing system and environment.

**Unit II:** Buyer Behaviour – Importance of understanding, Consumer behaviour, cultural influence, influence of social class, family buyer behaviour, decision making process in buying.

**Unit III:** Marketing information system, marketing research – scope and objective of planning, formulation research projects, investigating procedure, data collection techniques, analysis and evaluation data.

**Unit IV:** Conceptual understanding of elements of marketing mix. (1) Product – (2) Physical distribution, Types of marketing channels – (3) Pricing, factors influencing pricing – (4) Promotion, form of promotion, advertising, sales promotion, personal selling and publicity.

**Unit V:** Rural marketing – Industrial marketing – Marketing of services – Marketing for non-profit organisation. International marketing – concepts and issues

#### **Suggested Readings:**

1. *Philip Kotler* - Marketing Management, Pearson Education
2. *S. Neelavneghan*: Marketing Management and the Indian Economy
3. *W.J. Stanton*: Fundamentals of Marketing.
4. *Ramaswamy & Kumari*: Marketing Management – Mcmillan
5. *Laucaster & Jobber*: Selling and Sales Management – Macmillan India Ltd.

### **BM-204: Managerial Skill Development**

**Unit I:** Importance and nature of business communication; Effective Communication skill.

**Unit II:** Process of communication; Barriers and gateways in communication; Dos and Don'ts of Business writing.

**Unit III:** Commercial letters; Writing Business reports.

**Unit IV:** Oral Communication- presentations of reports, public speaking, and negotiations.

**Unit V:** Legal aspects of Business communication

**Suggested Readings:**

1. *Murphy, Herta A and Peck, Charles E.* - Effective Business Communications 2<sup>nd</sup> ed. 1976. TMH
2. *Mohan Krishna & Banerji Meera;* Developing Communication Skills: Macmillan India Ltd

### **BM-205: Entrepreneurial Development**

**Unit I:** Introduction: The entrepreneur; Definition; Emergence of entrepreneurial class; Theories of entrepreneurship; Role of socio-economic environment; Characteristics of entrepreneur; Leadership; Risk taking; Decision- making and business planning. (20marks)

**Unit II:** Promotion of a venture: Opportunities analysis; external environmental analysis – economic, social and technological; Competitive factors; legal requirements for establishment of a new unit, and raising of funds. (25 marks)

**Unit III:** Industrial Policy of the government, Role of industrial estates. Role of Central and State level promotional Agencies and financial institutions, Role of Development Banks. (25 marks)

**Unit IV:** Project Formulation (30 marks)

**Suggested Readings:**

1. *Tandon B C:* Environment and entrepreneur; Chugh Pbl., Allahabad
2. *Srivastava S B:* A Practical guide to industrial Entrepreneurs; Sultan Chand & Sons, N. Delhi
3. *Prasanna Chandra:* Project Preparation, Appraisal, Implementations; TMH
4. *Pandey I M:* Venture Capital – The Indian Experience; PHI

### **BM-206: Quantitative Techniques**

**Unit I:** Set, Relations, Function (Algebraic, Logarithmic and exponentials) and Graphs, Limit and continuity, differentiation, law of derivatives, repeated derivatives, implicit functions, integration method; partial differentiation; Maximum, Minimum; Single variable and Multiple variable functions; Use of Lagrange multiplier.

**Unit II:** Concept of Vectors, Linear dependence and independence vectors. Determinants, Matrices, rank of matrix, inverse of matrix, system of linear equations and their solutions using matrix inverse method.

**Unit III:** Introduction to probability – classical, objective and subjective; Addition and Multiplication theorems; Baye's theorem, Probability distribution, discrete and continuous; random variables; empirical, Binomial, Poisson and Normal distribution.

**Unit IV:** Sampling design, test of significance, Type-I and Type-II errors: Chi-Square Test. Simple correlation & regression, rank correlation; time series analysis; index numbers.

**Unit V:** Elementary game theory; two persons zero sum games; pure strategies and saddle points; mixed strategies;  $2 \times N$  &  $M \times 2$  games, dominance, sub-game and graphic methods,  $3 \times 3$  games.

**Suggested Readings:**

1. *J K Sharma* – Mathematics for Business & Economics, Asian Books Private Limited
2. *U K Srivastava, G V Shenoy, S C Sharma* - Quantitative Techniques for Managerial Decisions, New Age International (P) Ltd.
3. *D R Agarwal* - Quantitative Methods, Vrinda Publications (P) Ltd.
4. *N D Vohra* – Quantitative Techniques in Management, TMH

### **BM-207: Research Methodology**

**Unit I:** Nature and scope of Research Methodology; Problem formulations and statement of Research objectives; Research and scientific methods; concepts, constructs, Definitions, variables, Proposition and Hypothesis, theory, models.

**Unit II:** Organisation structure of Research – Research process; Research Design – Exploratory, Descriptive and Experimental Research Design.

**Unit III:** Measurement and Measurement scale; Methods of Data collection – Observed and Survey methods; Questionnaire Design; Attitude Measurement; Motivation Research Technique.

**Unit IV:** Sample Design – Selecting an Appropriate Statistical Technique; Field Work and Administration of survey; Tabulation of Data, Analysis of Data.

**Unit V:** Report writing steps, problems, contents, precautions, utility, and presentation of statistics, Oral presentations.

**Suggested Readings:**

1. *Fowler Floyd J. Jr* “ Survey Methods “ Sage Publications.
2. *S.P. Gupta* “ Statistical Methods “ Sultan Chand
3. *Salkind, Neil, J.* “ Exploring Research “ PHI

### **BM-301: Organisational Effectiveness and Change.**

**Unit I:** An overview of Concepts of Organisational Change, Effectiveness and Development.

**Unit II:** Skill of Change Agent – Organisational change and culture- Power and Politics

**Unit III:** The process of Empowerment- Organisational Learning- Creativity and Innovation- Conflict and Negotiation- Inter group behaviour and Collaboration

**Unit IV:** Business Ethics and Corporate Governance

**Unit V:** Management of Gender Issues-Cross culture Dynamics

**Suggested Readings:**

1. French, W.E. and Bell, C.H.: organizational Development, PHI
2. Rao, S.R. etc: Effective Organisation and Social Values, Sage
3. Khandawalla, P.N.: organizational Design for Excellence, Tata Mc.Graw Hill.

### **BM-302: Production & Operations Management**

Unit I : Operations Management and Productivity of Organizations – Operating Decision Analysis . Long Range Planning and Design for Operations – Job Design .

Unit II : Method Study and Work Measurement - Facilities, Location and Layout

Unit III : Product and Process Design – Capacity Planning - Aggregate Planning – Production Scheduling and Control .

Unit IV : Maintenance Management – Quality Management - Japanese Approach to Operations Management ( JIT / TQC )

Unit V : Project Management – Services Management – Energy Management , Integration of Operations with Organizational Strategy

**Suggested Readings:**

1. Mageo & Boodman : Elements of Production Planning and Control .
2. Muhtemam, Oakland : Production and Operations Management - Macmillan & Luckyer



### **BM-303: Project Study**

The objective of requiring students to do a project is to inculcate in the student the ability to use the library, other available sources of information and other methods of collecting information to prepare a concise report of their findings on some topics suggested to them. This will teach them the methodology of collecting information and of preparing written work.

The students will be given suggestions for the possible topics on which they may do their project work. The topics should generally be from the fields of specialisations that they choose in the 3rd Semester. The faculties will direct and assist the students actively both in the choice of topics and at every stage of the project. The students are to present the project both in the written form and orally, at different stages in the form of Seminars and finally as a presentation of their thesis. 70 marks will be awarded for their written presentations and 30 marks for their oral presentations.

### **BM- 304: Business Policy & Strategic Analysis**

**Unit I:** Business Policy as a Field of Study – General Management Point of View – Vision , Mission , Objectives and Policies .

**Unit II:** Environmental Analysis and Internal Analysis ; SWOT Analysis .

**Unit III:** Tools and Techniques for Strategic Analysis; Impact Matrix; The Experience Curve; BCG Matrix; GEC Model

**Unit IV:** Industry Analysis – Concept of Value Chain; Strategic Profile of a Firm.

**Unit V:** Framework for Analyzing Competition; Competitive Advantage of a Firm

***Suggested Readings:***

1. Hax, A.C. and Majluf , N.S. “ Strategic Management ” PHI
2. Glueck, William F. “ Strategic Management and Business Policy ” TMH
3. Budhiraja, S.B. and Athreya, M.B. “ Cases in Strategic Management ” Tata  
McGraw Hill

### **BM-401: International Business**

**Unit I :** International Business- An overview- General Environment of International Business- Theories of International Trade & Comparative Advantage.

**Unit II:** Financial Environment- Balance of Payment- Developments in International Finance-International Financial Markets- Developments in International Banking- Indian Financial System, its relevance for International Business.

**Unit III :** International Marketing Environment- Issues in Global Marketing- Indian Perspective- Product Policy- International Marketing Strategies.

**Unit IV :** International Business by Multinationals and Non-multinationals- Global Markets- Global Competitive Strategy.

**Unit V :** Regulation of International Business- India's Role in International Business- Globalisation and HRD- Globalisation with Social Responsibility.

**Suggested Readings:**

1. Bhalla, V.K.: International Economy- liberalisation process- New Delhi, Anmol
2. Bhalla, V.K. & S. Shivaraman: International Business Environment and Business, New Delhi, Anmol
3. Schnitzer, Liehens and Kulin: International Business

### **BM- 402: Management Information System**

**Unit I:** Meaning, Nature, Need, Role and Evolution of MIS- Relatedness of MIS with Management Activities, Management Functions and Decision Making

**Unit II:** Concept of Balanced MIS- Effectiveness and Efficiency Criteria

**Unit III:** Development of MIS –Methodologies and Tools and Techniques for Systematic identification, Evaluation, Modification of MIS

**Unit IV:** Relation Data base concept- Data Models, Normalisation, Query Mechanism

**Unit V:** Case Study - Design and Development of MIS using Database concept

**Suggested Readings:**

1. Davis & Olson: Management Information System
2. Murdick et.al : Information System for Modern Management

### **BM- 403: Ethos and Values for Managers**

**Unit I:** Model of Management in the Indian Socio-Political Environment- Work Ethos- Indian Heritage in Production and Consumption.

**Unit II:** Indian insight into TQM- Problems relating to Stress in Corporate Management-Indian Perspective.

**Unit III:** Teaching Ethics; Trans cultural Human Values in Management Education- Relevance of Values in Management. Need for Values in Global Change- Indian Perspective

**Unit IV:** Values for Managers – Holistic Approach for Managers in Decision Making- Secular Vs. Spiritual values in Management.

**Unit V:** Personal Growth and Lessons from ancient Indian Educational System.-Science and Human Values.

**Suggested Readings:**

1. Chakrovorty, S.K.: Foundations of Managerial Work- Contributions from Indian Thought, Himalaya Publications.
2. Drucker P : Managing in Turbulent Times.
3. ....: Management Effectiveness and Quality of Work Life- Indian Insight , Tata McGraw Hill.

### **BM-404: Summer Training Report**

*See Guidelines*

## Specialization Group: Marketing Management

### BM-3051: Consumer Behaviour

**Unit I:** Introduction to Consumer Behaviour- Consumer Involvement and Decision-Making.

**Unit II :** Information Search Process- Evaluative Criteria and Decision Rules- Consumer need and Motivation.

**Unit III :** Information Processing and Consumer Perception- Consumer Attitudes and Attitude Change- Influence of Personality and Self Concept on Buying Behaviour.

**Unit IV :** Psycho Graphics and life Styles- Reference Group Influence- Diffusion of Innovation and Opinion Leadership- Family Decision Making- Industrial Buying Behavior. Influence of social class and culture.

**Unit V :** Models of Consumer Behaviour – Consumer Behaviour Audit- Consumer Behaviour Studies in India.

#### **Suggested Readings:**

1. Assael, H.- Consumer Behaviour and Marketing Action, Ohio, South Western 1995.
2. Schiffman, L.G. and Kanuk, L.L: Consumer Behaviour, Prentice Hall.

### BM-3061: Marketing of Services and Rural Marketing

**Unit I :** The emergence of Service Economy, Nature of Services, Goods and Services Marketing, Marketing Challenges in Service Business, The Service Classification, Service Product Development, The Service Consumer Behaviour, Service Management Trinity.

**Unit II :** Quality Issues and Quality Models, Advertising Branding and Packaging of Services, Recovery Management and Relationship Marketing, Service Marketing-Origin and Growth- Classification of Services-Marketing of Financial Services- The Indian Scene.

**Unit III :** Nature, Potential and Characteristics of Rural Markets in India, Socio-Cultural, Economic and other environmental Factors effecting Rural Marketing. Attitudes and Behaviour of the Rural Consumers and Farmers.

**Unit IV :** Marketing of Consumer Durables and Non-durable goods and Services in the Rural Markets with special reference to product planning, Media Planning, Planning of Distribution Channels and Organising Personal Selling in Rural Markets in India, Marketing of Agricultural inputs with special reference to fertilizers, seeds and tractors; Organisation and functions of Rural Marketing in India.

**Unit V:** Role of Warehousing, Determination of Agricultural Prices and Marketing Margins, Role of Agricultural Price Commission, Role of Central and State Govt. Institutions and Organisations in agricultural marketing ,Problems of agricultural marketing, Nature, Scope and Role of Co-operative marketing in India.

#### **Suggested Readings:**

1. Newton M.P. Payne, A.: The Essence of Services Marketing, PHI
2. Verma, H.V.: Marketing of Services, Global Business Press, New Delhi
3. Desai, Vasnat: Rural Development, Himalaya, Bombay
4. Rudra Ashok: Indian Agricultural Economics- Myths and Realities, Allied

### BM-3071: International Marketing

**Unit I:** International Marketing- Definition, Concept and Setting- Distinction Between International Trade, Marketing and Business. Economic Environment of International Marketing, International Institutions- World Bank, IMF, UNCTAD, WTO-Free Trade Zone.

**Unit II:** Constraints on International Marketing- Fiscal and Non-Fiscal Barriers, Non Tariff Barriers- Trading Partners- Bilateral Trade Agreements.

**Unit III :** India and World Trade- Import and Export Policy- Direction and Quantum of India's Exports – Institutional Infrastructure for Export Promotion-Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards.

**Unit IV :** Procedure and Documents – Registration of Exporters, Export Quotations- Production and Clearance of Goods for Export- Shipping and Transportation, Insurance, Negotiation of Documents, Instruments of payments- Open Accounts, Bills of Exchange, Letter of Credit- Export Finance.

**Unit V :** International Marketing Mix- Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy.

#### **Suggested Readings:**

1. Bhattacharya., B: Export Marketing Strategies for Success, Global Business Press, New Delhi.
2. Pripalomi, V.H.: International Marketing, PHI.

### **BM-4051: Strategic Marketing**

**Unit I:** Market Situation Analysis; Analysis of Competitor's Strategies and Estimating their Reaction Pattern and Competitive Position.

**Unit II:** Market Leader Strategies – Expanding the Total Market, Protecting Market Share, Expanding Market Share; Market Challenger Strategies –

**Unit III:** Choosing an Attack Strategy, Market Follower Strategies; Market Nicher Strategies; Competitive Market Strategy for Emerging Industries, Declining Industries and Fragmented Industries.

**Unit IV:** Balancing Customer and Competitor Orientations, Industry Segmentation and Competitive Advantage .

**Unit V:** Product Differentiation and Brand Positioning, Competitive Pricing, Competitive Advertising, Role of Sales Promotion in Competitive Marketing.

**Suggested Readings:**

1. Cravens, D.W. Strategic Marketing. Homewood Illinois, Richard D Irwin,
2. Kotler, Philip Marketing Management: Analysis, Planning, Implementation and Control, N. Delhi, PHI

### **BM-4061: Advertising & Brand Management**

**Unit I :** Advertising's role in the Marketing Process: Legal Ethical and Social aspects of Advertising; Process of Communication – Wilbur Schramm's Model, Two Step Flow of Communication, Theory of Cognitive Dissonance and Clues for Advertising Strategists

**Unit II :** Stimulation of Primary and Selective Demand – Objective Setting and Market positioning; Dagmar Approach – Determination of Target Audience; Building of Advertising Programme – Message, Headlines, Copy , Logo, Illustration, Appeal, Layout; Campaign Planning; Media Planning, Print vs. electronic advertising, Budgeting.

**Unit III :** Evaluation – Rationale of Testing Opinion and Aptitude Tests, Recognition, Recall, Experimental Designs; Advertising Organisation – Selection Compensation and Appraisal of an Agency; Electronic Media Buying. Advertising campaign – Advertising v/s Consumer Behaviour.

**Unit IV :** Understanding Brands – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity; Value Addition from Branding – Brand- Customer Relationships, Brand Loyalty and Customer Loyalty; Managing Brands; Brand Creation, Brand Extensions, Brand-Product Relationships, Brand Portfolio;

**Unit V :** Brand Assessment through Research – Brand Identity, Position, Image, Personality Assessment and Change; Brand Revitalization; Financial Aspects of Brands; Branding in Different Sectors; Customer, Industrial, Retail and Service Brands.

**Suggested Readings:**

1. Ogilvy, David. Ogilvy on Advertising. Longman, London
2. Sengupta, Subroto. Brand Positioning, Strategies for Competitive Advantages. Tata McGraw Hill, N. Delhi.
3. Aaker, David. A. etc. Advertising Management, PHI N. Delhi.
4. Aaker, David. A. Managing Brand Equity. Free Press, New York.
5. Steward, P. Building Brands Directly. Macmillan, London

### **BM-4071: Sales and Distribution Management**

**Unit I:** Nature and Scope of Sales Management, Setting and Formulating Personal Selling Objectives, Recruiting and Selecting Sales Personnel, Developing and Conducting Sales Training Programmes.

**Unit II:** Designing and Administering Compensation Plans, Supervision of Salesman, Motivating Sales Personnel.

**Unit III:** Sales meeting and Sales Contests, Designing Territories and Allocating Sales Efforts, Objectives and Quotas for Sales Personnel, Developing and Managing Sales Evaluation Programmes, Sales Cost and Cost Analysis.

**Unit IV:** An Overview of Marketing Channels- their Structure, Functions and Relationships, Channel Intermediaries- Wholesaling and Retailing, Logistics of Distribution.

**Unit V:** Channel Planning, Organisational Pattern in Marketing Channels, Managing Marketing Channels, Marketing Channel Policies and Legal Issues, Information System and Channel Management, Assessing Performance of Marketing Channels, International Marketing Channels.

**Suggested Readings:**

1. Anderson, R.: Professional Sales Management, New Jersey, PHI

## **Specialization Group: Human Resource Management**

### **BM-3052: Management of Industrial Relations**

**Unit I:** Industrial Relations Perspectives – IR and the emerging Socio- economic Scenario.

**Unit II:** IR and the State- Legal Framework of IR

**Unit III:** Role and future of Trade Union- Trade Union and employee, Trade Union and Management- Discipline and Grievances.

**Unit IV:** Negotiation and Collective Settlements- Participative Management and Co-ownership- Productive Bargaining and Gain Sharing.

**Unit V:** Employee Empowerment and Quality Management- IR and Technological Change .

**Suggested Readings:**

1. Davar: Personnel Management & Industrial Relations
2. C.B. Mamoria: Industrial Relations

### **BM-3062: Legal Framework Governing IR**

**Unit I:** Emergence and Objectives of Labour laws- their Socio-Economic Environment, IR Laws- Laws relating to Industrial Disputes, Trade Unions and the Standing Orders.

**Unit II:** Laws Relating to Discharge- Misconduct- Domestic enquiry- Disciplinary Action.

**Unit III:** Social Security Laws- Laws Relating to Workmen's Compensation- Employees' State Insurance , Provident Fund- Gratuity and Maternity Relief.

**Unit IV:** Wages and Bonus Laws- The Laws of Minimum Wages- Payment of wages- Payment of Bonus.

**Unit V:** The Laws relating to Working Conditions- The Laws relating to Factories, Establishment and Contract Labour, Interpretation of Labour Laws, their working and Implications for Management, Union, Workmen.

**Suggested Readings:**

1. N.D. Kapoor: A Handbook of Labour Laws

### **BM-3072: HRD - Strategies and Systems**

**Unit I:** Field of HRD- Concepts, Goals and Challenges- HRD Climate and Practices in India.

**Unit II:** Staffing HRD Function.

**Unit III:** Design and Administration of Selected HRD Systems..

**Unit IV:** HRD Intervention- HRD Approaches for coping with Organisational Change.

**Unit V:** Case Studies of HRD in Indian Organisations.

**Suggested Readings:**

1. Dayal, Ishwar: Successful Applications of HRD, New Delhi , New Concepts
2. Dayal, Ishwar: Designing HRD Systems, New Delhi , New Concepts
3. Maheshwari, B.L. & Sinha, Dharni P: Management of Change Through HRD, New Delhi, Tata McGraw Hill
4. Pareek, U. etc. : Managing Transitions: The HRD Response, New Delhi, Tata Mc.Graw Hill.

### **BM-4052: Compensation Management**

**Unit I:** Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management, Competitive Imperatives, Productivity, Quality, Service, Speed, Learning.

**Unit II:** Determination of Inter and Intra-industry Compensation Differentials, Internal and External Equity in Compensation Systems.

**Unit III:** Understanding Tools used in Designing, Improving and Implementing Compensation Packages, Compensation Designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff etc.

**Unit IV:** Understanding Different Components of Compensations Packages like Fringe Benefits, Incentives and Retirement Plans, Compensation Practices of Multinational Corporations and Strategic Compensation Systems.

**Unit V:** Statutory Provisions Governing Different Components of Reward Systems- Working of Different Institutions Related to Reward System like Wage Boards, Pay Commissions.

**Suggested Readings:**

1. Henderson, Richard, I : Compensation Management: Rewarding Performance, PHI

### **BM-4062: Cross Cultural and Global Human Resource Management**

**Unit I:** Human and Cultural Variables in Global Organisation- Cross Cultural Differences and Managerial Implications.

**Unit II:** Cross Cultural Research Methodologies and Hofstede's Herme Study- Structural Evolution of Global Organisations.

**Unit III:** Cross Cultural Leadership and Decision Making, Cross Cultural Communication and Negotiation.

**Unit IV:** HRM in Global Organisations, Selection, Source, Selection Criteria for International Assignment.

**Unit V:** Compensation and Appraisal in Global Perspective, MNC and Compensation System.

**Suggested Readings:**

1. Hofstede, G. Cultures Consequence: International Differences in work Related Values, London, Sage.

### **BM-4072: Organisational Change and Intervention Strategies**

**Unit I:** Organizational Change- An Overview.

**Unit II:** Approaches to Problem Diagnosis, Some major Techniques of Planned Change.

**Unit III:** Steps in Organisation Development, General Organisation Development Competencies, and Organisation Development Skills.

**Unit IV:** Designing Interventions- Interpersonal, Team, Inter group and Systems.

**Unit V:** Evaluation of Organisation Development, Ethics of Organisation Development Professional, Future of Organisation Development.

**Suggested Readings:**

1. De Nitish: Alternative Design of Human Organisations, Sage, London.

2. French. W.H. and Bell, CH : Organisation Development, PHI, New Delhi

## Specialization Group: Small Business and Entrepreneurship Development

### **BM-3054 Government Business Interface**

State Participation in Business, Interaction between Government- Business and Different Chambers of Commerce and Industry in India, Public Distribution System, Government Control Over Price and Distribution, Consumer Protection Act (CPA) and the Role of Voluntary Organizations in Protecting Consumer's Rights, Industrial Policy Resolution, New Industrial Policy of the Government, Concentration of Economic Power, Role of Multinationals, Foreign Capital and Foreign Collaborations, Indian Planning System, Government Policy Concerning Development of Backward Areas/ Regions, Government Policy with Regard to Export Promotion and Import Substitution, Controller of Capital Issues, Government 's Policy with Regard to Small Scale Industries, The Responsibilities of the Business as well as the Government to Protect the Environment , Government Clearance for Establishing a New Enterprise.

#### **Suggested Readings:**

- 1.Amarchand, D.: Government and Business, Tata McGraw Hill, New Delhi
- 2.Churunilam, Francis: Business and Government, Himalaya
- 3.Dasgupta A. and Sengupta, N: Government and Business, Vikas, New Delhi.

### **BM-3064 Small Business Marketing**

Basis for Competition, Structural Analysis of Industries, Generic Competitive Strategies, Framework for Competition Analysis, Market Signals, Competitive Moves, Technology of Competitive Advantage, Strategy towards Buyers and Suppliers, Strategic Groups within Industries, Competitive Strategy in Declining Industries, Competitive Strategy in Global Industries, Strategic Analysis of Integration Capacity Expansion, Strategies of Entering into New Businesses, Portfolio Techniques in Competitor Analysis, Techniques of Conducting Industry Analysis.

#### **Suggested Readings:**

- 1.C.B.Gupta & S.S. Khanka: Entrepreneurship and Small Business Management, Sultan Chand & Sons, New-Delhi.

### **BM-3074 Financing of Small Business**

Financial Management in Small Industries, Financial needs of Small Business- types of capital requirements , Cash Management Problems, Sources of finance for small business in India, Indigenous bankers, public deposits, State Finance Corporations, Industrial Co-operatives- adequacy and appropriateness of funds from banking and non-banking financial intermediaries, Monetary Policy of the Reserve Bank of India for Small Business, Financial Assistance from the Central and State Governments, Small Scale Industries and Financial Allocation and Utilization under Five Year Plans- a Critical Appraisal.

#### **Suggested Readings:**

- 1.Bhalla, V.K.: Financial Management and policy, Anmol, New Delhi
- 2.Desai, Vasant: Small Scale Industries and Entrepreneurship, Himalaya.
- 3.Vepa, Ram N.: How to Success in Small Industry, New Delhi, Vikas.

### **BM 4054: New Enterprise Management**

Entrepreneurship and its role in economic development, Problems of industrialization in underdeveloped countries with special reference to India, Industrial policy, Regulation and control of Industries in India, Mechanics of setting of new enterprises- size and location, optimum units- its meaning and determinants, size of industrial units in India, Theory of industrial location factors determining the industrial location, Regional distribution of industrial activity in India, Recent trends in the localization of industrial activity in India, Regional planning of industrial activity in India, Feasibility studies, technical, marketing and financial, Managerial problems of new enterprises, production purchasing, Financing labour and marketing problems , Facilities provided by different Institutions and Agencies in India, financing facilities for new enterprises, marketing and other facilities.

#### **Suggested Readings:**

- 1.Gupta, C.B. and Srinivasan; Entrepreneurial Development in India, New Delhi, Sultan Chand.

### **BM 4064: Entrepreneurial Development**

Entrepreneurial traits, types and significance, Definitions, characteristics of Entrepreneurial types, Qualities and functions of entrepreneurs, Role and importance of entrepreneur in economic growth, Competing theories of Entrepreneurship, Entrepreneurial Development Programme in India- History, Support, Objectives, stages of performance, Planning and EDP- objectives, Target group, selection of centre, pre-training work, Govt. Policy towards SSI's, Entrepreneurial Input, Entrepreneurial Behaviour and Entrepreneurial motivation, Achievement and management success, Entrepreneurial success in rural areas, Innovation and Entrepreneur, Establishing Entrepreneurs System, Search for business idea, sources of ideas, idea processing, input requirements, Sources and criteria of financing, fixed and working capital assessment, Technical assistance, marketing assistance, sickness of units and remedial assistance, Preparation of feasibility reports and legal formalities and documentation.

#### **Suggested Readings:**

- 1.Desai, AN: Entrepreneur & Environment, Ashish
- 2.Jain Rajiv.: Planning a Small Scale Industry: A Guide to Entrepreneurs, S.S.Books
- 3.Kumar, SA: Entrepreneurship in Small Industry, Discovery, New Delhi.

### **BM-4074 Small Business Environment and Management**

Small Business in Indian Environment – Economic, Social, Political, Cultural and Legal; Policies Governing Small Scale Units; Industrial Policies and Strategies relating to Small Scale Sector, Technological Know-how and Appropriate Technology, Quality Circles and Productivity and linkage between Small and Big Business, Organisational Structure and other Characteristics of Small Firms, Special Problems in the Management of Small Business in various Functional Areas like Finance, Marketing, Production and Personnel, Sickness in the Small Scale Sector, Modernisation of Small and Village Industries, Training Programmes and Consultancy Services, Institution Assisting Export Promotion of Small Business in India, Export Promotion Councils Global Perspective of Small Business in selected Countries.

#### **Suggested Readings:**

- 1.Desai, Vasant: Organisation and Management of Small Scale Industry, Himalaya
- 2....., Small Scale Industries and Entrepreneurship, Himalaya
- 3.Papola, T.S.: Rural Industrialization Approaches and Potential, Himalaya.
5. Vepa, ram N.: How to Success in Small Industry, Vikas.



## **Specialization Group: Financial Management**

### **BM-3053: Financial Decision Analysis**

Application of Linear Programming; Goal Programming; Regression analysis and Simulation Technique in Financial Decision Making Areas; Corporate Debt Capacity Management Decision; Business Failure and Reorganization – Application of Multiple Discriminate Analysis; Decision Tree Analysis; Capital Expenditure Decision under conditions of Risk and Uncertainty; Cost-Volume-Profit Analysis Under Conditions of Uncertainty; Leasing vs Borrowing Decisions; Sequencing of Decisions; Replacement Decisions; Mergers and Acquisitions; Takeover Code; Goodwill and Valuation of Shares; Dividend Valuation Model; Determination of the Exchange Ratio; Legal and Procedural Aspects of Merger Decision; Specific Areas and Problems in the area of Financial Decision Making; Estimation and Projection of Working Capital Decisions.

#### ***Suggested Readings:***

1. Bhalla V. K. Financial Management and Policy, Anmol, Delhi.
2. Van Horne, James C. Financial Management and Policy, PHI

### **BM-3063: Security Analysis and Investment Management, Portfolio Management**

Investment - Return and Risk, Operations of Indian Stock Market, New Issues Market, Listing of Securities, Cost of Investment in Securities, Mechanics of Investing, Markets and Brokers, Investment Companies, Market Indices and Return, Security Credit Rating, Objectives of Security Analysis, Investment Alternatives, Valuation Theories of Fixed and Variable Income Securities, The Return to Risk and Investment Decision, Government Securities, Non- Security Form of Investment, Real Estate Investment, Investment Instruments of the Money Market, Stock Market Analysis- Fundamental and Technical Approach, Efficient Market Theory, Recent Development in the Indian Stock Market.

Introduction to Portfolio Management- An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, The Mean –variance Criterion (MVC)- The Nature of Investment Risk, MVC and Portfolio Selection, The Investment in Liquid Assets, Portfolio of Two Risky Securities, A Three Security Portfolio, The Efficient Frontier, Tracing the Efficient Frontier- The relationship between the Unleveraged and Leveraged Portfolio, Sharpe: Single Index Model, Application of Market Model in Portfolio Construction, Capital Asset Pricing Model, Characteristic Lines, Factor Models and Arbitrage Pricing Theory, Constructing Efficient Frontier, Optimum Portfolios- Constructing the Optimum Portfolio, Portfolio Investment Process, Bond Portfolio Management Strategies, Investment Timing and Portfolio Performance Evaluation, Corporate Portfolio Management in India, International Diversification.

#### ***Suggested Readings:***

1. Fischer, Donald E. and Jordan, Ronald J.: Security Analysis and Portfolio Management, PHI.
2. Investment Management- V. K. Valla

### **BM-3073: International Financial Management**

Multinational Financial Management- An Overview , Evolution of the International Monetary and Financial System, Managing Short Term assets and liabilities, Long-run Investment Decisions- The Foreign Investment Decision, Political Risk Management, Multinational Capital Budgeting- Application and Interpretation, Cost of Capital and Capital Structure of the Multinational Firm, Dividend Policy of the Multinational Firm, Taxation of the Multinational Firm, Country Risk Analysis, Long Term Financing, Exchange rate determination, international arbitrage and interest rate parity, relationship between inflation, interest rate and exchange rate, exchange rate risk management.

#### ***Suggested Readings:***

1. Bhalla, V.K.: International Financial Management, Anmol
2. Shapiro, Alan C: Multinational Financial Management, PHI.

### **BM-4053: Management of Financial Services**

Financial System and Markets, Concept, Nature and Scope of Financial Services, Regulatory Framework for Financial Services, Management of Risk in Financial Services, Stock Exchange Operations, Mutual Fund, Merchant Banking Services, Management of issue shares and bonds- Mobilising of Fixed Deposits- Inter-Corporate Loans- International Finance, Other Financial Services- Leasing and Hire Purchase, Debt Securitization, Housing Finance, Credit Rating, Credit Cards, Banking and Insurance, Venture Capital, Factoring for Failing and Bill Discounting, Insurance; The Tax Environment and Financial Services, Pricing Financial Services, e-finance.

#### **Suggested Readings:**

1. Bhalla, V.K.: Management of Financial Services, Anmol.
2. Gordon, E and K. Natrajan : Emerging Scenario of Financial Services, Himalaya Publishing House.

### **BM-4063: Corporate Taxation**

Basic Concepts of Income Tax, Residential Status of a Company, Computation of Income under Different Heads of Income, Set off and Carry Forward of Losses, Deductions and Exemptions in Additional Tax on Undistributed Profits, Companies Profit Surtax Act, Computation of tax Liability, Meaning and Scope of Tax Planning and Location of Undertaking, Type of Activity, Ownership Pattern, Tax Planning Regarding Dividend Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers, Tax Planning Relating to Amalgamation and Merger of Companies, Tax Considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Export; Replacements and Capital Budgeting Decisions, etc; Tax Planning in Respect of Managerial Remuneration, Foreign Collaborations and Joint Ventures, Implications of Avoidance of Double Taxation Agreements.

#### **Suggested Readings:**

1. Singhanian, V.K.: Taxes: Law and Practice: Taxman
2. Srinivas, E A: Handbook of Corporate Tax Planning, Tata McGraw Hill.

### **BM-4073: Working Capital Management**

Concept of Working Capital Management, Importance of Working Capital, Kinds of Working Capital, Factors Determining Working Capital, Estimating Working Capital Requirements; Management of Cash- Motives for Holding Cash and marketable securities; Cash System, Managing the Cash Flows, Types of Collection Systems, Cash Concentration Strategies, Disbursement Tools, Investment in Marketable Securities; Forecasting Cash Flows; Managing Corporate Liquidity and Financial Flexibility; Measures of Liquidity, Determining the Optimum Level of Cash Balances- Baumol Model, Beranek Model, Miller-Orr Model, Stone Model; Receivables Management- Determining the Appropriate Receivable Policy, Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminate Analysis, Sequential Decision Analysis, Inventory Management- Kinds of Inventories, Benefits and Cost of Holding Inventories, Inventory Management and Valuation, Inventory Control Models; Short Term financing; Programming Working Capital Management; Integrating Working Capital and Capital Investment Process; Monetary System; Money Market in India, Banking System in India- the Restructuring Process, Working Capital Control and Banking Policy in India; Instruments of The International Money Markets; Managing Short-term International Transactions.

#### **Suggested Readings:**

1. Bhalla, V.K.: Working Capital Management: Text and Cases, Anmol.

## Specialization Group: Systems Management

### BM-3055: Management Support Systems

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

#### **Suggested Readings:**

1. Jayashankar, R: Decision Support Systems, Tata McGraw Hill.

### BM-3065: System Analysis and Design

Overview of Systems Analysis and Design; Software applications today - the changing scenarios; Introduction to different methodologies and Structured System Analysis- Problem identification- requirement analysis; tools and techniques – feasibility analysis- Operational, Technical and Economical Feasibility. Business Systems Concept; Systems Development Life Cycle; Project Selection, Feasibility Study. Tools for Analysis and Design of Business Systems; Methodologies Available, Need for Structured Techniques, Structured Techniques Available, System Requirement, Specification and Analysis; Data Flow Diagrams, Data Dictionaries; Process Organizations and Intersections, Decision Analysis, Decision Trees and Tables, Expansion and Normalization, Detailed Design, Modulation , Module Specification, File Design , Data Base Design, System Control and Quality Assurance, Documentation Tools, Testing Techniques Available, System Controls and Audit Trails, System Administration and Training, Conversion and Operations Plan, Hardware and Software Selection, Hardware Acquisition , Benchmarking , vendor Selection, Operating System Selection, Language Processors, Performance and Acceptance Testing Criteria, Managing Data Processing in an Organisation, Data Processing Set-up, Project Management Techniques for Managing Software Projects.

#### **Suggested Readings:**

1. Awad , Eliasm: Systems Analysis and Design, PHI
2. Rajaraman, V: Analysis and Design of Information Systems, PHI

### BM-3075: Database Management Systems

Taxonomy of Data Management System, Various Database Management Models, Evaluation of Commercially Available Software Systems with Managerial Emphasis on Trade offs among cost, capacity and responsiveness, Functions of Transaction processes and their Communication Interface with DBMS, Distributed Data Processing Systems and a Need for Data base Environment for Such a System, Physical Database Structures, Normalization and logical Design, BCNF, Query Language for Relational DB Management System, E-R Diagram, Study of a Relational DBMS for Successful Implementation of Distributed Systems, Structured Query Language (SQL) , Distributed Database System, Online Databases, Object Oriented Databases, Managerial Issues related to Database Management, Evaluation Criteria, performance Analysis, Recovery Issues, Re-organization Problems, implementation and Maintenance Issues, Database Administration, Database security measures.

#### **Suggested Readings:**

1. Kroenke, David M: Data Base Processing, Fundamentals, Design, Implementation, Macmillan, New York.
2. An introduction to Database Systems- C.J.Date-Narosa Publishing House.
3. Database System Concepts- Korth, Sudershen, Silberehatz- McGraw Hill.

### **BM-4055: Telecommunications for Business**

Computers and Communication, The Information Technology, The Concept of Global Village, ON Line Information Services, electronic Bulletin Board Systems, The Internet, Interactive Video, Communication Channels, Communication Networks, Local Networks, Managerial Issues Related to Telecommunications, Client- Server Computing, Communication Servers, Digital Networks, Electronic Data Interchange and its Applications, Inter organizational Information systems, Value Added Networks, Wireless Networks, Managing in the market Space, Electronic Commerce and Internet, Applications of Internet, Intranets and Extranets in Business Organisations, Using Intranet for Business EIS, Internet as a Vehicle for Transacting Business.

#### **Suggested Reading:**

1. Derfler: Frank J. Guide to Linking LANs. Emeryville, California, Ziff-Davis Press, 1992.
2. Derfler, Frank J. Guide to Connectivity, 2<sup>nd</sup> ed., Emeryville, California, Ziff-Davis Press, 1992.

### **BM-4065: Enterprise Resource Planning**

Enterprise Resource Planning: Evolution of ERP- MRP and MRP II – problems of system islands- need for system integration and interface- early ERP Packages- ERP products and Markets – opportunities and problems in ERP selection and implementation; ERP implementation- identifying ERP benefits team formation – consultant intervention – selection ERP – Process of ERP implementation – managing changes in IT organisation – preparing IT infrastructure – measuring benefits of ERP – integration with other systems, Post ERP , Modules in ERP – Business modules of ERP Packages, Re-engineering concepts – The emerging of Re-engineering concepts – concept of Business Process – Re-thinking of Process – Identification of Re-engineering need – Preparing for Re-engineering – Implementing change – Change management – BPR and ERP , Supply Chain Management – The concept of Value Change Differentiation between ERP and SCM – SCM for Customer focus-need and Specificity of SCM – SCM scenario in India – Products and Markets of Sehl – Issues in Selection and Implementation of SCM Solution – CRM solutions.

**Practical** - Designing and implementing a pilot ERP package, with at least two modules and having interaction between the modules.

#### **Suggested Readings:**

1. Leon, Alexis, Count Down 2000, Tata Mcgraw Hill

### **BM-4075: Security and Control of Information Systems**

Introduction to Security – Need for Security and Control, Risks to Information Systems, Data and Resources, Definition of Information Security, Computer Crimes and Virus, Internal Control, Types of Security; Physical security – threats to security, physical access, fire, theft protection, environmental hazards; Logical security – threats to security, access control – Identification, authentication, authorisation, pass-word control and management, access control software; Data security – threat to security, access controls, back-up and recovery strategies, Data Input / Output Control, data encryption; Telecommunication Security – physical security, logical access security, Dial-in access security; Network Management and control; Authentication protocols; Internet / intranet / extranet security; Computer configuration and operation security – hardware / software security, start-up / shut-down procedures, journals, back-up / recovery strategies; Personnel security – threats to security, protection from people, protection of employees; Security planning – risk and security policy; Security management; Business continuity planning; Security audit.

#### **Suggested Readings:**

1. PC and LAN Security by Stephan Cobb
2. Enterprise Security – Protecting Information Assets by Michel E Kabey
3. Enterprise Disaster Recovery Planning by Miora
4. Computer Security for Dummies
5. Internet Security by Derek Atkins et – al