

**Department of Management Studies**

**MASTER OF BUSINESS ADMINISTRATION**

Two Year Regular Full-Time Four Semester Course  
(Recognised by AICTE)  
2011 - 2013

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# SYLLABUS

**Department of Management Studies**

**MASTER OF BUSINESS ADMINISTRATION**

Two Year Regular Full-Time Four Semester Course  
(Recognised by AICTE)  
2011 - 2013



**JAI NARAIN VYAS UNIVERSITY  
JODHPUR**

(Accredited with 'B' Grade by NAAC)

## IMPORTANT

With a view to bring about greater reliability, validity and objectivity in the examination system and also for closer integration of teaching, learning and evaluation.

- (i) The syllabus has been divided into units. Questions will be set from each unit with provision for internal choice.
- (ii) In order to ensure that the students do not leave out the important portion of the syllabus, examiners shall be free to repeat the questions set in the previous examinations.

[Ref. Resolution No. 21 (c) of Academic Council dated 9-2-84]

The examinees be permitted to use their personal transistorised pocket battery operated calculators in the examinations. The calculator to be used by the candidates in the examinations should not have more than 12 digits, 6 functions and 2 memories and should be noiseless and cordless. A calculator belonging to one candidate shall not be allowed to be used by another candidate. The Superintendent of the centre will have complete discretion to disallow the use of a calculator which does not conform to the above specification.

[Ref. Res. No. 6/90 of Academic Council dated 20th July, 1990]

In Engineering and any other examinations where the use of calculators is already permitted, it shall remain undisturbed.

## NOTIFICATION

**In compliance of decision of the Hon'ble High Court all students are required to fulfil 75% attendance rule in each subject and there must be 75% attendance of the student before he/she could be permitted to appear in the examination.**

REGISTRAR  
(Academic)

# SYLLABUS

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## MASTER OF BUSINESS ADMINISTRATION

### General Information for Students

The Jai Narain Vyas University (erstwhile University of Jodhpur) has been offering the M.B.A. Course since 1968 under the aegis of the Department of Commerce until 1989-90 when a separate Department of Management Studies was created and the responsibility of M.B.A. Course was entrusted to it. The M.B.A. Programme has, therefore, completed 35 years of its existence. The course has been recognised by All India Council for Technical Education and brings together group of young persons with mind and motivation needed to occupy managerial positions in the economic enterprises.

The course was founded by the late Professor D.N. Elhance, the then Head, Department of Commerce who was doyen of management education in the Universities of India.

With economic deregulation and commensurate liberalisation of public policy favouring growth of tourism and tourism related economic enterprises, immense employment opportunities await young persons entering management Programme through a competitive entrance test. The chosen group of young persons undergo rigorous training based on contemporary syllabi and develop business compatible personality. Besides, the core faculty, the Department enjoys the association of academic and professional visiting faculty to conduct this course.

#### SCHEME OF EXAMINATION

1. A candidate admitted to Master of Business Administration examination may be admitted to the examinations after completing the regular course of studies prescribed for the examination which shall be of two years duration comprising of four semesters.

2. There shall be separate course of studies for each semester and there shall be separate examination for each semester. The course of studies and examination in relation there to shall comprise of theory papers, seminars, viva-voce, term-papers and class-assignments as indicated in the course design. These will bear maximum marks as indicated in Course design.

3. The seminars, terms papers and class-assignments will be examined internally as indicated below while other papers will be examined as per rules of the university in force.

(i) Seminars : Teacher concerned and Head, Dept. of Management Studies or his nominee. (On non-availability of the teacher concerned, the Head, Dept. of Management Studies will nominate the substitute.)

(ii) Term.-Paper: Concerned supervisor of the term-paper (iii) Class-Assignment : Concerned teacher

4. The minimum pass marks in respect of each examination shall be 40% in each paper and 50% of the aggregate marks in respect of all the

papers comprising each examination.

5. If a candidate fails to appear at an examination he or she shall not be permitted to take the subsequent examination and therefore, shall have to reappear at the examination. Thus such candidate shall not be promoted to the next semester if he/she has not appeared at one of more of the papers in the concerned semester examination.

6. However, a candidate, may be promoted to the next semester if he/she fails in only one paper in the examination of the semester. Such candidates may be permitted to makeup the deficiency at subsequent but regular and scheduled examination only. Subsequent examination will be treated as main examination. There shall be no makeup or special examination for making up such deficiency. Also a candidate appearing at and examination to make up the deficiency shall have to appear at such an examination based on the course of studies in force at the time, unless the paper itself no longer forms that part of the course of studies. In such eventuality the course of study soon before the deletion shall be deemed to be relevant. However, the Department shall have no responsibility to organise and impart teaching in the paper in which the candidate has got deficiency. Those candidates who appeared at the subsequent examination for clearing deficiency and passed shall be awarded the actual marks obtained but in no case it will be more than 60% of the maximum marks in the concerned paper, irrespective of the marks secured by them at the subsequent examination.

"A candidate who fail at an examination and reappears as an ex-student will not be required to submit term paper, class assignment and appear at the seminar examination and marks obtained at the previous examination will be transferred."

"In the same way if a candidate fails at MBA-IV and appears as an exstudent he will not be required to do Summer Internship Report Examination and Project Report in case he has got pass marks and marks obtained at the previous examination will be transferred."

7. After the fourth semester examination the result will be declared and M.B.A. Degree will be awarded when a candidate passes all the examinations in respect of all the four semesters including those paper (s) for which deficiency, if any, is to be made up.

8. The Division shall be awarded to a candidate on the basis of marks of all the examinations in respect of all the semesters as mentioned above on the following basis :

Division	Percent of Marks
First with Honours	70 and above
First	60 and above but less than 70
Second	50 and above but less than 60

9. Each candidate is required to offer one elective group-major and one elective group minor. An elective from which two courses are offered is designated as Elective-Major and elective group from which one group is offered is designated as Elective-Minor

The elective groups will be announced at the commencement of the relevant semester. The decision of the Head, Department of management Studies in this regard shall be final. The subject of the seminar to be given by the candidate and the subject of the term paper to be submitted by him shall be subject to the approval of the Head of the Department.

The students of M.B.A. shall be required to undergo internship in an organisation approved by the Head of the Department as a part of the course of studies during vacation for a period of six weeks and submit a report which will be subject to examination as indicated in the course design.

10. The language of instructions and examination in each course shall be English.

11. In order to be eligible to take examination each candidate shall have to fulfil minimum attendance requirement rules and regulations prescribed by the University from time to time and shall not seek parttime and full time employment during the tenure of two years course of studies.

12. This examination scheme is in lieu to the Scheme of Examination in force for the Examination 1992 and Examination 1993 and for subsequent years.

#### DEPARTMENT OF MANAGEMENT STUDIES

##### List of Teachers

- |    |  |                                 |
|----|--|---------------------------------|
| 1. | Dr. (Mrs.) Meeta Nihalani<br>M.B.A., Ph.D.   | Assistant Professor<br>and Head |
| 2. | Prof. (Mrs.) Kalpana Mathur<br>M.B.A., Ph.D. | Professor                       |
| 3. | Dr. (Mrs.) Swapna Patawari<br>M.B.A., Ph.D.  | Assistant Professor             |

#### COURSE OF STUDIES SEMESTER I

Course No.	Course	Lecture per week	Maximum Marks
101	Management Process and Principle	6	50
102	Organisational Behaviour	6	50
103	Managerial Economics	6	50
104	Accounting for Managers	6	50
105	Quantitative Methods	6	50
106	Computer Application in Management	6	50
107	(a) Viva-voce	50	100
	(b) Teacher supervised Term Paper	30	
	(c) Class Assignment	20	
		36	400

Course No. 101: MANAGEMENT PROCESS AND PRINCIPLES

##### Objective :

The objective of this paper is to familiarize the student with basic management concepts and behavioural processes in the Organisation. It aims to help the student to gain an understanding of the functions and responsibilities of the manager provide him tools and techniques usable in the performance of managerial job and enable him to understand the environment of his Organisation.

##### Course Content :

Concept of Management, functions and responsibilities of the manager; Evolution of Management thought, Systems and Contingency approach for understanding organisations, managerial processes, functions, skills and rules in an organisation, , social responsibilities of Business

Planning : The nature and purpose of planning : Objectives; strategies and policies; Decision making-Types & Process

Organizing : Nature and purpose of Organizing, Departmentation; Span of Management, line and staff relationship; delegation and Decentralization

Directing

Coordination

Controlling : The nature and purpose of controlling; control Techniques, control of overall performance

## SUGGESTED READINGS

- Koontz, H. and Wechrich, H. : Management, 10th ed., New York, McGraw Hill, 1995
- Luthans, F. : Organizational Behaviour, 7th ed., New York, McGraw Hill, 1995
- Robbins S.P. : Management, 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc, 1996
- Robbins, S.P. : Organizational Behaviour, 7th ed., New Delhi, Prentice Hall of India, 1996 -
- Singh, Dalip : Emotional Intelligence at Work, Response Books, Sage Publications, Delhi, 2001
- Staw, B.M. : Psychological Dimensions of Organizational Behaviour, 2nd Ed., Englewood Cliffs, New Jersey Prentice Hall Inc., 1995
- Stoner, J. etc. : Management, 6th ed., New Delhi, Prentice Hall of India, 1996
- The list of cases (at least two on compulsory basis) and specific references including recent articles will be announced in the class at the time of launching of the course
- R.D. Agarwal ; Organisation and Management, Tata McGraw Hill, New Delhi, 1982
- Newman and Warren : The Process of Management, Concept Behaviour and Practise, Prentice Hall of India, 1982

## Course No. 102 : ORGANISATIONAL BEHAVIOUR

*Objective :*

The course objective are to help the student comprehend perceive and understand dynamic nature of groups and intergroups behaviour in Organisation with a view to enable him to develop and adopt effective strategies to influence it. It also aims at helping the students develop decision making skills through case discussions

*Course Content :*

Introduction to Organisational Behaviour : Definition, Assumptions, Significance, Trends and Prospects; Historical Background for Modern OB, Research Foundations for OB Individual Behaviour in Organisation : Behaviour as an Input-Output Systems, Beliefs, Nature and Dimensions of Attitudes, Values and Perceptions

Motivation : Meaning and importance, Theories of Motivation; Need Hierarchy, Theory X and Y, Two factor theory, Expectancy Theory, Equity Theory, ERG Theory Three Need Theory (McClelland), Reinforcement Theory

Leadership : Meaning and Importance; Transition in Leadership Theories, Trait Theories, Behavioural Theories, Contingency Theories; Leadership Styles and Skills; Managerial Culture and Leadership

Communication : Meaning, Importance, Process, Types and Flows of Communication; Telecommunication Explosion, Electronics mail and Voice Messaging, Body Language and Paralanguage; Barriers of Effective Communication

Morale : Definition and Measurement of Morale, Morale and Productivity, Improving Morale, Impacts of Modern Technology Work Systems and Human Factors, Work Stress Group Dynamics : Meaning, Importance. Types of Groups, Important Dimensions of Group Behaviour-A Brief Sketch; Leadership in Group; Conflict in Group Norms. Status in Groups, Decision Making and Communication in Group; Authority and influence Process in Groups, Teams in the Modern Work Place, Quality Circles, Linking Team and Group Concepts. Creating High Performance Teams

Conflict and Collaboration : Meaning and Nature, Types and Changing view of conflict, Process of Conflict. Conflict handling behaviour, Conflict resolution technique, Approaches to Conflict Management; Bases and Interventions of Collaboration Organisational Dynamics : Managing Organisational Change, Forces of Change, Resistance to Change, Managing Planned Changes, Organisational Development Approaches, Techniques and Steps, Concept of Quality of Work Life (QWL), Modern Approaches and Strategies for QWL, Benefits and Potential Difficulties of QWL

## SUGGESTED READINGS

- Fred Luthans : Organisational Behaviour, Tata McGraw Hill
- Harold Koontz and Heinz Wehrich : Management : A Global Perspective, McGraw Hill
- Stephen, P. Robins : Organisational Behaviours, Prentice Hall of India, 1993
- John, R. Schermerhorn, James, G. Hunt, Richard M. Osborn : Managing Organisation Behaviour
- Schion : Organisational Psychology, Prentice Hall of India Ltd. Wondell, L. French and Cocill, R. Soll : Organisational Development, Prentice Hall of India Ltd.
- Parance, R. Hitchell : People in Organisation, McGraw Hill, International Book Co., New York
- Hicks & Guilet : Organisation : Theory and Behaviour, McGraw Hill International Book Co., New York
- Davis and Newstorm : Human Behaviour at Work, McGraw Hill International Book Co., New York

The List of Cases (at least two on Compulsory basis) and specific references including recent articles will be announced in the class at the time of launching of the course.



## Course No. 103: MANAGERIAL ECONOMICS

*Objective :*

The objectives of this course is to acquaint the participants with concepts and techniques used in Micro-Economic theory and to enable them to apply this knowledge in business decision making. Emphasis is given to change in the nature of business firms in the context of globalisation.

*Course Content :*

Meaning and scope of managerial economics

Fundamental concepts and techniques-marginal principle. diminishing and equimarginal utility. incremental concept and contribution analysis, time perspective, discounting for time and expected value analysis

Theory of Demand, demand function, income and substitution effect, elasticity of demand, demand forecasting

Production and Cost-production, function returns to scale,. cost analysis for decision making, break-even analysis Theory of firm profit maximization, sales maximization, ownership and control

Market structures-competition, monopoly, oligopoly, non-price competition

Introduction to multiplier, business cycle, inflation, employment, economic growth

## SUGGESTED READINGS

Adhikary, M.: Business Economics, New Delhi Excel Books, 2000

Baumol, W.J. : Economic Theory and Operations Analysis, 3rd ed., New Delhi, Prentice Hall Inc, 1996

Chopra, O.P. : Managerial Economics, New Delhi, Tata McGraw Hill, 1985

Keat, Paul G. & Phillips, K.Y. Young : Managerial Economics, Prentice Hall, New Jersey, 1996

Koutsoyiannis, A.: Modern Micro Economics, New York, Macmillan, 1991

Milgrom, P and Roberts, J. : Economics Organization and Management Englewood Cliffs New Jersey Prentice Hall Inc., 1992

The list of cases (at least two on compulsory basis) and specific references including recent articles will be announced in the class at the time of launching of the course.

## Course No. 104: ACCOUNTING FOR MANAGERS

*Objective :*

The basic purpose of this course is to develop insight of postulates, principles and techniques of accounting and utilisation of financial and

accounting information for planning, decision-making and control.

*Course Contents :*

Financial Accounting-Concept, Importance and Scope, Generally Accepted Accounting Principles, preparation of Financial Statements with special reference to analysis of a Balance sheet and Measurement of Business Income. Inventory Valuation and Depreciation, Financial Statement Analysis, Funds Flow Analysis. The Statement of Cash Flows; 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; Overhead Cost and Control, Job and Process Costing, Budget and Budgetary Control. performance Budgeting, Zero-Base Budgeting, Relevant Costing and Costing for Decision-Making, Standard Costing and variance Analysis, Marginal Costing and Absorption Costing

## SUGGESTED READINGS

Anthony, R.N. and Reece, J.S. : Accounting Principles, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995

Bhattacharya, S.K. and Dearden, J. : Accounting for Management Text and Cases, New Delhi, Vikas, 1996

Heltger, L.E. and Matulich, Serge : Financial Accounting, New York, McGrawHill, 1990

Hingorani, N.L. and Ramanathan, A.R. : Management Accounting, 5th ed., New Delhi, Sultan Chand, 1992

Horngren, Charles etc : Principles of Financial and Management Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc, 1994

Needles, Belverd, etc. : Financial and Manager. al Accounting, Boston, Houghton Mifflin Company, 1994

Vij, Madhu : Financial and Management Accounting, New Delhi, Anmol Publications 1997

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

## Course No. 105: QUANTITATIVE METHODS

*Objective :*

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

*Course Contents :*

Mathematical basis of managerial decisions; Functions/Applications of function-Some special functions A.P. & G.P. and their managerial application, Matrices, Basic concepts; fundamental operations on matrices,

Adjoint and inverse of a matrix, elementary transformations and solution of linear equations

Linear Programming-Basic concepts, Model formulation, solution Methods, Duality, Introduction to Some Basic Quantitative methods packages

Theory of Games; Two person Zero-sum games, saddle point maximum and minimum criteria, concept of dominance, graphical methods, conversion into L.P problems Sequencing, Network scheduling by CPM/PERT

#### SUGGESTED READINGS

Chadha, N.K. : Statistics for Behavioural and Social Sciences Reliance Publishing House, Delhi. 1996

Gupta, S.P. and Gupta, M.P. : Business Statistics, New Delhi, Sultan Chand, 1997

Kazmier, L.J. and Pohl, N.E. : Basic Statistics for Business and Economics, New York. Mc-Graw Hill, 1988

Levin Richard I. and Rubin, David S. : Statistics for Management, New Delhi, Sultan Chand, 1995

Narang, A.S. : Linear Programming and Decision Making, New Delhi, Sultan Chand, 1995

Sharma, J.K. : Fundamentals of Operations Research, Macmillan, New Delhi, 2001

Terry, Sineich : Business Statistics by Examples, London, Collier MacMillan Publishers, 1990

Shrivastava, Shenoy and Sharma : Quantitative Techniques for Managerial Decision Making, Wiley Eastern Ltd., New Delhi

The list of cases (at least two on compulsory basis) and specific references including recent articles will be announced in the class at the time of launching of the course.

#### Course 106: COMPUTER APPLICATIONS IN MANAGEMENT

Computers Overview-Computers in business, elements of a computer system, peripheral devices, generations of computers and computer languages, PCs in business. Applications of Information Technology

Software development-Flowcharting, System analysis and design overview

Operating Systems overview-Disk Operating System, Windows World Processors (MS Word)-Document formatting, Table-sorting, mail merge, Grammar and Spell check

Spreadsheet (MS Excel)-creation, graphics, database functions range,

formulas, functions

Presentations Software (MS Power-Point)-Slide creation, layout, templates, animation, embedded audio and video

Databases (MS Access)-Data processing, data hierarchy, filtering, sorting, relationships, forms and reports

Networking-LAN, WAN, types, topologies, connectivity

Internet based Business applications and web Technologies E-Commerce, B2B B2C. Electronic Data Interchange (EDI), IT Laws in India Long term IT policy

#### SUGGESTED READINGS

Burch, John and Grudnitsky Gary : Information Systems : Theory and Practice, 5th ed., New York, John Wiley, 1989

David Van Over : Foundations of Business Systems, Fort Worth, Dryden, 1992

Eliason, A.L. : On-line Business Computer Applications 2nd ed., Chicago, Science Research Associates, 1987

Estrada Susan : Connecting to the Internet, Sebastopol, C.A. O' Reilly, 1993

John, Moss Jones : Automating Manager : The Implications of Information Technology for Managers, London, Pinter, 1990

Long, L. : Computers, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986

Summer, M. : Computers Concepts and Uses, 2nd ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988

The list of cases (at least two on compulsory basis) and specific reference including recent articles will be announced in the class at the time of launching of the course.

#### Course No. 107: VIVA - VOCE

100 Marks

Viva-Voce	50
Term-paper	30
Class Assignment	20
	<u>100</u>



**COURSE OF STUDIES  
SEMESTER II**

<i>Course No.</i>	<i>Course</i>	<i>Lecture per week</i>	<i>Maximum Marks</i>
201	Statistical Methods for Business Decision	6	50
202	Human Resource Management	6	50
203	Financial Management	6	50
204	Marketing Management	6	50
205	Production and Operation Management	6	50
206	Purchasing Management	6	50
207	Seminar on Contemporary Issues	6	50
208	Viva-voce	50	
	(i) Term Paper	30	100
	(ii) Class Assignment	20	
		<u>42</u>	<u>450</u>

Course No. 201: STATISTICAL METHODS FOR BUSINESS DECISIONS

*Course Objective :*

The course is designed to equip the students with statistical techniques applicable to the solution of business problems. The emphasis will be on application of concepts and tools to various business situations and not on development of computational skills.

*Course Design :*

Measures of central tendency and dispersion. Sampling Theory and Design of Sample surveys : Objectives and Principles of Sampling. Types of Sampling, Sampling and Non-Sampling Errors. Census vs. Sample Enumeration. Basic Probability Distribution, The Binomial, Normal and Poisson, Distribution and their application in Business Estimation and Hypothesis Testing, Estimation Theory, Point and Interval Estimation Setting and Testing Hypothesis Standard Error and Sampling Distribution Test of Significance. Tests in Variables (Large Samples), Standard Error of the Mean and of the Difference of two samples Means, Significance Tests in small Samples of Variables, Tests for means and for difference of Two sample Means

Chi-Square Test for Goodness of Fit

Statistical Decision Theory and Bayesian Approach, Decision Tree Analysis

SUGGESTED READINGS

To be given by Class Instructor

Course No. 202: HUMAN RESOURCE MANAGEMENT

*Objective :*

In a complex world of industry and business, organisational efficiency is largely dependent on the contribution made by the members of the organisation. The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management.

*Course Contents :*

Concepts and Perspectives on Human Resource Management, Human Resource Management in a changing Environment, Corporate objectives and Human Resource Planning; Career and Succession Planning; Job Analysis and Role Description; Methods of Manpower Search, Attracting and Selecting Human Resources; Induction and Socialisation, Manpower Training and Development; Performance Appraisal and Potential Evaluation; Job Evaluation, & Wage Determination; Employees Welfare; Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management, Employee Empowerment

SUGGESTED READINGS

Aswathappa, K. : Human Resource and Personnel Management, Tata McGraw Hill, New Delhi, 1997

De Cenzo, D.A. & Robbins, S.P. : Human Resource Management, 5th ed., New York, John, Wiley, 1994

Guy, V & Mattack, J. : The New International Manager, London, Kogan Page, 1993

Holloway, J. ed., : Performance Measurement and Evaluation, New Delhi, Sage, 1995

Monappa, A. & Saiyadain, M. : Personnel Management, 2nd ed., New Delhi, TataMc-GrawHill, 1966

Stone, Lloyed and Leslie W. Rue : Human Resource and Personnel Management, Richard D. Irwin, Illinois, 1984

The list of cases (at least two cases on compulsory basis) in the class and specific reference including recent trend articles will be announced in the class at the time of launching of the course.

Course No. 203: FINANCIAL MANAGEMENT

*Objective :*

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

*Course Contents :*

Aims and Objectives of Financial Management; Financial Analysis and Control; Cost-Volume-Profit Analysis; Operating and Financial Leverage; Time Value of Money, Investment and Capital Structure Decisions; Instruments of Long Term Finance; Cost of Different Sources of Raising Capital; Weighted Average cost of capital; Optimum Capital Structure; Valuation and Rates of Return; Methods of Capital Budgeting; Short-term Financing Investment; Management of Working Capital-Cash Receivables and Inventory Management, Internal Financing and Dividend Policy An introduction to valuation of firm; and merger and acquisitions

## SUGGESTED READINGS

Archer, Stephen H. etc. : Financial Management, New York John Willey, 1990

Bhalla, V K. : Financial Management and Policy, 2nd ed., New Delhi, Amnol, 1998

Brealey, Richard A. and Myers, Stewart C. : Principles of Corporate Finance, 5th, ed., New Delhi, McGraw Hill, 1996

Hampton, John : Financial Decision Making Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997

Van Home, James C. : Financial Management and Policy, 10th ed., New Delhi, Prentice Hall of India, 1997

Winger, Bernard and Mohan, Nancy : Principles of Financial Management, New York, Macmillan Publishing Company, 1991

The list of cases (at least two cases on compulsory basis) and specific references including recent articles will be announced in the class at the time of launching of the course

## Course No. 204: MARKETING MANAGEMENT

*Objective :*

To familiarise students with the basic marketing concepts and functions, market environment and decisions variables.

*Course Contents :*

Nature and scope of marketing, Corporate orientations towards the market place. The Marketing environment, Environment scanning, Marketing information system and Marketing research. Understanding consumer and industrial markets, Market Segmentation. Targeting and positioning; Product decisions-product mix, product life cycle, new product development, branding and packaging decisions, Pricing methods and strategies, Promotion decisions, promotion mix, advertising, Sales promotion publicity and personal selling; Channel management-

selection, co-operation and conflict management, vertical marketing, Implementation and systems, Organising and implementing marketing in the organisation, Evaluation and control of marketing efforts; New issues in marketing-Globalisation, Consumerism, Green marketing, Legal issues

## SUGGESTED READINGS

Enis, B.M. : Marketing Classics : A Selection of Influential Articles, New York, McGraw Hill, 1991

Kotler, Philip and Armstrong, G. : Principles of Marketing, New Delhi, Prentice Hall of India, 1997

Kotler, Philip : Marketing Management : Analysis, Planning Implementation and Control, New Delhi, Prentice Hall of India, 1994

Rameswamy, V .S. and. Namakumari, S. : Marketing Management; Planning, Control. New Delhi, MacMillan, 1990

Stanton, William, J.: Fundamentals of Marketing, New York, McGraw Hill, 1994

Neelamegham, S. Marketing in India; Cases and Readings, New Delhi, Vikas, 1988

The list of cases (at least two cases on compulsory basis) and specific references including recent articles will be announced in the class at the time of launching of the course.

## Course No. 205: PRODUCTION AND OPERATIONS MANAGEMENT

*Objective :*

The course is designed to acquaint the students with various important aspects of production and operations management, which constitute design and specification of required resources, laying down processes and technologies, providing efficient quality control and quality assurance an applying techniques of methods study and process improvement in manufacturing as well as nonmanufacturing and service organisations.

*Course Contents :*

Nature and scope of production and operations management; Factors influencing operations management; Activities performed in production and non-production systems

Types of manufacturing systems; Facilities location; selection of sites for locating plants; Determination of plant capacity; Layout planning; Requirements of equipment machines, manpower and materials. Material handling requirements

Production planning and control : Aggregate capacity planning; Routing, scheduling, dispatch and follow up operations for Jobbing, batch and

mass Production. Proceeds and Product planning

Materials management : Inventory control; Materials planning and control; Purchases and stores management : Spare parts control Work study : Methods study and work measurement for cost reduction and improved productivity; Value engineering and value analysis; Work sampling; Safety management and accidents prevention

Quality assurance : Application of statistical quality control; quality control as applied during design, manufacture, inspection and testing of goods and services; Acceptance sampling; S.P.C. Total quality management; Basic requirements of ISO-9000

Human resource development : Motivation and productivity; Training of workers and staff; worker participation in management; Quality circles

#### SUGGESTED READINGS

Buffa, E.S. : Modern Production Management, John Wiley, N:Y 1993

Adam, E.E. & Ebert, R.J. : Production and Operations Management, Prentice Hall of India, New Delhi, 1995

Chary, S.N. : Production and Operation Management, Tata McGraw Hill, New Delhi, 1989

Jain, P.L. : Production Management, CBS Publishers, New Delhi, 2001

Jain, P.L. : Quality Control and Total Quality Management, Tata McGraw Hill, New Delhi, 2001

#### Course No. 206: PURCHASING MANAGEMENT

##### *Objective :*

The course aims to help students in acquiring the basic knowledge and understanding of purchasing management and realize the growing significance.

##### *Course Contents :*

Concept and scope of purchasing management, principles and objectives of purchasing, integration of purchasing with other managerial functional areas

Purchasing procedure : requisitioning. Selecting source of supply, ordering. alteration and cancellation of orders, Delivery and Invoices, purchasing forms and records, purchasing in Centralised and Decentralised organisations, purchasing in government organisations, computerised purchasing system

Purchasing planning, Purchasing Policy; Purchasing Techniques ; Purchasing Research, Value Analysis, Standardisation and simplification. Organising a standardisation programme, classification and coding. Inventory Management : Meaning and functions, classification of inventory systems, selective inventory management, deterministic and

probabilistic inventory models, Recent Developments in inventory management

#### SUGGESTED READINGS

Ammer, D.S. : Materials Management and Purchasing, Richard Irwin, Inc Rept, Edn. Taraporevala, Bombay

Dobler, D.W., Lee. L., Jr. and Burt, D.N. : Purchasing and Materials Management : Text and Cases, McGraw Hill Inc., New York

Gopalakrishna, P. and Lunderesan, M. : Materials Management : An Integrated Approach, Prentice Hall of India (P) Ltd., New Delhi

Pigors, Myers and Maim : Management of Human Resources. McGraw Hill

Davar Rustum : Personnel Management and Industrial Relations in India

Arun Monappa and Mirza S. Saiyadian : Personnel Management, Tata McGraw Hill

The list of cases (at least two cases on compulsory basis) and specific references including recent articles will be announced at the time of launching the course.

#### Course No. 207: SEMINAR ON CONTEMPORARY MANAGEMENT ISSUES

Marks : 50

#### Course No. 208: VIVA-VOCE

	Marks
Viva-Voce	50
Term-paper	30
Class Assignment	20
	<hr/>
	100

**COURSE OF STUDIES  
SEMESTER III**

<i>Course No.</i>	<i>Course</i>	<i>Lecture per week</i>	<i>Maximum Marks</i>
301	Business Environment	6	50
302	Managerial Communications	6	50
303	Organizational Effectiveness and Change	6	50
304	Elective-Major I	6	50
305	Elective-Minor	6	50
306	Seminar on Contemporary Management Issues	6	50
307	A. Viva-Voce Examination	50	
	B. Teacher Supervised Term Paper	30	100
	C. Class Assignment	20	
		<u>36</u>	<u>400</u>

Course No. 301: BUSINESS ENVIRONMENT

*Objective :*

The primary objective of this course is to acquaint the students to emerging trends in business environment; and to develop the ability to analyse the competitive business environment to appraise the environmental pressures on business; to understand the government policies and current issues in Indian perspective

*Course Contents :*

Nature and significance of Business Environment, The external Environment; The Economic, Political, Legal, Technological and Social Environment. The Human Cultural Environment; influence on Trade and Investment Patterns; Recent World Trade and Foreign Investment Trends; Balance of Payments Accounts and Macro economic management; Theories and Institutions; Trade and Investment-Government influence on Trade Investment; Determination of Trading Partner's Independence, Interdependence and Dependence; World Financial Environment Cross-national Cooperation and Agreements; Tariff and non-Tariff Barriers, WTO, Regional Blocks, Global Competitiveness Export Management; Licensing; Joint Ventures Technology and Global competition; Globalisation and Human Resource Development; Globalisation with Social Responsibility, Government policies; FEMA and MITP

SUGGESTED READINGS

- Adhikary, M. : Economic Environment of Business, S. Chand and Sons, Delhi .
- Agarwal, A.M. Emerging Dimensions of Indian Environment; Asia Publishing House, Delhi
- Ulworth, Julian S. : The Finance Investment and Taxation of Multinationals, London, Basil Blackwell, 1988
- Bhalla, V K. and S. Shivaramu : International Business Environment and Business, New Delhi, Anmol, 1995
- Bhalla, V. K. International Economy; Libralisation Process, New Delhi, Anmol, 1993 .
- Daniel, John, D. and Radebangh, Lee : International Business, 5th ed., New York, Addison Wesley, 1989
- Eiteman, D.K. and Stopnehill, Al. : Multinational Business Finance, New York, Addison Wesley, 1986
- Johnston, R.B. : The Economics of the Euromarket History, Theory and Practice, New York, Macmillan, 1983
- Parks Yoon and Zwick, Jack : International Banking in Theory and Practice, New York Addison-Wesley, 1985
- Tata Economic Consultancy Service; Business Environment Special Report to Management
- The list of cases (at least two on compulsory bases) and specific references including recent articles and reports will be announced in the class at the time of launching of the course

Course No. 302: MANAGERIAL COMMUNICATIONS

*Objective :*

The course is aimed at equipping the students with the communication concepts and methods skills of communication to inform others, inspire them and enlist their activity and willing cooperation in the performance of their jobs

*Course Contents :*

Nature, scope, Role and importance of Business Communications. Interdependence of organisation, management and communication. Relationship among communication. morale, productivity and organisational objectives

Effective Communication skill, process of communication Barriers and gateways in communication

Types of communication : Physical personal semantic, organisational inter-personal and intra-personal communication variables, verbal and non-verbal communication, Individual and group communication

Communication media : Individually oriented, commercial letters, writing Business Reports; Oral Communication-presentation of reports., public speaking and negotiations; Do's and Dont's of Business Writing; Legal aspects of Business communication-Proposals, Contract, Directive Organisationally oriented Manual Forum, Brouchers

SUGGESTED READINGS

Bowman, Joel P. and Branchaw, Bernadine P : Business Communication; From Process to Product, 1987, Dryden Press, Chicago

Hatch, Richard : Communication Business 1977, Science Research Associates, Chicago

Murphy, Herta A. and Pock, Charrles E. : Effective Business Communications, 2nd ed., 1976, Tata McGraw Hill, New Delhi

Pearce, C Glenn etc. : Business Communications; Principles and Application, 2nd ed., 1988, John Wiley, New York

Treece, Maira : Successful Business Communications, 3rd, ed., 1987, Allyn and Bacon, Boston

The list of cases (atleast two on compulsory basis) and specific references including recent articles will be announced in the class at the time of launching of the course

Course No. 303: ORGANISATIONAL EFFECTIVENESS AND CHANGE

*Objective :*

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

*Course Contents :*

An Overview of Concepts of Organizational Change Effectiveness and Development; Skills of Change agent, Organizational Climate and Culture; Power and Politics : The process of Empowerment. Organizational Learning; Creativity and innovation; Conflict and Negotiations; Intergroup Behaviour and Collaboration; Business Ethics and Corporate Governance; Management of Gender Issues; Cross-Cultural Dynamics

SUGGESTED READINGS

Anderson, A.H. and Barker, D. : Effective Enterprise and Change Management, Oxford Blackwell Publishers Ltd., 1996

French, W .E. and Bell, C.H. : Organization Development, New Delhi, Prentice Hall of India, 1995

Kao, S.R. etc. : Effective Organization and Sodal Values, New Delhi, Sage.1994

Khanqwala, P.N. : Organisation Design for Excellence, New Delhi, Tata McGraw Hill, 1992

Luthans, F. : Organizational Behaviour, 7th ed., New York, McGraw Hill, 1995

Mendonca, M. and Canungo; R.N. : Work Motivation, New Delhi, Sage, 1994

Robbing, S.P. : Organizational Behaviour, 7th ed., New Delhi Prentice Hall of India, 1996

The list of cases (atleast two on compulsory basis) and specific references including recent articles will be announced in the class at the time of launching of the course.

Course No. 306: SEMINAR ON CONTEMPORARY MANAGEMENT ISSUES

Course No. 307: VIVA-VOCE

Viva-Voce	50 Marks
Teacher Supervised Term Paper A	30 Marks
Class Assignment	20 Marks
Total	<u>100 Marks</u>



**COURSE OF STUDIES  
SEMESTER IV**

<i>Course No.</i>	<i>Course</i>	<i>Lecture per week</i>	<i>Maximum Marks</i>
401	Business Policy and Strategic Analysis	6	50
402	Entrepreneurship	6	50
403	Small Business Management	6	50
404	Project Management	6	50
405	Decision Support Systems and Management Information System	6	50
406	Elective Major II	6	50
407	Seminar on Contemporary Management Issues	6	50
408	Viva-Voce	50	
	Summer Internship		150
	Report Examination	50	
	Term Paper	30	
	Class Assignment	20	
		<u>42</u>	<u>500</u>

Course No. 401 : BUSINESS POLICY AND STRATEGIC ANALYSIS

*Objective :*

The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

*Course Contents :*

Business Policy as a Field of Study : General Management Point of View, Vision, Mission, objectives and Policies; Environmental Analysis and Internal Analysis; SWOT analysis; Impact Matrix; The experience curve; BCG Matrix; GEC Model Industry Analysis; Concept of value Chain; Mc Kinsey's 7S Analysis, Concept of Value Chain, Knowledge Management.

Corporate Philosophy and Corporate governance, objectives and Policy distinction and Significanes-Business ethics and social responsibility.

Corporate strategy : Concept, types, formulation and implementation, integrated approach to central management.

SUGGESTED READINGS

Ansoff, H. Igor; *Implanting Strategic Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc.

Budhiraja, S.B. and Athreya, M.B. : *Cases in strategic Management*, New Delhi, Tata McGraw Hill.

Christensen, C.R. etc. : *Business Policy : Text and Cases*, 6th ed.,

Homewood, Illinois, RichardD. Irwin.

Glueck, William F. : *Strategic Management and Business Policy*, 3rd ed., New York, McGraw Hill.

Hax, A.C. and Majluf, N.S. : *Strategic -Management*, Englewood Cliffs, New Jarsey, Prentice Hall Inc.

Hamel, G. and Prahlad, C.K. : *Competing for the Future*, Boston, Harvard Business School Press.

Peters, Tom; *Business School in a Box*, New York, Mac Millan.

The list of cases (at least two cases are compulsory) and specific references including recent articles will be announced in the class at the time of launching of course.

Course No. 402: ENTREPRENEURSHIP

*Objective :*

The course is designed to provide study and analysis of the distinctive factors that influence entrepreneurial activity in various cultural environments; and to encourage entrepreneurial spirit and skills.

*Course Contents :*

The concept of entrepreneurship : Nature and historical evolution

Entrepreneurship and economic development

Factors influencing the kind of entrepreneurship required for different kind and size of business

Entrepreneurship and culture

Sociological and Psychological theories of entrepreneurship.

Entrepreneurship development : Role of training facilities, incentives, Protection

Entrepreneurial successes : The key analytical and functional skills to cope with the turbulent marketplace

SUGGESTED READINGS

To be given by the Class Instructor

The list of cases (at Least two cases are compulsory) and specific references including recent articles will be announced in the class at the time of launching of the course.

Course No. 403: SMALL BUSINESS MANAGEMENT

*Objective:*

This course aim of providing the students insight into the nature of SSI. He will be exposed to various aspects of establishment and management of small scale industries.



*Course Contents :*

Definition of SSI. Difference between SSI & Cottage Industry. Legal Frame-work, Sources of Information, Forms of Organisation. Feasibility Report, Registration, Licencing Regulation Covering SSI Institutional Assistance Incentive etc. : Financial Incentives, Tax Benefits

Infra-structure for SSI. inputs of SSI

Production planning : Selection of Site, Plant Location and layout, Production Planning and Control

Cost of Production Cash Flow Management, Working Capital Management, Capital Structure

Marketing the product Price, Distribution, . Promotion, Export Marketing Problems and Prospects of SSI

*SUGGESTED READINGS*

Vasant Desai Organisation and Management of SSI, Himalaya Publishing House, Bombay

Vasant Desai : Problems and Prospects of SSI in India, Himalaya Publishing House, Bombay

Vasant Desai Management of SSI, Himalaya Publishing House, Bombay

B.N. Ahuja: SSI in India, Verma Bros., Delhi

G. D. Sharma : How to Start Your Own Small Industry

Dr. Shashikala :.Management of SSI, Deep & Deep Publication. New Delhi

The list of cases (at least two cases on Compulsory basis) and specific reference including recent articles will be announced in the class at the time of launching of the course

## Course No. 404: PROJECT MANAGEMENT

*Objective :*

The objective of the course is to help the students to acquire practical understanding and develop skills for project preparation and implementation.

*Course Content :*

Project Management : Aspects of Project Management in forms of project organisation, project control, human aspects of project management. The project Manager's jobs

Market Potentiality Analysis Identification of Opportunities, Evaluation of Market and Potential Demand

Technical Analysis : Materials and Inputs Production Technology,

Product Mix, Plant Capacity, Location and Site Selection, Projection Charts, Layout and work schedules

Cost and Profitability : Estimation of cost of Project, means of finance. Estimation of Working Capital, estimation of cost of Production, working results and profitability

Financial Project : Projection Balance Sheet and Projected Cash Flow Statements

Project Appraisal Criteria : Pay Back Period : Accounting Rate of Return. Debt Service Coverage Ratio. Net present value, Benefit Cost Ratio, Internal Rate of Return and Annual Capital charge Project Implementation and Management : Project Monitoring and Cost Control System. Network analysis, Resource Scheduling and Levelling Crashing of project cost

*SUGGESTED READINGS*

Prasana Chandra : Project Preparation. Appraisal and Implementation, Tata McGraw Hill Publishing Co., New Delhi

D.K. Jain : Project Planning and Appraisal in Planned Economy, Uppal Publishing House, New Delhi

Deneis Look : Project Management, Geleotia Book Service, New Delhi

M. Mohsin : Project Planning and Control, Vikas Publishing House, New Delhi

A.K. Sinha and Rama Singh : Project Engineering and Management, Vikas Publishing House, New Delhi

The list of Cases (at least two cases on compulsory basis) and specific references including recent articles will be announced in the class at the time of launching of the course.

## Course No. 405: DECISION SUPPORT SYSTEMS &amp; MANAGEMENT INFORMATION SYSTEM

*Objective :*

The objective of the course is to develop the basic understanding of D. S. S. & MIS for business organisations.

*Course Contents :*

MIS Meaning & Role of Management Information Systems- systems Approach, systems view of business, concepts of synergy & entropy. Management, Organisation, Theory and systems Approach.

Physical and conceptual models of organisation, database management systems-objectives and technical overview of hierarchial, network and relational models. Management responsibility.

Evolution of computer Based Information Systems-EDP, Basic Info.

Systems for functional areas-programmed and non-programmed decision making, Enterprise wide information systems.

Planning for an Information System-setting goals and objectives, Life-cycle concept, Prototype approach, System Analysis and Design. Major Trends in technology, CASE tools.

DSS Managerial Decision Making: Decision making process, problem solving techniques, how decisions are being supported, decision styles, group decision making features of various CBIS. Features of GDSS and EIS/ESS. Basic configuration of a DSS, support for decision making phases, approach to development of DSS. Models and Facilities used in DSS. Dichotomous model of mind-Newell Simon model, cognition theory/style, heuristics their application in information system design. AI & Expert systems.

#### SUGGESTED READINGS

Keen, Peter G.W. : Decision Support System an Organisational Perspective, Addison, Wesley Pub.

Theierauff, Robert J. : Decision Support System for Effective Planning, Prentice Hall, 1982

Krober, Donald W and Hugh J. Watson : Computer Based Information System New York, 1984

Davis L. Michael W .A. : Management Approach, Macmillan Publishing Company, Prentice Hall New Jersey, 1988

Andrew, P. : Decision Support System Engineering, Sage, John Wiley & Sons, New York, 1991

Leod, Raymond Me J.R. : Management Information Systems, Macmillan Publishing Company, New York, 5th ed., 1993

Turban, Efrain : Decision Support & Expert System, Management Perspective, Macmillan Publishing Company, New York, 1988

Management Information Systems by Gordon B. Davis & Margarete Olson, Tata McGraw Hill Publication

Information System for Modem Management-Murdick, Ross &. Clagget. PHI.

Management Information System-Laudon & Laudon, PHI

The list of Cases (at least two cases on compulsory basis) and specific references including recent articles will be announced in the class at the time of launching of the course.

#### Course No. 407: SEMINAR ON CONTEMPORARY MANAGEMENT ISSUES

#### Course No. 408: VIVA-VOCE

	Marks
Viva-Voce	50
Summer Internship Report	50
Term Paper	30
Class Assignment	20
	<hr/>
	150

**ELECTIVE COURSE**

<i>Course No.</i>	<i>Course</i>	<i>Maximum Marks</i>
<b>(A) Marketing Group Course</b>		
MM 01	Consumer Behaviour	50
MM 02	Advertising Management	50
MM 03	International Marketing	50
MM 04	Sales and Distribution Management	50
MM 05	Industrial Marketing	50
MM 06	Brand Management	50
<b>(B) Organising Behaviour and Human Resource Development</b>		
OBH 01	Management of Industrial Relations	50
OBH 02	Man power Development for Technological Change	50
OBH 03	Compensation Management	50
OBH 04	Management Training and Development	50
OBH 05	Organisational Change and Intervention Strategies	50
OBH 06	Human Resource Development : Strategies and Systems	50
<b>(C) Finance Group Course</b>		
FM 01	International Financial Management	50
FM 02	Management of Financial Services	50
FM 03	Management Control System	50
FM 04	Project Planning Analysis and Management	50
FM 05	International Financial Markets	50
FM 06	Working Capital Management	50
<b>(D) Production Group Course</b>		
OR		
<b>Production and Operation Management</b>		
POM 01	Purchasing and Material Management	50
POM 02	Total Quality Management	50
POM 03	Production Planning and Control	50
POM 04	Applied Operations Research	50
POM 05	Transportation Management	50
POM 06	World Class Manufacturing	50

**(E) Information Technology Management**

ITM 01	Management Support System
ITM 02	Business Process Re-engineering
ITM 03	System Analysis and Design
ITM 04	Strategic Management of Information Technology
ITM 05	Data Base Management
ITM 06	Telecommunications for Business

**(F) Small Business and Entrepreneurship Management**

SBE 01	Small Business Marketing
SBE 02	Financing of Small Business

**(G) International Business**

IB 01	International Accounting
IB 02	International Financial Management
IB 03	International Financial Markets
IB 04	Foreign Exchange Management
IB 05	Export-Import Procedures Documentation and Logistics
IB 06	International Economic Organisations

**(A) Marketing Group Course****MM-0 1 : CONSUMER BEHAVIOUR***Objective :*

The basic objective of this course is to develop and to understand about the consumer decision-making process so as to equip them with abilities and skills to use the behavioural concepts in effective marketing decision making.

*Course Contents :*

Consumer Behaviour : Issues and Concepts; Basic issues in consumer Behaviour; Consumer Attitude change; Influence of personality and self concept on Buying Behaviour, Models of Consumer Behaviour (Including Industrial Buyers Behaviour) The Buying Process : Consumer Involvement and Decision Making : Consumer motivation Information search Process and marketing strategy. Evaluation Criteria, Alternative Evaluation and Decision Rules, Belief, attitude, Purchase Behaviour and Post Purchase behaviour

Influence on Consumer Behaviour : Family buying influence, Family Life Cycle, Buying roles, Social and Cultural influences, social class. Psychographics and Lifestyles, Reference Group Cultural and its fundamental values shaping behaviour, Consumer - Behaviour Studies in India

## SUGGESTED READINGS

- Assael, H. : Consumer : Behaviour and Marketing Action, Ohio, South Western, 1995
- Engle, J.F. etc. : Consumer Behaviour, Chicago, Dryden Press, 1993
- Howard, L.A. and J.N. Seth : Theory of Buyer Behaviour, John Wiley & Sons, New York
- Howard, John A. etc. : Consumer Behaviour in Marketing, Englewood Cliffs, New Jersey, Prentice Hall inc., 1989
- Hawkins, D.I. etc : Consumer Behaviour : Implications for Marketing Strategy, Texas, Business, 1995
- Kerby, J.K. : Consumers Behaviour, Dunna Donnelley, New York
- Mehta, S.C. : Indian Consumers, Tata McGraw Hill, New Delhi
- Mowen, John C. : Consumer Behaviour, New York, Macmillan, 1993
- Schiffman, L.G. and Kanuk, L.L. : Consumer Behaviour, New Delhi, Prentice Hall of India, 1994

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

## NM-02 : ADVERTISING MANAGEMENT

*Objective :*

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

*Course Contents :*

Advertising's Role in the Marketing Process : Legal Ethical and Social Aspects of Advertising; Process of Communication Wilbar Schramm's model, Two Step Flow of communication. Theory of Cognitive, Dissonance and clues for Advertising Strategies : Use of Advertising for Stimulating Primary and Selective Demand-Objective setting and Market Positioning Dagmar Approach-Determination of Target Audience

Creative Strategy : Building of Advertising Programme Message, Headlines, Copy, Logo, Illustration, Appeal, Layout. Campaign Planning

Media Planning : Media characteristics, Media Selection, Media Scheduling; Media Planning, Budgeting

Measuring Advertising Effectiveness : 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; Sales

promotion-Role of Creative Strategies, Comparative Advertising; Public Service Advertising; Advertising-Retail, National, Cooperative Political, International, Legal Interventions in Advertising

## SUGGESTED READINGS

- Aaker, David A. etc. : Advertising Management, 4th ed., New Delhi, Prentice Hall of India, 1985
- Beleh, George E. and Beleh, Michael A. : Introduction to Advertising and Promotion, 3rd ed., Chicago, Irwin, 1995
- Borden, William H. : Advertising, New York, John Wiley, 1981
- Borden and Marshall : Advertising Management, Richard D. Irwin Inc., Homewood, Illinois, 1971
- C.H. Sandage : Advertising Theory and Practice, Richard D. Irwin Inc., Homewood, Illinois, 1956
- David Ogilvy : Ogilvy on Advertising, Pan Books Ltd., London, 1985
- S.A. Chunawala and K.C. Sathia : Foundation of Advertising Theory and Practice, Himalaya Publishing House, 1985
- Hard, Norman : The Practice of Advertising, Oxford, Butter-worth Heinemann, 1995
- Gilgon, Colin and Growther, Geoffery : Advertising Management, Heritage Publishers, New Delhi, 1983
- Kirkson and Kroegar : Advertising Management
- Kleppner, Otto : Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986
- Kirkson, Charlen, J. and Kroojer : Adverting Principles and Problems, Richard Irwin Inc., Homewood, 1960
- Mahendra Mohan : Advertising-Concepts and Cases, New Delhi, McGraw Hill
- Ogilvy, David : Ogilvy on Advertising, London, Longman, 1983
- Sengupta, Subroto : Brand Positioning, Strategies for Competitive Advantages, New Delhi, Tata McGraw Hill, 1990
- The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course

## MM-03 INTERNATIONAL MARKETING

*Objective :*

The basic objective of this course is to acquaint the Students with environmental, procedural, institutional and decisional aspects of international marketing and to familiarise them with India's Export-Import Policy and Documentation Procedure.

*Course Contents :*

International Marketing : 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, Custom Union, Common Markets, Free Trade Zones, Economic Communities, Constraints on International Marketing-Fiscal and Non-Fiscal Barriers, Non-tariff Barriers; Agreements trading Partners-Bilateral Trade Agreements, Commodity and GSP India Scene : India and World Trade, Import and Export Policy (EXIM Policy). Direction and Quantum of India's Exports; Institutional Intra structure for Export Promotion : Export Promotion Councils. Public Sector Trading Agencies, ECGC, Commodity Boards etc; Procedure on Documents-Registration of Exporters, Export Quotations, Production and clearance of Goods for Exports, Shipping and Transportation. Insurance, Negotiation of Documents; Instruments of Payments-Open Account, Bill of Exchange; Letter of Credit-Export Finance; Strategies for India's Globalisation

International Marketing Mix : Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy. Pricing Strategy and Distribution strategy; Various Forms of International Business; Marketing of Joint ventures and Turnkey Projects

## SUGGESTED READINGS

- Bhattacharya, B. : Export Marketing; Strategies for Success, New Delhi, Global Business Press, 1991
- Johri, Lalit M. : International Marketing Strategies for Success University of Delhi, Faculty of Management Studies, 1980
- Gillihon & Hird : International Marketing, Room Helm, 1986
- Kahler : International Marketing, South, Western Publishing Co., 1983
- Kripalani, V H. : International Marketing, PHI, New Delhi, 1987
- Keegan Warren : Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995
- Kiemer, Ronald : International Marketing, South Western Publishing Co.
- Majaro, Simon : International Marketing, English Language-Book Society, 1984
- Pripalomi, V H. : International Marketing, Prentice Hall
- Paliwoda, Stenley O: International Marketing
- Saxena and Kapoor : International Marketing, Tata McGraw Hill Publishing Co. Ltd., New Delhi
- Terpstra, Vern and Sarathy. R. : International Marketing, Orlando, Dryden Press, 1991
- Varshney and Bhattachary International Marketing Management, S.

Chand & Co., New Delhi, 1984

Walter, I. and Murray, T. : Handbook of International Business, New York, John Wiley, 1988

Winter and Mehta : Export, Marketing Operations, Indian Institute of Foreign Trade, New Delhi

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

## MM-04: SALES AND DISTRIBUTION MANAGEMENT

*Objective :*

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

*Course Contents :*

Sales Management-Nature and Scope of Sales Management setting and Formulation, Personal Selling Objectives, Potential Determining Sales Policies, Formulating personal Selling strategy Sales force management : Personnel Management in the selling field. Recruiting and selecting sales personnel Developing and conducting sales. Training Programme; Designing and Administering compensation plans; Supervision of Salesmen; motivating sales, Personnel Sales meeting and sales contests

Organising the Sales Efforts : Purpose of sales organisation, setting up a sales organisation. Basic types of sales organisation, functions and Relationships; An overview of the marketing channels; channel intermediaries Wholesaling and Retailing; Logistics of Distribution; Channel Planning Operationalising Sales Management : Designing and Assigning territories and Allocating Sales Effort; Objectives and Quotas of Sales Personnel Developing and Managing sales Evaluation Programme

Controlling the Sales Effort : The Sales Budget purposes and procedure Quotas. Types of quotas and quota setting procedures. Administering the quota system. Non-use of sales quotas, Managing Marketing Channels; Marketing Channel Policies and Legal Issues; Information System and Channel Management; Assessing Performance of Marketing, Channels; International Marketing Channels Overall Sales Control and analysis

## SUGGESTED READINGS

- Sill, Cundiff and Govani : Sales Managements, Prentice Hall of India, New Delhi
- Albert Newgarden : The Field Sales Manager, D.B. Taraporevala Sons & Co. Pvt. Ltd., Bombay



Thomas C. Wotmbaj : Sales Management, Holt, Rinehart and Winston, New York

James M. Comer : Sales Management, Goodyear Publishing Co. Californi

P. Allen : Sales and Sales Management, Macdonald and Evans Ltd., London

#### MM-05 : INDUSTRIAL MARKETING

##### *Objective :*

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

##### *Course Contents :*

Industrial Marketing : Definition, Nature and Scope Difference between Industrial Marketing and Consumer Marketing; Nature of demands in Industrial Markets; Types of Industrial Goods and Services; Machinery and equipment; Raw Material, Fabricated Material; Component Parts; Research Goods and operating supplies; Widely functioning Demand; Sensitivity to inventory Policy Market Characteristics; Geographic Concentration; Industrial Buyer Behaviour; Industrial Purchasing

Planning Product Outline : Competitive Significance, Determining Product Objectives; Need for Review of Product Objectives; Establishing market Needs; Market Research and Market Information systems; Segmentation of Industrial Markets; Technology and the Industrial Markets; Product Decisions and Strategies; Industrial Services; Industrial Pricing; Customer Demand Volume, Price Relationship; Factors Other than price affecting volume, Price Differentiation among customer groups : Competitors Reaction to price changes, Customer Relations, Impact on other products. The pricing process

Product Distribution : Direct Indirect Mixed Industrial Middle Men; Marketing Logistics, Promotion of Industrial Products; Logistic Management, Industrial Marketing Communication. Sales Force Management; Industrial Marketing Strategy, Planning and Implementation Advertising, Sales Promotion, After Sales Service; Personal Selling to various types of customers Government, Private etc.

##### SUGGESTED READINGS

Alexander : Industrial Marketing

Corey, E. Raymod : Industrial Marketing; Cases and Concepts, 3rd ed.

Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983

Gross, A.C. etc. : Business Marketing, Boston, Houghton Mifflin, 1993

Hill. Richard etc. : Industrial Marketing, Homewood Illinois, Richard D Irwin, 1975

Reeder, Robert R. etc. : Industrial Marketing : Analysis, Planning and

Control, Englewood Cliffs, New jersey, Prentice Hall Inc., 1991

Webster, F.E. : Industrial Marketing Strategy, 2nd ed., New York, John Wiley, 1979

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

#### MM-06 : BRAND MANAGEMENT

##### *Objective :*

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

##### *Course Contents :*

Understanding Brands : Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity; Value addition from Branding-Brand-Customer Loyalty; Managing Brand; Brand Creation, Brand Extensions. Brand-product Relationships, Brand Portfolio; Brand assessment through research Brand Identity, Position, Image, Personality Assessment and Change, Brand Revitalisation; Financial Aspects of Brands; Branding in Different Sectors : Customer Industrial, Retail and Service Brands

##### SUGGESTED READINGS

Aaker, David, A. : Managing Brand Equity, New York, Free Press, 1991

Cowley, Don : Understanding Brands, London, Kogan Page, 1991

Czerniawski, Richard D. & Michael W. Maloney : Creating Brand Roylity, AMACOM, N.Y, 1999

Kapferer, J.N. : Strategic Brand Management, New York, Free Press, 1992

Murphy, John A. : Brand Strategy, Cambridge, The Director Books, 1990

Steward, P: Building Brands Directly London, MacMillan, 1996

Upshaw, Lyhn B. : Building Brand Identity : A Strategy for Success in a Hostile Market Place, New York, John Wiley, 1995

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



**(B) Organisation Behaviour and Human  
Resource Development**

**OBH-01 : MANAGEMENT OF INDUSTRIAL RELATIONS**

*Objective :*

Organisation efficiency and performance are intricately interlinked with industrial relations. The course is an attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

*Course Contents :*

Industrial Relations Perspectives : Industrial Relation and the Emerging Socio-economic Scenario; Industrial Relations and the state; legal Framework of Industrial Relations Growth Role and Future of Trade Unions in India : Trade Union and the Employee; Trade Union and the Management Discipline and Grievance management; Negotiation and Collective Settlements; Participative Management and Co-ownership; Productive Bargaining and Gain Sharing; Employee Empowerment and Quality Management; Industrial Relations and Technological Change

*SUGGESTED READINGS*

Kochan, T.A. & Zatz Henry : Collective Bargaining and Industrial Relations, 2nd ed., Homewood, Illinois, Richard D. Irish, 1998

Mamkoottam, K. : Trade Unionism : Myth and Reality, New Delhi, Oxford University Press, 1982

Niland, J.R. etc., : The Future of Industrial Relations, New Delhi Sage, 1994

Papola, T.S. & Rodgers, G. : Labour Industrious and Economic Development in India, Geneva, ILO, 1992

Ramaswamy, E.A. : The Rayon Spinners : The Strategic Management of Industrial Relations, New Delhi. Oxford University Press, 1994

Virmani, B.R. : Participative Management vs Collective Bargaining, New Delhi, Vision, Books. 1998, 7, Webb, Sideney & Webb, Beatrice, Industrial Democracy, Melbourne Longman, 1987

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

**OBH-02 : MANPOWER DEVELOPMENT FOR  
TECHNOLOGICAL CHANGE**

*Objective :*

Recent years have witnessed rapid technological changes affecting industry and business in different ways. This course aims to discuss the major aspects of technological change and the kind of human resources

management strategies and steps which may equip the organization and its human resource to adequately cope with such changes

*Course Contents :*

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

*SUGGESTED READINGS*

Clark, Jon : Managing Innovation and Change, University of Southampton, 1995

Clark, Jon : Human Resource Management and Technological Change, London, Sage, 1993

Campbell, A. and Warner, M. : New Technology, Skills and Management, London, Houtledge, 1992

Rastogi, P.N. : Management of Technology and Innovation, New Delhi, Sage, 1995

Warner, M. : New Technology and Manufacturing Management, London, Wiley, 1990

Womack, J.P. etc. : The Machine That Changed the World, New York, Maxwell Macmillan, 1990

Whittakar, B.H. : Managing Innovation, Cambridge, Cambridge University Press, 1990

The list of case and specific reference including recent articles will be announced at the time of launching of the course.

**OBH - 03: COMPENSATION MANAGEMENT**

*Objective :*

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

*Course Contents :*

Conceptual and Theoretical Understanding of Economic Theory : Related to Reward Management; Competitive Imperatives; Productivity Quality, Service, Speed, Learning; Planning for Improved Competitiveness; Diagnosis and Bench marking, Obtaining commitment Determination of

Inter and Intra-industry Compensation Differentials of : Internal and External Equity in Compensation Systems; 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. Understanding Different components of compensation Packages like Fringe Benefits Incentives and Retirement Plans; Compensation Practices of Multinational Corporations and Strategic Compensation Systems; Statutory Provisions Governing Different Components of Reward systems, Working Different Institutions Related to Reward System Like Wage Boards, Pay Commissions

#### SUGGESTED READINGS

- Armstrong Michel and Murlis, Helen : Reward Management : A Salary Administration, London, Kegan Paul, 1988
- Bergess, Lenard R. : Wage and Salary Administration, London, Charles, E-meril, 1984
- Capeman, George : Employees Share Ownership, New York, Kogan Page, 1991
- Hart Robert : A Economics of Non-Wage Labour Costs, London, George Aller and Unwin, 1984
- Hendorson, Richard I. : Compensation Management; Rewarding Performance, 6th ed., Englewood cliffs Prentice Hall Inc., 1994
- Micton, Rock : Handbook of Wage and Salary Administration, 1984
- The list of cases and specific reference including recent articles will be announced in the class at the time of launching of the course.

#### OBH-04 : MANAGEMENT TRAINING AND DEVELOPMENT

##### *Objective :*

The purpose of this paper is to provide an in-depth under-standing of the role of training in the HRD and to enable the course participants to manage the Training systems and processes.

##### *Course Contents :*

Training Process : An Overview; Role Responsibilities and Challenges to Training Managers; Organization and Management of Training Function; Training Needs Assessment and Action Research; Instruction Objectives and Lesson Planning; Learning Process; Training Climate and Pedagogy; Developing Training Modules Training Methods and Techniques : Facilities Planning and Training Aids; Organising the training Department, controlling training, Training Communication; Training Evaluation; Training and Development in India

#### SUGGESTED READINGS

- Beunet, Roger ed. : Improving Training Effectiveness Aldershot, Gower, 1988
- Buckley, R, and Caple, Jim : The Theory & Practice of Training, London, Kogan and Page, 1995
- Lynton, R. Parcek, U. : Training for Development, 2nd, ed. New Delhi, Vistaar, 1990
- Paper, Allan, D. : Managing the Training and Development Function, Aldershot, Gower, 1984
- Rae. L. : How to Measure Training Effectiveness, Aldershot, Gower, 1986
- Reid, M.A. etc. : Training Interventions : Managing Employee Development, 3rd, ed., London, IPM, 1992
- Senge, P. : The Fifth Discipline : The Art and Practice of the Learning Organization, London, Century, 1992
- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

#### OBH-05 : ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES

##### *Objective :*

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

##### *Course Contents :*

Organization Change-An Overview Approaches to Problem Diagnosis; Some Major Techniques of Planned Change; Stepslin OD General, OD competencies, OD Skills, Designing Interventions-Interpersonal, Team Intergroup and System; Evaluation of OD, Ethics of OD Professional, Future of OD

#### SUGGESTED READINGS

- Abad, Ahmad, etc. : Developing Effective Organization, New Delhi Sri Ram Centre for Industrial Relations, 1980
- De Nitish : Alternative Designs of Human Organization, London, Sage, 1988
- French, W.H. and Bell, C.H. : Organization Development, New Delhi, Prentice Hall of India, 1991
- French, W.L. etc. : Organization Development, Theory, Practice and Research, 3rd ed., New Delhi, Universal Book Stall, 1990
- Harvey, D.F. and Brown, O.D. : An Experimental Approach to Organization Development, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990

Huse, F.E. and Cummings, T.G. : Organization, Development and Change, 3rd ed., New York, West, 1985

Sinha, Dharani, P. etc. : Consultants and Consulting Styles, New Delhi, Vision, 1982

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

#### OBH-06 : HUMAN RESOURCE DEVELOPMENT STRATEGIES AND SYSTEMS

##### *Objective :*

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

##### *Course Contents :*

Field of HRD Concepts, Goals, Challenges; HRD climate and Practices in India; Staffing HRD Function; Developing HRD for Workers; HRD Intervention; HRD Approaches for coping with Organisational Change : Case Studies of HRD in Indian Organization

##### SUGGESTED READINGS

Dayal, Ishwar : Successful Applications of HRD, New Delhi, New Concepts, 1996

Dayal Iswar : Designing HRD Systems, New Delhi, Concept, 1993

Kohil, Uddesh and Sinha, Dhampi P. : HRD Global Challenges & Strategies in 2000 A.D., New Delhi, ISTD, 1995

Maheshwari, B.L. and Sinha, Dharni P: Management of Change Through HRD, New Delhi, Tata McGraw Hill, 1991

Pareek, U etc. : Managing Transitions; The HRD Response, New Delhi, Tata McGraw Hill, 1992

Rao, T.V etc. : Alternative Approaches; Strategies of Human Resource Development Jaipur, Rawal, 1988

Silvera, D.N. : HRD : The Indian Experience, New Delhi, India, 1991

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

### (C) Finance Group Course

#### FM-01: INTERNATIONAL FINANCIAL MANAGEMENT

##### *Objective :*

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

##### *Course Contents :*

Multinational Financial Management : An overview; Evolution of the international Monetary 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

##### SUGGESTED READINGS

Abdullah, F.A. : Financial Management for the Multinational Firm, Englewood Cliffs, New Jersey, Prentice Inc., 1987

Bhalla, V K. : International Financial Management, 2nd ed., New Delhi, Anmol, 2001

Buckley, Adrian : Multinational Finance, New York, Prentice Hall Inc., 1996

Kim, Suk and Kim, Seung : Global Corporate Finance; Text and Cases, 2nd ed., Miami Florida, Kolb, 1993

Shapiro, Alan C. : Multinational Financial Management, New Delhi, Prentice Hall of India, 1995

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

#### FM-02: MANAGEMENT OF FINANCIAL SERVICES

##### *Objective :*

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

##### *Course Contents :*

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 Funds; Merchant Banking Services : Managing of issue shares and bonds- Mobilising of Fixed Deposits-Inter-Corporate Loans-International

Finance; Other Financial services-Leasing and Hire Purchase; Debt Securitisation; Housing Finance Credit Cards; Banking and Insurance; Venture Capital, Factoring forfaiting and Bill Discounting, Insurance; The Tax Environment and Financial Services

SUGGESTED READINGS

Bhalla, V K. : Management of Financial Services, Anmol, New Delhi, 2001

Bhalla, V.K. and Dilbag Singh : International Financial Centres, New Delhi, Anmol, 1997

Ennew, C. Trevor Watkins & Mike Wriath : Marketing of Financial Services, Heinemann Professional Pub., 1990

Gordan, E. and K. Natraja : Emerging Scenario of Financial Services, Himalaya Publishing House, 1997

Meidan, Arthur Brenne, M. : Option Pricing : Theory & Applications, Toronto, Lexington Books, 1983

Kim, Suk and Kim Seung : Global Corporate Finance-Text and Cases, 2nd ed., Miami Florida, Kolb, 1993 .

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

FM-03: MANAGEMENT CONTROL SYSTEM

*Objective:*

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

*Course Contents :*

Management Control : An Overview : Nature, Scope and Concept of Management Control Systems. Organization Goals, Strategic Planning and Implementations, Organisational Structure, Contingency Theory, Organizational climate, Position of Controller in the Organisation Structure of an Organization Management Control Process : Programming, Budgetary Planning and procedures. Budgetary Control; Analysis of Variances, Flexible Budgeting, Zerobase Budgeting, Performance Budgeting, Accounting Aspects of Control including Internal Audit and Control and Value for Money, Analysis and Reporting, Variance Reporting Management Control Structure : Responsibility Centre, Responsibility Accounting, Cost Centre, Profit Centre, Inter-divisional Transfer Pricing, Measurement of Divisional Performance including Performance Evaluation : Qualitative, and Quantitative, Investment Centre. Behavioural Aspect of Management Control :

Motivation and Morale, Goal Congruency, Participative and Responsive Management. Human as a Part of Information Process, Learning Curves. Management Control in Specialised Organisation : Selected Case Studies Control in Specialised Organisation : Selected Case Studies on Non-profit and Public Service Organizations

SUGGESTED READINGS

Anthony, R.N. and Govindrajana, V: Management Control Systems, 8th ed. Taraporevala, Chicago, Irwin, 1995

Emmanuels, C. and Otley, D. : Accounting for Management control, London, Nostrand Reinhold, 1985

Ghosh, P.K. and Gupta, G.S. : Cost Analysis and Control, New Delhi, Vision 1985

Glynn, J.J. : Value for Money; Auditing in Public Sector, London, Prentice Hall Inc., 1985

Hersey, P. and Blanchard, H.B. : Management of Organization Behaviour : Utilising Human Resources, New Delhi, Prentice Hall of India, 1988

Maciariello, J.A. and Kirby, C.J. : Management Control System, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994

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

FM-04: PROJECT PLANNING, ANALYSIS AND MANAGEMENT

*Objective :*

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

*Course Contents :*

Generation and Screening of Project Idea : Capital Expenditure Importance and Difficulties; Market Demand and Situational Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis; Multiple Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects; Project Financing in India; Problem of Time and Cost Over run in Public Sector Enterprises in India; Assessment of the Tax Burden; Environmental Appraisal of Projects

## SUGGESTED READINGS

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

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

## FM-OS : INTERNATIONAL FINANCIAL MARKETS

*Objective :*

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

*Course Contents :*

History of The International Financial System. The rise and Fall of Bretton Woods, Globalisation and the Growth of derivatives, the crash of 1994-96 and Beyond. Euro-Currency Market, Euro-banking and Euro-Currency Centres, Deposit Dealing and the Term Structure of Euro-currency Rates, Euro-currency Futures and Options, Syndicated Euro-credits. International Bond Markets : Introduction, New issue Procedures in the Eurobond Markets, Eurobond valuation and hedging Interest Rates and Currency Swaps, Pricing Option, features of International Bonds, Forecasting and the Image of the Future central Bank and the Balance of payment the European Monetary System and Other Regional Artificial Currency areas. New Instruments in International Capital Markets International Banking and Country Risk, International Portfolio diversification, International transfer pricing

## SUGGESTED READINGS

- Bhalla, V K. : International Financial Management, 2nd ed. New Delhi, Anmol, 2001
- Bhalla, V K. : Managing International Investment and Finance, New Delhi, Anmol, 1997
- Buckley, Adrain : Multinational Finance, 3rd ed., Englewood Cliffs, Prentice Hall Inc., 1996

Eiteman, David K. and Stonehill, Arthur I. : Multinational Business Finance, California, Addison-Wesley, 1988

Johnson and Giaccotto : Options and Futures, St. Paul, West. 1995

Kim, Suk and Kim, Seung : Global Corporate Finance : Text and Cases, 2nd ed., Miami, Florida, 1993

Shapiro, Alan C. : Multinational Financial Management, New Delhi, Prentice Hall of India, 1995

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

## FM-06: WORKING CAPITAL MANAGEMENT

*Objective :*

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

*Course Contents :*

Working Capital : Nature and 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 Flow, Managing Corporate Liquidity and Financial Flexibility; Measures of Liquidity Determining the Optimum Level of cash Balances Bauriol Model, Beranek Model, Miller-Orr Model, Stone Model. Receivable Management : Determining the Appropriate Receivable, Policy, Marginal Analysis; Credit Analysis and Decision Heuristic Approach, Discriminant Analysis, Sequential Decision Analysis. Inventory Management : Kinds of Inventories, Benefits and Costs of holding Inventories, Inventory Management and Valuation, Inventory Control Models, Short term financing Programming. Working Capital Management : Financing of Working Capital Integrating Working Capital and Capital, Investment Process. Inflation and Working Capital Mechanics of Lending : Various Committee reports; credit authorization scheme. Monetary System, Money Market in India

Banking System in India : The Restructuring Process, Working Capital control and Banking Policy in India; Instruments of the International Money Market, Managing Short term International Transactions



## SUGGESTED READINGS

- Bhalla, V K. : Working Capital Management : Text and Cases, 4th ed., Delhi, Anmol, 2001
- Hampton J.J. and C.L. Warier : Working Capital Management, John Wiley & Sons, 1989
- Mannes, T.S. and J.T. Zieilow : Short-term Financial Management, West Publ. Co., 1993
- Scherr, F.c. : Modern Working Capital Management, Prentice Hall, 1989
- Smith, Keith V and G.W. Gallinger : Readings on Short-term Financial Management, 3rd ed., West Pub. Co., 1988
- Kuchhal, S.C. : Financial Management, Chaitanya Publishing House, Allahabad .
- Khan & Jain : Financial Management, Tata McGraw Hill, New Delhi
- Pandey, L.M.: Financial Management, Vikas Publishing House, Delhi
- Basant Raj : Corporate Financial Management, Tata McGraw Hill
- O. Connel and Golberg : Elements of Financial Administration, Prentice Hall
- Pearson Hunt, C.M. Williams and Gordon Donaldson : Basic Business Finance, Text and Case, Richard D. Irwin
- Irwin Peffer : The Financing of Small Business, Macmillan Co., New York
- James, C. Van Home : Financial Management and Policy, Prentice Hall
- Walker and Baughn : Financial Planning and Policy, Harper & Row

**(D) Production Group Course**

## POM-01 : PURCHASING AND MATERIAL MANAGEMENT

*Objective :*

The key objective of this course is to acquaint the students with Decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organisation; Costreduction techniques in Pre-purchase, Purchase and Post-Purchase cost, reduction systems : Modern material planning and delivery systems like MRP and JIT, and Material handling and logistics systems.

*Course Contents :*

Role of Purchasing and Materials Management-Objectives, Organisation and Inter-relationships, Determination and Description of Material Quantity, Material Planning in Push and Pull System, MRP and JIT; Determination and Description of Material Quality Receiving and Incoming Quality Inspection. Acceptance Sampling Plans, Vendor-

Process Capability; Cost-Reduction Techniques standardisation, Simplification & Variety Reduction; Value Analysis and Engineering. Make or Buy Decisions, Purchasing Research, Sources of Supply, Price Determination and Negotiation, Vendor Rating, Selection and Development, Legal Aspects of Purchasing, Public Purchasing and Tendering : International Purchasing Procedures and Documentation : Purchasing of Capital Equipment Appraisal Methods, Evaluating Suppliers' Efficiency, Stores Layout, Classification Standardisation and Codification; Material Logistics Warehousing Management, Material Handling, Traffic and Transportation, Disposal of Scrap Surplus and Obsolete Materials : Inventory Control of Spare Parts, Materials Information System Computerised MIS for material management

## SUGGESTED READINGS

- Ansari, A. and Modarress, B. : JIT Purchasing, New York, Free Press, 1990
- Baily, P. etc. : Purchasing Principles and Management, London, Pitman, 1994
- Burt, David N. : Proactive Procurement, Englewood Cliffs, New Jersey, Prentice Hall, Inc., 1994
- Dobler, D.W. : etc. : Purchasing and Materials Management, New York, McGraw Hill, 1990
- Dutta, A.K. : Integrated Materials Management, New Delhi PHI, 1986
- Farrington, B. and Waters, Derck W. : Managing Purchasing London, Chapman and Hall. 1994
- Gopalakrishnan, P. and Sunderasha, M. : Handbook of Materials Management, New Delhi, Prentice Hall of India, 1994

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

## POM-02 : TOTAL QUALITY MANAGEMENT

*Objective :*

The objective of this course is to acquaint the students with the basic concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification Systems-ISO 9000 and other standards and their applicability in design manufacturing quality control and services, to closely interlink management of quality, reliability and maintainability for total product assurance; to focus on quality of services in contemporary environment.



*Course Contents :*

Basic Concept of Total Quality (TQ) : Evolution of Total Quality Management; Components of TQ LOOP : Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans; Statistical Process Control; Process Capability Studies; Humanistic Aspects of TQM : Management of Q.C. and Z.D. Programmes : Quality Improvement Teams : Q-7 tools : Quality Costs : Taguchi Loss Function : Functional Linkage of Quality with Reliability and Maintainability : Failure Analysis : (FTA/FMEA) and Optimum Maintenance Decisions; Total Productive Maintenance (TPM) : Quality Audits : Lead Assessment and ISO-9000 Standards : Marketing Aspects of T.Q. : Total Quality of Services : Total Quality and Safety : Six Sigma

## SUGGESTED READINGS

- Carruba, Eugene R. and Gorden, Ronald D. : Product Assurance Principles : Integrating Design Assurance & Quality Assurance, New York, McGraw Hill, 1991
- Grant Eugene L. and Leaverworth, Richards : Statistical Quality Control, McGraw Hill, New York, 1991
- Ireson, W.G. and Coombas, C.P. : Handbook of Reliability Engineering & Management, New York, McGraw Hill, 1988
- Lochner, Robert H. and Matar, Joseph E. : Designing for Quality, London, Chapman & Hill, 1990
- Pike, John and Barnes, Richard : TQM in Action, London, Chapman & Hill, 1994
- Schmidt, Warren H. and Finnigan, Jerone P. : TQ Manager, San Francisco, Jossey Bass, 1993
- Spensley, Paul : World Class Performance Through TQ, London, Chapman & Hill, 1992

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

## POM-03 : PRODUCTION AND PLANNING AND CONTROL

*Objective :*

To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions on one hand and the real world problems on the other in production planning and control.

*Course Contents :*

Production Planning and Control function; Material Requirement Planning; Production-Inventory Systems; Forecasting for Inventory and

Production Control; Aggregate Planning and production Planning Method Job Shop Planning; Scheduling and control of Production levels Just-in-time Production Line Balancing; Planning for High Volume Standardized Product Design of Production Control, System Procedures and Documentation in Production Planning and Control : Physical Distribution Problems Application of Computers; ERP

## SUGGESTED READINGS

- Burdige, John, L. : Principles of Production Control, London, Donald and Evans, 1981
- Caubang, Ted C. : Readings on Production Planning and Control, Geneva, ILO
- Greene, James H. : Production and Inventory Control Handbook, New York, McGraw Hill, 1987
- Mc Leavey, Dennis W. and Narasimhan, S.L. : Production and Inventory Control. Boston, Allyn and Bacon, 1985
- Peterson, R. and Silver, E.A. : Decision Systems for Inventory Management and Production Planning. New York, John Wiley. 1979
- Vollmann, T.E. etc. : Manufacturing Planning and Control, Homewood, Illinois, Richard D. Irwin, 1988
- Magee, F. John and Boodman, M. David : Production Planning and Inventory Control, ed. McGraw Hill Book Company, New York
- Eilon Samuel : Elements of Production Planning & Control, The Mac Milan Company, New York
- Moore Franklin and Menderian Thomas : Production/Operation Management, D.B. Taraporewala Sons. & Co. Pvt. Ltd. Bombay
- Vroom, H.N. : Production Management, D.B. Taraporewala Sons & Co. Pvt. Ltd., Bombay
- McNiece, E.H. : Production Forecasting, Planning & Control, 3rd ed. John Wiley & Sons Inc., New Delhi

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

## POM-04 : APPLIED OPERATIONS RESEARCH

*Objective :*

The course is designed to introduce the students to the principles of operations research techniques and their applications in decision making. Students will also be required to use computer packages for data processing purposes

*Course Contents :*

Parametric and Sensitivity Analysis; Inventory Control Models Under Uncertainty; Applied Queuing Models; Networks Model; Non-linear optimization Techniques-Quadratic Programming; Portfolio Management Problem; Replacement Models and Policies, Dynamic Programming; Reliability Models

## SUGGESTED READINGS

Ahuja, A.K. etc. : Network Flows, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993

Gould, F.J. etc. : Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993

Gupta, M.P. and Sharma, J.K. : Operations Research for Management, New Delhi National. 1997

Taha Harndy, A. : Operations Research : An Introduction, Macmillan, New York, 1992

Mathur, K. and Solow, D. : Management Science, Englewood cliffs, New Jersey, Prentice Hall Inc., 1994

Sharma, S.J.K. : Operations Research : Theory and Applications, New Delhi, Macmillan India, 2001

Srinath, L.S. : Operations Research for Executive, New Delhi, Affiliated East West Press, 1994

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

## POM-05 : TRANSPORTATION MANAGEMENT

*Objective :*

The objective of the course is to acquaint the students with the problems faced in planning policy and executing the transportation system.

*Course Contents :*

Growth of Urbanisation and Problems of Transport-Challenges and Limitations; Government Activities in Transportation; Transportation Systems Planning, Operation and Management; Trip generation and Distribution, Load Planning; Transportation Modes and their Selection; Sequential Travel Demand Forecasting Models; Future Developments in Transportation; Motor Vehicle Act, 1988 and its Impact on Urban Transport System; Emission, Norms

## SUGGESTED READINGS

Baerwald. J.E. : Transportation and Traffic Engineering Handbook, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1976

Bell, G. etc. : The Business of Transport Plymouth, McDonald and Evans, 1984

Dickey, J.W. : Metropolitan Transportation Planning, New Delhi, Tata McGraw Hill, 1980

Grey, G.E. and Hole, L.A. : Public Transportation Planning; Operations and Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1979

Gupta M.P. : Metropolitan Transportation System, New Delhi National, 1983

Papacostas, C.S. : Fundamentals of Transportations Engineering, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987

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

## POM-06 : WORLD CLASS MANUFACTURING

*Objective :*

To acquaint the students with the world class manufacturing environment and optimised production principles.

*Course Contents :*

World Class Manufacturing Environment : Imperatives for success-Technology, Systems approach and change in the mindset; Strategic decisions in Manufacturing Management; Choice of Technology, Capacity. Layout/Automation in Material handling systems : Aggregate Planning and Master Production Scheduling materials Requirement Planning (MRP) Software in Use manufacturing Resources Planning (MR-P-11) software in Use, Implementation Problems/Indian experience; Optimised Production; Technology Principles advocated by Eliyahu Goldtratt; Just-in time System; JIT Manufacturing Systems, JIT Pull system-Use of Kanban, JIT Purchase Source Development, Buyer-seller relations; Supply Chain Management/Bench Marking; Total Quality Management TQM Philosophy, TQM Principles, TQM tools including Circles. SQC/Acceptance samplings, Quality through design, QFD Quality House, Failure Mode effect analysis, Fault-tree analysis, Concurrent Engineering Principles Taguchis' Quality Loss function and Robust Design Concepts, Designing products through 'Fuzzy' Logic, Quality management Systems and ISO 9000 Standards; Total Productive Maintenance, Objective of TPM-Total System effectiveness, Breakdown maintenance, Preventive, Maintenance, Predictive Maintenance. Condition Monitoring Systems Maintenance Prevention, Maintainability improvement, Reliability improvement Total employee Involvement and Small Group Activities; Customerdriven Project Management

(Integration of TQM, Project Management Systems with customer-driven team structure); Automation in Design and Manufacturing : Automated Material handling equipments, Role of IT in World Class Manufacturing Flexible Manufacturing Systems (FMS), Group Technology /Cellular Manufacturing Systems : Six Sigma

#### SELECTED READINGS

Buffa, Elwoods and et. al. : Programmed Learning at for Production and Operations Management/Illinois, learning System Co., 1981  
 Dervitsiotis, Kostas N. : Operations Management, Auckland, McGraw Hill, 1981  
 Hughes Chris : Productions and Operations Management, London, Pan Books, 1985  
 Schonberger, Richard J. : Japanese Manufacturing Techniques N.Y. Free Press, 1982

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

### **(E) Information Technology Management**

#### ITM-01 : MANAGEMENT SUPPORT SYSTEMS

##### *Objective :*

This course has been designed to develop an understanding of the concepts and application of information technology based management support Systems.

##### *Course Contents :*

Overview of CBIS applications : Decision Making Concepts, A Need for Decision, Support. Decision, Modeling Exercises : Role of Decision Support Systems in Business, Modeling in Decision Support, Spread Sheet Software Systems and 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 Multiobjective and Analytic Hierarchy Process, Artificial Intelligence; Need and Application. AZ Based Systems : Fuzzy knowledge in Rule. Based System; Expert System Shells; Working on an Expert System Shell; Development of a Expert System Model for a Functional Area, Prolog-A Tool for AI Programming Executive Information Systems and their Applications

#### SUGGESTED READINGS

Bratko, Ivan, Prolog : Programming for Artificial Intelligence, 2nd ed. California, Addison. Wesley, 1990  
 Davis, Michael, W. : Decision Support, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988  
 Jayashankar, R. : Decision Support Systems, New Delhi, Tata McGraw Hill, 1989  
 Patterson, Dan, W. : Introduction to Artificial Intelligence and Expert Systems, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990  
 Rolph, Raul : How to Choose and Use an Executive Information System, New Delhi, Viva Books  
 Sprague, Ralph H. : Decision Support for Management, Englewood Cliffs, New Jersey Prentice Hall Inc., 1995  
 Turban, E. : Decision Support & Expert Systems, 2nd ed., New York, Mac-Millan, 1990

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

#### ITM-02 : BUSINESS PROCESS RE-ENGINEERING

##### *Objective :*

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

##### *Course Contents :*

Conceptual Foundation of Business Re-engineering; Role of Information Technology in BPR : Process Improvement and Process Redesigns; BPR Experiences in Indian Industry; Process Identification and mapping : Role/Activity Diagrams, Process Visioning and Benchmarking. Business Process Improvement Business Process Redesign; Man Management for BPR Implementation; Re-organizing People and Managing Change.

#### SUGGESTED READINGS

Carr, D.K. and Johansson, H.J. : Best Practices in Re-engineering, New York, Graw Hill, 1995  
 Champy James : Re-Engineering Management : The Mandate for New Leadership London, harper Collins, 1995  
 Coulson, Thomas, C.: Business Process Re-engineering; Myth & Reality, London, Kogan Page, 1994  
 Davenport, T.H. : Process Innovation : Re-engineering Work Through

Information. Technology Boston, Harvard Business School Press, 1993

Hammer, Michael : Re-engineering the Corporation : A Manifesto for Business Revolution, London, Nicholas Brealey, 1993

Jayaraman, M.S. etc. : Business Process Re-engineering, New Delhi, Tata McGraw Hill, 1994

Peppard, J. and Rowland, P. : The Essence of Business Process Reengineering, New York, Prentice Hall Inc., 1995

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

#### ITM-03 : SYSTEM ANALYSIS AND DESIGN

##### *Objective :*

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

##### *Course Contents :*

Overview of Systems Analysis and Design; Software applications today the changing scenarios-Introduction to different methodologies and Structured System Analysis-Problem identification requirement analysis; tools and techniques-feasibility analysis-Operational Technical and Economical Feasibility-details of SDLC approach. Business Systems Concept; Systems Development Life Cycle; Project Selection, Feasibility Study. Tools for Analysis and Design of Business System; Methodologies. Available; Need for Structure Techniques; Structured Techniques Available System Requirement Specification and Analysis; Data Flow Diagrams; Dictionaries; Process Organisation and Interactions; Decision Analysis; Decision Trees and Tables; Expansion, explosion 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 Setup; Project Management Techniques for Managing Software Project

##### SUGGESTED READINGS

Awad, Elias M. Systems Analysis and Design, 2nd ed. New Delhi, Prentice Hall of India, 1990

Coad, Peter and Edwar, Yourdon : Object-Oriented Analysis, 2nd ed., Englewood Cliff, New Jersey, Yourdon Press, 1991

Hawryszkiewycz : LT. Introduction to Systems Analysis and Design, 2nd, ed., New Delhi, Prentice Hall of India, 1991

Marco T.D. : Structured Analysis & System Specification, New Delhi, Yourdon Press, 1989

Rajaraman, V: Analysis and Design of Information Systems, New Delhi Prentice Hall of India, 1991

Van Over, Daid : Foundations of Business Systems, Fort Worth, Dryden Press, 1992

Whitten. J.L. etc. : System Analysis and Design, Methods, New Delhi, Galgotia, 1994

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

#### ITM-05 : DATA BASE MANAGEMENT

##### *Objective :*

This course has been designed to introduce the participants with the application of systems designed to manage the data resource of organizations. It provides the participants an opportunity to study the hands-on implementation of a database in corporate environment.

##### *Course Contents :*

Data Processing Concepts : Data Structures; File Processing and Access Methods; Taxonomy of Data Management Systems; Various Data Base Management Models, Evaluation of Commercially Available software Systems with managerial Emphasis on Tradeoffs Among Cost, Capacity, and Responsiveness; Function of Transaction Processes and their Communications Interface with Database Management Systems; Distributed Data Processing Systems and a Need for Database Environment for such a System. Physical Database Structures; Normalization and Logical Design; Query Languages Distributed Data Base Systems; On-line Data Bases; object oriented Data Bases Managerial Issues Related to Data Base Management; Evaluation Criteria; Performance Analysis; Recovery Issues; Re-organisation Problems; Implementation and Maintenance Issues; Database Administration

##### SUGGESTED READINGS

Coad, Peter and Edward, Yourdon : Object-Oriented Analysis, 2nd ed., Englewood Cliff, New Jersey, Yourdon Press, 1991



Kroenke, David M. : Database Processing : Fundamentals, Design, Implementation, 4th ed., New York, Mc-Millan, 1992

McFadden, Fred R. and Hoffer, Jeffrey A Database Management, 3rd ed., Redwood City, Benjamin-Cummings, 1991

Pratt, Philip J.A. : Guide to SQL, Boston, Boyd and Fraser, 1990

Salemi, Joe : Client/Server Data Bases, Emeryville, California, Ziff Davis Press, 1993

Systems and Developers Manuals for an RDBMS such as Oracle

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

#### ITM-06 : TELECOMMUNICATIONS FOR BUSINESS

##### *Objective :*

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

##### *Course Contents :*

Computers and Communications : The Information Technology; The Concept of Global Village; On-line information Services; Electronic Bulletin Board Systems; The Internet; Interactive Video; Communications. Channels Communications Networks; Local Networks; Managerial Issues Related to Telecommunications Clients/Server Computing; Communication Servers; Digital Networks, Electronic Data Interchanges and its Applications

Enterprise Resource Planning Systems : Inter Organizational information Systems Value Added Networks; Wireless; Networks. Managing in the Marketplace; Electronic Commerce and Internet; Applications of Internet. Internet and Extranet in Business Organizations; Using Internet for Business EIS; Internet as a Vehicle for transacting Business

##### SUGGESTED READINGS

Derfler, Frank, J. : Guide to Linking LANs, Emeryville, California, Ziff Davis Press, 1992

Derfler, Frank, J. : Guide to Connectivity ed., Emeryville Calif, Ziff-Davis Press, 1992

Estabrooks, Maurice : Electronic Technology, Corporate Strategy and World Transformation, Wastport, Quoram Books, 1995

Fitzgerald, Jerry : Business Data Communication; Basic concepts,

Security and Design; 4th ed., New York, John Wiley, 1993

Keen, Peter and Cummius, Michael : Networks in Action : Business, Choice and Telecommunications Decisions, Belmont, CA Wads Worth, 1994

L Quey, Tracy : The Internet Companion : A Begineer's Guide to Global Networking, California Addison, Wesley, 1994

Salemi Joe : Client/Server Data Bases, Emeryville, California, Ziff Davis Press, 1993

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

#### **(F) Small Business and Entrepreneurship Management**

##### SME-01 : SMALL BUSINESS MARKETING

##### *Course Contents :*

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 Competitors Analysis; Techniques of Conducting Industry Analysis

##### SUGGESTED READINGS

Albert, Kenneth J. : The Strategic Management Handbook, New York, McGraw Hill, 1983

Allio Robert J. : The Practical Strategist; Business and Corporate Strategy in the 1990s, Clifornia, Ballinger, 1988

Apsoff, H.I. : Implementing Strategic Management, Englewood Cliffs, Prentice Hall Inc., 1984

Harnel, Gary and Prahlad, C.K. : Completing for the Future, Boston, Harvard Business School Press, 1994

Hax. A.C. and Majilyf, N.S. : Readings in Strategic Management, Cambridge, Ballinger, 1984

Porter Michael E. : Competitive Advantage, New York, Free Press, 1990

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



## SME-02 : FINANCING FOR SMALL BUSINESS

*Objective :*

The objective of the course is to familiarise the participant with the various modes of Small Business Financing.

*Course Contents :*

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

Bhalla, V.K. : Financial Management and Policy, 2nd ed., New Delhi, Anmol, 1998

Bhattacharya, C.D. : Public Sector Enterprises, in India, Allahabad, KitabMahal, 1990

Desel, Vasant : Small Scale Industries and Entrepreneurship, Bombay, Himalaya, 1995

Pickle, Hal B and Abrahamjon, Royee L. : Small Business Management, 5th ed., New York, John Miley, 1990

Schumacher, E.F. : Small is Beautiful, New Delhi Rupa, 1990

Staley, E and Morsey, R. : Small Scale Industries in the Developing Countries, New York, Mc-Graw Hill

Vepa, Ram N. : How to Success in Small Industry, New Delhi, Vikas, 1984

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

**(G) International Business**

## IB-01 : INTERNATIONAL ACCOUNTING

*Objective :*

The objective of this course is to acquaint the students with the accounting needs of International Financial Market and to analysis the accounting measurement and reporting issues unique to multinational business transactions.

*Course Content :*

International Dimensions of Accounting : conceptual Development and Comparative Development Patterns; Currency Transactions : Managing International Information Systems; International Perspective on Inflation Accounting : Financial Reporting and Disclosure; Analysing Foreign Financial Statement : Financial Management of- Multinational Entities; Transfer Pricing and International Accounting : International Standards and Multinational Corporations

## SUGGESTED READINGS

Arpon Jeffrey, S. and Radebaugh, Lee H. : International Accounting and Multinational Enterprises, new York, John Wiley, 1985

Choi, Frederick, D.S. and Mueller Gehard G. : International Accounting Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984

Evans, Thoms G. : International Accounting and Reporting, London, MacMillan, 1985

Gray, S.J. : International Accounting and Transnational Decisions, London, Butterworth, 1983

Holzer, H. Peter : International Accounting, New York, Harper & Row, 1984

Proadhan, Bimal : Multinational Accounting, London, Croom-Helm, 1986

Rathore, Shirin : International Accounting, Englewood Cliffs, new Jersey, prentice Hall Inc., 1966

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

## IB-02 : INTERNATIONAL FINANCIAL MANAGEMENT

*Objective :*

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

*Course Contents :*

Multinational Financial Management-An overview : Evolution of the International Monetary and Financial System; 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; Longterm Financing

## SUGGESTED READINGS

- Abdullah, F.A. : Financial Management for the Multinational Firm, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987
- Bhalla, V.K. : International Financial Management, 2nd ed., New Delhi, Anmol, 2001
- Buckley, Adrian : Multinational Finance, New York, Prentice Hall Inc., 1996
- Kim, Suk and Kim, Seung : Global Corporate Finance : Text and Cases. 2nd ed. Miami Florida, Kolb, 1993
- Shapiro, Alan C. : Multinational Financial Management, New Delhi, Prentice Hall of India, 1995

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

## IB-03 : INTERNATIONAL FINANCIAL MARKETS

*Objective :*

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

*Course Contents :*

History of the International Financial Systems-The rise and Fall of Bretton Woods, Globalisation and the Growth of Derivatives, The Crash of 1994-96 and Beyond, Euro-currency Market, Eurobanking and Euro-currency Centers. Deposit Dealing and the Term Structure of Euro-Currency Rates, Euro-currency Features and Options, Syndicated Euro-credits, International Bond Markets Introduction. New Issue Procedures in the Eurobond Markets, Eurobond Valuation and Hedging, Interest Rates and Currency Swaps, Pricing Option, Features of International Bonds Forecasting and the image of the Future. Central Banks and the Balance of Payment. The European Monetary System and Other Regional Artificial Currency Areas. New Instruments in International Capital Markets. International Banking and Country Risk. International Portfolio Diversification, International Transfer Pricing

## SUGGESTED READINGS

- Bhalla, V .K. : International Financial Management, 2nd ed., New Delhi, Anmol, 2001
- Bhalla, V .K. : Managing International Investment and Finance, New Delhi, Anmol, 1997
- Buckley, Adrian : Multinational Finance, 3rd ed., Englewood Cliffs,

Prentice Hall Inc., 1996

- Eiteman, David K. and Stonebill. Arthur I : Multinational Business Finance, California, Addison, Wesley, 1988
- Johnson and Giaccotto, Options and Futures, St. Paul, West 1995
- Kim, Suk and Kim, Seung : Global Corporate Finance, Text and Cases, 2nd ed., Miami, Florida, 1993
- Shapiro, Alan C. : Multi national Financial Management, New Delhi, Prentice hall of India, 1995

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

## IB-04 : FOREIGN EXCHANGE MANAGEMENT MARKETS

*Objective :*

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

*Course Contents :*

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

## SELECTED READINGS

- Aliber, R.Z. : Exchange Risk and Corporate International Finance, London, Macmillan, 1978
- Bhalla, VK. : International Financial Management, 2nd ed., New Delhi, Anmol, 2001
- Luca Somelius : Trading in the Global Currency Markets, N.J. Prentice Hall, 1995
- Shapiro, A.C. : International Financial Management, Boston, Allyn and Bacon, 1979
- Sutton, W H. : Trading in Currency Options, New York, Institute of Finance, 1987

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

#### IB-05 : EXPORT-IMPORT PROCEDURE DOCUMENTATION AND LOGISTICS

##### *Objective:*

The aim of the course is to acquaint the student with the export-import procedure, documentation and logistics.

##### *Course Contents :*

Documentation Framework Exim Documentation; International Business Contracts : Types, Formation, Elements, Legal Dimensions, Dispute Settlements and methods of Financing Exports including credit and collections, Uniform custom and practices (UCP) : Business Risk Coverage-Cargos Credit and Foreign Exchange Risk Coverage, Cargo Insurance, foreign Exchange Regulations and Formalities; Quality Control and pre-shipment; Inspection Concept Scheme and Procedures; Role of Clearing and Forward Agents; Excise clearance of cargo : Shipment of Export Cargo; Custom Clearance of Export Cargo; Custom Clearance of Import Cargo : Negotiations of Documents with Bank : Procedures and documentation for availing export incentives Duty draw backs, Import Licensing and other Incentives : Processing of an Export Order; World Shipping Structure. Liners, and Tramps, Conference System; Freight and Structure. Containerisation and other developments International Agreements and Conferences on Sea Transport; Indian Shipping : Trends, Structure, Concepts of Dry Port, Containerisation Machinery for Consultation; Air Transport : International Set-up, Freight rate Structure

##### SUGGESTED READINGS

Bhalla, V .K. and S. Ramu : International Business Environment and Management, 5th ed. Delhi, Anmol, 2001

Desai, H. B. : Indian Shipping Perspective, Delhi, Anupam Publications, 1988

Government of India : Hand-book of Import-Export Procedures Paras Ram Exports : What, Where and How, Delhi, Anupam Pub., 1995

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

#### IB-06 : INTERNATIONAL ECONOMIC ORGANISATIONS

##### *Objective :*

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

##### *Course Contents :*

Regimes, International Economic Organisations and Development Diplomacy : Regimes and regimes theory, International Organisations as international institutions; International Monetary Fund (IMF); World Bank Group International Bank for Reconstruction and Development (IBRD), International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA); World Trade Organisation (WTO), United Nations Conference on Trade and Development (UNCTAD), International Labour Organisation (ILO)

##### SELECTED READINGS

Bhalla, V .K. : International Monetary Cooperation, Delhi, Anmol, 1992

Hunt, Diana : Economic Theories of Development; an Analysis of Competing Paradigms, Hemel Hempstead Harvester Wheat Sheaf, 1989

Keohane, Robert O. : International Institutions and State power; Essays in International Relations Theory, Boulder, Westview, 1989

Krasner, Stephen D. : Structural Conflict : The Third World Against Global Liberation, Berkley, University of California Press, 1985

Simal, Mihaly : The Future of Global Governance, Washington, D.C. United States Institute of Peace Process, 1994

Sidell, Scott : The IMF and Third World Political Instability, London, Macmillan, 1988

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