

DETAIL SYLLABUS FOR THE TWO-YEAR M.B.A. PROGRAMME

UNDER SEMESTER SYSTEM

(Effective from academic year 2012-13)

COURSE STRUCTURE:

Course Structure

SEMESTER – 1

<i>Paper Code</i>	<i>Subject</i>	<i>Credit</i>
<i>CP - 101</i>	<i>Management Process and Organisational Behaviour</i>	<i>4</i>
<i>CP - 102</i>	<i>Quantitative Methods</i>	<i>4</i>
<i>CP - 103</i>	<i>Managerial Economics</i>	<i>4</i>
<i>CP - 104</i>	<i>Environment and Management</i>	<i>4</i>
<i>CP - 105</i>	<i>Managerial Skill Development</i>	<i>4</i>
<i>CP - 106</i>	<i>Indian Ethos & Values</i>	<i>4</i>
<i>CP - 107</i>	<i>Accounting for Managers</i>	<i>4</i>
<i>CP - 108</i>	<i>Management Information Systems</i>	<i>4</i>

SEMESTER – 2

<i>Paper Code</i>	<i>Subject</i>	<i>Credit</i>
<i>CP - 201</i>	<i>Business Legislation</i>	<i>4</i>
<i>CP - 202</i>	<i>Management Science</i>	<i>4</i>
<i>CP - 203</i>	<i>Human Resource Management</i>	<i>4</i>
<i>CP - 204</i>	<i>Financial Management</i>	<i>4</i>
<i>CP - 205</i>	<i>Marketing Management</i>	<i>4</i>
<i>CP - 206</i>	<i>Production and Operation Management</i>	<i>4</i>
<i>CP - 207</i>	<i>Research Methodology</i>	<i>4</i>
<i>CP - 208</i>	<i>International Environment and Management</i>	<i>4</i>

SEMESTER – 3

<i>Paper Code</i>	<i>Subject</i>	<i>Credit</i>
--------------------------	-----------------------	----------------------

<i>CP - 301</i>	<i>Business Policy & Strategic Management</i>	<i>4</i>
<i>CP - 302</i>	<i>Organisational Effectiveness and Change</i>	<i>4</i>
<i>CP - 303</i>	<i>Summer Training, Project Report & Viva-voce</i>	<i>4</i>

(*Plus SIX papers from any One of the following MAJOR specializations)

Major Specialization area – FINANCE

<i>F - 304</i>	<i>Security Analysis & Portfolio Management</i>	<i>4</i>
<i>F - 305</i>	<i>International Financial Management</i>	<i>4</i>
<i>F - 306</i>	<i>International Accounting</i>	<i>4</i>
<i>F – 307</i>	<i>Financial Derivatives</i>	<i>4</i>
<i>F – 308</i>	<i>Project Planning Analysis & Management</i>	<i>4</i>
<i>F - 309</i>	<i>Corporate Restructuring</i>	<i>4</i>

Major Specialization area – MARKETING

<i>M - 304</i>	<i>Consumer Behaviour</i>	<i>4</i>
<i>M - 305</i>	<i>Advertising Management</i>	<i>4</i>
<i>M - 306</i>	<i>Strategic Marketing</i>	<i>4</i>
<i>M – 307</i>	<i>International Marketing</i>	<i>4</i>
<i>M – 308</i>	<i>Sales & Distribution Management</i>	<i>4</i>
<i>M - 309</i>	<i>Planning & Managing Retail Business</i>	<i>4</i>

Major Specialization area – HUMAN RESOURCE (HR)

<i>HR - 304</i>	<i>Management of Industrial Relations</i>	<i>4</i>
<i>HR - 305</i>	<i>Manpower Development for Technological Change</i>	<i>4</i>
<i>HR - 306</i>	<i>Legal Framework Governing Human Relations</i>	<i>4</i>
<i>HR - 307</i>	<i>Management Training & Development</i>	<i>4</i>
<i>HR – 308</i>	<i>Human Resource Development: Strategies & Systems</i>	<i>4</i>
<i>HR - 309</i>	<i>Human Resource Planning & Development</i>	<i>4</i>

Major Specialization area – INFORMATION TECHNOLOGY (IT)

<i>IT – 304</i>	<i>Database Management System</i>	<i>4</i>
<i>IT – 305</i>	<i>Data Communication</i>	<i>4</i>

<i>IT - 306</i>	<i>Software Engineering</i>	<i>4</i>
<i>IT - 307</i>	<i>System Analysis and Design</i>	<i>4</i>
<i>IT - 308</i>	<i>Information Security</i>	<i>4</i>
<i>IT - 309</i>	<i>E-Commerce and Cyber Law</i>	<i>4</i>

Major Specialization area – PRODUCTION & OPERATIONS

<i>PO - 304</i>	<i>Purchasing & Materials Management</i>	<i>4</i>
<i>PO - 305</i>	<i>Total Quality Management</i>	<i>4</i>
<i>PO - 306</i>	<i>Production Planning & Control</i>	<i>4</i>
<i>PO - 307</i>	<i>Applied Operations Research</i>	<i>4</i>
<i>PO - 308</i>	<i>Logistics Management</i>	<i>4</i>
<i>PO - 309</i>	<i>Goal Programming in Management</i>	<i>4</i>

Major Specialization area – INSURANCE & RISK MANAGEMENT

<i>IR - 304</i>	<i>Principles & Practices of Life & General Insurance</i>	<i>4</i>
<i>IR - 305</i>	<i>Finance for Insurance</i>	<i>4</i>
<i>IR - 306</i>	<i>Health and Personal Accident Insurance</i>	<i>4</i>
<i>IR - 307</i>	<i>Data Mining Technique</i>	<i>4</i>
<i>IR - 308</i>	<i>Actuarial Mathematics</i>	<i>4</i>
<i>IR - 309</i>	<i>Risk Management & Life Insurance Underwriting</i>	<i>4</i>

SEMESTER – 4

<i>Paper Code</i>	<i>Subject</i>	<i>Credit</i>
<i>CP –401</i>	<i>Corporate Governance</i>	<i>4</i>
<i>CP- 402</i>	<i>Enterprise Resource Planning</i>	<i>4</i>
<i>CP - 403</i>	<i>Dissertation & Viva-voce</i>	<i>8</i>

(**Plus THREE papers from any One of the following MINOR specializations)

Minor Specialization area – FINANCE

<i>F - 404</i>	<i>Security Analysis & Portfolio Management</i>	<i>4</i>
<i>F - 405</i>	<i>International Accounting</i>	<i>4</i>

<i>F - 406</i>	<i>Project Planning Analysis & Management</i>	<i>4</i>
----------------	---	----------

Minor Specialization area – MARKETING

<i>M – 404</i>	<i>Advertising Management</i>	<i>4</i>
<i>M - 405</i>	<i>International Marketing</i>	<i>4</i>
<i>M - 406</i>	<i>Planning & Managing Retail Business</i>	<i>4</i>

Minor Specialization area – HUMAN RESOURCE (HR)

<i>HR – 404</i>	<i>Manpower Development for Technological Change</i>	<i>4</i>
<i>HR - 405</i>	<i>Legal Framework Governing Human Relations</i>	<i>4</i>
<i>HR - 406</i>	<i>Human Resource Development: Strategies & Systems</i>	<i>4</i>

Minor Specialization area – INFORMATION TECHNOLOGY (IT)

<i>IT - 404</i>	<i>System Analysis and Design</i>	<i>4</i>
<i>IT - 405</i>	<i>Information Security</i>	<i>4</i>
<i>IT - 406</i>	<i>E-Commerce and Cyber Law</i>	<i>4</i>

Minor Specialization area - PRODUCTION & OPERATIONS

<i>PO - 404</i>	<i>Purchasing & Materials Management</i>	<i>4</i>
<i>PO - 405</i>	<i>Total Quality Management</i>	<i>4</i>
<i>PO - 406</i>	<i>Logistics Management</i>	<i>4</i>

Minor Specialization area – INSURANCE & RISK MANAGEMENT

<i>IRM - 404</i>	<i>Principles & Practices of Life & General Insurance</i>	<i>4</i>
<i>IRM - 405</i>	<i>Finance for Insurance</i>	<i>4</i>
<i>IRM - 406</i>	<i>Health and Personal Accident Insurance</i>	<i>4</i>

* A student has to study SIX papers from any single area of specializations called MAJOR specialization such as Marketing, Finance, Human Resource, Production & Operations, Information Technology and Insurance & Risk Management.

** A student has to study THREE papers from any single area of specializations called MINOR specialization such as Marketing, Finance, Human Resource, Production & Operations, Information Technology and Insurance & Risk Management OTHER THAN his/her MAJOR area of specialization.

Detailed Courses of Studies

SEMESTER – I

CP-101 MANAGEMENT PROCESS AND ORGANIZATION BEHAVIOUR

Objectives

The objectives of this paper is to familiarize the student with basic management concepts and behavioural processes in the organization.

Course Contents

Unit – I : Evolution of management thought, systems and contingency approach for understanding organizations, managerial processes, functions, skills and roles in organization.

Unit – II : Social responsibility of business, communication.

Unit – III : Understanding the managing individual behaviour – personality, perceptions, values, attitudes, learning, work motivation, individual decision making and problem solving.

Unit – IV : Understanding and managing groups processes – interpersonal and group dynamics, applications of emotional intelligence in organizations, group decision making, leadership and influence process.

Unit – V : Understanding and managing organizational system – organizational decision and structure, work stress.

Suggested Readings:

1. Koontz, H and Wechrich, H. Management, 10th ed., New York, McGraw Hill, 1995.
2. Luthans, F. Organizational Behaviour, 7th ed., New York, McGraw Hill, 1995.
3. Robbins, S.P. Management, 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc., 1996.
4. Robbins, S.P. Organizational Behaviour, 7th ed., New Delhi, Prentice Hall of India, 1996.
5. Singh, Dalip Emotional Intelligence at Work, Response Books, Sage Publications, Delhi, 2001.

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

CP-102 QUANTITATIVE METHODS

Objectives

The Objectives 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

Unit – I : Mathematical basis of managerial decision: Functions-application of functions-some special functions A.P. & G.P. and their managerial applications, Matrices.

Unit – II : Markov Chains & their applications, frequency distribution and their anlysis.

Unit – III : Probability theory and probability distributions: Binomial, Poisson, Normal and Exponential.

Unit – IV : Correlation and regression analysis, time series analysis and forecasting

Unit–V : Linear Programming: Basic concepts, model formulation, solution method and duality. Introduction to some basic quantitative methods, packages.

Suggested Readings

1. Chandha, N.K. Statistics for Behavioural and Social Scientists, Reliance Publishing House, Delhi, 1996.
2. Gupta, S.P. and Gupta M.P. Business Statistics, New Delhi, Sultan Chand, 1997.
3. Kazmier, L.N. and Phhl, N.F. Basic Statistics for Business and Economics, New York, McGraw Hill, 1988.
4. Levin Richard I and Rubin David S. Statistics for Management, New Jersey, Prentice Hall Inc., 1995.
5. Narang, A.S. Linear Programming and Decision Making, New Delhi, Sultan Chand, 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.

CP-103 MANAGERIAL ECONOMICS

Objectives

The objective of this course is to acquaint the participants with concepts and techniques in Micro-Economic Theory and to enable them to apply this knowledge in decision making. Emphasis is given to changes in the nature of business firms in the globalization.

Course Contents

Unit – I: concepts and techniques – nature of business decision-making, marginal and optimization, theory of demand-demand functions, income and substitution effects, revealed preference approach and demand forecast.

Unit – II: Production and Cost – returns to scale, Cost curves, Break-even analysis; Theory of firm-profit maximization, Sales maximization,

UNIT - III: Market Structure – Competition, Monopoly, Oligopoly, Non-price competition.

Unit – IV: Macro economics aggregates and concepts – GNP and GDP – Aggregate Consumption – Gross Domestic Capital Formation – WPI, CPI and Inflation – Employment – Balance of Payments – Money Supply and Monetary Policy – fiscal policy.

Unit – V: Concept and measurement of national income; Determination of national income-consumption function, Fiscal impact and investment, synthesis of monetary and real factors.

Suggested Readings

1. Adhikary, M. Business Economics, New Delhi, Excel Books, 2000.
2. Baumal, W.J. Economic Theory and Operations Analysis, 3rd ed., New Delhi, Prentice Hall Inc., 1996.
3. Chopra, O.P. Managerial Economics, New Delhi Tata McGraw Hill, 1995.
4. Keat, Paul G & Phillips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey, 1996.
5. Koutsoyiannis, A Modern Micro Economics, New York, Macmillan, 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.

CP–104 ENVIRONMENT AND MANAGEMENT

Unit – I : Environment management: fundamentals-sustainable development, implication of human population growth, limits to growth, environment and business schools; energy management; fundamentals – fossil fuels use, energy production and trade, energy balance.

Unit – II: Ecosystem concepts: Basic concepts and their application in business, industrial ecology and recycling industry; environment management system: EMS standards, ISO 14000.

Unit – III: Environmental auditing, clearance/permissions for establishing industry; environmental management and valuation: environmental accounting, economics – environmental taxes shifts, green funding, corporate mergers, environmental ethics; environmental management trade and environmental management, debt and environment, GATT/WTO provisions.

Unit – IV: Environmental laws: Acts, Patents, IPRS, role of NGO's PIL; pollution and waste management – air, water, land pollution, trade in wastes.

Unit – V: Water, forest and biodiversity management: water resources, dams and their role; forest products and trade, role of biodiversity in international trade; approaches to corporate ethics: Bio-ethics.

Suggested Readings:

1. Uberoi, N.K. Environmental Management, Excel Books, A-15, Naraina Phase-I, New Delhi, 2000.
2. Pandey, G.N. Environmental Management, Vikas Publishing House, New Delhi, 1997.
3. Gupta, N. Dass: Environmental Accounting, Wheeler Publishing, 19, K.G. Marg, New Delhi, 1997.
4. Mohanty, S.K. Environment & Pollution Law Manual, Universal Law Publishing, G.T. Karnal Road, New Delhi, 196.
5. Harley, Nick: Environmental Economics, MacMillan India Ltd., Ansari road, New Delhi, 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.

CP – 105 MANAGERIAL SKILL DEVELOPMENT

Objectives

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

Course Contents

Unit – I: Importance and nature of business communications; Effective Communication Skill.

Unit – II: Process of communication; barriers and gateways in communication.

Unit – III: Dos and don'ts of business writing; commercial letters; writing business reports.

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

Unit – V: Legal aspects of business communication

Suggested Readings

1. Bowman, Joel P and Branchaw, Bernadine P. "Business Communication: From process to Product", 1987, Dryden Press, Chicago.
2. Hatch, Richard, "Communicating in Business", 1977, Science Research Associates, Chicago.
3. Murphy, Herta A and Peck, Charles E. "Effective Business Communications", 2nd ed. 1976, Tata McGraw Hill, New Delhi.
4. Pearce, C Glenn etc. "Business Communications: Principles and Applications", 2nd ed. 1988, John Wiley, New York.
5. Treece, Maira, "Successful Business Communications", 3rd ed. 1987, Allyn and Bacon Boston.

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

CP-106 INDIAN ETHOS AND VALUES

Objectives

To acquaint the students with the Indian Ethos & Values for taking better managerial decisions.

Unit-I: Meaning, Insights into Indian Ethos, Model of management in the Indian Socio-political environment; work ethos.

Unit-II: Indian heritage in production and consumption; Indian insight into TQM.

Unit-III: Problems relating to stress in corporate management-Indian perspective.

Unit -IV: Teaching Ethics; trans-cultural human values in management education; relevance of values in management; need for values in global change – Indian perspective.

Unit – V: Values for managers; holistic approach for managers in decision making; secular versus spiritual values in management; personal growth and lessons from ancient Indian educational system; science and human values.

Suggested Readings

1. Chakraborty, S.K. : Foundations of Managerial Work – Contribution from Indian Thought, Himalaya Publishing House, Delhi 1998.
2. Drucker, P : Managing in Turbulent Times, Pan Books London, 1983.
3. Kumar, S and N.K. Uberoi: Managing secularism in the New Millenium, Excel Books 2000.

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

CP-107 ACCOUNTING FOR MANAGERS

Objectives

To acquaint the students with the basic concept and techniques of accounting for managerial decision making.

Course contents

Unit – I: Introduction to accounting

Accounting – meaning, scope, objectives; accounting as information system, accounting principles, overview of accounting cycle; accounting standards- Indian and International, IFRS; Cost and Management Accounting- Concept and importance; relationship between financial, cost and management accounting; classification of costs and cost sheet.

Unit – II: Accounting records and statements

Journal; ledger, subsidiary books, bank reconciliation statement and trial balance; final accounts- Manufacturing Account, Trading Account, Profit and Loss Account, Balance sheet, income statement.

Unit – III: Financial Statement Analysis

Financial statement analysis- meaning, scope, and importance, different techniques- funds flow statement analysis, cash flow statement analysis, ratio analysis; horizontal, vertical and multiple discriminate analyses, limitations of financial statement analysis.

Unit – IV: Accounting for Marginal costing, cost-volume profit analysis, break-even analysis; standard cost and variance analysis, material cost variance, labour cost variances, overhead variances, interpretation of variances, and control of variances, inventory- Pricing, control and management.

Unit – V: Responsibility accounting and reporting

Responsibility accounting, cost audit and management audit, financial and management reporting -segment and interim reporting and disclosure.

Suggested Readings:

- 1) Accounting – Text and Cases, Robert N. Anthony, David F. Hawkins and Kenneth A. Merchant, TMH Publishing Co. Ltd., New Delhi.

- 2) Introduction to Financial Accountings – Charles T. Horngren, Gary L. Sundem & John a. Elliott, Pearson Education, Asia.
- 3) Advance Accountancy – R.L. Gupta & M. Radhaswami, Sultan Chand & sons, New Delhi.
- 4) International Accounting- Das Mohapatra, A K , Prentice Hall of India, New Delhi
- 5) Bhattacharya S.K. & Dearden J. Accounting for Management: Text and Cases, New Delhi, Vikas, 1996.

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

CP-108: MANAGEMENT INFORMATION SYSTEM

Objective

The objective of the course is to develop the basic understanding of the decision support system of the artificial intelligence for business organization.

Course Contents

Unit – I: Management Information system: Introduction, objective, definition, benefits, characteristics case discussion od MIS, , information system level, types of information system, resistance to MIS, implementing MIS, features of MIS, components of MIS.

Unit – II: Decision support System: Introduction, architecture, components, limitation, development and case discussion

Unit – III: Data base and modeling: Database models, objective of DBMS, use of database, Data base administrators, language , data modeling concepts, hierarchies model, network model, relational model, normalization, CODD '12' rule, ER diagram.

Unit – IV: Introduction to Emerging trends technology, Expert System, knowledge management, A.I., data mining, data warehousing, ECRM. Software development life cycle and models

Unit – V: Software security: threats, method of safety, cryptography, digital signature, RSA algorithm

Suggested Readings

1. Keen, peter G.W.: Decision Support System an Organisational Perspective Addison-Wesley Pub.
2. Theierauff, Robert J. Decision Support System for effective planning – Prentice Hall – 1982.
3. Kroger, Donald W., and Hugh J. Watson Computer Based Information System New York, 1984.
4. Davis, Michael W. A management Approach – Macmillan Publishing company, Prentice Hall, New Jersey, 1988.
5. Andrew P. Decision support System Engineering, Sage, John Wiley & Sons, New York, 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.

SEMESTER – II

CP-201 BUSINESS LEGISLATION

Objectives

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

Course Components

Unit-I: The Indian Contract Act, 1972: essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, quasi-contracts.

Unit-II: The sale of goods act, 1930: formation of a contract, rights of an unpaid seller, the negotiable instruments act, 1981: nature and types, negotiation and assignments, holder-in-due course, dishonour and discharge of a negotiable instrument.

Unit-III: Arbitration; the companies Act, 1956: nature and types of companies, formation, memorandum and articles of association, prospectus allotment of shares, shares and share capital, membership, borrowing powers.

Unit-IV: Companies Act 1956: management and meetings, accounts and audit, compromise arrangements and reconstruction, prevention of oppression and mismanagement, winding up.

Unit-V: Consumer Protection Act and Cyber Laws.

Suggested Readings

1. Avtar Singh, Company Law, 11th ed. Lucknow, Eastern, 1996.
2. Khergamwala, J.S. The Negotiable Instrument Acts, Bombay, N.M. Tripathi, 1980.
3. Ramaiya, A. Guide to the Companies Act, Nagpur, Wadhwa, 1992.
4. Shah, S.M. Lectures on Company Law, Bombay, N.M. Tripathi, 1990.
5. Tuteja, S.K. Business law for Managers, New Delhi, Sultan Chand, 1998.

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

CP-202 MANAGEMENT SCIENCE

Objectives

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

Course Contents

Unit-I: Managerial Science- Basic Concepts and its role in decision making; sensitivity analysis.

Unit-II: Integer programming branch and bound algorithm; transportation and assignment models including transshipment and routing problems.

Unit-III: Queuing theory; inventory management techniques.

Unit-IV: PERT/CPM; decision theory and decision trees.

Unit-V: Game theory; goal programming, simulation.

Suggested Readings

1. Budnik, Frank S. Dennis Mcleavey, Richard Mojena Principles of Operations Research, 2nd Ed., Richard Irwin, Illinois – All India Traveler Bookseller, New Delhi, 1995.
2. Gould, FJ etc. Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1993.
3. Mathur, K and Solow, D. Management Science, Englewood Cliffs, New Jersey, Prentice Hall of Inc., 1994.
4. Narag A.S. Linear Programming and Decision Making, New Delhi, Sultan Chand, 1995.
5. Sharma, J.K. Operations Research: Theory and Applications, New Delhi, Macmillan India Ltd., 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.

CP-203 HUMAN RESOURCE MANAGEMENT

Objectives:

In a complex world of Industry and Business, Organizational efficiency is largely dependent on the contribution made by the members of the organization. The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Contents

Unit-I: Concepts and perspectives on human resource management; human resource management in a changing environment.

Unit-II: Corporate objectives and human resource planning; career succession planning; job analysis and role description.

Unit-III: Methods of manpower search; attracting and selecting human resources; introduction and socialization.

Unit-IV: Manpower training and development; performance appraisal and potential evaluation; job evaluation and wage determination; employee welfare.

Unit-V Industrial relations and trade unions; dispute resolution and grievance management; employee empowerment.

Suggested Readings

1. Aswathappa, K. Human Resource and Personnel Management, Tata McGraw Hill, New Delhi, 1997.
2. De Cenzo, DA & Robins SP. Human Resource Management, 5th ed., New York, John Wiley, 1994.
3. Guy, V & Mattock J. The New International Manager, London, Kogan Page, 1993.
4. Holloway, J. ed. Performance Measurement and Evaluation, New Delhi, Sage, 1995.
5. Monappa, A. & Saiyadain M. Personnel Management, 2nd ed., New Delhi, Tata McGraw Hill, 1996.

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

CP-204 FINANCIAL MANAGEMENT

Objectives

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

Course Contents

Unit-I: Aims and Objectives of financial management; financial analysis and control; cost-volume-profit analysis; time value of money.

Unit-II: Instruments of long term finance; cost of different sources of raising capital; weighted average cost of capital; valuation and rates of return.

Unit-III: Operating and financial leverage, capital structure decisions, optimum capital structure.

Unit-IV: Investment and methods of capital budgeting decisions, short-term financing investments, management of working capital, cash, receivables and inventory management.

Unit – V: Dividend Policy, Financial Modeling, International Financing.

Suggested Readings

1. Archer, Stephen H. etc. Financial Management, New York, John Wiley, 1990.
2. Bhala, V.K. Financial Management and Policy, 2nd Ed., New Delhi, Anmol, 1998.
3. Brealey, Richard A. and Myers Stewart C. Principles of Corporate Finance, 5th ed., New Delhi, McGraw Hill, 1996.
4. Hampton, John, Financial Decision Making, Englewood Cliffs, New Jersey, Prentice Hall of India, 1997.

5. Van Horne, James C. Financial Management and Policy, 10th ed., New Delhi, Prentice Hall of India, 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.

CP-205 MARKETING MANAGEMENT

Objectives

The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course Contents

Unit-I : Nature and scope of marketing, corporate orientations towards the market place, the marketing environment and environment scanning, marketing information system and marketing research.

Unit-II: 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.

Unit-III: Promotion decision – promotion mix, advertising, sales promotion, publicity and personal selling.

Unit-IV: Channel Management – selection, cooperation and conflict management, Role of Wholesaler, Retailer and Physical Distribution System.

Unit-V: Evaluation and control of marketing efforts; new issues in marketing – globalization, consumerism, green marketing, legal issues.

Suggested Readings

1. Enis, B.M. Marketing Classics: A selection of Influential Articles, New York, McGraw Hill, 1992.
2. Kotler, Philip and Amstrong, G. Principles of Marketing, New Delhi, Prentice Hall of India, 1997.
3. Kotler, Philip, Marketing Management: Analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India, 1994.
4. Ramaswamy, VS and Namakumari, S. Marketing Management: Planning, Control, New Delhi, MacMillan 1990.
5. Stanton, William, J. Fundamentals of Marketing, New York, McGraw Hill, 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.

CP-206 PRODUCTION AND OPERATION MANAGEMENT

Objectives

The course is designed to acquaint the students with decision making in: Planning, scheduling and control of production and operation functions in both manufacturing and services; productivity improvement in operations through layout engineering and quality management etc; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Course Contents

Unit-I Nature and Scope of production and operations management; facility location; types of manufacturing systems and layouts; layout planning and analysis.

Unit-II: Material handling – principles – equipments, line balancing – problems; operation decisions – production planning and control – In mass production – in batch / job under manufacturing.

Unit-III: Capacity planning – models; process planning – aggregate planning – scheduling – maintenance management concept – work study, method study, work measurement, work sampling, work environment – industrial safety.

Unit-IV : Material Management: an overview of material management, material planning budgeting and material requirement planning; purchase management; stores management.

Unit-V: Quality assurance – acceptance sampling, statistical process control, total quality management; ISO-9000; maintenance management; safety management.

Suggested Readings

1. Adam, E.E. & Ebert R.L. Production and Operations Management, 6th ed., New Delhi, Prentice Hall of India, 1995.
2. Amrine Harold T. etc. Manufacturing Organisation and Management , Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Buffa, E.S. Modern Production Management. New York, John Wiley, 1987.
4. Chary, S.N. Production and Operations Management, New Delhi, Tata McGraw Hill, 1989.
5. Dobler, Donald W and Lee, Lamar, Purchasing and Materials Management, New York, McGraw Hill, 1984.

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

CP-207 RESEARCH METHODOLOGY

Objectives

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

Course Contents

Unit-I: Nature and scope of research methodology; problem formulation and statement of research objectives; value and cost of information – Bayesian decision theory.

Unit – II: Organization structure of research; research process; research designs – exploratory, descriptive and experimental research designs.

Unit – III: Methods of data collection – observational and survey methods; questionnaire design; attitude measurement techniques; motivational research techniques; administration of surveys; sample design.

Unit – IV: Selecting an appropriate statistical technique; field work and tabulation of data; analysis of data; use of SPS and other statistical software packages; advanced techniques for data analysis – ANOVA, Discriminant analysis, factor analysis, conjoint analysis.

Unit-V: Multidimensional scaling and clustering methods; research applications.

Suggested Readings

1. Andrews, F.M. and S.B. Withey Social Indicators of Well Being, Plenum Press, NY, 1976.
2. Bennet, Roger: Management Research, ILO, 1983.
3. Fowler, Floyd J. Jr., Survey Methods, 2nd ed., Sage Pub., 1993.
4. Fox, J.A. and P.E. Tracy: Randomized Response: A Method of Sensitive Surveys, Sage Pub., 1986.
5. Gupta, S.P. Statistical Methods, 30th ed., Sultan Chand, New Delhi, 2001.

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

CP-208 INTERNATIONAL BUSINESS ENVIRONMENT AND MANAGEMENT

Objectives

The primary objective of this course is to acquaint the students to emerging global trends in business environment.

Course Contents

Unit – I : International Business: An Overview – types of international business; the external environment; the economic and political environment, the human cultural environment; influence on trade and investment patterns; recent world trade and foreign investment trends; balance of payments accounts and macroeconomic management; theories and institutions: trade and investment – government influence on trade investment; determination to trading partner’s independence, independence and dependence.

Unit – II: World financial environment; cross-national cooperation and agreements; tariff and non-tariff barriers, WTO, regional blocks; international production; internationalization of service firms.

Unit – III : Operation management in international firms; world financial environment; foreign exchange market mechanism; determinants of exchange rates; Euro-currency market; offshore financial centres; international banks; non-banking financial service firms.

Unit – IV: Stock markets; global competitiveness; export management; licensing; joint ventures technology and global competition; globalization and human resource development; globalization with social responsibility.

Unit – V : World economic growth and the environment; country evaluation and selection; international business diplomacy; negotiating an international business, issues in asset protecting; multilateral settlements; consortium approaches; external relations approach.

Suggested Readings

1. Alworth, Julian S. The Finance, Investment and Taxation Decisions of Multinationals, London, Basil Blackwell, 1988.
2. Bhalla, V.K. and S. Shivaramu, International Business Environment and Business, New Delhi, Anmol, 1995.
3. Bhalla, V.K. International Economy: Liberalization Process, New Delhi, Anmol, 1993.
4. Daniel, John and Radebanh, Lee H. International Business, 5th ed., New York, Addison Wesley, 1986.
5. Eiteman, D.K. and Stopnehill, Al. Multinational Business Finance, New York, Macmillan, 1983.

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

CP-301 BUSINESS POLICY AND STRATEGIC ANALYSIS

Objectives

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

Unit – I: Business policy as a field of study; general management point of view; objectives of business policy, evolution of business policy, strategic intent-vision, mission, goals and objectives; strategic management- nature and scope.

Unit – II: Strategy formulation and choice:

Environmental analysis, SWOT analysis, experience curve, BCG matrix, GEC model, SPACE, core competencies and organizational capabilities, power dynamics and organizational values.

Unit – III: Strategy implementation:

Strategy implementation-project, procedural, behavioral, structural and resource allocation.

Unit – IV: Strategy evaluation and control

Strategy evaluation and control- concept and techniques; management of strategic change , different issues.

Unit – V: Value chain and competitive analyses

Framework for analyzing competition, competitive advantage of a firm, value chain analysis, turnaround management;; mergers and acquisitions; strategic management in an international firm.

Suggested Readings

1. Ansoff, H Igor. *Implanting Strategic Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
2. Budhiraja, S.B. and Athreya, M.B. *Cases in Strategic Management*, New Delhi, Tata McGraw Hill, 1996.
3. Christensen, C.R. etc. *Business Policy: Text and Cases*, 6th ed., Homewood, Illinois, Richard D. Irwin, 1987.
4. Glueck, William F. *Strategic Management and Business Policy*, 3rd ed. New York, McGraw Hill, 1988.
5. Hax, A.C. and Majluf, N.S. *Strategic Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
6. Kazmi, Azhar, *Business Policy and Strategic Management*, TMH, 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.

CP-302 ORGANIZATION EFFECTIVENESS AND CHANGE

Objectives

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

Course Contents

Unit – I : An overview of concepts of organizational change effectiveness and development; skills of change agent.

Unit – II : Organizational climate and culture; power and politics; the process of empowerment.

Unit – III : Organizational learning; creativity and innovation; conflict and negotiation.

Unit – IV : Intergroup behaviour and collaboration.

Unit – V : Business ethics and corporate governance; management of gender issues; cross-cultural dynamics.

Suggested Readings

1. Anderson, A.H. and Barker D. *Effective Enterprise and Change Management*, Oxford Blackwell Publisher Ltd., 1996.
2. French, W.E. and Bell, C.H. *Organization Development*, New Delhi, Prentice Hall of India, 1995.
3. Kao, S.R. etc. *Effective Organization and Social Values*, New Delhi, Sage, 1994.

4. Khandwalla, P.N. Organization Design for Excellence, New Delhi, Tata McGraw Hill, 1992.
5. Luthans, F. Organizational Behaviour, 7th ed., New York, McGraw Hill, 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.

CP-303 SUMMER TRAINING, PROJECT REPORT AND VIVA-VOCE

At the end of second semester, all students will have to undergo summer training of 6 weeks duration with an industrial, business or service organization by taking up a project study and would submit a project report as well as the training diary after the completion of training.

FINANCE (Major Specialization Area)

F-304 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objectives

The objective of this course is to impart knowledge to students regarding the theory and practice of security analysis and investment decision making process.

Course Contents

Unit – I: Introduction to investment on financial assets, investment objectives; estimation of return and risk – single security and portfolio of security, risk return relationship when ρ (rho) varies from '+1 to -1', portfolio construction diversities unsystematic risk.

Unit – II: Investment decision through fundamental analysis, bond valuation; types of bond yields; bond price theorem; term structure of interest rates; duration, equity valuation – DD model; P/E ratio; bonus issue and equity valuation.

Unit – III: Portfolio selection through Markowitz model, risky assets only out of owned fund for both risk and risk free assets; when $LR = BR$ out of owned funds risk assets only when $LR = BR$ out of both owned and borrowed funds, risky assets only when $BR > LR$, portfolio selection – use of Lagrangian multiplier technique, capital asset pricing model; arbitrage pricing theory, portfolio selection – Sharpe method.

Unit – IV: Portfolio management, passive management, active management, portfolio performance evaluation, Sharpe's measure, Tremor's measure, diversification measure, Jensen's differential measure.

Unit – V: Technical analysis: Dow theory and Elliot wave theory, technique of technical analysis, moving average, oscillator, relative strength index, rate of change, moving average convergence and divergence, efficient market hypotheses – weak, semi and strong form of market efficiency.

Suggested Readings

1. Amling, Frederic, Investment. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983.
2. Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management, 6th ed., New Delhi, Prentice Hall of India, 1995.
3. Fuller, Russell J. and Farrell, James L. Modern Investment and Security Analysis, New York, McGraw Hill, 1993.
4. Haugen, Robert H. Modern Investment Theory, 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.

F-305 INTERNATIONAL FINANCIAL MANAGEMENT

Objectives: To acquaint the students with the concept of international finance and financing system.

Course Contents

Unit – I: Overview of international Financial management; international finance – concepts and importance, international flow of fund – balance of payments (BOP), accounting principles in BOP, components of BOP, deficit and surplus in BOP, the international monetary system, exchange rate regimes, the international monetary fund, the European monetary system, economic and monetary union.

Unit – II: Exchange rate determination and forecasting, purchasing power parity and real exchange rates, interest rate parity and exchange rates, theories of exchange rate determination.

Unit – III: Markets for foreign exchange and derivatives, spot market and forward market of foreign exchange, currency futures and currency forward contracts, hedging in currency futures markets, currency options and hedging with it.

Unit – IV: Foreign exchange exposure and risk, transaction exposure, translation exposure and operating exposure, exchange rates, interest rates, inflation rates and exposure, hedging of transaction and operating exposure, managing translation exposure.

Unit-V: Multinational capital budgeting decisions, multinational working capital management, measurement and management of political risk.

1. Abdullah, F.A. Financial Management for the Multinational Firm, Englewood Cliffs, new Jersey, Prentice hall Inc., 1987.
2. Buckley, Adrian, Multinational Finance, New York, Prentice Hall Inc., 1996.
3. Kim, Suk and Kim, Seung. Global Corporate Finance: Text and cases, 2nd ed. Miami Florida, Kolb, 1993.
4. Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India, 1995.
5. International Accounting- Das Mohapatra, A K , Prentice Hall of India, 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

F-306 INTERNATIONAL ACCOUNTING

Objectives

The objective of this course is to acquaint the students with the accounting needs of international financial markets and to analyze the accounting measurement and reporting issues unique to multinational business transactions.

Course Contents

Unit – I: International dimensions of accounting:

International accounting- concept, scope and importance of international accounting; harmonization of accounting practices, international accounting standards and IFRS, factors contributing to the development of international accounting, difficulties in international accounting, international efforts for harmonization.

Unit – II: Foreign transactions- recording and translation

International / foreign transactions and their recording under different methods, currency translations.

Unit – III: Foreign Inflation Accounting and reporting

International perspective on inflation accounting; financial reporting and disclosure, managing international information systems.

Unit – IV: Foreign Financial system analysis

Analyzing foreign financial statements; financial management of multinational entities.

Unit – V: Transfer pricing and international taxation

Transfer pricing- scope, importance and techniques; international taxation – various techniques including withholding taxes.

Suggested Readings

1. International Accounting- Das Mohapatra, A K , Prentice Hall of India, New Delhi
2. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises, New York, John Wiley, 1985.
3. Choi, Frederick DS and Mueller Gerhard G. International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
4. Evans, Thomas G. International Accounting & Reporting, London, MacMillian, 1985.
5. Holzer, H Peter, International Accounting, New York, Harper & Row, 1984.

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-307 FINANCIAL DERIVATIVES

Objectives

The objectives of this course is to give an in depth knowledge of the functioning of derivative securities market.

Unit – I: Introduction to financial derivatives, financial derivatives in Indian capital market, types of financial derivatives, introduction to financial futures forwards and options, types of trader, margin system, closing out ticks.

Unit – II: Stock index futures, the basics, trading mechanism, risk management using futures, pricing of index futures.

Unit – III: Currency forwards and futures, currency markets, quotation of exchange rates, the forward foreign exchange markets, pricing currency forwards and futures, currency futures, hedging currency risk.

Unit – IV: Options: basics, option pricing and option Greeks, synthetic options, option trading strategies, option spreads.

Unit – V: Swaps: concepts, interest rate swaps, currency swaps, equity swaps, swap pricing.

Suggested Readings

1. Bhalla, V.K. Investment Management; Security Analysis and Portfolio Management, New Delhi, S. Chand, 2001.
2. Brennet, M. Option Pricing: Theory & Applications, Toronto, Lexington Books, 1993.
3. Cox, John C and Rubinstein, Mark Options Markets, Englewood Cliffs, New Jersey, Prentice Hall of Inc., 1985.
4. Huang, Stanley SC and Randall, Maury R. Investment Analysis and Management, London, Allyn and Bacon, 1987.
5. Hull, John C. Options, Futures and Other Derivative Securities, 2nd ed. New Delhi, Prentice Hall of India, 1996.

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-308 PROJECT PLANNING ANALYSIS AND MANAGEMENT

Objectives

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

Unit – I: Project and Economic Development, Project Management - an overview, Generation & Screening of Project Idea.

Unit – II: Capital expenditure- importance and difficulties; market demand and situational analyses, Environmental Analysis.

Unit – III: Capital budgeting decisions, Technical Analysis; Financial Analysis; Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis, UNIDO analysis, UNIDO Approach, Little-Mirrless Approach

Unit – IV: Network techniques for project management; project review and administration, Problem of time and cost overrun.

Unit – V: Project financing in India; assessment of the tax burden; Project Feasibility Report.

Suggested Readings

1. Ahuja, G.K. & Gupta, Ravi, Systematic Approach to Income Tax, Allahabad, Bharat Law House, 1997.
2. Bhalla, V.K. Modern Working Capital Management, New Delhi, Anmol, 1997.
3. Bhalla, V.K. Financial Management and Policy, 2nd ed. New Delhi, Anmol, 1998.
4. Chandra, Prasanna, Project: Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill, 1987.
5. 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

F-309 CORPORATE RESTRUCTURING

Objectives

To acquaint the students with the concept and process of corporate restructuring.

Course Contents

Unit – I: Corporate restructuring – introduction, types of corporate restructuring, importance of corporate restructuring, reason for success of corporate restructuring, reason for failure of corporate restructuring.

Unit – II: Mergers and acquisitions, types of combinations, forms of merger, significance of mergers, analysis of mergers and acquisitions.

Unit – III: Financial aspects of mergers and acquisitions, evaluation of merger through DCF technique, estimation of cash flow, estimation of cost of capital, estimation of terminal value, estimation of value per share.

Unit – IV: Financing a merger, cash offer, exchange of shares, impact on EPS, merger negotiations, significance of P/E ratio, leveraged buy outs, management buy outs, tender offer.

Unit – V: Regulation of mergers on acquisitions, legal measures against takeovers, refusal to register the transfer of shares, protection of minority shareholders' interest, guideline for takeovers, legal procedures, accounting principle for mergers and acquisitions.

Suggested Readings

1. Pandey, I M, Financial Management, Vikash, New Delhi
2. Prasanna Chandra, Financial Management, TMH, 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.

MARKETING (Major Specialization Area)

M – 304 CONSUMER BEHAVIOUR

Objectives

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

Course Contents

Unit-I : Introduction to consumer behaviour; consumer behaviour and marketing strategy; consumer involvement and decision making.

Unit – II : Information search process; evaluative criteria and decision rules; consumer motivation.

Unit – III : Information processing and consumer perception; consumer attitudes and attitude change; influence of personality and self-concept on buying behaviour; psychographics and lifestyle; reference group influence.

Unit – IV : Diffusion of innovation and opinion leadership family decision making;

Unit – V : Models of consumer behaviour; consumer behaviour audit; consumer behaviour studies in India.

Suggested Readings

1. Assail, H. Consumer Behaviour and Marketing Action, Ohio, South Western, 1995.
2. Engle, JF Etc. Consumer Behaviour, Chicago, Dryden Press, 1993.
3. Howard, John A. etc. Consumer Behaviour in Marketing, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1989.
4. Hawkins, DI, Etc. Consumer Behaviour: Implications for Marketing Strategy, Texas, Business, 1995.
5. Mowen, John C. Consumer Behaviour, New York, MacMillan, 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.

M-305 ADVERTISING MANAGEMENT

Objectives

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

Course Contents

Unit – I : Advertising's role in the marketing process; legal ethical and social aspects of advertising.

Unit – II : Process of Communication of communication, theory of cognitive dissonance stimulation of primary and selective demand – objective setting and market positioning; Dagmar approach – determination of target audience.

Unit – III : Building of advertising programme-message, headlines, copy, logo, illustration, appeal, layout, campaign planning, Media Planning, Budgeting

Unit – IV : Advertising Effectiveness tests, recognition, recall, advertising organization – selection compensation and appraisal of an agency; electronic media buying.

Unit – V: Advertising campaign – advertising Vs Consumer Behaviour, Sales Promotion – Role of Creative Strategies, Advertising – Retail, National, Cooperative, Political, International, Public Service Advertising.

Suggested Readings

1. Aaker, David A. etc. Advertising Management, 4th ed., New Delhi, Prentice Hall of India, 1985.
2. Belch, George E and Belch, Michael A. Introduction to Advertising and Promotion, 3rd Ed. Chicago, Irwin, 1995.
3. Borden, William H. Advertising, New York, John Wiley, 1981.
4. Hard, Norman. The Practice of Advertising, Oxford, Butterworth Heinemann, 1986.
5. Kleppner, Otto, Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.

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

M – 306 STRATEGIC MARKETING

Objectives

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

Course Content

Unit – I : Market situation analysis; analysis of competitor's strategies and estimating their reaction pattern and competitive position.

Unit – II : Market Leader Strategies – expanding the total market, protecting market share, expanding market share; market challenger strategies – choosing and attack strategy market follower strategies; market nicher strategies.

Unit – III : Competitive Market Customer and Competitor orientations, industry segmentation and competitive advantage.

Unit – IV : Product differentiation and brand positioning, competitive pricing.

Unit – V : Competitive advertising, Role of sales promotion in competitive marketing.

Suggested Readings

1. Cravens, D.W. Strategic Marketing, Homewood Illinois, Richard D. Irwin, 1987.

2. Kaynak, E and Savitt, R. Comparative Marketing Systems, New York, Praegar, 1984.
3. Kotler, Philip. Marketing Management : Analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India, 1997.
4. Porter, M.E. Competitive Advantage: Creating, Sustaining Superior Performance, New York, Free Pres, 1985.
5. Porter, M.E. Competitive Strategy: Techniques for Analyzing Industries Competitors, New York, Free Press, 1980.

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

M-307 INTERNATIONAL MARKETING

Objectives

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

Course Contents

Unit – I : International Marketing – Definition, Concept and Setting; distinction between international trade, marketing and business; economic environment of international marketing.

Unit – II : International Institutions – World Bank, IMF, UNCTAD, WTO, customs union, common markets, free trade zones, economic communities; constraints on international marketing – fiscal and non-fiscal barriers, non-tariff barriers.

Unit – III : Trading partners – bilateral trade agreements, commodity agreements and GSP; India and World trade.

Unit – IV : Import and Export Policy, direction and quantum of India's export; institutional infrastructure for export promotion; export promotion councils, public sector trading agencies, ECGC, commodity boards etc; procedure and documents – registration of exporters, export quotations, production and clearance of goods for exports, shipping and transportation, insurance, negotiation of documents.

Unit – V : Instruments of payments – open account, bills of exchange; letter of credit – export finance; 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

1. Bhattacharya, B. Export Marketing: Strategies for success, New Delhi, Global Business Press, 1991.
2. Johri, Lalit M. International Marketing: Strategies for Success, University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw, JJ, International Marketing: Analysis and Strategies, New Delhi, Prentice Hall of India, 195.
5. Pripalomi, V.H. : International Marketing, Prentice Hall.

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

M-308 SALES AND DISTRIBUTION MANAGEMENT

Objectives

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

Course Contents

Unit – I : Nature and Scope of sales management; setting and formulating personal selling objectives, recruiting and selecting sales personnel; developing and conducting sales training programmes.

Unit – II : Designing and administering compensation plans; supervision of salesman; motivating sales personnel; sales meetings and sales contests; designing territories and allocating sales efforts; objectives and quotas for sales personnel.

Unit – III : Developing and managing sales evaluation programme; sales cost and cost analysis.

Unit – IV: An overview of marketing channels, their structure, functions and relationships; channel intermediaries – wholeselling and retailing; logistics of distribution' channel planning, organizational patterns in marketing channels; managing marketing channels.

Unit – V : Marketing channel policies and legal issues; information system and channel management; assessing performance of marketing channels; international marketing channels.

Suggested Readings

1. Anderson, R. Professional Sales Management, Englewood Cliffs, New Jersey, Prentice Hall of Inc., 1992.
2. Anderson, R. Professional Personal Selling, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
3. Buskirk, RH and Stanton, WJ. Management of Sales Force, Homewood Illinois, Richard D. Irwin, 1983.
4. Dalrymple, DJ. Sales Management : Concepts and Cases, New York, John Wiley, 1989.
5. Johnson, EM etc. Sales Management : Concepts, Practices and Cases, New York, McGraw Hill, 1986.

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

M – 309 PLANNING AND MANAGING RETAIL BUSINESS

Objectives

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

Course Contents

Unit – I : An introduction to the retailing system, retailing mix – social forces – economic forces – technological force – competitive forces; retailing definition, structure, different formats – marketing concepts in retailing.

Unit – II : Consumer purchase behaviour – cultural and social group influence on consumer purchase behaviour; retail store location – traffic flow and analysis – population and its mobility – exteriors and layout – consumer traffic flows and patterns – creative display.

Unit – III: Merchandise planning – stock turns, credit management, retail pricing, return on per sq. feet of space – retail promotions – staying ahead of competition.

Unit – IV: Supply chain management – warehousing – role of IT in supply chain management; franchising.

Unit – V : Direct Marketing / Direct Selling – exclusive shops – destination stores – chain stores – discount stores and other current and emerging formats – issues and options; retail equity, technology in retailing – retailing through the internet.

Suggested Readings

1. Diamond Allen, Fashion Retailing, Delmar Pub., 1993.
2. Diamond, Jay and Gerald Pintel Retailing, Prentice Hall, NJ, 1996.
3. Drake, Mary Francis, J.H. Spooone and H. Greenwald Retail Fashion, Promotion, and Advertising, Macmillan, NY, 1992.
4. Levy, Michael & Barton a. Weitz Retailing Management, 2nd ed. Irwin, London, 195.
5. Morgrenstein, Melvin and Harriat Strongin Modern Retailing.

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

HUMAN RESOURCE (HR)

HR – 304 MANAGEMENT OF INDUSTRIAL RELATIONS

Objectives

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

Course Contents

Unit – I : Industrial relations perspectives; industrial relations and the merging socio-economic scenario; industrial relations and the state.

Unit – II : Legal frame work of industrial relations; role and future of trade unions; trade union and the employee; trade union and the management.

Unit – III : Discipline and grievance management; negotiation and collective settlements.

Unit – IV : Participative management and co-ownership; productive bargaining and Gain sharing.

Unit – V : Employee empowerment and quality management; industrial relations and technological change.

Suggested Readings

1. Kochan, TA & Katz Henry, Collective Bargaining and Industrial Relations, 2nd ed. Homewood, Illinois, Richard D Irish, 1988.
2. Mamkootam, K Trade Unionism, Myth and Reality, New Delhi, Oxford University Press, 1982.
3. Niland JR etc. The Future of Industrial Relations. New Delhi, Sage, 1994.
4. Popola, TS & Rodgers, G. Labour Institutions and Economic Development in India, Geneva, ILO, 1992.
5. Ramaswamy, EA. The Rayon Spinners, The Strategic Management of Industrial Relations, New Delhi, Oxford University 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.

HR – 305 MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE

Objectives

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

Course Contents

Unit – I: Manpower management in the 21st Century; environmental context of human resource management; the emerging profile of human resources.

Unit – II : Special features of new technology; concept and process of technological innovation.

Unit – III : Organizational implications of technological change; human resource implications of technological change.

Unit – IV: Performance/potential evaluation in the context of new technology; technology Transfer with human face.

Unit – V : New issues in manpower training and career development.

Suggested Readings

1. Clark, Jon. Managing Innovation and Change, University of Southampton, 1995.
2. Clark, Jon, Human Resource Management and Technological Change, London, Sage, 1993.
3. Campbell, A and Warner, M. New Technology, Skills and Management, London, Routledge, 1992.
4. Rastogi, PN. Management of Technology and Innovation, New Delhi, Sage, 1995.
5. Warner, M. New Technology and Manufacturing Management, London, Wiley, 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.

HR – 306 LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Objectives

Understanding of the legal framework is important for the efficient decision making relation to man management and industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Course Contents

Unit – I: Emergence and objectives of labour laws and their socio-economic environment; industrial relations laws – laws relating to industrial disputes, trade unions, and standing orders.

Unit – II: Laws relating to discharge, misconduct, domestic enquiry, disciplinary action.

Unit – III: Social security laws – laws relating to workmen’s compensation, employees’ state insurance, provident fund, gratuity and maternity relief.

Unit – IV: Wages and bonus laws – the law of minimum wages, payment of wages, payment of bonus.

Unit – V: Law relating to working conditions – the laws relating to factories, establishment, and contract labour; interpretations of labour laws, their working, and implications for management, union, workmen; the economy and the industry.

Suggested Readings

1. Ghaiye, BR. Law and Procedure of Departmental Enquiry in Private and Public Sector, Lucknow, Eastern Law Company, 1994.
2. Malhotra, O.P. The law of Industrial Disputes, Vol. I and II, Bombay, N.M. Tripathi, 1985.
3. Malik, PL. Handbook of Industrial Law, Lucknow, Eastern Book, 1995.
4. Saini, Debi S. Labour judiciary, Adjudication and Industrial Justice, New Delhi, Oxford, 1995.
5. Saini, Debi S. Redressal of Labour Grievances, Claims and Disputes, New Delhi, Oxford & IBH, 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.

HR – 307 MANAGEMENT TRAINING AND DEVELOPMENT

Objectives

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

Course Contents

Unit – I : Training process – an overview; role, responsibilities and challenges to training managers.

Unit – II : Organization and management of training function; training needs assessment and action research; instructional objectives and lesson planning; learning process.

Unit – III : Training climate and pedagogy; developing training modules.

Unit – IV : Training methods and techniques; facilities planning and training aids; training communication.

Unit – V : Training evaluation; training and development in India.

Suggested Readings

1. Beunet, Roger ed. Improving Training Effectiveness, Aldershot, Gower, 1988.
2. Buckley R & Caple, Jim. The Theory & Practice of Training, London, Kogan & Page, 1995.
3. Lynton, R Pareek, U. Training for Development, 2nd ed. New Delhi, Vistaar, 1990.
4. Pepper, Allan D. Managing the Training and Development Function, Aldershot Gower, 1984.
5. Rae, L. How to Measure Training Effectiveness, Aldershot, Gower, 1986.

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

HR – 308 HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEM

Objectives

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

Course Contents

Unit – I: Field of HRD – Concepts, goals, challenges; HRD climate and practices in India.

Unit – II: Staffing HRD function; developing HR strategies

Unit – III: HRD system design principles; design & administration of select HRD systems.

Unit – IV: HRD for workers; HRD Intervetnion.

Unit – V: HRD approaches for coping with organizational changes; case studies of HRD in Indian organizations.

Suggested Readings

1. Dayal, Ishwar, Successful Application of HRD, New Delhi, New Concepts, 1996.
2. Dayal, Ishwar, Designing HRD Systems, New Delhi, Concept, 1993.
3. Kohli, Uddesh & Sinha. Dhami P. HRD – Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 1995.
4. Maheswari, BL & Sinha, Dhami P. Management of Change Through HRD, New Delhi, Tata McGraw Hill, 1991.
5. Pareek, U. etc. Managing Transitions: The HRD Response, New Delhi, Tata McGraw 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.

HR – 309 HUMAN RESOURCE PLANNING AND DEVELOPMENT

Objectives

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Development and Development in Organizations.

Course Contents

Unit – I : Macro Level Man power planning and labour market analysis; organizational human resource planning; stock taking; work force flow mapping; age and grade distribution mapping.

Unit – II : Models and techniques of manpower demand and supply forecasting; behavioural factors in human resource planning – wastage analysis; retention; redeployment and exit strategies.

Unit – III : Career management and career planning; performance planning; potentials appraisal and career development.

Unit – IV : HRD climate; culture; QWL and management of change; TQM and HRD strategies; HRD in strategic organizations.

Unit – V : Human resource information system; human resource valuation and accounting.

Suggested Readings

1. Arthur, M. Career Theory Handbook. Englewood Cliff, Prentice Hall Inc., 1991.
2. Belkaoui, A.R. and Belkaoui, J.M. Human Resource Valuation: A Guide to Strategies and Techniques, Greenwood, Quorum Books, 1995.
3. Dale, B. Total Quality and Human Resources: An Executive Guide, Oxford, Blackwell, 1992.
4. Greenhaus, J.H. Career Management, New York, Dryden, 1987.
5. Kavanagh, M.J. etc. Human Resource Information System : Development and Applications, Boston PWS – Kent, 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.

IFORMATION TECHNOLOGY

(Major Specialization Area)

IT-304 DATABASE MANAGEMENT SYSTEM

Objectives

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

Course Contents

Unit-I: Introduction: view of data, data model, database layout, strange management, overall system structure.

Model: designing of E-R database, relation of model, Hi-end model, network model.

Unit-II: Integrity constraints: domain constraints, referential integrity, assertions, triggers, functional dependency.

Unit-III: Storage and file strategy: overview, magnetic disc, RAID, territory storage, storage access, files organization, data dictionary storage.

Unit-IV: Transaction: concept, transaction state, implementation of atomicity and unreliability, concurrent executions, serilizability, recoverability, implementation of isolation.

Unit-V: Recovery system: overview, database architect overview, parallel database overview, distinct database overview

Suggested Readings

1. Coad, Peter and Edward, Yourdon, Object-Oriented analysis, 2nd ed., Englewood Cliff, New Jersey, Yourdon Press, 1991.
2. Kroenke, David M. Database Processing: Fundamentals, Design, Implementation, 4th ed., New York, McMillan.
3. McFadden, Fred R and Hoffer, Jeffery, A. Database Management, 3rd ed., Redwood City, Benjamin-Cummings, 1991.
4. Pratt, Phillip J. A Guide to SQL, Boston, Boyd and Fraser, 1990.
5. 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.

IT- 305 DATA COMMUNICATION

Objectives

This course has been designed to introduce the participants with the different communication technology and in particular Data Communication. It provides the participants an opportunity to study the hands on implementation of a Data communication in real environment.

Course Contents

Unit-I: Introduction, communication models, Protocol architecture OSI, TCP-IP

Unit-II: Data transmission concepts and terminology, analog and digital transmission, transmission impairment, Guided and wireless transmission

Unit-III: Data link control: Flow control, error detection, error control, High level data link control, other link control

Unit-IV: Multiplexing: Frequency division, Time division, asymmetric digital subscriber line , XDSL

Unit-V: Circuit switching, Packet switching ATM and Frame relay, LAN technology, Lan System

Suggested Readings

1. Data and computer communication, William Stallings,sixth edition, PHI publication
2. Computer Network, Andrew S. Tanenbaum, Third edition, PHI publication

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

IT-306 SOFTWARE ENGINEERING

Objectives

The aim of the course is to acquaint the participants with the software engineering practices.

Course Contents

Unit – I: Introduction: SDLC, models of SD, process and project management.

Unit – II: Project planning: project planning infrastructure, process planning

Unit – III: Effect estimates and scheduler: models, schedule, approach.

Quality planning: quality concept, CMM, quantitative quality management planning, defect portion planning.

Unit – IV: Risk management: risk assessment, risk control.

Unit – V: Measurement and trolley planning: concept of measurement, S process control, measuring schedule, measuring size, project tracking. Configuration management: concept, configuration process and control.

.Suggested Readings

1. Integrated approach to software Engineering, Third edition, Pankaj Jolate, Narosa Publication

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

IT-307 SYSTEM ANALYSIS AND DESIGN

Objectives

The course is aimed at developing an appreciation of analysis and design of computer based commercial data processing systems.

Course Contents

Unit-I: Introduction: system analysis overview, category of information system, feasibility study, SDCC, system development strategy, implementation and evaluation,

Unit-II: Tools for determining system requirement: requirement determination, fact – finding technique, tools for documentation proceeding and decision.

Unit-III: Structure analysis development strategy: structure analysis, data flow strategy, elevation of DFD, recording data description.

Unit-IV: Analysis to design transition: specific application requirement, elements of design, design of input and output, design of online dialogue.

Unit-V: Design for database integration: system development in a database, E-R diagram, data model, normalization, database administration.

Suggested Readings

1. James A Senn, Analysis & Design of Information System, Second Edition, McGraw-Hill International Editions, Computer Series
2. Awad, Elias M. Systems Analysis and Design, 2nd ed., New Delhi, Prentice Hall of India, 1990.
3. Coad, Peter and Edward, Yourdon, Object-Oriented Analysis, 2nd ed., Englewood Cliff, new Jersey, Yourdon Press, 1991.
4. Hawryszkiewycz, IT. Introduction to systems Analysis and Design, 2nd ed., New Delhi, Prentice Hall of India, 1991.
5. Marco, T.D. Structured Analysis & System Specification, New Delhi, Yourdon Press, 1989.
6. Rajaraman, V. Analysis and Design of Information Systems, New Delhi, Prentice Hall of 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.

IT-308 INFORMATION SECURITY

Objectives

The objective of the course is to familiarize the participants with the security and control system use in the business world.

Course contents

Unit-I: Introduction: need for security, security approaches, principle of security, risk to introduction system.

Security: physical security, logical security, threats to security.

Unit-II: Cryptographic technique: plain text and Cipre text, substitution technique, transportation technique, encryption and decryption, symmetric and assenter key, stegonography, key range and key size, possible type of attack.

Unit-III: Computer based Symantec key cryptographic algorithms: introduction algorithm types and modes, overview of symmetric key cryptography, data encryption standard, IDEA, RCS, blowfish, AES.

Unit-IV: Computer based asymmetric key cryptographic algorithms: introduction, RSA algorithm, digital signature, knapsack algorithm.

Unit-V: Public key Infrastructure, digital cerificat, private key management, PKCS, XML, PKI ans security

Suggested Readings

1. Cryptography and network security, Atil Khate, TMH
2. PC and LAN Secutity by Stephen Cobb
3. Enterprise Security – Protecting Information assets by Michel E. Kabey.
4. Enterprise Disaster Recovery Planning by Miora
5. Computer Security for Dummies

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

IT-309 E-COMMERCE AND CYBER LAW

Objectives

The objective of the course is to familiarize the participants with the E-commerce features and Cyber Law in international scenario and India in particular.

Unit-I: E-commerce overview: Introduction, models of e-commerce, e-commerce status in India

Unit-II : Technology for e-commerce: Electronic data interchange, Internet protocols, security, Internet security protocol, challenge in e-commerce

Unit III: Cyber crime: Building e-commerce Infrastructure, Cyber crime in India and abroad, Payment process, Fraud

Unit-IV: Cyber Law: E-commerce legal frame work, UNCITRAL model law, Taxing issue

Unit-V: IT act 2000, TRAI, Indian Telegraph act 1885, The Reserve Bank Act,1934

Suggested Readings

- 1 Enterprise Electronics and Mobile Commerce, VK Jain, Cyber Tech publications
- 2 Cyber Laws, K Kumar, Dominant Publisher and Distributor,
- 3 Understanding Electronics Commerce, David Kosiur, Microsoft press

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

PRODUCTION AND OPERATIONS

(Major Specialization Area)

PO – 304 PURCHASING AND MATERIALS MANAGEMENT

Objectives

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 organizations; cost-reduction techniques in pre-purchase, purchase and post-purchase systems; modern material planning and delivery systems like MRP and JIT and material handling and logistics systems.

Course Contents

Unit – I : Role of purchasing and materials management – objectives, organization and interrelationships, determination and description of material quality, material planning in push and pull system, MRP and JIT.

Unit – II : Determination and description of material quality – receiving and incoming quality inspection, acceptance sampling plans, vendor-process capability; cost-reduction techniques – standardization, simplification and variety reduction; value analysis and engineering.

Unit – III : 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.

Unit – IV : Purchasing of capital equipment – appraisal methods, evaluating suppliers' efficiency, stores layout, classification and codification; material logistics – warehousing management, material handling, traffic and transportation, disposal of scrap, surplus and obsolete materials.

Unit – V : Inventory control of spare parts, material information system.

Suggested Readings

1. Ansari A and Modarress B. JIT Purchasing, New York, Free Press, 1990.
2. Baily P. etc. Purchasing Principles and Management, London, Pitman, 1994.
3. Burt, David N. Proactive Procurement, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
4. Dobler, D.W. etc. Purchasing and Materials Management, New York, McGraw Hill, 1990.

5. Dutta, A.K. Integrated Materials Management, New Delhi, PHI, 1986.

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

PO – 305 TOTAL QUALITY MANAGEMENT

Objectives

The objectives of this course is to acquaint the students with to make clear to candidates the basic concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification System – 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

Unit – I : 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.

Unit – II : Statistical process control; process capability studies; humanistic aspects of TQM; management of Q.C. and Z.D. programmes; quality improvement teams; Q-7 tools.

Unit – III : Quality costs; Taguchi loss function; functional linkage of quality with reliability and maintainability.

Unit – IV : Failure analysis; (ETA/FMEA) and optimum maintenance decisions; total productive maintenance (TPM)

Unit – V : Quality audits; lead assessment and ISO – 9000 standards; marketing aspects to T.Q.; total quality of services; total quality and safety; six sigma.

Suggested Readings

1. Carruba, Eugene R and Gorden, Ronald D. Product Assurance Principles: Integrating Design Assurance & Quality Assurance, New York, McGraw Hill, 1991.
2. Grant, Eu-gene L and Leavenworth, Richards, Statistical Quality Control, McGraw Hill, New York, 1991.
3. Ireson W.G. and Coombas, CP. Handbook of Reliability Engineering & Management, New York, McGraw Hill, 1988.
4. Lochner, Robert H. and Matar, Joseph E. Designing for Quality, London, Chapman & Hill, 1990.
5. Pike, John and Barnes, Richard, TQM in Action, London, Chapman & Hill, 194.

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

PO – 306 PRODUCTION PLANING AND CONTROL

Objectives

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

Unit – I : Production planning and control function; material requirement planning.

Unit – II : Production – inventory systems; forecasting for inventory and production control.

Unit – III : Aggregate planning; job shop planning; scheduling and control; just-in-time production.

Unit – IV : Line balancing; planning for high volume standardized products; procedures and documentation in production planning and control/

Unit – V : Application of computers; ERP.

Suggested Readings

1. Burbidge, John L. Principles of Production Control, London , Donald and Evans 1981.
2. Caubang, Ted C. Readings on Production Planning and Control, Geneva, ILO.
3. Greene, James H. Production and Inventory Control Handbook, New York, McGraw Hill, 1987.
4. Mc Leavey, Dennis W and Narasimhan, SL. Production and Inventory Control, Boston, Allyn and Bacon, 1985.
5. Peterson, R and Silver, EA. Decision Systems for Inventory Management and Production Planning, New York, John Wiley, 1979.

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

PO – 307 APPLIED OPERATIONS RESEARCH

Objectives

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

Unit – I : Parametric and sensitivity analysis; inventory control models under uncertainty.

Unit – II : Applied queuing models; networks models.

Unit – III : Non-linear optimization techniques-quadratic programming.

Unit – IV : Portfolio management problem; replacement models and policies.

Unit – V : Dynamic programming; reliability models.

Suggested Readings

1. Ahuja A.K. etc. Network Flows, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
2. Gould, FJ. Etc. Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Gupta, MP and Sharma J.K. Operations Research for Management, New Delhi, National, 1997.
4. Taha Harndy A. Operations Research: An Introduction, MacMillan, New York, 1992.
5. Mathur, K and Solow D. Management Science, 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.

PO – 308 LOGISTICS MANAGEMENT

Objectives

The course is designed to explain basic theory and techniques of logistics of examine the issues and problems associated with logistics in a changing business environment, and to show how logistics can improve an enterprises

effectiveness and competitiveness. Students would be encouraged to use computer software packages for problem solving.

Course Contents

Unit – I : Introduction to logistics and its interface with production and marketing; measures of logistics; physical distribution and logistics.

Unit – II : Logistics system analysis and design; warehousing and distributing centres; locations.

Unit – III : Transportation systems : facilities and services; dispatch and routing decisions and models.

Unit – IV : Inventory management decisions; logistics audit and control; packaging and materials handling.

Unit – V : International logistics management; logistics future directions.

Suggested Readings

1. Bhallau, Renald H. Business Logistics Management, Englewood Cliffs, New York, Prentice Hall Inc., 1992.
2. Beal K. A Management Guide to Logistics Engineering, USA Institute of Production Engineering, 1990.
3. Benjamin S.B. Logistics Engineering and Management, Englewood Cliffs, New York, Prentice Hall Inc., 1996.
4. Bowersox, DJ and Closs, D.H. Logistics Management. A System Integration of Physical Distribution, New York, MacMillan, 1986.
5. Christopher, M. Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services, London, Pitsman, 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.

PO – 309 GOALS PROGRAMMING IN MANAGEMNT

Objectives

The objective of this course is to acquaint the students with the concepts, solution methods and applications of goal programming to real-word problems.

Course Contents

Unit – I : Goal Programming – basic concept model formulation, graphical and simplex method.

Unit – II : Integer goal programming, Post-optimal sensitivity analysis.

Unit – III : Parametric goal programming; goal programming under certainty.

Unit – IV : Application of goal programming in functional areas of management; implementation of goal programming.

Unit – V : Introduction to some application software such as – QSB, micro manager and LIGO.

Suggested Readings

1. Cook, Thomas M and Russel, Robert A. Introduction to Management Science, 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985
2. Eppen, GD. Etc. Quantitative Concepts for Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
3. Ignizio, JP. Goal Programing and Extensions, Lexington, Lexington Books, 1976.

4. Ijier Y. Management Goals and Accounting for Control, Amsterdam, North Holland, 1965.
5. Lee SM. Goal Programming for decision Analysis, Philadelphia, Auerbach, 1971.

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

INSURANCE AND RISK MANAGEMENT (Major Specialization Area)

IR-304: PRINCIPLE AND PRACTICE OF LIFE AND GENERAL INSURANCE

Course objective:

The objective of this paper is to make the Student aware of the various life and general insurance product and the provisions, benefits and services aspect of each product. It also provides the understanding on various practices with specific reference to Underwriting, rating, claim settlement and allied service.

Course contents

Unit-I

Original and development of the concept of life Insurance, principles of Life Insurance products of life Insurance and Services

Unit-II

Elements in the computation of Assurance premium, selection and classification of risk and the basic principles of utmost good faith

Unit-III

Plans of Life Insurance, Application and Acceptance, Insurance forms

Unit-IV

Original and Development of General Insurance Concepts, Basic Principles of General Insurance, General Insurance markets type of general Insurance.

Unit-V

Under writing and Rating practices, claims practice and Procedus

Suggested Readings:

1. Gupta, P.K. "Fundamental of Insurance", Himalaya Publishing House, Mumbai.
2. Black, Kenneth and Harold Skipper, "Life and Health Insurance" Pearson Education, New Delhi.
3. Ganguly, Anand, "Insurance Management", New Age International, New Delhi.
4. Mothhar, M., "Insurance Principles, Practices Management and Salesmanship, Sharada Pustak Bhawan, Allahabad.
5. IC-01, Principles of Insurance, Insurance Institute of India, Mumbai.
6. IC-02, Practice of Life Insurance, Insurance Institute of India, Mumbai.
IC-02, Practice of General Insurance, Insurance Institute of India, Mumbai.

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

IR-305: FINANCE FOR INSURANCE

Course Objective:

The objective of this paper is to acquaint the students with the basic understanding of Indian financial System that includes financial markets, instruments and regulation under which a financial corporate operates. It also provides concepts on finance and its time value with the calculation of interest on various types of deposits and term structure of interest rates. The basic principles of valuation models are discussed for evaluation of different types of securities.

Unit – I

Indian financial system – financial markets, instruments and regulatory authority. Scope and functions of finance; objective of financial management. Time value of money – calculation of present and future value of money.

Unit – II

The measurement of interest – The nominal rate of interest, simple interest, compound interest, term structure of interest rates. Elementary annuities – Annuity immediate, annuity due, Annuity values on any date – perpetuities.

Unit – III

General annuities – Annuities payable less frequently than interest is payable, continuous annuities – unknown time and unknown rate of interest, elementary varying annuities, more general varying annuities, continuous varying interest.

Unit – IV

Amortization schedule and sinking funds, determination of outstanding principal, amortization schedules – sinking fund, different payment periods and interest conversion periods – yield rates – reinvestment rates.

Unit – V

Valuation of bonds and equity shares – types of securities, price of a pure bond – premium discount and par; convertible bonds and its valuation; callable basis and its valuations; determination of various types of yields; valuation of equity shares; Bonus Issue and equity.

Suggested readings

1. Pandey, I.M., Financial Management, 10th edition, Vikas Publishing House, Pvt. Ltd., New Delhi.
2. Kellison, Stephen. G., (2009), The Theory of Interest (3rd ed.), Mc Graw Hill, New York.
3. Parameter, Michael M, Theory of interest and life contingencies with pension application, Actex Publishers, Winsted, CT.

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

IR-306 : HEALTH AND PERSONAL ACCIDENT INSURANCE :

Course Objective

The object of this paper is to acquaint the student with the knowledge of different type health related insurance products. The concept of underwriting in health insurance is also discussed.

Course content:

Unit-I:

Economics of health care – health care environment – health insurance providers in India – different levels of medical care – insurance principles as applicable to medical insurance.

Unit-II:

Individual health insurance policy coverage – disability insurance – long term care plans – taxation aspects.

Unit-III:

Accident insurance and related overseas travel insurance, issues related to critical illness, domiciliary treatment, hospitalization.

Unit-IV:

Health insurance underwriting – health insurance underwriting factors – principles of health insurance rate making – premium rate variables – individual policy underwriting – group policy underwriting – health insurance reserves and other liabilities.

Unit-V:

Health insurance proposal forms – claim forms – claims documentation – different methods of claims settlement – third party administration – IRDA Regulations on health insurance.

Suggested readings:

1. Black, Jr. Kenneth and Harold Skipper Jr. (2005), Life and Health Insurance, (13th Edition), Pearson Education, Delhi.
2. Rejda, George. E. (2008), Principles of Risk management and Insurance, International Edition, 10th Edition, Pearson Education, Delhi.
3. IC – 11: Practice of General Insurance (2006), Insurance Institute of India, Mumbai.

IR-307 : DATA MINING TECHNIQUE

Objective:

The objective of this paper is to acquaint the students having anything to do with databases, neural networks, genetic algorithms, E-commerce, or artificial intelligence with the techniques of data mining and warehousing developing business intelligence and Customer Relationship management (CRM).

Course content

Unit-I: Data warehousing: Introduction, what is a data warehouse, definition, multidimensional data model, OLAP operations, Warehouse Schema, data warehousing architecture, warehouse server, metadata, OLAP engine, data warehouse backend process

Unit-II: Data mining: Introduction, what is data mining, data mining definitions, KDD Vs. data mining, DBMS Vs. DM. Association Rules: Introduction, what is an association rule, methods to discover association rules, A priori algorithm, partition algorithm, Pincer-Search algorithm, dynamic itemset counting algorithm, FP-tree growth algorithm, Éclat and dÉclat, rapid association rule mining, discussion on different algorithms, incremental algorithm, border algorithm, generalized association rule, association rules with item constraints

Unit-III: Cluster techniques: Introduction, clustering paradigms, partitioning algorithms, k-Medoid algorithms, CLARA, CLARANS, hierarchical clustering DBSCAN, BIRCH, CURE, categorical clustering algorithms, STIRR, ROCK, CACTUS

Unit- IV: Decision trees: Introduction, what is a decision tree, tree construction principle, best split, splitting indices, splitting criteria, decision tree construction algorithms, CAR, ID3, C4.5, CHAID, decision tree construction with presorting, rain forest, approximate methods, CLOUDS, BOAT, pruning technique, integration of pruning and construction.

Unit-V: Other techniques: Introduction, What is a neural network, learning in NN, unsupervised learning, data mining using NN, genetic algorithm, support vector machines.

References

1. Pujari Arun K., Data Mining Techniques, Universities Press, (India) Pvt. Ltd., Hyderabad, 2nd Edition, 2010.
2. Agarwal S., Agarwal R., Deshpande P.M., and Gupta A. On the computation of multidimensional aggregates. VLDB, 1998.
3. Anahory S., and Murray D. Data Warehousing in the Real World: A practical guide for building decision support systems. Addison Wesley Longman, 1997.
4. Nestorov S. and Tsur S. Integrating data mining with relational DBMS: A tightly coupled approach, www-db.stanford.edu/people/evitmov.html, 1998.
5. J.Han, H.cheng, d. Xin, and X. Yan. Frequent pattern mining: Current status and future directions. Data Mining and Knowledge Discovery, 14(1), 2007.

IR-308: ACTUARIAL MATHEMATICS

Course Objectives:

The objective of the course is to make the students aware about the concept, process and application of actuarial science in the field of life and general insurance.

Course Contents:

Unit-I:

Introduction to life insurance: Life Insurance contracts – annuity contracts – pension benefits – mutual and proprietary insurers. Survival models: Future life time – survival function – force of mortality – actuarial notation – curtater future lifetime. Life tables and selection: Life tables – fractional age assumptions – survival models for life insurance policy holders – life insurance underwriting – select and ultimate survival models.

Unit-II:

Benefits of insurance: Valuation of insurance benefits – variable insurance benefits – function for select lives. Annuities: Annuities certain – annual life annuities – continuous annuities – deferred annuities – guaranteed annuities – increasing annuities – evaluation of annuity functions. Calculation of premiums – net premium – gross premium – profit – extra risks.

Unit – III:

Policy values: Policies with annual cash flows – policies with cash flows and discrete intervals – policy values with continuous cash flows – policy alterations – retrospective policy value – negative policy value multiple state

models: Examples of multiple state models – assumptions. Kolmogorov’s forward equations – premiums – policy values, multiple decrement models – joint life and last survivor benefits – transitions at specified ages.

Unit-IV:

Pension mathematics – Salary scale function – setting the contribution – defined contribution plan – the service table – valuation of benefits – withdrawal pension – funding plans. Interest rate risk: Yield curve – valuation of insurance and life annuities – risk: Diversifiable and non-diversifiable – Monte Carlo simulation, cash flow analysis for traditional life insurance contracts: profit testing for traditional life insurance – profit measures.

Unit-V:

Emerging costs for equity – linked insurance: Equity – linked insurance (ELI) – Deterministic profit testing for ELI – Stochastic profit testing – stochastic pricing – stochastic reserving. Option pricing: Assumptions – European call options and put options – American options – Binomial option pricing – Black-Scholes-Merton Model. Embedded options: guaranteed minimum maturity benefit – guaranteed minimum death benefit – pricing methods for embedded options – risk management – emerging costs.

Suggested readings:

1. Bowers, N.L. H.U.Gerber, J.C.Hickman, D.A.Jones and C.J.Nesbitt Actuarial mathematics, second ed., Society of Actuaries, Istaca.
2. Dickson, D. C.M. M.R.Hardy and H.R.Waters, (2009) Actuarial Mathematics for Life Contingent Risks, Cambridge University Press, Cambridge.
3. Neill, A., Life Contingencies, Heinemann, London.

IR-309: RISK MANAGEMENT & LIFE INSURANCE UNDERWRITING

Course Objectives:

The objective of the course is to make the students aware about the various risk factors of lives and role of insurance.

Course Contents:

Unit - I: introduction to concept of risk, hazard and peril, concept of tolerable limits and downside, concept of risk, Process of Risk Management. Risk perception, various tools used to perceive a risk, organization charts, flow chart, accounting methods. Exposure Analysis, check lists. DOW index, Fault tree, event tree
HAZOP studies, safety audit

Unit - II :

Introduction to the process of Risk, evaluation and concept of Probability, what is PML, (just the concept) decision Marketing Criteria. Importance of valuation of a risk, concept of Sum insured and how to fix the Sum insured

Unit - III

Introduction to the process of Risk Control, loss Prevention, various methods

Techniques of Risk Retention, captives and methods, Techniques of Risk Retention, captives and methods of Self Retention, Risk Transfer Mechanisms

Unit- IV

Significance of pricing fundamental, Underwriting Basics, Organization of Underwriting, Underwriting Philosophy & Guidelines

Suggested readings:

1. Gupta, P.K. “Fundamental of Insurance”, Himalaya Publishing House, Mumbai.
2. Black, Kenneth and Harold Skipper, “Life and Health Insurance” Pearson Education, New Delhi.
3. Ganguly, Anand, “Insurance Management”, New Age International, New Delhi.

SEMESTER – IV

CP-401 CORPORATE GOVERNANCE

Course Objective:

This course has been designed to develop a concept of corporate governance. Its system and models along with the ethical and corporate social responsibility issues.

Unit-I: Corporate Governance-An Overview

Corporate governance- Concept, needs, importance, benefits, issues and concerns-national and international, corporate governance and different stakeholders.

Unit-II: Corporate Governance-Systems and models

Corporate governance mechanism, theory- Agency theory, Stewardship theory, Stakeholder theory, Sociological theory, and models- Anglo-American model, German model, Japanese model, Indian model, code of good governance.

Unit-III: Emergence of Corporate Governance

Developments of corporate governance, corporate governance committees, World bank and corporate governance, OECD principles, Sarbanes- Oxley Act, 2002, Indian Committees, SEBI and corporate governance, Indian Companies Act and corporate governance

Unit-IV: Ethics and Corporate Governance

Business ethics and corporate governance; importance and needs, unethical issues, Indian and International dimensions. Role and responsibility of auditors.

Unit-V: CSR and Corporate Governance

Corporate social responsibility(CSR), concept, issues and models, CSR in practice, CSR and Indian industries, corporate governance and environmental issues.

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

Suggested Readings

1. Fernando, Corporate Governance-Principles, Policies and practices, Pearson, New Delhi.
2. Rajagopalan, Take over, Restructuring and Corporate governance, Company Law Institute of India, Chennai.
3. World Council for corporate governance, website
4. International Chamber of Commerce website

CP-402 ENTERPRISE RESOURCE PLANNING (ERP)

Course 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:

Unit – I Introduction, ERP over view, benefit, Business Process Reengineering, Data ware housing and data mining, OLAP

Unit – II Implementation, ERP implementation, Implementation Methodology, Organizing the implementation, Vendor, consultant, user, project management

Unit – III Modules of ERP, Finance, material management, HR, plant management, quality management, sales and distribution

Unit – IV ERP Packages introduction, SAP, People soft, Baan, Oracle, QAD, SSA, JD Edward

Unit – V ERP present and future, EAI, E-Commerce, E-Business

References:

1. Carr, DK and Johansson, HJ. Best Practices in Re-engineering, New York, McGH.
2. Champy, James, Re-engineering Management: The Mandate for New Leadership, London, Harper Collins.
3. Coulson-Thomas, C. Business Process Re-engineering: Myth & Reality, London, Kogan.
4. Davenport, T.H. Process Innovation: Re-engineering Work through Information Technology, Boston, Harvard Business School Press.
5. Hammer, Michael, Re-engineering the Corporation: a Manifesto for Business Revolution, London, Nicholas, Brealey.
6. Alexis Leon, ERP, Tata McGraw Hill

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

CP-403 DISSERTATION AND VIVA-VOCE

A student shall have to do a dissertation of 200 marks / 8 credits under the supervision of a teacher/ faculty of the department and submit the dissertation report the department and there would be a Viva-Voce examination.

FINANCE (Minor Specialization Area)

F-404 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objectives

The objective of this course is to impart knowledge to students regarding the theory and practice of security analysis and investment decision making process.

Course Contents

Unit – I: Introduction to investment on financial assets, investment objectives; estimation of return and risk – single security and portfolio of security, risk return relationship when ρ (rho) varies from '+1 to -1', portfolio construction diversities unsystematic risk.

Unit – II: Investment decision through fundamental analysis, bond valuation; types of bond yields; bond price theorem; term structure of interest rates; duration, equity valuation – DD model; P/E ratio; bonus issue and equity valuation.

Unit – III: Portfolio selection through Markowitz model, risky assets only out of owned fund for both risk and risk free assets; when $LR = BR$ out of owned funds risk assets only when $LR = BR$ out of both owned and borrowed funds, risky assets only when $BR > LR$, portfolio selection – use of Lagrangian multiplier technique, capital asset pricing model; arbitrage pricing theory, portfolio selection – Sharpe method.

Unit – IV: Portfolio management, passive management, active management, portfolio performance evaluation, Sharpe's measure, Tremor's measure, diversification measure, Jensen's differential measure.

Unit – V: Technical analysis: Dow theory and Elliot wave theory, technique of technical analysis, moving average, oscillator, relative strength index, rate of change, moving average convergence and divergence, efficient market hypotheses – weak, semi and strong form of market efficiency.

Suggested Readings

1. Amling, Frederic, Investment. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983.
2. Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management, 6th ed., New Delhi, Prentice Hall of India, 1995.
3. Fuller, Russell J. and Farrell, James L. Modern Investment and Security Analysis, New York, McGraw Hill, 1993.
4. Haugen, Robert H. Modern Investment Theory, 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.

F- 405 INTERNATIONAL ACCOUNTING

Objectives

The objective of this course is to acquaint the students with the accounting needs of international financial markets and to analyze the accounting measurement and reporting issues unique to multinational business transactions.

Course Contents

Unit – I: International dimensions of accounting:

International accounting- concept, scope and importance of international accounting; harmonization of accounting practices, international accounting standards and IFRS, factors contributing to the development of international accounting, difficulties in international accounting, international efforts for harmonization.

Unit – II: Foreign transactions- recording and translation

International / foreign transactions and their recording under different methods, currency translations.

Unit – III: Foreign Inflation Accounting and reporting

International perspective on inflation accounting; financial reporting and disclosure, managing international information systems.

Unit – IV: Foreign Financial system analysis

Analyzing foreign financial statements; financial management of multinational entities.

Unit – V: Transfer pricing and international taxation

Transfer pricing- scope, importance and techniques; international taxation – various techniques including withholding taxes.

Suggested Readings

1. International Accounting- Das Mohapatra, A K , Prentice Hall of India, New Delhi
2. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises, New York, John Wiley, 1985.
3. Choi, Frederick DS and Mueller Gerhard G. International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
4. Evans, Thomas G. International Accounting & Reporting, London, MacMillian, 1985.
5. Holzer, H Peter, International Accounting, New York, Harper & Row, 1984.

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-406 PROJECT PLANNING ANALYSIS AND MANAGEMENT**Objectives**

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

Unit – I: Project and Economic Development, Project Management - an overview, Generation & Screening of Project Idea.

Unit – II: Capital expenditure- importance and difficulties; market demand and situational analyses, Environmental Analysis.

Unit – III: Capital budgeting decisions, Technical Analysis; Financial Analysis; Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis, UNIDO analysis, UNIDO Approach, Little-Mirrless Approach

Unit – IV: Network techniques for project management; project review and administration, Problem of time and cost overrun.

Unit – V: Project financing in India; assessment of the tax burden; Project Feasibility Report.

Suggested Readings

1. Ahuja, G.K. & Gupta, Ravi, Systematic Approach to Income Tax, Allahabad, Bharat Law House, 1997.
2. Bhalla, V.K. Modern Working Capital Management, New Delhi, Anmol, 1997.
3. Bhalla, V.K. Financial Management and Policy, 2nd ed. New Delhi, Anmol, 1998.
4. Chandra, Prasanna, Project: Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill, 1987.
5. 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

MARKETING (Minor Specialization Area)**M-404 ADVERTISING MANAGEMENT****Objectives**

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

Course Contents

Unit – I : Advertising's role in the marketing process; legal ethical and social aspects of advertising.

Unit – II : Process of Communication , Theory of cognitive dissonance and clues for advertising strategists: stimulation of primary and selective demand – objective setting and market positioning; Dagmar approach – determination of target audience.

Unit – III : Building of advertising programme-message, headlines, copy, logo, illustration, appeal, layout, campaign planning, Media Planning, Budgeting

Unit – IV :Advertising Effectiveness tests, recognition, recall, experimental designs; advertising organization – selection compensation and appraisal of an agency; electronic media buying.

Unit – V: Advertising campaign – advertising Vs Consumer Behaviour, Sales Promotion – Role of Creative Strategies, Advertising – Retail, National, Cooperative, Political, International, Public Service Advertising.

Suggested Readings

1. Aaker, David A. etc. Advertising Management, 4th ed., New Delhi, Prentice Hall of India, 1985.
2. Beleh, George E and Beleh, Michael A. Introduction to Advertising and Promotion, 3rd Ed. Chicago, Irwin, 1995.
3. Borden, William H. Advertising, New York, John Wiley, 1981.
4. Hard, Norman. The Practice of Advertising, Oxford, Butterworth Heinemann, 1986.
5. Kleppner, Otto, Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.

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

M-405 INTERNATIONAL MARKETING

Objectives

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

Course Contents

Unit – I : International Marketing – Definition, Concept and Setting; distinction between international trade, marketing and business; economic environment of international marketing.

Unit – II : International Institutions – World Bank, IMF, UNCTAD, WTO, customs union, common markets, free trade zones, economic communities; constraints on international marketing – fiscal and non-fiscal barriers, non-tariff barriers.

Unit – III : Trading partners – bilateral trade agreements, commodity agreements and GSP; India and World trade.

Unit – IV : Import and Export Policy, direction and quantum of India's export; institutional infrastructure for export promotion; export promotion councils, public sector trading agencies, ECGC, commodity boards etc; procedure and documents – registration of exporters, export quotations, production and clearance of goods for exports, shipping and transportation, insurance, negotiation of documents.

Unit – V : Instruments of payments – open account, bills of exchange; letter of credit – export finance; 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

1. Bhattacharya, B. Export Marketing: Strategies for success, New Delhi, Global Business Press, 1991.
2. Johri, Lalit M. International Marketing: Strategies for Success, University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw, JJ, International Marketing: Analysis and Strategies, New Delhi, Prentice Hall of India, 195.
5. Pripalomi, V.H. : International Marketing, Prentice Hall.

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

M – 406 PLANNING AND MANAGING RETAIL BUSINESS

Objectives

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

Course Contents

Unit – I : An introduction to the retailing system, retailing mix – social forces – economic forces – technological force – competitive forces; retailing definition, structure, different formats – marketing concepts in retailing.

Unit – II : Consumer purchase behavior – cultural and social group influence on consumer purchase behavior; retail store location – traffic flow and analysis – population and its mobility – exteriors and layout – consumer traffic flows and patterns – creative display.

Unit – III: Merchandise planning – stock turns, credit management, retail pricing, return on per sq. feet of space – retail promotions – staying ahead of competition.

Unit – IV: Supply chain management – warehousing – role of IT in supply chain management; franchising.

Unit – V : Direct Marketing / Direct Selling – exclusive shops – destination stores – chain stores – discount stores an other current and emerging formats – issues and options; retail equity, technology in retailing – retailing through the internet.

Suggested Readings

1. Diamond Allen, Fashion Retailing, Delmar Pub., 1993.
2. Diamond, Jay and Gerald Pintel Retailing, Prentice Hall, NJ, 1996.
3. Drake, Mary Francis, J.H. Spoone and H. Greenwald Retail Fashion, Promotion, and Advertising, Macmillan, NY, 1992.
4. Levy, Michael & Barton a. Weitz Retailing Management, 2nd ed. Irwin, London, 195.
5. Morgrenstein, Melvin and Harriat Strongin Modern Retailing.

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

HUMAN RESOURCE (HR) (Minor Specialization Area)

HR – 404 MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE

Objectives

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 resource management

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

Course Contents

Unit – I: Manpower management in the 21st Century; environmental context of human resource management; the emerging profile of human resources.

Unit – II : Special features of new technology; concept and process of technological innovation.

Unit – III : Organizational implications of technological change; human resource implications of technological change.

Unit – IV: Performance/potential evaluation in the context of new technology; technology Transfer with human face.

Unit – V : New issues in manpower training and career development.

Suggested Readings

1. Clark, Jon. Managing Innovation and Change, University of Southampton, 1995.
2. Clark, Jon, Human Resource Management and Technological Change, London, Sage, 1993.
3. Campbell, A and Warner, M. New Technology, Skills and Management, London, Routledge, 1992.
4. Rastogi, PN. Management of Technology and Innovation, New Delhi, Sage, 1995.
5. Warner, M. New Technology and Manufacturing Management, London, Wiley, 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.

HR – 405 LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Objectives

Understanding of the legal framework is important for the efficient decision making relation to man management and industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Course Contents

Unit – I: Emergence and objectives of labour laws and their socio-economic environment; industrial relations laws – laws relating to industrial disputes, trade unions, and standing orders.

Unit – II: Laws relating to discharge, misconduct, domestic enquiry, disciplinary action.

Unit – III: Social security laws – laws relating to workmen's compensation, employees' state insurance, provident fund, gratuity and maternity relief.

Unit – IV: Wages and bonus laws – the law of minimum wages, payment of wages, payment of bonus.

Unit – V: Law relating to working conditions – the laws relating to factories, establishment, and contract labour; interpretations of labour laws, their working, and implications for management, union, workmen; the economy and the industry.

Suggested Readings

1. Ghaiye, BR. Law and Procedure of Departmental Enquiry in Private and Public Sector, Lucknow, Eastern Law Company, 1994.
2. Malhotra, O.P. The law of Industrial Disputes, Vol. I and II, Bombay, N.M. Tripathi, 1985.
3. Malik, PL. Handbook of Industrial Law, Lucknow, Eastern Book, 1995.
4. Saini, Debi S. Labour judiciary, Adjudication and Industrial Justice, New Delhi, Oxford, 1995.
5. Saini, Debi S. Redressal of Labour Grievances, Claims and Disputes, New Delhi, Oxford & IBH, 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.

HR – 406 HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEM

Objectives

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

Course Contents

Unit – I: Field of HRD – Concepts, goals, challenges; HRD climate and practices in India.

Unit – II: Staffing HRD function; developing HR strategies

Unit – III: HRD system design principles; design & administration of select HRD systems.

Unit – IV: HRD for workers; HRD Intervention.

Unit – V: HRD approaches for coping with organizational changes; case studies of HRD in Indian organizations.

Suggested Readings

1. Dayal, Ishwar, Successful Application of HRD, New Delhi, New Concepts, 1996.
2. Dayal, Ishwar, Designing HRD Systems, New Delhi, Concept, 1993.
3. Kohli, Uddesh & Sinha. Dhama P. HRD – Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 1995.
4. Maheswari, BL & Sinha, Dhama P. Management of Change Through HRD, New Delhi, Tata McGraw Hill, 1991.
5. Pareek, U. etc. Managing Transitions: The HRD Response, New Delhi, Tata McGraw 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.

INFORMATION TECHNOLOGY (IT) (Minor Specialization Area)

IT-404 SYSTEM ANALYSIS AND DESIGN

Objectives

The course is aimed at developing an appreciation of analysis and design of computer based commercial data processing systems.

Course Contents

Unit-I: Introduction: system analysis overview, category of information system, feasibility study, SDCC, system development strategy, implementation and evaluation,

Unit-II: Tools for determining system requirement: requirement determination, fact – finding technique, tools for documentation proceeding and decision.

Unit-III: Structure analysis development strategy: structure analysis, data flow strategy, elevation of DFD, recording data description.

Unit-IV: Analysis to design transition: specific application requirement, elements of design, design of input and output, design of online dialogue.

Unit-V: Design for database integration: system development in a database, E-R diagram, data model, normalization, database administration.

Suggested Readings

1. James A Senn, Analysis & Design of Information System, Second Edition, McGraw-Hill International Editions, Computer Series
2. Awad, Elias M. Systems Analysis and Design, 2nd ed., New Delhi, Prentice Hall of India, 1990.
3. Coad, Peter and Edward, Yourdon, Object-Oriented Analysis, 2nd ed., Englewood Cliff, new Jersey, Yourdon Press, 1991.

4. Hawryszkiewycz, IT. Introduction to systems Analysis and Design, 2nd ed., New Delhi, Prentice Hall of India, 1991.
5. Marco, T.D. Structured Analysis & System Specification, New Delhi, Yourdon Press, 1989.
6. Rajaraman, V. Analysis and Design of Information Systems, New Delhi, Prentice Hall of 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.

T-405 INFORMATION SECURITY

Objectives

The objective of the course is to familiarize the participants with the security and control system use in the business world.

Course contents

Unit-I: Introduction: need for security, security approaches, principle of security, risk to introduction system.

Security: physical security, logical security, threats to security.

Unit-II: Cryptographic technique: plain text and Cipher text, substitution technique, transportation technique, encryption and decryption, symmetric and assenter key, stegonography, key range and key size, possible type of attack.

Unit-III: Computer based Symantec key cryptographic algorithms: introduction algorithm types and modes, overview of symmetric key cryptography, data encryption standard, IDEA, RCS, blowfish, AES.

Unit-IV: Computer based asymmetric key cryptographic algorithms: introduction, RSA algorithm, digital signature, knapsack algorithm.

Unit-V: Public key Infrastructure, digital certificate, private key management, PKCS, XML, PKI and security

Suggested Readings

1. Cryptography and network security, Atil Khate, TMH
2. PC and LAN Security by Stephen Cobb
3. Enterprise Security – Protecting Information assets by Michel E. Kabey.
4. Enterprise Disaster Recovery Planning by Miora
5. Computer Security for Dummies

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

IT-406 E-COMMERCE AND CYBER LAW

Objectives

The objective of the course is to familiarize the participants with the E-commerce features and Cyber Law in international scenario and India in particular

Unit-I: E- commerce overview: Introduction, models of e-commerce, e- commerce status in India

Unit-II : Technology for e-commerce: Electronic data interchange, Internet protocols, security, Internet security protocol, challenge in e-commerce

Unit III: Cyber crime: Building e-commerce Infrastructure, Cyber crime in India and abroad, Payment process, Fraud

Unit-IV: Cyber Law: E-commerce legal frame work, UNCITRAL model law, Taxing issue

Unit-V: IT act 2000, TRAI, Indian Telegraph act 1885, The Reserve Bank Act,1934

Suggested Readings

- 1 Enterprise Electronics and Mobile Commerce, VK Jain, Cyber Tech publications
- 2 Cyber Laws, K Kumar, Dominant Publisher and Distributor,
- 3 Understanding Electronics Commerce, David Kosiur, Microsoft press

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

PRODUCTION AND OPERATIONS

(Minor Specialization Area)

PO – 404 PURCHASING AND MATERIALS MANAGEMENT

Objectives

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 organizations; cost-reduction techniques in pre-purchase, purchase and post-purchase systems; modern material planning and delivery systems like MRP and JIT and material handling and logistics systems.

Course Contents

Unit – I : Role of purchasing and materials management – objectives, organization and interrelationships, determination and description of material quality, material planning in push and pull system, MRP and JIT.

Unit – II : Determination and description of material quality – receiving and incoming quality inspection, acceptance sampling plans, vendor-process capability; cost-reduction techniques – standardization, simplification and variety reduction; value analysis and engineering.

Unit – III : 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.

Unit – IV : Purchasing of capital equipment – appraisal methods, evaluating suppliers' efficiency, stores layout, classification and codification; material logistics – warehousing management, material handling, traffic and transportation, disposal of scrap, surplus and obsolete materials.

Unit – V : Inventory control of spare parts, material information system.

Suggested Readings

1. Ansari A and Modarress B. JIT Purchasing, New York, Free Press, 1990.
2. Baily P. etc. Purchasing Principles and Management, London, Pitman, 1994.
3. Burt, David N. Proactive Procurement, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
4. Dobler, D.W. etc. Purchasing and Materials Management, New York, McGraw Hill, 1990.
5. Dutta, A.K. Integrated Materials Management, New Delhi, PHI, 1986.

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

PO – 405 TOTAL QUALITY MANAGEMENT

Objectives

The objectives of this course is to acquaint the students with to make clear to candidates the basic concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification System – 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

Unit – I : 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.

Unit – II : Statistical process control; process capability studies; humanistic aspects of TQM; management of Q.C. and Z.D. programmes; quality improvement teams; Q-7 tools.

Unit – III : Quality costs; Taguchi loss function; functional linkage of quality with reliability and maintainability.

Unit – IV : Failure analysis; (ETA/FMEA) and optimum maintenance decisions; total productive maintenance (TPM)

Unit – V : Quality audits; lead assessment and ISO – 9000 standards; marketing aspects to T.Q.; total quality of services; total quality and safety; six sigma.

Suggested Readings

1. Carruba, Eugene R and Gorden, Ronald D. Product Assurance Principles: Integrating Design Assurance & Quality Assurance, New York, McGraw Hill, 1991.
2. Grant, Eu-gene L and Leavenworth, Richards, Statistical Quality Control, McGraw Hill, New York, 1991.
3. Ireson W.G. and Coombas, CP. Handbook of Reliability Engineering & Management, New York, McGraw Hill, 1988.
4. Lochner, Robert H. and Matar, Joseph E. Designing for Quality, London, Chapman & Hill, 1990.
5. Pike, John and Barnes, Richard, TQM in Action, London, Chapman & Hill, 194.

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

PO – 406 LOGISTICS MANAGEMENT

Objectives

The course is designed to explain basic theory and techniques of logistics of examine the issues and problems associated with logistics in a changing business environment, and to show how logistics can improve an enterprises effectiveness and competitiveness. Students would be encouraged to use computer software packages for problem solving.

Course Contents

Unit – I : Introduction to logistics and its interface with production and marketing; measures of logistics; physical distribution and logistics.

Unit – II :Logistics system analysis and design; warehousing and distributing centres; locations.

Unit – III : Transportation systems : facilities and services; dispatch and routing decisions and models.

Unit – IV : Inventory management decisions; logistics audit and control; packaging and materials handling.

Unit – V : International logistics management; logistics future directions.

Suggested Readings

1. Bhallau, Renald H. Business Logistics Management, Englewood Cliffs, New York, Prentice Hall Inc., 1992.
2. Beal K. A Management Guide to Logistics Engineering, USA Institute of Production Engineering, 1990.
3. Benjamin S.B. Logistics Engineering and Management, Englewood Cliffs, New York, Prentice Hall Inc., 1996.
4. Bowersox, DJ and Closs, D.H. Logistics Management. A System Integration of Physical Distribution, New York, MacMillan, 1986.
5. Christopher, M. Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services, London, Pitsman, 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.

INSURANCE AND RISK MANAGEMENT

(Minor Specialization Area)

IR-404: PRINCIPLE AND PRACTICE OF LIFE AND GENERAL INSURANCE

Course objective:

The objective of this paper is to make the Student aware of the various life and general insurance product and the provisions, benefits and services aspect of each product. It also provides the understanding on various practices with specific reference to Underwriting, rating, claim settlement and allied service.

Course contents

Unit-I

Original and development of the concept of life Insurance, principles of Life Insurance products of life Insurance and Services

Unit-II

Elements in the computation of Assurance premium, selection and classification of risk and the basic principles of utmost good faith

Unit-III

Plans of Life Insurance, Application and Acceptance, Insurance forms

Unit-IV

Original and Development of General Insurance Concepts, Basic Principles of General Insurance, General Insurance markets type of general Insurance.

Unit-V

Under writing and Rating practices, claims practice and Precedes

Suggested Readings:

1. Gupta, P.K. "Fundamental of Insurance", Himalaya Publishing House, Mumbai.
2. Black, Kenneth and Harold Skipper, "Life and Health Insurance" Pearson Education, New Delhi.
3. Ganguly, Anand, "Insurance Management", New Age International, New Delhi.
4. Mothhar, M., "Insurance Principles, Practices Management and Salesmanship, Sharada Pustak Bhawan, Allahabad.
5. IC-01, Principles of Insurance, Insurance Institute of India, Mumbai.
6. IC-02, Practice of Life Insurance, Insurance Institute of India, Mumbai.
IC-02, Practice of General Insurance, Insurance Institute of India, Mumbai.

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

IR-405: FINANCE FOR INSURANCE

Course Objective:

The objective of this paper is to acquaint the students with the basic understanding of Indian financial System that includes financial markets, instruments and regulation under which a financial corporate operates. It also provides concepts on finance and its time value with the calculation of interest on various types of deposits and term structure of interest rates. The basic principles of valuation models are discussed for evaluation of different types of securities.

Unit – I

Indian financial system – financial markets, instruments and regulatory authority. Scope and functions of finance; objective of financial management. Time value of money – calculation of present and future value of money.

Unit – II

The measurement of interest – The nominal rate of interest, simple interest, compound interest, term structure of interest rates. Elementary annuities – Annuity immediate, annuity due, Annuity values on any date – perpetuities.

Unit – III

General annuities – Annuities payable less frequently than interest is payable, continuous annuities – unknown time and unknown rate of interest, elementary varying annuities, more general varying annuities, continuous varying interest.

Unit – IV

Amortization schedule and sinking funds, determination of outstanding principal, amortization schedules – sinking fund, different payment periods and interest conversion periods – yield rates – reinvestment rates.

Unit – V

Valuation of bonds and equity shares – types of securities, price of a pure bond – premium discount and par; convertible bonds and its valuation; callable basis and its valuations; determination of various types of yields; valuation of equity shares; Bonus Issue and equity.

Suggested readings

1. Pandey, I.M., Financial Management, 10th edition, Vikas Publishing House, Pvt. Ltd., New Delhi.
2. Kellison, Stephen. G., (2009), The Theory of Interest (3rd ed.), Mc Graw Hill, New York.
3. Parameter, Michael M, Theory of interest and life contingencies with pension application, Actex Publishers, Winsted, CT.

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

IR-406 : HEALTH AND PERSONAL ACCIDENT INSURANCE

Course Objective

The object of this paper is to acquaint the student with the knowledge of different type health related insurance products. The concept of underwriting in health insurance is also discussed.

Course content:

Unit-I:

Economics of health care – health care environment – health insurance providers in India – different levels of medical care – insurance principles as applicable to medical insurance.

Unit-II:

Individual health insurance policy coverage – disability insurance – long term care plans – taxation aspects.

Unit-III:

Accident insurance and related overseas travel insurance, issues related to critical illness, domiciliary treatment, hospitalization.

Unit-IV:

Health insurance underwriting – health insurance underwriting factors – principles of health insurance rate making – premium rate variables – individual policy underwriting – group policy underwriting – health insurance reserves and other liabilities.

Unit-V:

Health insurance proposal forms – claim forms – claims documentation – different methods of claims settlement – third party administration – IRDA Regulations on health insurance.

Suggested readings:

1. Black, Jr. Kenneth and Harold Skipper Jr. (2005), Life and Health Insurance, (13th Edition), Pearson Education, Delhi.
2. Rejda, George. E. (2008), Principles of Risk management and Insurance, International Edition, 10th Edition, Pearson Education, Delhi.
3. IC – 11: Practice of General Insurance (2006), Insurance Institute of India, Mumbai.