

THE PROGRAMME

The Master of Business Administration (MBA) is a two year full-time programme. The course structure and programme administration are as follows:

COURSE STRUCTURE

The programme has been organized in two years-First Year and Second Year, each year comprising two semesters. The list of papers offered during First Year and Second Year of the programme shall be as follows:

FIRST YEAR

Semester-I

CP-101	Management Process and Organizational Behaviour
CP-102	Quantitative Methods
CP-103	Managerial Economics
CP-104	Environment and Management
CP-105	Managerial Skill Development
CP-106	Indian Ethos and Values
CP-107	Accounting For Managers
CP-108	Computers Applications in Management

Semester-II

CP-201	Organization Effectiveness and Change
CP-202	Management Science
CP-203	<u>Human Resource Management</u>
CP-204	Financial Management
CP-205	Marketing Management
CP-206	Production and Operations Management
CP-207	Research Methodology
CP-208	International Environment and Management

Summer Training

At the end of second semester, all students will have to undergo summer training of 8-10 weeks with an industrial, business or service organization by taking up a project study. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in organizations as approved by the Department / Faculty from time to time. Each student will be required to submit a project report to the Department / Faculty for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester.

SECOND YEAR

During Second Year, in addition to compulsory papers and project studies, a student shall have to choose six optional papers in third semester and three optional papers in fourth semester from the list of optional papers announced at the beginning of each semester.

Semester-III

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|--------|---|
| CP-301 | Business Policy and Strategic Analysis |
| CP-302 | Decision Support System and Management Information System |
| CP-303 | Business Legislation |
| CP-304 | Summer Training Project
(plus 6 Optional Papers) |

Semester-IV

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|--------|---|
| CP-401 | Corporate Evolution and Strategic Management |
| CP-402 | Project Study (Equivalent to two papers or 200 Marks)
(plus 3 Optional Papers) |

LIST OF OPTIONAL PAPERS

Finance

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|---------|---|
| FM-3101 | Financial Decisions Analysis |
| FM-3102 | Security Analysis and Investment Management |
| FM-3103 | <u>Portfolio Management</u> |
| FM-3104 | <u>International Financial Management</u> |

- ✓ FM-3105 Management of Financial Services
- FM-3106 Management Control System
- FM-3107 International Accounting
- FM-3108 Corporate Taxation
- FM-3109 Financial Derivatives
- FM-3110 Project Planning, Analysis and Management
- FM-3111 International Financial Markets
- FM-3112 Management of Financial Institutions
- FM-3113 Working Capital Management
- FM-3114 Foreign Exchange Management
- FM-3115 Infrastructure Financing

Marketing

- MM-3201 ✓ Consumer Behaviour ✓
- MM-3202 Advertising Management ✓
- MM-3203 Strategic Marketing ✓ PP RNS
- MM-3204 International Marketing ✓
- MM-3205 Sales and Distribution Management ✓
- MM-3206 Industrial Marketing
- MM-3207 Sales Promotion Management ✓ PP
- MM-3208 Marketing of Services PP
- MM-3209 Marketing for Non-profit Organizations
- MM-3210 Management of Public Distribution System
- MM-3211 Brand Management PP
- MM-3212 Marketing of Social Services ✓
- MM-3213 Planning and Managing Retail Business
- MM-3214 E-Commerce

Organisation Behaviour and Human Resource Development

- OBH-3301 Management of Industrial Relations IV
- OBH-3302 Management of Comparative Relations
- OBH-3303 Manpower Development for Technological Change IV

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- OBH-3304 Compensation Management ✓ IV
- OBH-3305 Legal Framework Governing Human Relations ✓
- OBH-3306 Management Training and Development ✓ ✓ III
- OBH-3307 Managing Interpersonal and Group Processes
- OBH-3308 Organizational Change and Intervention Strategies
- ✓ OBH-3309 Counselling Skills for Managers ✓ ✓ III
- ✓ OBH-3310 Human Resource Development: Strategies and Systems ✓
- OBH-3311 Human Resource Planning and Development III
- OBH-3312 Cross Cultural and Global Management
- OBH-3213 Management Development

Production and Operations Management

- POM-3401 Purchasing and Materials Management
- POM-3402 Total Quality Management
- POM-3403 Production Planning and Control
- POM-3404 Applied Operations Research
- POM-3405 Logistics Management
- POM-3406 Goal Programming in Management
- POM-3407 Transportation Management
- POM-3408 Service Operations Management
- POM-3409 World Class Manufacturing

Small Business and Entrepreneurship Management

- SBE-3501 Government Business Interface
- SBE-3502 Small Business Marketing
- SBE-3503 Financing of Small Business
- SBE-3504 New Enterprise Management
- SBE-3505 Entrepreneurial Development
- SBE-3506 Small Business Environment and Management

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Information Technology Management

- ITM-3601 Management Support System
- ITM-3602 Business Process Re-engineering
- ✓ ITM-3603 System Analysis and Design ✓
- ITM-3604 Strategic Management of Information Technology
- ITM-3605 Data Base Management
- ITM-3606 Telecommunications for Business

ITM-3607 ERP

- ITM-3608 Security and Control Information System ✓
- ITM-3609 Multi-Media Management ✓
- ✓ ITM-3610 Internet Programme For E-Commerce
- ITM-3611 RDBMS & SQL Concepts
- ITM-3612 Application Development Using Oracle

Rural and Urban Management

- RUM-3701 Co-operative Management
- RUM-3702 Rural Credit Finance
- RUM-3703 Rural Resources and Development
- RUM-3704 Rural Industrialisation
- RUM-3705 Participatory Development in Rural Areas
- RUM-3706 Rural Marketing
- RUM-3707 Waste Land Management
- RUM-3708 Urbanisation in India
- RUM-3709 Urban Organisation and Management
- RUM-3710 Urban Planning and Strategies for Development
- RUM-3711 Urban Development and Regional Planning
- RUM-3712 Management of Telecommunication Systems

Public System Management

- PSM-3801 Public Enterprise Management

PSM-3802	Financial Management in Public Systems
PSM-3803	Energy Management
PSM-3804	Hotel Management
PSM-3805	Tourism Management
PSM-3806	Development Administration
PSM-3807	Water Resource Management
PSM-3808	(MM 3212) Marketing of Social Services
PSM-3809	Planning and Management of Education System
PSM-3810	Manpower Policy and Planning for Public Systems
PSM- 3811	(MM3209) Marketing for Non-Profit Organisations
PSM- 3812	Management Control in Non-profit Organisation
PSM- 3813	Management of Telecommunication Systems

Health Care Administration

HCA-3901	Community Health, Epidemiology and Population Management
HCA-3902	Health Care and Social Policy
HCA-3903	Health System Management
HCA-3904	Health Care Economics and Finance
HCA-3905	Environmental Health Management and Safety Planning
HCA-3906	Health and Hospital Information Systems
HCA-3907	Health Communication: Development and Dissemination

Technology Management

TM-4001	Technology Acquisition and Diffusion
TM-4002	Technology Finance
TM-4003	Technology Transfer and Absorption
TM-4004	Technology Forecasting
TM-4005	R&D Management
TM-4006	Programme Management

International Business

IB-4101	(FM3107) International Accounting
IB-4102	(FM3104) International Financial Management
IB-4103	International Financial Markets
IB-4104	(FM3114) Foreign Exchange Markets
IB-4105	(MM3204) International Marketing
IB-4106	Export-Import Procedures, Documentation and Logistics
IB-4107	Regional Blocks
IB-4108	International Economic Organisations
IB-4109	India's Foreign Trade Policy
IB-4110	Global Human Resource Management

PROGRAMME ADMINISTRATION (*SUGGESTED GUIDELINES*)

Evaluation

- (i) Each paper will carry 100 marks (Except Papers CP-402) of which minimum of 30% of marks should be for internal assessment and remaining percentage of marks be for written examination. The duration of written examination for each paper shall be three hours.
- (ii) The internal assessment marks shall be based on factors such as:
 - Participation in seminars, case discussions and group work activities
 - Class tests, quizzes, individual and group oral presentations
 - Submission of written assignments, term papers and viva-voce
 - Class-room participation and attendanceThe weightage given to each of these factors shall be decided and announced at the beginning of the semester by individual faculty member responsible for the paper.
- (iii) The scheme of evaluation of project studies shall be as follows:
 - (a) For Paper CP-304, a project report based on the summer training will have to be submitted within three weeks from the commencement of third semester.
 - (b) Paper CP-402, final project study shall commence from third semester and the report should be submitted towards the end of fourth semester.

The written part for each of the project studies shall account for 70% of marks and the viva-voce to be conducted by a duly constituted examination board for the remaining 30% of marks.

Promotion and Span Period

- (i) The span period of the programme is four years from the date of registration in the programme.
- (ii) The minimum marks for passing the examination for each semester shall be 45% in each paper and 50% in aggregate for all the courses of the semester.
- (iii) To be eligible for promotion to the second year of the programme, a student must clear successfully at least 12 papers out of the 16 papers offered during first year of the programme.
- (iv) The degree shall be awarded to successful students on the basis of the combined results of first year and second year examinations as follows:

- Securing 60% and above	:	Ist Division
- All other	:	Ind Division
- (v) A student to be eligible for award of degree has to clear all the papers offered during two-year programme within the span period.

The Institutes/Universities may evolve their own Grading System for evaluation.

Re-examination

A candidate who has secured minimum marks to pass in each paper but has not secured the minimum marks required to pass in aggregate for the semester concerned may take re-examination in not more than two papers to obtain the aggregate percentage required to pass the semester.

A regular student will be allowed to re-appear in any paper in any semester. However, the total number of attempts for a paper shall not exceed four during the span period of the programme. As regards the ex-students, they will be allowed to re-appear in papers only in the April/May semester examination subject to total number of attempts for a paper not exceeding four during the span period of the programme.

Attendance

No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Head/Dean of the Department/Faculty to have attended the three-fourths of the total number of classroom sessions conducted in each semester during his/her course of study. Any student not complying with this requirement will not be allowed to appear in the semester examination. However, the Head/Dean may condone the required percentage of attendance by not more than 10 per cent during a semester.

A student not allowed to appear in the preceding semester examination due to shortage of

attendance, may appear in the papers of the preceding semester along with the papers of the current semester after making up the attendance shortfall. Remedial classes, however, will not be arranged by the Department/Faculty for the purpose.

COMPULSORY COURSES

SEMESTER - I: CP-101 TO CP-108

CP-10.: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

Objectives

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

Course Contents

Evolution of management thought, Systems and contingency approach for understanding organizations, managerial processes, functions, skills and roles in an organization; Social Responsibility of Business; Understanding and Managing Individual behaviour - Personality, Perceptions, Values, Attitudes, Learning, Work Motivation, Individual decision making and problem solving; Understanding and managing group processes - Interpersonal and group dynamics applications of emotional intelligence in organisations, communication, group decision making, Leadership and Influence process; Understanding and Managing organizational system - Organizational design and structure, Work stress.

Suggested Readings

1. Koontz, H and Wehrich, 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
6. Staw, B M. *Psychological Dimensions of Organizational Behaviour*. 2nd Ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
7. Stoner, J. etc. *Management*. 6th 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.

CP-102: QUANTITATIVE METHODS

Objectives

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

Course Contents

Mathematical basis of managerial decision: Functions-Applications of Functions-Some special Functions. A.P. & G.P. and their managerial application, Matrices, Markov Chains & their applications; Frequency Distribution and their Analysis; Probability Theory and Probability Distributions - Binomial, Poisson, Normal and Exponential; Correlation and Regression Analysis; Time Series Analysis and Forecasting; Linear Programming - Basic Concepts, Model Formulation, Solution Methods, Duality; Introduction to some Basic Quantitative Methods Packages.

Suggested Readings

1. Chadha, N.K. *Statistics for Behavioral 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 J and Pohl, N F. *Basic Statistics for Business and Economics*. New York, Mc Graw Hill, 1988.
4. Levin Richard I and Rubin David S. *Statistics for Management*. New Jersey, Prentice Hall Inc., 1995.
5. Narag, A S. *Linear Programming and Decision Making*. New Delhi, Sultan Chand, 1995.
6. Sharma, J.K. *Fundamentals of Operations Research*, Macmillan, New Delhi, 2001
7. Terry, Sineich. *Business Statistics by Examples*. London, Collier Mac Millian Publishers, 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.

CP-103: MANAGERIAL ECONOMICS

Objectives

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

Course Contents

Concepts and Techniques - Nature of business decision-making, marginal analysis,

optimisation; Theory of Demand - demand functions, income and substitution effects, revealed preference approach and demand forecasts; Production and Cost - returns to scale, cost curves, break-even analysis; Theory of Firm - profit maximisation, sales maximisation, organisational slack, ownership and control; Market Structure - competition, monopoly, oligopoly, non-price competition; Macro Economics Aggregates and Concepts –GNP and GDP-- Aggregate Consumption-Gross Domestic Savings-Gross Domestic Capital Formation – WPI,CPI,and Inflation—Employment-Balance Of Payments-Money Supply and Monetary Policy-Fiscal Policy; 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. Baumol, 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 1985.
4. Keat, Paul G & Philips K. Y. Young, *Managerial Economics*, Prentice Hall, New Jersey, 1996.
5. Koutsoyiannis, A. *Modern Micro Economics.* New York, Macmillan; 1991.
6. Milgrom, P and Roberts J. *Economics, Organization and Management.* Englewood Cliffs, New Jersey, Prentice Hall Inc., 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.

CP-104 ENVIRONMENT MANAGEMENT

Environmental Management: Fundamentals-Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools; Energy Management: Fundamentals -Fossil Fuels use, Energy production and trade, Energy Balance; Ecosystem Concepts: Basic Concepts and their application in Business, Industrial Ecology and Recycling Industry; Environmental Management System: EMS Standards, ISO 14000. Environmental Auditing. Clearance/Permissions for establishing industry; Environmental Management & 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; Environmental Laws: Acts, Patents, IPRS, Role of NGO'S, PIL.; Pollution & Waste Management -Air, Water, Land Pollution,Trade in Wastes; Water, Forest & 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-45, Naraina Phase-1, 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, 1996
5. Harley, Nick: Environmental Economics, MacMillan India Ltd., Ansari Road, New Delhi, 1997
6. Kolstad, Charles D.: Environmental Economics, Oxford University Press, 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-105: MANAGERIAL SKILL DEVELOPMENT

Objectives

The course is aimed at equipping the students with the necessary & 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

Importance and nature of business communication; Effective Communication skill; process of communication; Barriers and gateways in communication; Dos and Don'ts of Business writing; Commercial letters; Writing Business reports; Oral Communication-presentations of reports, public speaking, and negotiations; 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

Model of Management in the Indian Socio-Political Environment; Work Ethos; Indian Heritage in Production and Consumption; Indian Insight into TQM; Problems Relating to Stress in Corporate

Management - Indian Perspective; Teaching Ethics; Trans-cultural Human Values in Management Education; Relevance of Values in Management; Need for Values in Global Change - Indian Perspective; 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 - Contributions from Indian Thought, Himalaya Publishing House Delhi 1998
2. -----: Management Effectiveness and Quality of Work-life - Indian Insights, Tata McGraw Hill Publishing Company, New Delhi.1987
3. -----: Management by Values,,Oxford University Press,1991
4. Drucker,P:Managing in Turbulent Times, Pan Books London 1988
5. Kumar, S and N.K.Uberoi: Managing Secularism in the New Millennium, Excel Books 2000
6. Griffiths, B. The Marriage of East and West, Colling, London 1985
7. Gandhi, M.K.: The Story of My Experiment with Truth, Navjivan Publishing House, Ahmedabad, 1972

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

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilisation of financial and accounting information for planning, decision-making and control.

Course Contents

Financial Accounting - Concept, Importance and Scope, Generally Accepted Accounting Principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income, Inventory Valuation and Depreciation, Financial Statement Analysis, Funds Flow Analysis, The Statement of Cash Flows; Management Accounting - Concept, Need, Importance and Scope; Cost Accounting - Records and Processes, Cost Ledger and Control Accounts,Reconciliation and Integration between Financial and Cost Accounts; Overhead Cost and Control, Job and Process Costing, Budget and Budgetary Control, Performance Budgeting, Zero-Base Budgeting, Relevant Costing and Costing for Decision-Making, Standard Costing and Variance Analysis, Marginal Costing and Absorption Costing.

Suggested Readings

1. Anthony R N and Reece J S. *Accounting Principles*, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.
2. Bhattacharya S K and Dearden J. *Accounting for Management: Text and Cases*. New Delhi, Vikas, 1996.
3. Heitger, L E and Matulich, Serge. *Financial Accounting*. New York, Mc-Graw Hill, 1990.
4. Hingorani, N L. and Ramanathan, A R. *Management Accounting*. 5th ed., New Delhi, Sultan Chand, 1992.
5. Horngren, Charles etc. *Principles of Financial and Management Accounting*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
6. Needles, Belverd, etc. *Financial and Managerial Accounting*. Boston, Houghton Mifflin Company, 1994.
7. Vij, Madhu. *Financial and Management Accounting*. New Delhi, Anmol Publications, 1997.

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

CP-108: COMPUTER APPLICATIONS IN MANAGEMENT

Objectives

The objectives of this course include developing an appreciation of different software and hardware systems available in the industry among the participants and build up the experience of computer usage in business organizations with specific reference to commercial data processing systems.

Course Contents

Computers - An Introduction - Computers in Business; Elements of Computer System Set-up; Indian Computing Environment; Components of a Computer System; Generations of Computers and Computer Languages; Personal Computers in Business. PC-Software Packages - An Introduction - Disk Operating System and Windows; Text Processing Software. Introduction to a spreadsheet software; Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions in spreadsheet; Graphics on Spreadsheet. Modes of Data Processing - Computer Software Systems; Software Development Process; File Design & Report Design; Data Files-Types/Organizations; Master & Transaction File; Relevance of Data Base Management Systems and Integration of Applications; Basics of Data Processing; Data Hierarchy & Data File Structures. Application Portfolio Development. Introduction to a Micro Data Base Manager; Program Development Cycle; Flow Charting; Input-Process-Output Analysis; Report Generation & Label Generation; Programming Concepts; Use of Files in Programming. Presentation Graphics - Creating a Presentation on a PC. Data Communications; Networking - LAN & WANs. Management of Data Processing Systems in Business Organizations.

Suggested Readings

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

2. David, Van Over. *Foundations of Business Systems*. Fort Worth, Dryden, 1992.
3. Eliason, A L. *On-line Business Computer Applications*. 2nd ed., Chicago, Science Research Associates, 1987.
4. Estrada, Susan. *Connecting to the Internet*. Sebastopol, C A, O'Reilly, 1993.
5. John, Moss Jones. *Automating Managers: the Implications of Information Technology for Managers*. London, Pinter, 1990.
6. Long, L. *Computers*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
7. Summer, M. *Computers Concepts and Uses*. 2nd ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.

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 TO CP-208**CP-201: ORGANIZATION EFFECTIVENESS AND CHANGE****Objectives**

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

Course Contents

An Overview of Concepts of Organizational Change Effectiveness and Development; Skills of Change Agent; Organizational Climate and Culture; Power and Politics; The Process of Empowerment; Organizational Learning; Creativity and Innovation; Conflict and Negotiation; Intergroup Behaviour and Collaboration; 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 Publishers 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. *Organisation Design for Excellence*. New Delhi, Tata McGraw Hill, 1992.
5. Luthans, F. *Organizational Behaviour*. 7th ed., New York, McGraw Hill, 1995.
6. Mendonca, M and Kanungo R N. *Work Motivation*. New Delhi, Sage, 1994.
7. Robbins, S P. *Organizational Behaviour*. 7th 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.

CP-202: MANAGEMENT SCIENCE**Objectives**

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

Course Contents

Management Science - Basic concepts and its role in decision making; Sensitivity Analysis; Integer Programming Branch and Bound Algorithm; Transportation and Assignment models including Trans-shipment and Routing Problems; Queuing Theory; Inventory Management

Techniques; PERT/CPM; Decision Theory and Decision Trees; 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 Traveller Bookseller, New Delhi, 1995
2. Gould, F J. 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 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.
6. Taha, H A. Operations Research - An Introduction. New York, Mc-Millan, 1989.
7. Theirouf, R J and Klekamp, R C. Decision Making Through Operations Research. New York, John Wiley, 1989.

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, organisational efficiency is largely dependent on the contribution made by the members of the organisation. The Objectives 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

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

Suggested Readings

1. Aswathappa, K. Human Resource and Personnel Management Tata Mc Graw Hill, New Delhi, 1997
2. De Cenzo, D A & Robbins S P. *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 Mc-Graw-Hill, 1966.

6. Stone, Lloyed and Leslie W. Rue, *Human Resource and Personnel Management* Richard D. Irwin, Illinois, 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-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

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

Suggested Readings

1. Archer, Stephen H. etc. *Financial Management*. New York, John Wiley, 1990.
2. Bhalla, 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 Inc., 1997.
5. Van Horne. James C. *Financial Management and Policy*. 10th ed., New Delhi, Prentice Hall of India, 1997.
6. Winger, Befnard and Mohan, Nancy. *Principles of Financial Management*. New York, Macmillan Publishing Company, 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-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

Nature and scope of marketing, Corporate orientations towards the marketplace, The Marketing environment and Environment scanning, Marketing information system and Marketing research, Understanding consumer and Industrial markets, Market segmentation, Targeting and positioning; Product decisions - product mix, product life cycle, new product development, branding and packaging decisions, Pricing methods and strategies, Promotion decisions - promotion mix, advertising, sales promotion, publicity and personal selling; Channel management - selection, co-operation and conflict management, vertical marketing *Implementation and systems*, Organising and implementing marketing in the organisation; Evaluation and control of marketing efforts; New issues in marketing - Globalisation, Consumerism, Green marketing, Legal issues.

Suggested Readings

1. Enis, B M. Marketing Classics: A Selection of Influential Articles. New York, McGraw Hill, 1991.
2. Kotler, Philip and Armstrong, 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, V S and Namakumari, S. Marketing Management: Planning, Control. New Delhi, MacMillan, 1990.
5. Stanton, William, J. Fundamentals of Marketing. New York, McGraw Hill, 1994.
6. Neelamegham, S. Marketing In India: Cases and Readings. New Delhi, Vikas, 1988.

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 OPERATIONS 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 organisations.

Course Contents

Nature and Scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis; Material Handling –Principles – Equipments, Line Balancing—Problems; Operations decisions-Production Planning and Control--In Mass Production--in Batch / Job Order manufacturing; Capacity Planning—Models;

Process Planning --Aggregate Planning---Scheduling---Maintenance Management Concepts --- Work Study, Method Study, Work Measurement, Work Sampling, Work Environment --- Industrial Safety; Material Management: An Overview of Material Management., Material Planning and Inventory Control; JIT; Materials Planning Budgeting and Material Requirement Planning; Purchase management; Stores Management; Quality Assurance - Acceptance Sampling, Statistical Process Control, Total Quality Management; ISO-9000; Maintenance Management; Safety Management.

Suggested Readings

1. Adam, E E & Ebert, R.J. *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. Dabler, Donald W and Lee, Lamar. *Purchasing and Materials Management*. New York, McGraw Hill, 1984.
6. Dilworth, James B. *Operations Management: Design, Planning and Control for Manufacturing & Services*. Singapore, McGraw Hill, 1992.
7. Moore, FG and Hendrick, T E. *Production/Operations Management*. Homewood, Illinois, Richard D. Irwin, 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.

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

Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives; Value and Cost of Information - Bayesian Decision Theory; Organisation Structure of Research; Research Process; Research Designs - Exploratory, Descriptive and Experimental Research Designs; Methods of Data Collection - Observational and Survey Methods; Questionnaire Design; Attitude Measurement Techniques; Motivational Research Techniques; Administration of Surveys; Sample Design; Selecting an Appropriate Statistical Technique; Field Work and Tabulation of Data; Analysis of Data -; Use of SPSS and other Statistical Software Packages; Advanced Techniques for Data Analysis – ANOVA, Discriminant Analysis, Factor

Analysis, Conjoint Analysis, 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
6. Golden, Biddle, Koren and Karen D. Locke: *Composing Qualitative Research*, Sage Pub., 1997
7. Salkind, Neil J., *Exploring Research*, 3rd ed., Prentice-Hall, NJ, 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-208: INTERNATIONAL BUSINESS ENVIRONMENT AND MANAGEMENT

Objectives

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

Course Contents

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 of Trading Partner's Independence, Interdependence and Dependence; World Financial Environment; Cross-national Cooperation and Agreements; Tariff and Non-Tariff Barriers, WTO, Regional Blocks; International production; Internationalisation of Service Firms; Operation Management in International Firms; World Financial Environment: Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-currency Market; Offshore Financial Centers; International Banks; Non-Banking Financial Service Firms; Stock Markets; Global Competitiveness; Export Management; Licensing; Joint Ventures Technology and Global Competition; Globalisation and Human Resource Development; Globalisation with Social Responsibility; World Economic Growth and the Environment; *Country Evaluation and Selection; International Business Diplomacy: Negotiating an International Business, Issues in Asset Protection; 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: Liberalisation Process*. New Delhi, Anmol, 1993.
4. Daniel, John D and Radebangh, Lee H *International Business*. 5th ed., New York, Addison Wesley, 1989.
5. Eiteman, D K and Stopnehill, Al. *Multinational Business Finance*. New York, Addison Wesley, 1986.
6. Johnston, R B. *The Economics of the Euromarket: History, Theory and Practice*. New York, Macmillan, 1983.
7. Parks, Yoon and Zwick, Jack. *International Banking in Theory and Practice*. New York, Addison-Wesley, 1985.

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

SEMESTER - III: CP-301 TO CP-304

CP-301: BUSINESS POLICY AND STRATEGIC ANALYSIS

Objectives

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

Course Contents

Business Policy as a Field of Study; General Management Point of View; Vision, Mission, Objectives and Policies; Environmental Analysis and Internal Analysis; SWOT Analysis; Tools and Techniques for Strategic Analysis; Impact Matrix; The Experience Curve; BCG Matrix; GEC Model; Industry Analysis; Concept of Value Chain; Strategic Profile of a Firm; Framework for Analysing Competition; Competitive Advantage of a 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 Startegic 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. ~~Harz~~, A C and Majluf, N S. *Strategic Management*. Englewood Cliffs, New jersey, Prentice Hall Inc., 1984.
6. Hamel, G and Prahalad, C K. *Competing for the Future*. Boston, Harvard Business School Press, 1994.
7. Peters, Tom. *Business School in a Box*. New York, Macmillan, 1995.

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

CP-302: DECISION SUPPORT SYSTEMS AND MANAGEMENT INFORMATION SYSTEM

Objective

The objective of the courses to develop the basic understanding of the decision support system of the artificial intelligence for business organisation.

Course Contents

Management Information System: Definitions - Basic Concepts Frameworks - Major Trends in Technology, applications of Information Technology. System & Design: Systems Development'

initiative Different Methodologies - Life Cycle & Prototype approach Detailed study on Life Cycle Design & implementation Case Study. Managerial Decision Making: Decision making process problem solving techniques how decisions are being supported - decisions styles group decision making features of various CBIS. Decision Support System An Overview: Relevance scope of DSS characteristic and capabilities of OSS components of OSS classification of DSS. Database Management System: Sources of data -data file environment database environment - data models - relevance of relational data base design in DSS. Model Base Management system: Types of models function, time, certainty, uncertainty, risk, structure OR models, Dichotomous model of mind - Simon's model in information system design simulation technique. Dialog generation management system: User interface - graphics menus - Forms OSS tools - DSS generators - specific DSS. Constructing a DSS: Steps in designing a OSS identification of decision, building- of DSMS, building of MSMS - building of DGMS, implementation, performance testing.

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. Krober, Donald W., and Hugh.J. Watson Computer Based Information System Newyork, 1984
4. DavisL, Michael W. A management approach - Macmillan Publishing Company, Prentice Hali, New Jersey, 1988.
5. Andrew P. Decision Support System Engineering, Sage, John Wiley & Sons, New York, 1991.
6. Leod, Raymond Me JR Management information systems - Macmillan Publishing Company, New York - 5th Edition - 1993.
7. Turban, Efrain Decision Support & Expert Systems - Management Perspective - Macmillan Publishing Company, New York, 1988

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: BUSINESS LEGISLATION

Objectives

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

Course Contents

The Indian Contract Act, 1872: Essentials of a Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its Remedies. Quasi-Contracts. The Sale of Goods Act, 1930: Formation of a Contract. Rights of an Unpaid Seller. The Negotiable Instruments Act, 1881:

Nature and Types. Negotiation and Assignment. Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument. 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. Management and Meetings. Accounts and Audit. Compromise Arrangements and Reconstruction. Prevention of Oppression and Mismanagement. Winding Up.; 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-304: SUMMER TRAINING PROJECT

At the end of second semester, all students will have to undergo summer training of 8-10 weeks with an industrial, business or service organization by taking up a project study.

SEMESTER - IV: CP-401 TO CP-402

F-401: CORPORATE EVOLUTION AND STRATEGIC MANAGEMENT

Objectives

The Objectives of this course is to develop understanding about strategic processes and their impact on a firm.

Course Contents

Nature and Scope of Strategic Management; Strategic Intent and Vision; Concept of Core Competence, Capability and Organisational Learning; Process of Strategy Planning and Implementation; Strategy and Structure; Organisational Values and their Impact on Strategy; Power Games amongst Competing Players; Chief Executive and Board; Work of Top Management; Turnaround Management; Management of Strategic Change; Mergers and Acquisitions; Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian Context.

Suggested Readings

1. Chakravorty, S K. *Managerial Transformation Through Values*. New Delhi, Sage. 1993.
2. David Fred. *Strategic Management*. 7th ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
3. Drucker, Peter F. *The Changing World of the Executive*. New York, Time Books 1982.
4. Hamel, G and Prahalad, C K. *Competing for the Future*. Boston, Harvard Business School Press, 1994.
5. Jemison, D B and Haspeslagh, P C. *Managing Acquisitions: Creating Value through Corporate Renewal*, New York, Free Press, 1991.
6. Lorange, P and Ross, J. *Strategic Alliances: Formation, Implementation and Evaluation*. Massachusetts, Blackwell Business, 1992.
7. Ohmae, Kenichi. *The Mind of the Strategist: The Art of Japanese Management*. New York, McGraw-Hill, 1982.

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

CP-402: PROJECT STUDY

The final project will be evaluated at the end of the fourth semester by the internal and external examiners. This would be equivalent to the marks of the two papers

FINANCE AREA: FM-3101 TO FM-3115

FM-3101: FINANCIAL DECISIONS ANALYSIS

Objectives

The basic objective of this course is to impart an intensive knowledge about the use of quantitative techniques in specified financial decision making areas.

Course Contents

Application of Linear Programming; Goal Programming; Regression Analysis and Simulation Technique in Financial Decision Making Areas; Corporate Debt Capacity Management Decision; Business Failure and Reorganisation - Application of Multiple Discriminant Analysis; Decision Tree Analysis; Capital Expenditure Decision Under Conditions of Risk and Uncertainty; Cost-volume-profit Analysis under Conditions of Uncertainty; Leasing Vs. Borrowing Decisions; Sequencing of Decisions; Replacement Decisions; Mergers and Acquisitions; Takeover code; Goodwill and Valuation of Shares; Dividend Valuation Model; Determination of the Exchange ratio; Legal and Procedural Aspects of Merger Decision; Specific Areas and Problems in the Area of Financial Decision Making; Estimation and Projection of Working Capital Decisions.

Suggested Readings

1. Bhalla, V K. *Financial Management And Policy*. 2nd ed., New Delhi, Anmol, Delhi, 1998.
2. Bierman, Harold. *Lease Vs. Buy Decision*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1982.
3. Fogler, H and Ganpathy. *Financial Econometrics*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1982.
4. Levy, H and Sarnat H. *Capital Investment and Financial Decision*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1982.
5. Van Horne, James C. *Financial Management and Policy*. Englewood Cliffs, New Jersey, 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.

FM-3102: SECURITY ANALYSIS AND INVESTMENT 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

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

Suggested Readings

1. Amling, Frederic. *Investment*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983.
2. Bhalla, V K. *Investment Management: Security Analysis and Portfolio Management*, 8th ed., New Delhi, S. Chand, 2001.
3. Fischer, Donald E. and Jordan, Ronald J. *Security Analysis and Portfolio Management*. 6th ed., New Delhi, Prentice Hall of India, 1995.
4. Fuller, Russell J. and Farrell, James L. *Modern Investment and Security Analysis*. New York, McGraw Hill, 1993.
5. Haugen, Robert H. *Modern Investment Theory*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
6. Huang, Stanley S C and Randall, Maury R. *Investment Analysis and Management*. London, Allyn and Bacon, London, 1987.
7. Sharpe, William F. etc. *Investment*. 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.

FM-3103: PORTFOLIO MANAGEMENT

Objectives

The objective of this course is to give the students an in-depth knowledge of the theory and practice of Portfolio Management.

Course Contents

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

Constructing the Optimum Portfolio, Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation; Corporate Portfolio Management in India, International Diversification.

Suggested Readings

1. Alexander, Gordon J. and Sharpe, William F. *Fundamentals of Investments*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
2. Bhalla, V K. *Investment Management:: Security Analysis and Portfolio Management.*, 8th ed., Delhi, S. Chand, 2001.
3. -----*Portfolio Analysis and Management*, Delhi, S.Chand, 2002
4. Elton, Edwin J and Gruber, Martin J. *Modern Portfolio Theory and Investment Analysis*. New York, John Wiley, 1984.
5. Lee, Cheng F. etc. *Security Analysis and Portfolio Management*. Scott, Foresman, 1990.
6. Markowitz, Harry M. Mean. *Variance Analysis in Portfolio Choice and Capital Markets*. London, Basic Blackwell, 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.

FM-3104: INTERNATIONAL FINANCIAL MANAGEMENT

Objectives

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

Course Contents

Multinational Financial Management - An overview; Evolution of the International Monetary and Financial System; Managing short-term assets and liabilities; Long-run Investment Decisions - The Foreign Investment Decision; Political Risk Management; Multinational Capital Budgeting - Application and Interpretation; Cost of Capital and Capital Structure of the Multinational Firm; Dividend Policy of the Multinational Firm; Taxation of the Multinational Firm; Country Risk Analysis; Long-term Financing.

Suggested Readings

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

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

FM-3105: MANAGEMENT OF FINANCIAL SERVICES

Objectives

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

Course Contents

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

Suggested Readings

1. Bhalla, V K. *Management of Financial Services*. Anmol, New Delhi, 2001.
2. Bhalla, V K And Dilbag, Singh. *International Financial Centres*. New Delhi, Anmol, 1997.
3. Ennew,C, Trevor Watkins & Mike Wright: *Marketing of Financial Services*, Heinemann Professional Pub., 1990
4. Gordan, E and K. Natrajan *Emerging Scenario of Financial Services*, Himalaya Publishing House, 1997
5. Meidan, Arthur Brennet, M. *Option Pricing: Theory & Applications*. Toronto, Lexington Books, 1983
6. Kim, Suk and Kim, Seung. *Global Corporate Finance: Text and Cases*. 2nd ed., Miami Florida, Kolb, 1993.

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

FM-3106: MANAGEMENT CONTROL SYSTEM

Objectives

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

Course Contents

Management Control - An Overview: Nature, Scope and Concept of Management Control Systems. Organization Goals, Strategic Planning and Implementations, Organisation Structure, Contingency Theory, Organizational climate, Position of Controller in the Organisation Structure of an Organization. Management Control Process: Programming, Budgetary Planning and Procedures. Budgetary Control, Analysis of Variances, Flexible Budgeting, Zero-base Budgeting, Performance Budgeting, Accounting Aspects of Control including Internal Audit and Control and Value for Money, Analysis and Reporting, Variance Reporting. Management Control Structure: Responsibility Centre, Responsibility Accounting, Cost Centre, Profit Centre, Inter-divisional Transfer Pricing, Measurement of Divisional Performance including Performance Evaluation - Qualitative and Quantitative, Investment Centre. Behavioural Aspects of Management Control: Motivation and Morale, Goal Congruency, Participative and Responsive Management. Human as a Part of Information Process, Learning Curves. Management Control in Specialised Organisation: Selected Case Studies on Non-profit and Public Service Organizations.

Suggested Readings

1. Anthony, R N and Govindrajana V. *Management Control Systems*. 8th ed., Taraporevala, Chicago, Irwin, 1995.
2. Emmanuel, C and Otley, D. *Accounting for Management Control*. London, Nostrand Reinhold, 1985.
3. Ghosh, P K and Gupta, G S. *Cost Analysis and Control*. New Delhi, Vision 1985.
4. Glynn, J J. *Value for Money: Auditing in Public Sector*. London, Prentice Hall Inc., 1985.
5. Hersey, P and Blanchard, H B. *Management of Organization Behaviour: Utilising Human Resources*. New Delhi, Prentice Hall of India, 1988.
6. Maciariello, J A and Kirby C J. *Management Control System*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.

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

FM-3107: INTERNATIONAL ACCOUNTING

Objectives

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

Course Contents

International Dimensions of Accounting - Conceptual Development and Comparative Development Patterns; Currency Transactions; Managing International Information Systems; International Perspective on Inflation Accounting; Financial Reporting and Disclosure; Analysing

Foreign Financial Statements; Financial Management of Multinational Entities; Transfer Pricing and International Accounting - International Standards and Multinational Corporations.

Suggested Readings

1. Arpon, Jeffrey S and Radebaugh, Lee H. *International Accounting and Multinational Enterprises*. New York, John Wiley, 1985.
2. Choi, Frederick D S and Mueller Gerhard G. *International Accounting*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
3. Evans, Thomas G. *International Accounting & Reporting*. London, MacMillan, 1985.
4. Gray, S J. *International Accounting and Transnational Decisions*. London, Butterworth, 1983.
5. Holzer, H Peter. *International Accounting*. New York, Harper & Row, 1984.
6. Prodhon, Bimal. *Multinational Accounting*. London, Croom-Helm, 1986.
7. Rathore, Shirin. *International Accounting*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1996.

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

FM-3108: CORPORATE TAXATION

Objectives

The objective of the course is to acquaint the participant with the implications of tax structure and corporate profit planning in operational as well as strategic terms.

Course Contents

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

Suggested Readings

1. Ahuja, G K & Gupta, Ravi *Systematic Approach to Income Tax*. Allahabad, Bharat Law House, 1999.
2. Iyengar, A C. *Sampat Law of Income Tax*. Allahabad, Bharat Law House, 1981.
3. Kanga, J B and Palkhivala, N A. *Income Tax*. Bombay, Vol.1-3, N.M. Tripathi.
4. Ranina, H P. *Corporate Taxation: A Handbook*. 2nd ed., New Delhi, Oriental Law House, 1985.

5. Singhania, V K. *Direct Taxes: Law and Practice*. Delhi, Taxman, 1991.
6. Srinivas, E A. *Handbook of Corporate Tax Planning*. New Delhi, Tata McGraw Hill, 1986.

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

FM-3109: FINANCIAL DERIVATIVES

Objectives

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

Course Contents

Forward Contracts; Future Contracts; Other Derivative Securities; Types of Traders; Futures Markets and the use of Futures for Hedging; Forward and Futures Prices; Interest Rate Futures; Swaps; Options Markets; Properties of Stock Option Prices; Trading Strategies Involving Options; Black-Scholes Option Model; Binomial Model; Options on Stock Indices; Currencies and Futures Contracts; General Approach to Pricing Derivatives Securities; Interest Rate Derivative Securities; Derivatives Market in India.

Suggested Readings

1. Bhalla, V K. *Investment Management; Security analysis and Portfolio Management*, New Delhi, S. Chand, 2001.
2. -----: *Financial Derivatives*, Delhi, S.Chand, 2001
3. Brennet, M. *Option Pricing: Theory & Applications*. Toronto. Lexington Books, 1993.
4. Cox, John C and Rubinstein, Mark *Options Markets*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985.
5. Huang, Stanley S C and Randall, Maury R. *Investment Analysis and Management*. London, Allyn and Bacon, 1987.
6. Hull, John C. *Options, Futures and Other Derivative Securities*. 2nd ed. New Delhi, Prentice Hall of India, 1996.
7. Sharpe, William F. etc. *Investment*. New Delhi, Prentice Hall of India, 1997.

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

FM-3110: PROJECTS 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

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

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. *Projects: 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 and reports will be announced in the class at the time of launching of the course.

FM-3111: INTERNATIONAL FINANCIAL MARKETS

Objectives

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

Course Contents

History of the International Financial System - The rise and Fall of Bretton Woods, Globalisation and the Growth of Derivatives, The Crash of 1994-96 and Beyond, Euro-currency Market, Eurobanking and Euro-currency Centers, Deposit Dealing and the Term Structure of Euro-currency Rates, Euro-currency Futures and Options, Syndicated Euro-credits, International Bond Markets - Introduction, New Issue Procedures in the Eurobond Markets, Eurobond Valuation and Hedging, Interest Rates and Currency Swaps, Pricing Option, Features of International Bonds, Forecasting and the Image of the Future - Central Banks and the Balance

of Payments, The European Monetary System and Other Regional Artificial Currency Areas, New Instruments in International Capital Markets, International Banking and Country Risk, International Portfolio Diversification, International Transfer Pricing.

Suggested Readings

1. Bhalla, V K. *International Financial Management*, 2nd ed., New Delhi, Anmol, 2001.
2. Bhalla, V K. *Managing International Investment and Finance*. New Delhi, Anmol, 1997.
3. Buckley, Adrian. *Multinational Finance*. 3rd ed., Englewood Cliffs, Prentice Hall Inc., 1996.
4. Eiteman, David K and Stonehill, Arthur I. *Multinational Business Finance*. California, Addison-Wesley, 1988.
5. Johnson and Giaccotto. *Options and Futures*. St. Paul, West, 1995
6. Kim, Suk and Kim, Seung. *Global Corporate Finance: Text and Cases*. 2nd ed. Miami, Florida, 1993.
7. Shapiro, Alan C. *Multinational Financial Management*. New Delhi, Prentice Hall of India, 1995.

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

FM-3112: MANAGEMENT OF FINANCIAL INSTITUTIONS

Objectives

The objective of this course is to discuss the specific financial management problems of financial institutions including a detailed study of the working of the leading financial institutions in India.

Course Contents

The Role and Importance of Financial Institutions; Financial Management Models and their Applications in Financial Institutions; Application of the Wealth Maximization Model to Financial Decisions; Evaluating Risks and Returns of Assets and Liabilities of Financial Institutions; Flow of Fund Analysis of the Borrowing and Lending Behaviour of Financial Institutions; Interest Rate Analysis; Interest Rates in the Financial System; Yield Curve; Risk and Inflation; Financial Management of Commercial Banks; Banking Law and Regulation; Provisions of RBI's Operations; Credit and Monetary Planning; Insurance Companies; Thrift Institutions; Development Banks; Role of Development Banking in Industrial Financing in India; Capital Adequacy and Capital Planning; Strategy of Growth; Problems of Time and Cost Over Runs; Financial Planning of Financial Institutions; Financial Goals and Proforma Statements; Working and Organization of Different Financial Institutions in India like IFCI, ICICI, IDBI, UTI, LIC, Mutual Funds, International Aspects of Financial Institutions.

Suggested Readings

1. Bhalla, V.K. *Indian Financial System*, Delhi, Anmol Pub. Pvt. Ltd., 1998

2. Dougall, Herbert E and Gaumnitz. *Capital Markets and Institutions*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1980.
3. Hempel, George H and Yawitz, Jess B. *Financial Management of Financial Institutions*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1977.
4. Kane, Joseph A. *Development Banking*. Toronto, Lexington Books, 1984.
5. Rose, Peter S. and Fraser, Donald R. *Financial Institutions*. Ontario, Irwin Dorsey, 1985.
6. Vij, Madhu. *Management of Financial Institutions in India*. New Delhi, Anmol, 1991.
7. Yeager, Fred C. and Seitz, Nail E. *Financial Institution Management: Text and Cases*. 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.

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

FM-3113: WORKING CAPITAL MANAGEMENT

Objectives

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

Course Contents

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

Suggested Readings

1. Bhalla, V.K. *Working Capital Management: Text and Cases*, 4th ed., Delhi, Anmol, 2001
2. Hampton J.J. and C.L. Wagner *Working Capital Management*, John Wiley & Sons, 1989
3. Mannes, T.S. and J.T. Zietlow *Short-term Financial Management*, West Pub. Co., 1993

4. Scherr, F.C. *Modern Working Capital Management*, Prentice Hall, 1989
5. Smith, Keith V. and G.W. Gallinger *Readings on Short-term Financial Management*, 3rd ed., West Pub.Co., 1988

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

FM-3114: FOREIGN EXCHANGE MANAGEMENT

Objectives

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

Course Contents

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

Suggested Readings

1. Aliber, R.Z. *Exchange Risk and Corporate International Finance*, London, Macmillan, 1978.
2. Bhalla, V.K. *International Financial Management*, 2nd ed., Delhi, Anmol, 2001.
3. Luca Cornelius *Trading in the Global Currency Markets*, NJ, Prentice Hall, 1995
4. Shapiro, A.C. *International Financial Management*, Boston, Allyn and Bacon, 1979
5. Sutton, W.H. *Trading in Currency Options*, NY, New York Institute of Finance, 1987

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

FM-3115: INFRASTRUCTURE FINANCE

Objective

The objective of the course is to identify the sources of infrastructure financing.

Course Contents

Project Finance; Infrastructure Finance Vs. Project Finance; Evolution of Private and Commercially Financed Infrastructure Projects in India: Structural Issues-Dissatisfaction with the performance of existing PSUs, Lack of funds with the Government, Structural finance, risk-participation assistance, types of guarantees, contemporary products, pricing of Issues-Commercialisation/corporatisation of PSUs with the increased reliance on the capital market, Privatisation; Outlook for Infrastructure Projects: Demand for Infrastructure in Future, Supply of Infrastructure Finance; Infrastructure Finance-Scope and Avenues: Business and major players (Global and Indian), Products(Funded and non -funded) – types, mezzanine finance, take-out products-tax implications; Role of FI and banks and shift in portfolio of FI and banks, skills required for career in Infrastructure finance; Process Flow chart of typical Infrastructure projects-Process flow for MOU projects and competitively bid projects; Infrastructure finance-key terms and concepts: Types of projects (BOT, BOOT, BOLT, BOO, LROT, RMOT),Concession on agreements / license agreements & key clauses therein; Key contracts (EPC, O&M, Shareholders agreement) & key clauses therein (including diagram depicting typical contractual structure), Financial Closure, Role of Independent regulators-tariff fixation and dispute resolution, jurisdiction in each sector and relationship with govt.(coverage would include briefly the function of TAMP, CERC, SERC, TRAI);Risk Analysis-Key risks in Infrastructure finance and litigation, allocation of risk including insurance; Infrastructure projects appraisal in a financial institution: Appraisal process, Generic issues, Internal committees and functions, Sanction/letter of intent, Disbursement and post-disbursement process; Sectoral Outlook:Business process and opportunities for private sector participation sector-wise; Advisory Services; Recent Deals.

Suggested Readings

1. Bamford, C.G. *Transport Economics*, Heinemann Pub., Oxford,1998
2. Bhalla, V.K. *Financial Management and Policy*, 2nd ed., Anmol Pub. Pvt. Ltd., New Delhi, 1998.
3. Dieter, Helm and Tim Jenkinson (ed.), *Competition in Regulated Industries*, UK, Oxford University Press,1998
4. International Finance Corporation *Financing Private Infrastructure:Lessons of Experience*, World Bank, Washington, D.C.,1996
5. Morris, Sebastian *Indian Infrastructure Report*, ed., Oxford University Press,2001
6. Raghuram S. et al. *Infrastructure Development and Financing*,Delhi, Macmillan,1999

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

MARKETING AREA: MM-3201 TO MM-3214

MM-3201: 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

Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy; Consumer Involvement and Decision Making; Information Search Process; Evaluative Criteria and Decision Rules; Consumer Motivation; 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; Diffusion of Innovation and Opinion Leadership Family Decision Making; Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer Behaviour Studies in India.

Suggested Readings

1. Assael, H. *Consumer Behaviour and Marketing Action*. Ohio, South Western, 1995.
2. Engle, J F. 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, D I. etc. *Consumer Behaviour: Implications for Marketing Strategy*. Texas, Business, 1995.
5. Mowen, John C. *Consumer Behaviour*. New York, MacMillan, 1993.
6. Schiffman, L G and Kanuk, L L. *Consumer Behaviour*. New Delhi, Prentice Hall of India, 1994.

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

MM-3202: 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

Advertising's Role in the Marketing Process: Legal Ethical and Social Aspects of Advertising; Process of Communication - Wilbur Schramm's Model, Two Step Flow of Communication, Theory of Cognitive Dissonance and Clues for Advertising Strategists: Stimulation of Primary and Selective Demand - Objective Setting and Market Positioning; Dagmar Approach - Determination of Target Audience; Building of Advertising Programme-Message, Headlines, Copy, Logo, Illustration, Appeal, Layout; Campaign Planning; Media Planning; Budgeting; Evaluation - Rationale of Testing Opinion and Aptitude Tests, Recognition, Recall, Experimental Designs; Advertising Organisation - Selection Compensation and Appraisal of an Agency; Electronic Media Buying. Advertising campaign- Advertising V/s Consumer behaviour; Sales promotion- Role of Creative strategies; 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, 1995.
5. Kleppner, Otto. *Advertising Procedure*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
6. Ogilvy, David. *Ogilvy on Advertising*. London, Longman, 1983.
7. Sengupta, Subroto. *Brand Positioning, Strategies for Competitive Advantages*. New Delhi, Tata McGraw Hill, 1990.

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

MM-3203: STRATEGIC MARKETING

Objectives

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

Course Contents

Market Situation Analysis; Analysis of Competitor's Strategies and Estimating their Reaction Pattern and Competitive Position; 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; Competitive Market Strategy for Emerging Industries, Declining Industries and Fragmented Industries; Balancing

Customer and Competitor Orientations, Industry Segmentation and Competitive Advantage; Product Differentiation and Brand Positioning, Competitive Pricing, Competitive Advertising, Role of Sales Promotion in Competitive Marketing.

Suggested Readings

1. Cravens, D W. *Strategic Marketing*. Homewood Illinois, Richard D. Irwin, 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 Press, 1985.
5. Porter, M E. *Competitive Strategy: Techniques for Analysing Industries Competitors*. New York. Free Press, 1980.

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

MM-3204: 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

International Marketing - Definition, Concept And Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; 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; Trading Partners - Bilateral Trade Agreements, Commodity Agreements and GSP; India and World Trade, Import And Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Procedure and Documents - Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents; Instruments Of Payments - Open Account, 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, J J. *International Marketing: Analysis and Strategy*. New Delhi, Prentice Hall of India, 1995.
5. Pripalomi, V.H.: "International Marketing", Prentice Hall.
6. Terpstra, Vern and Sarathy, R. *International Marketing*. Orlando, Dryden Press, 1991.
7. Walter, I and Murray, T. *Handbook of International Business*. New York, John Wiley, 1988.

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

MM-3205: 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 organising and managing sales force and marketing channels.

Course Contents

Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans; Supervision of Salesmen; Motivating Sales Personnel; Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis. An Overview of Marketing Channels, their Structure, Functions and Relationships; Channel Intermediaries - Wholesaling and Retailing; Logistics of Distribution; Channel Planning, Organisational Patterns in Marketing Channels; Managing Marketing Channels; Marketing Channel Policies and Legal Issues; Information System and Channel Management; Assessing Performance of Marketing Channels; International Marketing Channels.

Suggested Readings

1. Anderson, R. *Professional Sales Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.
2. Anderson, R. *Professional Personal Selling*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
3. Buskirk, R H and Stanton, W J. *Management of Sales Force*. Homewood Illinois, Richard D. Irwin, 1983.
4. Dalrymple, D J. *Sales Management: Concepts and Cases*. New York, John Wiley, 1989.

5. Johnson, E M etc. *Sales Management: Concepts, Practices and Cases*. New York, McGraw Hill, 1986.
6. Stanton, William J etc. *Management of a Sales Force*. Chicago, Irwin, 1995.
7. Stiiil, R R. *Sales Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.

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

MM-3206: INDUSTRIAL MARKETING

Objectives

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

Course Contents

Nature and Scope of Industrial Marketing; Differences between Industrial Marketing and Consumer Marketing; Nature of Demand in Industrial Markets; Industrial Buyer Behaviour; Industrial Purchasing; Marketing Research and Market Information Systems; Segmentation of Industrial Markets; Technology and the Industrial Markets; Product Decisions and Strategies; Industrial Services; Industrial Pricing; Distribution and Channel Relationships; Logistics Management; Industrial Marketing Communication; Sales Force Management; Industrial Marketing Strategy, Planning and Implementation.

Suggested Readings

1. Corey, E Raymond. *Industrial Marketing: cases and concepts*. 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983.
2. Gross, A C. etc. *Business Marketing*. Boston, Houghton Mifflin, 1993.
3. Hill, Richard. etc. *Industrial Marketing*. Homewood Illinois, Richard D. Irwin, 1975.
4. Reeder, Robert R etc. *Industrial Marketing: Analysis, Planning and Control*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
5. Webster, F E. *Industrial Marketing Strategy*. 2nd ed. New York, John Wiley, 1979.

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

MM-3207: SALES PROMOTION MANAGEMENT

Objectives

The purpose of this course is to develop an understanding about concepts, methods and strategies of sales promotion.

Course Contents

Sales Promotion and Marketing Mix; Nature and Types of Sales Promotion; Consumer Behaviour and Sales Promotion; Deal Prone Consumer; Economic Theories of Promotion; Sales Promotion's Impact on Sales; Evaluation of Sales Promotion Experiments; Choice and Purchase Timing Models; Manufacturer Promotion Planning Process; Retailer Promotion Planning Process; Strategic Issues in Designing Promotional Strategies; Substantive Findings and Issues on Coupons, Trade Dealings, and Retail Promotions.

Suggested Readings

1. Ailloni and Charas, Dan. Promotion: A Guide to Effective Promotional Planning, Strategies and Executions. New York, John Wiley, 1984.
2. Assael, Henry. Consumer Behaviour and Marketing Action. Boston, Kent, 1987.
3. Blattberg, Robert C and Scott, A Neslin. Sales Promotion: Concept, Methods and Strategies. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
4. Schaltz, Don E and William, A Robinson. Sales Promotion Management. Chicago, Crain Books, 1982.
5. Strang, Roger A. The Promotional Planning Process. New York, Praeger, 1980.
6. Totten, John C and Block, Martin P. Analysing Sales Promotion: Text and Cases. Chicago, Commerce Communication, 1987.
7. Ulanoff, Stanley M. Handbook of Sales Promotion. New York, McGraw Hill, 1985.

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

MM-3208: MARKETING OF SERVICES

Objectives

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on national basis.

Course Contents

The Emergence of Service Economy; Nature of Services; Goods and Services Marketing; Marketing Challenges in Service Businesses; Marketing Framework for Service Businesses; The Service Classification; Service Product Development; The Service Encounter; The Service Consumer Behaviour; Service Management Trinity; Service Vision and Service Strategy; Quality Issues and Quality Models; Demand-supply Management; Advertising, Branding and Packaging of Services; Recovery Management and Relationship Marketing; Service Marketing: Origin and Growth- Classification of Services- Marketing of financial services-The Indian scene- Designing of service strategy.

ORGANISATION BEHAVIOUR AND HUMAN RESOURCE DEVELOPMENT AREA: OBH-3301 TO OBH-3313

OBH-3301: 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

Industrial Relations Perspectives; Industrial Relations and The Emerging Socio-economic Scenario; Industrial Relations and the State; Legal Framework of Industrial Relations; Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and The Management; Discipline and Grievance Management; Negotiation and Collective Settlements; Participative Management and Co-ownership; Productive Bargaining and Gain Sharing; Employee Empowerment and Quality Management; Industrial Relations and Technological Change.

Suggested Readings

1. Kochan, T.A. & 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 J R. etc. The Future of Industrial Relations. New Delhi, Sage, 1994.4.
4. Papola, T S & Rodgers, G. Labour Institutions and Economic Development in India. Geneva, ILO, 1992.
5. Ramaswamy, E A. The Rayon Spinners The Strategic Management of Industrial Relations. New Delhi, Oxford University Press, 1994.
6. Virmani, B R. Participative Management vs. Collective Bargaining. New Delhi, Vision Books, 1988.7. Webb, Sidney & Webb, Beatrice. Industrial Democracy. Melbourne, Longman, 1987.

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

OBH-3302: MANAGEMENT OF COMPARATIVE INDUSTRIAL RELATIONS

Objectives

Recent years have witnessed an increasing degree of globalization of economies. Appreciation of industrial relations policies and practices of major economies would be necessary to perform efficiently in the liberalized environment. This course aims to familiarize students in the major industrial relations systems operating in different economic, political and cultural contexts.

Course Contents

Industrial Relations and Globalization; Emerging Trends in Industrial Relations; Trade Union Strategies Towards Liberalization and Technological Change; Employee Response to Industrial Re-structuring and Organisational Re-engineering; Emerging Trends in Collective Bargaining and Negotiations; Productivity Bargaining and Wage Negotiations; Employee Empowerment and Participative Decision Making; Labour Flexibility and Gain Sharing; Changing Role of the State and Industrial Relations in the Developed, Newly Developed and Developing Economies.

Suggested Readings

1. Adams, R J & Meltz N M. ed. *Industrial Relations Theory: Its Nature, Scope & Pedagogy*. LMR Press/Rutgers University, 1993.
2. Bamber, G J & Lansbury R D. ed. *International and Comparative industrial Relations: A Study of Industrialized Market Economies*. London, Routledge, 1993.
3. Davis, E M & Lansbury, R D. ed. *Managing Together Consultation and Participation in the Workplace*. Melbourne, Longman, 1996.
4. Frankel, S & Harrod, J. *Industrialisation and Labour Relations: Contemporary Research in Seven Countries*. Ithaca, ILR Press, 1995.
5. Gardner, M & Palmer, G. *Employment Relations. Industrial Relations and Human Resource Management in Australia*. Ithaca, ILR Press, 1995.
6. Jacoby, S M. *The Workers of Nations: Industrial Relations in Globalized Economy*, Oxford, Oxford University Press, 1994.
7. Locke, R. etc. *Employment Relations in a Changing World Economy*. Cambridge, MIT Press, 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.

OBH-3303: 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; Special Features of New Technology; Concept and Process of Technological Innovation; Organisational Implications of Technological Change; Human Resource Implications of Technological Change; Performance/
Unit - II
 Potential Evaluation in the Context of New Technology; Technology Transfer with Human Face; 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, P N. *Management of Technology and Innovation*. New Delhi, Sage, 1995.
5. Warner, M. *New Technology and Manufacturing Management*. London, Wiley, 1990.
6. Womack, J P. etc. *The Machine That Changed the World*. New York, Maxwell Macmillan, 1990.
7. Whittaker, D H. *Managing Innovation*. Cambridge, Cambridge University Press, 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.

OBH-3304: COMPENSATION MANAGEMENT

Objectives

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

Course Contents

Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management; Competitive Imperatives: Productivity, Quality, Service, Speed, Learning; Planning for Improved Competitiveness; Diagnosis and Bench marking, Obtaining Commitment; Determination of Inter and Intra-industry Compensation Differentials; Internal and External Equity in Compensation Systems; Understanding Tools Used in Designing, Improving and Implementing Compensation Packages; Compensation Designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc.;

2. De Nitish. *Alternative Designs of Human Organizations*. London, Sage, 1988.
3. French, W H. and Bell, CH. *Organisation Development*. New Delhi, Prentice Hall of India, 1991.
4. French, W L., etc. *Organization Development Theory, Practice and Research*. 3rd ed. New Delhi, Universal Book Stall, 1990.
5. Harvey, D F. and Brown, D R. *An Experiential Approach to Organization Development*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
6. Huse, F E. and Cummings, T G. *Organization, Development and Change*. 3rd ed. New York, West, 1985.
7. Sinha, Dharani, P. etc. *Consultants and Consulting Styles*. New Delhi, Vision, 1982.

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

OBH-3309: COUNSELING SKILLS FOR MANAGERS

Objectives

To develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

Course Contents

Emergence and Growth of Counseling Services; Approaches to Counseling; Counseling Process - Beginning, Developing and Terminating a Counseling Relationship and Follow up; Counselor's Attitude and Skills of Counseling; Assessing Client's Problems; Selecting Counseling Strategies and Interventions - Changing Behaviour through Counseling; Special Problems in Counseling; Application of Counseling to Organizational Situations with a Focus on Performance Counseling.

Suggested Readings

1. Corner, L S. and Hackney, H. *The Professional Counselor's Process Guide to Helping*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
2. MacLennan, Nigel. *Counselling for Managers*. Aldershot, Grover, 1996.
3. Moursund, J. *The Process of Counseling and Therapy*. 2nd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
4. Munro, C A., etc. *Counseling: A Skills Approach*. Methuen, 1980.
5. Reddy, Michael. *Counseling at Work*. British Psychological Society and Methuen, London and New York, 1987.

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

OBH-3310: HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS

Objectives

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

Course Contents

Field of HRD - Concepts, Goals, Challenges; HRD Climate and Practices in India; Staffing HRD Function; Developing HR Strategies; HRD System Design Principles; Design & Administration of Select HRD Systems; HRD for Workers; HRD Intervention; HRD Approaches for coping with Organisational Changes; Case Studies of HRD in Indian Organizations.

Suggested Readings

1. Dayal, Ishwar. *Successful Applications of HRD*. New Delhi, New Concepts, 1996.
2. Dayal, Ishwar. *Designing HRD Systems*. New Delhi, Concept, 1993.
3. Kohli, Uddesh & Sinha, Dharni P. *HRD - Global Challenges & Strategies in 2000 A.D.* New Delhi, ISTD, 1995.
4. Maheshwari, B L. & Sinha, Dharni 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.
6. Rao, T V. etc. *Alternative Approaches & Strategies of Human Resource Development*. Jaipur, Rawat, 1988.
7. Silvera, D N. *HRD: The Indian Experience*. Delhi, New 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.

OBH-3311: 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, Deployment and Development in organisations.

Course Contents

Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping; Models and Techniques of Manpower Demand and Supply Forecasting; Behavioural Factors in Human Resource Planning - Wastage Analysis; Retention; Redeployment and Exit Strategies; Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development; HRD Climate; Culture; QWL and Management of Change; TQM and HRD

ITM-3605: DATA BASE MANAGEMENT SYSTEMS

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

Data Processing Concepts; Data Structures; File Processing and Access Methods; Taxonomy of Data Management Systems; Various Data Base Management Models. Evaluation of Commercially Available Software Systems with Managerial Emphasis on Tradeoffs Among Cost, Capacity, and Responsiveness; Functions of Transaction Processes and their Communications Interface with Database Management Systems; Distributed Data Processing Systems and a Need for Database Environment for such a System; Physical Database Structures; Normalization and Logical Design; Query Languages for Relational Database Management Systems; Study of a Relational Database Management Systems for Successful Implementation of Distributed Systems; Structured Query Language. Distributed Data Base Systems; On-line Data Bases; Object Oriented Data Bases. Managerial Issues Related to Data

Base] ² Management; Evaluation Criteria; Performance Analysis; Recovery Issues; Re-
³ organisation Problems; Implementation and Maintenance Issues; Database Administration.]

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, 1992.
3. McFadden, Fred R and Hoffer, Jeffrey, A. *Database Management*. 3rd ed., Redwood City, Benjamin-Cummings, 1991.
4. Pratt, Philip J. *A Guide to SQL*. Boston, Boyd and Fraser, 1990.
5. Salemi, Joe. *Client/Server Data Bases*. Emeryville, California, Ziff-Davis Press, 1993.
6. *Systems and Developers Manuals for an RDBMS such as Oracle*.

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

ITM-3610: INTERNET PROGRAMMING FOR E-COMMERCE

* Objective

The objective of the course is to familiarise the students with the internet programming for e-commerce.

Course Contents

Authenticating HTML*: Building Blocks of HTML, Page Design, Site Design, Linking HTML Documents, Adding Images, audio and video; SCRIPTS: Java Scripts VB Scripts; •LINUX: Basic features, vi editor,* LINUX Commands, Elements of Shell Programming; # Com Concepts: Dot Com companies Vs. Brick and Mortar companies, Critical success factors for Dot Com companies, Hybrid companies, Security of Data Transfer - Cryptography-Encryption and decryption of data - Digital Signatures, Cyber Laws

- # Configuration and features of Internet Information Server (118)
- # Configuration and features of Apache Web Server
- ** SERVER Side Programming using PERL, JAVA-QDBC, ASP
- * Involves Programming

INTERNATIONAL BUSINESS AREA: IB - 4101 TO IB - 4110

IB-4101 (FM 3107): INTERNATIONAL ACCOUNTING

Objectives

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

Course Contents

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

Suggested Readings

1. Arpon, Jeffrey S and Radebaugh, Lee H. *International Accounting and Multinational Enterprises*. New York, John Wiley, 1985.
2. Choi, Frederick D S and Mueller Gerhard G. *International Accounting*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
3. Evans, Thomas G. *International Accounting & Reporting*. London, MacMillan, 1985.
4. Gray, S.J. *International Accounting and Transnational Decisions*. London, Butterworth, 1983.
5. Holzer, H Peter. *International Accounting*. New York, Harper & Row, 1984.
6. Prodhan, Bimal. *Multinational Accounting*. London, Croom-Helm, 1986.
7. Rathore, Shirin. *International Accounting*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1996.

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

IB-4102 (FM3104): INTERNATIONAL FINANCIAL MANAGEMENT

Objectives

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

Course Contents

Multinational Financial Management - An overview; Evolution of the International Monetary and Financial System; Long-run Investment Decisions - The Foreign Investment Decision; Political Risk Management; Multinational Capital Budgeting - Application and Interpretation; Cost of Capital and Capital Structure of the Multinational Firm; Dividend Policy of the Multinational Firm; Taxation of the Multinational Firm; Country Risk Analysis; Long-term Financing.

Suggested Readings

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

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

IB-4103 (FM 3111): INTERNATIONAL FINANCIAL MARKETS

Objectives

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

Course Contents

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

Suggested Readings

1. Bhalla, V K. *International Financial Management*, 2nd ed., New Delhi, Anmol, 2001.
2. Bhalla, V K. *Managing International Investment and Finance*. New Delhi, Anmol, 1997.

3. Buckley, Adrian. *Multinational Finance*. 3rd ed., Englewood Cliffs, Prentice Hall Inc., 1996.
4. Eiteman, David K and Stonehill, Arthur I. *Multinational Business Finance*. California, Addison-Wesley, 1988.
5. Johnson and Giaccotto. *Options and Futures*. St. Paul, West, 1995
6. Kim, Suk and Kim, Seung. *Global Corporate Finance: Text and Cases*. 2nd ed. Miami, Florida, 1993.
7. Shapiro, Alan C. *Multinational Financial Management*. New Delhi, Prentice Hall of India, 1995.

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

IB-4104 (FM 3114): FOREIGN EXCHANGE MANAGEMENT

Objectives

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

Course Contents

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

Selected Readings

1. Aliber, R.Z. *Exchange Risk and Corporate International Finance*, London, Macmillan, 1978
2. Bhalla, V.K. *International Financial Management*, 2nd ed., New Delhi, Anmol, 2001.
3. Luca Cornelius *Trading in the Global Currency Markets*, NJ, Prentice Hall, 1995
4. Shapiro, A.C. *International Financial Management*, Boston, Allyn and Bacon, 1979
5. Sutton, W.H. *Trading in Currency Options*, New York Institute of Finance, 1987

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

IB - 4105 (MM 3204): 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

International Marketing - Definition, Concept And Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions - World Bank, IMF, UNCTAD, GATT, Customs Union, Common Markets, Free Trade Zones, Economic Communities; Constraints on International Marketing - Fiscal and Non-fiscal Barriers, Non-tariff Barriers; Trading Partners - Bilateral Trade Agreements, Commodity Agreements and GSP; India and World Trade, Import And Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Procedure and Documents - Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents; Instruments Of Payments - Open Account, 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, J J. *International Marketing: Analysis and Strategy*. New Delhi, Prentice Hall of India, 1995.
5. Terpstra, Vern and Sarathy, R. *International Marketing*. Orlando, Dryden Press, 1991.
6. Walter, I and Murray, T. *Handbook of International Business*. New York, John Wiley, 1988.

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

IB-4106 EXPORT-IMPORT PROCEDURES, DOCUMENTATION AND LOGISTICS

Objectives

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

Course Contents

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

Suggested Readings

1. Bhalla, V.K. and S.Ramu *International Business Environment and Management*, 5th ed., Delhi, Anmol, 2001
2. Desai, H.B. *Indian Shipping Perspectives*, Delhi, Anupam Publications, 1988
3. Government of India *Handbook of Import -Export Procedures*
4. Paras Ram *Export: What, Where and How*, Delhi, Anupam Pub., 1995

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

IB-4107: REGIONAL BLOCKS

Objectives

The objective of the course to familiarise the students with the theoretical framework of the theory of economic integration, and its impact on trade and investment flows among the region and on the global economy.

Course Contents

Theory of Economic Integration; Economic Integration and endogenous growth; Selected Regional Blocks- NAFTA, EU, ASEAN, SAARC; Globalisation Vs. Regionalisation; Regional Blocks, Building Blocks or Stumbling Blocks: Ongoing challenges-Environment Volatility, Rise of Global Mania; Regional Alternatives; Regional Competition; New Organisational Challenges;

Selected Readings

1. Balassa, Bela *Theory of Economic Integration*, London, George Allen & Unwin Ltd., 1961
2. Bhalla, V.K. *World Economy in '90s: A Portfolio Approach*, Delhi, Anmol Pub. Pvt. Ltd., 1990
3. Dreze, Jean and Sen, Aamrtya *Indian Development: Selected Regional Perspective*, Delhi, Oxford University Press, 1997
4. Jackson, J. *The World Trading System*, Cambridge, Mass.: MIT Press, 1994
5. Krugman, Paul R. and Obstfeld, M. *International Economics*, 3rd ed., USA, Harper Collins Pub., 1994
6. Machlup, F. *A History of Thought on Economic Integration*, London, Macmillan, 1977

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

IB-4108: INTERNATIONAL ECONOMIC ORGANISATIONS

Objectives

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

Course Contents

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

Selected Readings

1. Bhalla, V.K. *International Monetary Cooperation*, Delhi, Anmol, 1992
2. Hunt, Diana *Economic Theories of Development: An Analysis of Competing Paradigms*, Hemel Hempstead: Harvester Wheatsheaf, 1989
3. Keohane, Robert O. *International Institutions and State Power: Essays in International Relations Theory* Boulder: Westview, 1989

4. Krasner, Stephen D. *Structural Conflict: The Third World Against Global Liberalism*, Berkley, University of California Press, 1985
5. Simai, Mihaly *The Future of Global Governance*, Washington, D.C.: United States Institute of Peace Process, 1994
6. Sidell, Scott *The IMF and Third World Political Instability*, London, Macmillan, 1988

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

IB-4109: INDIA'S FOREIGN TRADE POLICY

Objectives

To acquaint the students with recent trends in India's foreign trade, and management and policy related issues in foreign trade in the global context.

Course Contents

India's Foreign Trade in the Global Context, Structure and Equilibrium of India's Balance of Payments, Recent Trends in India's foreign trade; Directional Pattern: Major export commodities-Thrust area commodities-their trend, problems and prospects; Major competitors; Major Import Commodity Groups; Trade Control in India; Foreign Trade (Development and Regulation) Act, Import and Export Control Orders; Import and Export Licensing System; Exchange Control in India; Blanket Permit System; Import Substitution and Export Promotion Policies; Export Incentives: Financial and Fiscal; Deferred Payment System and the Role of EXIM Bank of India; Export Credit Insurance; Infrastructure support for Export Promotion; Export promotion Councils; Commodity Boards/Product Export Development Authorities; Specific Service Institutions; Role of State Trading Organisations in Foreign Trade, Export Processing Zones; Export Oriented Units and Export and Trading House Schemes. Multilateralism and Bilateralism in India's International Business.

Suggested Readings

1. Bhalla, V.K. *International Business Environment and Management*, 8th ed., Delhi, Anmol, 2001
2. Bhashyam, S. *Export Promotion in India: The Institutional Infrastructure*, Commonwealth Pub., Delhi, 1988
3. Khanna, Sri Ram *Export Marketing in India's New Manufacturers*, University of Delhi, Delhi, 1986
4. Jain, S.K. *Export Performance and Export Marketing Strategies*, Commonwealth Pub., Delhi, 1988
5. Nayyar, Deepak *India's Export and Export Policies in the 1960s*, Cambridge University Press, 1976.

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

IB-4110 GLOBAL HUMAN RESOURCE MANAGEMENT

Objectives

The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations.

Course Contents

Global Business; Growth and Evolution; Environmental Variables in Global Business; Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organisations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation; Human Resource Management in Global Organisations; Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context.

Suggested Readings

1. Adler, N J. International Dimensions of Organizational Behaviour. Boston, Kent Publishing, 1991.
2. Bartlett, C and Ghoshal, S. Transnational Management: Text, Cases and Readings in Cross Border Management. Chicago, Irwin, 1995.
3. Dowling, P J. etc. International Dimensions of Human Resource Management. 2nd ed. California, Wadsworth, 1994.
4. Hofstede, G. Cultures Consequence: International Differences in Work Related Values. London, Sage, 1984.
5. Marcic, D and Puffer, S M. Management International: Cases, Exercises and Readings. St. Paul, West Publishing, 1994.
6. Mead, R. International Management: Cross Cultural Dimensions. Blackwell, Camb., Mass., 1994.
7. Ronen, S. Comparative and Multinational Management. New York, John Wiley, 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.