

MASTER OF BUSINESS ADMINISTRATION (MBA)

PROGRAMME GUIDE

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INTRODUCTION

In the post globalisation period, there is a huge requirement of man power having MBA degree to cater to the needs of manufacturing and service organisations and also led to hone the management skills of the budding entrepreneurs who may not be professionally qualified. Further, the manpower which is already employed in manufacturing and service organisations, not having MBA degree are required to upgrade their qualifications. The aim of the MBA is to equip graduates with the knowledge regarding the fundamental disciplines of business; to provide graduates with the theoretical frameworks and analytical tools necessary to successfully manage a modern enterprise; to ensure that graduates are equipped to act professionally and ethically in their chosen field; to ensure that graduates are able to add significant value to their organisations.

ACADEMIC OBJECTIVES

MBA Program is designed for students who aspire to be business leaders and managers of the future. The program aims to impart the necessary knowledge, skills and self confidence to assist in effective and successful management, within constantly changing and highly competitive national and international business environments.

PROGRAMME CODE: 3521

DURATION OF THE PROGRAMME:

Minimum Duration 2 Years

Maximum Duration 5 years

MEDIUM OF INSTRUCTION/ EXAMINATION:

Medium of instruction and Examination shall be **English**

**MBA (Master of Business Administration)
Scheme**

COURSE CODE	COURSE TITLE	Cr.	CA	ETE(Th.)	ETE(Pr.)
TERM 1					
DMGT401	BUSINESS ENVIRONMENT	4	20	80	0
DECO405	MANAGERIAL ECONOMICS	4	20	80	0
DMGT402	MANAGEMENT PRACTICES & ORGANIZATIONAL BEHAVIOUR	4	20	80	0
DENG401	ADVANCED COMMUNICATION SKILLS	4	20	80	0
DMGT403	ACCOUNTING FOR MANAGERS	4	20	80	0
TERM 2					
DMGT404	RESEARCH METHODOLOGY	4	20	80	0
DMGT405	FINANCIAL MANAGEMENT	4	20	80	0
DMGT406	HUMAN RESOURCE MANAGEMENT	4	20	80	0
DMGT407	CORPORATE AND BUSINESS LAWS	4	20	80	0
DMGT408	MARKETING MANAGEMENT	4	20	80	0
TERM 3					
DMGT501	OPERATIONS MANAGEMENT	4	20	80	0
DMGT502	STRATEGIC MANAGEMENT	4	20	80	0
DMGT503	CORPORATE GOVERNANCE & ETHICS	4	20	80	0
	SPECIALIZATION-1/Major 1				
	SPECIALIZATION-2/Major 2				
TERM 4					
DMGT504	OPERATIONS RESEARCH	4	20	80	0
DMGT505	MANAGEMENT INFORMATION SYSTEM	4	20	80	0
	SPECIALIZATION-3/Major 3	4	20	80	0
	SPECIALIZATION-4/Major 4 or Minor 1				
	SPECIALIZATION-5/Major 5 or Minor 2				
TOTAL CREDITS		80			

Specializations*: A student may choose **Core specialization** or **Major-Minor specializations** from any of the seven areas of specialization i.e. Marketing, Finance, Human Resource Management, IT, Operations Management, Retail Management and International Business. * **Operations Management, Retail Management and International Business will be offered to the students taking admission from June 2012 session onwards.**

MARKETING					
TERM 3					
DMGT506	CONSUMER BEHAVIOUR	4	20	80	0
DMGT507	SALES AND PROMOTIONS MANAGEMENT	4	20	80	0
TERM 4					
DMGT508	PRODUCT AND BRAND MANAGEMENT	4	20	80	0
DMGT509	RURAL MARKETING	4	20	80	0
DMGT510	SERVICES MARKETING	4	20	80	0

FINANCE					
TERM 3					
DMGT511	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	4	20	80	0
DMGT512	FINANCIAL INSTITUTIONS AND SERVICES	4	20	80	0
TERM 4					
DMGT513	DERIVATIVES & RISK MANAGEMENT	4	20	80	0
DMGT514	MANAGEMENT CONTROL SYSTEMS	4	20	80	0
DMGT515	PERSONAL FINANCIAL PLANNING	4	20	80	0

HUMAN RESOURCE MANAGEMENT					
TERM 3					
DMGT516	LABOUR LEGISLATION	4	20	80	0
DMGT517	PERFORMANCE MANAGEMENT SYSTEM	4	20	80	0
TERM 4					
DMGT518	TRAINING AND DEVELOPMENT SYSTEM	4	20	80	0
DMGT519	CONFLICT MANAGEMENT AND NEGOTIATION SKILLS	4	20	80	0
DMGT520	ORGANIZATION CHANGE & DEVELOPMENT	4	20	80	0

INFORMATION TECHNOLOGY					
TERM 3					
DCAP402	DATABASE MANAGEMENT SYSTEMS	4	20	60	20
DCAP514	ENTERPRISE RESOURCE PLANNING	4	20	80	0
TERM 4					
DCAP515	SOFTWARE PROJECT MANAGEMENT	4	20	80	0
DCAP404	OBJECT ORIENTED PROGRAMMING	4	20	60	20
DCAP513	INFORMATION SECURITY AND PRIVACY	4	20	80	0

OPERATIONS MANAGEMENT					
TERM 3					
DMGT521	PROJECT MANAGEMENT	4	20	80	0
DMGT522	SERVICES MANAGEMENT	4	20	80	0
TERM 4					
DMGT523	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	4	20	80	0
DMGT524	TOTAL QUALITY MANAGEMENT	4	20	80	0
DMGT525	MATERIALS MANAGEMENT	4	20	80	0

RETAIL MANAGEMENT					
TERM 3					
DMGT550	RETAIL MANAGEMENT	4	20	80	0
DMGT551	RETAIL BUSINESS ENVIRONMENT	4	20	80	0
TERM 4					
DMGT552	VISUAL MERCHANDISING	4	20	80	0
DMGT553	RETAIL STORE MANAGEMENT	4	20	80	0
DMGT554	RETAIL BUYING	4	20	80	0

INTERNATIONAL BUSINESS**TERM 3**

DMGT545	INTERNATIONAL BUSINESS	4	20	80	0
DMGT546	INTERNATIONAL TRADE PROCEDURE AND DOCUMENTATION	4	20	80	0

TERM 4

DMGT547	INTERNATIONAL MARKETING	4	20	80	0
DMGT548	GLOBAL HRM	4	20	80	0
DMGT549	INTERNATIONAL FINANCIAL MANAGEMENT	4	20	80	0

Course Code:	D	M	G	T	4	0	1	Course Title:	BUSINESS ENVIRONMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Theoretical Framework of Business Environment, Recent developments in political, economical and financial environment.
2.	Techniques of environment scanning and monitoring, SWOT analysis of Indian Economy; Planning in India with special focus on 11 th 5 year plan.
3.	Industrial Policies; Industrial Licensing; Stock Exchanges in India; Liberalisation, Privatisation and Globalisation.
4.	Economic Trends; National Income Economic Development; Inflation, Problems of Growth.
5.	India's Monetary and Fiscal Policy; Foreign Trade Policy and BOP; Direct and Indirect Taxes.
6.	Poverty in India; Unemployment in India; Human development, Rural Development, Business Ethics, Corporate Governance and Corporate Social Responsibility.
7.	MRTTP Act, FERA, FEMA, IPR, RTI.
8.	Foreign Investment, MNCs; EXIM Policy; SEZ.
9.	International Organizations.
10.	World Trade Organization.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. SaleemShaikh, Business Environment, Pearson Education, New Delhi, 2009.
2. Paul Justin, Business Environment: Text & Cases, Tata McGraw-Hill, New Delhi, 2008.
3. PandeyG.N Environmental Management, Vikas Publishing, New Delhi, 2007.

Course Code:	D	E	C	O	4	O	5	Course Title:	MANAGERIAL ECONOMICS
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Introduction to Managerial Economics: Scope of Economics, Economic Principles relevant to Managerial Decisions, Relationship of Managerial Economics with Decision Sciences.
2.	Market Demand and Supply: Determinants of Demand, Basis for Demand; Direct and Derived demand; Law of Demand, Law of Supply, Market Equilibrium. Consumer Behaviour.
3.	Utility analysis: Cardinal and Ordinal utility, Equi-marginal utility. Indifference curve and its properties. Consumer Equilibrium with Cardinal and Ordinal approach, Consumer surplus, Price, Income and Cross Elasticity of Demand.
4.	Production Theory: Production Functions with one variable and two variable inputs, Producers' Equilibrium, Expansion Path, Total, Marginal and Average Revenue curve; Law of Diminishing Returns to Factor; Returns to Scale.
5.	Cost Analysis: Types of Costs; Short Run and Long Run Cost Curves; Economics of Scope and Economies of Scale. Revenue Analysis: Types of Revenue Curves and their applications.
6.	Market Structure: Perfect Competition; Assumptions, Price and Output determination in Perfect Competition in Short and Long run.
7.	Imperfect Competition: Monopoly–Features; Price and Output decisions; Price Discrimination.
8.	Monopolistic Competition: Features; Price and Output decisions; Short and Long run Equilibrium.
9.	Oligopoly: Features; Cartels and Collusions (introductory); Kinked Demand curve.
10.	National income: Concepts, Methods of measuring National Income, Problems in measuring National Income, Circular Flow of Income in 2 Sector and 4 Sector model

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Geetika, GhoshPiyali, Purba Roy Choudhury, Managerial economics, Tata Mcgraw Hill, New Delhi, 2008.
2. Dominick Salvatore, RavikeshSrivastava, Managerial Economics: Principles and Worldwide Applications, Oxford University Press, 2009.
3. Hirschey, Mark, "Economics for Managers", South Western Cengage Learning, 2008.
4. Shapiro, Edward, Macro Economics, Galgotia Publications, 2006.
5. Thomas Christopher R., and Maurice S. Charles, Managerial Economics Concepts and Applications, 8th Edition, Tata McGraw Hills, 2006.
6. H.L. Ahuja, Advanced Economic analysis, S.Chand& Co. Ltd, New Delhi

Course Code:	D	M	G	T	4	0	2	Course Title:	MANAGEMENT PRACTICES & ORGANIZATIONAL BEHAVIOUR
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Management: Nature, purpose and scope of management, Skills and roles of a Manager, Functions, Development of Management Theories (Classical, Neo-Classical and Modern)
2.	Planning: Types of plans, Levels of planning, planning process, Management by objectives, Strategic Management, premising and forecasting; Decision-Making process, barriers, styles of decision making
3.	Organizing: Organizational design and structure, Coordination, centralization and de-centralization, Delegation, Authority & power – concept & distinction, Line and staff organizations.
4.	Controlling: Concept, planning-control relationship, process of control, Types of Control, Control Techniques, Staffing: Human Resource Management and Selection
5.	Foundations of Organisational Behaviour: The nature and determinants of organisational behaviour, need for knowledge of OB, contributing disciplines to the field, OB Model
6.	Individual differences, Learning, Values, attitudes, Personality (MBTI, Big Five Model), Emotions, Affective events theory, Emotional Intelligence, Perception, Attribution theory
7.	Work Motivation: Early Theories (Mc. Gregory's Theory X & Y , Abraham Maslow's Need Hierarchy Theory Herzberg's Two Factor Theory) & Contemporary Theories (Mc. Clelland's 3 Needs Theory , Alderfer's ERG Theory , Adam's Equity Theory & Vroom's Expectancy Theory, Goal Setting Theory), Application of Motivation Theories & workers participation management.
8.	Group Behaviour: Types of Groups, Stages of Group Development, Group Decision Making, Understanding Teamwork: Types of Teams, Creating Effective teams, Communication: significance, types, barriers, overcoming barriers.
9.	Leadership: Basic Approaches (Trait Theories, Behavioural Theories & Contingency Theories) & Contemporary Issues in Leadership. Conflict: levels of conflict, resolving conflicts; power and politics: sources of power, use of power
10.	Organisation culture and Organisational Change: Effects of culture, changing Organisational culture forces of change, Resistance to change, the change process

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Aswathapa, G. Sudarshanreddy - Management and Organisational behaviour, Himalaya Pub.(2009 edition).
2. Robbins,S.P.and Mary Coulter, Management, Prentice Hall India.
3. Robbins S P, Timothy A. Judge & Sanghi Seema, *Organizational Behaviour*, Pearson Education, New Delhi, 2009.
4. Koontz, Harold and Weihrich, Heinz, Essentials of Management, Tata McGraw Hill.
5. Luthans F, Organization Behaviour, McGraw Hill.

Course Code:	D	E	N	G	4	0	1	Course Title:	ADVANCED COMMUNICATION SKILLS
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
A	<p>Speaking Skills ---to enhance the basic speaking skills, one needs apt language and the correct pronunciation.</p> <ul style="list-style-type: none"> • Simple rules of pronunciation and intonation • Formal oral presentations--- Power point presentations or presentations using other visual aids followed by actual practice of it. <p>Interview Skills—[types of interviews , employer’s expectations, types of questions, some standard questions , answering techniques, mock interviews]</p> <p>Working with Customers--- essential speaking elements needed to communicate with the customers—[apt questions to determine the context, apt responses to put them at ease, apt responses to acknowledge their efforts, using listener centered language , asking questions to understand their problems , establish rapport , denying requests, coping with angry customers.</p> <p>Improving Informal Communication—speaking persuasively, negotiating effectively, managing conflicts. Formal and regularly used expressions in given situations</p> <p>Group Discussions---- a detailed briefing of do' s and don'ts followed by GD's based on topics relevant to their field. Kinds of GD's—to convey information or to instruct or solve problems or to take decisions</p>
B	<p>Reading Skills—skills we need to read successfully</p> <p>Reading Strategies / Techniques / Types: equipped with separate and adequate reading passages to practice the skill Comprehension of Written Texts : selecting information, identifying topic -shift, cause -effect, point of view [the texts are articles / editorials etc., from varied streams of subjects] Aesthetic Reading Skill- poem-- “Raisin In the Sun”- Langston Hughes--“ways to kill a Man”—Edwin Brock</p>
C	<p>Writing Skills - to reinforce the grammatical structures</p> <p>Grammar - Subject - Verb agreement, Basic sentence patterns, Conditional sentences, Subordinating Conjunctions, Correlative Conjunctions, One Word Substitutes.</p>
D	<p>Writing skills --to enhance formally structured effective official writing</p> <ul style="list-style-type: none"> • Understanding Reports and Proposals • Types of reports • Structure and Layout of a Formal Report—writing the beginning / the body / end matter • Business Reports • Writing Short Reports • Proposal Writing and Process Description • Technical Proposals • Writing Proposals • Supplementary Parts / Appended Parts • Citing sources

READINGS: SELF LEARNING MATERIAL.

Course Code:	D	M	G	T	4	0	3	Course Title:	ACCOUNTING FOR MANAGERS
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Basic Accounting Review: Accounting Principles, Basic Accounting terms.
2.	Journalizing Transactions, Ledger Posting and Trial Balance.
3.	Sub-division of Journal, Final Accounts.
4.	Basic Cost Concepts: Preparation of Cost Sheet, Elements of cost, Classification of cost, cost ascertainment, Financial Statements: Analysis and Interpretation: Meaning, types, Ratio Analysis, Classification of Ratios.
5.	Fund Flow Statement, Cash Flow Statement.
6.	Budgetary Control: Meaning, Limitation, Installation, Classification. Innovative Budgeting Techniques: Programme Budgeting, Performance Budgeting, Responsibility Accounting, Zero Based Budgeting
7.	Standard Costing: Meaning, Budgetary Control and Standard Costing, Estimated costing, Standard costing as a management tool, Limitations, Determination of standard cost, Standard Cost sheet.
8.	Variance Analysis: Cost variance, Direct Material Cost Variance, Direct Labour Cost Variance, Overhead Cost Variance.
9.	Marginal costing and Profit Planning: Absorption Costing, Marginal Costing and direct costing, Differential costing, Cost-volume profit Analysis, Break Even Analysis, Advantages, Limitations, Application, Costing Technique.
10.	Decisions involving alternative choices: Concept, Steps, Determination of sales mix, Make or buy decisions, Own or Hire, Shut down or continue, Pricing Decisions: Concept, Objectives, Types, Factors affecting pricing of a product, Product Pricing Methods, Transfer Pricing.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Maheshwari, S.N, Maheshwari, S.K, Accounting for Management, Vikas Publishing House, New Delhi, 2010.
2. Tulsian PC, Financial Accounting, Pearsons Publication, New Delhi, 2008.
3. Belvered E Needles, Accounting for Decision Making, Cengage Learning, New Delhi, 2009.

Course Code:	D	M	G	T	4	0	4	Course Title:	RESEARCH METHODOLOGY
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	An Introduction to Research: Meaning, Process, Defining, Research Problem: Selection, Understanding, Necessity of defined problem, Research Design , need and types of Research Design.
2.	Sampling Design: Steps of Sampling design, Characteristics of good Sampling Design, Different types of Sampling Design.
3.	Measurement and Scaling Technique: Tools of Sound Measurement, Techniques Of Developing Measurement Tools, Scaling meaning and Important Scaling Techniques
4.	Data Collection: Primary (Interview, Observation and Questionnaire and Collection of Secondary Data.
5.	Data Analysis: Measure for Central Tendency, Dispersion, Correlation And Regression Analysis , Time series and index number..
6.	Hypothesis Testing: Hypothesis Definition and Formulation, t test , z test , ANOVA
7.	Multivariate Analysis: Classification, Important Methods of Factor analysis, factor analysis , rotation in Factor Analysis, overview of cluster analysis, discriminant analysis, multi dimensional scaling , conjoint analysis.
8.	Report Writing: Technique and Precaution of Interpretation, Significance of Report Writing, Layout and Types of Report.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Kothari C.R, *Research Methodology Methods And Techniques*, new age international Publishing co, 2ND edition 2009.
2. Levin R.I. and Rubin D.S., *Statistics For Management*, Prentice-Hall Publishing Co., New Delhi, 7th edition,2004.
3. Zikmund W.G.,*Business Research Methods*, South Western Cengage Learning New Delhi, 7th edition, 2004.

Course Code:	D	M	G	T	4	0	5	Course Title:	FINANCIAL MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Financial Management: Meaning , Objective and scope, Finance functions – Investment, financing and dividend decisions, Financial goal- Profit Maximization vs. Wealth Maximization
2.	Concept of time value of money: Present & future value of annuities & Single Amount, perpetuity, Growth rate calculations
3.	Source of Finance: Short term and long term Source of Finance, Leasing as a Source of Finance
4.	Concept of economic value added
5.	Risk and return analysis: Risk Measurement,
6.	Cost of Capital: Concept and its significance, Measurement of cost of capital of various source of funds, Weighted average cost of capital
7.	Capital structure decision: theories of Capital Structure, Optimum Capital Structure Leverage: Operating and Financial Leverage
8.	Capital budgeting: Meaning and Process, Methods of analyze capital budgeting decisions, Capital rationing, Capital decision under risk and uncertainty
9.	Working Capital: Concept and significance, Determining working capital requirements, Management of Inventory , debtors and cash, Financing of working capital needs
10.	Management of surplus: Retained earnings and dividend policy, Theories of dividend, Forms of dividend and corporate dividend behaviour.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Pandey I M, Financial Management, Vikas Publishing House.
2. Chandra Prasanna, Financial Management: Theories and Practice, Tata McGraw Hill
3. Khan ,M Y and P K Jain, Financial Management, Tata McGraw Hill.

Course Code:	D	M	G	T	4	0	6	Course Title:	HUMAN RESOURCE MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Understanding the nature and scope of Human Resource Management: HRM functions and objectives, Personnel Policies and Principles, Evolution of HRM.
2.	Human Resource Planning: HRP Process, Requisites for successful HRP, Job Analysis, Job design.
3.	Recruiting HR: Nature, Purpose, Factors and Process, Evaluation and Control, Effective recruiting internal and external sources, Selection, Selection process, Employee induction and Placement: Requisites & Problems
4.	Training, development and career management: Inputs in training and development, Gaps in training, training process, and career development
5.	Performance management system: Performance appraisal, process, challenges in performance appraisal, job evaluation – process, methods.
6.	Compensation & Benefits: Components, importance, factors influencing employee remuneration, Establishing strategic pay plans, pay for performance, employee benefits and services.
7.	HRD: Need and scope of HRD, HRD practices in Indian organization. Welfare: Nature, Types, and Merits & Demerits Of Welfare.
8.	Industrial Relations: Nature, Importance and approaches to IR, Trade union, Industrial conflicts, Labour Legislation in India. Workplace Safety And Health: Industrial Safety and Industrial health.
9.	HRM effectiveness, Contemporary Issues in HRM, International HRM: Domestic HRM and IHRM compared, Managing international HR activities, Cultural Diversity & The Expatriate Problem.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Aswathapa, K. (2008) 5th ed. Human Resource Management, Tata McGraw Hill.
2. Ivancevich, J.M (2008) Human Resource Management. Tata McGraw Hill.
3. Rao P.S (2008) Essentials of Human Resource Management and Industrials Relations , Text cases and Games , Himalaya Publication.

Course Code:	D	M	G	T	4	0	7	Course Title:	CORPORATE AND BUSINESS LAWS
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Contract Act: Offer and Acceptance , Consideration and Capacity of the Parties, Free Consent , Indemnity and Guarantee, Bailment and Agency.
2.	The Negotiable Instruments Act: Definition, Types of Negotiable Instruments, Negotiation, Endorsement and Crossing of Cheque, Dishonour of Cheques, Parties to Negotiable Instruments.
3.	Contract of Sale of Goods: Conditions and Warranties, Performance of Contract of Sale, Unpaid Seller and his Rights, Caveat Emptor.
4.	Partnership Act and Limited Liability Act.
5.	Concept of Company and its Characteristics. Formation of a company.
6.	Memorandum and Articles of Association.
7.	Prospectus, Shares and Share Capital.
8.	Management of Companies.
9.	Meeting of Directors and Shareholders.
10.	Winding Up and Dissolution of a company.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Kapoor, N.D, Mercantile Law, Sultan Chand and Sons.
2. K.C.Garg,V.K.Sareen,Mukesh Sharma,R.C.Chawla,Mercantile Law,Kalyani Publishers.
3. Tulsian, P.C., Business Laws, Tata Mcgraw Hill.
4. Pathak Akhilesh, Legal Aspects of Business, Tata Mcgraw Hill.

Course Code:	D	M	G	T	4	0	8	Course Title:	MARKETING MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Marketing Scope and Concepts, marketing: creating and capturing customer value, partnering to build customer relationship
2.	Understanding the market place and consumers: analyzing the marketing environment, managing marketing information to gain customer insight
3.	Consumer markets and consumer buyer Behaviour, business markets and business buyer Behaviour.
4.	Designing a customer driven strategy and mix: creating value for target customer, products, services and brands: building customer value, new product development and product life cycle strategies
5.	Pricing: understanding and capturing customer value, Pricing strategies
6.	Managing Marketing Channels, Logistics and Supply Chain Management, Retailing and Wholesaling
7.	Integrated Marketing Communication, Sales Promotions, Advertising and Public Relations, Sales Management, Personal Selling, Direct and online Marketing
8.	Creating competitive advantage , The global marketplace
9.	Sustainable marketing: Social Responsibility and Ethics

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Kotler Philip, Armstrong Gary, Agnihotri.Y Prafulla, Haque Ul Ehsan, Principles of marketing, 13th edition, Pearson Education Asia,
2. Ramaswamy & Namakumari, Marketing Management, 4th edition, McMillan Publication
3. Mc Daniel, Lamb, Hair, Introduction to Marketing, Indian Edition, Cengage learning
4. Kleith Blois, Textbook of Marketing, Indian Edition, Oxford University Press
5. Pride, Ferrell, Marketing Concept and Strategies, 12th Edition, Biztantra

Course Code:	D	M	G	T	5	0	1	Course Title:	OPERATIONS MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Operations Management: Definition, production functions, Functions & Responsibilities of Production management and its relations to other management functions, Automation . Difference between services and Manufacturing. Competitiveness Strategy and productivity. Computing productivity
2.	Product and Service Design: Objectives, legal and Environmental issues, Lifecycles, Standardization, Mass customization Delayed Differentiation. Modular design, Reliability, Improving reliability. Phases in product design and development. Design for manufacturing, concurrent Engineering, CAD, and Recycling Component Commonality. Service Design , Difference between product design and service design
3.	Capacity Planning: Defining & measuring capacity, determinants of effective capacity. Determining capacity requirements, calculating processing requirements, make or buy decisions. Developing capacity alternatives. Challenges of planning service capacity. CVP Analysis
4.	Process Selection and facility layout: Types of manufacturing Processes. Flexible manufacturing Systems, CIM. Facilities layout, repetitive product and process layouts. Fixed position layout, combination layout, Cellular layout, Group technology, other service layouts, designing product layouts. Assembly line balancing. Closeness Rating
5.	Facility location: Need for location decisions, Nature of location decisions, Factors affecting location & site decisions, selection of the site for the plant. Procedures for location decisions. Factor rating method. Centre of gravity Method. Least cost method
6.	Quality assurance and Control: Inspection, Statistical process control, Control charts, acceptance sampling concept, risks, cost of quality control; ISO Quality Systems: ISO:9000, ISO:14000, Total Quality Control - concept, KAIZEN, six sigma concept
7.	Inventory Management and Control: Nature and importance of Inventory , Functions and Objectives , Requirements for effective Inventory Management , Inventory costs, Inventory Classification System , ABC Analysis , EOQ Models , Economic Production Quantity Model
8.	Supply Chain Management: Need for Supply Chain Management, Benefits, Elements of SCM , Logistics , EDI , E Commerce . Requirements for SCM , Steps and Optimization
9.	Purchasing: Purchasing Interfaces, Purchasing cycle, Value Analysis, centralized vs Decentralized Purchasing. Ethics in Purchasing
10.	JIT: JIT and lean Operations , JIT in Services

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Operations Management , Stevenson , 8th Edition TATA McGraw Hill.
2. Chary S N, Production and Operation Management, Tata McGraw Hill.
3. N. G. Nair, Production & Operations Management.

Course Code:	D	M	G	T	5	0	2	Course Title:	STRATEGIC MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Nature of Strategic Management: dimensions, benefits and risks, the strategic management process.
2.	Establishment of Strategic Intent: business vision and mission, importance, characteristics and Components, evaluating mission statement, concept of goals and objectives.
3.	The Environment Appraisal: external assessment, concept of environment, porters five force analysis, industry and competitive analysis, environmental scanning.
4.	Organizational Appraisal: the internal assessment: SWOT analysis, strategy and culture, value chain analysis, organizational capability factors, Benchmarking.
5.	Corporate Level Strategies: concentration, integration, diversification, expansion strategies, retrenchment and combination strategies, internationalization, cooperation and restructuring.
6.	Business Level Strategies: industry structure, positioning of firm, generic strategies, business tactics, internationalization.
7.	Strategy Analysis and Choice: process for strategic choice, strategic analysis, SWOT, industry analysis, corporate portfolio analysis, contingency strategies.
8.	Strategic implementation: activating strategies, nature, barrier and model for strategy implementation, resource allocation.
9.	Structural implementation: types of organizational structures, organizational design and change, structures for strategies.
10.	Behavioural implementation: stakeholders and strategy, stakeholders management, strategic leadership, corporate culture and strategic management, personal values and ethics, social responsibility and strategic management.
11.	Functional and operational implementation: functional strategies, functional plans and policies, operational plans and policies, personnel plans and strategies.
12.	Strategic evaluation and control: nature of strategic evaluation and control, strategic control, operational control, techniques for strategic control, role of organizational systems in evaluation.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. KazmiAzhar, Strategic Management & Business Policy, TATA McGrawHill, 3rd Edition, 2008.
2. Pearce, Robinson & Mittal, Strategic Management: Formulation, Implementation and Control, TATA McGraw Hill Special Indian Edition, 10th Edition.
3. Fred David, Strategic Management: Concepts and Cases, Prentice Hall India, 12th Edition.
4. Hill & Jones, Strategic Management: an Integrated Approach, Publisher Biztantara or Cengage, Sixth Edition.

Course Code:	D	M	G	T	5	0	3	Course Title:	CORPORATE GOVERNANCE & ETHICS
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Understanding Corporate Governance: Corporate governance – an overview, History of corporate governance.
2.	Concepts of Corporate Governance: Theory & practices of corporate governance, corporate governance mechanism and overview – land marks in emergence of corporate governance.
3.	Stakeholders: Rights and privileges; problems and protection, Corporate Governance and Other stakeholders.
4.	Board Of Directors: A Powerful Instrument in Governance; Role and responsibilities of auditors.
5.	Development of codes and guidelines and summary of codes of best conduct, Banks and corporate governance; Ganguly committee’s Recommendation.
6.	Business Ethics and Corporate Governance: Corporate Social Responsibility: Justification, Scope and Indian Corporations.
7.	Environmental Concerns and Corporations: Indian Environmental Policy, The Role Of Media in Ensuring Corporate Governance; Ethics in Advertising.
8.	Monopoly, Competition and Corporate Governance; MRTP Act and Competition Act, The Role of Public Policies in Governing Business.
9.	The Indian Capital Market Regulator: SEBI, The Role Of Government in Developing and Transition Economics.
10.	Corporate Governance in Developing and Transition economies, Corporate Governance: Indian scenario, The Corporation in a Global Society.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Corporate governance: Principles, policies and Practices, Fernando, A.C., Pearson.
2. Business ethics: Concepts & cases, velasquez, Manuel G.,Pearson.
3. Corporate governance: Principles, mechanism, and practices, Parthasarthy, Biztantra
4. Mallin, A. Christine, Corporate governance, Oxford University press.
5. Bajaj and Aggarwal, Business ethics, Biztantra.
6. Crane &Matten, Business ethics, Oxford.
7. Prasad, corporate governance, PHI learning Pvt Ltd.

Course Code:	D	M	G	T	5	0	4	Course Title:	OPERATIONS RESEARCH
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Operations Research: Meaning, significance and scope; History of OR, applications of OR; OR Models.
2.	Linear Programming Problems (LPP): introduction, problem formulation, graphical solutions.
3.	LPP-simplex method, Big M method, unconstrained variables, sensitivity analysis, Duality.
4.	Transportation Problems: Introduction, transportation model, north west corner method (NWCM), row and column minima (LCET), VAM, optimality test-stepping stone, and Modi method.
5.	Assignment Problems: Introduction, Hungarian method. Typical assignment problems like optimal assignment of crews and travelling salesman problem.
6.	Game Theory: Introduction, two persons zero sum games, pure strategies, saddle point, mixed strategies, Dominance Method.
7.	Sequencing Problems: Introduction, processing jobs through two machines, three machines. Replacement theory
8.	Queuing Theory: concept, waiting line process, single server queuing model (M/M/1) only.
9.	CPM and PERT: introduction, time estimates, slack, float, finding critical paths, problem solving.
10.	Inventory Control: only deterministic model, Decision making under certainty, under risk and under uncertainty. Expected value, EVPI, decision tree analysis.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Sharma, J.K., Operations Research, Macmillan, New Delhi, 3rd Ed., 2007.
2. Taha, H.A., Operations Research, Prentice Hall of India 8th Ed., 2007.
3. Kapoor, V.K., Operations Research, Sultan Chand & Sons 7th Ed., 2007.
4. Panneerselvam, R., Operations Research, Prentice Hall, 2nd Ed., 2007.
5. Gupta, P.K. Hira, D.S., Operations Research, S. Chand & Company, 2008.

Course Code:	D	M	G	T	5	0	5	Course Title:	MANAGEMENT INFORMATION SYSTEM
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	The Need for Information Systems: Digital Convergence and the changing Business Environment; Information and Knowledge Economy; Contemporary approach to IS and Management challenges.
2.	Information systems in the Enterprise: Types of Information Systems in the Organisation; TPS, DSS, MIS and ESS. Functional Perspective of IS; Enterprise systems; Strategic Uses of Information systems; Economic Organisational and Behavioural Impacts; IT impact on decision Making; Leveraging Technology in the value chain; MIS and Core competencies; Strategic Information Systems SIS.
3.	Electronic Commerce and the Digital Organisation: Internet based Business Models. B2B, EDI and B2C Models. Role of Intranets.
4.	Business Hardware Software and IT Infrastructure: Evolution of IT Infrastructure; Moore's law, law of Mass Digital Storage; IT infrastructure components; Current trends in Hardware Platforms.; Enterprise Software; Groupware.
5.	Business Networks and Telecommunications: Communication technologies in Business, Videoconferencing, Wireless Payments; Bandwidth and Media; Networks and their Types; Protocols. Internet networking Services.; Future of Networking Technologies; Broadband telephony, VOIP, RFID and convergence.
6.	Databases and Data Warehouses: Traditional vs. Database approach; Database Models, relational Model, and Object Oriented Model. Relational Operations SQL; Data Modelling; Databases on the Web; Data Warehousing.
7.	The Wireless Revolution: Introduction. Business Value. Wi-Max and EVDO; M- Commerce; Applications in CRM , Supply Chain and Healthcare.
8.	Enhancing decision making for the Digital firm: Decision making and Decision support systems; Business intelligence and decision support; business decision making and the decision making process;GDSS, GIS.
9.	Managing knowledge in the Digital Firm: knowledge Management system, Enterprise-wide knowledge management systems. Intelligent techniques: expert systems, Fuzzy logic systems, Neural networks, Genetic Algorithm, Hybrid AI Systems, Intelligent Agents.
10.	Redesigning the Organization with Information Systems: BPR and Process Improvement;Systems Analysis, System Design; Alternative system Building Approaches; Management Opportunities Challenges and solutions.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Kenneth C Laudon and Jane P Laudon, *Management Information Systems – Managing the Digital Firm*, 9th Ed. Pearson Education Asia, New Delhi, 2007.

SPECIALIZATION: **MARKETING**

Course Code:	D	M	G	T	5	0	6	Course Title:	CONSUMER BEHAVIOUR
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Introduction to Consumer Behaviour: Origins and Strategic Application.
2.	Consumer Research: Paradigm (qualitative and quantitative research), Consumer Research Process, Ethics
3.	Consumer Motivation: Dynamics, Types and System of Needs, Measurement of Motives, Ethics
4.	Consumer Personality: Theories, Personality and Understanding Consumer Diversity, Brand Personality, Self and Self Image.
5.	Consumer Perception: Elements, Dynamics, Consumer Imagery, Perceived Risk
6.	Consumer Learning: Elements, Behaviour Learning Theories, Cognitive Learning, Measures
7.	Consumer Attitude Formation and Chang: Structural Models and Theories, Attitude Formation, Strategies of Attitude Change
8.	Reference Groups and Family Influences: Selected Consumer Related Reference Groups, Celebrity and Reference Group Appeals, Family Decision Making and Consumption Related Roles
9.	Culture, Subcultures and Cross Cultural Consumer Behaviour: Nature, Types, Measurement of Culture and Cross Cultural Consumer Analysis
10.	Consumer Decision making Process: Routinised Response, Limited and Extensive Problem Solving Behaviour, Opinion Leadership and Diffusion of Innovation

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Schiffman, L.G. & Kanuk, L. L., *Consumer Behaviour*, Prentice Hall, New Delhi, 9th Edition, 2010.
2. Hawkins, D. L & Best Roger, *Consumer Behaviour- Building Marketing Strategy*, McGraw-Hill, Indian edition, New Delhi, 9th edition, 2008.
3. Loudon, D.L & Della Bitta, A.J., *Consumer Behaviour*, Tata McGraw-Hill, New Delhi, 2009.
4. Kazmi & Batra, *Consumer Behaviour : Text and Cases*, Excel Books, 2008.

Course Code:	D	M	G	T	5	0	7	Course Title:	SALES AND PROMOTIONS MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Sales management and control, Buyer seller dyads, Diversity of personal selling situations, AIDAS theory of selling, Selling process.
2.	Recruiting and Selecting sales personnel, Executing and evaluating sales training program.
3.	Motivating and compensating sales personnel
4.	Sales meetings and sales contests, The sales budget
5.	Types of sales quota and Quota setting procedure, Sales territory concept, Reasons and Procedures for setting up and revising sales territories, Assignment of sales personnel to territories and routing and scheduling of sales personnel.
6.	Integrated Marketing Communication, Advertising Strategy: Fundamentals of an advertising campaign, Finding the Big Idea, Creative execution in advertising
7.	Sales promotion: Types of sales promotions, budget allocation, designing sales promotion program.
8.	Direct marketing, Public relations, Publicity and Corporate Advertising.
9.	The Print Media, The Broadcast Media, Out of home media, Steps involved in media planning
10.	DAGMAR approach to setting objectives and measuring advertising effectiveness.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Still, Cundiff and Govani, Sales Management, Pearson Education.
2. Shah, K. and D'Souza, A., "Advertising and Promotions- an IMC perspective", Tata McGraw Hill, NewDelhi, 2010.
3. Panda and Sahadev, Sales and Distribution Management, Oxford Publication, 2008.
4. Drewniany and Jewler, "Creative Advertising", Cengage Learning, New Delhi 2009.

Course Code:	D	M	G	T	5	0	8	Course Title:	PRODUCT AND BRAND MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Introduction to Product & Product Related Concepts: Product Management & Scope Marketing Organization & Types, Marketing Planning: Components of Marketing Plan Defining the Competitive Set: Levels of Market Competition, Methods for Determining Competitors Category Attractiveness Analysis: Aggregate Market Factors, Category Factors, Environmental Analysis
2.	Competitor Analysis : Sources of Information, Assessing Competitors' Current Objectives & Strategies, Differential Advantage Analysis Customer Analysis : Purpose, Segmentation Criteria
3.	Market Potential & Sales Forecasting, Methods of Estimating Market & Sales Potential
4.	Developing Product Strategies, PLC, Product Strategies Over the Life Cycle Managing New Product Development ,Product Modification, Line Extension & Brand Extension
5.	Brands & Brand Management, Branding Challenges & opportunities, Concept of Brand Equity
6.	Strategic Brand Management Process : Introduction & Phases
7.	Identifying & Establishing Brand Positioning: Building A Strong Brand, Positioning Guidelines
8.	Planning & Implementing Brand Marketing programs: Criteria for Choosing Brand Elements, Options & tactics for Brand Elements, Use of IMC for Brand Building, Leveraging Secondary Brand Associations to Brand building
9.	Measuring & Interpreting Brand Performance: Developing A Brand Equity Measurement & Management System, Measuring Sources of Brand Equity & Outcome of Brand Equity
10.	Growing & Sustaining Brand Equity: Designing & Implementing Branding Strategies Managing Brands Over Time

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Donald Lehmann, *Product Management*, Tata McGraw Hill, New Delhi, 2007
2. Keller, Kevin Lane, *Strategic Brand Management: Building, Measuring and Managing Brand Equity*, PHI, New Delhi, 2007.
3. Verma Harsh V, *Brand Management*, Excel Books, New Delhi, 2007.

Course Code:	D	M	G	T	5	0	9	Course Title:	RURAL MARKETING
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Rural Marketing : A Conceptual Framework, Nature & Characteristics of Rural Market. Challenges & Opportunities, An Overview of Indian Rural Market.
2.	Rural Marketing Model, Rural Marketing Environment.
3.	Rural Consumer Behaviour, Characteristics of Rural consumer Consumer Behaviour Roles, Factors influencing Purchase of Products in Rural Market.
4.	Rural Marketing Research, Process of Research in Rural Markets, Sources and Methods of Data Collection, Data Collection Approaches in Rural Markets.
5.	Segmenting, targeting and Positioning, Conditions for Effective Market Segmentation, Approaches for Segmenting the Rural Market, Rural Market Segmentation Tools.
6.	Product & Pricing Strategies for Rural Markets.
7.	Promotion & Distribution Strategies for Rural Markets.
8.	Principles of Innovation for Rural Market, Need for Innovation in Rural Market, Role of Government & NGOs in Rural Marketing.
9.	Rural and Urban Markets: A Comparative Analysis, Parameters Differentiating Urban & Rural Markets, Similarities and Differences in Consumer behaviour in Rural & Urban Markets.
10.	Marketing of agricultural produce and inputs, regulated markets, cooperative marketing & processing societies, Corporate Sector in Agri-Business : Cultivation, Processing & Retailing, Rural Marketing of FMCGs, Durables & Financial Services

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Kashyap, P. & Raut, S, *The Rural Marketing*, Biztantra, 2009.
2. Krishnamacharalu, C S G & Ramakrishnan, L., *Rural Marketing Text & Cases*, Pearson Educaion, 2008.
3. Dogra, B. & Ghuman, K., *Rural Marketing: Concepts & Practices*, Tata Mc.Graw-Hill, 2009.

Course Code:	D	M	G	T	5	1	0	Course Title:	SERVICES MARKETING
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Introduction to Services Marketing, Understanding Service Characteristics, Product versus Services, Classification of Services, Services Marketing Environment.
2.	7Ps of Services Marketing Mix, Purchase Process for services.
3.	Customer Expectations and Perceptions of Services through Marketing Research, CRM in services .
4.	Service Quality issues and Models on Service Quality.
5.	The Service Segmentation, Targeting, Positioning a Service in the marketplace, Understanding Positioning Maps, Developing Service Blueprint.
6.	Service Product & Operation, Understanding Employees and Customers Role in Service Delivery
7.	Pricing of Services, Delivering Service through Intermediaries, distribution growth options, Internationalization in distribution
8.	Developing Integrated Communication Program, Designing Servicescape
9.	Competitive Marketing Strategy, Developing Service Recovery Strategies, Managing Demand, Supply and Productivity, Managing waiting Lines,

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Keneneth E. Clow, David L. Kurtz, Services Marketing, 2e, biztantra,2008.
2. Zeithmal, Valarie, A, Services Marketing, Tata McGraw Hill, New Delhi, 2007.
3. ICFAI centre for Management Research, Services Marketing, New Delhi,2007.

SPECIALIZATION: FINANCE

Course Code:	D	M	G	T	5	1	1	Course Title:	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Introduction to Security Analysis.
2.	Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis.
3.	Equity valuation models: balance sheet valuation, dividend discount model, free cash flow models, earnings.
4.	Technical Analysis: Charting techniques & technical indicators, Efficient Market Theory
5.	Introduction to Portfolio Management, Portfolio Analysis.
6.	Capital Asset Pricing Theory (CML & SML).
7.	Arbitrage Pricing Theory.
8.	Models Markowitz risk-return optimization Single Index Model, Two factor and multi factor models.
9.	Portfolio Performance Evaluation.
10.	Portfolio Revision.

READINGS: SELF LEARNING MATERIAL.**ADDITIONAL READINGS:**

1. Chandra, Prasanna, *Security Analysis and Portfolio Management*, Tata McGraw Hills, New Delhi, 2008.
2. Avadhani, VA, *Investment Management*, Himalaya Publishing House, Mumbai.
3. Singh, Preeti: *Investment Management*, Himalaya Publishing House, New Delhi.
4. Fischer & Jordon, *Security Analysis and Portfolio Management*, Prentice Hall.

Course Code:	D	M	G	T	5	1	2	Course Title:	FINANCIAL INSTITUTIONS AND SERVICES
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Financial System: Introduction, functions of financial system and its components.
2.	Financial Markets: Introduction, Types- Capital market: Primary and secondary (introduction), money market: introduction, types of money market instruments- money at call, treasury bill, certificates of deposits, commercial papers.
3.	Financial Institutions: definition, types, role in economic development, Commercial banks: emergence of private sector bank after liberalization, financial innovation in commercial banks.
4.	Financial Regulation: Reserve bank of India, its role and functions, SEBI-introductions and guidelines, Types of exchanges – National, Regional & Local.
5.	NABARD: role and functions.
6.	NBFCs: concept, guidelines, growth and prospects, IFCI, SFCs, IRBI, SIDC ,SIDBI- Introduction and operational policies.
7.	Mutual Funds: Introduction of UTI, types of mutual funds, significance, growth & performance of MFs in India, Basic operation of Private and public sector insurance (life and general).
8.	Leasing: meaning, types, financial, legal and tax aspects, Hire purchasing: Concept, legal framework and taxation, Factoring and forfaiting- meaning and mechanics, Bills rediscounting.
9.	Management of Non Performing Assets by Banks: Introduction, Tools available to manage NPAs.
10.	Credit Rating: Introduction, Growth of credit rating agencies in India, Credit Rating Agencies in India.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. PathakBharti V, Indian Financial System, Pearson Education, 2006.
2. Varshney and Mittal, Indian financial System, Sultan Chand and Sons, New Delhi, 2007.
3. Srivastava, R.M., *Management of Indian Financial Institutions*.
4. Bhalla, VK, *Management of Financial Services*, Anmol Publication, New Delhi, 2007.
5. Bhole, L M, *Financial Institution and Markets*, Tata Mc-Graw Hill, New Delhi, 2007.

Course Code:	D	M	G	T	5	1	3	Course Title:	DERIVATIVES & RISK MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Introduction to derivatives: Definition, types of derivatives, Uses of derivatives, Exchange-traded vs. OTC derivatives, Derivatives in India, Regulation for derivatives trading and SEBI guidelines related to derivatives trade.
2.	Introduction to Forwards and Futures: Basic Hedging practices, Forward contracts, Limitations of forward markets, Introduction to futures, Stock Index futures, Commodity Futures and Currency Futures, Distinction between futures and forwards contracts, pay-offs, Cash settlement Vs Physical settlement, Pricing Principles, Beta and Optimal Hedge Ratio.
3.	Introduction to Options: Option terminology and Types, Index derivatives, European and American calls and puts, Exotic and Asian Options, Strategies and Pay-offs, Option Pricing and Put-Call parity.
4.	Swaps: Meaning, overview, interest rate swaps, currency swaps, credit risk, mechanics of swaps
5.	Interest Rate Derivatives & Euro-Dollar Derivatives: T-Bill and T-bond Futures, Euro-Dollar Derivatives, Forward Rate Agreement (FRA), Duration, Convexity
6.	Credit Derivatives: Types of Credit Derivatives, Credit Default Swaps, Collateralized Debt Obligations, The Indian Scenario, credit risk mitigation, Weather and Energy Derivatives
7.	Risk Management with Derivatives: Hedging Using Greeks (Delta-Gamma Hedging), Hedging with Futures (Strategies of hedging, speculation and arbitrage): Index Options and futures, VaR, Historical Simulations, Risk management structure and policies in India
8.	Management of Derivatives Exposure: Introduction, nature of derivatives trading, setting of Risk-vision, reasons for managing derivatives risk and types of risk in derivative trading. Futures and options trading system, Basis of trading,

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. John C Hull, "Options, Futures and Other Derivatives", Pearson Publications, 2009.
2. VarmaJayanth, Derivatives and Risk Management, Tata McGraw Hill Publications: New Delhi:2008.
3. Chance, M. Don & Brooks, Robert "Derivatives and Risk Management Basics" South-Western Cengage learning: New Delhi: 2009.
4. Parasuraman, Derivatives, Wiley's, New Delhi, 2009

Course Code:	D	M	G	T	5	1	4	Course Title:	MANAGEMENT CONTROL SYSTEMS
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Management Control System: Nature and Basic concepts, Strategic Management framework
2.	Behaviour in Organisations
3.	Responsibility Centres: Revenue, Expense and Profit Centres. Measuring and Controlling Assets employed.
4.	Transfer Pricing: Objectives, Methods & Administration
5.	Strategic planning for management control
6.	Budgeting as a tool for Management Control. Management Control through variance analysis
7.	Performance Measurement Systems and Interactive Control
8.	Management Compensation as a tool for Management Control
9.	Management control for differentiated strategies
10.	Management control of Service organisation &MNC's

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Anthony, Robert N and Govindraj, Vijay, "Management Control System", Tata McGraw Hill.
2. Merchant, Kenneth A, "Management Control System: Text and Cases", Pearson Education Asia.
3. Kaura, Mohinder N, "Management Control and Reporting System", Response Books.
4. Saravanel, P, "Management Control System", Himalaya Publishing House.

Course Code:	D	M	G	T	5	1	5	Course Title:	PERSONAL FINANCIAL PLANNING
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Basics of Personal Financial Planning: Definition, Importance and process of financial planning, Concept of time value of money in single and series.
2.	Managing Investment Risk: types of risks, measurement and management of risks and financial statements.
3.	Measuring Investment Returns: Risk and Return trade-off, Short term and long term capital Gains. Choosing the various source of credit and credit alternatives.
4.	Investment Vehicles: Investment concerns, Small saving schemes, Fixed income Instruments, Mutual funds and other investment schemes and Asset classes.
5.	Investment Strategies: Various Strategies and asset allocation .Evaluating investment in various stocks and Various Loans and their usage.
6.	Investment Strategies: investing in stocks, bonds and commodities and concept of Futures and options. Insurance Planning;-Personal risk management, Nature and function of Insurance, Need analysis and Various Insurance products. Concept of Health Insurance.
7.	Retirement Planning: Process, Annuities and its types, Asset allocation & diversification and concept of mortgage and its types.
8.	Tax and Estate Planning: Various heads of incomes, Exemptions in Income tax applicable to various categories. Concept of wealth Tax. Estate Planning need and creation of Will and various formats.
9.	Strategies of putting together a Complete Financial Plan: Benefits, Essential components of comprehensive financial plan. Implementing Personal Financial Plan.
10.	Regulatory Environment: Government regulations and various regulators like SEBI, IRDA, and ethical issues involved in Financial Planning.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Workbook of CPFA of NSE in Indian version is available On the following link:
http://nseindia.com/content/ncfm/ncfm_cpfa_workbook.pdf.
2. Jack R Kapoor, Les R Dlabay, Robert J Hughes, personal finance , McGraw-Hill/Irwin; Edition 2005.
3. Jeff Madura, Personal Finance with Financial Planning Software Addison Wesley; Edition 2006.
4. Joehnk, Gitman, Personal Finance A User's Perspective, Cengage Learning, Edition 2009.

SPECIALIZATION: HUMAN RESOURCE MANAGEMENT

Course Code:	D	M	G	T	5	1	6	Course Title:	LABOUR LEGISLATION
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Introduction to Labour Legislation: Social legislation and Labour Legislation , Forces influencing Labour Legislation in India, Principals of modern Labour Legislation, types of Labour Legislation
2.	International Labour Organisation: Preamble to the constitution, Organisation structure, Major Activities of ILO, International standards of Labour and their influence on Indian Labour Legislation
3.	The Factories Act, 1948: objective, coverage, welfare measures, administrative machinery, recommendations of Second National Commission on Labour.
4.	Industrial Employment (standing order) Act, 1946: Objective, Coverage, Benefits and main provisions of the act.
5.	Trade Union Act, 1926: Objective, Registration Process and miscellaneous provisions Industrial Disputes Act, 1947: Objective, Coverage, Benefits, strikes and lockout, Conciliation Officers, Board, Court of enquiry, Labour Court, tribunals, National tribunals, Amendments, Collective Bargaining: Importance, Levels, Collective agreements, Hurdles to Collective Bargaining in India
6.	The Workmen's Compensation Act, 1923: Objective, Coverage, Benefits ,Main provisions. Employee's State Insurance Act, 1948: objective, scope, coverage, benefits, The role of ESI Corporation and ESI Hospitals, critical appraisal of the Act
7.	The Employee's Provident Fund and Miscellaneous Provision Act, 1952: objective, coverage, employers' obligations, benefits, penalties, critical appraisal of the Act.
8.	The Payment of Gratuity Act, 1972: Objective, Coverage, Employers' obligations, benefits, critical appraisal of the Act.
9.	The Maternity Benefit Act, 1961: Objective, Coverage, Benefits, penalties, critical appraisal of the Act.
10.	Child Labour (Prohibition and Regulation Act, 1986): Objective, Coverage, Benefits, Contract Labour (Regulation and Abolition Act, 1986): Objective, Coverage, main provisions

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Sinha P. R. N, Industrial Relations, Trade Unions, and Labour Legislation, Pearson Education, 4th impression, 2009.
2. Sarma, A.M., Aspects of Labour Welfare and Social Security, Himalaya Publishing House, 2008.Venkataratnam C. S. Industrial Relations, Oxford Higher Education, 10th impression 2009.

Course Code:	D	M	G	T	5	1	7	Course Title:	PERFORMANCE MANAGEMENT SYSTEM
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Introduction to Performance Management: Characteristics, Objectives and Principles of Performance Management, Performance Appraisal to Performance Management, Challenges to Performance Management.
2.	Performance Management System: Objectives, Functions, Characteristics of effective PMS, Competency based PMS, Electronic Performance Management.
3.	Performance Planning: Characteristics, Objectives, Importance & Methodologies, Process & Barriers to Performance Planning, Competency Mapping, Methods of Competency Mapping.
4.	Performance Appraisal: Process, Approaches, Methods & Common Rating Errors
5.	Performance Monitoring: Characteristics, Objectives, Importance and Process of Performance Monitoring. Ongoing Mentoring and Protege Development.
6.	Performance Counselling: Principles of Performance Counselling, Performance Counselling Skills & Performance Counselling for higher job performance.
7.	Performance Management Implementation: Bottlenecks, Strategies & Factors affecting PM implementation, Operationalizing Change through Performance Management, Building & Leading high performance team, Organizational Culture and Performance Management.
8.	Performance Management linked Reward System: Components, its linkage and implications.
9.	Ethics in Performance Management: Principles, Ethical Issues & Dilemmas, Developing Code of Ethics, Performance Management in MNCs
10.	Role of HR Professionals in Performance Management System: Appraising HR function, Future role of HR Professionals in Performance Management in Knowledge Millennium

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Kohli A.S. & Deb T., Performance Management, Oxford University Press.
2. Rao T. V. Performance Management and Appraisal Systems, Sage Publications, 17/e.
3. ChadhaPrem, Performance Management, MacMillan, 2008.

Course Code:	D	M	G	T	5	1	8	Course Title:	TRAINING AND DEVELOPMENT SYSTEM
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Training & Development: Scope, objectives, beneficiaries, forces influencing working and learning, snapshot of training practices, problems & future trends in training.
2.	Strategic training: Evolution of training role, strategic training and development process, organisational factors influencing training, training needs in different strategies, models of organising training department, outsourcing training.
3.	Needs Assessment: Importance, scope, methods and techniques of training need assessment, training need assessment process organizational and operational analysis.
4.	Training design: Factors affecting training design, budgeting for training, types of cost involved in training programs, design theory, outcomes of design, identification of alternative methods of instructions, considerations in designing effective training programs, training implementation (Logistical arrangements, physical arrangements, tips for effective implementation)
5.	Learning: learning theories, learning process, instructional emphasis for learning outcomes, designing effective training programs, feedback, making feedback effective.
6.	Training methods & trainer's style: types of training, training methods (presentation methods, hands on methods, group building methods), choosing a training method, competence of trainer, trainer's skills, trainer's styles, trainer grid, trainer's roles, do's and don'ts for trainers.
7.	Training evaluation: Factors influencing transfer of learning, reasons for evaluating training, evaluation process, determining outcomes, evaluation techniques, models of training evaluation, training audit.
8.	E-Learning and use of technology in training: Technology and multimedia, computer based training, developing effective online learning, blended learning, simulations, mobile technology and training methods, intelligent tutoring systems, technologies for training administration, learning management systems
9.	Management Development: Need, importance, Training for executive level management, approaches, development planning process, company strategies for providing development,
10.	Contemporary issues training and development: Training issues resulting from external environment & internal need of the company, dual career paths, career plateau, coping with career breaks, balancing work and life, increased use of new technology for training.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Noe A Raymond, Training and Development. Tata McGraw Hill, 4th ed. 2008.
2. Janakiram B, Training and Development, Biztantra, Indian Text ed. 2008.
3. Goldstein L. Irwin, Ford J. Kevin, Training in Organizations, Thomson, 4thed. 2007.

Course Code:	D	M	G	T	5	1	9	Course Title:	CONFLICT MANAGEMENT AND NEGOTIATION SKILLS
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Conflict: Different thoughts on conflict, Constructive and Destructive Conflict, Conflict, Chaos and complexity theories, Systems approach to conflict Diagnosis. Managing, using, resolving conflict through negotiation.
2.	Personality: facets of personality and its impact on negotiation approach and temperament. Self-monitoring, competitiveness and type A and type B personality, Jungian personality preferences, four main alternative preferences and temperaments. Mental Mechanisms: Major and Minor mental mechanisms
3.	Negotiation: All human interaction is negotiation, Negotiation and its components, Personal nature of Negotiation, Conscious and Unconscious determinants of Negotiation performance, Rules of negotiation, Negotiation process and preparation, Team negotiation
4.	Negotiation Style: Four major negotiation styles (avoidance, competitive, compromising and collaborative), choosing the appropriate style, Alternative styles, strategies and techniques of negotiation
5.	Understanding the importance of perception, power, communication and leadership and public relations in negotiation. Principles of persuasion, Third party intervention.
6.	Distributive Bargaining: Classical distributive bargaining, Opening offers, Role of norms, Counteroffers.
7.	Integrative Bargaining: integrative versus distributive bargaining, the categorization method, interested based bargaining.
8.	Gaining leverage through power and persuasion: leveraging power from your BATNA (Best Alternative To a Negotiated Agreement), leveraging the sources of power, leveraging power through persuasion, leverage power through pressure tactics.
9.	Ethics, fairness, and trust in negotiation: Ethics - values and behaviours in negotiations, Fairness - substantive and procedural fairness in negotiation, appropriate or inappropriate negotiating tactics, Trust - bases and relationship in negotiating trust, trust and distrust, establishing trust.
10.	Closing the Deal and Post Negotiation Evaluation: agreement template, closing stage, moving past statement and building a relationship.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Noe A Raymond, Training and Development. Tata McGraw Hill, 4th ed. 2008.
2. Janakiram B, Training and Development, Biztantra, Indian Text ed. 2008.
3. Goldstein L. Irwin, Ford J. Kevin, Training in Organizations, Thomson, 4thed. 2007.

Course Code:	D	M	G	T	5	2	0	Course Title:	ORGANIZATION CHANGE & DEVELOPMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Managing and leading change: Theories, types of planned change, models of planned change- Kurt Lewin model, Burke-Litwin Model, Roberts and Porras model.
2.	Overview of Change activities: Motivating change, managing the transition, Role of change agent.
3.	General introduction to Organization Development: Competencies and Ethics of OD Practitioner.
4.	Process of Organization Development: Entering and Contracting, Diagnosing Organization, Diagnosing groups and jobs & collecting and analyzing information, Feedback of Diagnostic information, Designing Interventions.
5.	OD Interventions: Individual, Interpersonal, Group process approaches
6.	Organization Process Approaches: Organization confrontation meeting, Intergroup relation Intervention, and Large group intervention.
7.	Techno structural Interventions: Restructuring Organizations, Employee involvement, Work Design, Social technical system approach
8.	Strategic change intervention: Competitive and collaborative strategies, Organization transformation
9.	Organization Development in Global settings: Organization development across different countries, Worldwide organization development, Global social change.
10.	Future Directions in Organization Development.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Cummings & Worley, "Organization Development & Change", Cengage Learning, New Delhi 2009
2. Sengupta, Bhattacharya & Sengupta, "Managing change in organizations", Prentice Hall of India, New Delhi-2006.
3. French & Bell, "Organization Development", Prentice Hall of India, New Delhi-2007.
4. Brown & Harvey, "An Experiential approach to Organization Development", Pearson Education, New Delhi-2010.

SPECIALIZATION: **INFORMATION TECHNOLOGY**

Course Code:	D	C	A	P	4	0	2	Course Title:	DATABASE MANAGEMENT SYSTEMS
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WEIGHTAGE		
CA	ETE (Pr.)	ETE (Th.)
20	20	60

COURSE CONTENTS:

Sr. No.	Topics
1.	Database Fundamentals: Database systems, Database Architecture Relational Model, Structure of Relational databases, fundamental, additional and extended relational algebra operations
2.	SQL: Data Definition, datatypes, schema definition, Basic structure of SQL Queries, Creating tables, DML operations, DDL commands for creating and altering, Set Operations, Aggregate Functions, NULL values
3.	Advanced SQL: Subqueries, Nested subqueries, Complex queries, Views, Joined relations, Integrity constraints, Authorization, DCL Commands, Embedded SQL, Dynamic SQL
4.	Relational Languages: Tuple Relational calculus, Domain relational calculus, Query by Example Database design and ER model: Overview of Design process, Entity relationship model, constraints, ER Diagrams, ER Design issues, Weak entity sets, extended ER features
5.	Relational Database Design: Features, Atomic Domains and first normal form, Functional dependency theory decomposition using functional dependencies, decomposition using Multivalued dependencies, database design process. Normalization: 1NF, 2NF, 3NF, BCNF, 4NF, 5NF.
6.	Transaction Management: Concept of Transaction, Transaction State, Implementation of atomicity and durability, concurrent execution, Serializability, Recoverability, Implementation of Isolation, testing for Serializability Concurrency Control: Lock based protocols, Timestamp based protocols, Validation based protocols, Deadlock handling, Insert and Delete operations, Weak levels of consistency
7.	Recovery system: Failure classification, storage structure, recovery and atomicity, log-based recovery, recovery with concurrent transactions, buffer management, failure with loss of non-volatile storage
8.	Query Processing: Overview, measures of query cost, selection operation, sorting, join operation, evaluation of expressions Query Optimization: Transformation of relational expressions, estimating statistics of expression results, Choice of evaluation plans
9.	Parallel Databases: I/O parallelism, Interquery parallelism, Intraquery parallelism, Intraoperation parallelism, Interoperation parallelism
10.	Application development and administration: web interfaces to databases, performance tuning

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Author: Silberschatz–Korth–Sudarshan: Database System Concepts, Fourth Edition, Title: Database System Concepts, Publishers: Tata McGraw Hill.
2. Elmasri&Navathe, Fundamentals of Database systems, Addison &Weisely, New Delhi.
3. C. J. Date, Database Systems, Prentice Hall of India, New Delhi.
4. Martin Gruber, Understanding SQL, BPB Publication, New Delhi.
5. Val Occardi, Relational Database: Theory & Practice, BPB Publication, New Delhi.
6. Ivan Bayross, SQL, PL/SQL The Programming Language of Oracle, BPB Publication.

Course Code:	D	C	A	P	5	1	4	Course Title:	ENTERPRISE RESOURCE PLANNING
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Tools to understand the course: Awareness of ERP softwares SAP / CRM. ERP overview: Introduction, Business Function and Business Processes, Integrated Management Information, Business modelling ,Integrated Data Model, Common ERP Myths, History, Advantages, The Future of ERP packages.
2.	Risks and Benefits Of ERP: Risks Factors of ERP implementation, Technological Issues, Implementation Issues, Benefits of ERP.
3.	ERP and Related Technologies: Business Process Reengineering, Management Information system, Decision Support System, Executive Information System. Databases: Data Warehousing, Data Mining, On-Line Analytical Processing, Supply chain Management, Customer Relationship Management.
4.	ERP Marketplace and Functional Modules: The changing ERP market, Functional Modules of ERP software, Integration of ERP, SCM and CRM, Cloud Computing.
5.	ERP Implementation: Basics, Technological, Operational, Business Reasons for ERP implementation, ERP Implementation Life Cycle, Objectives, Phases.
6.	ERP Transition strategies: Transition Strategies, Big Bang Strategy, Phased, Parallel Implementation, Process Line Transition strategy, Hybrid Transition strategy.
7.	ERP Project Teams: Organization of the Implementation team ERP Vendors, Consultants & Users: Pro & Cons of In-house Implementation, vendors, consultants, Employees and Employ Resistance, Reasons for resistance, Contract with vendors, consultants and employees.
8.	ERP Future Directions: New Markets, New Channels, Faster Implementation Methodologies, Application Platforms, New Business Segments, Web Enabling & Snapshot.
9.	ERP and e-Business: e-Business-SCM, Process Model, ERP, Internet and WWW-ERP II
10.	ERP-A Manufacturing Perspective: ERP,CAD/CAM,MRP,BOM,MTO,MTS,ATO,ETO,CTO Case Studies: SAP at TATA Steel, J D Edwards At HP

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Author: Alexis Leon Title: Enterprise Resource Planning ,Second Edition, Tata McGraw Hill Year:2008
2. Author: JyotindraZaveri Title: Enterprise Resource Planning Publication: Himalaya Publishing House.
3. Author: GestionD'Entreprise Title: ERP Open Resource Publication: Wiley.
4. Author:Jones, Gareth Title: Contemporary Management Publication: Tata McGraw Hill

Course Code:	D	C	A	P	5	1	5	Course Title:	SOFTWARE PROJECT MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Introduction to Software Project Management:- What is project? Software Project Vs. Other Types. Activities by Software Project Mgt. Plans, Methods and Methodologies. Problems with Software Projects.
2.	Step Wise Project Planning: Project Scope, Objectives, Infrastructure, Characteristics, Effort Estimation, Risk Identification.
3.	Programme Management & Project Evaluation: Meaning, Managing Allocation of resources. Creating Programme. Individual Projects. Technical Assessment, Cost Benefit Analysis & Risk Evaluation.
4.	Project Approach: Intro. Technical Plan, Choice Of Process Models: Waterfall, V-Process, Spiral. Prototyping. Incremental Delivery.
5.	Effort Estimation: Meaning, Problems with Estimation, Basis, Estimation Techniques. Albrecht Function Point Analysis. Functions Mark II. COCOMO Model.
6.	Activity Planning: Objectives, Project Schedule, Network Planning Model. Time Dimension. Identifying Critical Path.
7.	Risk Management: Categories of Risk. Identification. Assessment. Schedule Risk. Applying PERT Technique.
8.	Resource Allocation: Identifying Resource Requirements. Scheduling Resources. Publishing the Resource Schedule & Cost Schedule. Scheduling Sequence.
9.	Monitoring & Control: Creating Frameworks. Data collection. Visualising Progress. Cost Monitoring. Change Control.
10.	Software Quality: Introduction, Defining Software Quality. ISO9126. Software Measures. Product Vs. Process Quality Management. External Standards. Small Projects:- Introduction, Problems with Student Projects, Content of project plan

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Bob Hughes and Mike Cotterell; Software Project Management, Fourth edition, Tata McGraw Hill Publishing Company Ltd., New Delhi.
2. Software Project Management, by Walker Royce, published by Pearson Education.
3. S. Humphrey; Winning with Software - An Executive Strategy, Pearson Education Asia.
4. Software Project Management in Practice by Pankaj Jalote, Pearson Education.
5. A Discipline to Software Engineering by Watts S. Humphrey Pearson Education.
6. Software Project Management Readings and Cases by Chris Kemerer.

Course Code:	D	C	A	P	4	0	4	Course Title:	OBJECT ORIENTED PROGRAMMING
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WEIGHTAGE		
CA	ETE (Pr.)	ETE (Th.)
20	20	60

COURSE CONTENTS:

Sr. No.	Topics
1.	Review: Review of basic concepts of object-oriented programming & Introduction of OOP Languages, Comparison between procedural programming paradigm and object-oriented programming paradigm.
2.	Beginning with OOP Language: Review of Tokens, Expressions, Operators & Control Structures. Scope Resolution operator, member dereferencing operator, Reference Variables Review of Functions, Function Overloading, Inline Functions, Default Arguments
3.	Classes & Objects: specifying a class, Defining member functions, creating class objects, accessing class members. Access specifies – public, private, and protected Classes, its members, objects and memory allocation
4.	Static members, the const keyword and classes, the static objects. Friend Function & its usage Empty classes, nested classes, local classes
5.	Constructors & Destructors: Need for constructors and destructors, copy constructor, dynamic constructors, Destructors, constructors and destructors with static members
6.	Operator Overloading & Type Conversion: Defining operator overloading, rules for overloading operators, Overloading of unary operators and various binary operators with friend functions and member functions Type conversion – basic type to class type, class type to basic type, class type to another class type.
7.	Inheritance: Introduction, defining derived classes, forms of inheritance, Ambiguity in multiple and multipath inheritance, virtual base class, Overriding member functions, order of execution of constructors and destructors Virtual functions & Polymorphism: virtual functions, pure virtual functions, abstract classes, introduction to polymorphism
8.	Pointers & Dynamic Memory Management: understanding pointers, Accessing address of a variable, declaring & initializing pointers, Pointer to a pointer, pointer to a function, dynamic memory management - new and delete operators, this pointer
9.	Console I/O: concept of streams, hierarchy of console stream classes, Unformatted I/O Operations, Managing output with manipulators.
10.	Working with Files: Opening, Reading, Writing, Appending, Processing & Closing difference type of files, Command line Arguments

LABORATORY WORK:

Sr. No.	Topics
1.	Implementation of Concepts of OOP using C++ covered in the syllabus

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. E. Balagurusamy, "Object Oriented Programming with C++", Tata McGraw Hill.
2. Author: Herbert Schildt, Title: Teach Yourself C++, Publishers: Tata McGrawHill, Year of Publication: 2005
3. J Marget A. Ellis and BjarneStroustrup ,The Annotated C++ reference manual, Addison Wesley New York.
4. Waite Group LaforeR.,Object oriented programming in C++, Waite Group LaforeR.
5. Lippman F. B.C++ Primer, Addison Wesley

Course Code:	D	C	A	P	5	1	3	Course Title:	INFORMATION SECURITY AND PRIVACY
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Information Systems: Meaning, Importance. Global Information Systems: Role of Internet and Web Service. Information System Security & Threats.
2.	Threats: New Technologies Open Door Threats. Level of Threats: Information, Network Level. Threats and Attacks. Computer Viruses. Classifications of Threats and Assessing Damages.
3.	Building Blocks of Information Security: Principles, Terms, Three Pillars of Information Security. Information Classification. Risk Analysis: Risk Management & Risk Analysis. Approaches and Considerations.
4.	Physical Security: Need, Meaning, Natural Disasters, Controlling Physical Access, Intrusion Detection System.. Controlling Visitors. Fireproof Sales, Security through cables and locks.
5.	Biometrics Controls for Security: Access Control, User Identification & Authentication. Meaning, Biometric Techniques. Key Success factors.
6.	Network Security: Intro, Network Types, Basic Concepts: Computer Security, Network Security, Trusted and UnTrusted Networks. Unknown Attacks.
7.	Cryptography & Encryption: Meaning, Applications of Cryptography, Digital Signature, Cryptographic Algorithms. Firewalls: Meaning, Demilitarized Zone. Proxy Servers. Packet Filtering, Screening Routers. Application Level Firewalls, Hardware Level Firewalls.
8.	Databases Security: Introduction, Need, Mobile Databases Security, Enterprise Database Security. Database Security Policy. Security Models & Frameworks: Intro, Terminology. Intro to ISO 27001. COBIT, SSE-CMM. Methodologies for Information System Security: IAM, IEM, SIPES.
9.	Security Metrics: Intro, Basic, Security Matrix, Classification. Privacy: Meaning, Business Issue, Privacy Vs. Security, Related Terms. Information Privacy Principles.
10.	Privacy Technological Impacts: Implications of RFID. Use with Bio-Metrics. Smart Card Applications. Web Services and Privacy: Privacy on Internet, Web Services, Privacy Aspects of SOA.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Information Systems Security By: Nina Godole: Wiley Publications.
2. Information Security, 1/e: Principles and Practices By: Mark Merkow: Pearson Education.
3. Network Security: The Complete Reference By: Bragg, Roberta: TataMcgraw Hill.
4. Cryptography & Network Security By: Atul Kahate : TataMcgraw Hill.

SPECIALIZATION: OPERATIONS MANAGEMENT

Course Code:	D	M	G	T	5	2	1	Course Title:	PROJECT MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS

Sr. No.	Topics
1.	Definition of a project, why project management, the project life cycle
2.	Strategic management and project selection ,project selection and criteria, the nature of project selection models, Analysis under uncertainty, project proposal and project portfolio process
3.	Functions, roles and responsibilities of a project manager, Delegation of authority, Building Project team, Project organisation. pure project organisation, matrix organisation, the project team and human factors
4.	Generation and Screening of Project ideas-Procedure for idea generation, monitoring the environment, corporate appraisal, project rating Index
5.	Market and demand analysis, situational analysis, conduct of market survey, demand and forecasting, Technical analysis, Social cost benefit analysis, Rationale for SBCA, UNIDO approach, saving impact and its values, Little Mirrless approach
6.	Financial estimates & Projections-cost of a project, Means of finance, Estimates of sales and production, Working capital requirement, cost of capital ,Projected cash flow statement, projected balance sheet, Financing of a project, Equity ,debentures, term loans etc
7.	Measuring Project profitability – Payback Period, Accounting rate of return, NPV, Internal Rate of return & BCR method ,assessment of various methods
8.	Project cash flow, elements of a cash flow stream, cash flow for a replacement project, the cost of capital, WACC, Optimal capital budget
9.	Need and importance of Work Break Down Structure , Project execution Plan (PEP),Network techniques of project management, CPM,PERT, Time estimation
10.	Conflict and negotiation, the nature and type of negotiation, Project review and administrative aspects, Post completion audits, Abandonment analysis.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Prasanna Chandra, Projects, Tata McGraw Hill, New Delhi, Fifth Edition
2. Samuel J. Mantel, Jr., Project Management, First edition,2006, Wiley-India
3. S Chowdhury, Project Management, Tata McGraw Hill, New Delhi, 2007 edition
4. Harvey Maylor, Project Management, Pearson Education, fifth edition, 2008.

Course Code:	D	M	G	T	5	2	2	Course Title:	SERVICES MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS

Sr. No.	Topics
1.	Service Operations Management, the Service Concept , Importance of Services in the Economy . Nature / Characteristics of Services
2.	Service Strategy and Market Positioning , Services Planning
3.	Delivering Services on the Web , Role of Internet in Services , Cost Drivers, Internet Service Design
4.	New Service Development and Process Design , Innovation, Design and Tools
5.	The Service Encounter , Service Experiences , Creation and Evaluation
6.	Service Quality and Customer Loyalty
7.	Creating a Service Culture
8.	Performance Measurement in Services
9.	Service process Analysis
10.	Yield management and capacity Management in Services

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Service Operations Management by **Richard D. Metters**. 2nd Edition. Publisher Cengage India. Imprint: South Western.
2. Service Operations Management: Improving Service Delivery **by** Robert Johnston & Graham Clark. Pearson Education Second Edition

Course Code:	D	M	G	T	5	2	3	Course Title:	LOGISTICS AND SUPPLY CHAIN MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS

Sr. No.	Topics
1.	21st century supply chains: Introduction and Concepts, Generalised Supply chain model, financial sophistication, Logistics value proposition, the work of logistics, Logistical Operations, Logistical Operating Arrangements, Flexible Structure, Supply Chain Synchronization
2.	Customer Accommodation: Customer-focused marketing, customer service, customer satisfaction, customer success, forecasting, CPFR, Procurement and manufacturing
3.	Information technology framework: comprehensive information system integration, communication technology, rationale for ERP implementation, ERP System Design, SC Information System Design
4.	Inventory: Functionality and Definitions, Inventory Carrying Cost, Planning Inventory, Managing Uncertainty, Inventory Management Policies and Practices
5.	Transportation: Transportation Infrastructure; Transport Functionality, Principles & Participants, regulations, Transport Structure, Transport Service, Transport Operations; Transport Economics and Pricing, Transportation Administration, Documentation
6.	Warehousing: Strategic warehousing, warehouse Operations, Ownership arrangements, warehouse decisions, Warehouse management systems
7.	Packaging and Material Handling: Packaging perspectives, Packaging for material handling efficiency, Materials Handling, Supply chain Logistics design: Global strategic Positioning; Global SC Integration, SC Security, International sourcing
8.	Network Integration: Enterprise facility network, warehouse requirements, Total cost integration, Formulating Logistical strategy
9.	Logistics design and operational Planning: Planning Methodology Phase –I,II and III, SC analysis methods and techniques
10.	Supply Chain Logistics Administration: Relationship Development and management, Operational, financial and social Performance

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Donald J Bowersox, David J Closs and M Bixby Cooper, 2008, *Supply Chain Logistics Management:* , 2nd edition, McGraw Hill.
2. Ballou H Ronald & Srivastava K Samir, *Business Logistics/ Supply chain Management*, 5th edition, 2007
3. Agrawal D K, *Textbook of Logistics and Supply Chain Management*, Macmillan India ltd. 5th Edition (2007)
4. Donald J. Bowersox and David J. Closs, 2000, *Logistical management-The integrated Supply Chain Process*, Eighteenth reprint, McGraw-Hill.
5. Simchi-Levi, D., P. Kaminski and E. Simchi-Levi, 2003, *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies*, 2nd Edition, Irwin, McGraw-Hill.

Course Code:	D	M	G	T	5	2	4	Course Title:	TOTAL QUALITY MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Description
1.	TQM Framework , Historical Review , Gurus Of TQM , Obstacles And Benefits Of TQM
2.	Leadership For TQM, 7 Habits, The Deming Philosophy, Quality Council, Core Values.
3.	Customer Satisfaction , Perception Of Quality , Service Quality , Customer Retention
4.	Employee Involvement, Surveys, Empowerment , Suggestion System , Performance Appraisal
5.	Continuous Process Improvement, Improvement Strategies, PDSA Cycle ,Kaizen, Re-Engineering, Six Sigma
6.	Benchmarking (Bench Marking Reason, Process, Current Performance And Studying Other Issues)
7.	Quality Management Systems, Benefits Of ISO Registration,ISO9000 Series Of Registration,ISO9001 Requirements, Documentation, Registration, Management Systems, ISO 14000 Series Standards
8.	Quality Function Deployment, The QFD Framework, QFD Team, House Of Quality
9.	Failure Mode And Effect Analysis ,Total Productive Maintenance
10.	Statistical Process Control ,Experimental Design

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Besterfield ,Total Quality Management, 3rd Edition, , Pearson India
2. Bedi Kanishka, Quality Management, Oxford University Press
3. Sharma DD, Total Quality Management, Principles , Practice and Cases , Sultan Chand and Sons , New Delhi,India

Course Code:	D	M	G	T	5	2	5	Course Title:	MATERIALS MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Introduction: Meaning and Scope, Objectives and Significance of Materials Management; Material Management other Areas of Management Functions
2.	ABC Analysis: Meaning, Advantages, Objective, Purpose and Limitations. Simple Numerical of ABC Analysis .
3.	Codification and Standardization: Basis of Codification, Characteristics of Good Coding System, Types of Coding, Standardization and its Benefits.
4.	Purchasing Management—Objectives and Functions of Purchasing Department; Purchase Policy and Procedure; Negotiations; Purchase of high Capital Equipment and there Feasibilities. Supply Chain Management. Implementation of Supply Chain Principles within a Company
5.	Suppliers Selection, Vendor Rating and Vendor Rating Techniques, Vendors Development and Vendors' Relationship.
6.	Inventory Management - Different Costs of Inventory, Optimal Order Quantity, EOQ, Inventory Models with Purchase Discounts, Buffer Stocks, Fixed Order Period Model, Safety Stocks, Optimum level of Safety Stock, Inventory Control, Elements of Effective Inventory Control, Advantages, Procedure for setting up an Efficient Inventory Control System; V.E.D. Analysis, S.D.E. Classification; F.S.N. Analysis; X.Y.Z. Analysis, Logistics Management and its link with Inventory Control and other Areas
7.	Value Analysis, Purchasing Research, Price Forecasting, Forward Buying, Make or Buy Decision
8.	Stores Management: Purpose of Store Management, Location and Layout , Cost Aspects and Productivity . Problems and Developments .New Developments in Storing.
9.	Evaluation of Materials Management: Organization, Difficulties, Process and Criteria , Reporting and Purchasing .
10.	Computers in Material Management :Electronic Computer ,Integrated Computer System for Materials Management , Material Planning,

READINGS: SELF LEARNING MATERIAL

ADDITIONAL READINGS:

1. P.Gopalakrishanan ,M.Sundaresan
2. J R Tony Arnold,Stephen,RV Ramakrishnan, 2007, Introduction to Materials Management, 5th Edition, Pearson
3. Shridhar Bhat. K, Production and Materials Management, Himalaya Publishing House
4. Chary S.N., Production and Operations Management, Tata McGraw Hill

SPECIALIZATION: RETAIL MANAGEMENT

Course Code:	D	M	G	T	5	5	0	Course Title:	RETAIL MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS

Sr. No.	Topics
1.	Introduction to retailing : What is retailing, Social and economic significance of retailing, Structure of retailing and distribution, Opportunities in retailing
2.	Types of retailer : Retailer characteristics, Food retailers, General merchandise retailers, Service retailing, Types of ownership, Retail channels, Benefits offered by retail channels, Challenges of effective multichannel retailing
3.	Retail buying behaviour : The buying process, Types of buying decisions, Social factors influencing the buying process
4.	Retailing strategy : Retail market strategy, Target market and retail formats, Growth strategies, Global growth opportunities, The strategic retail planning process
5.	Financial strategy and retail locations : Financial objectives and goals, Strategic profit model, Analysis of financial strength, Setting and measuring performance, Types of locations, Other locations opportunities, Location and retail strategy, Legal considerations, Evaluating specific areas for locations, Evaluating a site for locating a retail store, Trade area characteristics, Estimating potential sales for a store site, Negotiating lease
6.	Human Resource Management : Objectives of Human Resource Management, Issues in retail human resource, Designing the organization structure for a retail firm, Managing diversity, Legal issues in Human Resource
7.	Merchandise management : Merchandise management overview, Forecasting sales, Developing an assortment plan, Setting inventory and product availability levels, Establishing a control system for managing inventory, Allocating merchandise to stores, Analyzing merchandise management performance, Developing and sourcing private label merchandise, Negotiating with vendors
8.	Retail pricing and communication mix : Pricing strategies, Consideration in setting retail prices, Pricing techniques for increasing sales and profits, Legal and ethical pricing issues, Communication programs to develop brand images and build customer loyalty, Methods of communicating with customers, Planning the retail communication program
9.	Store Management : Store management responsibilities, Recruiting and selecting employees, Motivating and managing store employees, Evaluating store employees and providing feedback, Compensating and rewarding store employees, Store design objectives, Store design elements, Visual merchandising, Creating an appealing store atmosphere, Strategic advantage through customer service, Customer service quality, Service recovery
10.	Information system in retailing : Creating strategic advantage through supply chain and information system, The flow of information and products in supply chain

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Retailing management by Michael Levy Barton Weitz Ajay Pandit, M. G.Hills, 8th Edition (2012)
2. Retailing managment by Swapana Pradhan, M. G.Hills, 4th Edition (2012)
3. Integrated retail management by James R. Odgen Denise T. Ogden, Bizantra, 2nd Editio
4. Managing retailing by Piyush Kumar Sinha and Dwarika Prasad Uniyal, Oxford University Press, India, 2nd Edition (2012)

Course Code:	D	M	G	T	5	5	1	Course Title:	RETAIL BUSINESS ENVIRONMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS

Sr. No.	Topics
1.	Introduction to Retail Environment: The functions of retailing, Retail formats, Successful Retailing.
2.	Structural change in retail environment: Various types of changes, Sociodemographic change, Technology and economic change, socio-economic changes, Impact of changes on retail industry.
3.	International Retailing Internationalization and Globalization: Shopping at World Stores, Internationalization and Globalization, Going International, The Internationalization Process, Culture, Business and International Management.
4.	Retailing Structure: Environment & competition, Competitive Environment in different Retail Sectors, Govt. Policies in Retail Sectors, Retail Development and Competition.
5.	Managing retailing in good times and bad: Changes in consumer spending, Impact of economic fluctuation on Retailing industry, Maintaining the balance in the economy, Govt. macroeconomics policy in retail industry, Managing Fluctuations in Retail Industry, Dealing with recession in retail industry
6.	Retail planning and environment: Strategic planning process, SWOT analyses of retail sector, Integrated marketing system forging Relationship for success in retail, Role of retail formats and merchandise
7.	The Customer and The Retail Business: Knowing Your Customers: Focusing on the consumer, Mapping out society: Psychographics, Postmodern Consumers, Learning Attitudes, Motivation and Perception, Modelling Consumer Behaviour.
8.	Logistics and Distribution: Shipping the Goods to Market: The Distribution Process, The stages of distribution, Trends in supply chain management, Physical Distribution and Inventory Management, Warehouse Management.
9.	People in Retailing: Making People Matter: Retail Employment, Planning the Workforce, Management and Organizational Culture, Personnel Management and Administration, Health and Safety.
10.	A Review of Retailing: Environment and Operations: Retail Change: A Review, Cultural Transformation and Retailing, New Approaches in Retailing, Emerging Themes and Niches, Building for the future: Learning from the past.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Retailing: Environment and Operations, Newman, A. & Cullen, P. 9th Indian Reprint 2011, Cengage Learning.
2. Integrated Retail Management, Ogden, J.R. and Ogden, D.T, 1st Edition 2008, Bizantra.
3. Retailing Management, Pradhan, S, 2nd Edition 2007, Tata McGraw Hill.

Course Code:	D	M	G	T	5	5	2	Course Title:	VISUAL MERCHANDISING
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS

Sr. No.	Topics
1.	Introduction to retail Retailing: Definition, Evolution and Formats, Relating Retail with Customer Profile, The Indian Retail Industry
2.	World of visual merchandising Visual merchandising: Definition and functions, History, Understanding retail in India
3.	Image Mix and Store Exteriors and Interiors: Elements of Display, All I Do Can Sell (AIDCS) Retail Store—Site and Design, Image Mix: The Top Six Elements, Store Exteriors, Store Interiors
4.	The Basics of Visual Merchandising Display Basics, Design Basics, Principles of Design, Colour Blocking—People Buy Colours, Signage, Understanding Materials
5.	Store Planning and Fixtures The Purpose of Planning Fixtures, Types of Fixtures
6.	Circulation Plan and Planograms Circulation Plan and Types of Circulation Plans, Meaning and Purpose of a Planogram, Benefits of a Planogram, Implementation and Maintenance of a Planogram
7.	Merchandise Presentation Meaning of Merchandise Presentation, Principles of Merchandise Presentation, Categories in Merchandise Presentation, Dominance Factor in Merchandise Presentation, Cross Merchandising
8.	Window Displays Window Display—Meaning and Scope, Vis-à-vis Merchandise, Types of Setting, Promotional Display Vs. Institutional Display, Window Display—Construction
9.	Visual Merchandising—Hands On Styling, Display Calendar, Sales Tracking, Handling the Mannequin, Props, Lighting, Organising an In-store Event, VM Tool Kit, Quality and Process in Visual Merchandising, Standard Operating Procedures (SOPs)
10.	Experiential Retail Brand Experience—Brand-centric to Customer-centric, Experience Design—Beyond Visual Merchandising, Generation C—The Changing Consumer, The Magic of Augmented and Mixed Realities, Experiential Retail—The New Retail Scenario

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Swati Bhalla and Anurag S, *Visual merchandising*, Tata Mc Graw Hill, 2010
2. Levy, Michale & Barton. A. Weitz, *Retailing Management*, Tata Mc Graw Hill.
3. Barry Berman & Joel R Evans, *Retail Management, A strategic Approach*, Pearson.
4. Pradhan Swapana, *Retailing Management*, Tata Macgraw Hill.

Course Code:	D	M	G	T	5	5	3	Course Title:	RETAIL STORE MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Introduction: An Overview of retail operations, Stores organisation, Selection of right Location, Different layout & designs
2.	Pre-Store opening: Role of operations in opening a store, Filling the store with merchandise, Concept of Distribution centre, various activities at the distribution centres
3.	Store opening and closing: Store opening and closing process, Material identification system, Receiving and inspection, storage system, Preservation of materials in the storage
4.	Retail Arithmetic: Quantitative terms related with a retail store and its calculation.
5.	Stock management: Relevance of stock management to retail operations, Various types of stock checks, Taking care of quality inside a store
6.	The store audit: Store appearance, presentation, stock, cleanliness, HR in operations
7.	Store finance and controls: stock valuating, stock verification, Accounts receivable, cash management, budgeting, Day to Day cash management
8.	Loss prevention and shrinkage control: Importance of security measures, Methods & ways to reduce shrinkage, reasons for shrinkage, Scrap and surplus management
9.	The customer service desk, Exchange of defective products, Loyalty Programs for a store. Different fixtures available for a retail store
10.	Contemporary issues in store management

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Iyer, B.Sriram., *Retail Store Operations*, Tata Mc Graw Hill, 2011
2. Levy, Michale & Barton. A. Weitz, *Retailing Management*, Tata Mc Graw Hill.3rd ed
3. Menon, K. S., *Stores Management*, Macmillan India, 2 Ed., 2006

Course Code:	D	M	G	T	5	5	4	Course Title:	RETAIL BUYING
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	The buyer's role, Buying for traditional retail organizations, Buying for discount operations
2.	Buying for off-price retail operations, Buying for off-site retail operations
3.	The market specialists and how they service retailers
4.	Consumer analysis, Merchandise sourcing and timing for purchase
5.	Deciding what and how much to buy
6.	Purchasing in the domestic and foreign marketplace
7.	Wholesale purchasing on the internet, Negotiating the purchasing and writing
8.	Merchandise pricing
9.	The development of private label brands and labels
10.	Disseminating product information to retail personnel

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Diamond, J. Pintel, G., *Retail Buying*, Eight edition, Pearson education.
2. Berman, B. and Evans, J. *Retail Management*, 11th edition, Pearson Education.
3. Sheikh, A. and Fatima, K., *Retail Management*, First edition, Himalaya Publishing House.

SPECIALIZATION: INTERNATIONAL BUSINESS

Course Code:	D	M	G	T	5	4	5	Course Title:	INTERNATIONAL BUSINESS
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS

Sr. No.	Topics
1.	International Business: An Over View-Evolution of International Business, Drivers of Globalization, Influences of International Business, Stages of Internationalization, Differences between Domestic and International Business, International Business Approaches, Advantages of International Business.
2.	Theories of International Trade-Mercantilism, Theory of absolute cost advantage, Comparative cost advantage theory, Relative factor endowment theory, Country similarity theory, Product life cycle theory.
3.	International Business Environment-Social and Cultural Environment, Technological Environment, Economic Environment, Political Environment.
4.	Modes of Entering International Business- Modes of Entry, Exporting, licensing, franchising, contract manufacturing, management contracts, turnkey projects, foreign direct investment, alliances like mergers and acquisitions, joint ventures, Comparison of Different Modes of Entry.
5.	Foreign Direct Investment- Factors Influencing FDI, Reasons for FDI, Costs and Benefits of FDI, Trends in FDI, Foreign Direct Investment in India.
6.	World Trade Organization- General Agreement on Tariffs and Trade (GATT), Establishment of World Trade Organization, The Uruguay Round Package: Organization Structure of the WTO, WTO – The Third Pillar in the Global Business.
7.	International Financial Institutions and Liquidity-IMF, World Bank, International Development Association, International Liquidity and SDR International Finance Cooperation.
8.	Basics of International Marketing, Basics of Global HRM, Basics of International Financial Management, Basics of International Accounting.
9.	International Production and Logistics Management- Generic Strategies of the International Business, Acquisition of Resources, Location Decisions, International Logistics Management.
10.	Global Strategic Management and Business Ethics- Peculiarities of Global Strategic Management, Value Creation, Global Strategic Management Process, Collaborative Strategies, Ethics and Global Business.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

- 1. Subba Rao.P, International Business, Himalaya Publishing House,12 Ed,2012**
- Joshi, Rakesh Mohan, International Business, Oxford University Press, 9 Ed., 2008
- Joshi, Rakesh Mohan, International Marketing, Oxford University Press, 9 Ed., 2008

Course Code:	D	M	G	T	5	4	6	Course Title:	INTERNATIONAL TRADE PROCEDURE AND DOCUMENTATION
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COURSE CONTENTS

WEIGHTAGE	
CA	ETE (Th.)
20	80

Sr. No.	Topics
1.	Export Procedures and Documents: The Search for an overseas buyer, Processing an Export Order, Negotiation of Documents, Role of Banks in Export-Import Transactions.
2.	Methods of Payments and INCO Terms: Methods of Payment, Financing Exporters and Importers, Instruments of Payment.
3.	EXIM Strategies and Export Marketing: EXIM Business Plan and Strategy, Export Strategy Formulation, Export Financing, Import Strategy (Sourcing Strategy), International Marketing, Export Marketing – Going Global, Different Forms of International Trade.
4.	Methods of Financing Exporters and Business Risk Management: Pre-Shipment Finance, Post Shipment Export Advance, Factoring and Insurance, Types of Risks, Quality and Pre Shipment Inspection.
5.	Custom Clearance of Import and Export Cargo: Clearance of Import Cargo, Clearance of Export cargo, Custom Valuation, The Harmonized System, Carnets, New Developments in Custom Clearance Procedure.
6.	Logistics and Characteristics of Modes of Transportation: Planning Physical Distribution, Benefits of Efficient Logistics System, Concept of Marketing Logistics System, Critical Elements of a Logistics System, International Transport System.
7.	Characteristics of Shipping Industries: History of Shipping Industry, Characteristics of Shipping Industry, Role of Intermediaries in Shipping Industry, Latest Trends in Logistics Operations, Ocean Freight Structure.
8.	Containerization and Leasing Practices: Containerization – Concept and Operation, History of Containerization, Types of Containers, Benefits of Containerization, Global Trade and containerization, Container Leasing Practices and Inland Container Depots.
9.	Export Incentive Schemes: Duty Exemption Scheme, Duty Remission Scheme, Export Promotion Capital Goods Scheme, Special Economic Zones.
10.	Information Technology in International Business: Electronic Procurement, Electronic Marketing, Electronic Logistics.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Export Import Management by Paul Justin, Aserkar Rajiv, Oxford University Press, 1st Edition (2009)
2. International Marketing by Joshi Rakesh Mohan, Oxford University Press, 9th Edition (2008).
3. Manual For Trade Procedures and Documentation by Nabhi Kumar Jain, Nabhi Publication, 1st Edition (2008)

Course Code:	D	M	G	T	5	4	7	Course Title:	INTERNATIONAL MARKETING
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

S. No.	Description
1.	The concept of international marketing, emerging opportunities in International markets, WTO
2.	Decision making process for international markets: identification of international markets, segmentation of international markets, selection and tools for international market analysis.
3.	The political environment of international market, the international legal environment, International market research
4.	Product strategy for international markets: standardization vs. adaptation, factors influencing product adaptation in international markets.
5.	Trade off strategy, IPLC, product strategy
6.	Pricing decisions for international markets: pricing decisions, pricing approaches, factors influencing pricing decisions , terms of payment , type of payment , terms of delivery: dumping, counter trade, transfer pricing , grey marketing
7.	International Logistics and distribution: types of international distribution channels, international logistics, value chain concept
8.	Communication decisions for international markets
9.	Export procedure and documentation
10.	Negotiating with Intentional Customers, Partners, and Regulators, Global E-marketing

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Joshi, Rakesh M. International Marketing, Oxford University Press, New Delhi, 2010
2. Philip R. Cateora, John L. Graham, International Marketing. New Delhi, TMH, 12ed. 2008
3. Onkvisit, Sak and Shaw, J, International Marketing: Analysis and Strategy. New Delhi, Prentice Hall of India, 2007
4. Warren J Keegan, Global Marketing, PHI

Course code:	D	M	G	T	5	4	8	Course title:	GLOBAL HRM
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS

Sr. No.	Topics
1.	Introduction to global HRM. drivers of globalization ,variables that moderate differences between HRM and GHRM.global HRM trends and future challenges: ethics in international business , strategies IHRM
2.	The organisation context: The path of global status and control mechanism . sustaining international business operations, Globalization emerging global economy, globalisation of market , production investment and technology.
3.	Recruiting and selecting staff for international assignment: issues in staff selection, factors Moderating performance, selection criteria , dual – career couples , re-entry and career issues: the repatriation process , multinational responses, designing a repatriation programme .
4.	Training and development: role of expatriate training, pre-departure training, developing staff through international assignment.
5.	International compensation: approaches of international compensation, key components of an International compensation programme, executive compensation.
6.	Global HR issues in the host context : standardization and adaption of work practices , retaining ,developing and retrenching staff, language standardization, monitoring HR practices
7.	International industrial relations : issues, responses of trade unions to multinational , regional Integration.
8.	Multinational performance management: challenge , performance management and performance appraisal of international employees , appraisal of HCN employees .
9.	HRM in cross border merges and acquisitions: motives behind mergers and acquisitions , HR interventions
10.	Understanding human behaviour in global perspective – issues in organization culture , cultural diversity at work , motivation and communication across culture , cross cultural leadership , multi cultural teams . comparison of Indian HRM with those of UK, USA, Japan and China.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Dowling, P.J. and Welch, D. E. International Human Resources Management.4th ed. CENGAGE Learning. (1999)
2. Ashwathappa, K. and Dash, S. International HRM. Tata Mc.Graw – Hill. Publishing Company Limited (2008)

Course Code:	D	M	G	T	5	4	9	Course Title:	INTERNATIONAL FINANCIAL MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS

Sr. No.	Topics
1.	Financial Management in Global Context
2.	International Monetary System: IMF, EMU
3.	Currency Forecasting: Interest Rate Parity Theory, International Interest Rate Parity Theory, Purchasing power parity: Fishers Effect & International Fishers Effect.
4.	Exchange Rates : Determination of Exchange Rates, Foreign Exchange and Eurocurrency Markets
5.	Role of Economic fundamentals, financial and socio political factors; Corporate exposure management : Introduction, foreign exchange risk exposure
6.	Management of Transaction Exposure: Through Currency Futures, Currency Options, Currency Swaps, Interest Rate Swaps.
7.	Management of Operating Exposure and Management of Translation Exposure
8.	Foreign Market Entry and Country Risk Management
9.	Cross-Border Capital Budgeting
10.	Real Options and Cross-Border Investment

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Shapiro Allan C, Multinational Financial Management, Prentice Hall, New Delhi.
2. Apte, P.G. International Financial Management, Tata Mc Graw Hill Publishing Company Limited, New Delhi
3. Eun/Resnick, International Financial Management, Tata Mc Graw Hill Publishing Company Limited, New Delhi
4. Bhalla, V.K. International Financial Management, Anmol Publishers