

Rashtrasant Tukdoji Maharaj Nagpur University

REVISED SYLLABUS FOR MBA EXAMINATION

2007-08

**FACULTY OF COMMERCE
Masters Degree in Business Administration Examination
2007-08 and Onwards
(Two Year Degree Course)**

Scheme of Examination

1. The duration of M.B.A. course shall be of Two years consisting Semester-I & II in first year and Semester-III & IV in second year.
2. Subject to compliance with the provisions of this direction and of other ordinances in force from time to time, an applicant for admission to this course shall have passed degree examination of Rashtrasant Tukdoji Maharaj Nagpur University or any other recognized University equivalent thereto with 45% aggregate marks for open category and 40% marks aggregate for Backward Class candidates or as notified by the state Government from time to time. Provided that Students admitted through Central Entrance Test (CAP) conducted by Directorate or any other entrance examination conducted by competent authority approved by the directorate of technical education and fulfilling the eligibility conditions prescribed by the Rashtrasant Tukdoji Maharaj Nagpur University shall only be admitted to this Course.
 - a. The Examinations for Semester II and IV shall be held twice a year at such places and on such dates as may be fixed by the University.
 - b. The examinations for semester I and III shall be conducted by the respective Institute / Department and the dates of examination will be announced by the Director of the Institute / Department.
3. The fees for examination shall be as prescribed by the Rashtrasant Tukdoji Maharaj Nagpur University from time to time.
4. Applicant for the examination prosecuting a regular course of study leading to the Master Degree in Business Administration shall not be permitted to join any other course in this University or any other University simultaneously.
5. The ATKT Rules shall be as under (Theory and Sessional shall be considered as separate passing heads)

Admission to Semester	Candidate should have passed in all the subjects of following examinations of Nagpur University	Candidates should have passed in all subjects except in four or less numbers of passing heads of the following examination
First Year MBA Semester- I	Degree examination	--
First Year MBA Semester- II	--	Ist Semester
Second Year MBA Semester- III	Ist semester	IInd semester
Second Year MBA Semester-IV	IInd semester	IIIrd semester (*)

NOTE: (*) The candidate admitted to the fourth semester (final) shall prosecute his / her studies; however, he/she shall not be eligible to fill in the examination form for the final semester examination unless he/she clears all the lower examinations.

6. (a) The examinee of Semester-I (M.B.A) examination shall be examined in the following subjects by the respective Institutes / Department namely:
 1. **Principles of Business Management**
 2. **Foundation course in Marketing Management**
 3. **Foundation course in Human Resource Management**
 4. **Foundation course in Information Technology Management**
 5. **Foundation course in Accounting**
 6. **Quantitative Decision Making**
 7. **Business Legislation**
 8. **Financial Management**

b) The candidate of **MBA Semester II** shall be offered **Four Compulsory papers and Two Specialisation Subjects**. Each Specialisation Subject shall have **TWO** papers of 100 marks each as given below. Semester-II (M.B.A) examination shall be conducted by the University in the following subjects namely:

1. **Organisation Behavior & Development**
2. **Managerial Economics**
3. **Environment Management**
4. **Business Research**
5. **Specialisation – I: Paper- I**
6. **Specialisation – I: Paper- II**
7. **Specialisation – II: Paper -I**
8. **Specialisation –II: Paper- II**

c) The candidate of **MBA Semester III** shall be offered **Six Compulsory papers and Two Specialisation Subjects**. Each Specialisation Subject shall have **ONE** paper of 100 marks each as given below. The examination will be internal and would be conducted by the respective Institutes / Departments namely:

1. **Applied Operations Research**
2. **Entrepreneurial Development**
3. **Strategic Management**
4. **Business Ethics & Corporate Governance**
5. **Public System Management**
6. **Project Management and Quality Management**
7. **Specialisation – I: Paper- III**
8. **Specialisation – II: Paper- III**

d) The candidate of **MBA Semester IV** Examination shall Offer **Three Papers** each from **Two Specialisation** Subjects which he/she has opted. Each paper will be of 100 marks and the Project Work of 200 marks. The examination and Project evaluation will be conducted by the University.

1. **Specialisation – I: Paper- IV**
2. **Specialisation – I: Paper- V**
3. **Specialisation – I: Paper- VI**
4. **Specialisation –II: Paper- IV**
5. **Specialisation – II: Paper- V**
6. **Specialisation – II: Paper- VI**
7. **Project Report (from any one of the Specialisation subjects opted)**

7. Each paper of **Semester I, II, III & IV (M.B.A)** examination shall carry 100 marks and shall be distributed as under:

	<u>Marks</u>
1] Written examination	80
2] Internal assessment	20

Internal assessment marks shall be awarded by the Head of the Department in consultation with the faculty members subject to moderation by H.O.D./Director and shall be based on:

1) Participation in seminars, case discussions & group work activities	-	5 marks
2) Class tests, quizzes, individual and group oral presentations	-	5 marks
3) Submission of written assignments, term papers and viva-voce	-	5 marks
4) Class-room participation and attendance	-	<u>5 marks</u>
Total Marks :		20 marks

The weightage given to each of these factors shall be decided and announced at the beginning of the semester by individual faculty members responsible for the paper.

8. Project Work will be compulsory for each student appearing at the semester- IV (M.B.A) Examination.

- (i) Project shall carry 200 marks as follows-

	Marks
Project work (Evaluation by External Examiner)	: 100
Seminar and open defense evaluation (by External And Internal Examiner)	: 50
Viva-voce by External & Internal Examiner	: <u>50</u>
	200

- (ii) Two copies of Project work (Printed or Type Written) shall be submitted to the University through the supervisor of the candidate and the Principal/ Director / Head of the Institute/ Department, at least **two month** prior to the date of commencement of Semester-IV Examination and one copy will be retained by the college/Department for internal evaluation purpose.
- (iii) A Candidate shall submit with his/her project work, a certificate from the Supervisor to the effect-
- (a) That the candidate has satisfactorily completed the Project work for not less than one session and
- (b) That the Project work is the result of the candidates own work and is of sufficiently high standard to warrant its presentation for examination.
- (iv) Candidate shall submit his declaration that the Project is the result of his own research work and the same has not been previously submitted to any examination of this University or any other University. The Project shall be liable to be rejected and /or cancelled if found otherwise.
- (v) The Project work shall be evaluated through seminar and open defense and Viva-voce at the College/ Department by internal and external examiners appointed by university **before** Semester-IV Examination.

A student appearing for MBA Semester IV Examination will have to pay additional fees as prescribed by the University from time to time.

9. The scope of the subject, percentage of passing in theory and project will be governed as per following rules:

- i) In order to pass at the Semester I, II, III & IV examinations and examinee shall obtain not less than 50% marks or B grade in each head of passing of every paper, that is to say separately in the university examination , internal evaluation and in three heads of passing of project work.
- ii) An examinee who is unsuccessful at the examination shall be eligible for admission to the subsequent examinations on payment of a fresh fee prescribed for the examination together with the conditions of the ordinance in force from time to time.
- iii) An examinee who has failed at the sessional examination only; shall be required to register himself/herself afresh for doing the sessional work again in the Department / College in the subject/subjects/project work in which he/she has failed on payment of fresh sessional fees as prescribed by the University from time to time. Such students shall complete their Sessional work in the next semester. The Director shall on being satisfied about the completion of sessional work of such a candidate send the fresh sessional marks to the university and these fresh sessional marks shall be taken into consideration for computing his/her results at the examination.
- iv) There shall be no classification of successful examinees at the Semester I, II & III examinations.
- v) Successful examinees obtaining 60% or more marks in the aggregate of Semester II and & IV examinations taken together i.e. out of 1600 marks shall be placed in the First Division and those obtaining less than 60% but not less than 50% in the Second Division.
The grades awarded by the respective Institute / Department for Semester I shall be mentioned in Semester II mark sheet & III Semester Examination grades shall be mentioned in the Mark-Sheet of IV (Final) Semester Examination issued by the University
- vi) Provision of Direction No.44 of 2001 governing the award of grace marks for passing an examination, securing higher division /class and for securing distinction in the subjects shall apply to the examination.

- vii) No person shall be admitted to this examination, if he has already passed the same examination or an examination of any other statutory University (which has been recognized as equivalent to that examination.)
- viii) Examinee successful at the Semester I, II, III and IV examinations shall, on payment of the prescribed fee, receive a Degree in the prescribed form signed by the Vice-Chancellor.

10. Norms of Theory Paper / Project Work:

- o For all Theory Papers there shall be at least **THREE** Periods Per week per Subject of One Hour duration.
- o The affiliated Management Institutes / Colleges/ Department shall declare the Specialisation it is offering before the commencement of admission process of Semester -I in their Information Brochure and web-site and communicate the same to the University well in advance. The Institute will offer the Specialisation proposed only if minimum **FIVE** students opt for the same.
- o For Project work/Research work a batch of **TEN** students per guide /supervisor has to be allotted by the Institute. **THREE** periods per week of one hour duration shall be the work load allotted for project guidance for ten students.

11. Guidelines for Conduct of Semester I & III Examination & Award of Grades by Institute / Department

A. Guidelines for Conduct of Examination

- o The question paper should be set in such a manner so as to cover the complete syllabus as prescribed by the University.
- o The pattern of conduct of examination i.e. Duration, Max. Marks etc shall be as per the University Examination pattern.
- o The evaluation should be conducted at Institute / Department by the respective subject teacher.
- o The result for these examinations should be declared within time limit as per University norms and communicated to the University within stipulated time.
- o The record of conduct of such examination, evaluation and results should be maintained for a period of at least **THREE years** by the respective Institute / Department for the verification by the competent authority.

B. Guideline for Award of Grades

The Grades will be assigned in each Internal Assessment Paper on the following basis:

Marks Obtained	Grades
ABOVE 75 %	A+
61 % - 75 %	A
56 % - 60%	B+
51 % - 55%	B
BELOW 50 %	FAIL

Rashtrasant Tukdoji Maharaj Nagpur University
SYLLABUS FOR MBA EXAMINATION

Semester –I

1. Principles of Business Management
2. Foundation course in Marketing Management
3. Foundation course in Human Resource Management
4. Foundation course in Information Technology Management
5. Foundation course in Accounting
6. Quantitative Decision Making
7. Business Legislation
8. Financial Management

Semester –II

1. Organisation Behavior & Development
2. Managerial Economics
3. Environment Management
4. Business Research
5. Specialisation – I: Paper- I
6. Specialisation – I: Paper- II
7. Specialisation – II: Paper -I
8. Specialisation –II: Paper- II

Semester –III

1. Applied Operations Research
2. Entrepreneurial Development
3. Strategic Management
4. Business Ethics & Corporate Governance
5. Public System Management
6. Project Management and Quality Management
7. Specialisation – I: Paper- III
8. Specialisation – II: Paper- III

Semester –IV

1. Specialisation – I: Paper- IV
2. Specialisation – I: Paper- V
3. Specialisation – I: Paper- VI
4. Specialisation –II: Paper- IV
5. Specialisation – II: Paper- V
6. Specialisation – II: Paper- VI
7. Project Report (from any one of the Specialisation subjects opted)

Specialisations

Group A. Marketing Management

- Paper- I: Advertising & Integrated Marketing Communication
- Paper- II: Brand Management
- Paper- III: Retail Management
- Paper- IV: Rural Marketing
- Paper- V: Marketing of Services
- Paper- VI: Sales & Distribution Management

Group B. Financial Management

- Paper- I: Corporate Taxation
- Paper- II: Project Planning & Financial Strategy
- Paper- III: Indian Financial System
- Paper- IV: International Financial Management
- Paper- V: Security Analysis & Investment Management
- Paper- VI: Principles & Practice of Banking and Insurance

Group C. Human Resource Management

- Paper- I: Group & Organizational Effectiveness
- Paper- II: Performance Management & Compensation
- Paper- III: Training & Development Practices
- Paper- IV: Industrial relations & labor Legislations
- Paper- V: Human Resource Development strategies and systems
- Paper- VI: Global HRM: Scenario and practices

Group D. Information Technology Management

- Paper- I: Database Management Systems
- Paper- II: Internet Technologies and Trends
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- Paper- IV: Strategic Management of IT
- Paper- V: Software Engineering
- Paper- VI: Enterprise Resource Planning

Group E. HealthCare Management

- Paper- I: Community Health, Epidemiology and Population Management
- Paper- II: HealthCare and Social Policy
- Paper- III: Health System Management
- Paper- IV: Environmental Health Management and Safety Management
- Paper- V: Health and Hospital Information Systems
- Paper- VI: Health Communication: Development and Dissemination

Group F. International Business Management

- Paper- I: International Financial Markets
- Paper- II: Foreign Exchange Management
- Paper- III: International Marketing
- Paper- IV: Export Import Procedures, Documentation & Logistics
- Paper- V: International Economic Organizations
- Paper- VI: India's Foreign Trade Policy

Group G. Operations Management

Paper- I: Project Management
Paper- II: Business Process Reengineering
Paper- III: Total Quality Management
Paper- IV: Supply Chain Management
Paper- V: Operations Management
Paper- VI: Manufacturing Economics

Group H. Banking & Financial Services Management

Paper- I: Banking in India
Paper- II: Financial Services
Paper- III: Laws & Regulations to Banking
Paper- IV: Basics of Financial Accounting for Bankers
Paper- V: Portfolio Management
Paper- VI: Bank Financial Management

Group I. Agri Business Management

Paper- I: Agri-Input Management
Paper- II: Agri-Technology Management
Paper- III: Financial Management for Agri Business
Paper- IV: Livestock Management
Paper- V: Food Process Management
Paper- VI: Trends in Agri Business

Group J. Power Management

Paper- I: Energy Conversion & Power Plant Systems
Paper- II: Electricity Industry Structure & Regulations
Paper- III: Power Environment Interface
Paper- IV: Transmissions & Distribution of Electrical Energy
Paper- V: Hydro Power Resources Management
Paper- VI: Power Pricing & Power Purchase Agreements

APPENDIX

MBA Examination Semester –I

Internal Examination

Subject	Paper	Maximum Marks		Minimum Marks
1) Principles of Business Management	Internal Paper	80	} 100	40
	Internal Assessment	20		10
2) Foundation course in Marketing Management	Internal Paper	80	} 100	40
	Internal Assessment	20		10
3) Foundation course in Human Resource Management	Internal Paper	80	} 100	40
	Internal Assessment	20		10
4) Foundation course in Information Technology Management	Internal Paper	80	} 100	40
	Internal Assessment	20		10
5) Foundation course in Accounting & Finance	Internal Paper	80	} 100	40
	Internal Assessment	20		10
6) Quantitative Decision Making	Internal Paper	80	} 100	40
	Internal Assessment	20		10
7) Business Legislation	Internal Paper	80	} 100	40
	Internal Assessment	20		10
8) Financial Management	Internal Paper	80	} 100	40
	Internal Assessment	20		10

MBA Examination Semester –II

University Examination

Subject	Paper	Maximum Marks	Minimum Marks
1) Organisation Behavior & Development	University Paper	80	40
	Internal Assessment	20	10
2) Managerial Economics	University Paper	80	40
	Internal Assessment	20	10
3) Environment Management	University Paper	80	40
	Internal Assessment	20	10
4) Business Research	University Paper	80	40
	Internal Assessment	20	10
5) Specialisation – I: Paper I	University Paper	80	40
	Internal Assessment	20	10
6) Specialisation – I: Paper II	University Paper	80	40
	Internal Assessment	20	10
7) Specialisation – II: Paper I	University Paper	80	40
	Internal Assessment	20	10
8) Specialisation – II: Paper II	University Paper	80	40
	Internal Assessment	20	10

MBA Examination Semester –III

Internal Examination

Subject	Paper	Maximum Marks	Minimum Marks
1) Applied Operations Research	Internal Paper	80	40
	Internal Assessment	20	10
2) Entrepreneurial Development	Internal Paper	80	40
	Internal Assessment	20	10
3) Strategic Management	Internal Paper	80	40
	Internal Assessment	20	10
4) Business Ethics & Corporate Governance	Internal Paper	80	40
	Internal Assessment	20	10
5) Public System Management	Internal Paper	80	40
	Internal Assessment	20	10
6) Quality Management	Internal Paper	80	40
	Internal Assessment	20	10
7) Specialisation – I: Paper- III	Internal Paper	80	40
	Internal Assessment	20	10
8) Specialisation – II: Paper- III	Internal Paper	80	40
	Internal Assessment	20	10

MBA Examination Semester –IV

University Examination

Subject	Paper	Maximum Marks	Minimum Marks
1) Specialisation – I: Paper- IV	University Paper	80	40
	Internal Assessment	20	10
		100	50
2) Specialisation – I: Paper- V	University Paper	80	40
	Internal Assessment	20	10
		100	50
3) Specialisation – I: Paper- VI	University Paper	80	40
	Internal Assessment	20	10
		100	50
4) Specialisation –II: Paper- IV	University Paper	80	40
	Internal Assessment	20	10
		100	50
5) Specialisation – II: Paper- V	University Paper	80	40
	Internal Assessment	20	10
		100	50
6) Specialisation – II: Paper- VI	University Paper	80	40
	Internal Assessment	20	10
		100	50

7) Project Report

Project shall carry 200 marks	Marks	
	Maximum	Minimum
Project work (Evaluation by External Examiner)	100	50
Seminar and open defense evaluation by External and Internal Examiner	50	25
Viva-voce by External & Internal Examiner	50	25
Total	200	100

Semester –I

Paper 1: Principles of Business Management

SECTION A

Unit I: Introduction - Nature, function, definition and importance of management, Definition, nature, purpose and scope of management, Functions of a manager, an overview of planning, organizing and controlling, Is management a science or art?

Unit II: Development of Management Thought - Scientific management; Contribution of Taylor, Fayol, Mary Follet, Elton Mayo; Hawthorne experiments, Contingency approach, Indian heritage in production and consumption.

Unit III: Management and Administration - Management and administration, Management as a profession, Professionalism of management in India, Management ethics and management culture, Skills required of manager, Classification of skills, Methods of skills development.

Unit IV: Management Planning - Concept of planning, objectives, Nature, Types of plan, Stages involved in planning, Characteristics of a good plan, Importance, Limitations of planning, Making planning effective, Strategic planning in Indian Industry.

Unit V: Decision Making - Concept, characteristics of decisions, Types of decisions, Steps Involved in decision making, Importance of decision making, Methods of decision making, Committee Decision Making.

SECTION B

Unit VI: Organisation - Concepts, Principle of organization, Importance, Features of good organization structure, Types of Organisation structure.

Unit VII: Authority and Responsibility - Authority, Responsibilities and Accountability, Delegation of Authority Barriers to effective delegation, Span of control.

Unit VIII: Coordination & Direction Concept - Importance and need for coordination, Principles of coordination, Methods of achieving effective coordination; Meaning of direction, Importance and Principles of direction, Characteristics of good directives.

Unit IX: Control - Concept, planning-control relationship, process of control -setting objectives, establishing standards, measuring performance, correcting deviations. Brief review of Traditional Techniques & Modern Techniques of Control; Human response to control; Dimensions or Types of Control - (a) Feed forward control (b) Concurrent Control (Real Time Information & Control), (c) Feedback Control v) Techniques of Control.

Unit X: Comparative study - Comparative study of main features of Japanese Management and Z culture of American Companies.

Suggested Readings:

1. Essentials of Management, Harold Koontz & Heinz, Wehrich, 5th Tata McGraw Hill
2. Management Stoner, Freeman, Gilbert Jr. ,6th ,Prentice Hall
3. Management (A Global Perspective), Heinz Wehrich & Harnold Koontz, 10th Tata McGraw Hill
4. A Dictionary of Business 3ed. By Elizabeth Martin - Oxford
5. Fundamentals of Management, Robins ,3rd Pearson Education Asia

Paper 2: Foundation Course in Marketing Management

SECTION A

Unit-I: Concepts & Application - Core Concepts of Marketing, Company Orientation towards Market place, New Concepts - E Business, Relationship Marketing; Database Marketing, Functional areas of Marketing.

Unit-II: Marketing Plan - Steps in the Marketing Process, Nature and contents of a marketing plan, marketing mix. Scanning the Marketing environment; Marketing Research & Demand Forecasting

Unit-III: Analyzing the Market - Segmenting, Targeting, Positioning and Repositioning; Analyzing Buying Behaviour, Analyzing Competition.

Unit-IV: Product Management - Meaning of product, product classification, product levels, product policies, Product life cycle and new product development, Branding & packaging.

Unit-V: Pricing Strategies - Pricing objectives, methods and pricing policies; adopting the price; Initiating and responding to price changes.

SECTION B

Unit-VI: Marketing Communication - Understanding the communication process, Managing advertising; Sales promotion, Public relations and direct marketing.

Unit-VII: Distribution Strategy - Channel design and management, Channel dynamics and market logistics, Channels of distribution, Types of channels, Importance of Retailing and wholesaling.

Unit-VIII: Marketing of Services - Nature, Characteristics and Classification of services, Strategies in service marketing, Importance and future of service marketing.

Unit-IX: Relationship Marketing & E-business - New issues - E-Business, Relationship marketing; Globalization, Consumerism, Legal issues and ethics.

Unit-X: Monitoring and Controlling Marketing Efforts - Evaluating results of marketing strategies implementation and plans, Need and importance of Marketing control, Types of controlling- Operating control, Strategic control, Marketing audit.

Suggested Readings

1. Marketing Management - Planning, Implementation and Control - V. S. Ramaswamy and S. Namakumari - McMillan
2. Marketing Management - P. Kotler - Prentice Hall Inc
3. Marketing Management - Rajan Saxena - Tata McGraw-Hill
4. Introduction to Marketing Management by Adrian Palmer - Oxford University Press.
5. Basic Marketing 15th edition by William D Perreault R, - Tata McGraw-Hill

Paper 3: Foundation Course in Human Resource Management

SECTION A

Unit I: The Strategic Role of HRM - Nature, scope, objectives, importance and functions, Human resource as an asset in organization, Evolution of the concept of HRM, Human resource management in India; human resource management in dynamic environment - External & Internal Environment Systems approach to HRM, Strategic HRM, Strategic roles of HR manager, Qualities of HR Manager.

Unit II: Job Analysis & Design - Job Analysis - Meaning, Uses, Process and methods of collecting data for job analysis, Competency approach to job analysis, Job Description, Job Specifications & Role Analysis, Factors affecting Job Design, Techniques of Job Design, Cases and Exercises in understanding Job Analysis.

Unit III: Human Resources Planning & Recruitment Policy - Human Resources Planning; Need for Human Resources Planning; Process of Human Resources Planning; Human Resource Planning System; Responsibility for Human Resource Planning. Framework for Procurement; Recruitment Policy; Factors Affecting Recruitment; Sources of Recruitment; Recruitment Practice in India; The Problem of The 'Sons of The Soil'; Assessment of The Recruitment Programme, Global Staffing - Expatriation, Inpatriation , Flexpatriation.

Unit IV: Selection, Induction & Placement - Selection Process, New tools /Methods of selection - Interviews, Tests and assessment of effectiveness of selection tools. Induction Programme, Problems in Induction, Requisites of effective Induction, Typical Induction Programme - Do's & Don'ts, Placement - Internal Mobility, Transfers, Employee Separations.

Unit V: Employee Growth & Development Training - Introduction of Training; Objectives and Importance of Training; Training Needs Identification. Organization Analysis; Task Analysis; Man Analysis; Training Areas Identified by Trainers; Responsibility for Training; Training Organization; Lead Time Planning; Types and Techniques of Training and Development; Objectives of Training Methods; Classification of Training Methods/Techniques; Training by Supervisors; Need and Importance of Management Development; Evaluation of Training; Reasons of Training Failure; Improving Effectiveness of Training.

SECTION B

Unit VI: Performance Appraisal - Nature, Objectives, limitations-various methods - Modern & Traditional, Multiple Person Evaluation Methods; Performance Tests & Field Review Techniques; Appraisal, Praise and Recognition; Rewards and Incentives; Promotions. HR Records, MIS HR Reports, HR Formats - Personnel Files, Attendance, Leave, Medical Records.

Unit VII: Compensation Management - Wage & Salary Administration-Introduction; Wage & Salary Administration; Theories to Determine the Wages; Classification of Wages; Machinery for Fixing Wages; Job Satisfaction, Job Evaluation; Objectives of Job Evaluation; Job Evaluation Methods; Advantages and Limitations of Job Evaluation.

Unit VIII: Employee Benefits & Incentives - Employee Benefits: Meaning, Types of Benefits & Services, Principles of Fringes, Guidelines to make benefit programme more effective; Incentive Payments : Incentive Plans, Individual Incentives, Group Base Incentive Plan, Organization wide Incentive Plans, Other Incentive schemes, Guidelines for PFP(pay for performance) systems.

Unit IX: Employee Welfare & Social Security - Employee Welfare: Importance, Agencies, Types & statutory provisions; Social Security: Introduction, Types, Social security measures / labour law provisions in India; Health & Safety: Legal provisions regarding Health & safety, Measures to promote Health & Safety, Employee Assistance Programmes, Effective safety management.

Unit X: HR Records & Research & Issues - HR Records Keeping- Process, Methods (Manual / Computerized), Types & Importance. HR Research - Areas of research, Methods of conducting Research , Uses and Importance HR Issues - Causes & Impact of : Employee Turnover, Absenteeism, Attrition & Retention, Talent Management.

Suggested Readings

1. A Text book of Human Resource Management - C. B. Mamoria & S. V. Gankar. Publication - Himalaya Publishing House
2. Personnel and human Resource management - Text & cases, P Subba Rao, Publication - Himalaya Publishing House
3. Human resource Management - P. Jyothi, Publication - Oxford University Press.
4. Human Resource Management , Ninth Edition, R.Wayne Mondy, Robert M, Noe, Publication- Pearson Education
5. Human Resource and Personnel Management - Text and cases, K. Aswathappa, Publication - McGraw- Hill Publishing co. Ltd.

Paper 4: Foundation Course in Information Technology Management

SECTION-A

Unit I: Introduction to Computers - Generation of Computers, Block Diagram, Working of Computer, Hardware and Software, Programming and Flow Charts concepts, Operating systems (MSDOS, Windows, UNIX, Linux), Networking concepts.

Unit II: Working with Computers - Introduction to Word, Excel, PowerPoint, Internet and Web (Working with Google, Yahoo, Rediff, Amazon, e-bay etc.)

Unit III: Multimedia - Introduction, Components of Multimedia: Graphics, Audio & Animation, Using Multimedia at Home, Business, Education and Entertainment, Applications in Games and Animation Industry.

Unit IV: Introduction to HTML - Basics, Text, Lists, Images, Links, Backgrounds, Tables, Frames, Forms, Meta-tags and Hexa-colors, Preparing simple web pages.

Unit V: IT Consulting - Basic concepts of business, strategy and operation; Business / Strategic Consulting: Reengineering, BPR; Operations Consulting: domain knowledge concept, domain-consulting; Cases: McKinsey, AT Kearney etc.

SECTION-B

Unit VI: IT Enabled Services (ITES) - Processes, Outsourcing Function, Call Centers; BPO's: Captive BPO's (GE and Dell) and Third Party BPO's (Infosys BPO, Wipro BOP, Mphasis, Progeon, WNS, Daksh and EXL etc); KPO's: Processes and Domain Expertise.

Unit VII: Software Engineering: SDLC: Concepts and Life Cycle, Software Testing: fundamentals and terminology; Software Quality fundamentals, Software Project Management.

Unit VIII: Enterprise Resource Planning - Concept, History, ERP Packages, Advantages and Limitations.

Unit IX: Information Security - Importance, Malicious Programs: Virus, Trojans, Worm, Logic Bomb, Antivirus: Norton, CA-eTrust, Symantec, McAfee; Cryptography and Data Encryption, Firewall, Hacking, Cyber Law's Basics.

Unit X: Trends in IT - Definitions, Conceptual Understandings and Applications of Data Mining, Data Warehousing, Knowledge Management, e-Commerce, e-Learning, e-Business and e-Governance.

Note: Students are expected to attain Working knowledge of relevant topics in Unit –II, III, IV and IX through live laboratory sessions.

Suggested Readings:

1. Management Information systems. By M. Jaiswal – (Oxford)
2. Oz- Management Information Systems 3rd Edn. (Thomson Learning Books)
3. Harry – Information & Management Systems (A.H. Wheeler)
4. A.K. Gupta – Management Information System (S. Chand & Col)
5. D. Yeats – System Analysis and Design (Macmillan)

Paper 5: Foundation Course in Accounting

SECTION –A

Unit –I: Introduction - Meaning, Scope and importance of Financial Accounting. Financial Accounting - concepts and conventions, classification of accounts, Rules and principles governing Double Entry Book-keeping system.

Unit –II: Accounting Books & Record - Meaning, Preparation of Journal, Ledger & Trial balance.

Unit III: Final Account of Joint Stock Companies - Final Accounts of Joint Stock Companies – contents, and preparation of Trading and Manufacturing, Profit and Loss Account, Profit and Loss Appropriation Account and Balance sheet with adjustment.

Unit IV: Analysis and Interpretation of Financial Statements - Meaning of financial statements, objective, utility and limitations of financial analysis, Types of financial analysis, tools and techniques of analysis, Funds Flow Analysis and Cash Flow Analysis:-concept, Simple problems on preparation of funds flow statement and cash flow statement.

Unit V: Ratio Analysis - Ratio Analysis - classification of various ratios, Reading the balance sheet and other financial data to comment on the financial soundness of the firm.

Section -B

Unit –VI: Decision Making Techniques - Management Accounting for Decision Making and Control; Cost Volume Profit Analysis; EVA and Performance Measurement.

Unit –VII: Performance Evaluation Techniques - Introduction to Budgeting and Budgetary Control; Classification of Budget; Problems on Flexible and Cash Budgets; Responsibility Accounting.

Unit –VIII: Cost Accounting - Objectives, Classification of Cost, Preparation of statement of cost, Quotations, Reconciliation of Cost & Financial accounts, Process costing, Marginal Costing, Operating / Service Costing, Contract Costing

Unit IX: New Approaches for Planning and Implementation of Control Systems - Overview, The nature and scope, Factors affecting MCS, Strategic Planning and Controls for differentiated situations

Unit X: Applications - Overview of Control in Banking and Non banking finance, Service Industry, Transnational Companies, Project management and PSE.

Suggested Readings

1. Financial, Cost and Management Accounting, Dr.P.Periasamy, 2nd Edition, Himalaya Publishing House
2. Management Control System by Sekhar, TMH, New Delhi
3. Advanced Accounts Volume II By M.C. Shukla, T.S. Grewal, S.C. Gupta S. Chand and company, New Delhi.
4. Management Accounting, Principles & Practice by Sharma R.K & Gupta S.K.
5. Management control System by Robert N. Anthony, TMH, New Delhi

Paper 6: Quantitative Decision Making

SECTION A

Unit I: Measures of Central Tendency - Arithmetic Mean, Median, Mode, Comparison of Mean, Median and Mode.

Unit II: Measures of Dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Relative Dispersion: Coefficient of Variance.

Unit III: Regression and Correlation Analysis - Regression: Method of Least Squares, Regression Coefficient, Standard Errors of Estimate. Correlation: Types, Graphical and Algebraic Method, Coefficient of Determination, Rank Correlation.

Unit IV: Time Series Analysis and Forecasting - Components of Time Series, Trend, seasonal variation, cyclic variation and irregular variation, Forecasting.

Unit V: Matrices and Markov Chains - Matrices: Concepts, Laws, Addition, Multiplication using Matrices, Inverse of Matrix, Markov Chains and its application.

SECTION B

Unit VI: Introduction to Operations Research - Definition, Characteristics, Model, Phases, Indian Companies using Operations Research Techniques, Future Scope of Operations Research Industry, Quantitative Approach to Decision Making.

Unit VII: LPP - Graphical Method - Assumptions, Formulation and Solution by Graphical Method: Feasibility Region, Unboundedness, Infeasibility, Multiple Optimum Solutions.

Unit VIII: LPP - Simplex Method - Formulation and Construction of Initial Basic Table by Simplex Method and its interpretation, Theoretical Concept of Duality and Sensitivity.

Unit IX: LPP - Transportation - Formulation and Solution by North West Corner Rule (NWC), Least Cost Method (LCM) and Vogel's Approximation Method (VAM); Optimization by Modified Distribution Method (MODI).

Unit X: LPP - Assignment - Formulation and Solution.

Suggested Readings:-

1. Business Statistics, G. C. Beri (TMH)
2. Quantitative Techniques in Management, N. D. Vohra (TMH)
3. Quantitative Methods For Business, Anderson (Thomson Learning Books)
4. Statistical methods, S.P. Gupta (S Chand)
5. Levin Richard & Rubin David - Statistics for Management (Prentice Hall of India)

Paper 7: Business Legislation

SECTION A

Unit I: Administration of law & legal system in India - Introduction to legal aspects of Business in general; Freedom of Trade, Profession and Occupation (Constitutional Provisions).

Unit II: The Companies Act (1956) - Definition & characteristics of a company, Company distinguished from partnership, Kinds of Companies, Provisions relating to incorporation, lifting the Corporate Veil.

Unit III: Memorandum of Association, Doctrine of ultra-vires, Articles of Association, Doctrine of indoor management & constructive notice, Concept of Prospectus.

Unit IV: Role & duties of promoter, Shares and Debentures - natures, kinds, transfer and transmission; Directors - Powers, position and duties.

Unit V: Winding Up of the Company - Types of Winding up- Winding up by Court, Voluntary winding up, Winding up under the supervision of court and Conduct of winding up.

SECTION B

Unit VI: The Income Tax Act, 1961 - Introduction to Income tax act -Definition of assessee, Residential status of assessee; Definition of Deduction, Rebate, Relief & Exemption; Heads of Chargeable Income for salaried.

Unit VII: Indian Contract Act (1872) - a) Definition (Sec.2) b) Essential elements of a valid contract c) Competency to enter in contracts (Sec. 11 & 12).d) Consent - Free consent, Coercion, undue influence, fraud, misrepresentation, mistake (sec 13-23).Void Agreement (sec 24-30) f) Consequences of breach of contract (sec73-75).

Unit VIII: Intellectual Property Act - Scope, Provisions & overview.

Unit IX: Information Technology Act 2000 & Cyber Law - Scope, Provisions & overview; Right to Information Act 2005.

Unit X: Consumer Protection Act - Scope, Provisions & overview.

Suggested Readings

1. Bare Acts- Govt. or Private publication
2. Mercantile Law – Shukla – 30th Ed. – S. Chand & Co.
3. Business Law- N. D. Kapoor – S. Chand & Co.
4. Company Law – Singh Avtar, 11th Ed., Eastern Book Co., Lakhnow
5. Business Law – M. C. Kuchhal, 2nd Ed., Vikas Publication House, New Delhi

Paper – 8: Financial Management

SECTION – A

Unit I: Introduction - Concept of business finance, finance function, scope, organization, Responsibilities of finance executive, Goals & objectives of financial management, Functional areas; Concept of time value of money, Compounding & discounting; Future value of single amount & annuity, present value of single amount & annuity; Practical application of time value technique.

Unit II: Sources of financing - LONG TERM: shares, debentures, term loans, lease & hire purchase, retained earnings, public deposits, bonds (Types, features & utility)

(a) SHORT TERM: bank finance, commercial paper & trade credit & bills discounting

(b) INTERNAL: Retained earnings, Depreciation policies.

Unit III: Capital structure - Concept, meaning, principles & importance. Introduction to Trading on equity, Capital gearing & leveraging, Cost of capital, Cost of different sources of finance, Weighted average cost of capital, Theories of capital structure, concept of optimal capital structure, Computation of leverages, Cost of capital and EBIT-EPS analysis.

Unit IV: Capitalization - Concept, Theories, Over capitalisation - Concept, Symptoms, causes, Consequences & remedies, Under capitalisation - Concept, causes, Consequences & remedies, Watered Stock, Watered stock Vs Over capitalisation.

Unit V: Dividend policies - Concept, determinants and factors affecting, relevance and irrelevance concept, dividend valuation models – Gordon, Walter and Modigliani-Miller models Stability of dividends – concept and significance.

SECTION – B

Unit VI: Working capital - Concept, significance, types. Adequacy of working capital, Factors affecting working capital needs, Financing approaches for working capital, Methods of forecasting working capital requirements.

Unit – VII: Capital budgeting - Nature and significance, techniques of capital budgeting –Pay Back Method, Accounting rate of return, Net Present Value and profitability index.

Unit – VIII: Financial institutions - Need, structure, policies, norms & schemes; Financing procedures, changing role of project appraisal; Overview of operations of NBFC's & Financial Institutions.

Unit – IX: Financing of small scale industry - Meaning, importance, growth of SSIs, Special financing needs and sources, issues & implications.

Unit – X: Corporate restructuring - Reasons & drivers of restructuring, Methods of restructuring-mergers, takeovers, acquisitions, divesting, spin-off, split ups, privatization, buyback & joint ventures.

Suggested Readings:

1. Financial Management by Ravi Kishore, Taxmann's.
2. Financial Management by S. M. Inamdar, Everest Publishing house, 12th Edition 2004.
3. Financial Management by Sharma & Gupta, Kalyani Publishers.
4. Financial Management by R.M. Srivastav, Kalyani Publishers.
5. Financial Accounting for Management by P. Shah- Pub, by Oxford

Semester –II

Paper 1: Organisation Behavior & Development

SECTION A

Unit I: Organizational Behaviour - The nature of organisations: Why do organisations exist? Components of organisations; Organisations as open systems, Managers in organisations, Productivity and managerial performance, Value-added managers, The manager's challenge, Organisational behaviour and the new workplace, Managing the globalisation of work, Managing human rights in the workplace, Managing developments in information technologies, Managing organisational transitions, Managing new forms of Organisation.

Unit II: Foundations of Individual Behaviour - biographical characteristics, ability, and learning

Unit III: Perception: Introduction, Halo effect, Stereotyping, pigeonholing and compartmentalisation; Self-fulfilling prophecy; Perceptual mythology; other influences on perception.

Unit IV: Attitudes and values - Attitudes, Components of attitudes, Attitudes and behaviour, Attitudes and cognitive consistency, Job satisfaction as an attitude; development Values, Sources and types of values, Patterns and trends in values, Managing values and attitudes.

Unit V: Motivation- Concepts, Theories of Maslow, Herzberg, McClelland, Porter & Lawler Model, Application of Motivation concept, Individual motivation and motivation in the organization, Cultural Differences in Motivation, Intrinsic and Extrinsic Motivation, Social Motivation, Motivation and Health, Role of motivation in human behaviour.

SECTION B

Unit VI: Foundations of group behaviour - The nature of groups: groups and teams, informal and formal groups, purpose of teams, Teams and team building: selecting team members, team roles, stages in team development, team building, team identity, team loyalty, commitment to shared beliefs, multi-disciplinary teams, Team Dynamics: group norms, decision-making behaviour, dysfunctional teams, Cohesiveness.

Unit VII: Conflict - Substantive and emotional conflicts, Levels of conflict, Sources of conflict in organisations, Symptoms of conflict Causes of conflict, Strategies for the management of conflict.

Unit VIII: Organizational Change - Nature, levels and dilemmas of change, Pressures for change, The Domino effect, Responses to change, Force field analysis, Change process, Resistance to change, Dynamics of change.

Unit IX: Organizational Development - Goals of organisational development: Principles underlying organisational development, Ethical aspects of organisational development, The process of organisational development: Action research and organisational development, Organisational development interventions: Organisation-wide interventions, Smaller group and inter-group interventions, Individual interventions.

Unit X: OD Techniques - Traditional: Grid Training, Survey Method; Modern: Process Consultation Method, Third Party, Team Building, Transactional Analysis.

Learning and Teaching Strategy

*Although the 'lecture' will provide a formal framework for each topic area, debate, discussion and participation shall be encouraged together with **case study work and group activities**.*

Suggested Readings:

1. Organisation Behaviour, Luthans 8th Tata McGraw Hill
2. Organisation Behaviour, Robbins, 9th Pearson Education Asia
3. Principal of Organizational Behaviour 4th Ed. By R. Fincham –Oxford
4. Prentice Hall India Organisational Behaviour: Human Behaviour at Work Newstrom & Davis, 10th, Tata McGraw Hill
5. Brooks I – Organisational Behaviour: Individuals, Groups and Organisation Second Edition (Prentice Hall, 2002)

Paper 2: Managerial Economics

SECTION A

Unit I: Nature and fundamental concepts and basis techniques of managerial economics - Analysis of Demand, Significance, estimation of demand; Elasticity of Demand, Techniques and Importance of Demand forecasting; Basic Mathematical Problems related to demand estimation and elasticity of demand.

Unit II: Production & Cost Analysis - Production & Production Function: Concept, Forms of production function, Law of variable Proportions, Returns to scale. Cost concept, Short term and long term cost output relationship, Cost curves, Economies of scale.

Unit III: Objectives & Equilibrium of the Firm - Market Structures- Perfect Competition, Monopoly, Monopolistic Competition & Oligopoly - kinked demand curve and cartels, Mathematical Problems on profit maximization and Price & Output determination under various market structures.

Unit IV: Pricing in practice - Cost plus pricing, incremental pricing, transfer pricing and price discrimination.

Unit V: Market failure - Concept, Symptoms and Reasons, Concept of Asymmetric Information; Market intervention by Government-Rationale for Intervention.

SECTION B

Unit VI: National Income Accounting - Concept & measurement; Determination of Income & Employment; Concept of multiplier; Inflation and Deflation, types, causes and control of inflation.

Unit VII: Macro economic policy - Monetary and fiscal- objectives and Instruments; Effectiveness of Monetary & Fiscal Policy with respect to Indian Economy.

Unit VIII: Business cycles - Concept, Causes & Impact, Measures to control Business cycles.

Unit IX: External Sector Dynamics - Justification for International Trade, Foreign Capital flows & Balance of Payment-Methods to correct Disequilibria; Exchange Rate: Fixed & Flexible; Convertibility of Rupee (Current & Capital Account).

Unit X: Economic Environment of Business - Factors determining Economic environment of Business, Present scenario of Indian Economy.

Suggested Readings:

1. Managerial Economics, P. L. Mehta, Sultan Chand & Sons, New Delhi
2. Managerial Economics, Dwidevi, TMH
3. Managerial economics in a Global economy, Dominick Salvatore, 2006, Thomson learning Press
4. Managerial Economics, Suma Damodran, 2006, Oxford University Press, New Delhi
5. Indian Economy, Mishra & Puri, 2007, Himalaya Publishing House

Paper 3: Environment Management

SECTION - A

Unit I: Introduction to Environment Management - Definition, Scope & importance, Need for public awareness- institution in environment, People in environment, Fundamentals- sustainable development, Unsustainable to sustainable development.

Unit II: Natural resources - Renewable and non renewable resources, and associated problems, Role of an individual in conservation of natural resources; equitable use of resources for sustainable life cycles; Preserving resources for future generation, the rights of animals.

Unit III: Ecosystem - Concept of an Ecosystem, understanding ecosystems, ecosystem degradation, resource utilization; Structure & functions of an ecosystem-producers, consumers and decomposers; Ecological succession; food chains, food webs and ecological pyramids; Ecosystem types - characteristics features, structure and functions of forest, grassland, desert and aquatic ecosystems, Industrial Ecology and Recycling Industry.

Unit IV: Environment legislation - Environmental (protection) Act, The water (prevention and control of Pollution); The wild life protection Act; Forest conservation Act; Issues involved in enforcement of environmental legislations; Environment Impact Assessment; Environmental Auditing; Clearance / Permission for establishing Industry.

Unit V: Human population & environment - Global population growth, variations among nations. Population explosion, Family welfare Programmes-methods of sterilization; Urbanization, Environment & human health-climate and human health, infectious diseases, water related diseases, risk due to chemicals in food, Cancer and environment. Human rights -Equity, Nutrition and health rights, intellectual property rights (IPRS), Community biodiversity registers (CBRs); Value education - environmental values, valuing nature, valuing cultures, social justice, human heritage, equitable use of resources, common property resources, ecological degradation; HIV/AIDS; Women and children Welfare; Information technology in environment and human health.

SECTION - B

Unit VI: Air Pollution:- Definition Air pollution, causes, effects & control, Green house effect, pollution: Vehicles, Industry households, Global warming, Ozone layer depletion, effects & remedies, Role of individual and institution in preventions of Air pollution; **Soil Pollution:-** Definition soil pollution, causes, effects & control, Surface condition, texture, contents. Forest, Afforestation, Plantations, pollution due agricultural patterns, chemical fertilizers & Pesticides; Run-off, grazing desertification; **Waste land Management:** - causes, effects and control measures of urban and industrial waste; Role of individual and institution in preventions of Soil pollution.

Unit VII: Water and marine Pollution - Definition water pollution, causes, effects & control; Management of water: Hard & Soft water, contaminants, Acid Rains; Pollution by sewerage, industry runoff degradation due to biological changes; Sea water pollution & degradation of Marine; Role of individual and institution in preventions of water & marine pollution.

Unit VII: Noise, Thermal & Nuclear Pollution - Definition of Noise pollution: Sources or Causes effects and control. Definition of thermal pollution; Causes, effects & control; Definition of nuclear pollution; Radiation; Causes, effects & control, Nuclear accidents; Role of individual and institution in preventions of Noise, thermal and nuclear pollution.

Unit IX: Biodiversity - Introduction- biodiversity at genetic, species and ecosystem levels; Bio-geographic classification of India; Value of diversity- Consumption use value, Productive use value, Social, Ethical, Moral, aesthetic and optional value if diversity; India as mega-diversity nation, Hotspots of biodiversity; Threats to bio-diversity-habitat loss, poaching of wildlife, man-wild life conflicts; Common endangered and endemic plant and animal species of India; *Insitu and Exsitu* conservation of Biodiversity.

Unit X: Social issues and environment - Construction of dams: problems and concerns of resettlement, rehabilitation of affected people; Conservation: energy, water, forest, soil, strategies for conservation; Environmental ethics- issues and possible solutions, resource consumption patterns and need for equitable utilization; Equity disparity in western and eastern countries; Urban and rural equity issues; Need for gender equity; Public awareness-Using an environmental calendar of activities, Self initiation.

Students be exposed to at least one local field visit to document on the Ecosystem Structure, Pollution sites, Decertified areas, Environmental Research Institute such as NEERI etc. The field notebook maintained by the student would be evaluated as a part of internal assessment at the end of the session.

Suggested Readings

1. A text book of environmental by K M Agrawal, P K Sikdar, S C Deb", published by Macmillan
2. Environment management by N K Uberoi", published by Excel Books
3. Environment management by Dr. Swapan Deb", published by Jaico Publishing House.
4. Environmental Management by S K Agrawal", published by A.P.H. publishing Corporation.
5. Environmental Studies by Rajagopalan- Pub. By Oxford.

Paper 4: Business Research

SECTION A

Unit I: Introduction - Meaning, Objectives and Types of research, Research Approach, Research Process, Relevance & scope of research in management.

Unit II: Research Design - Features of good Design, Types of Research Design, Basic principles of experimental Design, Use of advanced technology in Research Design, Role of Research analyst.

Unit III: Sampling Design - Steps in sample Design, Characteristics of a good sample Design, Probability & Non Probability sampling.

Unit IV: Measurement & scaling techniques - Errors in measurement. Test of sound measurement, Scaling and scale construction technique.

Unit V: Methods of data collection - Primary data – questionnaire and interviews; Collection of secondary data; Use of computer and Information technology in data collection.

SECTION B

Unit VI: Collection and Processing data - Field work, Survey Errors, Data coding; Editing and Tabulation.

Unit VII: Analysis of data - Analysis of Variance; Advanced Data Analysis Techniques- Factor Analysis, Cluster Analysis, Discriminant Analysis, Conjoint Analysis, Multi Dimensional Scaling.

Unit VIII: Testing of hypothesis - Procedure for hypothesis testing; Use of statistical techniques for testing of hypothesis.

Unit IX: Interpretation of data - Techniques of Interpretation, Report writing, Layout of a project report, preparing research reports.

Unit X: Research in management - General management, Small business innovation research (SBIR), Research in functional areas – marketing, finance, HR and Production, Software Application in SPSS.

A Survey based mini-project should be undertaken by the students to orient them about basics of research.

Suggested Readings:

1. Zikmund : Business Research Methods, (Thomson Learning Books)
2. Marketing Research, G C Beri third edition (McGraw Hill)
3. Dwivedi – Research Methods in Behavioural Science (Macmillan)
4. Bennet, Roger : Management Research, ILO, 1993
5. Salkind, Neil J. : Exploring Research, (Prentice – Hall, 1997)

Paper 5: Specialisation – I: Paper- I

Paper 6: Specialisation – I: Paper- II

Paper 7: Specialisation – II: Paper -I

Paper 8: Specialisation –II: Paper- II

Semester –III

Paper 1: Applied Operations Research

SECTION - A

Unit I: Game Theory - Terminology, Game Models, Two Person Zero Sum Games and their Solutions, Graphical Method, Algebraic Method, Arithmetic Methods, Methods of Matrices.

Unit II: PERT/CPM I - Rules of Network Construction, Network Analysis (Forward Pass, Backward Pass, Critical Paths and Floats).

Unit III: PERT/CPM II - Resource Analysis and Allocation (Crashing), Probability in PERT, PERT vs. CPM.

Unit IV: Replacement I - Replacement Policies: Equipment Deteriorate Gradually, Time Value of Money Considered.

Unit V: Replacement II - Equipment Fail Suddenly (Group Replacement), Staff Replacement.

SECTION - B

Unit VI: Sequencing - Introduction, Terminology & Assumptions, Processing 'n' jobs through 2, 3 and 'm' machines.

Unit VII: Simulation I - Introduction, Simulation Process, Monte Carlo Simulation, Generation of Random Numbers, Queuing Model [M/M/1: (∞ /FCFS)], Simulation of Queuing System.

Unit VIII: Simulation II - Simulation of Inventory System, Simulation of Investment Problems, Advantages and Disadvantages of Simulation, Applications of Simulation.

Unit IX: Dynamic Programming - Concept, Dynamic Programming & Resource Allocation, Dynamic Programming vs. Linear Programming.

Unit X: Application of Computer in ORT - Introduction, Packages, Practical Use of these Packages.

Suggested Readings:-

1. Introduction to Operations Research- Hillier & Liberman – McGraw Hill
2. Quantitative Techniques in Management by N. D. Vohra – Tata McGraw Hill
3. Operations Research - Paneersevam – Prentice Hall of India
4. Operations Research – J. K. Sharma - McMillan
5. Operations Research – Hira and Gupta – S. Chand & Co.

Paper 2: Entrepreneurial Development

SECTION A

Unit I: Entrepreneurship - Creativity and Innovation, Relationship with the Economic Development, Barriers to Entrepreneurship (Factors affecting Growth of Entrepreneurship), Theory of Achievement Motivation, McClelland's Experiments, Women Entrepreneur's.

Unit II: Entrepreneurship Trends - Strategic Management, Forms of Ownerships, Franchising, Mergers and Acquisitions, Types of Entrepreneurship, Career Planning, Choice of Entrepreneurship as a Career, Cases from Indian Industry.

Unit III: Business Idea - Identifying & Developing Entrepreneurial Potential, Business Ideas Generation Process, Evaluation of Business Idea.

Unit IV: Business Plan - The ED Cycle, Building the Business Plan, Venturing an Enterprise, Financial Considerations (Cash Flow Management, Financial Plan, Business Plan).

Unit V: Entrepreneurial Support Systems - Activities of SIDBI, EDI, NIESBUD, DIC, NABARD Government policy, Agency supporting entrepreneurial development Industrial estates.

SECTION B

Unit VI: Location and Layout Decisions - Location decisions for Manufacturing, Retail and Services Business, Layout and Design Considerations, Build, Buy or Lease Decisions.

Unit VII: Entrepreneurship in India - Entrepreneurship Development in India: Issues and Opportunities, Small-Scale Sector in India, The NGO Factor in EDP-INDIA Corporate Social Responsibility (CSR): NGO's in India, Social Responsibility of Entrepreneurs, CSR.

Unit VIII: The Industry and Ancillarization Entrepreneurship & Industry, Ancillarization, Ancillarization in India, Ancillaries & Industrial Development, Ancillary Opportunities in different Economic Sectors: Agro Industries, Logistics, BPO, Banking and Finance, Sub-contracting System, Supplier Organization Network Global Aspect of Entrepreneurship.

Unit IX: Financial incentives - Backward area benefits, Schemes for educated unemployed, Fiscal incentives, Procurement of industrial equipment, marketing support.

Unit X: Entrepreneurial behaviour - Techno economics innovation and entrepreneurship, Socio-psychological factors influencing entrepreneurship development.

Suggested Readings:

1. Entrepreneurship 6 th edition. Robert D Hisrich , Tata McGraw-Hill.
2. Kuratko- Entrepreneurship – A Contemporary Approach, (Thomson Learning Books)
3. Small-Scale Industries and Entrepreneurship. Desai, Vasant (2003). Himalaya Publishing House, Delhi.
4. Chary – Business Gurus speaks (Macmillan)
5. S.S. Khanka – Entrepreneurial Development (S. Chand & Co.)

Paper 3: Strategic Management

SECTION – A

Unit I: Strategic management - Introduction to strategic management, Strategic decision making, Strategic management process; Difference between Policy, Strategy and Tactics.

Unit II: Strategic Intent - Vision, Mission & goals, Preparation of Vision & Mission Statement; Organisational objectives, Hierarchy of objectives & strategies, setting of Objectives.

Unit III: Internal & Resource analysis - SWOT analysis, Resource analysis- a) Organisation capabilities & competitive advantage b) Value chain analysis; Concept of synergy -Core competency, Competitive analysis - Interpreting the five forces model, Competitors analysis

Unit IV: External analysis - Environment analysis a)Components of External environment b)Components of Internal environment c)Environmental scanning. **Industry Analysis** a) A Framework for industry analysis b)Michael Porter's Analysis c)Usefulness of industry analysis.

Unit V: Strategy Formulation (Case study) - Corporate level strategy: A) Growth-Concentration, Horizontal, Vertical, B) Diversification- Concentric, conglomerate. C) Expansion through Cooperation; Merger, Acquisitions, Joint ventures & strategic alliances D) Stability -Pause/proceed with caution, No change, Profit strategies. E) Retrenchment –Turnaround, Captive Company Strategy, Selling out Bankruptcy, Liquidation.

SECTION – B

Unit VI: Business Level strategy & Functional level strategy - A) Business Level strategy- Competitive advantage, Low cost strategy, Differential strategy and Focus strategy, B) Functional level strategy - Operations strategy, Marketing strategy, Financial strategy, Human Resource strategy.

Unit VII: Portfolio Approach & analysis - a)Portfolio analysis, advantages & disadvantages, b)BCG Matrix c) General Electric's Business Screen, d)Life cycle or Arthur D Little matrix, e) Balance scorecard.

Unit VIII: Global strategy - Reasons for globalization, Global expansion strategy, International Portfolio Analysis; Market entry strategy, International strategy & competitive advantage.

Unit IX: Strategic Implementation - 7 s framework- (separate variables in details), Strategic Business Unit (SBU), Merits & Demerits of SBU; Leadership, Power & organisation culture.

Unit X: Strategic evaluation, Control & continuous Improvement - Establishing strategic evaluation & control; The quality imperative: continuous Improvement to build customer value, Fundamentals of Six sigma approach for continuous improvement.

Suggested Readings:

1. Strategic Planning & Formulation of Corporate Strategy, V S Ramaswami, S Namaumari, Publication- Macmillan, India.
2. Strategic Management ,9 th Edition – John A Pearce II, Richard B Robinson, Jr Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.
3. Crafting & executive strategy -14 th edition, Arthur A. Thompson Jr, A.J. Strickland III, Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.
4. Management Policy & strategic Management – R.M. Srivastava Publication – Himalaya Publishing House.

5. Global Strategic management – Kamel Mellahi, J. George Frynas, Paul Finlay Publication- Oxford University Press, New Delhi.

Paper 4: Business Ethics & Corporate Governance

SECTION A

Unit I: Ethics - An introduction, Concept of ethics, Values & Ethics – Meaning & Types of Values, Ethical Action–Morals, Morality, Moral development pyramid, Beliefs, Religiousness and Law.

Unit II: Ethical Decision Making - Normative Framework –Principle of personal benefit, Principle of Social Benefit, Principle of Neutralization, Categorical Imperative, Principle of Duty, Principle of Justice and Principle of Lawfulness. Approaches / Theories of ethics – Gandhian Approach, Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory, Aristotle’s Virtue based ethics and Narrative based ethics – Case studies on inspirational life stories of individuals.

Unit III: Business Ethics - Ethics in Business – Myth & Reality, The Indian Business scene, Ethical Concerns, LPG & Global trends in business ethics, Business ethics rating in India.

Unit IV: Organizational Ethics - Organizations& Organisation culture, Types of Organization, Corporate code of ethics – Formulating, Advantages, implementation Professionalism and professional ethics code.

Unit V: Business & Society - Business & its stakeholders, Social Responsibility – Concept of CSR, Public Policy approach & role of NGO, Environmental Ethics – concerns, issues & case studies.

SECTION B

Unit VI: Corporate Governance - Objectives , issues, features, Corporate Governance codes – Cadbury report, CII recommendations ,Corporate Governance for public sector, Corporate Governance & Investment – ethical investing, Insider trading, Case studies – Tata Finance, Enron case & UTI case.

Unit VII: Ethical Issues in Marketing - Introduction; Principles of Ethical Marketing; Ethical approaches to buyer- seller relationship; Ethics in Pricing; Ethics in product labeling and packing; Ethics in dealership decision; Ethics in promotion; Social and Ethical criticism of Advertising & Media, Ethics in Marketing research; Green Marketing; Alcohol and Tobacco Promotion.

Unit VIII: Ethical Issues in HRM - The Ethical Organisation in the Boundary less World Ethics in Recruitment and Selection, the Employment Interview, Nepotism. Occupational Testing and Psychometric Instruments: an Ethical Perspective; Ethics and Equality – Gender Bias, Sexual Harassment, Discrimination, Affirmative Action HRM and Employee Well-Being - Civil Liberties, Flexible Working Patterns, Presenteeism and the Impact of Long Working Hours on Managers, Dichotomy, Professional Loyalty The New Pay: Risk and Representation at Work; Conditions of Worth and the Performance Management Paradox; Employee Participation and Involvement.

Unit IX: Ethical Issues in IT - Ethical Issues in IT & ITES – Privacy, Accuracy, Accessibility, Property, Security Threats, Computer crimes & Preventing it, Software Piracy & Hacking, Internet Crimes & Computer Abuse, Ethics for IT Professionals & Its users. Ethics in Intellectual Property Rights, Designs, Patents, Trademarks, Copyrights.

Unit X: Ethical Issues in Industry - Ethical issues in Production management Services, Product Design, Features, Quality standards, Safety, Obligation to inform consumer, Ford Pinto case; Ethics Audit – Formal committees, Auditing Process.

Suggested Readings:

1. Business Ethics – Concept & Practice - B. H. Agalgatti & R. P. Banerjee – (Nirali Publication)
2. Ethics in Business & Management - R. P. Banerjee (Himalaya Publication)
3. Business Ethics. by Crane – Pub. By Oxford Press
4. Corporate Governance & Business Ethics – (Text & Cases), U. C. Mathur, Macmillan India Ltd.
5. Business Ethics, C S V Murthy, Himalaya Publishing House

Paper 5: Public System Management

SECTION A

Unit I: Introduction - Understanding the state of the economy, Government & public welfare, Concept of Public Goods & services, Concept of Public System, Role of Government in Public System, Types of Public system, Weaknesses & Issues of the Public System in India.

Unit II: Public Enterprise Management - Objectives and Roles of Public Enterprise, Organizational Forms and Working of the Board of Management, Public Enterprise Policy and Reform Measures, Marketing Problems of Public Enterprises; Cases: Western Coalfields Limited (WCL), MECL, MOIL and MSEB etc.

Unit III: Energy Management - Organisation for Energy Management: Goal setting in Energy Management; Energy crisis, energy use Patterns and scope for Conservation; Energy Audit, Energy Pricing; Non conventional sources of energy; Utilization of solar energy; Biomass as a source of energy; The option of Nuclear energy in the developing countries; Case: Suzlon.

Unit IV: Water Resource Management - Objectives and organization of water resource Management; Optimization techniques for water resources projects; Scientific utilization of Agriculture water; irrigation projects; Water crisis management flood and droughts; Water harvesting; Problem relating to supply and timely use of water in cities and towns. Cases: Jalswaraj by Govt. of India, Sardar Sarovar, Bhakra Nangal and Maharashtra Jivan Pradhikaran.

Unit V: Management of Education System - Education as Development Priority; Education and Economic growth; International Comparisons; Strategies of Development of Education System; Concept of Investment in Man; Systems of Education in India: Formal, informal, Primary, Secondary and Higher Education; Cases: Ivy League, Yale, IIT's and IIM's.

SECTION B

Unit VI: Management of Telecommunication systems - Role of Telecommunication; Effects of technology and scale on cost of service, Organization, management and financing in Telecommunication; Mobilizing resources for expansion, Impact of Telecommunications on rural development, Cases: BEL, C-DOT, DoT, BSNL and Telecom Commission.

Unit VII: Health Systems Management - System analysis and system dynamics in health care; Health system: Characteristics, Planning methodologies, Goals and functions; Strategic management in health care; Quantitative foundations of health services management; Case: NHS (UK).

Unit VIII: Public Infrastructure Management-1 - Definition; Local, Regional, State and Federal Agencies responsible for infrastructure development and their role in Regional Planning Process; The role of Civic Organizations and Private Sector; Overview of the Infrastructure Management Process.

Unit IX: Public Infrastructure Management-2 - Organizational Studies and Infrastructure Developments from Road Transport, Railways, Power, Airports and Shipping Ports like PWD, MSRDC, Central Railway, DLF, GMR, GVK, TATA Energy and Reliance Energy etc; Profile Study: RC Sinha (Mumbai-Pune Expressway), T. Chandrashekhar (Administrative Reforms), S. Sreedharan (Konkan Railway), Vilasrao Salunkhe (Pani Panchayat) and MS Swaminathan (Gender Divide) etc

Unit X: Emerging Trends - Privatization, Public Private Partnership (PPP) - concept, Role of PPP in development of Public systems, Strengths & weaknesses of privatization & PPP; PPP Agreements in India; Infrastructure scenario in Nagpur: SEZ, MIHAN, MADC, NIT, NMC (SETU), MRSAC (Maharashtra Remote Sensing Application Center) etc.

Suggested Readings

1. "Ideas that have Worked" by Department of Administrative Reforms and Public Grievances, 2004, Penguin / Viking, New Delhi
2. "Infrastructure Management: Design, Construction, Maintenance, Rehabilitation, Renovation." Hudson, Haas, and Uddin, McGraw-Hill, 1997
3. Bureau of Public Enterprises. Public Enterprises Survey, 1994-95, New Delhi, 1996
4. Donglass, C. "Energy Technology Handbook". McGraw Hill, New York. 1977
5. Chaturvedi, T.N. (ed) "Training in Public Administration: The changing Perspectives". 1989. The Indian Institute of Public Administration, New Delhi
6. Chaturvedi, M.C. and Rogers P. "Water Resources Systems Planning: Some Case Studies for India. Indian Academy of Sciences, Bangalore, 1995.

7. Tilak, J B G. "The Economic of Inequality in Education". 1987. Sage, New Delhi.
8. "India's Rural Telephone Network". 1981. New Delhi
9. Indian Council of Medical Research. "National Conference on Evaluation of Primary Health Care Programmes, 1980, ICMR, New Delhi.
10. Ramaiah, J.J. "Health Programme Management Through PERT". 1979. Abhinav, New Delhi.

Paper 6: Project Management and Quality Management

SECTION A

Unit I: Introduction to Project Management - Concepts of Project and Project Management; Project Life Cycle, Project Stakeholders; Organizational Influences.

Unit II: Project Management Standard - Processes, Process Groups, Process Interactions and Process Mapping.

Unit III: Knowledge Areas I - Process Flow Diagram; Plan, Direct, Manage, Monitor, Control and Close a Project.

Unit IV: Knowledge Areas II - Scope; Time Management: Activity Sequencing, Resource and Duration Estimation; Cost vs. Quality Management in Projects.

Unit V: Procurement and Risk Management - Planning Purchase and Contracting; Select Sellers; Contract Administration and Closure; Qualitative vs. Quantitative Risk Analysis; Risk Monitoring and Control.

SECTION B

Unit VI: Introduction to Quality Systems - Overview of quality, history of quality, competitive advantage, industrial perspective, total quality system, Taguchi "Loss Function" concept; Statistical Process Control: Process Control Chart calculations, Extraction of information, Capability Index, Individual and Moving Range Charts, Implementation of Statistical Process Control, Control Charts for Attributes, Numerical.

Unit VII: Problem solving techniques for Quality Management - Pareto Analysis, Ishikawa (Cause/Effect) Diagrams, Failure Modes and Effects Analysis, Brainstorming, Program for Quality Improving, Contributions: Deming and Juran.

Unit VIII: Strategic Quality Management - Total Quality Management (TQM), Implementation of TQM, Reliability Health and Safety: Defining Reliability, Product Life Characteristic Curve, Reliability Function, Reliability Engineering. Classification of Hazards, Codes of Practice, Company Safety Statement.

Unit IX: Quality Techniques - Indian Quality Standards, Japanese vs. American Techniques, KAIZEN, Six Sigma: Design, Measure, Analysis, Improve and Control Phases; TOYOTA WAY.

Unit X: Standards and Certifications - ISO 9000, ISO 14000, BS 7799 ISMS, TS; Agency Inspection Services: BSI (UK), VDE (GERMANY), NSAI (IRELAND), UL (US), MHSA (US) and BIS (INDIA); NABCB: National Accreditation Board for Certification Bodies; BVQI: Bureau Veritas Quality International and TÜV.

Suggested Readings

1. Project Management, A Managerial Approach, Meredith and Mantel, John Wiley and Sons, Fifth Edition, 2003. Course Text.
2. The New Project Management, J. Davidson Frame, Jossey-Bass, 1994.
3. The Management and Control of Quality: J.R. Evans, W.M. Lindsay: West Publishing Company 1996, ISBN0314472851
4. Introduction to Quality Control: Kaoru Ishikawa; Chapman and Hall 1992 ISBN 0412435403
5. Introduction to Statistical Quality Control; D.C. Montgomery, John Wiley & Sons, ISBN 047108459x

Paper 7: Specialisation – I: Paper- III

Paper 8: Specialisation – II: Paper- III

Semester –IV

Paper 1: Specialisation – I: Paper- IV

Paper 2: Specialisation – I: Paper- V

Paper 3: Specialisation – I: Paper- VI

Paper 4: Specialisation – II: Paper- IV

Paper 5: Specialisation – II: Paper- V

Paper 6: Specialisation –II: Paper- VI

Project Work (From the Specialisation Subjects offered)

Guidelines for Project Work

Objective

Every student will be assigned a project at the end of the Third Semester and it will be pursued by him/her under the supervision of an internal supervisor. The objective of the Project Course is to help the student develop his/her ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical frame work.

Type of Project

The Project may take any one of the following forms:

- i) Comprehensive case study (covering single organization/multifunctional area problem, formulation, analysis and recommendations)
- ii) Inter-organisational study aimed at inter-organisational comparison/ validation of theory/survey of management services.
- iii) Evolution of any new conceptual / theoretical framework.
- iv) Field study (Empirical study).
- v) Software analysis, Design and solutions for organisational achievement (Applicable to IT)

Selection of Project Topic:

- o Project topic has to be selected with respect to the programme of study and area elected by the student.
- o Title of the project should clearly specify the objective and scope of the study. It should be specific and neither too vague nor centralistic. The topics should be designed meticulously. It can be designed like “Employee Welfare Measures” – A case study of XYZ Ltd.
- o Project selection has to be made in consultation with the supervisor who will act as a Project guide for the student.

Scope of Work

The student is expected to carry out following activities in the project:

- *Prepare a synopsis and get it approved by the supervisor as assigned by the respective Institutes.*
- *Undertake a detailed literature survey on the subject matter.*
- *Make relevant data collection/observation.*
- *Consult experts of the field.*
- *Visit related organizations/institutions/industries.*
- *Compile data in proper format.*
- *Make proper conclusion/recommendations.*
- *Prepare a Project Report.*
- *The volume of the project-report should be ranging from 80-120 pages.*

- Obtain approval of Project Report by project guide
- Submit four copies hard copies and one soft copy of the Project Report at the Institute, which shall forward it to the University.
- Submission of the Project Report shall be prior to the date of the commencement of the Examinations for the Fourth Semester.
- The date of the submission of the project report will be communicated to the Institutes by the University.

General Format of the Report

The project report should preferably be written in the following format:

- Executive Summary
- Introduction to topic
- Research Methodology
- Analysis and Findings of the study
- Conclusions and Recommendations of the study
- Bibliography
- Appendices – to include questionnaire, if any

Examination and Evaluation

Project is to be treated as a paper of study of the Fourth semester comprising of 200 marks. The external assessment shall be done on the basis of the project report and Viva Voce. The student shall be required to make a Presentation & appear for a Viva Voce to the External Supervisor who would be appointed by the University.

The Project shall be evaluated by an External faculty for 200 marks and of which 100 marks will be allocated to the Written Report Content and Presentation and 100 marks for Presentation, Viva Voce and Open Defense.

The evaluation shall be made by the examiner on the following criteria:

For Written Report:

- | | |
|---|-----|
| • Relevance of topic and the study undertaken | 30% |
| • Theoretical depth and support | 20% |
| • Quality of work undertaken | 30% |
| • Preparation of Project Report | 20% |

For Presentation, Open Defense and Viva Voce:

- | | |
|---|-----|
| • Overall Personality And Presentation Skills | 50% |
| • Open Defense & Viva-Voce | 50% |

Specialisation Subjects for Semester -II, III, & IV

GROUP A: MARKETING MANAGEMENT

Paper I: Advertising & Integrated Marketing Communication

SECTION A

Unit I: Marketing Communication - Introduction to Marketing Communication Concept; Elements of Marketing Communications; Unifying the Appeal and the Message across the promotion-mix components.

Unit II: Integrated Marketing Communication - Role of IMC in Marketing and Brand Management; How Marketing Communication Work; Setting IMC objectives.

Unit III: Communication and Branding - Marketing Communications Functions, Brands, and Integrated Marketing Communication, Integrated Marketing Communication Partners and Industry, Organisations; Using Advertising and Promotion to Build Brands; Brands and Stakeholder Relationships; Basic Marketing Communication Strategies for Building Brands; Integrating the Brand Communication Process; Customer Brand Decision Making.

Unit IV: Research Methods and Application - Role and Relevance of Research in Communication; Types of Research and the Research Process; Advertising Research; Positioning Research, Target Market Research, Pre-test Research and Audience Research.

Unit V: Integrated Marketing Communication and Micro-Marketing - Segmenting, Targeting, and Positioning. Data-Driven Communication; fostering word-of-mouth; Opinion Leaders, Reference Groups

SECTION B

Unit VI: Creating, Sending, and Receiving Brand Messages-Integrated Marketing, Communication Creative Concept and Messages; Message Execution; Integrated Marketing Communication, Broadcast, Out-of-Home, Product Placement Media; Internet and e-Commerce Media; Integrated Marketing Communication Media Planning.

Unit VII: Sales Promotion in Integrated Marketing Communication-Consumer Sales Promotion and Packaging; Channel Marketing; Trade Sales Promotions and Co-Marketing; Personal Selling; Direct Marketing; Trade Shows, Events, Sponsorship and Customer Service.

Unit VIII: Advertising Concepts and Principles-Principles and Concept of Advertising; Evolution and History of Advertising; Relevance of Advertising in IMC-mix, Overview of the Advertising Scene in India; Social and Economic impact of Advertising; Account Management - Agency operations, Pitching Mechanism in Advertising, Client-Agency Interface and Advertising Budget

Unit IX: Public Relations and Corporate Communications-Public Relations Concepts and Principles, Theories of PR, Laws and Ethics in PR; Strategic PR management, Crisis Communication and Management, Principles and Concepts of Corporate Communications (CC), Emerging Market Scenario, Corporate Communications Strategies, Media Relations

Unit X: The Big Picture-Social, Legal and Ethical Issues in IMC; International Marketing Communication; Multicultural Marketing Communications; Effectiveness, Measurements, and Evaluations of Integrated Marketing Communication

Suggested Readings:

1. Integrated Marketing Communications, Pickton, D. and Broderick, A. - Prentice Hall.
2. Principles of Advertising and IMC, Duncan, Tom. - McGraw Hill.
3. Using advertising and promotion to build brands, Blyth, J. -Pearson
4. Advertising management by Jethwaney -Pub by Oxford.
5. Building the Indian Brand, Kapoor -MacMillan

Paper II: Brand Management

SECTION A

Unit I: Product Management - Basic concepts, Product management process, Product planning system, Product line decision.

Unit II: Product Portfolio - Portfolio concept, Logic for portfolio approach.

Unit III: Overview of the Brand Management Framework - What is a Brand? Why do Brands Matter? Can anything be branded? What are the strongest Brands? Branding challenges and opportunities, The Brand equity concept, Strategic Brand Management Process; Customer-Based Brand Equity Making a Brand Strong: Brand Knowledge; Building A strong Brand: The four steps of brand building, Brand-Building Implications.

Unit IV: The Value of Branding - Product positioning concept, Perceptual mapping, Brand Positioning and Values - Identifying and Establishing Brand Positioning, Positioning Guidelines, Defining and Establishing Brand Values, Internal Branding.

Unit V: Tools for Measuring the Sources and Consequences of Brand Equity - Developing a Brand Equity Measurement and Management System- The Brand Value Chain, Designing Brand Tracking Strategies, Establishing a Brand Equity Management System; Measuring Sources of Brand Equity- Qualitative Research Techniques, Quantitative Research Techniques; Measuring Outcomes of Brands Equity: Capturing Market Performance, Comparative Methods, Holistic Methods.

SECTION B

Unit VI: Building and Borrowing Brand Identity - Choosing Brand Elements to build brand equity- Criteria for choosing the brand elements, Options and Tactics for Brand Elements; Integrating Marketing Communications to Build Brand Equity-Information Processing Model of Communications, Overview of Marketing Communication Options, Developing Integrated Marketing Communications Programs; Leveraging Secondary Brand Knowledge to Build Brand Equity- Conceptualizing the Leveraging Process, Country of Origin and other Geographic Areas, Channels of distribution , Co- branding, ,Licensing, Celebrity endorsement, Sporting , Cultural, or Others Events, Third Party Sources.

Unit VII: Global Brand Expansion - Managing Brands over Geographic Boundaries and Market Segments- Rationale for Going International, Advantages of Global Marketing Programs, Disadvantages of Global Marketing Programs , Standardization Versus Customization, Global Brand Strategy , Building Global Customer- Based Brand Equity.

Fighting Generics And Private Labels, Brand Extensions - Designing and Implements Branding Strategies- The Brand Product Matrix ,Brand Hierarchy, Designing a Branding Strategy.

Unit VIII: Brand Architecture - Managing Brands over Time- Reinforcing Brands, Revitalizing Brands, Adjustments to the Brand Portfolio.

Unit IX: Branding Licensing - Introducing and Naming New Products and Brand Extensions-New Products and Brand Extensions, Advantage of Extensions, Disadvantages of Brand Extensions , Understanding How Consumers Evaluate Brand Extensions, Evaluating Brand Extension Opportunities.

Unit X: Closing Perspective - Strategic Brand Management Guidelines, What Makes a Strong Brand? Special Applications, Future Brand Priorities.

Suggested Readings:

1. Strategic Brand Management: Building, Measuring, and Managing Brand Equity (Second ed.).Keller, Kevin L. (2003), Upper Saddle River, NJ: Prentice Hall.
2. Strategic Brand Management: Creating and Sustaining Brand Equity Long Term Kapferer, Jean-Noël (1997), (Second ed.), London: Kogan Page.
3. The Brandgym: A Practical Workout for Boosting Brand and Business.Taylor, David (2003), Chichester, UK: John Wiley & Sons.
4. Brand Positioning: Strategies for competitive Advantage by Sengupta, Tata McGraw-Hill
5. Aaker D, Managing brand equity

Paper III: Retail Management

SECTION A

Unit I: Introduction to Retail Management - Retail & Retailing – definitions, Meaning of Retail Mix, Growth of Retail Industry, Factors responsible for changes in retailing, Challenges & Opportunities to Retail Industry.

Unit II: Store Retail Formats - Independent/ Stand alone outlet, Convenience Store, Supermarket, Discount Store, Off-price retailer, Department Store, Corporate chains, Consumer co-operatives, Shopping malls, Hypermarkets, Catalogue showroom, Franchising.

Unit III: Non-store Retail Formats - Multi-Level marketing, e-tailing, Tele-shopping, Automatic Vending Machines, Direct Mail Marketing.

Unit IV: Retail Planning - Retail Planning Process, Retail Finance, Location Selection Decision, Lay-out Planning.

Unit V: Studying Consumer Behaviour & Other Related Issues in Retailing -Understanding Consumer Behaviour, Cultural & Social Group influence on Consumer Purchase Behaviour, Consumerism & Ethics in Retailing.

SECTION B

Unit VI: Strategic Issues in Retailing - Development of Retail Brand, Implementation of CRM, Retail Pricing, Financial Implications of Retail Strategy, Retail Supply Chain.

Unit VII: Merchandise Management - Merchandise Mix, Category Management, the concept of SKU, Assortment Planning Process, Vendor Management & Buying System.

Unit VIII: Store Management - Store Operations Management, Store Design- Interiors & Exteriors, Customer Services, Store Profitability, Retail Display, Visual Merchandising, Floor Management.

Unit IX: Retail Promotion - Planning Retail Promotions, Store Events & Sales Promotion, Retail Advertising.

Unit X: Technology in Retailing - Applications of IT in retailing, Coding Systems, RFID- Retail Applications.

Suggested Readings:

1. Retail Management – Suja Nair, Himalaya Publishing House.
2. Retail Marketing Management – David Gilbert – Pearson Education.
3. Retailing Management – Levi Weitz- Tata McGraw Hill Publication
4. Retailing Management by Bajaj –Published by Oxford.
5. Retailing Management – Text & Cases – Swapna Pradhan - Tata McGraw Hill Publication

Paper IV: Rural Marketing

SECTION A

Unit I: Introduction to Rural Marketing - Meaning, Scope, definition & importance, Rural versus urban mindsets, Growth of rural markets, Basic differences between rural, semi urban and urban markets.

Unit II: Rural Market Research & Profile of Rural Consumer - Research, Location for Conducting Research, Classification of Rural Consumer based on economic Status, Profile of Rural Consumer, Rural Consumer Behaviour.

Unit III: Rural Market Segmentation - Basis of Market Segmentation, Multi-Attribute Segmentation.

Unit IV: Classification of Markets - Regulated Market, Defects/Problems of Regulated Market, Role of Regulated Markets on Marketing of Agricultural Produce, Significance of Regulated Markets to Agriculturists.

Unit V: Rural Communications - Rural Communication, Role of Media in Rural Markets, Conventional Media, the Main Problems in Rural Communication.

SECTION B

Unit VI: Rural Marketing Strategies - Product Strategies, Pricing Strategies, Distribution Strategies, Production Strategies, Methods of Sale, Hatha System, Private Negotiations, Quotations on Samples, Dara and Moghum Sale Methods, Open Auction Method.

Unit VII: Sales Force Management For Rural Marketing & Marketing Agencies - Managing the Sales Force, Sales Force Management in Rural Marketing, Prevalence of Beoparis and Arahatis (Rural Mandi's, APMC's, etc.).

Unit VIII: Role of Government in the Development of Agricultural Marketing - Government Intervention in Marketing System, Role of agencies like, Council of State Agricultural Marketing Boards, (COSAMB), State Trading, Cooperative Marketing, Types of Cooperative Marketing Societies, Cooperative Processing, National Agricultural Co-operative Marketing Federation (NAFED), National Co-operative Development Corporation (NCDC), Public Distribution system (PDS), Food corporation of India, Directorate of Marketing and Inspection (DMI), National Institute of Agricultural Marketing (NIAM), Self help Groups (SHG's).

Unit IX: Agricultural Credit and Crop Insurance - Agricultural Credit Policy, Institutional Agreements for Agricultural Credit, Crop Insurance, Agricultural Insurance.

Unit X: Role of IT in Rural Marketing - Infrastructure, Importance & Scope, Modern techniques for rural distribution. Case Study of ITC's "e-choupal" Initiative

Suggested Readings

1. Rural marketing - Rajagopal
2. New perspectives on rural marketing - Ramkishan Y
3. Rural Marketing in India - K S Habeeb Rahman (Himalaya Publishing)
4. Rural Marketing in India by R. V. Bedi, (Himalaya Publishing)
5. Integrated Rural Development - R. C. Arora (S. Chand & Co.)

Paper V: Marketing Of Services

SECTION A

Unit I: Concept of services - What is services, Reasons for the growth of service economy, Goods Vs Services, Competitive trend in new millennium, Future of service sector.

Unit II: Service - Nature & characteristics and strategies, Characteristics of services, Intangibility, Inseparability, Variability, Perishability, Heterogeneity, Ownership, Marketing Mix and strategies in Service Marketing, Product decisions, pricing strategies, Promotion of services, Placing or Distribution methods of services, People Physical Evidence, Process, Service vision & Strategies: Includes Advertisements, Branding, Packaging of Services.

Unit III: Service Quality - Impact of service Quality, Approaches to service Quality, Ten original dimensions of Service Quality, How to improve service Quality, Service quality information systems, Benchmarking and certification.

Unit IV: Service Consumer Behavior/Customer Retention & Relationship Marketing - CB-Services, Facts & Importance of CB in services, Evolution of Relationship Marketing, Enhancement of Internal & External relationships, Customer Retention (Operations, Delivery System).

Unit V: International Marketing of Services - Elements of Global Transnational, International Branding & Advertising, Industry Globalization drivers, Problems connected to Marketing, 10-P models of Global Strategies Management.

SECTION B

Unit VI: Elements of customer services and identifying them - Marketing challenges in services business; Classification of services; End user, Profit orientation, Services tangibility, People based services, Expertise.

Unit VII: Rural Marketing - Rural India as an untapped market, Characteristics of rural marketing (Large in size, Scattered, Seasonal, Irregular demand, Backwardness, Low exposure to modern world etc.) Product mix for rural market - Marketing of manufactured consumer goods as well agricultural inputs in rural market; Pricing strategy according to economic backwardness & other influences in rural areas; Physical distribution & problem of poor infrastructure

Unit VIII: Marketing of Services - Marketing of Insurance & Banking Services, Concepts of Insurance & Banking Services, Marketing mix of Insurance & banking services, Insurance & bank marketing in Indian perspective, Marketing of Hotel & Tourism Services, Concept of Hotel & Tourism Services; Market mix of Hotel & Tourism services, Hotel & Tourism marketing in Indian perspective; Marketing of Transport and Consultancy Marketing- Introduction, Concept, Users, Consumer Profile, Marketing Mix elements for marketing of Transport and Consultancy Marketing.

Unit IX: Role of IT in Services- Introduction to ITES (Captive / Third Party BPO's and KPO's) and CRM (e-CRM, CRM in Banking and Financial Services)

Unit X: Legal issues- Taxation

Suggested Readings

1. Services management & Marketing - D.Balajee -S.Chand and company
2. Services Marketing by Govind Apte Jha -Publisher: Oxford university Press.
3. Services Marketing by S.M.Jha -Publisher Himalaya Publishing Company.
4. Services Marketing integrating customer Focus acrbayoss the firm by Valarie A. Zeithaml -Publisher: McGraw Hill.

Paper VI: Sales and Distribution Management

SECTION A

Unit I: Nature and scope of sales management- Nature of personal selling, Role of the sales force, setting and formulating personal selling objectives, Sales forecasting methods.

Unit II: Designing sales force strategy and structure- Recruiting and selecting sales personnel, determining the kind of salespeople, determining size of the sales force; **Training salespeople: Developing** and conducting sales training programmes, Defining training objectives, deciding training content, selecting training method.

Unit III: Compensating salespeople- Designing and administering compensation plans, Types of compensation plans and requirements of a good compensation plan; **Motivating salespeople:** Meaning, Need gratification and motivation, Interdependence and motivation, Motivation and leadership.

Unit IV: Supervising and evaluating salespeople- Setting standards of performance, Quantitative and qualitative performance criteria, Controlling salespeople through supervision.

Sales meetings: Planning and staging sales meetings, National, regional, local sales meetings.

Sales contests: Specific objectives, Contest prizes contest duration, Promotion, Objections to sales contests.

Unit V: Designing territories- Sales territory concept, Revising sales territories procedures for setting up or revising sales territories, Assignment of sales personnel to territories; **Sales quotas:** Objectives of sales quotas, Types of quotas and quota-setting procedures, administering the quota system.

SECTION B

Unit VI: Sales control and cost analysis- Sales audit, Sales analysis, Marketing cost analysis, Purpose and techniques.

Unit VII: Sales organization- Purpose, Setting up a sales organization, Basic types of sales organization structure ; **Sales department relations-** Coordination of personal selling with other marketing activities, Sales and advertising, sales and marketing information, sales and service, sales and physical distribution.

Unit VIII: Channel management and channel strategy- Determination of channel objectives, Determining coverage and support requirements, Distribution logistics.

Unit IX: Warehousing- Types of warehouses, Factors affecting warehousing choice, Inventory decisions, Transportation decisions, types, Legal issues.

Unit X: Distribution planning, costs and control- Functions of intermediaries (wholesaler & retailers), Selection and motivation of intermediaries, Need, criterion and establishing objectives for intermediaries;

Control issues- Major cost centres in distribution, Establishing standards for control, Controlling channel members and tools for control; Cases and recent articles and reports should be discussed in the class.

Suggested Readings

1. Principles of Marketing- Kotler, P & Armstrong G, Prentice Hall Inc.
2. Sales Management- Chunnawalls, S A, Himalaya Publishing House
3. Physical Distribution Management- Kulkarni, M V, Everest Publishing House
4. Marketing Management – V S Ramaswami & S Namkumari, Macmillan India Ltd
5. Sales & Distribution Management by Krishna K Harvadkar -publisher: McGraw Hill.

GROUP B: FINANCIAL MANAGEMENT

Paper I: Corporate Taxation

SECTION A

Unit I: Definition of Income & Assesse, Previous year, Assessment year, Gross total income, Total taxable income, Residential status, Agricultural income.

Unit II: Distinction between capital and revenue receipts; Income from Business & Profession (excluding professional income) Income from capital gains and income from other sources relating to company assessee only.

Unit III: Income from capital gains and income from other sources relating to company assessee only.

Unit IV: Income exempt from tax, Tax rebates, Deductions relating to company assessee only. Set off & Carry forward of losses, TDS, Self assessment tax, Filing of return.

Unit V: Tax Planning - Concept, Tax Planning with reference to setting up of new business, Financial management decisions & Employees remuneration.

SECTION B

Unit VI: Special features of Indirect tax levies - All pervasive nature, contribution to Government revenues; instruments of planning, Development and fiscal performance; Constitutional provisions authorizing the levy and collection of duties of central excise, Customs and central sales tax.

Unit VII: Central Excise Laws - Basis of chargeability of duties of central excise- goods, Manufacture, Classification and valuation of excisable goods- specific issues and case studies; Assessment procedure, Exemption, Payment, Recovery and refunds of duties.

Unit VIII: Central sales tax - Scope of levy of Central Sales Tax; Inter-State sale, Sale outside a State and sale in the course of import and export-basic principles; Registration of dealers and determination of taxable turnover.

Unit IX: Service Tax - Provisions of law and procedures; VAT - concept, Applicability, Procedures involved and implications of the VAT.

Unit X: Customs Laws - Nature of customs duty, Types of customs duty, Classification for Customs and rate of duty, Valuation for customs duty, Provisions regarding baggage, Courier, Postal articles and stores.

NB: Numerical shall be based on Unit II & Unit III only.

Suggested Readings:

1. Ahuja, G. K. & Gupta, Ravi, Systematic Approach to Income Tax. Allahabad, Bharat Law House.
2. Datey V. S.: Indirect Taxes, Taxmann Publications, New Delhi
3. Bhagwati Prasad, Direct Taxes Law & Practice, Wishwa Prakashan.
4. Kanga, J. B. and Palkhivala, N. A., Income Tax, Bombay, N. M. Tripathi.
5. Singhanian V. K., Singhanian Kapil, Singhanian Monica, : Direct Taxes Law and Practice, Taxmann Publications, New Delhi.

Paper II: Project Planning & Financial Strategies

SECTION - A

Unit I: Project Management - (a)Planning: Generation & Screening of project ideas, Market & Demand Analysis, Technical Analysis, Financial estimates & projections(b) Financing: Intermediate & Long term financing, Appraisal of term loans by Financial Institutions.

Unit II: Risk Analysis in Capital Budgeting - Sources & perspective of risk, Sensitivity analysis, Scenario analysis, Breakeven analysis, Miller Model, Simulation analysis, Decision tree analysis, Corporate risk analysis, Managing risk, Project selection under risk, Risk analysis in practice.

Unit III: Capital structure & Value of firm - Assumptions & definitions, NI approach, NOI approach, Traditional Position, MM position, Taxation & capital structure, Trade off theory, Signaling theory.

Unit IV: Working Capital Management - Estimating working capital, cash cycle analysis, Working capital finance from banks.

Unit V: Mergers & Takeovers - Introduction, Motives, Categories, Financial evaluation, Economic value added & market value added Taxation aspects.

SECTION B

Unit VI: Leasing, Hire-purchase & Project Finance - Types of leases, rationale for leasing, Mechanics of leasing, Operating lease, Leasing as financial decision, Hire-purchase arrangement, Choice between leasing & hire purchase, Project finance, Lease Vs borrow & buy evaluation.

Unit VII: Management of Cash - Motives of holding cash, factors determining the cash balance, Managing the cash flow, Cash budget, Reports for control, Cash collection & disbursement, Options for investing surplus funds & strategies for managing surplus funds, Models- The Baumol model, The Beranek Model, The Miller-Orr Model.

Unit VIII: Management of Receivables - Credit policies, Evaluating the debtors, Credit analysis & decision, Credit terms & collection policies, Control of accounts receivables, Heuristic approach

Unit IX: Corporate Valuation - Adjusted book value approach, Stock & debt approach, Direct comparison approach, DCF approach, Cash flow forecast, Continuing value, Firm value, 2 stage, 3 stage approach, inflation & asset revaluation, EVA & MVA approach.

Unit X: Performance measurement & balance score card - Rationale, Financial measures, Non financial measures, Balance score card, Part system, performance excellence awards, Divisional performance measurement, Strategic performance measurement, Memorandum of understanding.

Suggested Readings:

1. Financial Management- Ravi Kishore, Taxmann's, New Delhi.
2. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi
3. Financial Management - Theory & Practice by Prasanna Chandra, TMH Publishers 2004
4. Financial Management-I.M. Pandey, Vikas publishing house, New Delhi.
5. Financial Management & Policy - V. K. Bhalla - (Anmol Publication, New Delhi)

Paper III: Indian Financial System

SECTION A

Unit I: Components of formal financial system, Functions, Financial system design, Nature and role of financial institutions and financial markets, financial system and economic growth, Pre and post reform scene in financial markets.

Unit II: Money Markets - Treasury Bills and types, Commercial papers, Commercial bills, Certificate of deposit, Call / Notice money market, Money market intermediaries, Money markets and monetary policies in India, overview of money markets.

Unit III: Capital Markets - History of Indian capital markets, Capital market scams, Reforms in capital markets, Primary Markets - free pricing, book building, Private placements, Secondary Markets - Organization, membership, and management of stock exchanges, Listing, trading, clearing and settlement mechanism, Listing categories, BSE, NSE, OTCEI, ICSEI, measures to boost liquidity in the secondary market, reforms in secondary markets and its impact, Internet trading.

Unit IV: Debt Markets - Introduction, History of Indian debt market, Debt market participants, Primary and secondary segment, The private Corporate debt market, The public sector undertaking bond market, The government securities Market, Issuance mechanism - auction, sale, private placement; Trading system, SGL A/c, PD system, steps to develop debt markets.

Unit V: Financial Regulation - SEBI - Management, powers and functions, Investor protection measures, achievements, JPC on SEBI; RBI - objectives, organization, role.

SECTION B

Unit VI: Financial Services - Meaning, need and importance, Miscellaneous Financial services: Factoring, Securitisation of debt, Plastic money, Venture Capital, Credit rating.

Unit VII: Merchant Banking - Origin and development of merchant banking in India scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t. Merchant bankers

Unit VIII: Mutual funds and AMCs- concept, origin and growth of mutual funds, constitution & management of MFs - Sponsors, Trustees, AMCs, and custodians; Classification of mutual fund schemes, advantages and disadvantages in mutual fund schemes, NAV and pricing of mutual fund units; State of mutual funds in India.

Unit IX: Depository - Introduction, Concept, depository participants, functioning of depository systems, Demat, Remat, process of switching over to depository systems, benefits, depository systems in India, SEBI regulation.

Unit X: Derivatives Market - Introduction, Markets in India, Forwards and futures – Concept, Terminology, Pricing, Future trading strategies; Options– types, salient features, Margins applicable, Terminology, Pricing; Derivatives trading in India.

Suggested Readings

1. Financial Markets & Services E. Gordon & K.Natarajan 2007 Himalaya Publishing House
2. Banks & Institution Management (A new Orientation), 2006, Vasant Desai, Himalaya Publishing House
3. Indian Financial System by M Y Khan Tata McGraw Hill
4. Indian Financial System by Bharti V. Pathak, Pearson education
5. Capital management, V.A.Avadhani, 2007, Himalaya Publishing House

Paper -IV: International Financial Management

SECTION A

Unit I: Financial Management in global context - Concept, functions, emerging challenges, recent developments, Role of Finance Manager in Global context, objectives of the firms and impact of risk, Constraints to maximization of value of firm. Indian Economy & International Finance

Unit II: Foreign Exchange Market Components - Defining Forex markets & the exchange rates; Exchange Rate Mechanism, Spot and Forward Rates, direct & indirect rate; Quoting Foreign Exchange Rates- Spot Rate, Forward Rate, Cross rates and Problems from Exchange rate calculations.

Unit III: Activities in Foreign Exchange Markets - Introduction, Forward contract & option forwards, Hedging, Speculation, Arbitrage, Interest rate Arbitrage-covered & Uncovered, Swaps-characteristics & uses, Indian Forward market.

Unit IV: International Monetary System - Exchange Rate Regimes, Emergence and Functions of IMF; India's Foreign Exchange Market; Exchange Market; Exchange Dealers; RBI and Exchange Market; Exchange Rate System in India; Floating Vs. Fixed Exchange Rates.

Unit V: Foreign Exchange Risk Exposure its & management - Meaning of exposure, Types, Causes of changes, Translation & Transaction Exposure, Economic & operational exposure- meaning & its impact on exporter & importer , Currency & interest rate risk, Country Risk management.

SECTION B

Unit VI: Management of Long term International financing - Concept of Foreign Investment – Direct & Portfolio, Commercial Borrowings, GDRs, ADRs, Euro Issues, ECBs, Syndicated Credit, Yankee Bonds, Alpine Convertibles, Europe Medium Term Notes; Government guidelines for – borrowings, ECBs, Portfolio Management.

Unit VII: Management of Short term International financing - Objectives of short term financing, Short term sources of finance for MNCs, Introduction to short term market-Domestic vs. International money market, International forfeiting, international leasing, Euro Currency market, Asian Currency Market; Petro - Dollar Market.

Unit VIII: International Capital Budgeting - Concept, Basic inputs for project evaluation, Problems associated with multinational capital budgeting, Evaluation of a project using various methods. Risk Evaluation. Exchange Rate variations, inflation & expected cash flows; Short term Asset & liability management:-Positioning of funds, International Cash management, Accounts & Inventory management in MNCs.

Unit IX: Capital structure of MNCs - Introduction, Debt vs. Equity financing, Cost of Capital & International Financial Environment, Market efficiency & segmentation, Optimal Financial structure-theory of optimal capital structure, global vs. local capital structure, Ownership, capital structure & the dilemma of finance manager.

Unit X: Multinational Tax Environment - Important types of taxes that MNCs face, theoretical foundations of international taxation, tax treaties & tax heavens; Indian Tax environment: Incentives for earnings in Foreign exchange, Tax implications of activities of foreign enterprises-taxation of transactions & operations, double taxation relief, transfer pricing.

Suggested Readings:

1. International Financial Management, A.K.Seth, Galgotia Publishing Company.
2. International Financial Management P.G.Apte, Tata McGraw-Hill
3. International Finance, Thomas J. O'Brien, Second edition, Oxford University Press.
4. International Financial Management, Sharan, Prentice-Hall
5. Multinational Financial Management, Shapiro, Prentice-Hall

Paper-V: Security Analysis and Investment Management

SECTION A

Unit I: Investment Basics - Definition, Measures of return and risk – historical rates calculation, Expected rates, required rate of return, risk free rate of return, Investor life cycle and investment goals, Investment options available and their comparison, Portfolio management process.

Unit II: Fundamental analysis - Concept, process, Economy analysis, sector analysis, company analysis; Individual stock and bond analysis – information sources, Tools and techniques of fundamental analysis, business cycle and industry analysis. Analysis of growth companies

Unit III: Efficient capital markets - Need, EMH – forms, tests and results, Implications of efficient capital markets; Dow Theory, Random walk Hypothesis, Indian Markets and Efficiency.

Unit IV: Markowitz portfolio theory - Risk and return for one security, two security and portfolio. Efficient frontier, Investor utility

Unit V: Capital Market theory - Background, risk free asset, the market portfolio; capital asset pricing Model, systematic and unsystematic risk, CML, SML; Arbitrage pricing theory – empirical test of APT, Stability of beta.

SECTION B

Unit VI: Technical Analysis - Assumptions, advantages and challenges; Tools and techniques for analysis; basic types of charts, candle stick charts, moving averages and MACD analysis.

Unit VII: Security Valuation - Valuation of common stock, goodwill, preferred stock and bonds. Fair value of shares, DCF valuation techniques, Relative valuation models Earnings multiplier model; P/E ratio – uses, implications and limitations.

Unit VIII: Equity Portfolio Management - Passive vs. Active, value vs. growth, Asset allocation strategies – Integrated, strategic, Tactical, Insured; Selecting appropriate allocation.

Unit IX: Derivatives - Using the derivatives in your portfolio, Future and Options trading strategies, risk management using the Derivative products, Determining the extent of insurance, Cost and benefit implications.

Unit X: Evaluation of Portfolio performance - Concept, Measures available – Treynner, Sharpe, Jensen, performance attribution analysis, Measuring market timing skills, Evaluation of Bond portfolio performance, Strategies of great masters.

Suggested Readings

1. Investment Analysis and Portfolio Management by Prasanna Chandra, Tata McGraw Hill Publishers 1/E, 2002
2. Security Analysis and Portfolio Management, V.A.Avadhani, 2007, Himalaya Publishing House
3. Investment Science, David G.Luenberger, Oxford University Press.
4. Financial Management, R.P.Rustagi, Galgotia Publication House.
5. Investment – William Sharpe (PHI)

Paper-VI: Principles & Practice of Banking and Insurance

SECTION A

Unit I: Principles of Banking - Definition of bank, creation of money, Present structure of commercial banking system in India, Brief history; functions, Working during 1947-1990 and thereafter, Forms of banking – unit banking, branch banking, Group banking, Chain banking, Satellite and affiliate banking, Correspondent banking, Managerial functions in banks.

Unit II: Management of deposits and Advances - Deposit mobilization, Classification and nature of deposit accounts, advances, Lending practices, types of advances, principles of sound bank lending, preparation of reports, credit plans, Planning customers, Limits of credit, Security.

Unit III: Investment management - Nature of bank investment, Liquidity and profitability, preparation of cheques, bills, endorsements, government securities, Documents of title off goods railway receipt, bill of lading, Book debts, securities government and commercial.

Unit IV: Management of Finance - Bank Accounts, Records, Reports, Statement of advances, Evaluation of loan applications, P/L A/c, balance sheet and statutory reports regarding cash revenue; ALM and NPA Management

Unit V: Fee based and fund based services provided by banks - Fee based Vs. Fund based services, Types of fee based services offered, Mechanism of operation of these services, Merchant banking services – issue management, underwriting, loan syndication etc.

SECTION B

Unit VI: Insurance Basics - Insurance Vs. other savings and investment options, tax benefits under insurance policies, life cycle needs including solutions, matching of customer needs and requirements to available products, Comparison between different products offered vis-à-vis chargeable premium and coverage, Including proposal form and other relevant forms, policy contract.

Unit VII: Life Insurance Products - Traditional and Unit linked policies, individual and group policies, with profit and without profit policies, Different type of insurance products – whole life products, interest sensitive products, term assurance annuities, endowment, assurance.

Unit VIII: Medi-Claim and health insurance products - Different types of products available in the market, Salient features, Tax treatment, Operations and other procedures involved in claim settlement.

Unit IX: General Insurance Products - Different types of products available in the market, Salient features, Tax treatment, Operations and other procedures involved in claim settlement, other specialty products.

Unit X: Regulation in the Industry - Role of IRDA in regulating the industry, the salient features of KYC and AML Act, Performance evaluation of the regulation in the insurance industry in India.

Suggested Readings

1. Principles of Bank Management by Vasant Desai, Himalaya Publishing house, Delhi
2. Basics of Banking & Finance, Dr.K.M.Bhattacharya, Himalaya Publishing House
3. Banking Theory, Law & Practice, Gorden & Natrajan, Himalaya Publishing House
4. Banking Theory & Practice, Dr.P.K.Shrivastava, Himalaya Publishing house, Delhi
5. Insurance & Fisk Management , Dr.P.K.Gupta Himalaya Publishing House

GROUP C: HUMAN RESOURCE MANAGEMENT

Paper I: Group & Organisational Effectiveness

SECTION A

Unit I: Introduction - Definition and Meaning, Scope, Importance, limitations of O.B., Foundations of O.B., Models of O.B., Key elements in O.B. Approaches to O.B. (a) Human resource approach (b) Contingency approach (c) System approach (d) productivity approach.

Unit II: Learning - Definition & Meaning; learning explicit and tacit knowledge, principles, learning curves, learning styles, Theories of learning.

Unit III: Motivation and Morale - Nature and importance of motivation, theories of motivation (a) Maslow (b) Herzberg (c) Aldefefer (d) McClelland (e) Vroom theory, cases on motivation and its application, Morale and work performance, Model of Morale (esprit de corps) surveys.

Unit IV: Personality and Perception - Determinants of personality, Types of personality, Theories of personality, Perception & O.B., Managing the perception process, Components of attitudes, formation of attitudes, changing attitude, emotional intelligence, spiritual intelligence, Johari Window, Stress: Causes, effects, stress management techniques.

Unit V: Transactional Analysis - Ego states and their identification, Types of Transactions, Cases on T A.

SECTION B

Unit VI: Group and Team Dynamics - Nature of teams, types of teams, benefits from teams, types of groups, group development, determinants of group behaviour Teams vs. Groups.

Unit VII: Power & Conflict - Power dynamics, sources of power, power tactics, nature of conflict, types of conflict, Conflict process, levels of conflict, conflict resolution, cases on power & conflict.

Unit VIII: Leadership - Importance of leadership, Leadership styles and their implications, Theories of leadership (a) Trait approach (b) behavioral approach (contingency approach).

Unit IX: Organizational Culture - Innovation, Meaning and Definition, Effects of culture, Creation of culture, Innovation in organization, Innovation process, cases on culture & innovation.

Unit X: Organizational Change & Development - Nature of change, causes for change, Types of change, change process, Resistance to change, Force field theory of change, Dominos effect, OD - Pre-requisites for OD, OD Interventions, Organisational effectiveness.

Suggested Readings:

1. Organisational Behaviour -Fred Luthans, McGraw- Hill Publishing co. Ltd.
2. Organisational Behaviour - Robbins, Prentice hall of India
3. Organisational Behaviour -Koontz, McGraw- Hill Publishing co. Ltd.
4. Organisational Behaviour - K. Aswatthappa, Himalaya Publishing House.
5. Human Resource Research Methods by Bhattacharya -Oxford.

Paper II: Performance Management & Compensation

SECTION A

Unit I: Job Evaluation / Grade Structure - a. Purpose and Methods of Job Evaluation, Ranking Systems, Job Classification / Grading method, Points System, Factor Comparison Method, Packaged Point Plans, Implementation; b. Job Analysis; Nature/Use, Methods, Job Identification Summary, Relationships, Responsibilities and Duties, Writing Job Specifications and Descriptions - Judgmental and Statistical Methods.

Unit II: Compensation Planning - Concepts, Nature and objectives of Compensation, Wages, Wage Fixation, Wage differentials, legal Status of Wages (basics), Wage Plans - Rowan /Halsey.

Unit III: Wages - Variable Compensation and Supplementary Compensation - Perks, Fringe Benefits, Pay for Performance - Incentives.

Unit IV: HR Accounting - Introduction, Cost of Recruitment, Remuneration, Investments in Organisational HR, Return on Investment in HR.

Unit V: Competency Mapping/Workflow Mapping - Concept, Practical Application, Implementation

SECTION B

Unit VI: Performance Management System - Introduction, Objectives, Tools, Methods of PA, Graphic Rating Scales, BARS, Alternation Ranking, Forced Distribution Method, Critical Incident Method, MBO, Assessment Centers, Group Appraisal; 360 deg Feedback, Appraisal Interview;

Performance Planning and Potential Appraisal – Trait Based, Behavior Based and Result Based, Pitfalls.

Unit VII: Career Management - Career Development Plan - Employee's and Employer's Role, Career Anchors, Nature of Careers, Career Problems – Low ceiling Careers, Career Mapping, Career Counseling, Succession Planning.

Unit VIII: HR Scorecard / Balanced Scorecard - Introduction, Concept, Structure, Practical Application.

Unit IX: Ancillary Topics - Goal Setting, Promotions and Transfers; Separations- Retirement, VRS, Deputation, Death, Retrenchment, Pink Slips.

Unit X: Models and Cases - Constructing and developing models of PMS, Competency Mapping, Career Plans, Employee Manual / PPP Handbook.

Suggested Readings

1. Human Resource Management, by Snell / Bohlander Publication – Thomson
2. Compensation by Milkovich & Neman, 8 th edition. Publication – McGraw -Hill
3. Human Resource Management, by Gary Dessler Publication – Thomson
4. Accounting Practices in HRM by M. Kolay
5. Managing Human Resources by Monappa Publication – Macmillan

Paper- III: Training & Development Practices

SECTION A

Unit I: Human Resource Demand & Supply - Demand Analysis, Models & Techniques of manpower demand forecasting, Status of existing manpower, Requirement of manpower in relation to Technological advancement, Sources of supply of manpower.

Unit II: Training and Development - What is training? Nature of training, Significance of training, Importance of training, Scope & Objectives of training, Benefits of training, Philosophy of training.

Unit III: Training Need Analysis - Identification of training needs, Environment for training, Areas of training, Responsibilities for providing training, Training Calendar, Facilities for training.

Unit IV: Training Design - Perspectives for Designing Training, Designing a training programme, Objectives, components and methods of training designs, Training Process, Training of trainers (TOT).

Unit V: Training Methods and Techniques - Approaches to Training, On the Job Training & Off the Job Training, Training Methodology – Case Study, Management Games, Brain Storming, Role Play, In- Basket exercises, Group Discussion; Teaching aids and techniques, Audio-visual aids, Cross cultural training.

SECTION B

Unit VI: Skills of an Effective Trainer - Communication skills, Knowledge, Training styles, Power of Body Language, Developing creativity.

Unit VII: Evaluation of Training - Feedback from participants, Measurement of training effectiveness, Types of evaluation techniques, Evaluation of trainers and facilities for training.

Unit VIII: Audit of Training Programme - Cost of training, Input-output ratio in relation to effectiveness, Productivity, HRD Audit.

Unit IX: Management Development Programmes - Concept & Importance of MDP's, Steps in MDP's, Methods and Techniques of MDP's, Prospective pitfalls, Effectiveness Audit.

Unit X: Training in Indian & International Organisation - National Perspective regarding current training and development practices, International Perspective, **Projects** – Evaluation of Training Modules presently being undertaken in various organizations.

Suggested Readings

1. Personnel Management and Human Resources – N.C. Jain & Saakshi (Allied Publisher)
2. Effective Human Resource Training and Development Strategy – Dr. B. Rathan Reddy Publication –Himalaya Publication House
3. Human Resource and Personnel Management – Text and cases, K. Aswathappa, Publication - McGraw- Hill Publishing co. ltd

4. Human Resource Management , Tenth Edition, Gary Dessler, Publication- Pearson Education
5. Human Resource Management , Ninth Edition, R.Wayne Mondy, Robert M, Noe, Publication- Pearson Education

Paper-IV: Industrial Relations & Labour Regulations

SECTION A

Unit I: Industrial Relation - Definition and concept of industrial relation, basic facts, scope, aspects & ideologies of Industrial relations, Approaches to Industrial relations.

Unit II: Industrial Democracy- (A) COLLECTIVE BARGAINING, definition, importance, types ,prerequisites of effective collective Bargaining & Collective Bargaining in India; (B) WORKERS PARTICIPATION: Concept & meaning, Aims & objective, Forms & levels of participation, conditions essential of working of the scheme.

Unit III: Grievances & Disputes - Nature & causes, settlement machinery, social obligations, Industrial Disputes, causes, remedial & prevention measures. Consequences of Industrial disputes on Industry & Society, Significance of Peace & Harmony to Industrial Productivity & progress

Unit IV: Labour Welfare & Social Security Concept - Meaning & scope, Labour welfare & welfare officer in Indian Industry, his role, perceptive, limitations, role perception and role performance, New challenges & expectations, Training of welfare officers; Aims of social security measures, methods of providing social security, benefits to workers-social assistance and social insurance, origin and growth of the idea of social security

Unit V: Labour Legislations & ILO - Nature, Scope, character growth & development of labour legislation In India, Legislation & the constitution of India; Constitution, working & impact of ILO on Labour Legislations in India, ILO convention & recommendations

SECTION B

Unit VI: Normative Labour Legislations - Factories Act, 1948, Bombay shop & Establishment Act 1948, PULP Act 1971.

Unit VII: Wage Legislation - Minimum wages Act, Payment Of wages Act 1936, Payment of Bonus Act 1965.

Unit VIII: Industrial Relations Legislations - Trade Union Act 1926, Industrial Employment standing order Act 1946, Bombay Industrial Relations Act, Industrial Dispute Act 1947.

Unit IX: Social Security Legislations - Workmen's compensation Act, Employees state Insurance Act 1948, Provident Fund Act 1952 and Payment of Gratuity Act 1972.

Unit X: Functions & Working Of Offices Attached To Labour Ministry - Directorate -General of Employment & Training; Labour Bureau; Welfare Commissioners; Various committee constitute by the Government of India (Ministry Of Labour).

Suggested Readings

1. Dynamics of Industrial Relations by Mamoria & Mamoria - Publisher: Himalaya Publishing House.
2. Industrial Jurisprudence & Labour Legislation by A.M. Sarma, 9 th revised edition - Publisher: Himalaya Publishing House
3. Labour Laws --- Taxman's
4. Essentials of Human Resource Management & Industrial Relations by P. Subbha Rao - Publisher: Himalaya Publishing House.
5. Industrial Relations by C. S. Venkata Ratnam - Publisher: Oxford University Press.

Paper-V: Human Resource Development Strategies and Systems

SECTION A

Unit I: Introduction - Field of HRD: A multi dimensional and new concept, Goals and challenges, Objectives and determinants, Approaches to HRD.

Unit II: Issues in HRD - Strategy for HRD: Diversify in work force, exit strategy, competitive advantage and relationship management; Human Resource Planning for diversification, expansion, mergers, acquisitions and takeovers.

Unit III: Comparative Study of Various HR Disciplines: Comparative study of Human Resource Development, Human Resource Management, Human Capital Management and Personnel Management, case studies.

Unit IV: H.R.D. Culture and Strategies - HRD culture and practices, Subculture, subsystem, problem, Strategies for adapting changes in external environment, propagation of culture through HRD, Case studies.

Unit V: HR Information System (HRIS) - Objectives, Concept, significance, limitations, steps in HRIS, Process and application in HRIS, Study of HRIS models.

SECTION B

Unit VI: HR System Design - HR System Design: Principles and Practices, Machinery and Sub systems of HR system Design, HRD intervention.

Unit VII: HRD in India - Recent Scenario and Changes, HRD Barriers in India, Case study.

Unit VIII: Skill Enhancement Techniques - Total Quality Management (TQM), Knowledge Management, H.R. Restructuring, Reengineering, Quality Circles.

Unit IX: HRD In Different Sectors: - HRD Organizations, Government Agencies and their role in HRD, Rural development through HRD, Emerging Sectors: I.T. and I.T.E.S.

Unit X: H.R. Accounting, Research And Audit - HR accounting and Audit: Need, significance and techniques, HR Valuation, H.R. Research process: Importance and difficulties in HR research.

Suggested Readings

1. Human Resource and Personnel Management, by K Aswathappa, Publisher: Mc-Graw Hill.
2. Strategic Human Resource Management, by Tanuja Agrawal, Publisher: Oxford University Press.
3. Personnel and Human Resource Management: Text and Cases, By P. Subba Rao, Publisher: Himalaya Publishing House.
4. Knowledge Management and the Role of HR by Chris Harman, Publisher: FT Prentice Hall
5. HR Interventions in the Global Competitive Regime: Strategies for Leadership by Charles Xavier, C.S. Adhikary and Ramana Murty, Publisher: Excel Books

Paper-VI: Global HRM Scenario & Practices

SECTION A

Unit I: Introduction - Introduction, objectives and scope of international HRM, cultural and reality shock.

Unit II: International HRM Models - Concept, Poole's adaptation of Harvard Model, the Brewster and Bournois Model, case study.

Unit III: Comparative Employment Policy - Concept, significance, convergence theory, Marxist theory, the cultural approach power Distance (PDI), Uncertainty avoidance (UAI), Individuality (INV), Masculinity (MASC).

Unit IV: Social Environment and Staffing - Concept, Social environment and HR practices, Staffing: International recruitment, selection, training and hiring policies, Staff retaining and motivating techniques, case study.

Unit V: Cultural Literacy and HR Information System in Global Business - Cultural awareness: essentials, advantages, cultural skills for co-operative advantages, HR information system: Concept, limitations and Uses, Designing of HRIS, Computerized skill inventories.

SECTION B

Unit VI: Business Management of Global Companies - Characteristics of global companies, Difference between domestic and global companies, H.R. strategy planning for global organizations, HRM approaches in global companies.

Unit VII: Developing Global Managers - Global literate leader: concept, essential qualities, communication and interpersonal Relations, Training, Career development, succession planning, managerial stimulation's; case study.

Unit VIII: HRM in Europe And Japan - Background of Europe, the institutions of the European Community (E.C.): the council of ministers, the commission, the court of justice, the parliament, the social charter, E.C. legislation procedure, case study; Japans Employee management: Introduction, lifetime employment, characteristics, importance, limitations, the seniority wage system, relevance of Japanese Management in Indian Context, case study.

Unit IX: The American Approach To HRM - Scientific Management, Behavioral and humanistic psychology, organic theories of management, the practice of HRM in American organizations, encouragement of union avoidance, transforming unionized industrial relations, case study.

Unit X: International Compensation - Principles of International Compensation, Methods and practices of International Compensation, International Compensation and employee satisfaction, case study.

Suggested Readings:

1. Strategic Human Resource Management by RANDALL S. SCHULER and SUSAN E JACKSON Publisher:Blackwell Publishing,
2. Human Resource Champions by Dave Ulrich, Publisher: Harvard Business School Press.
3. International Human Resource Management by Randall Schuler & Dennis Briscoe, (Routledge Global Human Resource Management Series
4. International Human Resource Management by Monir Tayeb, Publisher: Oxford University Press.
5. Corporate HRD by Biswajeet Pattanayak, Publisher: Excel Books

GROUP D: INFORMATION SYSTEM MANAGEMENT

Paper -I: Database Management Systems

SECTION-A

Unit I: Introduction to Database Management System - DBMS (Database Management System), FMS(File Management System), FMS Versus DBMS, Over view of DBMS, DBMS Model, DBMS Architecture.

Unit II: Database Design - Design Consideration, Decomposition, Functional Dependency, Normalization, 1NF(First Normal Form), 2NF(Second Normal Form),3NF(Third Normal Form),BCNF(Boyce-Codd Normal Form) (First Normal Form),4NF(Fourth Normal Form),5NF(Fifth Normal Form), De-normalization.

Unit III: Entity / Relationship (ER) Modeling - Aspects of ER modeling, Types of Relationship, Practical Applications, Developing of ER Diagrams of various systems (e.g. Organizations, Educational Institutions and any live entity examples).

Unit IV: Database Security - Threats & Risk, Cryptography, Digital Signature, Database Control, User & Database Privileges.

Unit V: Relational Model - Relational Database Primer, Relational Database Characteristics, Relational Algebra, Relational Calculus, Database Integrity, Keys, Entity & Referential Integrity, Views, Joins.

SECTION-B

Unit VI: Brief Introduction to SQL - History & standardization of SQL, Benefits of SQL, Elements of SQL languages, Database Objects, Reserve words, Variables, data types, DDL commands(CREATE, DROP, MODIFY, ALTER), DML COMMANDS (INSERT, UPDATE,DELETE, SELECT), DCL commands, Embedded SQL, Dynamic SQL.

Unit VII: Oracle - Introduction to Oracle as RDBMS, Oracle as Multi-user, System Login & Logout of ORACLE., PL/SQL Programming, Introduction to PL/SQL, Control & Loop Statements, User defined , Predefined exception, subprograms and packages.

Unit VIII: Database Triggers & Built-in Packages - Database Triggers-syntax, parts, statements, body restriction, types, Built in packages-DBMS Standards, DBMS-OUTPUT: Collection, member functions and procedures, PL/SQL table & records, Declaration, referring, maintaining row count, insertions, deletions, nested tables, varying arrays, initialization, declaration, member functions & procedures.

Unit IX: Object Technology - Introduction to Object Technology, Abstraction, Encapsulation, Inheritance, Object Technology & RDBMS, Object Oriented Database Management System (OODBMS).

Unit X: Advanced Topics in DBMS - Deductive Databases: features, Overview of Logic, knowledge representation, Internet & DBMS, Multimedia Database, Digital Libraries, Mobile Databases.

Suggested Readings:

1. Database Processing; Fundamentals, Design, Implementation: David Kroenke, McMillan
2. Systems and Developers Manual for a RDBMS such as ORACLE
3. Guide to SQL: Philips Pratt, Boston Boyd and Fraser, 1990
4. Object Oriented Analysis: Peter Coad and Yourdon Edward, 2nd Ed, Eaglewood Cliff, New Jersey Yourdon Press
5. Database Management: Fred McFadden and Jeffery Hoofer, 3rd Ed., Redwood City, Benjamin - Cummins, 1991

Paper-II: Internet Technologies & Trends

SECTION-A

Unit I: Internet - Working of Search Engines: Yahoo, Google, Dogpile and Met Crawler, Mailing: Authorization, Working of Rediffmail, Hotmail and Yahooemail, Chatting: RLC Concept, Video Conferencing.

Unit II: IT Trends - Worldwide Computer and Internet Use, Wireless Communication, IT Transforming our Values, Lives and Work, Maturity of IT Related Industries, Nanotechnology, Increasing demand of skilled workers, India's Future in response to this changes.

Unit III: Data Mining - Concept, Terminology, Functions, Applications, Types (Text, Concept, Graph, Sequence, Tree), Techniques, Software.

Unit IV: Data Warehousing - Concept, History, Storage Methods, Success Parameters, Software Evaluation, Architecture, Developing Strategy, Use in Strategic Decision Making, Maintenance Issues, Web Data Analysis.

Unit V: Knowledge Management - Concept, Need, History, Approaches, Challenges, Supporting Technologies, Related Business Strategies, Chief Knowledge Officer, Emerging Perspectives, Relation to SNA (Social Network Analysis).

SECTION-B

Unit VI: E-Learning - Categories (Library / Bookshop, Showcase, Product & Services, Events), Virtual Classrooms, E-Learning in Education, Government and Telecom, Trends in e-Learning.

Unit VII: e-Governance - Need, Scope and Challenges for e-Governance applications, Success stories from India (ap-it.com), huge value addition by citizen centric e-Governance applications.

Unit VIII: e-Business - Architecture, Digital Marketing Strategy, Digital Productivity, IT Products and Services, Interdependence of Security and the Extended Enterprise, e-Business for SME, Organic Growth.

Unit IX: Evolution of e-Commerce - Historical Development, Success Factors, Working, Market Size, Trends, *Strategies*: Yahoo, Google, MySpace, eBay, Comparison of e-Commerce Solutions: B2B and B2C, M-Commerce.

Unit X: Role of IT in different verticals - *Banking, Financial Service and Insurance* (BFSI): TCS, Infosys and Wipro, *E-Tailing /Retail*: TCS, *Telecom*: TechMahindra and *Telecom Operators*: Airtel, Reliance Infocomm, Hutch, BSNL, Idea, Spice. Case studies of important portals: *Jobs*: Timesjobs, Monster, Naukari, *Matrimony*: Shadi.com, *Auction*: eBay, *Books*: - Amazon, *Financial Information*: MoneyControl, EasyMF, *Media*: Indiatimes, Yahoo and Google.

Suggested Readings:

1. Data Mining Techniques: For Marketing, Sales, and Customer Relationship Management by Michael J. A. Berry
2. Michael Allen's E-Learning Library: Creating Successful E-Learning : A Rapid System For Getting It Right First Time, Every Time (Michael Allen's E-Library) by Michael W. Allen
3. Harvard Business Review on Corporate Governance (Harvard Business Review Paperback Series) by Walter J. Salmon, Jay William Lorsch, Gordon Donaldson, and John Pound
4. E-Commerce: Business, Technology, Society (3rd Edition) by Kenneth Laudon and Carol Traver
5. Knowledge Management by Carl Frappaolo

Paper -III: Innovations in IT

SECTION A

Unit I: IT Enabled Services (ITeS): Outsourcing - India as Ideal Destination, India Outsourcing History, Outsourcing Writing to India, Call Centers in India, Multilingual Call Centers, Voice/Non-Voice ITeS (BPO Services), HIPAA Compliance in India, Outsourcing Engineering Services, Radiology and Intellectual Property to India. BPO: BPO Concept, Offshoring, Nearshoring, Homeshoring, Medical / Legal Transcription, Back-Office Accounting, Insurance Claims, Credit Card Processing, BPO in India, BPO Security, BPO in India - Legal Issues.

Unit II: Networking Technology and Systems (NeTS) - Next Generation Multi-service Networks, Future Internet Design (FIND), IP Telephony (IPT): IPT Components, Soft Phones, Wireless IP Phones, Voice Gateways, Inter-cluster Call, Telco Signaling Protocols, VoIP, VoIP Protocols, Large-Scale IPT and Voice-Mail Network: Voice Network Architecture, Overview: Network Planning and Designing.

Unit III: Communication Technologies-I - Next Generation Mobile Networks, Heterogeneous Networks, Ad-Hoc & Sensor Networks, Wireless Networks: WiFi, WiMax, Cellular, 3G/4G.

Unit IV: Communication Technologies-II - Mobility Management and Mobile Computing, Technology Convergence: GSM/CDMA/TDMA, Quality of Service Issues, Network Security and Privacy, Grid Computing and Clustering, Mobile TV, MMIT.

Unit V: Web Applications and Services-I - Internet Services and Applications, Web Services, Internet Computing, E-Learning , Middleware , Web Information Systems.

SECTION B

Unit VI: Web Applications and Services-II - Web Based Software, Semantic Web, Agent-Oriented Computing, E-Business, E-Commerce & E-Government, Ontology Engineering, Portal Technologies.

Unit VII: Computing and Information Systems - Advanced Computer Architectures, Virtual Reality, Databases & Data Mining, Agile Information Systems, AI & DSS, High Performance & Cluster Computing, Real-Time and Embedded Systems, Information Systems Integration , Geographical Information Systems, Business Process Modeling.

Unit VIII: Pervasive and Ubiquitous Computing-I - Smart Appliances & Wearable Computers, Inter-Vehicular Communication, Personal Computing, Pervasive Wireless Networking, Opportunistic Systems, Ubiquitous Health Care.

Unit IX: Pervasive and Ubiquitous Computing-II - Ubiquitous Computing, Location-Based Services, Educational Gaming & Instructional Technologies, Context-Aware Environments and Devices, Personal Broadcasting, Autonomic Systems.

Unit X: IT Trends - Biometrics, Fuzzy Logic & Neural Networks, Organic Growth, Audio/Visuals: mp3, mpeg and IPOD, General Outline of IT Act 2000, Case Studies: Mobile Industry Market Players: Nokia, Motorola, Sony-Ericson, Samsung and LG. GIS: Google Earth, E-Learning: Zee TV, E-Governance: Andhra Pradesh, Gadgets: Apple Store, Networking: Cisco.

Suggested Readings:

1. Offshore Ready: Strategies to Plan & Profit from Offshore IT-enabled Services by Stuart Morstead
2. Networking Infrastructure for Pervasive Computing: Enabling Technologies and Systems by Debashis Saha, Amitava Mukherjee, and Somprakash Bandyopadhyay
3. Introduction to Mobile Communications: Technology, Services, Markets (Informa Telecoms & Media) by Tony Wakefield, Dave McNally, David Bowler, and Alan Mayne
4. iPod & iTunes: The Missing Manual, Fourth Edition by Jude Biersdorfer
5. Developing Web Services for Web Applications: A Guided Tour for Rational Application Developer and WebSphere Application Server (IBM Illustrated Guide Series) by Colette Burrus and Stephanie Parkin

Paper-IV: Strategic Management of IT

SECTION-A

Unit I: The Evolving Role of Information Systems and Technology in Organisations - Information Systems (IS) and Information Technology (IT), Early Views and Models of IS/IT in Organizations, Early Views and Models: up to 1980, The DP and MIS Eras: The Lessons Learned, the Three-era Model; The Strategic Information Systems Era, Strategic Uses of IS/IT - Classification, factors for success and management implications, Success Factors in Strategic Information Systems, An Organizational IS Capability.

Unit II: An Overview of Business Strategy Concepts and the IS/IT - Strategy Implications, The Evolving Nature of Strategy and Strategic Planning in Organizations, The Strategic Framework, Strategy Implementation Strategy Tools and Techniques, A Resource-based View of Strategy.

Unit III: Developing an IS/IT Strategy - Establishing Effective Processes, The Evolution of the IS/IT Strategy Process: from Technology Focus to Strategic Focus, Approaches to IS/IT Strategy Development, Problems and Barriers, The Challenges of Planning Strategically for IS/IT Today, Establishing an IS/IT Strategy, Process, Scope, Objectives and Expectations, Deliverables from the IS/IT Strategy Process.

Unit IV: IS/IT Strategic Analysis - Assessing and Understanding the Current Situation, Business Re-engineering and IS Strategy, Understanding the Current Situation 182, Interpreting the Business Strategy, Examining the Current IS/IT Environment, Techniques for Interpretation and Analysis, Information Requirements to Meet the Current Business Objectives: the Use of Critical Success Factors and Balanced Scorecards, Business Process Analysis, Organisational Modelling, Evaluating the Gap between Current and Required IS/IT Environments.

Unit V: Determining the Business Information Systems Strategy - Strategic Planning Techniques and Their Relationships, Framework in which the Tools and Techniques Can Be Used Effectively, Identifying How IS/IT Could Impact the Strategy, Establishing the Relative Priorities for IS/IT Investments, Large Organisations, Multiple SBU's and their Consolidation.

SECTION-B

Unit VI: Strategies for Information Management - Towards Knowledge Management, Information as an Asset: The Senior Management Agenda, An Information Culture, Implementing Business-wide

Information Management, the Practice of Managing the Information Asset, Policies and Implementation Issues Managing Knowledge Resources.

Unit VII: Managing the Supply of IT Services, Applications and Infrastructure - Introduction, IT Service Strategies, Types of IS/IT Service, Strategies for Managing the IT Infrastructure, Technology Strategies in a Multi-business Unit Organization, Outsourcing Strategies , Guidelines for outsourcing decisions, Applications Service Providers.

Unit VIII: Role of IT in Business Transformations - Cases in Banking, Financial Services, Travel and Tourism, Hospitals, Service Industry.

Unit IX: IT Enabled Business Models - Retail, Media, Advertising, Do It Yourself, Made to Order, Hybrid, Third Party Delivery Outsourcing.

Unit X: Value Chain Analysis.

Suggested Readings:

1. IT Governance: How Top Managers Manage IT Decision Rights For Superior Results By Peter Weill, Jeanne W. Ross, Harvard Business School Press, 2004
2. Corporate Information Strategy And Management By Lynda M. Applegate, Robert D. Austin, F.Warren McFarlan, McGraw-Hill Inc., 2006
3. Pearlson E. Pearlson, Carol. S. Saunders, John Wiley & Sons, 2006
4. Information Technology For Management By Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe, John Wiley & Sons, 2006
5. Managing The Information Technology Resource: Leadership In The Information Age By Jerry N. Luftman, Christine V. Bullen, Donald Liao, Elby Nash, Carl Neumann, Prentice Hall, 2004

Paper-V: Software Engineering

SECTION-A

Unit I: System Concepts - System Characteristics, Software Development Life Cycle (SDLC), Role of System Analyst, Characteristic of System Analyst, Introduction to Software development models.

Unit II: Software Requirements - Software Requirements Fundamentals, Requirements gathering, Requirements analysis, use of tools like DFD, Data Dictionary, Decision Trees, Structured English, Decision Tables Introduction to Feasibility Study and Cost/Benefit Analysis, Preparing Software Requirements Specification.

Unit III: Software Design - Software Design Fundamentals- understanding of the role and scope of software design, general software design concepts, the context of software design, the software design process; Key Issues in Software Design - concurrency, control and handling of events, distribution of components, error and exception handling and fault tolerance, interaction and presentation, Audit Control, Acceptance criteria, software design quality.

Unit IV: Software Construction - Software construction fundamentals- minimizing complexity, anticipating change, and constructing for verification, coding standards.

Unit V: Software Testing - Software testing fundamentals-Testing-related terminology like Errors, Bugs, Defect, Debugging, Verification & Validation, Black-box & White-box testing etc, Objectives of the testing, Test techniques, Testing types, Defect Analysis and Defect reports, Overview of Testing Tool 'Winrunner'.

SECTION-B

Unit VI: Software Maintenance - Software maintenance fundamentals- definitions and terminology, the nature of maintenance, the need for maintenance, Maintenance processes and maintenance activities.

Unit VII: Software Configuration Management (SCM) - Software configuration identification - identification of items to be controlled, establishing identification schemes for the items and their versions, and establishing the tools and techniques to be used, Management of changes during the software life cycle- requesting, evaluating, and approving software changes, implementing software changes.

Unit VIII: Software Quality - Software quality fundamentals- software engineering culture and ethics, the value and costs of quality, models and quality characteristics, and quality improvement, Software quality management processes- Software quality control, software quality assurance, Verification & Validation, reviews and audits, Introduction to CMM levels.

Unit IX: Software Project Management - Managing People, Problems & Process, Basic concepts of Measures, Metrics and Indicators, Project Scheduling & Tracking, Introduction to MS-Project.

Unit X: New Trends - Basic concepts of Software reusability, Software Reengineering, Reverse Engineering & Forward Engineering, CASE tools.

Suggested Readings:

1. Software Engineering - A Practitioner's Approach by Roget Pressman
2. System Analysis and Design by Elias Awad
3. Software Engineering (7th Edition) (International Computer Science Series) by Ian Sommerville
4. The Engineering of Software: A Technical Guide for the Individual by Dick Hamlet and Joe Maybee
5. Schaum's Outline of Software Engineering by David Gustafson

Paper -VI: Enterprise Resource Planning

SECTION-A

Unit I: Introduction to ERP - Concepts: Enterprise System, Resource Planning, Enterprise Potential, Total Enterprise Solution, ERP-II. History & Evolution of ERP, Benefits of ERP, Critical Success Factors for ERP.

Unit II: ERP Life Cycle - ERP Project, Stages of Project Life Cycle, System Requirements for ERP Implementation, Pre-Implementation, Implementation And Post-Implementation, ERP Product Life Cycle, Risks in ERP / SAP Implementation.

Unit III: ERP Architecture - Client Server, Distributed, Web Enabled.

Unit IV: Product Selection - ERP Market, Market share of various Companies: Oracle E-Business Suite, SAP R/3, PeopleSoft, BaaN, JD Edwards One World and IFS, Vendor Comparison, Market Analysis, ERP Packages for SME.

Unit V: Estimation Procedures - System Evaluation, RFI, FRS, RFP, Evaluation Components, Build / Buy Decisions.

SECTION-B

Unit VI: ERP and BPR - Reengineering concept, BPR Steps, ERP / BPR Relationship.

Unit VII: Project Management - Scope, Skill-sets, Teams, Leaders, Consultants, Vendors etc, Change Management in ERP, Need / Value / Strategy / Layers / Standards of System Integration.

Unit VIII: ERP Modules - Finance (FICO), Sales and Distribution (S&D), HRM, CRM and ABAP.

Unit IX: ERP Market - Reasons for high demand of ERP, Emerging Standards, Managing Change in ERP; Role of ERP in Industries like: Automotive, Process, Capital Goods, Project Engineering and Pharmaceuticals, Best Business Practices.

Unit X: ERP Cases - TISCO, Mahindra & Mahindra, HLL, L & T, Escorts, Electrolux, BPCL.

Suggested Readings:

1. Textbook of Enterprise Resource Planning: Jaiswal / Vanapalli, McMillan
2. Concepts in Enterprise Resource Planning by Joseph Brady, Ellen Monk, and Bret Wagner
3. From Underdogs to Tigers: The Rise and Growth of the Software Industry in Brazil, China, India, Ireland, and Israel by Ashish Arora and Alfonso Gambardella
4. Countdown 2000.; Leon Alexix, TATA McGraw Hill
5. Reengineering The Corporation: Michael Hammer and James Champy, 1997

GROUP E: HEALTHCARE MANAGEMENT

Paper -I: Community Health, Epidemiology & Population Management **SECTION-A**

Unit I: Meaning and scope of epidemiology.

Unit II: Models and factors associated with health and diseases.

Unit III: Health statistics and health indicator, Morbidity, Mortality.

Unit IV: Data sources, collection, analysis and uses, Health Information System, Use of Computers.

Unit V: Primary health care and community participation.

SECTION-B

Unit VI: Organizational aspects of community health.

Unit VII: Clinical care

Unit VIII: Physical aspects of community health, Psychological aspects of community health
Special aspects of community health, Drugs, Alcoholism etc

Unit IX: Preventive and promotive health care.

Unit X: Population policy, Planning and management.

Suggested Readings

1. Alderson, M. "An Introduction to Epidemiology". 2nd, ed. 1983. MacMillan, London.
2. Hill, A B. "A short textbooks of Medical Statistics". 1~84. UNI Books
3. Jolly, K G. "Family Planning in India 1969-84: A District Level Study", 1986. Hindustan, Delhi.
4. Abelln, T Brzenskl, Z J and Carstals, V D. "Measurement in Health Promotion and Protection", 1987, WHO, Copenhagen.
5. Pollard, A H. etc "Demo graphic Techniques", 1981. Pergamon, Oxford.

Paper -II: Healthcare and Social Policy **SECTION-A**

Unit I: Social Welfare, Social policy.

Unit II: Health care and Social development.

Unit III: Public and Social policy: Approaches to analysis, Resources, Structure and Organisations.

Unit IV: Factors in Social Policy: Situational, Structural, Ideological and Environmental.

Unit V: Health Policy formulation: Factors, Determinants and other sectoral issues.

SECTION- B

Unit VI: National health policy: Review of different committees.

Unit VII: Distribution of health services in India: Disparities.

Unit VIII: Health policy: Input, Output and Performance; Role of Private and Voluntary groups; Role of national and International agencies.

Unit XI: Health and Social Policy: International Perspective; Health policy the Disadvantaged.

Unit X: Case studies on any of the above topic.

Suggested Readings

1. Chatterice, Meera, "Implementing Health Policy". 1988, Manohar, New Delhi,
2. Djunkanovic, V and Mach, E P. ed "Alternative Approaches to Meeting Basic Health Needs in Developing Countries", 1975. WHO, Geneva.
3. Lee, Kenneth and Mills, Anne. "Policy making and Planning in Health Sector". 1987, Oxford University Press, Oxford.
4. Leichter, HM. "A comparative approach to Policy Analysis: Health Care Policies in Four Nations", 1979. Cambridge University Press, Cambridge.
5. Roemer, M I. "Comparative National Policies on Health Care". 1977. Mareel Dekker, New York.

Paper -III: Health Systems Management

SECTION- A

Unit I: Systems analysis and systems dynamics in health care.

Unit II: Health systems: Characteristics, Planning methodologies, Goals and functions.

Unit III: Strategic management in health care.

Unit IV: Quantitative foundations of health services management.

Unit V: Health Systems research: Uses and applications; Evaluation methodologies for monitoring the performance and needs in health services, Operational planning and management Issues in health care.

SECTION- B

Unit VI: Health care decision making for mega problems: Approaches.

Unit VII: Contemporary trends in health care; Health Manpower policy.

Unit VIII: Planning and management.

Unit IX: Project Management in Health care.

Unit X: Case studies on any of the above topic.

Suggested Readings

1. Ferrer, H P. ed. "The Health Services Administration Research and Management", 1972. Butterworths, London
2. Hodgetts, R M and Cascio, D M. "Modern Health Care Administration", 1983. Academic Press, New York
3. Hornby, P. etc. "Guidelines for Health Manpower Planning", 1981. WHO, Geneva
4. "National Conference on Evaluation of Primary Health Care Programmes", '1980. ICMR, New Deihl.
5. Wortman P M. ad "Methods for Evaluating Health Services". 1981. Sage, London.

Paper -IV: Environmental Health Management and Safety Planning

SECTION- A

Unit I: Concept of Health Care Planning, Health Expenditures, Hospitals as a Health Care Delivery System.

Unit II: Management of Health Care Systems.

Unit III: Dimensions of Health Care Management.

Unit IV: Management of Quality.

Unit V: Concepts of Environmental Health Care; Microbiological considerations; Laundries, CSSD, Insect, Rodent Control, Emergency and Disaster Planning; Safety Management; Patients and Personnel Safety, Fire Safety, General Sanitation.

SECTION- B

Unit VI: Hazardous Waste Management; Solid Waste Handling & Disposal; Liquid Waste Handling, Collection & Disposal; Water Treatment and Distribution, Planning and Organising for Safety and Waste management.

Unit VII: Legal and Social Aspects of Waste Management; Trends and Practices.

Unit VIII: Management of Costs; Health care Budgeting; Cost Containment.

Unit IX: Management of Conflicts.

Unit XI: Organising for better Health Care Management; Collective Employee Participation; Bargaining; Rewards and Punishments.

Suggested Readings

1. Ferry, Ted Safety & Health Management Planning, Van Nostrand Reinhold, New York. 1990.
2. Journal of Hazardous Waste Management. U.S.A.
3. Zweife, Peter I and Friedrich Breyer Health Economics, Oxford University Press, New York, 1997.
4. Kurt. Darr & Jonathan S R, Hospital Organization and Management Text and Brading, CBS Publishers & Distributors, 1992
5. Goyal, R.C Handbook of Hospital Personnel Management, Prentice Hall of India, New Delhi, 1993

Paper -V: Health and Hospital Information Systems

SECTION- A

Unit I: Concept of Health; Health Care and Hospitals, Indian Health Care System.

Unit II: Government- Health Care Interface; Hospital as a Subsystem of Health Care System.

Unit III: Hospital Functions; Hospital Organization, Classification of Hospitals; Components of a Hospital System; Changing Role of Hospital Administration; Need for Managerial Functional Specialists.

Unit IV: Decision making in Hospitals, Understanding Decision making Process; Drawbacks of Hospital Communication System; Need for Systems approach to Hospital; Concepts of Computers and Communication Technology.

Unit V: Database Concepts, Networks and Communication; Types of Networks, Network Topologies, Information Technology in Hospitals; Information System Concepts, Types of Information Systems.

SECTION- B

Unit VI: Hospital Information System; Systems Analysis and Design of Hospital Information Systems; Design Considerations; Development Approaches.

Unit VII: Implementation Strategies; Functionality of Computerized Hospital Information Systems.

Unit VIII: Merits and Demerits of CHIS, Trends in HIS.

Unit IX: HIS as a Control System; Resource Utilization & Control in Hospitals.

Unit X: Issues and Challenges of Hospital Management.

Suggested Readings

1. Lele, R D Computers in Medicine, Tata McGraw Hill Publishing Co. Ltd, New Delhi. 1988.
2. Panko, Raymond R Business Data Communications., Prentice Hall Inc. London. 1997.
3. Hospital Information Systems - The Next Generation, Velde, Rudi Van de Springer Verlag, 1992
4. Health Information In India, Central Bureau of Health Intelligence, Ministry of Health & Family Welfare, Govt. Of India, New Deihl.
5. Awad, Elias M. Systems Analysis & Design, Prentice Hall of India, New Delhi. 1990

Paper -VI: Health Communication: Development and Dissemination

SECTION- A

An overview of many substantive areas of study within health communication like interpersonal communication, inter-cultural communication, mass media health images, communication campaigns, alternative medicine, health ethics.

Use of least three artifacts (such as pamphlets, print ads, video, etc.) analyses the rhetoric of a successful or an unsuccessful health communication campaign such as AIDS awareness, smoking cessation.

SECTION- B

Plan, deliver & evaluate health information & disease prevention campaigns, advocate for health policy initiatives & manages health care delivery systems or produce the written material for a healthy campaign or develop a television programme/Health literacy & strategies dissemination in areas of public health emerging from research in hearing, balance, smell, taste, voice, speech or language and materials that make complex disease issues more understandable to public e.g. materials to accompany genetic counseling in areas of inherited disorders.

Suggested Readings

1. Payers, Lynn. Medicine & Culture - New York: Henry Holt & Company 1996.
2. Du Pre, Athena, Communicating about Health: Current issues & Perspective. Mountain view LA: May field publishing Company, 2000.
3. Health Communication. New Jersey School of Public Health, 1998.
4. Role of Mass Media in Parenting Education, 1997. Harvard School of Public Health Centre for Health Communication.
5. Text book of Preventive & Social Medicine, 2000.

GROUP F: INTERNATIONAL BUSINESS MANAGEMENT

Paper –I: International Financial Markets

SECTION- A

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

SECTION- B

Forecasting and the Image of the Future- Central Banks and the Balance of Payments, The European Monetary System and Other Regional Artificial Currency Areas, New Instruments in International Capital Markets, International Banking and Country Risk, International Portfolio Diversification, International Transfer Pricing.

Suggested Readings

1. Bhalla, V K. International Financial Management, 2nd ed., New Delhi, Anmol, 2001
2. Bhalla, V K. Managing International Investment and Finance, New Delhi, Anmol, 1997
3. Buckley, Adrian. Multinational Finance. 3rd ed., Englewood Cliffs, Prentice Hall Inc., 1996
4. Eiteman, David K and Stonehill, Arthur I. Multinational Business Finance. California, Addison-Wesley, 1988
5. Shapiro, Alan C. Multinational Financial Management. New Delhi, Prentice Hall of India, 1995.

Paper –II: Foreign Exchange Management

SECTION- A

Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates, Organisation of the Foreign Exchange Markets, Currency Futures, Currency Options; Currency Swaps; Corporate Exposure Management; Alternative Definitions of Foreign Exchange Risk.

SECTION- B

Exposure Information System, Alternative Strategies for Exposure Management, Exposure Management Techniques, Organisation of the Exposure Management Function, Parameters and Constraints on Exposure Management; Theory and practice of Forecasting Exchange Rates-Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis; Tax Treatment of Foreign Exchange Gains and Losses; FEMA.

Suggested Readings

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

Paper –III: International Marketing

SECTION- A

International Marketing –Definition, Concept and Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; International Institution- World Bank, IMF. UNCTAD, GATT, Customs Union, Common Markets, Free Trade Zones, Economic Communities; Constraints on International Marketing-Fiscal and Non-fiscal Barriers, Non-tariff Barriers; Trading Partners- Bilateral Trade Agreements, Commodity Agreements and GSP.

SECTION- B

India and World Trade, Import and Export Policy, Direction and Quantum of India's Export; Institutional Infrastructure for Export Promotion; Export Promotion Councils, Public Sector Trading Agencies, ECGC,

Commodity Boards etc; Procedure and Documents- Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents; Instruments of Payments- Open Account, Bills of Exchange; Letter of Credit-Export Finance; International Marketing Mix- Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy; Various Forms of International Business; Marketing of Joint Ventures and Turnkey Projects.

Suggested Readings

1. Bhattacharya, B. Export Marketing; Strategies for Success. New Delhi, Global Business Press, 1991
2. Keegan, Warren. Global Marketing Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
3. Onkvisit, Sak and Shaw, J.J. International Marketing; Analysis and Strategy. New Delhi, Prentice Hall of India, 1995.
4. Terpstra, Vern and Sarathy, R. International Marketing. Oriando, Dryden Press, 1991.
5. Walter, I and Murray, T. Handbook of International Business. New York, John Wiley, 1988.

Paper –IV: Export-Import Procedures, Documentation and Logistics

SECTION- A

Documentation Framework- Exim Documentation; International Business Contracts; Types, Formation, Elements, Legal Dimensions, Dispute Settlement; Instruments and methods of Financing Exports Including credit and collections, Uniform custom and practices (UCP); Business Risk Coverage-Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance, Foreign Exchange Regulations and Formalities; Quality Control and Pre-shipment; Inspection Concept Scheme and Procedures; Role of Clearing and Forward Agents; Excise clearance of cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo; Custom Clearance of Import Cargo.

SECTION- B

Negotiations of Documents with Banks; Procedures and documentation for availing export incentives- Duty draw backs, Import Licensing and other incentives; Processing of an Export Order; World Shipping; Structure, Liners, and Tramps, Conference System; Freight and Structure. Containerisation and other developments, International Agreements and Conferences on Sea Transport; Indian Shipping; Trends, Structure, Concepts of Dry Port, Containerisation, Machinery for Consultation; Air Transport; International set-up, Freight rate structure.

Suggested Readings

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

Paper –V: International Economic Organisations

SECTION- A

Introduction, basic concepts, Regimes, International Economic Organisation and Development Diplomacy; Regimes and regimes theory, International Organisations as international institutions; International Monetary Fund (IMF).

SECTION- B

World Bank Group-International Bank For Reconstruction and Development (IBRD), International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA); General Agreement on Tariffs and Trade (GATT); World Trade Organisation (WTO), United Nations Conference on Trade and Development (UNCTAD) ; International Labour Organisation (ILO).

Suggested Readings

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

4. Krasner, Stephen D. Structural Conflict; The Third World Against Global Liberalism, Berkley, University of California Press, 1985.
5. Simai, Mihaly The Future of Global Governance, Washington, D.C; United States Institute of Peace Press, 1994.

Paper –VI: India’s Foreign Trade Policy

SECTION- A

India’s Foreign Trade in the Global Context, Structure and Equilibrium of India’s Balance of Payments, Recent Trends in India’s foreign trade; Directional Pattern; Major export commodities- Thrust area commodities- their trend, problems and prospects; Major competitors; Major Import Commodity Group; Trade Control in India; Foreign Trade (Development and Regulation) Act, Import and Export Control Orders; Import and Export Licensing System; Exchange Control in India; Blanket Permit System.

SECTION- B

Import Substitution and Export Promotion Policies; Export Incentives; Financial and Fiscal; Deferred Payment System and the Role of EXIM Bank of India; Export Credit Insurance; Infrastructure support for Export Promotion; Export Promotion Councils; Commodity Boards/Product Export Development Authorities; Specific Service Institutions; Role of State Trading Organisations in Foreign Trade, Export Processing Zones; Export Oriented Unites and Export and Trading House Schemes; Multilateralism and Bilateralism in India’s International Business.

Suggested Readings

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

GROUP G: OPERATIONS MANAGEMENT

Paper – I: Project Management

SECTION A

Unit I: Project Management Concepts - Characteristics of a project Need for project management, Roles of project managers.

Unit II: Project Organizational Structures and Behaviors - Organisation for projects, Roles and responsibilities of project team members and team leader, Different types of teams, Identify leadership styles of project managers, Techniques used to manage groups and individuals, Identify sources of diversity, either corporate or ethnic, that impact project team effectiveness.

Unit III: Project Planning: Statement of work (SOW) and overall project goals, Work breakdown structure (WBS), Preparation of Task-Flow network, CPM-PERT, Gantt chart, Schedule the completion of all work elements, Planning project communication, Quality Planning.

Unit IV: Cost Estimating and Budgeting - Preparing cost estimates, budgets and expenditures, Effort and Time estimation, Developing cost summaries for tracking project expenditures, Developing cost forecasts to proactively control future planned expenditures.

Unit V: Resource Allocation - Identifying resource requirement, Scheduling resources, Analyze optimal labour utilization for cost effectiveness and schedule efficiency.

SECTION B

Unit VI: Project Performance Measurement and Control - Concept of earned value performance measurement, Use of Project Management Information Systems (PMIS) to monitor, evaluate, and control planned cost and schedule performance, Conducting periodic project performance evaluation audits.

Unit VII: Project Evaluation and Termination - Analyzing project performances versus cost and schedule constraints, Identify causes associated with project success and failure. Ways in which a project can be terminated upon completion.

Unit VIII: Contracting For Project Managers - Define contract administration and its role in project management, .Project Procurement cycle, Contract Administration policies and procedures, Select contract types for various situations, Contract Proposal Development, Contract Terms & Conditions, Contract Negotiation.

Unit IX: Risk Management Process - Analyze the risk management process cycle within a company, Defend the role of risk management in overall project management, Identify risk management activities throughout the project life cycle, Identify the risk management process.

Unit X: Introduction to Project Management Software and Case Studies - Introduction to MS-Project software, Study of Recent Case-Studies in project management.

Suggested Readings

1. Project Management, A Managerial Approach, Meredith and Mantel, John Wiley and Sons, Fifth Edition, 2003. Course Text.
2. The New Project Management, J. Davidson Frame, Jossey-Bass, 1994.
3. Project Management, Harold Kerzner, Van Nostrand Reinhold, 1979.
4. Successful Project Management, Milton D. Rosenau, Lifelong Learning, 1981.
5. The Implementation of Project Management, Project Management Institute, Addison-Wesley, 1982.

Paper – II: Business Process Reengineering

SECTION A

Unit I: Introduction to BPR - What is BPR? Need of BPR, BPR in USA, Europe, India.

Unit II: Process Analysis - Identify business process to be redesigned, Measure the existing process; Customer, Competition, Cost and Technology as Drivers.

Unit III: IT and Learning in Organizations - Information- A source of knowledge, Integration of knowledge & information.

Unit IV: Cultural Factors in Managing Process Improvement - Understanding LPG, Managing people with multi-cultures and ethnic groups in process improvement.

Unit V: Redesigning Business Processes - Identifying key issues, breakpoints, Selecting the leader and team, technology, designing the process.

SECTION B

Unit VI: Employee Incentives - Motivating employees, Designing incentive schemes for employees.

Unit VII: Managing Quality - Managerial responsibility in Managing quality, Managing for Quality.

Unit VIII: Managing Change - Dynamics of Change Management, Understanding behaviour, Changing attitudes and behaviours.

Unit IX: Trends & Techniques - FMS, CAD/CAM, Robotics and Robots, Group Technology, Trend in Service Automation.

Unit X: Case Studies based on above topics.

Suggested Readings

1. Redesigning Enterprise Processes for E-Business by El Sawy.
2. BPR for Engineering and Manufacturing Technology by Madsen, David A.; Delmar Thomson Learning
3. BPR Wizdom, A Practical Guide to BPR Project Management by Dennis E. Wisnosky, Rita E. Feeney
4. The Reengineering Handbook: A Step-By-Step Guide to Business Transformation by Raymond L. Manganelli and Mark M. Klein
5. Production and Operations Management Concepts, Models and Behavior by Everett Adam, Jr., Ronald Ebert, PHI

Paper – III: Total Quality Management

SECTION A

Unit I: Introduction to Quality Concepts - Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs - Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership – Concepts, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation.

Unit II: TQM Principles - Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement – Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement – Juran Trilogy, PDCA Cycle, 5S, Kaizen, Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Strategy

Unit III: Quality Improvement Techniques - Pareto Diagrams, Cause-Effect Diagrams, Scatter Diagrams, Run Charts, Cause and Effect Diagrams.

Unit IV: Statistical Process Control (SPC) - The seven tools of quality, Statistical Fundamentals – Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Process capability, New seven Management tools.

Unit V: Control Charts for Variables – Definitions, Variation: Common vs. Special Causes, Control Chart Techniques, X-bar and R chart Correlation, X-bar and S charts.

SECTION B

Unit VI: TQM Tools - Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA.

Unit VII: Quality Systems - Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, QS 9000, ISO 14000 – Concept, Requirements and Benefits.

Unit VIII: Concept of six sigma - Introduction, Design for six sigma, key analytical tools for implementing six sigma, advantages of six sigma, six sigma DMAIC process

Unit IX: Quality Circles - Introduction, Quality Circles, Teams.

Unit X: Case study on above topics

Suggested Readings

1. Dale H. Besterfield, et al., Total Quality Management, Pearson Education Asia, 1999. (Indian reprint 2002).
2. James R. Evans & William M. Lindsay, The Management and Control of Quality, (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).
3. Feigenbaum, A.V. "Total Quality Management, McGraw-Hill, 1991.
4. Oakland, J.S. "Total Quality Management Butterworth – Heinemann Ltd., Oxford. 1989.
5. Narayana V. and Sreenivasan, N.S. Quality Management – Concepts and Tasks, New Age International 1996.

Paper – IV: Supply Chain Management

SECTION A

Unit I: Introduction to SCM - Building Blocks of a Supply Chain Network, Performance Measures, Decisions in the Supply Chain World, Models for Supply Chain Decision-Making.

Unit II: Supply Chain Inventory Management - Economic Order Quantity Models, Reorder Point Models, Multiechelon Inventory Systems.

Unit III: Mathematical Foundations of Supply Chain Solutions - Use of Stochastic Models and Combinatorial Optimization in: Supply Chain Planning, Supply Chain Facilities Layout, Capacity Planning, Inventory Optimization, Dynamic Routing and Scheduling, Understanding the "internals" of industry best practice solutions.

Unit IV: competitive advantages through supply chain management - a new paradigm for customer centric Organisation, corporate profitability through supply chain management, maximising shareholder value through supply chain management.

Unit V: Logistic Management - Strategic Practices of logistic management, strategic management of supply chain for reduction in inventory, supply chain analysis.

SECTION B

Unit VI: Vendor Partnership in supply chain - Supplier role in integrated supply chain, strengthening supply chain.

Unit VII: IT Enabled supply chain - IT Enabled supply chain management strategy, managing supply chain using SAP R/3 and Lotus Notes.

Unit VIII: Internet Technologies and Electronic Commerce in SCM - Relation to ERP, E-procurement, E-Logistics, Internet Auctions, E-markets, Electronic business process optimization, Business objects in SCM.

Unit IX: Integrated Supply Chain - An integrated approach for effective management, distribution channel design, optimising the supply chain.

Unit X: Case study on above topics.

Suggested Readings

1. Chopra, S, and P. Meindl, 2004, *Supply Chain Management Strategy, Planning and Operation*, 2nd edition, Pearson Education (ISBN 81-297-0172-3).
2. Raghuram, G. and N. Rangaraj, 2000, *Logistics and Supply Chain Management: Cases and Concepts*, Macmillan, New Delhi
3. 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.
4. Shapiro, J., 2001, *Modelling the Supply Chain*, Duxbury Thomson Learning.
5. N. Viswanadham. Analysis of Manufacturing Enterprises. Kluwer Academic Publishers.

Paper – V: Operations Management

SECTION A

Unit I: Introduction - Introduction to Operations Management and Productivity, Operations and Competitiveness, Operation Strategy, Operation decision making tools, Facilities Layout, Facility Location Models.

Unit II: Capacity Planning - Products and Services, Process, Technology and Capacity, Forecasting.

Unit III: Quality Management - Introduction to Quality Management, Statistical Process Control, Acceptance Sampling, Application of quality in operation management.

Unit IV: Human Resource - Introduction, Job Design and Work Measurement, Project Management.

Unit V: Inventory Management - Nature , concept of Independent Demand Inventory Management, Dependent Demand Inventory Management -- MRP , Just-In-Time Systems.

Unit VI: Planning and scheduling - Aggregate Planning, Resource Planning, Linear Programming.

SECTION B

Unit VII: Lean Production - Project Scheduling, Waiting Line Analysis for service improvement, Introduction to Lean Production.

Unit VIII: Modern Manufacturing Systems - Flexible Manufacturing System, Production Planning and Control.

Unit IX: Modern Manufacturing Systems - Computer Integrated Manufacturing Systems (CIMS), Advanced Production Inventory Management Systems (APIMS).

Unit X: Supply Chain Management - Supply Chain Management, Transportation and Transshipment Models, Case study on above topics.

Suggested Readings

1. Operations Management - by SLACK & LEWIS, Michael Lewis, Nigel Slack
2. Operations Management - by Klaus Bellmann
3. Strategy Maps - by Robert S. Kaplan, David P. Norton
4. Operations Management - Russell & Taylor
5. Production / Operations Management - S.N.Chary

Paper – VI: Manufacturing Economics

SECTION A

Unit I: Introduction - Introduction to manufacturing economics, principal and use of economic analysis.

Unit II: Methods of evaluation - Quantitative methods of evaluating the alternatives, Long and short term consequences, Capital budgeting.

Unit III: Replacement analysis - Decision making, Replacement analysis.

Unit IV: Econometrics - The effects of income tax on economy studies, Principles of econometrics.

Unit V: Financial and Cost Accounting - Principle of Financial and Cost Accounting, Cost control, Interpretation and use of accounting.

SECTION B

Unit VI: Cost analysis - Analysis of cost, Fixed cost, variable cost, Semi variable cost analysis.

Unit VII: Introduction to Cash flows - Depreciation, Methods of depreciation, Discounted cash flows.

Unit VIII: Cost Benefit Analysis - Evaluation of investment alternatives, Cost benefit analysis.

Unit IX: Theory of Production - Production function, Theory of cost and theory of firm.

Unit X: Modelling and Simulation - Modeling and simulation of manufacturing systems, Case study on above topics.

Suggested Readings

1. Torquini and Black - Engineering Economics
2. Garmo - Engineering Economics
3. Paolo Brandimarte & Agostino Villa, "Advanced Models for Manufacturing systems Management", CRC Press Inc. Florida USA, 1995

GROUP H: BANKING & FINANCIAL SERVICES MANAGEMENT

Paper I – Banking In India

SECTION A

Unit I: Overview - Definition-utility of banks – banks and economic development -types of banks with their individual functions –Role of RBI – Monetary management –business in the globalized era, Rights of a banker, Clayton's case, Banker's Obligation to honour cheques, Secrecy of customers' accounts.

Unit II: Customers' Accounts - Introduction for opening new accounts, opening of savings, current and fixed deposit accounts Minor's accounts, Club accounts, Partnership accounts, Joint stock company's account. Attorney's account, Joint accounts, Insolvency of the customer.

Unit III: Payment of Cheques - Form of Cheque, Date, Amount, Insufficiency of funds, customer's signature, Countermanding payment of cheque, Crossing, Not Negotiable Crossing, Endorsements and Effect of Material Alterations.

Unit IV: Collection of Cheques - Liability for conversion, Protection to the collecting Banker, Duties of Collecting Banker.

Unit V: Bills of Exchange - Definition, Parties, Accommodation Bill, Calculation of Date of Maturity, Dishonour of Bills, Noting and Protesting, Drawee in Case of Need.

SECTION B

Unit VI: Bank Drafts

Unit VII: Advances - Advances against various securities, Life Policy, Fixed Deposit Receipt, Goods, Shares, Advances against Guarantees, Advances to Small-scale industries, Registration of Charge under Companies Act, 1956. Accounts Receivable financing Advances for priority sectors—Hypothecation, Documentation.

Unit VIII: Guarantees.

Unit IX: Balance Sheet Study.

Unit X: Customer Service in Banks.

Suggested Readings:

1. Basics of Banking IIBF, Mumbai Taxmann Publications – paper I
2. Banking Law & Practices by H.C. Agarwal, Siwan Publications. –paper I
3. Indian Financial System & Commercial Banking by Shri B. Raviramchandran, Dr. Dwivedi et al, IIBF, Mumbai Paper I
4. An introduction to documentary Credit – RupNarayan Bose, Macmillan India Ltd. New Delhi –paper I
5. Financial Institutions, Markets & money by David S. Kidwell & others, John Wiley & Sons

Paper II – Financial Services

SECTION A

Unit I: Overview –Financial System and Financial Markets, Participants in Financial Markets and Financial Services: An Introduction.

Unit II: Financial Services: An Overview– Management of Risk in Financial Services and Regulatory Framework for Financial Services.

Unit III: Financial Market Operations– Stock Exchange: Functions and Organizations, Broking and Trading in Equity.

Unit IV: Financial Market Operations –Broking and Trading in Debt, Mutual Funds.

Unit V: Merchant Banking Services - Merchant Banking: An Introduction, Issue Management.

SECTION B

Unit VI: Restructuring & Merger - Corporate Restructuring and Mergers and Project Financing.

Unit VII: Asset Financing Services - Leasing and Hire Purchase and Debt, Securitization.

Unit VIII: Credit Rating - Housing Finance and Credit Rating.

Unit IX: Allied Financial Services - Credit Cards, Financial Services by Banks and Insurance Companies.

Unit X: New Services in Banking - Venture Capital, Factoring, Forfeiting and Bill Discounting.

Suggested Readings

1. Derivatives simplified: An introduction to Risk Management by P. Vijay Bhaskar & B. Mahapatra, Response Books
2. Foreign Exchange management Manual by D.T. Khilnani, Snowwhite

3. Financial Instruments & Services by Nalini Prava Tripathy, Prentice-Hall of India.
4. Markets & Governments by Kaushik Basu & others, Oxford University Press
5. Credit Appraisal, Risk Analysis & Decision Making, by D.D. Mukherjee, Snow White Publications, Mumbai -2

Paper III – Laws and Regulations to Banking

SECTION A

Unit I: RBI Act, BR Act, NI Act, FERA, FEMA etc.

Unit II: Clearing House for settlement between banks; Transfer of funds between different places including places in foreign countries.

Unit III: Laws relating to gross real Time Settlement System.

Unit IV: Universal Banking, Core Banking Services, International Standard Practices for Bankers

Unit V: Foreign Bills, Export Finance, Laws pertaining to settlement of Export Bills.

SECTION B

Unit VI: Laws relating to shipment, letter of credit and Operation of UCPDC 500.

Unit VII: Laws relating to NRI Accounts.

Unit VIII: NASTRO and VASTRO accounts SWIFT, CHIPS, CHAPS, FEDWIRE.

Unit IX: Know Your Customer; Bankers relation with customers; Need for better services; Consumer Protection Act 1986 as applicable to banking transactions.

Unit X: Cyber Laws as applicable to Banks; Various other laws relating to Banking transactions and procedures.

Suggested Readings

1. Law & Practice Relating to Author: M.R. Umarji, Securitisation of Fimamcail Assets & Publishers: Taxmann Allied Services, Enforcement of Security Interest. New Delhi
2. Practical Approach to Securitisation and Reconstruction of Financial and Enforcement of Security Management in Banks/FIs by B.C. Kohli, Taxmann Allied Services, Delhi.
3. S.K. Krishnamurthi Aiyar's law relating to Negotiable Instruments Act, by S.K. Savaria, Universal Law Publishing Co.
4. User's Manual on foreign exchange Management Act, 1999 by R.R. Beedu, Snowwhite.
5. Banking Regulation Act 1949
6. Reserve Bank of India Act, 1935.

Paper IV – Basics of Financial Accounting for Bankers

SECTION A

Unit I: Basics of Business Accounts- Calculation of Simple Interest, Bank Discount, Compound Interest, Ordinary Annuities, Other Annuities, Amortization and Sinking Funds; Bonds, Calculation of YTM, Duration, Bond Pricing, Premium and Discount.

Unit II: Capital Budgeting - Discounted Cash Flow, Net Present Value, Payback Methods; Depreciation, Different Types, Methods of Calculation.

Unit III: Basic Principles of Book-keeping- Definition & Scope and Accounting Standards, Nature and purpose of Accounting; Historical Perspectives, Origin of Accounting Principles, Accounting Standards and Its Definition and Scope.

Unit IV: Basic Accountancy Procedures- Concepts of accountancy, Going Concern Concept, Double Entry Systems, Principles of Conservatism, Revenue Recognition and Realization, Accrual and Cash Basis.

Unit V: Subsidiary Books- Maintenance of Cash/Subsidiary Books and Ledger Record Keeping Basics, Account Categories, Debit and Credit Concepts, Account and Columnar Accounting Mechanics, Journalizing - Writing Cash Books, etc.

SECTION B

Unit VI: Reconciliation of Statements- Bank Reconciliation Statement, Trial Balance, Adjusting and Closing Entries; Capital & Revenue Expenditure/Depreciation/Inventory Valuation/Bills of exchange/Consignment/Joint Venture.

Unit VII: Special Accounts - Leasing and Hire Purchase Company Accounts, Accounts of Non-Trading Concerns - Receipts and Payments.

Unit VIII: Final Accounts- Balance Sheet Structure, Accounts, Categories, Assets, Liabilities and Net Worth Components/Partnership Accounts, Partner's Fixed Capital Accounts, Current Accounts, Loan Accounts, Treatment of Intangible like Goodwill etc.

Unit IX: Preparation of Final Accounts – Final Accounts of Banking Companies, Accounting in a computerized environment, Methods, Procedures.

Unit X: Norms of Corporate Governance in Banking - Preparation of statement of accounts as per the revised norms in the globalized context, Submission of Returns to RBI and Government Authorities as per the Legal Provision of various Acts.

Suggested Readings

1. Taxmann's risk based internal audit in banks by D.P. Gupta & R.k. Gupta, Taxmann.
2. Options, Futures and Other Derivatives, John C. Hull Prentice-Hall of India, 2006. (With CD)
3. Management Accounting & Financial Management by Shri K. Ganesan et al, IIBF, Mumbai.
4. Finance of International Trade by Paul Cowdell et al., A.I.T.B.S Publishers
5. Inflation Accounting in a Developing Economy: A Study of India by L. S. Porwal and N. Mishra
6. Financial Accounting for Bankers (Edge Development Group Credit Skills)

Paper V - Portfolio Management

SECTION A

Unit I: An Overview- Nature and Scope of Investment Decisions Components of Investment Risk.

Unit II: Valuation of Securities as per the prescribed norms and the problems related to it.

Unit III: Securities Market in India- Organisation and Functioning of Credit Rating Agencies; Regulation of Services.

Unit IV: Analysis for Equity Investment – I- Economy and Industry Analysis, Company Level Analysis.

Unit V: Analysis for Equity Investment – II- Technical Analysis, Efficient Market Hypothesis Case

SECTION B

Unit VI: Portfolio Theory- Portfolio Analysis, Portfolio Selection.

Unit VII: Capital Market Theory -Concept of capital market theory, Portfolio Revision.

Unit VIII: Institutional and Managed Portfolio- Performance Evaluation of Managed Portfolios, investment Companies.

Unit IX: Other Institutional Managed Portfolio- Mutual Funds, UTI, LIC, ICICI and Private Sector MF's.

Unit X: Treasury Management- Concept and Methods adopted Problems and Resolution.

Suggested Readings

1. RISK MANAGEMENT: Publishers Macmillan India Limited, 2/10 Ansari Road, Daryaganj, New Delhi - 110 002.
2. Forex Management and Business Strategy by Deepak Tandon, Skylark Publications, New Delhi - 1 -paper V
3. Financial Risk Manual: Prospect by John Holliwell, Pearson Education. paper-V
4. Portfolio construction, management & protection by Robert A. Strong, Thomson Asia Pte
5. Financial Institutions Management: a risk management approach by Anthony Saunders & Matrica Millon Cornett, McGraw Hill. - Paper V
6. Foreign exchange international finance risk management by A.V. Rajwade, Academy Business Studies
7. Credit Risk Management by Arundeepsingh and N.S. Toor, Skylark Publications
8. Quantitative Equity Portfolio Management (McGraw-Hill Library of Investment and Finance) by Ludwig B Chincarini and Daehwan Kim
9. Investment Analysis and Portfolio Management by Frank K. Reilly

Paper VI – Bank Financial Management

SECTION A

Unit I: Objective of bank management - raising financial resources of different types at most competitive rates; deployment of funds profitably in various avenues such as loans, securities, project finance, etc.; management of various risks accompanying these functions; compliance with various regulations; keeping expenses under control and optimizing the value to the shareholders.

Unit II: Evolution of financial management - Evolution of Financial management function in banks; factors affecting efficiency of functions; Major areas covered under financial management including strategic planning, financial planning, asset liability management, risk management, etc.

Unit III: Bank Profitability and Productivity-Analysis of Bank profits - computation of profit -various components of costs and yields and their parameters - indicators of return to shareholders. Need for growth – inter-dependability of growth in profits and in assets - growth of profits through improvement in efficiency (operating profitability and asset utilization) and through growth in assets (equity multiplier) - limitations on growth (regulation - risk management - technology and other costs - economic cycles)

Unit IV: Bank capital- Need for Bank Capital, Ideal Characteristics of Bank Capital, Common Stock, Financial Flexibility, Capital Adequacy.

Unit V: Bank stock pricing-Generic to Valuation, Fundamental Stock Valuation, Value Creation and Destruction: One Time Period, Value Creation and Destruction: Many Time Periods Growth-Valuation Matrix. Dividend Policy, Elements of the Dividend Decision

SECTION B

Unit VI: Credit Risk Management - Credit Risk Definition, Credit Risk and its underlying risks -Default risk, Exposure risk, Recovery risk, Collateral risk, Third party guarantee risk.

Unit VII: Liquidity Management - Objective of Liquidity Management - i) Liquidity management policies and plans, ii) Recognizing distinct liquidity needs - short, intermediate and long, iii) Recognizing distinct group of liquidity sources: liquidity through fresh borrowings, liquidity through repayments from borrowers, liquidity through statutory reserves. Determination of optimal level of liquidity

Unit VIII: Dimensions of liquidity management -Structuring of timing of cash flows - inflow / outflow. Identification of availability of liquidity sources to match specific liquidity needs over the time horizon of short, intermediate and long-term needs, Sourcing liquidity from the money market and dependence on Liquidity Adjustment Facility of the Central Bank. Tying up back stop facilities / line of credit for contingent needs; Use of other on-balance sheet and off-balance sheet instruments for liquidity; Developing suitable investment management strategies to synchronize with liquidity needs

Unit IX: Interest rate management -Fundamental factors affecting interest rates - Concept of interest, time, liquidity preferences, role of expectation in the interest rate formation, nominal and real interest rates, interest rate theories, role of the central bank in liquidity management, Role of Money Market and sources of liquidity in the Indian money market, RBI's policy and impact of Liquidity Adjustment Facility (LAF)

Unit X: Treasury Management- Concept and Practice .Role of Treasury and ALCO in asset-liability management

Suggested Readings

1. Financial Management- Theory and Practice, 6th Ed., - Prasanna Chandra
2. Financial Management- Theory and Practice, Khan & Jain
3. Finance for Managers - Harvard Business Essentials
4. BUSINESS MASTERMINDS: WARREN BUFFETT by heller robert
5. Financial Management- I M Pandey
6. Treasury Management & Risk Management by Trivedi & Hasan, Genesis Publishers, Mumbai. – Paper V

GROUP I: AGRI-BUSINESS MANAGEMENT

Paper I: Agri-Input Management

SECTION A

Agri-Input Management: Introduction, Concept of Agricultural Inputs; **Fertilizer Technology and Management:** Role of fertilizer in agri production, raw materials needed for and principles of manufacture of nitrogen, phosphatic, and potassic fertilizers, secondary nutrient sources and micronutrients formulation infrastructures for marketing and distribution of fertilizers; fertilizer quality control and pricing policy, constraints in fertilizer use and emerging scenario of fertilizer use, scope of bio-fertilizers; environmental pollution due to fertilizers. Laboratory exercises will include fertilizer sampling, quality evaluation, formulation of fertilizer mixture, and methods of fertilizer recommendation for crops, study of fertilizer marketing systems. Demand and supply scenario of major agro inputs seed, fertilizers, agrochemical tractor and other farm machines, pricing agro inputs; information system for agro-input marketing

SECTION B

Agro-Chemicals & Technology Management: Role, status and organisation of agro-chemical industry in the Country; alternate of novel methods of pest control, integrated pest management; role of biological controls as plant protection methods; methods of quality control qualitative and quantitative agrochemicals and residue analysis; guidelines for the use of agrochemicals, environment; adulteration and legal requirements. **Seed Production Technology:** Importance of quality seeds in agriculture; principles and methods of seed production of cereals, pulses, oilseeds and miscellaneous field crops; principles of seed certification and certification agency, seed laws and seed law enforcement; seed processing drying, cleaning, grading, treatment, weighing, bagging and handling of seeds; installation and management of seed processing plants- Seed storage; loss of seed viability during storage; seed packaging storing breeder, foundation and certified seeds; Seed industry in India-present status and future prospects; role of public, private and cooperative sectors; national policy and programmes seed demand and supply; forecasting seed demands; seed trade and export potential, organization of seed industry in India; Human resource development in seed industry , managing seed industry efficiently.

Suggested Readings

1. Agri Business Management/Himanshu. Jaipur, Ritu
2. Encyclopaedia of Agricultural Marketing : Marketing of Farm Inputs Seed, Fertilizer and Irrigation, Vo. IX/Jagdish Prasad
3. Advances in Seed Science and Technology, Vol. I : Recent Trends in Seed Technology and Management/edited by K. Vanangamudi, N. Natarajan, K. Natarajan, A. Bharathi, R. Umarani and T. Saravanan
4. Seed Technology/Dhirendra Khare and Mohan S. Bhale
5. Plant Compost-Manure and Agro-Chemicals Analysis : A Laboratory Manual/P.K. Behera
6. Agro Based Hand Book of Cultivation, Plantation and Farming : With Directory of Manufacturers/Suppliers of Agricultural Equipments & Implements and Suppliers of Agricultural Fertilizer, Seeds, Chemicals etc
7. Industrial Agriculture/Payman Mahasti

Paper II: Agri-Technology Management

SECTION A

Management of Floriculture and Landscaping: Recent advances in floriculture industry; evolution of new cultivators and production technology of ornamental plants; special techniques for forcing of dehydration of flowers; response of flowers to environmental conditions landscape gardening; style of gardening, Anaesthetic and Socio- aesthetic newly developed towns and cities; commercial cultivation of flower crops: rose, gladiolus, tuberose, marigold, aster, carnation, cilium chrysanthemum, use of plant sircquluors flower production, extraction, purification and storage of essential oils and perfumes; post harvest changes in cut flowers, storage and packing of cut flowers determining optimum time harvesting of flowers for export and home use.

SECTION B

Management of Biotech Industries: The course content includes agricultural needs & application of biotechnology for agricultural uses and benefits; tissue culture, disease surveillance and diagnostics industries bioprocess engineering and quality products and productivity based industries, their structure, quality parameters, marketing, Intellectual Property Rights bio-diversity concepts and social and legal implications.

Suggested Readings

1. Flower Crops : Cultivation and Management/ A.K. Singh
2. Economics of Floriculture/ R.G. Desai
3. Floriculture and Landscaping/ edited by T.K. Bose, R.G. Maiti, R.S. Dhua and P. Das
4. Biotechnological Strategies in Agroprocessing/ edited by S.S. Marwaha and J.K. Arora
5. Emerging Trends in Biotechnology/ Irfan Ali Khan and Atiya Khanum
6. Introduction to Landscaping : Design, Construction, and Maintenance/ Ronald J. Biondo and Charles B. Schroeder
7. Tissue Culture/ Satish Bhan

Paper III: Financial Management for Agri Business

SECTION A

Introduction to financial management, objectives functions, interface of financial management with other functional areas; preparation of financial statements- balance sheet, income statement, funds flow statement, cash flow statement, financial statement analysis- ratio analysis, time series analysis common size analysis, du-Pont-analysis, difficulties associated financial statement analysis, leverage-concept of leverage, operating leverage, financial total leverage, financial leverage and risk, relationship between risk and return., profit analysis, monitoring costs and sales through variance analysis, financial forecasting -sale forecast, preparations of Proforma balance sheet and income statement, growth and external funds requirements. Capital structure- introduction, factors affecting capital structure, features of an optimal capital structure, capital structure theories; sources of long term finance capital-equity capital and preference capital, debenture, term loans and deferred credit and hire purchase.

SECTION B

Working capital, determinants of the size of working capital the composition of working capital; managing working capital conservative vs. aggressive policies, static vs. dynamic view of working capital, operating cycle, approach to working capital, inventory management, receivable management and cash management and cash management, dividend decision, financing of working capital-accruals, trade credit, provisions, short term bank finance, public deposits, commercial paper, factoring, regulation of bank credit. Capital expenditure decisions- process of capital budgeting, basic principles in estimating costs and benefits of investments, appraisal criteria -pay back period, average rate of return; net present value, benefit cost ratio, internal rate of return, annual capital charge. Agri-business financing system in India -(a) Financial markets, money and capital markets (b) regional and all India financial institutions: commercial banks, regional rural banks, NABARD, AFC, Cooperatives' (NCDC and other institutes) Agro-Industries (Corporation, IDBI, IFCI, ICICI, SFCs, SIDCs, (c) investment institution: LIC, GIC, mutual funds, commercial bank, non banking financial companies.

Suggested Readings

1. Financial Management- Theory and Practice, 6th Ed., - Prasanna Chandra
2. Financial Management- Theory and Practice, Khan & Jain
3. Economics of India Catalogue
4. Dictionary of Agribusiness Management/ L.L. Somani
5. Micro-Enterprise Promotion in Agriculture : Indian Imperatives and Global Perspective/ J.P. Sharma, C.B. Singh, Meenakshi Chaudhary and Rashmi Singh
6. NABARD and Rural Transformation/ N. Lalitha and R. Dayanandan
7. Agricultural Credit and NABARD/ Tapan Kumar Shandilya and Umesh Prasad

Paper IV: Livestock Management

SECTION A

Present status of livestock products industry in India-dairy, meat, poultry, skin, hides,- wool; selection of livestock type, production and processing units; processing industry in India; alternate production and processing technology; demand scenario for livestock products in le domestic and global markets; improvement in products through disease control; **Feed Business Management:** Role of management in feed manufacturing industry, organizing and planning feed manufacturing unit with special emphasis on design of manufacturing processes, equipment, material handling and physical facilities, control procedures in feed manufacturing units with emphasis on inventory management, developing and evaluation of purchasing organisations system, planning and production of good quality feeds, quality control of raw material and finished products, cost accounting, budgetary control, accounting and management in a feed unit, personnel management, labour relations and policy considerations regarding wages and salaries, job evaluation and employee appraisal in feed industry, financial management-source of capital,' budget and financial control, risk and insurance, marketing management including distribution channels, advertising and selling of products and services, regulations relating to the manufacture and sale of feed stuff

SECTION B

Veterinary advisory services, extension activities, quality control system; packaging, preservation and storage systems for livestock products; transport means for domestic and global markets; quality control during storage & transit; extent of losses during storage and transport and ways to minimize the same; slaughtering and processing-plant design and operations; treatment of by- products; marketing and distribution of animal products existing and desired; quality standards for various products, and environmental and legal issues. **Poultry and Hatchery Management:** Poultry and hatchery industry, role of management in poultry industry establishing a poultry and hatchery unit -location, size and construction, equipment and physical facilities, organizing and managing poultry. Incubation and hatching, production of quality chicks and eggs, factors affecting hatchability, bio security and hatchery sanitation, handling of hatching eggs, maintaining chick quality -chick grading, sexing, packing, dispatch, transportation and chick delivery, franchise hatcheries, custom hatching, brooding, growing and laying management, crises management, industrial feeding, housing and disease management, waste management, record management accounting and budgetary control, risks and insurance, personnel management including wages and salaries, job evaluation and employee appraisal, marketing management ~ - direct sale and sale through franchisees/ agents, advertisement, sale and after sale services, other innovative sales strategies. Management- direct sale and sale through franchisees/agents, advertisement, sale services, other innovative sales

Suggested Readings

1. Livestock Feeding Strategies for Dry Regions/edited by P.S. Pathak and S.S. Kundu
2. Trends in Livestock Research/S.K. Kaushish
3. Livestock Economy of India/P.C. Bansil and S.P. Malhotra
4. Sustainable Agriculture: Status and Prospects/P.N. Kalla, Anita Singh, S.S. Pareek, Shanti K. Sharma and Hanuman Ram
5. Hand Book of Poultry Farming and Feed Formulations
6. The Complete Technology Book of Dairy and Poultry Industries : With Farming and Processing
7. Fertility and Hatchability of Chicken and Turkey Eggs/Lewis W. Taylor

Paper V: Food Process Management

SECTION A

Food Technology & Processing Management: Present status of food industry in India; organisational structure of agro industry; major dimensions of agro based industries; risk management; unit operations of food industry; deteriorative factors and their control; laws and regulation related to food industry; quality management in food industry-quality standards and ISO: principles of food preservation and' processing; preservation through temperature reduction, water removal, radiation, heat processing, fermentation and use of preservatives, technology of extrusion, solvent extraction, refining and

hydrogenation; processing of dairy products; cereals milling; pulse milling; oil seeds crushing; processing of fruits and vegetable; confectionery; tea and coffee processing; food additive and toxicology; protection of food during storage, and transportation; packaging distribution of food products; case studies on project formulation-dairy products, oil industry, fruit and vegetables processing, milling-pulse, cereals

SECTION B

Fruit Production & Post-Harvest Management: Present status of fruit industry in India and emerging scenario; major fruit growing zones, management of fruit production technology for domestic and global market; post harvest handling technology harvesting, pre-cooling, grading, packing, storage and transportation for cooling, grading, packing, storage and transportation, pre and post harvest management for quality and shelf life; fruit processing industry; international trade in fruits problems and prospects and global marketing of fruits, and government policy, incentives *domestic and global trade*.

Suggested Readings

1. Food Processing and Preservation/Neelam Khetarpaul
2. Modern Technology of Food Processing and Agro Based Industries
3. Fruit Production : Problems and Solutions/R.R. Sharma
4. Post-Harvest Management of Horticultural Crops/edited by M.A. Mir, G.M. Beigh, Hafiza Ahsan, Qazi Nissar Ahmad, H.R. Naik and Abdul Hamid Rather
5. Emerging Trends in Post Harvest Processing and Utilization of Plant Foods/Neelam Khetarpaul, R.B. Grewal, Sudesh Jood and Umaid Singh
6. Post Harvest Technology of Vegetables/Manoranjan Kalia
7. Food Processing/Vikas Ahluwalia

Paper VI: Trends in Agri Business

SECTION A

Agriculture Development in South Asia; Trends in India: Land Development Banks, Crop Loans ; Productivity of Credit; Three 'R's of Credit; Regional Rural Bank; Co-operative Banks: State Cooperative Banks, District Central Cooperative Bank, Village Cooperative Credit Society; Insurance: Crop Insurance, Cattle Insurance and Life Insurance; Microfinance: History of social banking, relationship with poverty alleviation; Concept of Micro-Credit; Trends in Organic Farming in India

SECTION B

NABARD: Establishment, Capital and Management, Operations, Resources; Rural Marketing, Agri-Input Marketing, Supply Chain Management, International Trade in Agri -Commodities, Agri-Entrepreneurship, Role of NGO's in Agri-Business Management, Rural Research Methods, Procurement Management, Agribusiness Risk Management, Emerging Issues in Agribusiness and Food Industry, Commodity Futures, Agriculture Project Management; Contract Farming, Sectoral Studies: Organized Retail, Banking and Finance, Agri-Input Supply, Food Processing; Company Profiles: Standard Chartered, Reliance, Aditya Birla Retail, Nestle, Cognizant, Godrej Agrovet,

Suggested Readings

1. Trends in Organic Farming in India/edited by S.S. Purohit and Dushyent Gehlot. Jodhpur, Agrobios, 2006
2. Crop Insurance in India : An Analysis
3. Agricultural Development in South Asia: A Comparative Study in the Green Revolution Experiences/Jasbir Singh. 1997
4. Rural Banking and Over Dues Management/edited by A. Ranga Reddy
5. Condition of Indian Peasantry/G.S. Bhalla
6. Microfinance Systems : Designing Quality Financial Services for the Poor/Graham A.N. Wright
7. Attacking Poverty with Microcredit/edited by Salehuddin Ahmed and M.A. Hakim

At the end of first year, students have to undergo two months of internship in agribusiness or food companies. In addition, two weeks field-stay in rural area to get hands-on experience of the sector

GROUP J: POWER MANAGEMENT

Paper I: Energy Conversion & Power Plant Systems

SECTION A

Sources of energy, classification of energy sources, quality & concentration of energy source, fossil fuel: coal, oil gas, Alternative sources of energy, geothermal, tidal & nuclear energy
Solar, wind hydro power bio mass fuel cell, MHD, Resources of energy use pattern in different regions of the world, global trend for clean technology

SECTION B

Types of power station, steam power station based on fossil fuels, thermal power plant equipment: boiler, turbines, generator etc, gas turbine power station. Combined cycle power plant, cogeneration concept cogeneration alternative; Fluidized bed technology ,recent advance in power plant IGCC ,HYDRO power generation ,nuclear power plant diesel engine ,study visit to power plant.

Suggested Readings

1. BLACK & VEATCH power plant eng. Ed.2000
2. CEGB modern power station practice.
3. Fuel map of India AUG.1998.
4. Energy resources handbook.

Paper II: Electricity Industry Structure & Regulations

SECTION A

Understanding the present environment, Introduction to Electricity industry Structure in India & abroad, Indian Electricity Act-1910, Indian electricity (Supply) Act- 1948, Industrial Safety Act-1948; Electricity Bill 2001, Implication on Industry on Industry , Restructuring and Reforms of Power Sector, privatization and Implication.

SECTION B

Role of regulatory commissions, Indian and international scenario, Deregulation process- abroad and implications; Energy Conversation act-2001, implications, Role of generator, distributors, consumers, manufacturers etc; Economics of energy conservation including tax relief and other incentives Role of various institutions

Suggested Readings

1. Indian Electricity Act, 1910
2. Indian Electricity (Supply) Act ,1948
3. Industrial safety Act ,1948
4. Electricity Bill 2000
5. Power plant Familiarization-1, NPTI Publisher.

Paper III: Power Environment Interface

SECTION A

Environment polices and regulatory framework, Global perspective and environmental guidelines. Regulatory framework and acts, Interface with govt. regulating agencies, public, academic and research institutions, ISO 14000; Environmental concerns Greenhouse effect, Water pollution, Ecological imbalance, Deforestation , Environmental impact assessment, Investment decisions concerning environmental protection, Environmental economics

SECTION B

Thermal Environmental Interface: Pollutant in power plant, particulate and gaseous pollutants, thermal pollution , solid gas pollution, strategies to control pollutants from coal based power plants pollution control methods, Ash handling and utilization; Hydro Environment Interface: Submergence, soil erosion, loss of flora and fauna, Riverine ecology, Social impact Landscape , Resettlement and rehabilitation.

Suggested Readings

1. Energy: Dolittle, Matrix publisher.
2. Energy and Environment: McGraw Hill.
3. Energy and Environment: Carter, Drandis Universal Press.
4. Air Pollution control: Ressamo, McGraw Hill.
5. Protecting our Environment: McGlannan, silson company

Paper IV: Transmissions & Distribution of Electrical Energy**SECTION A**

Fundamentals of transmission technology, AC Transmission, HVDC Transmission, Major equipments & Accessories, Transmission Network, Exchange of energy among Transmission Network, Interconnected system, Transmission Network system in India and other developed countries; Distribution of power, Load forecasting and network planning, Choice of systems for different consumers, system layout; Optimization of distribution system for efficient & quality power supply, Equipment and Accessories.

SECTION B

Metering at various locations, billing and revenue collections, latest development in metering technology, Reduction of power losses and left; Customers relations and handling of grievances, Distribution centers as profit centers; Inventory control & maintenance; Human resources development and safety

Suggested Readings

1. Turan Goneu, Electric power distribution system engg. McGraw Hill company.
2. Leon K. Kirchmayer, Economic Operation of Power Systems- Wiley Eastern Ltd.
3. H. Lee Wills, Power Distribution Planning, Reference Book; Publishers- Marcel Dekker. Inc. New York, Basel Hong Kong.

Paper V: Hydro Power Resources Management**SECTION A**

Hydro power development planning, World's hydropower resources, Environment-power master plans, Pre feasibility and studies, International and domestic financing; Hydrology, Geophysical study, Seismic considerations, environmental constraints, Resettlement and rehabilitation

SECTION B

Contracting and procurement, consulting services, Types of contracts FIDIC conditions of contract, Project management, Organization and economy, Management and organization, Planning and time scheduling, Project cost control; Engineering, General layout turbines, governors gates and other mechanical equipment, generators, transformers and switch gear and Control equipment, Construction methods, operations and maintenance principle, Maintenance organization and planning, Availability, Life cycle costs, Future development.

Suggested Readings

1. Skrotzi, Bernhardt power stn, Engineering and economy, 1998, Tata McGraw hill.
2. Arora and Domukundwar- A course in power plant engineering 2000, Dhanpat rai.
3. Handbook of Hydro electric Engineering P.S. Nigam, Nemchand Bros, New Delhi.
4. Hydro and Engineering Practice Vol.I, II, III Ed. J. G. Brown, CBS Publisher Delhi.

Paper VI: Power Pricing & Power Purchase Agreements**SECTION A**

Present energy pricing scenario in India and world, Coal Pricing, Gas pricing, Oil pricing, history of energy pricing mechanism- Indian and world, basic theory of energy pricing models, pricing under various environments, cost and supply analysis, price and output determination; Types of electricity, Tariff structure- fixed tariff, availability based tariff, time of the day tariff, long term tariff, etc., Regulatory frame work and aspects of tariff setting.

SECTION B

Requirements of PPA, Risk and responsibilities in a power purchase agreement, Desirable principles of power purchase agreements, Assessment of Tariff levels Scope of the PPA, Articles and schedules of a model PPA Definition and interpretation of terms of a model PPA, Negotiating Power purchase agreements PPA- Financial and legal issues, Drafting of a model PPA.

Suggested Readings

1. Document of CERC-2000 CERC Publisher.
2. Managerial economics by GS Gupta, Tata McGraw Hill publishing Co. Ltd.
3. Energy pricing in India by Herry sarkar and Gopal K. Kadekoli-publisher- United National Development Program & Economic commission for Pacific and Asia.