

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)

Specialization GROUP A:(MARKETING)

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 Arahatias (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

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

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 administrating 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.

Specialization GROUP B:(FINANCE)

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.

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.

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.

Specialization GROUP C:(HUMAN RESOURCE)

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).

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.

Paper-VI: Global HRM Scenario & Practices

SECTION A

Unit I: Introduction - Introduction, objectives an 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.

Specialization GROUP D:(INFORMATION SYSTEM MANAGEMENT)

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.

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.

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.

Specialization GROUP E:(HEALTHCARE MANAGEMENT)

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.

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.

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.

Specialization GROUP F :(INTERNATIONAL BUSINESS MANAGEMENT)

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.

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).

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.

Specialization GROUP G :(OPERATIONS MANAGEMENT)

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.

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.

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.

Specialization GROUP H :(BANKING & FINANCIAL SERVICES MANAGEMENT)

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.

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.

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 casts 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

Specialization GROUP I :(AGRI-BUSINESS MANAGEMENT)

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

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.

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,

Specialization GROUP J : (POWER MANAGEMENT)

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

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.

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.