University of Pune

Revised Syllabus for Master of Business Administration (M.B.A)

M.B.A. Part I (First Year) Revised from June 2008-09.

M.B.A. Part II (Second Year) Revised from June 2009-10.

(I) Introduction

The name of the course shall be Master of Business Administration (M.B.A.)

(II) Objectives

The basic objectives of an M.B.A. course are-

1. To provide the country a steady stream of competent young men and women with necessary knowledge, skills, values and attitudes to occupy positions of management and administration in business, industry, public system and the government.
2. To impart the students latest and relevant knowledge from the field of management theory and practice.
3. To provide opportunities to the students for developing necessary managerial skills.
4. To impart/ develop the right kind of values and attitude to function effectively in managerial/ administrative positions.

(III) Eligibility for Admission

Students possessing following qualifications are eligible for admission to MBA course-

(a) A Bachelor's Degree in any faculty of any statutory University with 45% or more marks(40% or more marks for students belonging to SC, ST/DT, NT,OBC, SBC for Maharashtra State Only),

Or

A masters Degree in any faculty of any statutory University with 45% or more marks(40% or more marks for students belonging to SC, ST/DT, NT,OBC, SBC for Maharashtra State Only),

(b) Must have completed selection procedure as prescribed by the competent authority from time to time.

Course Structure for Master's Degree Course in Business Administration

SEMESTER-I

Course Code	Subject Title	Examination	Periods		Marks
			L	T	
101	Organizational Behavior & Principles & Practices of Management	External	60	15	100
102	Management Accounting	External	60	15	100
103	Managerial Economics	External	60	15	100
104	Statistical & Quantitative Methods	External	60	15	100
105	Legal Aspects of Business	External	60	15	100
106	Basics of Marketing	External	60	15	100
107	Information Technology	Internal	30	8	50
108	Managerial Communication	Internal	30	8	50

SEMESTER-II

Course Code	Subject Title	Examination	Periods		Marks
			L	T	
201	Marketing Management	External	60	15	100
202	Financial Management	External	60	15	100
203	Human Resource Management	External	60	15	100
204	Manufacturing & Operations Management	External	60	15	100
205	Materials & Logistics Management	External	60	15	100
206	Management Information	External	60	15	100

	Systems				
207	Research Methodology	Internal	30	8	50
208	Economic Environment of Business & Environmental Management	Internal	30	8	50

SEMESTER-III

Course Code	Subject Title	Examination	Periods		Marks
			L	T	
301	Business Policy & Strategic Management	External	60	15	100
302	Management Control Systems	External	60	15	100
303	Specialization I	External	60	15	100
304	Specialization II	External	60	15	100
305	Specialization III	External	60	15	100
306	Specialization IV	Internal	30	8	50
307	Specialization V	Internal	30	8	50
308	Project Report	External			100

SEMESTER-IV

Course Code	Subject Title	Examination	Periods		Marks
			L	T	
401	Entrepreneurship Development & project Management	External	60	15	100
402	International Business Management	External	60	15	100
403	Current Trends in Management	External	60	15	100

404	Specialization VI	External	60	15	100
405	Specialization VII	Internal	30	08	50
406	Specialization VIII	Internal	30	08	50
407	Specialization IX	External	60	15	100
408	Specialization X	External	60	15	100

Notes:-

1. "L" Indicates Lecture Periods of 45 Minutes each and "T" Indicates Tutorial Periods of 45 Minutes each.

2. In case of subjects for University evaluation, 30% marks are reserved for internal evaluation and 70% marks are reserved for University evaluation. Passing percentage will be 40% for internal and external evaluation separately.

3. After every three years, syllabus will be revised.

(IV) Number of Lecturers-

For external subjects, there shall be at least 60 lectures and 15 lectures for Tutorials/ Seminars/Assignments per semester per course.

For internal subjects, the there shall be at least 30 lectures and 8 lectures for Tutorials/ Seminars/Assignments per semester per course.

(V) Practical Training and Project Work-

Each student shall have to undergo a practical training for a period of not less than 50 days during the vacation at the end of First Year.

Based on the actual training during the vacation, the student shall write a project report on the topic selected under the guidance of a faculty and submit two copies of the same to the Director of the institute before 30th September. The project Report shall be assessed both internally (30 marks) and externally (70 marks) .For external evaluation there will be a viva voce at the end of third semester. Such viva-voce shall be conducted by a panel of two referees appointed by the University.

(VI) Marks

The papers marked as “External” in the course structure will be evaluated by the University and carry 100 marks. Out of these 100 marks 70 marks are reserved for University Evaluation based upon comprehensive written examination and 30 marks are reserved for internal evaluation by the individual Institutes. The papers marked as “Internal” in the Course Structure will be evaluated internally by the individual Institute and such marks will be communicated to the University at the end of each semester. These marks will be considered for the declaration of the results.

(VII) Specialization:-

In second year, a student shall select a special subject, consisting of 10 Unit Courses, from following Functional areas :-

Group A- Marketing Management

Group B- Financial Management

Group C- Computer Management

Group D- Production and Materials Management

Group E-Human Resource Management

Group F- International Business

For each of the above fields of specialization the syllabus includes eight courses for semester III and semester IV separately. An individual institute has to select any five of the suggested titles to be offered to their students. Out of the five titles selected, three should relate to full papers (i.e. carrying 100 marks) and two should relate to internal papers(i.e. carrying 50 marks)

(VIII) Rules for specialization

Student for the special course under 303A, 304A, 305A, 306A, and 307A, shall offer 404A, 405A, 406A, 407A and 408A only.

Student for the special course under 303B, 304B, 305B, 306B, and 307B, shall offer 404B, 405B, 406B, 407B and 408B only.

Student for the special course under 303C, 304C, 305C, 306C, and 307C, shall offer 404C, 405C, 406C, 407C and 408C only.

Student for the special course under 303D, 304D, 305D, 306D, and 307D, shall offer 404D, 405D, 406D, 407D and 408D only.

Student for the special course under 303E, 304E, 305E, 306E, and 307E, shall offer 404E, 405E, 406E, 407E and 408E only.

Student for the special course under 303F, 304F, 305F, 306F, and 307F, shall offer 404F, 405F, 406F, 407F and 408F only.

(IX) Assessment

The final total assessment of the student shall be made in terms of an internal assessment and an external assessment.

(a) The internal and external assessment will constitute separate heads of passing and they will be shown separately in the marks sheet.

(b) For each paper meant for University evaluation, the ratio of marks for internal assessment in relation to external assessment shall be 30:70

(c) The external assessment shall be based upon the external written examination to be held at the end of each semester.

(d) The project Report and viva shall constitute one head of passing.

(e) The marks awarded by a teacher in the internal evaluation for the papers marked as "External" in the courses structure shall be immediately communicated to the student. The Institute should communicate internal marks to the students

(f) Reassessment of Internal Marks –in case of those students who have secured less than passing percentage of marks in the internal evaluation for the paper marked as " External" in the course structure, the concerned Institute should administer a separate internal test for these 30 marks in the subsequent semester. The results of such test

may be communicated to the University as the Revised Internal marks. If the result of internal test as above results in lower marks should be prevailed. In short, the rule is higher of the two figures of the marks shall be taken into consideration.

(X) Examinations

The M.B.A. examination will be held in four semesters. The student will not be allowed to appear for the examination unless his attendance is minimum 75%. The student will be allowed to carry maximum backlog of eight (8) heads of passing from any one or more semesters.

(XI) Standard of passing

Every student must secure 40% marks in both University Evaluation as well as Internal Evaluation.

(XII) Grading

There shall be numerical marketing for each course. At the time of declaration of the result, the marks obtained by a student shall be converted into the grades as shown below.

Grade	Percentage
A+	70 & above
A	60-70 Less than 70
B+	55-60 Less than 60
B	50-55 Less than 55
C	40-50 Less than 50
F	Below 40

(Grade F stands for failure)

(Fraction to be rounded up to next higher integer)

(XIII) Transcript for Students

Every student shall be given a transcript, showing the name of the Institution, the courses offered by the student, the date of enrollment in the course, the dates of the examination, the dates of the external examination, and details of marks of internal and external assessment. The transcript will further indicate the rank, if the student secures the rank amongst the first 10 ranks in the entire examination.

<u>(XIV) Additional Specialization:-</u>

A student who has passed the M.B.A. Examination of this University may be allowed to appear for the M.B.A. examination again, in any other special group only, by keeping terms for the third and fourth semester for that special group i.e. for papers comprising of 800 marks out of a total of 1400 marks, at proportionate fees (57%) of the Tuitions Fees

(XV) Teaching Faculty

Besides full time faculty members, part-time, adjunct and visiting faculty members should be invited to conduct the professional courses. Visiting faculty should normally satisfy one of the following criteria:

(a) Master's degree of a recognized University in a relevant subject or professional qualifications like ACA, AICWA, or ACS.

(b) Master's degree of recognized University in any faculty with at least two years professional experience related to the given subject.

(c) Bachelor's degree of recognized University in any faculty with at least 5 years professional experience related to the given subject.

(d) Diploma of a recognized University/ Board with at least 7 years professional experience related to the given subject.

University Of Pune

Syllabus for Master in Business Administration (M.B.A.)

Semester I

(101) ORGANIZATIONAL BEHAVIOUR & PRINCIPLES & PRACTICE OF MANAGEMENT

SECTION I:- Organizational Behaviour

1. Introduction to Organizational Behaviour: Definition, Importance, Scope, Fundamental Concepts of OB, Different models of OB - autocratic, custodial, supportive, collegial and SOBC. (4)

2. Personality & Attitudes: Meaning of personality, attitude - Development of personality – Attributes of personality- Transactional Analysis – Ego states – Johari window - Nature and dimensions of attitude – Developing the right attitude (4)

3. Motivation: Definition, Importance, Motives – Characteristics, Classification of motives - Primary & Secondary motives. Theories of Motivation - Maslow's Theory of need hierarchy - Herzberg's theory. Morale - Definition and relationship with productivity - Morale Indicators. (4)

4. Group Dynamics and Team building: Concept of Group & Team. Theories of Group Formation - Formal and Informal Groups. Importance of Team building. (4)

5. Conflict Management: Definition. Traditional vis-à-vis Modern view of conflict – Types of conflict – Intrapersonal, Interpersonal, Organizational. Constructive and Destructive conflict. Conflict management. (3)

6. Stress management: Definition, Causes, Managing stress, Stress as a motivator. Work life balance. (2)

7. Change management: Concept of change, change as a natural process, Importance & Causes of change – social, economic, technological, organizational. Learning – unlearning, Concept of learning organizations. (4)

8. Cases studies on above topics (5)

<u>SECTION II:</u> Principles and Practice of Management

1. **Basic concepts of management:** Definition – Need and Scope – Different schools of management thought – Behavioural, Scientific, Systems, and Contingency (4)
2. **Contribution of Management Thinkers:** Taylor, Fayol, Elton Mayo (4)
3. **Functions of Management** –
   - **a) Planning** – Concept, Nature, Importance, Steps, Limitations, Management by objectives (2)
   - **b) Organizing** - Concept, Nature, Importance, Principles, Centralization, Decentralization, Organization Structures- Line and Staff Authority, Functional, Product, Matrix, Geographical, Customer, New Forms of Organization – Virtual, Organizations as Networks - Types of Network Organizations/Clusters - Self-Organizing Systems. Organizational Designs for Change and Innovation - Designing Principles for New Forms of Organizations (3)
   - **c) Staffing** - Concept, Nature, Importance, Steps. Concept of knowledge worker. (2)
   - **d) Directing** – Concept, Nature, Importance. (1)
   - **e) Controlling** - Concept, Nature, Importance, Process of controlling, Control Techniques. (2)

4. **Leadership:** Concept, Nature, Importance, Attributes of a leader, developing

leaders across the organization, Leadership Grid. (4)

5. **Decision making:** Concept, Nature, Importance, and Process. Types of decisions. Problems in decision making. (4)

6. Case Study: Planning, Decision Making, Leadership. (4)

Books Recommended:-

1. Organizational Behaviour, 9th Ed. - Stephen Robbins
2. Human Behaviour at work - Davis and Newstorm
3. Organizational Behaviour - Uma Sekaran
4. Organizational Behaviour - Fred Luthans
5. Organizational Behaviour - K.Aswathappa
6. Human Behaviour at Work - Keith Davis
7. Organizational Behaviour - Jit S.Chandran
8. Human Relations & Organizational Behaviour - R.S.Dwivedi
9. Organizational Behaviour - McShane
10. Organizational Behaviour - Sharma
11. Essentials of Management – Koontz – TMGH -
12. Principles & Practices of Management - Saxena
13. Principles and Practices of Management - Shejwalkar and Ghanekar
14. Management Concepts & Practices - Hannagan

102-MANAGEMENT ACCOUNTING

1. Meaning and Definition of Accounting, Parties or Users interested in Accounting, Branches of Accounting, Meaning and Definition of Management Accounting, Distinction between Management Accounting and Financial Accounting. Accounting Concepts and Conventions. (10)

2. Basic Accounting terminologies, Classification of Accounts, Meaning of Journal, Writing of Journal Entries. (5)

3. Secondary Books of Accounting, Preparation of Trial Balance, Final Accounts of Sole Traders. (14)

4. Elements of Costs; (10)

(a) Materials Costs: - Materials purchasing, receiving, storing and issuing including pricing of issues.
(b) Labour Costs and Labour Turnover.
(c) Overheads- Identifying the overheads with cost centre. Allocation, Apportionment and Absorption – Accounting treatment of Under and Over Absorption.
(d) Preparation of Cost Sheet, items to be excluded while preparing cost sheet.

5. Managerial Decision Making Techniques like (21)
   (a) Marginal costing – Cost volume profit analysis, BEP
   (b) Budgetary control, Operating and Financial Budgets, Flexible Budgets.
   (c) Standard Costing – Materials Cost and Labour cost variances only.

Books Recommended:-

1. Introduction to Management Accounting - Horngreen and Sundlem
2. Principles of Management Accounting - Manmohan & Goyal
3. Management Accounting - Dr. E.B. Khedkar, Dr. D.B. Bharati and Dr. A. B. Kharpas.
4. Cost and Management Accounting - S.M.Inamdar
5. Management Accounting - Dr. Mahesh Kulkarni
6. Double Entry Book Keeping - T.S.Grewal
7. Principles and Practice of Cost Accounting – Ashish K. Bhattacharya
8. Management Accounting 3rd Ed. - Khan & Jain
9. Theory & Problems in Management & Cost Accounting - Khan & Jain
10. Cost Accounting – Jawaharlal
11. Management Accounting - Dr. A. P. Rao

103-MANAGERIAL ECONOMICS

1. Definition, Nature and Scope of Managerial Economics, Managerial Economics and Microeconomic and Macroeconomics. Managerial Economics and decision-making. Definitions of basic concepts:
   a. Positive and normative approach
   b. Optimization
   c. Marginal analysis
   d. Opportunity Cost.
   e. Economic Model.
   f. Static and Dynamics. (8)

2. Meaning and Determinants of demand. Demand Function. Law of Demand, Market Demand, Elasticity of demand. Types of elasticity. Measurement of

elasticity. Significance and uses of the elasticity. Methods of Demand estimation. Demand forecasting. Forecasting of an established product. Forecasting of a new product. (8)

3. Production Function. Law of Variable Proportions. Law of supply. Elasticity of supply. Measurement of elasticity. Significance and uses of the concept of elasticity. (6)

4. Costs of production. Private costs and Social Costs. Accounting Costs and Economic costs. Short run and Long Run costs. Economies of scale. Cost estimation. Methods of cost estimation and cost forecasting. Cost reduction and cost control. (6)

5. Pricing under various markets including: Perfect Competition, Monopoly, Monopolistic competition, oligopoly. Cartels. Price discrimination. Measurement of Monopoly Power. (8)

6. Pricing Strategies and Methods – Cost plus pricing. Marginal cost pricing. Cyclical pricing. Penetration Pricing. Price Leadership. Price Skimming. Transfer pricing. (8)

7. Profit Policy: Break Even analysis. Profit Forecasting. (4)

8. Capital Budgeting – steps involved in project evaluation. Concept of time value of money. Methods of investment Appraisal: Discounted Cash flow. Net Present Value. Internal Rate of Returns. (8)

9. Need for Government Intervention in Markets. Price Controls. Support Price. Preventions and Control of Monopolies. System of Dual Price. (4)

Books Recommended:-

1. Managerial Economics – Analysis**,** Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.
2. Managerial Economics – Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
3. Managerial Economics – D. Salvatore, McGraw Hill, New Delhi.
4. Managerial Economics – Pearson and Lewis, Prentice Hall, New Delhi
5. Managerial Economics – G.S. Gupta, T M H, New Delhi.
6. Managerial Economics – Mote, Paul and Gupta, T M H, New Delhi.
7. Managerial Economics –Joel Dean, Prentice Hall, USA.
8. Managerial Economics –H L Ahuja, S Chand & Co. New Delhi.

(104) STATISTICAL & QUANTITATIVE METHODS

1. **Arranging data to convey meaning** - Tables, Graphs and Frequency Distribution (6)
2. **Measures of Central Tendency –** Arithmetic Mean, Median, Mode. Measures of Dispersion – Range, Quartile, Mean Deviation, Standard Deviation, Coefficient of Variation. (6)
3. **Correlation –** Karl Pearson coefficient & Rank correlation – Partial & Multiple correlation. Simple and Multiple Regression (Linear) – Equation and prediction (6)
4. **Association of Attributes:** Yule's coefficient & Coefficient of colligation. (6)
5. **Probability –** Concept, Bayes' theorem. Probability Distributions - Binomial,

Poisson and Normal

(6)

6. **Linear Programming** – Formulation. Graphical solution, Transportation & Assignment Problems – all methods

(6)

7. **Queuing Theory** - Single Server (M/M/I , Infinite, FIFO) and Multi Server (M/M/C , Infinite, FIFO)

(6)

8. **Markov Chains & simulation techniques**. Monte Carlo Simulation

(6)

9. **Games Theory** - 2x2 zero sum game with dominance - Pure Strategy and Mixed Strategy

(6)

10. **Decision Theory -** Decision making under risk (EMV criteria) and Decision making under uncertainty

(6)

Books Recommended:-

1. Statistical and Quantitative Methods – By Ranjit Chitale
2. Statistical Methods - S.P.Gupta
3. Statistics for Management - Levin and Rubin
4. Quantitative Techniques Vol. 1 and 2 - L.C.Jhamb
5. Statistics and Quantitative Techniques - M.G.Dhaygude
6. Quantitative Techniques - N.D.Vohra

(105) LEGAL ASPECTS OF BUSINESS

I. The Contract Act, 1871

1.1 Nature and classification of contracts - Essential elements of a valid contract
1.2 Offer and Acceptance - Consideration - Capacities of Parties
1.3 Provisions relating to free consent, void agreements
1.4 Provisions relating to performance and discharge of contract
1.5 Breach of contract - Meaning and remedies (8)

II. Contract Act, 1872

2.1 Contracts of Indemnity - Meaning, nature - Right of Indemnity Holder and Indemnifier
2.2 Contracts of Guarantee - Meaning, Nature and Features - Types of Guarantee - Provisions relating to various types of Guarantee

2.3 Surety and Co-surety - Rights and Liabilities - Discharge of surety from his liability
2.4 Agency - Agent and Principal - Creation of Agency - Classification of Agents - Relationship between Principal and Agent - Agent's authority - Revocation and Renunciation - Rights, Duties and Liabilities of Agent and Principal - Termination of Agency (7)

III. Sales of Goods Act, 1930

3.1 Contract for Sale of Goods - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of ale
3.2 Provisions relating to conditions and Warranties
3.3 Provisions relating to transfer of property or ownership
3.4 Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller – Rules as to delivery of goods. (6)

IV. The Negotiable Instruments Act, 1881

4.1 Negotiable Instruments - Meaning, Characteristics, Types, Parties - Holder and holder in Due Course
4.2 Negotiation and Types of Endorsements
4.3 Dishonour of Negotiable Instrument - Noting and Protest
4.4 Liability of parties on Negotiable Instrument.
(10)

V. The Companies Act, 1956

5.1 Company - Definition, Meaning, Features and Types of companies
5.2 Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus
5.3 Share Capital (10)

VI. The Consumer Protection Act, 1986

6.1 Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices
6.2 Rights of Consumers
6.3 Consumer Disputes Redressal Agencies (6)

VII. The Information Technology Act, 2000

7.1 Digital Signature - Digital Signature Certificate
7.2 Electronic Governance
7.3 Electronic Records
7.4 Certifying Authorities
7.5 Penalty & Adjudication (10)

VIII Patents Act

8.1 Conceptual understanding of patents, copyrights, trademarks and designs. (3)

Books Recommended:-

1. Business Laws - Balchandani
2. Business Laws - S.D.Geet and M.S.Patil
3. Business Laws - Gulshan Kapoor
4. Business and Commercial Laws - Sen and Mitra
5. An Introduction to Mercantile Laws - N.D.Kapoor
6. Business Laws - N.M.Wechlekar
7. Business Laws - M.D.Mulla
8. Company Law - Avtar Singh
9. Bare Text of the relevant Act

(106) BASICS OF MARKETING

1. **Introduction to Marketing:** Definition & Functions of Marketing.
   Core concepts of marketing –
   a) Need, Want, Desire, Benefits, Demand, Value, Exchange,
   b) Goods – Services Continuum, Product, Market
   c) Customer Satisfaction, Customer Delight.
   d) Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relational. Concept of Marketing Myopia. Selling versus marketing.
   e) Holistic Marketing Orientation & Customer Value (12)

2. Consumer Behaviour: Concept, Characteristics of consumer and organizational markets, 5 step Buyer decision process. (6)

3. **Marketing Environment:** Analyzing needs and trends Macro Environment - Political , Economic, Socio-cultural and Technical Environment – PEST analysis. Micro Environment – Industry & Competition. Concept of Market Potential & Market Share (6)

4. **Market segmentation:** Definition, Need & Benefits. Bases for market segmentation of consumer goods, industrial goods and services. Segment, Niche & Local Marketing, Effective segmentation criteria, Evaluating & Selecting Target Markets, Concept of Target Market and Concept of positioning – Value Proposition & USP. (10)

5. **Marketing Mix:** Definition of each of the Four P's. Components of each P. Extended 7Ps for services. Significance in the competitive environment. (8)

6. **Marketing Planning:** Contents of Marketing Plan - Developing Marketing Plan for variety of goods and services. (8)

7. **Marketing organization**: Concept, Types - Functional organization, Product Focused organization, Geographic Organization, Customer Based Organization, Matrix organization. Organization structure for a wide customer orientation. (4)

8. **Market Evaluation and Controls:** Generic Process, Need and Significance of marketing control. Marketing Audit. (4)

9. **Social responsibility of marketing organizations**. (2)

Books Recommended:-

1. Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
2. Fundamentals of Marketing - Stanton
3. Marketing Management – Rajan Saxena
4. Marketing Management - V.S.Ramaswamy and S.Namakumari
5. Analysis for Marketing Planning – Donald Lehmann & Rusell Winer, 6th ed.
6. Case Studies in Marketing - Indian context - R.Srinivas

(107) INFORMATION TECHNOLOGY

1. Introduction to Computers: Hardware - Software - Systems Software, Application Software and Packages - Introduction to Embedded Software. Fundamentals of operating system- Windows, Unix/Linux. Introduction to World Wide Web - Internet operations. Emerging communication technologies *****

(4)

2. Software Packages

2.1 Microsoft Word – Mail merge (2)

2.2 Microsoft Excel – Formulas, Graphs, Basis statistical formulae. (4)

2.3 Microsoft Power Point – Creating effective presentations (4)

2.4 Microsoft Access - Introduction to DBMS concepts, Creating a database, Basic queries. (6)

2.5 Tally – Journal Entry, Ledger posting, Preparation of Balance Sheet (6)

3. HTML – Home page designing for each student using Microsoft FrontPage. (4)
Note: Chapters 2 and 3 must be conducted as practical with hands on exposure.

Books Recommended:-

1. Rajaraman, V. (2004). Introduction to Information Technology. PHI.
2. Turban, Rainer and Potter (2003). Introduction to information technology. John Wiley and sons.
3. Sinha, P.K., Priti Sinha (2002). Foundation of computing. BPB Publications.
4. Ram, B. (2003). Computer Fundamentals. New Age Publications

(108) MANAGERIAL COMMUNICATION

1. **Introduction to managerial communication:** Meaning, Importance & objectives - Principles of Communication, forms of communication, Communication Process, Barriers of effective communication, Techniques of effective communication. (2)

2. **Nonverbal communication:** Body Language, Gestures, Postures, Facial Expressions, Dress codes. The Cross Cultural Dimensions of Business Communication. Listening & Speaking, techniques of electing response, probing questions, Observation. Business and social etiquettes. (6)

3. **Managerial speeches:** Principles of Effective Speech & Presentations. Technical

& Non-technical presentations. Speech of introduction - speech of thanks - occasional speech - theme speech. Use of audio visual aids. (6)

4. **Interview Techniques:** Mastering the art of conducting and giving interviews, Placement interviews - discipline interviews - appraisal interviews - exit interviews. (2)

5. **Group communication:** Importance, Meetings - group discussions. Videoconferencing. (2)

6. Introduction to managerial writing: Business letters: Inquiries, Circulars, Quotations, Orders, Acknowledgments Executions, Complaints, Claims & adjustments, Collection letter, Banking correspondence, Agency correspondence, Bad news and persuading letters, Sales letters, Job application letters - Bio-data, Covering Letter, Interview Letters, Letter of Reference. Memos, minutes, Circulars & notices. (8)

7. **Reports**: Types of Business Reports - Format, Choice of vocabulary, coherence and cohesion, paragraph writing, organization reports by individual, Report by committee. (4)

Books Recommended:-

1. Lesikar, R.V. & Flatley, M.E. (2005). Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Ludlow, R. & Panton, F. (1998). The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd.
3. Adair, J. (2003). Effective Communication. Pan Mcmillan.
4. Thill, J. V. & Bovee, G. L. (1993). Excellence in Business Communication. McGraw Hill, New York.
5. Bowman, J.P. & Branchaw, P.P. (1987). Business Communications: From Process to Product. Dryden Press, Chicago.

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MBA Semester II

(201) MARKETING MANAGEMENT

1. PRODUCT: Product – Meaning, Goods & Services, Product Mix, Levels of Product, Product Life Cycle - Managing the product in Product Life Cycle. (8)

2. NEW PRODUCT DEVELOPMENT- Types of new products - Test Marketing a new product – Portfolio analysis, Branding - Definition, Purpose and Significance, Branding decisions - Packaging & Labeling - Purpose, Types and new trends in packaging. (10)

3. PRICE: Meaning, Importance, Pricing objectives, Factors influencing pricing decision - Approaches to pricing – Price & Non-price competition, Setting the price

and managing the price changes. (8)

4. PLACE: Importance, functions of distribution channels - Introduction to the various channels of distribution – Designing marketing channels – Introduction to Wholesaling, Retailing, Franchising, Direct Marketing, Impact of technology & Internet on distribution. (8)

5. PROMOTION: Concept and role in marketing, Promotional Mix - Advertising, Sales Promotion, Personal Selling, Public Relations. Impact of technology & Internet on Promotion (8)

6. Extended P's of Marketing – People, Process & Physical Evidence (8)

7. Caselets Discussions (10)

Books Recommended:-

1. Marketing Management - Philip Kotler
2. Fundamentals of Marketing - Stanton
3. Marketing Management - V.S.Ramaswamy and S.Namakumari
4. Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
5. Marketing Models - Lilien & Kotler & Moorthy
6. Case Studies in Marketing - Indian context - R.Srinivas
7. Case study solutions - H.Kaushal
8. Marketing Management – Rajan Saxena
9. Marketing - Gandhi

(202)-FINANCIAL MANAGEMENT

1. Concept of Finance, Corporate Finance, Finance Functions and other functions. Structures of the Financial System. (6)

2. Financial Management – Meaning and Objectives, A's of Financial Management, Scope and Functions of Financial Management, Financial Planning and Forecasting. (6)

3. Capitalization – Under and Over Capitalization, Capital Structures – Computation of cost of capital, Trading on Equity, Leverages – Type and Significance (6)

4. Capital Budgeting – Nature and Significance, Time value of money- Discounting and Compounding – Methods of evaluating Capital Expenditure proposals (9)

5. Financial statements of Corporate organizations, Introduction to Schedule- VI, Provisions of Companies Act 1956. (9)

6. Analysis and interpretation of Financial Statements using the techniques of Ratio Analysis and Fund Flow analysis. (9)

7. Working Capital Management – Nature of Working Capital Management, Need for working capital – operating cycle, estimation of working capital requirement – Management of Cash and Receivables, Cash Budget. (9)

8. Management of Profits-Dividend Policy, Procedural and Legal formalities involved in the payment of dividend-Bonus Shares. (6)

Books Recommended:-

1. Financial Management – I.M.Pandey
2. Financial Management – Khan & Jain
3. Financial Management – S.M.Inamdar
4. Financial Management – N.M.Wechlekar
5. Financial Management – S.C.Kuchal
6. Financial Management & Policy – R.M.Shrivastava
7. Financial Management – Prasanna Chandra
8. Financial Management- P.V. Kulkarni

(203)-HUMAN RESOURCES MANAGEMENT

1. **Human resources Management-**Introduction and Importance-Evolution – difference between Personnel Management and HRM- Strategic HRM- role of a HR Manager. (6)
2. **Human Resources Planning-**Objectives-Importance-HRP Process- Manpower Estimation-Job analysis-Job Description-Job Specification. Recruitment-Sources of Recruitment-Selection Process-Placement and Induction-Retention of Employees. (8)

3. **Training and Development-** Objectives and Needs-Training Process-Methods of Training –Tools and Aids-Evaluation of Training Programs. (8)

4. **Career Planning-** Succession Planning. (2)

5. **Performance Management System-**Definition, Concepts and Ethics-Different methods of Performance Appraisal- Rating Errors-Competency management. (8)

6. **Compensation Management –**Concepts and Components-Job Evaluation-Incentives and Benefits. (8)

7. **Productivity Management-**Concepts-TQM-Kaizen-Quality Circles (6)

8. **Industrial relations-**Grievance Procedure-collective Bargaining-Settlement of Disputes. (6)

9. **Retirement/Separation-**Superannuation-Voluntary Retirement Schemes-Resignation-Discharge-Dismissal-Suspension-Layoff. (8)

Books Recommended:-

1. Human Resources Management- Gary Dessler
2. Personnel Management – C.B Mamoria
3. Managing Human Resources - R.S. Dwiwedi
4. Human Resources Management-V.P.Michael
5. Human Resources Management – Dr.P.C.Pardeshi
6. Human Resources Management – Mirza & Zaiyadin
7. Human Resources Management – L.M.Prasad
8. Human Resources Management - Ashwathappa
9. Managing Human Resources - Arun Monppa

(204) MANUFACTURING AND OPERATIONS MANAGEMENTS

1. **Introduction to Operations Management -** Nature, Scope, Importance and Functions - Evolution from manufacturing to operations management - Evolution of the factory system - manufacturing systems –quality – mass customization. Contribution of Henry Ford, Deming, Crossby, Taguchi, (6)

2. **Types of Industries –** Variety of Businesses – Integration of Manufacturing & Services – Scale of Operations. Methods of Manufacturing - Project / Jobbing, Batch Production, Flow/Continuous Production, Process Production -Characteristics of each method (8)

3. **Facilities Location & Layout –** Strategic importance - Factors affecting location & layout - Installation of facilities – Single location, multi-location decisions. Principles and Types of Facilities Layout. (8)

4. **Importance and Functions of Production Planning & Control**. Introduction to PERT / CPM - Network Crashing (Numericals expected for PERT/CPM) (8)

5. **Maintenance Management -** Importance and types of maintenance - Maintenance Planning - Spare Parts Management – Concept of TPM. (6)

6. **Inspection -** Cent percent Inspection, Sample Inspection, Operation Characteristics Curves, Statistical Quality Control – Construction & Interpretation of Control Charts – (X-R, n, p, c, np) Introduction to Six Sigma, (Numericals expected for Control Charts). Gap analysis for service quality assessment. (10)

7. **Productivity -** Work Study - Objectives, Scope and Uses - Methods Study – Flow process chart, Flow diagram & Process mapping - Work Measurement - Elements - Performance Rating - Allowances - Standard Time - Synthetic Time Standards - Work Sampling (Numericals expected for Standard Time) (10)

8. **Lean Production Systems** – TOYOTA system – JIT - KANBAN - Theory of Constraints (4)

Books Recommended:-

1. Operations Management - Krajewski
2. Operations Management - Mahadevan
3. Production & Operations Management - Chary
4. Production & Operations Management - Chase
5. Production & Operations Management - Adam & Ebert
6. Manufacturing & Operations Management - L.C.Jhamb
7. The Machine that Changed the World – James Womack (Reference)
8. The Goal – Eliyahoo Goldaratt (Reference)

(205) MATERIALS & LOGISTICS MANAGEMENT

1. **Introduction: Materials Management -** Evolution, Importance, Scope and Objectives - Interface with other functions. Concept of Logistics and Supply Chain Management and evolution to 4PL (6)

2. **Logistics -** Objectives, Components, Significance. Supply Chain Management – Objectives, Components, Significance, Trade off Customer Service & Cost. (6)

3. **Inventory -** Need of Inventory - Costs associated with Inventory - Types of Inventory - Basic EOQ Model - EOQ with discounts - Classification of material - ABC Analysis - VED, HML, FSN, GOLF, SOS (Numericals expected on Basic EOQ, EOQ with discounts & ABC) (10)

4. Material Requirement Planning - Advantages over conventional planning (Order Point Method) – Input and output of MRP system - Forecasting – Overview of quantitative and qualitative methods of forecasting - Master Production Schedule - Bill of Materials – BOM Explosion - Material flow in MRP. MRP II. Concept of ERP. (Numericals expected on BOM Explosion, estimating Net requirements) (12)

5. Purchasing Management - Responsibilities of Purchase Department - Purchase Cycle – Negotiation & Bargaining – Vendor relations - Purchasing Methods - Global sourcing (8)

6. Stores – Functions, Importance, Organization of stores & Stores layout. Stores procedure – documentation. (5)

7. Inventory control & Cost Reduction techniques: Inventory turns ratios - Standardization – need and importance. Codification – concept, benefits. Value Engineering and Value Analysis – concept and process. (8)

8. Materials Handling - Principles of Materials Handling system - Materials Handling Equipments – Safety issues. (5)

Books Recommended:-

1. Purchasing and Supply Management - Dobler and Burt
2. Materials Management - Dutta
3. Purchasing and Materials Management - K S Menon
4. Handbook of Materials Management - Gopalkrishnan
5. Materials & Logistics Management - L.C.Jhamb
6. Introduction to Materials Management – Arnold
7. Logistics & Supply Chain Management – Martin Christopher

(206) MANAGEMENT INFORMATION SYSTEMS

1. Management Information Systems - Need, Purpose and Objectives - Contemporary Approaches to MIS - Information as a strategic resource - Use of information for competitive advantage - MIS as an instrument for the organizational change (8)

2. Information, Management and Decision Making - Models of Decision Making - Classical, Administrative and Herbert Simon's Models - Attributes of information and its relevance to Decision Making - Types of information (8)

3. Information Technology - Definition, IT Capabilities and their organizational impact -Telecommunication and Networks - Types and Topologies of Networks - IT enabled services such as Call Centers, Geographical Information Systems etc. (6)

4**. Data Base Management Systems -** Data Warehousing and Data Mining (6)

5. Systems Analysis and Design - Systems Development Life Cycle - Alternative System Building Approaches - Prototyping - Rapid Development Tools - CASE Tools – Object Oriented Systems (Only introduction to these tools & techniques) (8)

6. Decision Support Systems - Group Decision Support Systems - Executive Information Systems - Executive Support Systems - Expert Systems and Knowledge Based Expert Systems - Artificial Intelligence (8)

7. Management Issues in MIS - Information Security and Control - Quality Assurance -Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products - Managing Global Information Systems (8)

8. Applications of MIS in functional areas as well as in the service sector should be covered with the help of minimum 5 case studies. (8)
Emphasis should be given on management oriented problems and cases as compared to technical problems expected from computer science/ computer management students.

Books Recommended:-

1. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
2. Management Information Systems, Jawadekar, Tata McGraw Hill
3. Management Information Systems, Davis and Olson, Tata McGraw Hill
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall
5. Decision Support Systems and Intelligent Systems, Turban and Aronson, Pearson Education Asia
6. Management Information Systems, Schulthesis, Tata McGraw Hill
7. Management Information Systems - Sadagopan, Prentice Hall
8. Management Information Systems - Jayant Oke

(207)-RESEARCH METHODOLOGY

1. Foundations of Research: Meaning, Objectives, Motivation, Utility. Concept of theory, empiricism, deductive and inductive theory. Characteristics of scientific method - Understanding the language of research - Concept, Construct, Definition, Variable. Research Process (5)

2. Problem Identification & Formulation – Management Question – Research Question – Investigation Question – Measurement Issues - Hypothesis - Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing - Logic & Importance (4)

3. Research Design: Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses,

Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group. (5)

4. Qualitative and quantitative research: Qualitative research - Quantitative research – Concept of measurement, causality, generalization, replication. Merging the two approaches. (2)

5. Measurement: Concept of measurement– what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio. (2)

6. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking. (2)

7. Types of Data: Secondary Data - Definition, Sources, Characteristics. Primary Data - Definition, Advantages and disadvantages over secondary data, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey. (3)

8. Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non Probability Sample – Judgment, Convenience, Quota & Snowballing methods. Determining size of the sample - Practical considerations in sampling and sample size. (3)

9. Data Analysis: Data Preparation – Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis – Cross tabulations and Chi-square test including testing hypothesis of association. (2)

10. Interpretation of Data and Report Writing - Layout of a Research Paper (2)

Books Recommended:-

1. Business Research Methods - Donald Cooper & Pamela Schindler, TMGH, 9th edition.
2. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
3. Research Methodology - C.R.Kothari

(208)-ECONOMIC ENVIRONMENT OF BUSINESS & ENVIRONMENTAL MANAGEMENT

SECTION –I (20)

1. **Agricultural Sector –** Implications of WTO – Concept & Importance of Commodity market

2. **Industrial Policy Regulations of 1991 leading to Liberalization, Privatization and Globalization –** Emergence of BRIC economies

3. **Banking Sector –** Concept & Importance of Core Banking, Retail Banking. Basel II Concept and implications

4. **Insurance Sector –** IRDA, Life and Non Life Insurance

5. Taxation - Concept Implications of VAT, Customs Procedures, Excise.

6. Capital Market – Meaning, Avenue for raising finance. Introduction to derivatives market.

SECTION –II **(10)**

1. Environmental Education - Objectives, Principles, Scope and functions of environmental education. Role of NGOs.

2. Managing Natural Resources – Importance – Water, Land.

3. Global Warming – Problem, Implications, Concept of Carbon Credit, Role of Government and Non-Government Agencies & Businesses.

4. Disaster management – Concept, causes and consequences, disaster mitigation.

Books Recommended:-

1. Environmental Policy – By. James Lester, Duke University Press
2. Environmental Management System ISO 14001 – By Dr. Ashok Joshi, L. Ramkrishnan,Nivedita Sarnaik

MBA Semester III

(301) BUSINESS POLICY & STRATEGIC MANAGEMENT

1. **Strategy and the Quest for Competitive Advantage:** Military origins of strategy – Evolution - Concept and Characteristics of strategic management – Defining strategy – Mintzerbg's 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process. (4)

2. **Strategic Intent & Strategy Formulation:** Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development. (4)

3. **Strategic analysis:** Analyzing Company's Resources and Competitive Position -

Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness. (4)

4. **Analyzing Company's External Environment:** Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter's Five Forces Model of competition. (4)

5. **Corporate Portfolio Analysis:** Business Portfolio Analysis - Synergy and Dysergy - BCG Matrix **–** GE 9 Cell Model - Concept of Stretch, Leverage and fit (3)

6. **Generic Competitive Strategies:** Low cost, Differentiation, Focus. (3)

7. **Grand Strategies**: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. (8)

8. **Tailoring strategy to fit specific industry** – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries. (4)

9. **New Business Models and strategies for Internet Economy:** Shaping characteristics of E-Commerce environment – E-Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success factors in E-Commerce – Virtual Value Chain. (6)

10. **Strategy implementation** - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy. (3)

11. **Behavioural issues in implementation** – Corporate culture – Mc Kinsey's 7s Framework - Concepts of Learning Organization (3)

12. **Functional issues** – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT. (2)

13. **Strategy Evaluation** – Operations Control and Strategic Control - Symptoms of malfunctioning of strategy — Balanced Scorecard. (2)

14. **Cases in strategic management**: A minimum of 5 cases encompassing the above topics to be analyzed and discussed in the class. (10)

Books Recommended:-

1. A A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy – The Quest for Competitive Advantage, Tata McGraw Hill, 4th ed., 2005.
2. Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, 2004.
3. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari.

Free Press, New York.
4. Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future. HBS Press.
5. Ed. C.A. Montgomery, M.E. Porter, Strategy – Seeking and Securing Competitive Advantage, Harvard Business Review Publications, 1991.
6. Peter F. Drucker, Managing in a Time of Great Change, Truman Talley Books / Plume Penguin Group, 1998.

(302) MANAGEMENT CONTROL SYSTEMS

1. **Characteristics of Management Control System –** Evolution of control systems in an organization — Strategic Planning, Management Control and Operational Control - Cybernetic Paradigm of Grissinger (3)

2. **Understanding strategies –** Concept of strategy – Business Unit level and corporate strategy - Gaining competitive advantage (3)

3. **Goals -** Hierarchy of Goals – Goal congruence – factors that affect goal congruence – formal and informal systems – Types of organization structure in the perspective of Global scenario. - Functions of the Controller. (3)

4. **Responsibility Centers –** Types of Responsibility Centers – Expense Centers, Profit

Centers and Investment Centers – measures used to evaluate their performances – such as ROI, ROA, MVA, EVA – DuPont analysis (13)

5. **Budgetary Control as a control tool –** Revision of budgets – ZBB – Budgetary control approach with respect to Engineered and Discretionary costs – Committed costs (6)

6. **Capital Budgeting as a tool for management performance measurement** (6)

7. Transfer Pricing – Objectives and need of Transfer pricing –Methods of Transfer pricing - Cost Based, Market price based, Two steps, Dual price, Profit sharing-Administration and Related numerical problems (8)

8. **Performance Evaluation through Balanced Scorecard –** Four perspectives. (6)

9. **Management Control Systems in Service Sector** vis-à-vis in Manufacturing Sector – Banking, Insurance, BPO. (6)

10. **Introduction to Audit Function** as a control tool covering Financial Audit, Internal Audit, Cost Audit - Management Audit – Principles and Objectives (6)

Books Recommended:-

1. Management Control Systems, 10th Ed. – Anthony and Govindrajan
2. Practical Auditing – B.N.Tandon
3. Cost Accounting – B.K.Bhar
4. Management Accounting – Khan & Jain
5. Financial Management – Prasanna Chandra
6. Guidance note on Transfer Pricing – ICAI Publication

(303A)- MARKETING RESEARCH

1. **Marketing Research –** Definition, Scope, Significance, Limitations, Obstacles in acceptance. Ethics in marketing research. Marketing Intelligence system (2)

2. **Research process –** Management dilemma (problem) – decision problem – research problem – hypothesis statement – characteristics of a good hypothesis – drafting the research proposal. (4)

3. **Various sources of market Information –** Methods of collecting Market Information - Secondary data – sources – problems of fit and accuracy. Syndicated services. (2)

4. Marketing research techniques:

Market development research: Cool hunting – socio cultural trends, Demand Estimation research, Test marketing, Segmentation Research - Cluster analysis, Discriminant analysis. Sales forecasting – objective and subjective methods (8)

5. **Marketing Mix Research:** Concept testing, Brand Equity Research, Brand name testing, Commercial eye tracking – package designs, Conjoint analysis, Multidimensional scaling - positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Ad tracking, viral marketing research. (14)
   Marketing effectiveness and analytics research: Customer Satisfaction Measurement, mystery shopping, Market and Sales Analysis (2)
6. **Exploratory designs –** Descriptive designs - Longitudinal and cross-sectional analysis (2)

7. **Qualitative research techniques –** a) Based on questioning: Focus groups, Depth interviews, Projective techniques. b) Based on observations: ethnography, grounded theory, participant observation (4)

8. **Causal research –** Basic experimental designs – internal and external validity of experiments. (2)

9. **Primary data –** Questionnaire design - Administration and analysis considerations in design - Attitude measurement – scaling techniques. Observation method of primary data collection. Web based primary data collection – issues of reach, analysis, accuracy , time and efficiency. (4)

10. **Sampling –** sampling methods – sampling and non sampling errors – sample size calculation (Numericals expected) – population and sample size - large and small samples - practical considerations in determining sample size. (4)

11. **Data analysis –** Univariate analysis – Bivariate analysis – Multivariate analysis. Simple and cross tabulation, simple and multiple regression, Factor analysis. (6)

12. **Hypothesis testing –** Types of tests and test selection, One sample test, Two-Independent Sample tests, Two-related sample tests. Chi-square test, tests for large and small samples. (Numericals expected) (4)

13. **Report writing –** forms of report – fundamentals of a good report. (2)

Books Recommended:-

1. Marketing Research, Concept & Cases – Cooper Schindler.
2. Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Albaurn
3. Marketing Research – Nargundkar.
4. Marketing Research – Beri
5. Marketing Research – Measurement & Methods – Donald S.Tull, Del I.Hawkins
6. Marketing Research –Aakar, Kumar, Day

(304A)- INTEGRATED MARKETING COMMUNICATIONS

1. **Concept and Process of Integrated Marketing Communications (IMC):**
Elements of IMC & Developing respective communication campaign (42)

a) Advertising – Classification of advertising, types, advertising appropriation, advertising campaigns
b) Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising
c) Publicity – Types of Publicity, relationship between advertising and publicity
d) Personal Selling
e) Direct marketing and direct response methods
f) Event Management
g) E-Commerce
h) Corporate Communication

I) Public Relations – Types of PR
j) Media relations
k) Community relations
l) Industrial relations and
m) Government relations
n) Employee relations (House Journals / Newsletter)
o) Crisis Management
p) Trade Fairs and Exhibitions

2. IMC Message Design: AIDA model Considerations for creative idea Visualization (4)

3. Media Management - Media Process - Media Jargons - Media Buying - Strategies and execution (4)

4. Suppliers in IMC: Hoarding Contractors/Printers etc., Ad. Agency – Departments of Ad. Agency, Client Servicing-client Agency relationship, account Planning (7)

5. Ethics and social responsibility in IMC campaigns. (1)

6. Evaluating Marketing Communication Programs (2)

Books Recommended:-

1. Integrated Marketing Communications - Kenneth Clown& Donald Bach
2. Advertising and Promotions - Belch & Belch, Tata McGraw Hill
3. Advertising Management - Rajeev Batra, John G.Myers & David A Aaker-PHI
4. Otto Kleepner's advertising Procedure - PH
5. International Edition - Contemporary Advertising Irwin/McGraw –Hill
6. Integrated Marketing Communications - Duncon- TMH
7. Foundations of Advertising Theory & Practice- S.A.Chunawalla & K.C.Sethia- Himalaya Publishing

(305A)- DISTRIBUTION AND RETAIL MANAGEMENT

1) **Marketing Channels:** Definition & Importance, Functions of Marketing Channels – Intensive, Selective & Exclusive distribution strategies, Decisions in Channel Management (8)

2) **Wholesaling**: Concept, Importance, Functions –Wholesaler Marketing Decisions – Trends in Wholesaling (4)

3) **Retailing**: Concept, Importance, Functions - Indian Vs. Global Scenario (4)

4) **Retail formats:** Store & Non Store Retailing –-Franchising- Unconventional channels (6)

5) **Retail Location**: Factors affecting location decision – Site Selection –

Location based retail Strategies (4)

6) **Store Design:** Interiors and Exteriors - Store layout – Types of layouts – Factors affecting store layout – Store image mix – Store Façade – The Internet Store. (4)

7) **Store Administration:** Floor space management–Managing store inventories and display (4)

8) **Merchandising:** Concept, Importance, Functions – Steps in merchandising planning – Category management: Definition and process – Introduction to Private label brands (6)

9) **Retail Communication Mix:** Planning retail communication - Managing in-store promotions and events (4)

10) **Integrated Marketing Channels**: Channels for Consumer goods, Industrial goods & Services – Horizontal, Vertical, Multichannel Marketing Systems (4)

11) **Introduction to Supply Chain Management:** Concept – significance – components. (4)

12) **Channel Management**: Channel selection - Channel Conflicts & its Resolution- Channel Performance Evaluation (4)

13) **Technology in distribution:** Bar-coding – RFID – Electronic payment systems (4)

Books Recommended:-

1) Channel Management –Stern – El- Ansary
2) Retailing Management – Swapna Pradhan
3) Retail Management – Gibson Vedamani
4) Physical Distribution & Logistics Management – Dr. Subhash Bhave
5) Channel Management & Retail Management – Meenal Dhotre

(306A) CONSUMER & ORGANIZATIONAL BUYING BEHAVIOUR

1. **Consumer Behavior**: Concept, diversity of consumer behavior, Characteristics of Indian Consumers. (2)

2. **Influences on the Consumer:** Consumer needs, motives - positive and negative motivation - rational versus emotional motives. Consumer relevant reference groups - opinion leaders - family decisions making and consumption related roles - family life cycle - social class and consumer behaviour - influence of culture on consumer behaviour- cross cultural context. Diffusion of innovations: the diffusion process - the adoption process - consumer innovativeness and personality traits. (8)

3. **Consumer decision making**: Models of consumer decision making - Engle-

Kollatt-Blackwell model, Howard-Sheth Model, Bettman's Model, HCB Model. Concept of involvement & extensive problem solving - limited problem solving – routinized responsive behavior. (5)

4. **Post purchase behavior**: Consumer satisfaction concept & Models - Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance, Consumer delight, consumer complaint behaviour. (5)

5. **Consumerism:** Evolution of consumer society. Definition of consumerism, buyers & seller's rights, effects of consumerism. (2)

6. **Organizational Buying:** Concept & comparison with Consumer buying, Economic Influence; Political Influence; Legal Influence; Supplier's Influence; Technology Influence; Customer Influence; Government Influence; Labour Influence, Analyzing Buyers' strengths & Negotiation Capabilities (4)

7. **Organizational Influences on Buying Behavior:** Buying Roles; Market Response: The Buy Grid Model; The Organizational Buying Decision Process; Buying Tasks; Interpersonal Influencing in Organizational Buying (4)

Books Recommended:-

1. Consumer Behavior – Leon Schiffman, Leslie Lazar Kanuk
2. Consumer Behavior – Hawkins, Best, Coney
3. Customer Behavior – A Managerial Perspective – Sheth, Mittal – Thomson,
4. Conceptual Issues In Consumer Behavior Indian Context – S Ramesh Kumar – Pearson,
5. Consumer Market demographics in India – Edited by S.L.Rao
6. Understanding Your Customer - R.Woodruff and S.F.Gardial
7. Consumer behaviour - Louden, Delebeta
8. Industrial Marketing – Hill, Alexander, Cross
9. Industrial Marketing – Analysis, Planning and Control – Reeder, Brierty, Reeder
10. Industrial Marketing – P K Ghosh

(307A) SALES MANAGEMENT & PERSONAL SELLING

1. Introduction to Sales Management: Concept, Nature, Role of Sales Management in Marketing, Salesmanship, Specific Characteristics of a successful salesman, The Evolving Face of Personal Selling (4)

2. Sales Forecasting: Concept of Forecasting, Sales Forecasting methods, Quantitative and Qualitative methods. (4)

3. Sales Organization: Need for Sales Organizations, their structure, Sales Managers Functions and responsibilities, Planning for major customers and sales Budget. (4)

4. Personal Selling Process and Approaches: Personal Selling and Relationship Management - Selling to individuals & Institutions, Basics, Sales leads, Planning sales calls - Types of calls, – Building long term partnership by selling – Sales presentations, tools for personal selling, Sales Aids – Use of technology in sales effective selling techniques, Tele Marketing. (8)

5. Managing the Sales Force:

a) **Recruiting, Selection and Training of Sales force**: Procedures and criteria extensively used as selection tools for recruiting and testing sales ability. Sales Force Job Analysis and Description

b) **Areas of sales Training**: Company Specific Knowledge, product knowledge Industry and Market Trend Knowledge, customers and technology – Relationship Selling Process and Customer education. Value added selling

c) **Motivating the Sales Team:** Motivation Programs - Sales Meetings, Sales Contests, Sales Compensating, (Monetary compensation, incentive programs as motivators, Non-Monetary compensation – fine tuning of compensation package. Supervising,

d) **Evaluating Sales Force Performance and Controlling Sales activities:** Sales Records and Reporting Systems, Improving Sales Productivity, Ethical and Legal Issues in Sales Management. (10)

Books Recommended:-

1. Sales Management - Richard Rstill, Edward W. Cundiff
2. Strategies for selling-Gerald A.Michaelson
3. Sales Management Handbook – Forsyth Patrick
4. Value added selling-Tom Reilly
5. Building a Winning Sales Team – Gini Graham & Scott
6. Professional Sales Management – Anderson, Hair and Bush
7. Motivation and Job Satisfaction – M. D. Pestonjee
8. Sales Management – Thomas
9. International Marketing – Robert Reed……..
10. Industrial Marketing – Hichard M. Hill

(303B)-ADVANCED FINANCIAL MANAGEMENT

1. Accounting Standards: (6)

1.1 Role of Accounting Standard board.

1.2 Introduction to International Accounting Standards.

1.3 Disclosure of Accounting Policies-Inventory, Depreciation, Investment, Fixed Assets, Amalgamation, EPS.

2. Capital Structure Theories: (6)

2.1 Net income approach.

2.2 Net operating income approach.

2.3 Modiglliani and Miller theory (MM approach).

3. Dividend Distribution Theories: (9)

3.1 Type of dividend
3.2 Important consideration in dividend policy.
3.3 Theories of dividend
-Gordon growth model
-Walters valuation model
-MM-Irrelevance theory

4. Working Capital Management: (9)

4.1 Overtrading
4.2 Symptoms of poor W. C. management
4.3 W.C. management Strategies
4.4 Tandon committee /Chore Committee Recommendations
4.5 Latest trend in W.C. finance
4.6 R.B.I guidelines on W.C. finance

5. Capital Budgeting: (12)

5.1 IRR and NPV method comparative study
5.2 Capital rationing
5.3 Capital budgeting during inflation
5.4 Techniques of decision making under risk and uncertainty- Profitability and expected values, standard deviation, value of information, Optimistic pessimistic estimates, risk adjusted discounted rate, certainty equivalent approach, simulation decision tree, sensitivity analysis, capital asset pricing model.

6. Economic Value Added (EVA) (6)

6.1 Concept of EVA
6.2 Calculating EVA
6.3 Adjustments for calculation of EVA
6.4 Superiority of EVA

7. Financial Analysis: (12)

Using tools such as Cash Flow and Fund Flow

Books Recommended:-

1. Financial Management- I. M. Pandey
2. Financial Management- Prassana Chandra
3. Financial Management- Van Horne
4. Financial Management- R.P. Rustagi
5. Financial Management- Ravi M. Kishore.

(304B)- DIRECT TAXATION

1. Accessibility Criteria (6)

Definitions, Basic concept, person, Assessment year; previous year, assesses, Residential status; Incidence of tax, income exempt from tax.

2. Computation of Income Under Various Heads

a. Income under head salary: Meaning of salary, Basis of charge of salary income, different forms of salary, different forms of allowances, perquisites, permissible deductions from salary income, tax treatment of provident fund & approved superannuation fund, special tax treatment of salary income of non resident technicians, deduction under section-80C, FBT. (6)

b. Income from house property: Basis of charge, property income not charge to tax, basis of computing income from let out house property, computing income from self occupied property. (5)

c. Profits and gains of business or profession: chargeable incomes; expenses expressly allowed as deduction; general deductions; expenses specifically disallowed; compulsory maintenance of accounts, compulsory audit, assessment in special cases, (retail, transport, exploration of mineral oil) Computation of taxable income as profit and gain from business or profession. (6)

d. Capital gains: Meaning of capital asset, valuation of capital asset; transfer, considered to be transfer, chargeability; computation of capital gain: short term and long term; computation of tax on capital gains. Exemption from capital gains. (5)

e. Income from other sources: basis of charge; chargeable incomes; specific deductions; amount not deductible; computation of taxable income from other sources. (5)

f. Computation of net taxable income: computation of total income, carry forward and set-off of losses and deductions under sec 80 and net taxable income and tax thereof. Cases of Indian as well as foreign companies, provision of minimum alternate tax and declaration and payment of dividend, Tax provision in case of mergers, acquisition or amalgamation of company. (7)

3. Income –tax Payment and Assessment (5)

Tax deduction at source; advance tax; self-assessment tax; assessment procedure regular and best judgment assess revision, rectification and appeal, provision relating to interest and refund of tax.

4. Tax Planning (8)

Tax planning in capital budgeting decision, leasing, hire purchase or buy decision raising of capital: equity, debt or preference share, transfer pricing and its impact.

5. Companies (7)

Computation of taxable income, residential status of company, taxable income and tax liability, tax on income received from venture capital companies and venture capital funds

Books Recommended:-

1. Direct Taxes – Law and Practice – Vinod Singhnia
2. Direct Taxes – Ravi Kishore
3. Direct Taxes – J. P. Jakhotiya
4. Direct Taxes- Ahuja
5. Bare Acts and rules of the relevant taxes

(305B)- ADVANCE FINANCIAL SERVICES

1. Overview of Indian Financial System- (9)

Development Since 1991- Role of Financial Intermediaries- Various Financial Intermediaries

2. Capital Market- (15)

Instruments-Traditional and Emerging (ECB, ADR, GDR) Capital Marketing in India-Operations in Primary Markets-Instruments involved-Role of SEBI.

3. Secondary Markets- (12)

Stocks Exchanges in India-National Stock Exchange(NSE)—Stock Holding Corporation of India (SHCIL)-Share Trading- Introduction to Derivatives and Commodities-Scrip less Trading –E-Trading-Index/Futures Trading –Share Lending Scheme-Book Building –Buy back of shares-Mergers & Acquisition –Regulations.

4. Commercial Banking-Management of assets and liabilities- Effect of RBI policies on the operations commercial banks-Recent reforms in Banking sector-Recovery of debts-Calculation of EMIs Emerging trends in banking like e banking, mobile banking, credit banking (15)

5. Non-Banking Financial Companies- Functions of NBFCs Types and RBI Guidelines (6)

6. Pricing of products and services in financial service sector. (12)

Books Recommended:-

1. Financial Institutions & Markets- L.M. Bhole
2. Indian Financial System- M.Y.Khan
3. Indian Financial System- H.R. Machiraju

(307B)- SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

1. Investment Scenario. (1)
2. Risk and Return-Alpha & Beta. (1)
3. Security Market Indicators. (2)
4. Fundamental Analysis. (3)
5. Equity stock valuation models. (3)
6. Bond valuation. (3)
7. Efficient market hypothesis. (3)
8. Technical Analysis. (4)
9. Emerging trend of Security Analysis in global market. (2)
10. Portfolio analysis and portfolio selection. (4)
11. Personal Financial Management. (4)

Books Recommended:-

1. Portfolio Management- Kevin
2. Portfolio Management- Prasanna Chandra
3. Portfolio Management- Barua
4. Stock Exchanges and Investments- Raghunathan
5. Security Analysis and Portfolio Management- Fisher and Jordon
6. Portfolio Management – V. K. Bhalla

(303C) SOFTWARE ENGINEERING

1	**System Concept** Definitions, Integrated Systems, Sub-systems, Modules	(4)
2	**Role of Software Engineer / Analysts / Users in the** various phases of Systems Development Life Cycle	(2)
3	**General phases of Systems Development Life Cycle** Feasibility Study, Requirements Capture, Detailed Systems Analysis, Systems Design, Testing, On-site Implementation and Maintenance	(12)
4	**Fact Finding Methods**	(2)
5	**Different Approaches to Software Development** Waterfall Model, Spiral Model, Prototyping, RAD, Object Oriented, 4GL	(10)
6	**Structured Analysis and Design Method and Software Engineering Techniques**	(20)

Tools and Methodologies in Systems Development
Application Systems Modeling;

Process Modeling - Data Flow Diagrams; Concept of Object Oriented Modeling
Temporal Modeling - State Transition Diagrams; Database Design Methods

Data Modeling - Entity Relationship Method; Mapping E-R Model to arrive at the Database Design; Normalization Technique for Database Design; Controlled De-normalization

System Documentation Techniques- System Flow Charts; Functional Decomposition Diagrams; Structure Charts; Structured Flow Charts (N-S Diagrams)

Logic Representation Techniques
Decision Trees; Decision Tables; Pseudo code and Structured English

7 Users Interface Design
Menu, Screen and Report Layout Designing
The Mode/Style of interaction between the system and the user (4)

8 Codes Designing for field values - Designing Code-less system (2)

9 Introduction to Computer Aided Software Engineering (CASE) (2)

10 Types of Data Processing - Batch, On-line and Real Time Processing (2)

Books Recommended:-

1. Analysis and Design of Information System 2nd Ed. - Senn
2. Software Engineering Practitioner's Approach - Roger Pressman
3. Introduction to Systems Analysis and Design - Hawryszkiwycz
4. Systems Analysis and Design - Elias Awad
5. Introducing Systems Analysis and Design - Lee
6. Systems Analysis and Design - Perry Edwards
7. Software Engineering Concepts - Fairley

(304C) RELATIONAL DATABASE MANAGEMENT SYSTEMS

1. Introduction
1.1 History: Advantages and limitations of RDBMS; Users of RDBMS
1.2 Software Modules in RDBMS; Architecture of RDBMS. (4)

2. Modeling Techniques
2.1 Different Types of Models, Introduction to ERD. (6)

3. Hierarchical Database (2)

4. Network Database (2)

5. Relational Database
Introduction; Codd's Rules; Concept of Domain, Tuple, Cardinality; Comparison between HDB-NDB-RDB (6)

6. Normalization
Advantages and disadvantages of Normalization; 1NF-2NF-3NF-rules with examples; Anomalies. (10)

7. SQL commands.

Basic Structure, Set Operations, Aggregate Functions, Null Values, Nested Sub queries, Views, Complex Queries, Modification of the Database, Joined Relations, Data-Definition Language, Embedded SQL, Dynamic SQL, Exercises. **(**20)

8. Introduction to object oriented database

Concept, Object binding in Oracle - Class, Attribute, Methods, Object type, Definition, Declaring and initializing, Methods, Alter and Drop type. (10)

Books Recommended:-

1. DATABASE System Concepts, Silberschatz , Korth, Sudarshan
2. SQL by Scott Urman

(305C) VISUAL BASIC AND ORACLE

1. Introduction to Visual Basic

Event-driven Programming, Starting and Exiting VB, Understand VB Environment, Project Explorer, Properties Window, Toolbox, Form Layout Window, Property Pages, Getting Help, Saving Project, Printing Project, Running Applications. (3)

2. Adding Code and Events

Code Window, Naming Conventions, Variables (all data types) - Byte, Boolean, Integer, Long (long integer), Single (single-precision floating point), Double (double-precision floating point), Currency (scaled integer), Decimal, Date, Object, String (variable length), String (fixed-length), Variant (with numbers), Variant (with characters), User defined (using type), Scope (Global, Local, Static), Constants. (3)

3. Visual Basic Controls

Label and Textbox Controls, Command Button Controls, Frame, Checkbox and Option Button Controls, List Box and Combo Box Controls, Drive List Box, Directory List Box and File List Box Controls, Formatting Controls, Control Arrays, Tab Order.

(5)

4. Working with functions

String Functions, Mathematical Functions, Date Functions, Data type Conversion Functions. **(**3)

5. Control Statement

IF and IIF Statement, Select Case Statement, Do Statement, For Statement Exit Statement. **(**2)

6. Dialog Boxes

Msgbox, Inputbox, Common Dialog Box (Microsoft Common Dialog Control 6.0)

(2)

7. Menus

Creating Menus, Adding Code to Menus, Toolbars, Other Common Controls (Microsoft Windows Common Controls 6.0, Microsoft Windows Common Controls-3 6.0) (3)

8. Accessing data

Reading and Writing Files, Data Form Wizard, Data Control, Data Grid Control, DBCombo Box and DB-List Box, SQL Queries in VB, Jet DAO,ADO (with controls and code), Error Handling. (5)

9. Objects and Classes (Only Basic Definition)

OLE Control, Programming with objects (Creating objects of a user defined class and using them on the form). (2)

10. Windows API

Defining Windows API, DLLs, Declare Statement, Calling API routine (1)

11. Crystal Reports (8.5) – Overview **(**1)

ORACLE

1. Introduction to Oracle Architecture **(**1)

2. Queries

a. Select with all options, Operators, Arithmetic, Comparison,
b. Logical (in, between, like, all, %, _, any, exists, is null, and ,or, not, Distinct)
c. Order by clause (2)

3. SQL Functions

a. Date

Sys_date , next_day, Add_months, last_day, months_between,

b. Numeric

Round, trunc, abs, ceil, cos, exp, floor

c. Character

Initcap, lower, upper, ltrim, rtrim, translate, length, lpad, rpad, replace

d. Conversion

to_char, to_date, to_number

e. **Miscellaneous**

Uid, User, nvl, vsize, decode, rownum

f. **Group function**

avg, max, min, sum, count, with Group by and Having Clause

g. N**ested functions** **(**7)

4. Joins

Simple join
Equi join
Non equi join
Self join
Outer join
Set operators (Union, union all, intersect, minus)
Sub queries and Correlated query
DML statements (Insert, Update, Delete with where clause)
TCL (Commit, Rollback, Savepoint)
Locks in Oracle
DDL Statements (4)

5. Data types

Character
Char, Varchar/varchar2, Long
Number
Number (p) - fixed point, Number (p, s) - floating point
Date
Raw
Long raw
Introduction to LOB datatypes (CLOB, BLOB, BFILE)
(4)

6. Table

Create, Alter, Drop, Truncate, Rename
Constraints (Primary key, Foreign Key, Unique Key, Check, Default, Not Null, On delete, Cascade)
Column level and Table level constraints
Oracle Objects
Views, Sequences, Synonyms, Index (Define, Alter and Drop) (4)

7. Introduction to Report writing using SQL

(Title, Btitle, skip, set, pause, column, sql.pno, Break on, compute sum, set server output on.) (2)

8. Database Triggers

Types of Triggers
Enabling, disabling
Predicates- inserting, updating, deleting (3)

9. Procedures and Functions

Definition, Implementation and Execution (3)

Books Recommended:-

1. Visual Basic 6.0 Programming - Holzner Steven
2. Visual Basic 6.0 in 21 days - Perpy Greg
3. Peter Norton's Guide to Visual Basic 6.0 - Peter Norton
4. Visual Basic 6.0 - Peter Wright
5. Visual Basic 6.0 – Corhell
6. Oracle8- William G Page Jr. and Nathan Hughes

(306C) ENTERPRISE RESOURCE PLANNING (ERP)

1 Enterprise Resource Planning –Introduction

What is ERP?
Need of ERP
Advantages of ERP
Growth of ERP (4)

2 ERP and Related Technologies

Business process Reengineering (BPR)
Management Information System (MIS)
Decision Support Systems (DSS)
Executive Support Systems (ESS)
Data Warehousing, Data Mining
Online Analytical Processing (OLTP)
Supply Chain Management (SCM)

Customer Relationship Management (CRM) (12)

3 ERP modules & Vendors

Finance
Production planning, control & maintenance
Sales & Distribution
Human Resource Management (HRM)
Inventory Control System
Quality Management
ERP Market (8)

4 ERP Implementation Life Cycles

Evaluation and selection of ERP package
Project planning
Implementation team training & testing
End user training & Going Live
Post Evaluation & Maintenance (3)

5 ERP Case Studies

Post implementation review of ERP Packages in Manufacturing, Services, and other Organizations (3)

Books Recommended:-

Enterprise Resource Planning - Alexis Leon
ERP Ware: ERP Implementation Framework –
V.K. Garg & N.K. Venkitakrishnan
ERP: By Leon, ERP Concepts and Planning - Garg & Venkitakrishnan

(307C)- C PROGRAMMING

1 An Overview of C (2)

1.1. A Brief History of C
1.2. C is middle-level Language
1.3. C is a Structured Language
1.4. Complier Vs Interpreters
1.5. The Form of a C Program.
1.6. Library & Linking.
1.7 Compilation & Execution of C. Program on Dos & Unix

2. Variables, Data Types, Operator & Expression (6)

2.1. Character Set
2.2. C Token
2.3. Identifier & Keyword
2.4. Constant

2.4.1 Integer Constant
2.4.2 Floating Point Constant
2.4.3. Character Constant
2.4.4. String Literals
2.4.5. Enumeration Constant
2.5. Data Types in C
2.6. Data Declaration & Definition
2.7. Operator & Expression
2.7.1. Arithmetic Operator
2.7.2. Relational Operator
2.7.3. Logical Operator
2.7.4. Increment & Decrement Operator
2.7.5. Bitwise Operator
2.7.6. Assignment Operator
2.7.7. Conditional Operator
2.7.8. Precedence & Associatively of Operators.

3. Console I/O (2)
3.1. Introduction
3.2. Character input & Output.
3.3. String Input & Output.
3.4. Formatted Input/Output (scanf/printf)
3.5. sprintf & sscanf

4. Control Statement (4)
4.1. Introduction
4.2. Selection Statements
4.2.1. if
4.2.2. Nested if
4.2.3. The if-else-if
4.2.4. The? alternative
4.2.5. The Conditional Expression
4.2.6. switch
4.2.7. Nested switch
4.3. Iteration Statements
4.3.1. The for loop
4.3.2. The while loop
4.3.3. The do-while loop
4.4. Jump Statements
4.4.1. The goto & label
4.4.2. The break & continue
4.4.3. The exit () function

5. Pointers (4)
5.1 Introduction
5.2 Memory Organization
5.3 The basics of Pointer
5.4 The Pointer operator
5.5 Application of Pointer

5.6. Pointer Expression
5.6.1. Declaration of Pointer
5.6.2. Initializing Pointer
5.6.3. De-referencing Pointer
5.7. Pointer Arithmetic
5.8. Precedence of &, * operators
5.9. Pointer to Pointer

6. Array & String (3)
6.1. Single Dimension Arrays
6.1.1. Accessing array elements
6.1.2. Initializing an array
6.2. Multidimensional Arrays
6.2.1. Initializing the arrays
6.2.2. Memory Representation
6.2.3. Accessing array elements
6.3. Passing Single Dimension array to Function
6.4. Array & Pointer
6.5. Array of Pointer
6.6. String Manipulation Functions

7. Function (2)
7.1. Introduction
7.2. Arguments & local variables
7.3. Returning Function Results
7.4. Call by reference & Call by value
7.5. Recursion

8 Structure, Union, Enumeration & type def (4)
8.1. Structures
8.1.1. Declaration and Initializing Structure
8.1.2. Accessing Structure members
8.1.3. Structure Assignments
8.1.4. Arrays of Structure
8.1.5. Passing Structure to function
8.1.6. Structure Pointer

9 Unions (1)

10 File handling (2)
10.1. Introduction
10.2. Defining & Opening a File
10.3. Closing a File
10.4. Input/Output Operations on Files

Books Recommended:-

1. C: The Complete Reference: Herbert Schildt
2. Let us C Solutions: Y.P. Kanetkar
3. Spirit Of “C”: Moolish Kooper.
4. Programming in C: S. Kochan.
5. C Programming Language: Kernighan & Ritchie.

6. Programming in C: R. Hutchison.
7. Graphics Under C: Y. Kanetkar

(303D)- INVENTORY MANAGEMENT & MATERIAL REQUIREMENTS PLANNING

1. Inventory Management: Inventory concept; need for inventory; types of inventory, functions, use; Dependent and Independent Demand, Responsibility for inventory management. (6)

2. Strategic Inventory Management: Objectives and Importance of the inventory management function in reference to Profitability, Strategy, customer satisfaction and Competitive Advantage. (2)

3. Inventory Control Techniques: Inventory classification and its use in controlling inventory, Setup time and inventory control, safety stock determination considering service level. Strategies to increase Inventory Turns,

Reduce throughput time, Reduce WIP, eliminate waste, and reduce inventory level in service and manufacturing organizations. (10)

4. Inventory Models: Inventory models – Fixed Order Versus Fixed Interval systems – Developing Special Quantity Discount Models – Inventory Model for Manufactured Items – Economic Lot Size when Stock Replenishment is instantaneous – Non-instantaneous Replenishment Models – Inventory Models with uncertainty – Probabilistic Inventory Models – Models with Service Levels and Safety Stock. (12)

5. Material Requirement Planning Systems (MRP): Meaning, purpose and advantage of MRP, Data Requirements and Management – Files and Database – Updating Inventory Records – Bill of Materials, types of BOM, Modular BOM, Master Production Schedules - meaning, objectives process. Managing MPS inventory records, lot sizing, process of MRP, and output of MRP. Introduction to MRPII systems. Using Distribution Resource Planning to manage inventories in multiple locations. (12)

6. Make Or Buy Decisions: Concept of outsourcing, Factors influencing Make Or Buy Decisions, Trends in Make Or Buy Decisions in context of core competency. (4)

7. Materials Management In Jit Environment: Zero inventory concept, Excess Inventory: A Roadblock to World-Class Manufacturing, Materials management in JIT environment, Vendor Managed Inventory, vendor relationship in JIT context. (9)

8. Performance: Evaluation of Performance Of Materials Function - Criteria and methodology of evaluation. (5)

Books Recommended:-

1. Foundations of Inventory Management – Zipkin, McGraw Hill.
2. Orliky's MRP – Plossl
3. Production Planning And Inventory Control - Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington, Prentice Hall Of India Pvt Ltd,
4. Introduction To Materials Management, - J. R. Tony Arnold, Stephen N. Chapman - Prentice Hall
5. Principles of Inventory and Materials Management - Richard J. Tersine, Prentice Hall PTR
6. Essentials of Inventory Management - Max Muller, AMACOM/American Management Association
7. Production And Inventory Control - J H Greene, Homewood III: Richard D Irwin
8. Materials Management – A.R.Palit

(304D)- MODELING TECHNIQUES AND IT FOR OPERATIONS MANAGEMENT

1. **INTRODUCTION TO BUSINESS MODELING**: Modeling – meaning and process, Certainty and uncertainty in models, importance of understanding data before modeling, modeling with spreadsheet in simple decision situations. (6)

2. **LINEAR PROGRAMMING:** Application of LPP in operations management, Formulation of LPP, simplex method, duality, Sensitivity Analysis. Trans-shipment problems. Concept of Goal programming, Goal programming model formulation. (Numericals Expected) (12)

3. **DECISION TREES:** Concept, Application of Decision Trees in operations management. (Numericals Expected) (6)

4. **SEQUENCING PROBLEMS**: Concept, Application, n jobs – 2 machines, n jobs - 3 machines, n jobs – m machines. Comparison of priority sequencing rules. (Numericals Expected) (10)

5. **DYNAMIC PROGRAMMING:** Conceptual Introduction to Dynamic programming. (3)

6. **SIMULATION:** Concept, Applications in Operations management. (3)

7. **DESIGN OF EXPERIMENTS**: Concept and Introduction. (3)

8. **IT IN OPERATIONS:** Importance of IT in operations, IT as a competitive edge, Role of IT in – Design, Production Planning, Layout and Logistical operations. (4)

9. **SOFTWARES IN OPERATIONS:** Introduction, characteristics and key features of software's for Project Scheduling, Logistics / Supply chain management and Quality management. (5)

10. **INTRODUCTION TO ERP SYSTEMS:** Review of DBMS and Transaction processing concepts - Business Processes and integration across functions. Salient features of ERP systems offered by leading vendors, prerequisites and process of implementation. (8)

Books Recommended:-

1. Quantitative Techniques in Management- N.D. Vohra – Tata- Mcgraw-Hill Publications
2. Quantitative Techniques for Managerial Decisions – J.K.Sharma – Macmillan India Ltd.
3. Managerial Decisions Modeling with Spreadsheets – Bal Krishnan, Render, Stair, Jr. - Pearson Education.
4. Operations Management for Competitive Advantage – Chase, Aquilano, Jacobs, Agarwal – Tata McGraw- Hill Publications
5. Production and Operations Management – Chary - Tata McGraw- Hill Publications
6. Introduction to Operations Research – Gillette B.E. – A computer oriented Approach – Tata McGraw Hill Publications
7. Operations Research – Taha Hatndy, A – An Introduction- PHI New Delhi
8. Quantitative Analysis for Management – Render, Stair, Jr. – Pearson Education.
9. Optimization Methods in Operations Research and Systems Analysis – Mittal and Mohan - New Age International Publishers, New Delhi
10. ERP Demystified- Eilon.

(305D)- SUPPLY CHAIN & LOGISTICS MANAGEMENT

1. TWENTY FIRST CENTURY SUPPLY CHAINS: The Supply Chain Revolution – Generalized Supply Chain Model – Supply chain and networks – Extended organization - Integrative Management – Responsiveness – Financial Sophistication – Globalization- Digital Business Transformation (4)

2. LOGISTICS: The Logistics Of Business - The Logistical Value Proposition- The Work Of Logistics-Logistical Operating Arrangements - Flexible Structure – Supply Chain Synchronization. (2)

3. CUSTOMER ACCOMMODATION: Customer Focused Marketing - Customer Services-Customer Satisfaction -Customer Success-Forecasting. (2)

4. PROCUREMENT AND MANUFACTURING: The Quality Imperative-Procurement – Manufacturing-Logistical Interfaces. (2)

5. INFORMATION TECHNOLOGY FRAMEWORK: Information System Functionality-Comprehensive Information System Integration-Communication Technology-Rationale For ERP Implementation-ERP System Design-Supply Chain Information System Design. (8)

6. INVENTORY: Inventory Functionality and Definitions-Inventory Carrying Cost-Planning Inventory-Managing Uncertainty-Inventory Management Policies-Inventory Management Practices. (6)

7. TRANSPORTATION: Transport Functionality, Principles and Participants-Transportation Service - Transportation Economic And Pricing- Transport Administration –Documentation. (6)

8. WAREHOUSING: Strategic Warehousing-Warehousing Operations-Warehousing Ownership Arrangements- Warehouse Decisions. (4)

9. PACKAGING AND MATERIALS HANDLING: Packaging Perspectives-Packaging For Materials Handling Efficiency-Materials Handling. (6)

10. OPERATIONAL INTEGRATION: Why Integration Creates Value- Systems Concept And Analysis-Logistical Integration Objectives-Enterprise Integration-Supply Chain Processes-Sales And Operations Planning(S & OP)-Supply Chain Planning Considerations-Pricing. (6)

11. GLOBAL STRATEGIC POSITIONING: Global Supply Chain Integration-Supply Chain Security-International Sourcing. (4)

12. NETWORK INTEGRATION: Enterprise Facility Network- Warehouse Requirements-Total Cost Integration-Formulating Logistical Strategy. (4)

13. RELATIONSHIP DEVELOPMENT AND MANAGEMENT: Development And Management Of Internal Logistics Relationships-Development And Management Of Supply Chain Relationships. (4)

14. E COMMERCE AND SCM: E commerce advantages and disadvantages for SCM – e-commerce as an enabler – evolution of world class supply chains – EDI – Exchanges, hubs and marketplaces – ERP. (2)

Books Recommended:-

1. Supply Chain Logistics Management - Bowersox, Closs & Cooper – McGraw-Hill, 2nd Indian ed.
2. World Class Supply Management - Burt, Dobbler, Starling, TMGH, 7th ed.
3. Global operations & Logistics- Philippe - Pierre Dornier, John Wiley & sons Inc,

New York, 2002.
4. Designing and Managing the supply chain - David Simchi, Levi & Philip Kaminski, McGraw-Hill Companies Inc., 2000.
5. Operations Now – Finch, Mc Graw Hill, 3rd ed.

(306 D)- WORLD CLASS MANUFACTURING

1. Historical perspective: World class Excellent organizations – American and Japanese Companies Deming Awards , Malcom Baldrige National Quality Award – Globalization – Global Companies – Models for manufacturing excellence – Business Excellence. (6)

2. Bench marks, Bottlenecks and Best Practices: Concepts of benchmarking, bottleneck and best practices, Best performers – Gaining competitive edge through world class manufacturing – Value added manufacturing – eliminating waste – Toyota Production System – example. (6)

3. System & tools for world class manufacturing: Improving Product & Process

Design – Lean Production – SQC , FMS, Rapid Prototyping , Poka Yoke , 5-S ,3 M, use of IT ,JIT, Product Mix , Optimizing , Procurement & stores practices , Total Productive maintenance , Visual Control. (6)

4. Human Resource Management in WCM: Adding value to the organization – Organizational learning – techniques of removing Root cause of problems – People as problem solvers – New organizational structures. Associates – Facilitators – Teamsmanship – Motivation and reward in the age of continuous improvement. (6)

5. Typical characteristics of WCM companies: Performance indicators – what is world class Performance – Six Sigma philosophy (3)

6. Indian Scenario: Leading Indian companies towards world class manufacturing – Task Ahead. (3)

Books Recommended:-

1. World Class Manufacturing - Strategic Perspective - B.S. Sahay, KBC Saxena, Ashish Kumar. (Mac Milan)
2. Making Common Sense Common Practice – Models for manufacturing excellence – Ron Moore (Butter worth Heinmann)
3. The Toyota Way - Jeffrey K.Liker – (Tata McGraw Hill)
4. Operations Management for Competitive Advantage – Chase
5. Making Common Sense Common Practice – Moore
6. Managing Technology & Innovation for Competitive Advantage – Narayanan
7. Just In Time Manufacturing – M.G.Korgaonkar
8. Machine That Changed The World – Womack

(307D)- PRODUCTIVITY MANAGEMENT

1. **Introduction:** Productivity concepts – Macro and Micro factors of productivity, productivity benefit model, productivity cycles. (4)

2. **Value Analysis and Value Engineering:** Concept – Procedure – Application and role in Productivity. (4)

3. **Productivity Models:** Productivity Measurement at International, National and organization level, total productivity models. Productivity Management in manufacturing and service sector. Productivity evaluation models, productivity improvement model and techniques. (4)

4. **Work Study:** Importance of work study – Method Study and Work Measurement – Pioneers of Performance Measurement. (4)

5. **Method Study**: Method and Method Study – Need for Method Study – Procedure of Method Study – Principles of Motion Economy. (4)

6. **Work Measurement:** Techniques of Work Measurement including Estimating, Stopwatch Time Study, Predetermined Time Standards, Synthetic Estimates of Work Times, Activity Sampling. Computation of Standard Time – Elements – Types of Elements – Performance Rating – Allowances – Need for Allowances – Types of Allowances (6)

7. **Business Process Reengineering:** Concept of BPR, process of BPR, prerequisites for effective BPR implementation, application of BPR in productivity improvement. (2)

8. **TPM:** Meaning and objectives of TPM; Methodology of TPM, gains of TPM (2)

Books Recommended:-

1. Productivity engineering and management - Sumanth, D.J. - Tata McGraw-Hill, New Delhi 1990.
2. Organisational transformation and process re-engineering - Edsomwan, J.A., - British Library Cataloging in Pub. data 1996.
3. Productivity Plus: How Today's Best Run Companies Are Gaining the Competitive Edge - John G., Jr. Belcher - Butterworth-Heinemann
4. Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity and Competitiveness - H. James Harrington - McGraw-Hill
5. Handbook for Productivity Measurement and Improvement - Carl G. Thor - Productivity Press
6. Re-engineering and re-inventing the entrprise - Rastogi, P.N., - Wheeler publications, New Delhi 1995.
7. Productivity Management – Systems approach - Premvrat, Sardana, G.D. and

Sahay, B.S. - Narosa Publications, New Delhi, 1998.
8. The new Manufacturing Architecture – Mahadevan
9. Work Study – ILO

(303E)- LABOUR LAWS-I

1 The Factories Act, 1948

Approval, Licensing and Registration- Inspecting Staff – Health – Welfare Working Hours - Annual Leave with wages - Periodical Returns- Registers and Records. (15)

2 The Bombay Shops and Establishments Act, 1948

Registration of Establishments –Shops and Commercial Establishments – Residential Hotels, Restaurants and Eating Houses –Theatres or other places of Public Amusement or Entertainment – Leave with pay and payment of wages –Health and Safety – Maintenance of Registers, Records and Annual Report (8)

3 The Contract Labour (Regulation and Abolition) Act, 1970

Advisory Boards – Registration of Establishments – Licensing of Contractors – Welfare and Health of Contract Labour – Registers and other Records to be maintained. (8)

4 The Minimum Wages Act, 1948

Fixing of Minimum Rates of Wages –Minimum Rates of Wages – Procedure for Fixing and Revising Minimum Wages – Advisory Boards and Committees – Wages in Kind –Wages for worker who works for less than normal working day – Wages for two or more classes of work – Minimum time rate wages for piece rate work – Maintenance of Registers and Records (8)

5 The Payment of Wages Act, 1936

Fixation of Wage Periods – Time of Payment of Wages – Deductions which may be made from wages –Maintenance of Registers and Records. (8)

6 The Payment of Bonus Act, 1965

Computation of Gross Profit and Available Surplus – Eligibility and Disqualification for Bonus – Payment of Minimum and Maximum Bonus – Calculation of Bonus with respect to certain employees – Proportionate deduction in bonus in certain cases – Computation of number of working days – Set on and Set off of allocable surplus – Special provisions with respect to certain establishments – Deduction of certain amounts from bonus payable – Time limit for payment of bonus – Presumption about accuracy of balance sheet and profit and loss account – Maintenance of Registers and Records. (8)

7 The Payment of Gratuity Act, 1972

Entire Act (5)

Books Recommended:-

1. Bare Acts
2. Industrial Law – P L Malik
3. Industrial Law – J K Bareja
4. Labour Laws for managers – B D Singh
5. Industrial & Labour Laws – S P Jain

(304E) INDUSTRIAL RELATIONS

1 Industrial Relation :-Origin, Definition, Scope, Determinant, Socio-Economic, Technical, Political factors affecting IR in changing Environment, Approaches to the study of IR –Psychological, Human Relation, Socio,Gandhinian approach &It's Effect on Management (10)

2 Trade Union: - Function of Trade Union, Types & structure of Trade Union, Impact of globalization on Trade union movement. (10)

3 Industrial Dispute-Meaning, Causes (5).

4 Industrial Relation Machinery to solve Industrial Dispute: - Negotiation, Mediator.

Arbitration- Work Committees, Conciliation, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal, Role of Judiciary & its impact on industrial relation. (8)

5 Collective Bargaining-Meaning, Characteristics, Need, Importance, Essential Conditions for Success of Collective Bargaining, Process of Collective Bargaining, Causes for Failure of Collective Bargaining, Options in Case of Collective Bargaining. (8)

6 Workers Participation in Management-Concept, Pre-Requisites, Levels Of Participation, Benefits of Participation. (5)

7 Impact of Globalization &Information Technology on IR. (4)

8 Role of Human Resource Development in Developing Industrial Relation- Industrial Relation Democracy, Industrial peace (5)

.

9 Salient features of Industrial Employment (Standing order) Act1946. (5)

Books Recommended:-

1. Dynamic Personnel Administration - Prof. M.N.Rudrabasavraj.
2. Personnel Management and Industrial Relations –P.C.Shejwalkar andS.B.Malegaonkar
3. Labour Management Relations in India – K.M.Subramanian
4. Trade Unionism. Myth and Reality, New Delhi, Oxford University Press, 1982. Mamkoottam
5. Management of Industrial Relations – Pramod Verma
6. The Future of Industrial Relations. New Delhi Sage, 1994. Niland JR.
7. Collective Bargaining and Industrial. -Kochan, T.A. & Katz Henry. 2nd ed.Homewood, Illinois, Richard D Irish, 1988.
8. Industrial Relations – Arun Monappa
9 Human Developments –Diane E.Papalia, Sally Wendkos Olds.
10 Industrial & Labour Law- S.P. JainDhanpat rai & Co.
11. Elements Of Mercantile Law- N.D.Kapoor

(305 E)- PERSONNEL ADMINISTRATION - APPLICATION & PROCEDURE

1. **Personnel Administration –** Definition, Nature, Objectives, Principles. (9)

2. **Personnel Policy –** Definition, Scope, Process, Objectives, Contents of Personnel file & Personnel audit, Personnel Department Structure, proper Environment around factory. (9)

3. **General Communication –** Drafting of appointment orders, Interview Letters, Promotion, Transfer & Appreciation Letters, Notices & Circulars (All Types) (10)

4. **Wage & Salary Administration –** General consideration in wage & Salary administration – Objectives & principles, Time keeping, Attendance,

Statutory Returns – TDS, Professional Tax, Form 16 (A) PF & ESI Returns. (10)

5. **Disciplinary Action Communication –** Suspension Orders, show cause, Notices, memo, charge sheet, warning, letter of termination & dismissal. (10)

6. **Calculations –** Calculation for superannuation, gratuity & bonus (10)

7. Challenges of modern personnel manager. (2)

Books Recommended:-

1. Guide on Labour Management forms and precedents (Law, Practice & Procedure) by S.D. Puri (Snow white publications)
2. Personnel Management by Edwin Flippo
3. Personnel Management by C.B. Mamoria
4. Dynamics of personnel Administration by Rudrabaswaraj.

(306E)- TRAINING & DEVELOPMENT

1. Introduction To Training Concept: Definition, Meaning, Need For Training, Importance Of Training, Objectives Of Training, Concepts Of Education, Training And Development, Overview Of Training Functions, Types Of

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Leadership, Training The Trainer, Change), Management Development Program, Budgeting Of Training. (6)

4. Evaluation Of Training Program: Kirkpatrick Model Of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI Of Training. (6)
5. Learning: Principles Of Learning, Theories Of Learning, Reinforcement Theory, Social Learning Theory, Andragogy, Resistance To Training. (4)
6. Technology In Training: CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning. (2)

Books Recommended:-

1. Employee Training And Development - Raymond Noe
2. Every Trainers Handbook- Devendra Agochia
3. 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma
4. Training And Development- S.K. Bhatia
5. HRM-Biswajeet Pattanayak

(307E)- MBA – ORGANIZATIONAL DEVELOPMENT

1. Definition, Values and Assumptions, Importance, Evolution: Kurt Lewin, Robert Tanenbaum, McGregor, Herbert Shepard, Robert Blake. (6)

2. Foundations Of OD: Action Research, Survey Feedback, Systems Theory, Teams And Teamwork, Participation And Empowerment, Applied Behavioural Science, Parallel Learning Structures. (6)

3. Process Of OD –Model Of Change, Six Box Model. (6)

4. OD Intervention: Meaning, Importance, Team Intervention: Role Analysis,

Interdependency, Appreciation and Concern Inter group: Walton, Principled Negotiation
Structural: Sts, Work Redesign, Self-Managed Teams.
Individual: T-Group, Behaviour Modeling (6)

5. Client And Consultant Relationship (3)

6. Caselets: Action Research Intervention Exercises (3)

Books Recommended:-

1) Organisational Development By S Ramnarayan, T V Rao.
2) Organisational Development And Change By Cummings And Worley (7th Edition)
3) Organisational Development By French And Bell (6th Edition)

(303F)- INTERNATIONAL MARKETING

1) Objectives of International Marketing – Challenges and opportunities in International Marketing – Quality considerations in International Marketing – Underlying forces of International Marketing. [6]

2) Global marketing environment –Economic Environment, Socio-cultural Environment – Legal and Statutory Framework. [8]

3) Global Marketing Information System and Research. [6]

4) Market section, International Market entry strategies.

5) Planning for International Marketing- Global Marketing Mix [20]
(Product, Price, Promotion, Place)

6) Documentation and procedural complexities- Registration with various agencies – Compulsory Quality Control- Processing Export Orders. [16]

7) Limitations of Global Marketing. [4]

Books Recommended:-

1.International Marketing, R.M.Joshi, OUP
2. Global Marketing Management, K. Lee, OUP
3. International Marketing-Cateora.
4.Managing International Marketing –Varkey.
5.Creating Market across the Globe: Strategies for business excellence – Korwar
6.Essence of International Marketing –Stan Paliwoda.
7.Global Marketing Management-Warren J. Keegan.
8.International Marketing Management-Subhash Jain.
9.International Marketing Micheal- R Czinkota, IIkka A Ronkainen
10.International Marketing, R.M. Joshi

(304F)- INTERNATIONAL LOGISTICS & SUPPLY CHAIN MANAGEMENT

1. **INTRODUCTION:** [6]
   International Logistics and Supply chain management: meaning and objectives, importance in global economy , Characteristics of global supply chains,: Supply chain relationship to business performance, -Key tasks of logistics and supply chain managers, Role of Government in controlling international trade and its impact on Logistics and supply chain

2. **SUPPLY CHAIN STRATEGY:** [4]
   Supply chain as a competitive advantage, Global Supply chain strategy, Structuring supply chain capabilities, Business matching supply chain design with business strategy

3. **TRANSPORTATION:** [6]

Strategic importance of transport in global logistics, logistical objectives of transport, International Ocean Transportation, International Air Transportation, and International Land Transportation: types, characteristics and salient features, intermodal transportation in international operations, factors influencing mode and carrier selection decision,

4. **OUTSOURCING AND LOGISTICS SERVICE PROVIDERS** [6]

Intermediaries and Alliances in Global Logistics, Meaning of 3 PL and 4 PL service providers, role in Global logistics, types of services, considerations for hiring 3PL and 4 PL service providers. Concept and need of outsourcing, determinants for outsourcing decisions, role of outsourcing in global supply chain management

5. **CUSTOMER SERVICE:** [4]

The marketing and logistics interface, customer service and customer retention, Service driven logistics systems, customer service priorities and standards, customer service strategy

6. **PLANNING GLOBAL SUPPLY CHAIN** [4]

Planning the global supply chain, Network design for global supply chain management, Risk management in the global context,

Measuring logistics cost and performance. Benchmarking the supply chain, Performance measurement and evaluation in global supply chains

7. **GLOBAL TRADE ENVIRONMENT** [8]

a. Global trade environment: various trade blocks/FTZ and their impact on supply chain management, Customs and Regulations, Trade Documentation, International Contracts, Terms of Trade, Term of Payment, International Currency, INCO terms, Logistical packaging ,containerization.

8. **NETWORK DESIGN :** [4]

Decisions in Network design-strategic importance, location of plant, warehouse, facilities; capacity and number of warehouses: Factors influencing network design decisions,

9. **INVENTORY FLOW AND MODELING:** [4]

Approaches to Inventory Management in Global Supply Chain Management;; Distribution Resource Planning; Symptoms of poor Inventory Management, Modeling in Supply chain: inventory models, safety stock determination for service level, and lead time; forecasting models, routing problem

10. **COORDINATION IN SUPPLY CHAIN**: [4]

Importance of Coordination in Supply Chain, Bullwhip Effect, Effect of lack of Coordination on performance, Obstacles to Coordination, Strategies to achieve coordination, Building Strategic Partnership and Trust In Supply Chain

11. **INFORMATION TECHNLOGY IN SUPPLY CHAIN:** [4]
Role and Importance of IT in Supply Chain Management, IT solutions for Supply Chain Management, Supply Chain Information Technology in Practice

12. **PERFORMANCE MEASUREMENT AND TRENDS** [6]
Dimensions of Performance Metrics, Approaches/tools for Performance Measurement, Measuring logistics cost and performance. Benchmarking the supply chain, Performance measurement and evaluation in global supply chains, Impediments to improve Performance, Trends in International supply chain management

Books Recommended:-

1. Douglas Long International Logistics: Global Supply Chain Management Springer-Verlag New York, LLC;2004
2. Philippe-Pierre Dornier, Panos Kouvelis, Michel Fender Global Operations and Logistics: Text and Cases Wiley, John & Sons, Incorporated 1998
3. Alan Branch Global Supply Chain Management in International Logistics Routledge 2007
4. Kent N. Gourdin Global Logistics Management: A Competitive Advantage for the New Millennium Blackwell Publishing 2006
5. Sridhar R. Tayur (Editor), Michael J. Magazine (Editor), RAM Ganeshan (Editor) Quantitative Models for Supply Chain Management Kluwer Academic Publishers 1998

(305F)- ENVIRONMENT AND GLOBAL COMPETITIVENESS

1. Overview of commercial geography. Impact of geographical aspects on international business and business strategies. [10]

2. Global dynamics: interplay of local, national , regional and worldwide forces OECD / WEF/ G8 / G33. Economic, political, social, cultural, legal, technological forces. [14]

3. Reconciliation of global aspirations and nationalistic compulsions for sustained growth [4]

4. Konichi Ohmae's concept of borderless world [4]

5. Evaluation of diverse environmental forces to create database to do business with various nations /regions [8]
6. Definition and Scope of competitiveness

7. Theories of international trade: Adam Smith , Recardo, Heauhar& Ohalin, Jagdish Bhagawati. [8]

8. Michel Porter's five force and competitive advantage theory. [4]

9. Indicators of world competitiveness. Ranking of the current year and India's position. [6]

10. Changes in the top 5 rankings in last 3 year and lessons thereof [2]

(306F) INTERNATIONAL REGULATORY ENVIRONMENT

1. World Trade Organization, General Agreement on Trade and Tariff [2]

2. What is WTO, structure , strength and weakness, prospects [4]

3. Ministerial Conferences, Dispute settlement mechanism(with cases) [4]

4. WTO and other international regulatory. Organizations, UNCTAD etc [2]

5. Agreement on goods / services, intellectual properties. [2]

6. Regional trade agreements and WTO, ILO [2]

7. International arbitration UNICITRA

8. FTA / Taxation / CEC [2]

9. Transfer pricing and WTO [2]

Books Recommended:

1. WTO Publications, WTO Website
2. WTO Agreement and Indian Agriculture by A.Huda SSP(OL)

(307)F- EXPORT AND IMPORT PROCEDURES

1. Preparation for Exports [6]
   Registration –IEC, EPC, CENTRAL EXCISE, Category of Export - Physical (1) Direct (2) Indirect, Deemed Export, Category of Exporters -Manufacturers / Merchant Exporters- (1) General (2) EOU (3) SEZ (4) EH/ TH/STJ
2. Export Benefits : [3]
   Duty Drawback, Advances Licensing CENVAT, Sales Tax Exemption, IPRS, Excise Clearance Benefit / Rebate, Income Tax Benefit
3. EXPORT – IMPORT POLICY 2002-2007 [9]
   Procedures and Documentation, GSP Rules of Origin, ECGC, Exim Bank / Lines of Credit
4. Documents prescribed by some importing countries [6]

Trade Fair Authority Exhibitions / International Exhibition / FIEO/ ITPO
L/C, B/L etc. Costing, QBAL/ VBAL, DEPB

5. Current trends in export, experience of other countries like Japan, South Korea and Singapore, Malaysia EC Units (UK, Denmark, Sweden, Finland) USA etc.., Foreign Remittances [2]

Import Procedures: [4]

1 Import Management in a developing economy
2 Import Procurement Planning
3 a. Registration of factories with concerned authorities DGTD, SSE, in relation to import of Capital Goods
b. Project Import/ EPCG
4 Identification, Selection and Evaluation of Suppliers
5 Purchase Contract, Terms of Delivery and Payment.
6 Import Licensing Policy
a. Advance License
b. Duty Exemption Scheme
7. Role of Clearing and Forwarding Agents
8. Customs Duty, Customs Valuation rules
9 Documents for Customs clearance of import consignment.
10 Customs clearance of Import Cargo by Sea, Air, Post
11 Marine Insurance
12 Transport till destination.

(401)- ENTREPRENEURSHIP DEVELOPMENT & PROJECT MANAGEMENT

SECTION I: ENTREPRENEURSHIP DEVELOPMENT – (35 Marks)

1. **Foundations of Entrepreneurship Development:** Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities through change. Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur – comparative study - Roles, Responsibilities, Career opportunities. Entrepreneurship as a career, Entrepreneurship as a style of management, The changing role of the entrepreneur: mid career dilemmas – Closing the window:

Sustaining Competitiveness - Maintaining competitive advantage. (8)

2. **Theories of Entrepreneurship**:
   3. Innovation Theory by Schumpeter & Imitating
   4. Theory of High Achievement by McClelland
   5. X-Efficiency Theory by Leibenstein
   6. Theory of Profit by Knight
   7. Theory of Social change by Everett Hagen (9)

3. **Influences on Entrepreneurship Development:**
   a. Entrepreneurial Traits
   b. External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Entrepreneurial culture with special reference to Intrapreneurship / Corporate Entrepreneurship.
   c. Entrepreneurial Success and Failure: Reasons and Remedies. (9)

4. **Women Entrepreneurs:** Challenges to Woman Entrepreneurs, Achievements of Woman Entrepreneurs, Role Models of Woman Entrepreneurs. (4)

5. Creating Entrepreneurial Venture - Entrepreneurship Development Cycle (2)

6. Business Planning Process - The business plan as an entrepreneurial tool
   Elements of Business Plan, Objectives, Market Analysis, Development of product / idea, Marketing, Finance, Organization & Management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones. (6)

SECTION II: PROJECT MANAGEMENT – (35 Marks)

7. Project Management
   Technical, Financial, Marketing Personnel and Management feasibility Reports
   Financial schemes offered by various financial institutions like
   Commercial Banks, IDBI, ICICI, SIDBI, SFCs,
   Venture Capital Funding, Angle Capitalist (10)

8. Entrepreneurship Development and Government
   Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc. – with special reference to 'Export oriented unites'
   Role of the following agencies in the Entrepreneurship Development
   1. DIC – District Industrial Center
   2. SISI – Small Industries Services Institute
   3. EDII – Entrepreneurship Development Institute of India
   4. NIESBUD – National Institute of Entrepreneurship and Small Business Development
   5. NEDB – National Entrepreneurship Development Board (12)

Books Recommended:-

1. Dynamics of Entrepreneurship Development – Vasant Desai.
2. Entrepreneurship: New Venture Creation – David H. Holt
3. Entrepreneurship Development New Venture Creation – Satish Taneja, S.L.Gupta
4. Project management – K. Nagarajan.
5. Entrepreneurship: Strategies and Resources – Marc J. Dollinger
6. The Culture of Entrepreneurship – Brigitte Berger.
7. Innovation and Entrepreneurship – Peter F. Drucker
8. Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
9. Entrepreneurship As Strategy – G. Dale Meyer, Kurt A. Heppard
10. New Vistas of Entrepreneurship: Challenges & Opportunities – A. Sahay, M.S.Chhikara
11. Entrepreneurship and Small Business Management – Siropolis
12. The Entrepreneurial Connection - Gurmeet Naroola
13. Thought Leaders – Steven Brandt.
14. Corporate Entrepreneurship – Vijay Sathe
15. Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations – Michael H.Morris, Donald F.Kuratko
16. Intrapreneurship: Gifford Pinchot III
17. Lead like an Entrepreneur – Neal Thornberry
18. You Too Can Become an Entrepreneur – Nalinaksha Mutsuddi
19. Make The Move: Demystifying Entrepreneurship – Ishan Gupta, Rajat Khare

(402) INTERNATIONAL BUSINESS MANAGEMENT

1. International Business Environment – Globalization – Forces, Meaning, dimensions and stages in Globalization – Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler – Trading Environment of International Trade – Tariff and Non-tariff Barriers – Trade Blocks – Rise of new economies like Japan, South East Asia and China as compared to India. (25)

2. Country Risk Analysis – Political, Social and Economic – Cultural and Ethical practices – Halsteade model - Responsibilities of International Business (10)

3. Managing Multinational Enterprises – Problems and Potential – Multinational (4)

Service Organizations – Indian companies becoming Multinationals – Potential, Need and Problems

4. Introduction to International Financial Management – Balance of Trade and Balance of Payment – International Monetary Fund, Asian Development Bank and World Bank – Financial Markets and Instruments – Introduction to Export and Import Finance – Methods of payment in International Trade - Introduction to current EXIM policy. (10)

5. Bilateral and Multilateral Trade Laws – General Agreement on Trade and Tariffs, (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS – Ministerial Conferences. (3)

6. International Marketing – Entry strategies – Market selection – Barriers (2)

7. Global sourcing and its impact on Indian Industry – Globalization and internal reform process – India's competitive advantage in industries like IT, Textiles, Gems & Jewellery etc. – Potential and threats (3)

8. Case Studies: (3)

Country Risk Analysis
Cases on theories of International Trade
Cases on WTO related to topic 5
Cases on International Marketing

Books Recommended:-

1. International Business Environment – Sundaram and Black
2. International Business Environment – Bhalla and Raju
3. International Financial Management – P.G.Apte
4. International Business – Francis Cherulinam
5. International Business – Rao and Rangachari
6. Export Management – Rathod
7. International Business – Rao and Rangachari
8. Global Business Today – Charles Hill
9. International Business – Charles Hill
10. International Business Environment & Operations – John D.Daniels

(403) CURRENT TRENDS IN MANAGEMENT

1. **Knowledge Management:** Concept, KM Strategies – Architecture and Tools – KM Practices. (12)

2. **Six Sigma** – Concept, steps involved in launching Six Sigma, Benefits derived. (10)

3. **Mergers and Acquisitions** – Concept, Types, Relevance in 21st century businesses - Regulatory control. (10)

4. **IT Enabled Services** – Business / Knowledge Process Outsourcing. (8)

5. **World Class Manufacturing:** Concept and Importance, Lean Manufacturing Practices, Just in Time, Theory of Constraints. (10)

6. **Corporate Governance:** Concept, Significance in Indian Context, Corporate Social Responsibility – Role of Board of Directors – Recommendations of Birla Committee and Narayanmurthy Committee – Sarbanes-Oxley Act of 2002. (10)

Books Recommended:-

1. Knowledge Management - Awad Elias M, Ghaziri Hassan M (Pearson Education)
2. Six Sigma for Every One - Eckes (John Wiley & Sons, New Jersy)
3. Mergers Restructuring and Corporate Control – Weston, Chung, Hong (Prentice Hall)
4. Corporate Governance – Dr. S. Singa (Excel Books)
5. World Class Manufacturing – Vol.-1 and 2 (ICFAI University Press)
6. Information Technology Enabled Services – Vol. 1 and 2 (ICFAI University Press)
7. World Class Manufacturing – B. S. Sahay
8. Machine that Changed the World – James Womack, Daniel Jones, Daniel Roos (Harper Perennial, New York)

(404A)- SERVICES MARKETING

1. Introduction to Services: Nature of Services; Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes, Classification of Services; Consumer versus Industrial Services. (6)

2. Global and Indian Scenario in services sector: Importance of Services Marketing; Every business a service business; Service as key differentiator for manufacturing industries. (4)

3. Services Marketing Mix: Introduction to the 7 Ps of Services Marketing Mix;

Product-Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle. (4)

4. **Distribution:** Place – Distribution Strategies for Services; Challenges in distribution of Services; Role of Internet in distribution of Services. (5)

5. **Promotion:** Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Role of Relationship Marketing in promoting services. (5)

6. **Pricing:** Factors involved in pricing a service product; demand variation and capacity constraints; Capacity Planning, Measures to respond to changes in demand; Reshaping demand using effective pricing. (6)

7. **People:** The key role of service employees in a service business; Services marketing triangle; Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees; Motivation and empowerment. (6)

8. **Physical evidence:** Nature of physical evidence; Importance of physical evidence in services; Tangibilizing through physical evidence; Service scapes. (4)

9. **Process:** Service as a process & as a system - Different process aspects and managerial challenges - Strategies for managing inconsistency – Customer role in services - Customers as 'co-producers'; Self Service Technologies, – Customer Service in Service Marketing (8)

10. **Customer Satisfaction & Service Quality:** Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee - Handling complaints effectively; Defects, Failures and Recovery. Concept and Importance of quality in Services; How customers evaluate service performance, Service Quality Models Parsuraman-Zeithamal-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Gronroos model (10)

11. **Technology & Service Strategy:** Applying technology to service settings, e-services. (2)

Books Recommended:-

1. Services Marketing - Zeithaml, Bitner, Gremler & Pandit, TMGH, 4th ed.
2. Services Marketing - Christopher Lovelock
3. Services Marketing - Rampal & Gupta
4. Essence of Services Marketing - Ardian Payne
5. Services Marketing - Helen Woodruff

(405A)- MARKETING STRATEGY AND RELATIONSHIP MARKETING

SECTION A: MARKETING STRATEGY

1. **Overview of Marketing Strategy** - Relationship with Corporate Vision, Mission and Objectives. Market-led strategic management. (2)

2. **Strategic Marketing analysis** – Identification of attractive markets, Industry/ business analysis and sustaining competitive advantage. (2)

3. **Segmentation, Targeting and positioning principles** - The process of market definition - Determining alternative market or segment attractiveness - Making market and segment choices - Alternative targeting strategies - Principles of

competitive positioning - Communicating the competitive position (4)

4. **Product & Industry Life Cycle** - Marketing strategy formulation across PLC stages, Marketing strategy formulation for – emerging markets, growth markets, mature, declining, fragmented markets for products (goods and services) (4)

5. **New product development and introduction strategies** - Speeding new product development - Organizing for new product development - Planned innovation - Planned or unplanned strategy withdrawals / obsolescence (4)

6. **Offensive and defensive competitive strategies** - Build strategies - Hold strategies - Market nicer strategies - Harvesting strategies - Divestment/deletion (4)

7. **Competing through superior service and customer relationships** - The three 'S's of customer service - Providing superior service - Measuring and monitoring customer satisfaction (4)

8. **Competing through e-Marketing** - The impact of e-Marketing on marketing Strategy (2)

9. **Integration of Marketing Strategies** - Application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation. Periodical assessment. (4)

SECTION B: RELATIONSHIP MARKETING

1. **Paradigm shift in marketing:** The evolution of marketing theory - 4Ps to 7Ps, Transactional marketing approach to relationship marketing philosophy – competitive advantage through Relationship Marketing – RM in industrial markets and consumer markets, services. (5)

2. **Key concepts in relationship marketing concepts:** Characteristics of relationships – promise – trust – commitment – satisfaction – quality - Service competition - customer value – customer defections - customer loyalty – loyalty programs. (5)

3. **Planning for relationship marketing**: Internal marketing – communication – cooperation – network view of the firm – The six markets framework - partnering to build customer relationships - learning organization – customer culture. (5)

4. **Customer lifetime value**: Customer life cycle – attracting – retaining and growing customers – lifetime customer value (LCV) - Customer equity – Recency-Frequency Monetary value (RFM) model. Customer – product profitability analysis – value profit chain –differences between customer retention and acquisition orientation of a firm. (5)

5. **IT enabled RM:** Emergence of CRM – database marketing – data warehousing and data mining- pitfalls of IT focus in RM – ethical issues – customer privacy. (5)

6. **Sustaining Customer Relationships:** The role of service in building relationships, segmentation of service, measurement of service - Monitoring of customer satisfaction - Analyzing customer defections (5)

Books Recommended:-

1. Marketing Strategy - Boyd Walker, Mullins Larrech, TMGH
2. Strategic Marketing Management - David Aaker
3. Principles of Marketing - Philip Kotler, Gary Armstrong
4. Handbook of Relationship Marketing - Jagdish Sheth, Atul Parvatiyar
5. Leading Through Relationship Marketing- Richard Batterley
6. Relationship Marketing - S.Shajahan, TMGH, 1st ed., 2006 reprint.
7. Customer relationship Management - Sheth, Parvatiyar, Shainesh
8. For contemporary case studies students should refer to the periodicals and journals.

406(A) PRODUCT & BRAND MANAGEMENT

1. **Product Management:** Product Development, Product focused organization; Market focused organization, Factors influencing design of the product, Changes affecting product management. (6)

2. **Developing Product Strategy:** Setting objectives & alternatives, Product strategy over the life-cycle, Customer analysis, Competitor analysis, Design of manufacture, New product development. (8)

3. **Market Potential & Sales Forecasting:** Forecasting target market potential and sales, Methods of estimating market and sales potential, Sales forecasting,

planning for involvement in international market. (6)

4. **Brand & Brand Management:** Commodities Vs Brands, The role of brands, The brand equity concept, Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance. Building Brand Equity, Brand Identity and Brand image. (10)

5. **Brand Leveraging & Brand Performance:** Establishing brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement. (6)

6. **Brand Positioning & Brand Building**: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values. (6)

7. **Designing & Sustaining Branding Strategies**: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing brand over time. (6)

8. **Measuring Brand Equity**: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation. (6)

9. **Managing Brand Equity**: Brand Reinforcement, Brand Revitalization, Brand Crisis. (6)

Books Recommended:-

1. Product management - Donal R. Lehmann, Russel S. Winer
2. Strategic Brand Management - Kevin Lane Keller
3. Branding Concepts & Process - Debashish Pati
4. Marketing Management - Philip Kotler
5. Successful Branding - Pran K Choudhary
6. Brand Positioning Strategies for Competitive Advantage -Subrato Sen Gupta
7. Strategic Brand Management -Caperer
8. Behind Powerful Brands - Jones
9. Managing Indian Brands -S. Ramesh Kumar

(407A) INTERNATIONAL MARKETING

1. **International Marketing**: Concept, scope & Objectives. Challenges and opportunities in International Marketing, Underlying forces of International Marketing. (2)

2. **Export Marketing**: Recent Import Export Policy and Procedures, as on 31st March. General Various Export Promotion schemes, as on 31st March of the last financial Year. (6)

3. **Facilities and incentives relating to export business**: Rules for successful exporting. Preliminaries for starting Export Business, Registration of Exporters,

Sending / Exporting samples, Appointing Overseas Agents Obtaining a License (Export License). (4)

4. **International Pricing Decisions: F**actors influencing international pricing decisions- Uniform pricing V/s Market by market pricing (2)

5. **Arranging Finance for exports**: Financial and fiscal incentives provided by the Government and foreign exchange facilities by the R.B.I. and EXIM Bank. Institutional support from Government, Semi. Government and Autonomous Organizations for Exporters. Obtaining export credit Insurance. Exchange rates, Understanding foreign exchange rates and protection against their adverse movement. (8)

6. **Export Documentation:** Submitting Documents to Bank for purchase / Collection / Negotiation under L/C. Export Credit Limit. Preparing Export Document Shipping and Customs Clearance of the goods. Processing / Manufacturing goods for Export and their inspection by Government Authorities. Compulsory Quality Control and Pre-shipment Inspection, Excise Clearance, Insuring goods against marine risks, Marine Insurance. (6)

7. Labeling, Packaging, Packing And Marketing Goods For Orientation to GATT and functions of W.T.O. (2)

Books Recommended:-

1. Nabhi's How To Export – Nabhi Publication
2. International Marketing Export Marketing – S. Shiva Ramu
3. Export – What, Where & How – Parasram
4. Global Marketing Strategy – Douglas & Craig.
5. Export Marketing – B. Bhattacharya.
6. Winning The World Marketing – Bhattacharya
7. Export Marketing – Francis Cherunilam.
8. International Marketing – S.S. Rathor, J.S. Rathor.
9. Essentials Of Export Marketing – S.A. Chunnawala
10. International Trade And Export Management – B.M. Wahi And A.B. Kalkundribar.
11. International Marketing Management – Varshney And Bhattacharya.
12. Export Marketing – Michael Vaz.

(408 A)- VIRTUAL MARKETING

1. E Business Fundamentals: Internet Basics: Internet, Intranet, Extranet, Portals, Web and Wireless. Concept of e-Business & e-Marketing. Markets (including B2C, B2B and C2C) (4)

2. The Virtual Value Chain: Marketplace vs. Market space - Visibility, Mirroring Capability and New Customer Relationships - The Network Economy - "Moore's Law" and "Gilder's Law" - E-Marketplaces and Economic Impacts (2)

3. Consumer Behavior on the Internet: Demographic, geographic, psychographic and

behavioral factors important to e-Marketing. Motivations for shopping on the net - attributes of online shopping. (4)

4. Information for Competitive Marketing Advantage: Marketing Research on the Net - Using Data Tools to Enhance Performance & for marketing intelligence. (3)

5. The Internet Marketing Mix: Continuum of purely virtual to purely physical products- Product in the Internet Marketing Mix - presenting product online, building a brand – Price in the Internet Marketing Mix - Importance of price competitiveness to e-Business - Place in the Internet Marketing Mix : the importance of fulfillment, logistical considerations- Promotion in the Internet Marketing Mix - reaching the e-consumer (6)

6. Customer Experiences on the Web: The web's 'unique capabilities' – Interactive communications with customers for - organizational learning, service capability, convenience. (4)

7. e-Customer Relationship Management: The Economics of e-Loyalty - The importance of trust - The importance of focusing on the "right" customers - Price rational vs. price obsessive consumers, loyalists vs. butterflies - Upselling and cross-selling. Relationship Capital – eCRM - Internet strategies facilitating CRM – including personalization, collaborative filtering, data mining, data warehousing and real-time profiling. Introduction to Operational, Collaborative, Analytical CRM. (4)

8. Virtual Communities: Building Partnerships through Community - User-Generated Content, Blogs (1)

9. Legal and Ethical Issues: Privacy and Security Concerns - Electronic Payment System - Different types of payment modes, e-cash, e-check, e-money - E-Security – Firewalls (1)

10. The Future of e Marketing. (1)

Books Recommended:-

1. e-Marketing: Strass, El-Ansary, Frost
2. Digital Marketing for Dummies: Carter-Brooks-Catalano-Smith
3. e-Service-New Directions in Theory & Practice: Roland T. Rust and P.K. Kannan
4. eCRM-Concepts & Cases: Madhavi Garikaparthi
5. e-CRM: Business & System Frontiers: M.P. Jaiswal & Anjali Kaushik
6. Prasad Gadkari's Guide to E-Marketing

(404B)- INDIRECT TAXATION

1. Central Excise: (18)

a. Nature and Contemporary Legislation for the same.
b. Liability for the central excise.
c. Definitions.
    i. Goods,
    ii. Manufacture,
    iii. Excisable goods.
d. Job workers.
e. Classification of Goods.

f. Determination of Tariff Headings
g. Valuation of Goods
h. Transaction Value
i. Administrative Structure of Excise Departments
J. Various Procedures:-

Legislation, Self Removable under Invoice, Manner and Payment of Duty and letter of Undertaking, Show Cause Notice, Adjudication, Interest, Penalty, Confiscation, Seizure, Duty Payment under protest, Refunds, Appeals, Excise Audit, Concessions for SSI Units.

2. Service Tax (Chapter V of the Finance Act.1994 as amended in a Finance Bill by Government of India in 2005): (12)

a. Extent.
b. Commencement and Application.
c. Definitions
d. Charge of Service Tax
e. Valuation of Taxable Services for Service Tax
f. Valuation of Taxable Services for Changing Tax.
g. Payment of Service Tax.
h. Registration
i. Furnishing of Returns

3. Value Added Tax (VAT): (30)

a. Definition
    i. Agriculture
    ii. Business
    iii. Capital asset
    iv. Dealer
    v. Non-resident dealer
    vi. Goods
    vii. Place of business
    viii. Purchase price
    ix. Sale price
    x. Resale
    xi. Turnover of purchase and turnover of sales.
b. Incidence of Tax
    i. Tax liability
    ii. Rate of tax on goods specified in schedule.
c. Registration
    Registration procedure
    Fresh registration
    Information to be furnished regarding change of business
    Declaration of name of manager and PAN
d. Returns
    Returns and self assessments
    Audit of registered dealer.

e. Payment of Tax
    Deduction of tax at source
    Payment of tax
    Adjustment of any payment
    Special provisions regarding liability to pay tax in certain cases
    Liability of firms and partners
f. Tax audit under VAT
    Imposition and rate of VAT
    Acquisition of goods from member states
    Importation of goods from outside member states
    Goods subject to a warehousing regime
g. Determination of value
h. Payment of VAT taxable persons
i. Relief, Exemptions and Repayments
j. Administration, Collection, Enforcement (provisions)
k. Assessment of VAT and other payments due
l. Change in rates of VAT and disclosure of information
m. Appeals etc.

Books Recommended:-

1. Indirect Taxes- Law & Practices- V.S. Datey
2. Indirect Taxes- Jakotiya
3. Indirect Taxes- Ravi Kishore
4. Indirect Taxes- Dr. Sanjeev Kumar
5. Indirect Taxes- Yogendra Banagar & Vandana Bangar
6. Indirect Taxes-Snowwhite Publications.
7. VAT Ready Reacnor- Saxena
8. Income Tax – Dr. Vinod Singhania

(405B)- INTERNATIONAL FINANCE

1. Overview of international business. (6)

a. Globalization and its impact.
b. WTO and its impact.
c. Role of World Bank, IMF, SDR.
d. Nature, scope and significance of international finance.
e. Use of IT in international finance.

2. Forex Markets (12)

a. Definition of foreign currency and foreign transactions- trade and non trade.
b. Forex Markets- spot forward, future options & swaps.

c. Role of participants of Forex market.
d. Exchange Rate determination- Mathematical models.
e. Impact of Euro currency, Chinese Yuan, Japanese Yen and US Dollar.
f. Emerging importance of Indian rupee.

3. Regulatory Framework of international finance (9)

a. Indian perspective-FEMA, foreign trade policy, role of RBI, rupee convertibility, EOU/STPI, SEZ, EPZ.
b. International perspective-federal bank, European Central Bank, ICC guidelines.

4. **Sources of international finance** (15)

a. Trade settlement methods.
b. Export Finance.
C. Buyers credit and supplier's credit.
d. International receivables and cash management.
e. ECB, FCCB, ADR, GDR, FDI.
f. Syndication.

5. **Forex Risk Management** (15)

a. Risk definition and measurement.
b. Hedging tools and techniques- internal and external.

6. **International Accounting Standards on foreign transactions** (3)

Books Recommended:-

1. International Finance- A.V. Rajwade
2. International Finance- P.G. Apte
3. International Finance- Shapior
4. International Economics- D.M. Mithani
5. Essence of International Money- Adrian Buckley
6. Exchange Control Regulations- Nabhi
7. MAFA- S.D. Bala & Pattabhai Ram.
8. International Finance – V. K. Sharan

(406B)- RISK AND INSURANCE MANAGEMENT

1. Introduction to Risk Management. (16)

a. Identifying types of risks
b. Management of Translation.
c. Transaction and economic Exposure
d. Quantifying Risk and Hedging techniques.
e. Internal and External Techniques viz Netting, Matching, Leading and Lagging.
f. Price variation.
g. Short Term borrowing.

h. Pricing in Foreign Currency.
i. Assets Liability Management.

2. Instruments of External techniques of Risk Management (14)

a. Forwards
b. Futures
c. Swaps
d. Options
e. Forward Rate Agreement
f. Caps
g. Collars
h. Floors and their applications
i. Pricing techniques
j. Operational aspects.

3. Life Insurance (15)

a. Principles of Life Insurance
b. Financial Planning and Insurance
c. Life Insurance Products
d. Pensions and Annuities
e. Risk Assessment & Underwriting
f. Premium Setting
g. Product Development
h. Design and Evaluation
i. Reinsurance
j. Claims Management
k. Marketing and Servicing
l. IT Applications
m.Tax planning
n. Legal Framework

4. General Insurance (15)

a. Principles of General Insurance
b. General Insurance Products (Fire, Motor & Health)
c. Terminology
d. Perils
e. Clauses and Covers
f. Risk Assessment & Underwriting
g. Product Design
h. Development and evaluation
i. Loss prevention and control
j. Claims Management
k. Reinsurance
l. Marketing and Servicing
m. IT applications
n. Legal framework and documentation

Books Recommended:-

1. Options and Futures- Hull
2. International Finance- A.V. Rajwade
3. International Finance- P.G. Apte
4. Commodity Futures & Options- George Kleiman
5. Principals of Insurance- Holioke
6. Principals of Insurance- Mishra
7. Insurance Law Manual- Taxman

(407B)- STRATEGIC FINANCIAL MANAGEMENT

1. Conceptual Framework (4)

1.1Meaning of SFM
1.2Evaluation of costs and benefits
1.3Reasons for managing business financially
1.4Strategy & strategist
1.5 9-s model for SFM

2. Compensation Management. (4)

2.1 Need of compensation management.
2.2 Types of employees & compensation strategy.

2.3 Design of wage policy.
2.4 Negotiations.
2.5 Design and implementation of VRS
2.6 Implications of FBT.

3. Financial Aspects of Supply Chain Management strategy with respect to following areas (4)

3.1Vendor management
3.2Purchasing
3.3Inventory control and its techniques
3.4Distribution Management
3.5Relationship with dealers
3.6Product pricing
3.7Marketing cost analysis

4. Corporate Valuation (4)

4.1 Reasons for valuation of business enterprise.
4.2 Different Approaches to enterprise valuation
a. Market Related Valuation-At replacement cost and realizable value.
b. future cash flows.
c. Market Capitalization.
d. Economic value added approach.

5. Overview of financial engineering. (4)

5.1 Meaning
5.2 Benchmarking practices.
5.3 Innovative sources of Finance.
a. Off balance sheet financing.
b. Versatile bonds.
c. Junk Bonds.
d. Vendor Finance.
e. Co operative federation
5.4 Funding strategies, monitoring and assessment.
5.5 Programs and policies to reward various stake holders.

6. Financial Restructuring. (2)

7. Ethical Aspects. (8)

7.1 Ethical Dilemma faced by Financial Managers.
7.2 Need for corporate social responsibility.
7.3 Corporate governance.
a. Recommendations of Kumar Mangalam Birla Committee.
b. Recommendations of Narayanan Murthi Committee.
7.4 Financial Restructuring
a. Need for financial restructuring
b. Restructuring through privatization.
c. Restructuring of sick companies.

7.5 Mergers and Acquisitions

a. Demergers

b. Accounting standard 14.

c. Provisions of companies act on amalgamations, minority interest.

d. Tax implications of mergers, Demergers.

e. Leverage buy-out.

7.6 Joint ventures.

a. Meaning.

b. Accounting standard 27.

7.7 Reasons for Strategic Failures in mergers/acquisitions/Joint Ventures.

Books Recommended:-

1. Strategic Financial Management- G.P. Jakhotiya
2. Strategic Finance Case Studies- N.J. Yashaswy
3. Guide to Companies Act- Rammaiya
4. Accounting Standards and Corporate Accounting Practices- T.P. Ghosh.

(408B)- STRATEGIC COST MANAGEMENT

1. Meaning, nature and significance of strategic Cost Management. (2)
2. Value Analysis and value addition. (3)
3. Activity based costing (3)
4. Waste Management-Scraps, defectives etc. (3)
5. Method study and work study. (2)
6. Cost benefit analysis, Profit planning. (4)
7. Role of Budgetary control and standard costing in profit planning. (4)
8. Productivity improvement- Various tools and techniques including Kaizen and Six Sigma. (5)
9. Brand building-cost implications of brand building. (2)

10. Supply chain Management- Cost implications. (2)

Books Recommended:-

1. Cost Management- Ravi M. Kishore
2. Cost Management- Colin Drury
3. Strategic Cost Management- Foster
4. Strategic Costing- Robert Kaplan
5. Cost Management- Coopers

404C – EMERGING TRENDS IN INFORMATION TECHNOLOGY

1. **Overview of an E – Commerce**

   Internet, Intranet, Extranet, Definition, Goals of E- Commerce
   Difference between E-Commerce and E- Business
   Models of E- Commerce
   Limitations and Advantages of E-Commerce **(4)**

2. **E-Banking**:

   Transactions: Inter Banking, Intra Banking, Electronic Payments, (Payment – Gateway Example)
   Securities in E-banking (SSL, Digital Signatures – Examples)
   Services Provided: -ATM, Smart Card

ECS (Electronic Clearing System) e.g. Telephone, Electricity Bills **(8)**

3. **E- Security**

Firewalls, Electronic Market / e- shop
Introduction to security, Types of Securities
Security Tools, Network Security **(8)**

4. **CRM:**

Sales, Marketing and Service Management, What is BPO/BCP, Why it is required, Guidelines, Merits/De-Merits, Call Center – brief perspective technology wise, Functioning, Ethics, Disaster Recovery Management, Case Study **(8)**

5. **Content Management and Disseminations:**

E-learning – Models WBT, CBT, Virtual Campus, LMS & LCMS, Video Conferencing, Chatting Bulleting, Building Online Community, Asynchronous/ Synchronous Learning, Case Study **(8)**

6. **E – Logistics**:

Logistics & Supplier Chain Management, Warehousing Management, Transportation/Distribution Management **(4)**

7. **E – Governance**:

E –Governance Models: (G2B, G2C, C2G, G2G), Challenges to E – Governance, Strategies and tactics for implementation of E – Governance
Case Study **(8)**

8. **Knowledge management**:

What is KM? (Components and Type of Knowledge), Knowledge Building Models, KM Cycle & KM architecture, KM tools, KM approaches **(6)**

9. **GIS/GPS**:

What is GIS?, Nature of Geographic data, Spatial Objects & Data Models, Getting map on Computers, GIS standards & Standardization Process of GIS development, Implementation and Deployment phases (6)

Books Recommended:-

1. Management Information System: Jawadekar
2. Management Information System: Laudon & Laudon
3. The Essential Guide to Knowledge management: Amrit Tiwana
4. The GIS Book: George B. Karte.
5. Internet (Use of Search Engines Google & yahoo etc)
6. E – Commerce: Milind Oka
7. E – Commerce: C.V.S. Murty
8. Fire Wall and Internet Security: William Cheswick, Stevens, Aviel Rubin
9. E-Governance Case Studies – Ashok Agarwal

405(C) SOFTWARE PROJECT MANAGEMENT & INFORMATION TECHNOLOGY

I. Software Project Management

Overview of COCOMO Model, PERT/CPM, Reileigh Curve
Project Organization
Risk Management
Project Finance
Procurement Management
Project Scheduling
Project Quality Management
Communication Management (15)

II. Software Project Management

Resources Planning and Estimation
- Different Methods of estimation in brief
- Function Point Analysis in some details

Use of CASE Tools
Introduction to MS Projects
Design and Development
- Schedule
- Resource Allocation
- Progress Review
- Review - Design and Walkthroughs

Testing
- Overview of
- Test Plan
- Generation of Test Cases, Test Data
- Types of Testing
- Quality Concepts - ISO, CMM

Production / Implementation
- User Acceptance Tests
- Parallel Runs
- Change Management

Maintenance
- Types - Adaptive, Corrective, Preventive
- Version Control and Configuration Management

Documentation Methods for all these topics
Aspects specific to Generic Product Development vis-à-vis user specific application development (25)

III. IT Management

Acquisition Process - Hardware, Software, Network, Infrastructure
- Requirement Planning
- Sizing

- Selection Methodology including Benchmarking
- Documents involved

IT HRM

- Selection
- Retention
- Training
- Career Path Planning

IT Operations

- Scheduling
- Roles and Responsibilities
- Procedures

Performance Evaluation

- Broad methods for Hardware, Software and Personnel (20)

Books Recommended:-

1. Software Project Management - Edwin Bennetan
2. Software Engineering - Roger S. Pressman
3. Software Engineering - Martin L. Shooman
4. TQM for Computer Software - Dunn and Ulman
5. Management of Information Technology - Pravin Muley

406(C) - BUSINESS APPLICATIONS

1. Sales and Distribution

Sales Budgeting - Market Segments / Customers / Products
Customer Enquiry and Preparation of Quotation
Customer Order Processing - From Order Acknowledgement to Dispatch and Invoicing
Follow up for Pending Customer Orders
Sales Analysis **(8)**

2. Manufacturing

Bill of Materials Processing with Product Configuration
Master Production Schedule
Capacity Requirement Planning for Equipment, Manpower and Time
Material Requirements Planning
Production Planning - Work Order Management
Shop Floor Control - Calculation of Labour Efficiency, Productivity and Down-Time Analysis
Material Procurement - Indenting, Purchasing, Vendor Analysis, Suppliers' Bill Passing and Receipt of Material
Stock Accounting and Control - Raw Material, Work In Progress and Finished Goods
Job / Product / WIP Costing - Standard / FIFO / LIFO / Average / Weighted Average Costing Methods
Sub-Contracting of work to outside vendors **(20)**

3. Financial Accounting

Accounting - General Ledger
Balance Sheet / Profit & Loss Account / Schedules
Trial Balance
Journals / Day Books
Ratio / Expenses Analysis
Accounts Receivables
Accounts Payables **(8)**

4. Human Resources

Employee Database
Recruitment
Employee Appraisal
Employee Training
Leave Accounting
Payroll
- Salary Calculation and Reporting
- Income tax Calculations and Reporting
- Loan Accounting
- PF and Gratuity
- Bonus, Ex-Gratia, Incentive, Superannuation

- Arrears Calculation **(6)**

5. Banking

Savings Bank Accounting - Real Time
Internet Banking
Fixed Deposits **(6)**

6. Hospital Management

Patients' Registration - On-Line
Services of Lab and Operation Theatre
Inventory of Medicines and Consumables
Billing and Credit Control
Patient's Medical History Database **(6)**

7. Hotel Management

Reservation and Registration - Client Server
Services of restaurant, House Keeping etc.
Inventory of Food Items and Consumables
Billing and Credit Control
Sales Analysis **(6)**

Books Recommended

1. Business Applications of computers - Milind Oka

(407C) INFORMATION SYSTEMS AUDIT

1. Auditing Concepts **(2)**

2. ISA - Need, Concept, Standards, Performance, Steps, Techniques, Methodologies - Around and Through Computer (2)

3. Controls - Concept, Objectives, Types, Risk, Exposures (2)

4. IT Environment – Hardware, System Software, O.S., DBMS, Infrastructure, Network, documentation - Review of Performance (2)

5. Network Concepts, LAN, WAN, Client-Server-Architecture, Internet, DEI, email, Encryption, Digital Signature - Review of Performance, procurement and other controls (2)

6. Software Procurement and Development - SDLC - Meaning and IS Auditor's Role - Traditional, SSAD, OOM, Prototyping, 4GL - Project Management - Testing - Implementation Review (8)

7. IS Operations - Planning, Organizing, Scheduling, SCM, Problems Management, Record Maintenance, QA and QC, Review and Controls (2)

8. Controls - Input, Process, Validation, Output, Logical Access, Physical Access, Database, Network, Environment, BCP (2)

9. Evidence collection, Evaluation and Reporting Methodologies **(2)**

10. IS Strategies and Management - Organizational structures, Long Term and Short Term Plans, Steering and Other Committees, HR Polices, Segregation of duties. (2)

11. IT Crimes, Viruses, Security, Privacy Issues **(2)**

12. Broad introduction to concepts and practice of E-Commerce and Legal Framework for E-Commerce **(2)**

Books Recommended:-

1. EDP Auditing Conceptual Foundations and Practices - Ron Weber
2. Auditing in a Computerized Environment - Mohan Bhatia
3. Latest CISA Review Manual by ISACA, USA

(408C)– INTERNET TECHNOLOGY

1. **HTML**

A.HTML Basics

Introduction to HTML
WWW
Web Publishing (2)

B. Designing

Contents – Blocks, Text, Form Elements
Links – To a page, Within Page, To a Site.
Links And Images – Image Mapping-
Server Side, Client Side
Layout – List (OL, UL, DL) - Tables- Frames (Nested, I Frame)
Head Elements – Base Font, Meta Tags, Scripts, Styles (5)

C. CSS

Inline
Embedded
Sep. /External
Transaction Effect
Client Pull (3)

D. Introduction To XML (3)

2. **ASP**

A. Getting started with active server
Pages
What are ASPs?
Understanding Client – Server Model
ASP versus Client side Scripting
Setting PWs and/or IIS
ASP tools like Visual Interdev or Font Page (3)

B. Dissecting your First ASP Script.
Understanding ASP Script.
ASP Browser
ASP Process
Concept of File Inclusion. (3)

C. Working with variables
Definition and Naming rules
Data Types
Constant, Arrays
Operators (3)

D. Understanding VB Script Control
Structures
Conditional
Looping
Branching (2)

E. Using VB Script Built-in Function
Typecasting Variables

Math, Date, String, Formatting -Functions. (2)

F. Using Database

Reading From a Database Using ASP

Inserting, Updating, and Deleting Database records

The Internet Programming using Front Page (4)

Books Recommended:-

1. The Complete Reference to HTML - Thomas Powell
2. Dynamic HTML for Dummies – Michael Hyman
3. ASP Developers Guide – Greg Vuczek
4. ASP in 21 Days – Scott Mitchell and James Atkinson
5. ASP 3.0 – A Beginner's Guide – Mercer
6. HTML - Beginner's Guide - Willart
7. Microsoft Office 2003 Front page Inside Outside

(404D)- OPERATIONS STRATEGY

1. **OPERATIONS STRATEGY & COMPETITIVENESS:** World of operations in 2020 – Operations Management in the organizational chart - Operations as a service – Historical role of Operations Management – Current perspectives. Operations Strategy and Competitive dimensions – Operations and Corporate Strategy – Strategic Fit – A framework for Operations Strategy in Manufacturing, Services. (10)
2. **ROLE OF MANUFACTURING /OPERATIONS IN BUSINESS STRATEGY:** Value as business concept – strategic issues in manufacturing – Value Chain concept Focus, core competence and distinctive capabilities – stake holders & strategy. (6)
3. **METHODOLOGY FOR DEVELOPING OPERATIONS STRATEGY:** Checking markets, Outcome of Market debate – Linking manufacturing to Markets – strategic integration – why products sell in the markets – Order Winners, Order Qualifiers. (8)
4. **DYNAMIC MARKETS & GENERIC STRATEGIES:** Technology strategy – Issues in New Product development Time to market – strategic nature of process – Business implication of Process choice – Hybrid Process. (6)
5. **PRODUCT /SERVICE PROFILING:** Procedure – company or plant based profiles – decisions for product reallocation – down sizing – Capacity decisions. Progression & Regression. (6)
6. **OPERATIONS STRATEGY IMPLEMENTATION**: Evaluating various trade offs alternatives – Focused manufacturing – Product or process focus – Make or Buy – merits /demerits – value chain approach – just in time – lean manufacturing – Quality as strategic factor – CAD/CAM/CIM. Delivering Value to customer. (10)
7. **MANUFACTURING INFRASTRUCTURE DEVELOPMENT:** Importance , issues involved – organizational issues operational approaches to improving delivery system, controlling operations – key performance Indicators, PQCDSM. (6)
8. **INVESTMENTS DECISIONS:** Linking investments to Product life Cycle and Risk reduction – fast market feed back – use of IT – organizational learning – Traditional accounting and financial perspectives and operations strategy. (8)

Books Recommended:

1. Operations Strategy -- David Walters – Palgvave Mcmillan
2. Operations Management for Competitive Advantage – Chase
3. Competitive Manufacturing Management – Nicholas
4. Manufacturing Strategy - Terry Hill
5. Strategic Operations Management - Steeve Brown, Richard Lamming, John Bessant, Peter Jones – (Butterworth Heinemann)
6. Competitive strategy – M.E Porter.
7. Operations Management – Terry Hill.
8. JIT in manufacturing – M.G.Koregaonkar (Mac Millan)
9. Managing Technology & Innovation for Competitive Advantage - Narayanan

(405D)- TECHNOLOGY MANAGEMENT

1. **Introduction to technology management:** Concept and meaning of technology, Evolution and growth of technology, role and significance of management of technology, Impact of technology on society and business, Forms of technology: process technology and product technology. (8)
2. **Competitive advantages through new technologies:** product development – from scientific breakthrough to marketable product – Role of Government in Technology Development. Linkage between technology, development and competition, Managing research and development (R&D), Managing Intellectual Property. (8)
3. **Technological Forecasting:** Exploratory: Intuitive, Extrapolation, Growth Curves, Technology Monitoring, Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram (8)
4. **Technology Assessment:** Technology Choice, Technological Leadership and Follower ship, Technology Acquisition. Meaning of Innovation and creativity, innovation management (8)
5. **Technology strategy**: concept, types, key principles, framework for formulating technology strategy, Technology forecasting: techniques and application. (6)
6. **Technology diffusion and absorption**: Rate of Diffusion; Innovation Time and Innovation Cost, Speed of Diffusion. Project management in adoption and implementation of new technologies. (6)
7. **Technology Transfer Management**: Technology transfer-process; outsourcing strategic issues; joint ventures, technology sourcing. (6)
8. **Human Aspects in Technology Management:** Integration of People and Technology, Organizational and Psychological Factors, Organizational Structure. (5)
9. **Social Issues in Technology Management:** Technological Change and Industrial Relations, Technology Assessment and Environmental Impact Analysis. (5)

Books Recommended:

1. Strategic Technology Management - Betz. F. - McGraw-Hill.
2. Management of Technology - Tarek Khalli -, McGraw-Hill.
3. Strategic Management of Technological Innovation - Schilling - McGraw-Hill, 2nd ed.
4. Managing Technology and Innovation for Competitive Advantage - V K Narayanan - Pearson Education Asia
5. Strategic Management of Technology & Innovation - Burgelman, R.A., M.A. Madique, and S.C. Wheelwright -. Irwin.
6. Handbook Of Technology Management - Gaynor - Mcgraw Hill
7. Managing New Technology Development - Souder, W.C. and C.M. Crawford - McGraw-Hill.
8. Managing Technological Innovation - Twiss, B. -. Pitman.
9. Bringing New technology To Market - Kathleen R Allen - Prentice Hall India
10. Management Of New Technologies For Global Competitiveness — Christian N Madu - Jaico Publishing House

(406D)- QUALITY MANAGEMENT

1. **Quality, Strategic Planning, and Competitive Advantage:** Brief History - Modern Developments in Quality - A Race Without a Finish Line. Definitions of Quality. Quality in Manufacturing and Service Systems. Economic Issues - Quality and Price - Quality and Market Share - Quality and Cost - The Taguchi Loss Function. Quality & Competitive Advantage. Perspectives on Leadership for Quality - The Balridge View of Leadership. (8)
2. **Principles of Total Quality Management:** Introduction - Elements of Total Quality Management – Strategic Planning and Leadership – A Customer Focus – Fact-Based Management – Continuous Improvement – Teamwork and Participation. Malcolm Baldrige National Quality Award Award Criteria. Benefits of Total Quality Management. The Deming Management Philosophy – Profound Knowledge – The Impact of Profound Knowledge – Deming's 14 Points for Management. The Juran Philosophy – The Juran Quality Trilogy. The Crosby Philosophy. (10)
3. **Customer Focus:** The Customer-Driven Quality Cycle – Identifying Customer Needs – Achieving Customer Requirements in Production – Implications of the Customer-Driven Quality Cycle. Quality Function Deployment – The Quality Function Deployment Process - Building the House of Quality – Implementing Quality Function Deployment. Designing Quality into Services - Service Needs Identification – Service System Design. Customer Satisfaction Measurement Techniques - Customer Relationship Management Techniques. (10)
4. **Quality Control and Quality Assurance:** Concept of Quality Control – Concept of Process Variation – Acceptance Sampling – Sampling Inspection Vs. 100% Inspection – Attributes and variable sampling plans – OC Curves – Producer and Consumer Risk – AQL, RQL, TQL, AOQL and AOL. (6)
5. **Statistical Process Control:** Control Charts – X-R, P, np and C Charts – Benefits of Control Charts and Applications (2)
6. **Quality Management Assistance Tools**: Ishikawa Fish Done diagram – Nominal Group Technique – Quality Circles – Flow Charts – Pareto Analysis – Pokka Yoke (Mistake Proofing). (6)
7. **Reliability:** Concept and Components – Concepts of failure – Reliability of system – Success and Failure models in series and parallel – Methods of achieving higher reliability – Concept of maintainability and availability – Comparison with reliability. (4)
8. **Managing and organization for quality:** Quality Policy – Quality Objectives – Leadership for Quality – Quality and organization culture – Change Management – Team Building. Partnerships - Cross-Functional Teams – Supplier/Customer Partnerships. (6)
9. **Quality Management Standards:** (Introductory aspects only)
   a. The ISO 9001:2000 Quality Management System Standard
   b. The ISO 14001:2004 Environmental Management System Standard
   c. ISO 27001:2005 Information Security Management System

d. ISO / TS16949:2002 for Automobile Industry
e. CMMI Fundamentals & Concepts
f. Auditing Techniques - Planning for an audit - Developing a Check-list -Conducting an Audit - Writing an Audit Report - Auditor Ethics - Value - addition process during Internal Audit - Mock Audits - Quiz. (8)

Books Recommended

1. Quality Control - Dale H Bester field – Pearson Education
2. Total Quality Management – Sundarrajan
3. Quality Control & Total Quality Management – Jain
4. The essence of Total Quality Management – Hunsen & Ghare
5. Managing for Total Quality – Logothetic
6. Quality Problem Solving – Smith
7. ISO 9000 – Kairon
8. Manuals of various standards.

(407D)- PROJECT MANAGEMENT

1. Project Management Concepts: Concept and characteristics of a project, importance of project management, types of project, project organizational structure, project life cycle, Statement of Work, Work Breakdown Structure. (2)

2. Project Planning: Project Planning and Scheduling techniques: developing the project network USING CPM/PERT, constructing network diagram, AON basics, Forward Pass and backward pass, Limitations of CPM/PERT, Precedence Diagramming Method, constructing diagram and computations using precedence diagramming method, PERT/CPM simulation, reducing project duration. (8)

(408D)- STRATEGIC SOURCING

1. Evolution of Sourcing: Purchasing a dynamic profession - Origins of Purchasing and transition to supply management – value adding benefits and strategic focus. Five Major Developments – cross functional teams, supply chain and supply networks, supply alliances, strategic sourcing, e-procurement, Global Sourcing (6)

2. Supply Management – An organization spanning activity: Supply Management's role in business, Supply Management's relation with other departments, Supply Management in non-manufacturing organizations, Supply Management and the external environment. (6)

3. Purchase Management: Purchasing activity, determining purchasing quantities, Methods of Buying, Just in Time Purchasing. Contract & Procedure of Leasing, Concept of Hire-Purchase. (3)

4. Stores Management: Functions and Importance of Stores Management, Organization of stores, Stores Procedure, Replenishment system, Stores documentation. (3)

5. Buyer-Supplier Relationships: Transformation of buyer-supplier relationships, Three types of buyer supplier relationships, Supplier's perspective, Developing and managing collaborative and alliance relationships – joint problem solving, quality at the source, information sharing. Supplier selection, certification, evaluation. The role of power, Portfolio approach, new skills and attitudes required, E commerce and the right type of relationship, Relationships of the future – JIT in the supply management (5)

6. Cross-Functional Teams: Cross-functional teams and supply management activities, benefits of cross-functional teams, challenges of cross-functional teams, prerequisites to success of cross-functional teams. (5)

7. Supply Management and Social Responsibilities: Diversity suppliers, Protecting our physical environment, values in the workplace. (2)

Books Recommended:-

1. World Class Supply Management - Burt, Dobbler, Starling, TMGH, 7th ed.
2. Production and Operations Management – Chary
3. Operations Now – Finch
4. Competitive Manufacturing Management – Nicholas.

(404E) HUMAN RESOURCE MANAGEMENT SPECIALIZATION
LABOUR WELFARE

1. Labour Welfare – Introduction, History, Definition, Scope, Objectives, Principles and Theories. (3)
2. Labour Welfare Officer – Role, Qualifications, Functions, Duties. (2)
3. Productivity and Labour welfare. (3)
4. Workers Participation in Management – Role of WPM in Labour Welfare and Industrial Hygiene. (3)
5. Workers Education Scheme – History and programs. (4)
6. Statutory Welfare Amenities – as per Factories Act, 1948, Plantation Act, 1951, Motor Act 1952, Motor Transport Act. (10)
7. Non-statutory welfare Agencies – Role of Trade Unions, NGOs and Local-self Govt. (8)
8. ILO - & ILC – Introduction, History, Scope, Objectives and Structure. (8)
9. Corporate Social responsibility, Industrial Social work. (8)
10. Impact of Industrialization on Developing countries like India - Pollution, Urbanization, Social Health. (3)
11. Relationship between Mental, Physical, Social and Industrial Health. (4)
12. Social Security – concepts and components. (4)

Books Recommended:-

1. Aspects of Labour Welfare and Social Security - A.M.Sharma
2. Labour Welfare, Trade Unionism – S.D. Punekar
3. Labour Problems and Social Welfare - R.C. Saxena
4. Labour economics and social welfare - Dr. B.P. Tyagi.

(405E)- Labour Laws

1 The Industrial Disputes Act, 1947

Definitions of Industry, Workman and Industrial Dispute - Authorities under the Act –Procedure, Powers and Duties of Authorities – Strikes and Lock outs – Lay off and Retrenchment – Special Provisions relating to Layoff, Retrenchment and Closure in certain establishments (12)

2 The Maharashtra Recognition of Trade Unions & Prevention of
Unfair Labour Practices Act, 1971 Entire Act (12)

3 The Industrial Employment (Standing Orders) Act, 1946
Entire Act – Principles of Natural Justice (10)

4 The Employees' Provident Funds and Miscellaneous Provisions Act, 1952
Entire Act (8)

5 The Employees' State Insurance Act, 1948 Corporation, Standing Committee and Medical Benefit Council– Contributions – Benefits – General (6)

6 The Workmen's Compensation Act, 1923
Entire Act (6)

7 The Maternity Benefit Act, 1961
Entire Act (6)

Books Recommended:-

1. Bare Acts
2. Industrial Law – P L Malik
3. Industrial Law – J K Bareja
4. Labour Laws for managers – B D Singh
5. Industrial & Labour Laws – S P Jain

(406E) STRATEGIC HUMAN RESOURCE MANAGEMENT

1) Introduction To Strategic HRM **(6)**

Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies

2) Human Resource Environment **(6)**

Technology and structure; Workforce diversity; Demographic changes
Temporary and contract labour; Global environment; Global competition
Global sourcing of labour; WTO and labour standards

3) RECRUITMENT AND RETENTION STRATEGIES **(8)**

Online recruitment; Employee referrals; Recruitment process outsourcing
Head hunting; Executive education; Flexi timing; Telecommuting
Quality of work life; Work - life balance; Employee empowerment
Employee involvement; Autonomous work teams

4) TRAINING AND DEVELOPMENT STRATEGIES **(8)**

Creating a learning organization; Competency mapping; Multi-Skilling
Succession planning; Cross cultural training

5) PERFORMANCE MANAGEMENT STRATEGIES **(8)**

Defining key result areas (KRA); Result based performance
Linking performance to pay; Merit based promotions

6) REWARD AND COMPENSATION STRATEGIES **(6)**

Performance based pay; Skill based pay; Team based pay
Broad banding; Profit sharing; Executive Compensation; Variable pay

7) RETRENCHMENT STRATEGIES **(6)**

Downsizing; Voluntary retirement schemes (VRS)
HR outsourcing; Early retirement plans; Project based employment

8) HUMAN ASPECTS OF STRATEGY IMPLEMENTATION **(8)**

Behavioral issues in strategy implementation; Matching culture with strategy
Human side of mergers and acquisitions; Leadership, power and politics;
Employee morale; Personal values and business ethics

9) GLOBAL HR STRATEGIES **(4)**

Introduction to global HR strategies; Developing HR as a value added function

Books Recommended:-

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2 .Strategic HRM – Charles Greer, Pearson education Asia, New Delhi
3 .Strategic HRM - Michael Armstrong, Kogan page, London
4 .Strategic HRM – Agarwal, Oxford university press, New Delhi
5. Human resource management – Garry Dessler, PHI, New Delhi

(407E)- EMERGING TRENDS IN HR PRACTICES

1. The changed role of HR in organizations with respect to leading the change and operating from the "Board Room "level; challenges of sustainability with reference to Retention and Talent Management for competitive Advantages; Learning organizations and organizational learning, collective learning (8)

2. HR in International Context:
Issues that change the context, differences between HRM Domestic and International perspectives, linking hr to international expansion, international recruitment at different levels, issues in staff selection and retention, Performance Management – Criteria's used, factors associated, evaluation systems. Training and Development, Expatriate Training, Developing International teams, managing virtual teams, Compensation Management, Objectives and Approaches, Repatriation Process, Labor Relations – Key Issues (10)

3. Re-Engineering HR – Functions and Processes, implementing re-engineering changes (6)

4. HRD Accounting and Audit: HRA Introduction, need and objectives, methods and valuation models, benefits of HRA. HRD Audit: Meaning, methodology, issues, audit instruments, HRD Scorecard, Report. (6)

Books Recommended:-

1) Personnel Management, Text and Cases, Author: C B Mamoria and S V Gankar, Pub: Himalaya Publications
2) HRD Audit; Author: T. V. RaoPub: "Response Books" Leading HR,
3) Delivering Competitive Advantages Author: Clive Morton, Andrew Newall, Jon Sparkes Pub: Jaico Publishing House 1st edition
4) Re-engineering of Human Resources Author: Lyle Spencer (Jr) Pub: John Wiley and Sons
5) International HRM – Managing People in International Context, Author: Dowling, Welch Pub: Thompson Learning, South Western Publications

(408E) CASE STUDIES IN PM & IR

CASE STUDIES IN P M / IR **30**

A student will study at least 20 cases, 10 from personnel management and 10 from Industrial Relations.

Cases will be normally based on the following topics of personnel management.

a) Recruitment sources – controversy over issue of sons of soil.
b) Conflict on transfer, promotion, demotion, and upgradation.
c) Favouritism, informal relations with higher authorities, violation of principles of Management.
d) Declaration of strikes lay off, Retrenchment, Lock-out, Closure, Suspension of operation etc.
e) Using Act of force by Management, causing industrial unrest.
f) Issues connected with adjudicated matters of respective industry.
g) Disregarding agreement terms violating terms of settlement signed

404F- INTERNATIONAL BUSINESS OPERATIONS

1) Internationalization of Operations [8]
- International Operations Management
-MFG:
Make or Buy,
Outsourcing

2) Location [4]
Layout and work flow

3) Production [6]
Company Factors
Product factors
Strategic role of foreign factories

4) Production [6]
Quality
Productivity
The Toyota way
Beyond Toyota

5) Labour Laws [6]
Factory act/ Labour
HR Practice

6) Variations in Operating Practices [4]
- Benchmarking International Operations

7) International Operations-Critical Issues - International Operations Planning [8]
- International Facilities Location
- International Sourcing & Logistics

8) Internationalization of Technology [8]
- International Technology Transfer
- Management of Global Products

9) Interfaces with other Functions [4]
- Interface with Marketing
- Interface with R & D
- Interface with Communications

10) Joint Ventures, strategic alliances (Partnership and relationship management) [6]

Books Recommended:-

Schniederjans, M.J. – Operations Management in a Global Context
Production and Operations Management, 2/e , K Bedi, OUP
Flaherty, M.T. – Global Operations Management
Dornier, P-P. et al. – Global Operations and Logistics
Bartlett, C. A. & Ghoshal, S. – Transnational Management

Globalization and Business - Daniels, Radebaugh and Sullivan
International Economics- Marrewijk OUP

405F- FOREIGN EXCHANGE MANAGEMENT

1 Management of Foreign Exchange with special reference to India: Meaning of the Term "Foreign Exchange", Exchange Market, Statutory basis of Foreign Exchange, Evolution of Exchange Control, Outline of Exchange Rate and Types, Import Export Overview. (4)

2 India's Forex Scenario: BOP crisis of 1990, LOERMS, Convertibility. (4)

3 Introduction to International Monetary Developments: Gold standard, Bretton Woods system, Fixed-Flexible Exchange Rate Systems, Euro market. (4)

4 Finance Function: Financial Institutions in International Trade. (4)

5 Non resident Accounts: Repatriable and Non Repatriable, Significance for the Economy and Bank. (2)

6 Methods of IN Trade Settlement: Open Account, Clean Advance, Documentary Credit, Documentary Collection. (4)

7 Documentary Credits (Letter of Credit): Types of LC – Parties, Mechanism with illustration. (4)

8 Documents involved in International trade: Statutory Documents, Financial Documents, Transport Documents, Risk Bearing Documents. (4)

9 INCOTERMS: C.I.F., F.O.B., C.I.P. (4)

10 Financing of Imports by Opening of Letter of Credit: Documents required, Trade and Exchange Control Formalities, Sanction of LC Limit. (4)

11 Export Finance: Financing of Export/ Deemed Export: Pre ship, and Post Ship Finance, Export Methods how to start export, E.C.G.C. and other formalities (4)

12 Uniform Custom Practices of Docu Credits – 93 Revisions, I.C.C. Paris Publica 500 Clauses 1 to 49 with case studies / illustration. (4)

13 Uniform Rules Collection – 97 Revision: Clauses 1 to 22 with case studies/ illustration. (4)

14 Introduction to Exchange Rate Mechanism: Spot- Forward Rate, Exchange Arithmetic. (2)

15 Deriving the Actual Exchange Rate: Forwards, Swap[s, Futures and Options. (4)

16 Guarantees in Trade: Performance, Bid Bond etc. (2)

17 External commercial Borrowings: Buyers Credit, Suppliers Credit, Forfeiting / Factoring, Country Risk Monitoring Model. (2)

406F- INTERNATIONAL FINANCIAL MANAGEMENT

1 The importance, Rewards and Risk of International Finance, A backgrounder to the International Financial systems –Gold and Dollar Standards. Case for Fixed versus. Flexible Exchanges Rates. (6)

2 Foreign Exchange Markets: Spot exchange markets – the organization of Inter Bank Market, Exchange Arithmetic – purchase and Sales transactions, Exchange quotations, Types of Buying and Selling rates, Cross rates, Chain rule, retail versus Inter-Bank rates, Bank settlement via correspondent accounts, Chips, Chaps and Swift, Market Clearing And Exchange Brokers. Forward exchange contracts – features of forward contracts, Forward exchange Premiums and discounts, Conventions in quoting forward Exchange, calculation of forward rates based on cross rates, Rollover Forward contracts. Currency Futures, Currency Options, Currency Swaps and Pricing of futures and options - Binomial pricing and Black – Schools formula. Foreign Exchange Risk and exposure and management – transition exposure, translation exposure and economic exposure and the management of these exposures. (20)

3 How to hedge and speculate: Hedging and speculating via forwards, futures, options and swaps. (4)

4 International Manifestations of the Law of One Price: The Purchasing power parity principle and the Interest parity principle. (4)

5 Short term financial Markets: Eurodollars, Euro currencies, Euro notes and (6) Multinational Banking Market Efficiency: Efficiency of money markets and efficiency of foreign exchange markets.

6 Long term financial markets – Equity and Bond investments, Equity and Bond financing, Eurobonds and foreign bonds, Multi-currency bonds, Bank financing – Parallel Loans and Credit Swaps. (6)

7 Portfolio Analysis, Portfolio Selection and capital market theory in International context. (6)

8 Foreign Direct Investment: Capital Budgeting for foreign direct investment, Difficulties in evaluating Foreign projects, The adjusted –present value technique, selecting the appropriate discount rates, Actual practiced of capital budgeting (8)

Book Recommended:

1 Hull, John Futures and Options
2 Levi, Maurice. International Finance
3 Levich, Richard International Financial Markets.

407F- INTERNATIONAL DIVERSITY MANAGEMENT

1. Broad concept and definition of diversity (2)
2. Historical perspective of diversity management in changing demographics (4)
3. Explanation of the dimension of race, ethnicity, gender, caste, sexual orientation, social / economic status, age, physical abilities, religious beliefs, political ideologies (4)
4. Formulations of international equal opportunity and non-discrimination policies (4)
5. Understanding cultures, influence of behavior (4)
6. Limitations of Affirmative action welcoming ex-parte evaluation and other legal policies (4)
7. Recruitment, development and retention strategies in diverse organizations and workplaces (3)
8. Diversity management training programs for all employees and continuous monitoring of results, Diversity Audit. (3)
9. Analysis of any two Organization's culture, (2)

408F- BUSINESS ETHICS AND SOCIAL RESPONSIBILITY (INTERNAL PAPER)

1. Fundamental principles of ethics (2)
2. Ethics in international business (6)
   Normative and relative ethics, concept and choice.
   Legal compliances, Sarham Oxley Act (SOX)
   Home and host country's regulations and compulsions of international agencies
3. Corporate governance beyond legal compliance (4)
4. Human dignity (5)
   Meeting stake holders, expectations, competitiveness and fair trade practices
   Employee wellness. International Importance of integrity, avoidance of corrupt practices
5. Importance of doing business on merit. (2)
6. Wider concept of social responsibility
   Balance between profit and social / moral obligations and survival. Ethics and human rights Balanced global environment Kyoto Protocol concern of global warming, judicious use of natural resources (5)
7. Maintenance of ecological balance (2)
8. Sustainable development (2)
9. Cost benefit analysis of corporate social responsibility and good corporate citizenship (2)
10. Cases-
    Analysis of failure of leading corporate and top auditing firms due to lapses in ethics and social responsibilities.
    Role of international trade and business organizations
    Concept of Ombudsman

Books Recommended:

1. Business Ethics, Crane& Matten OUP
2. Corporate Governance2/e Mallin, OUP
3. The Management and ethics omnibus- Chakraborty, OUP
4. Its only Business, Mitra, OUP
5. Values and Ethics for Organizations, Chakraborty, OUP/OIP
6. Perspectives in Business Ethics, Hartman, Chatterjee