

SRI SAI UNIVERSITY, PALAMPUR
MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER I

S_Code	Subject	L	T	P	TC	TH
HU008	Managerial Economics	4	0	0	4	4
BM101	Accounting for Managers	3	1	0	3.5	4
BM102	Business Environment	4	0	0	4	4
BM103	Organization Behaviour	3	0	0	3	3
MA008	Statistics for Management	3	1	0	3.5	4
BM104	Total Quality Management	3	0	0	3	3
HU009	Communication and Presentation Skills	2	0	2	3	4
BM105	Seminar-I (Management Concept)	0	0	2	1	2
	Total	22	2	4	25	28

SEMESTER II

S_Code	Subject	L	T	P	TC	TH
MA009	Applied Operations Research	3	0	2	4	5
BM106	Financial Management	3	0	0	3	3
BM107	Human Resource Management and Industrial Relations	3	0	0	3	3
BM108	Marketing Management	4	0	0	4	4
BM109	Operations Management	3	0	0	3	3
BM110	MIS and Decision Support Systems	2	0	2	3	4
BM111	Research Methodology	2	0	2	3	4
BM112	Seminar-II - Contemporary Management	0	0	2	1	2
	Total	20	0	8	24	28

1: Summer Training

2: After 2nd Semester Examination, all students will be required to undergo Summer Training for eight weeks in approved organizations. They will submit two copies of the report to the department after the training.

3: Summer Training Report will be submitted within two weeks of the commencement of 3rd Semester and viva-voce will be held thereafter and the marks will be added in third semester

SEMETER III

S_Code	Subject	L	T	P	TC	TH
BM114	Business Policy and Strategic Management	3	0	0	3	3
BM115	International Business Environment and Management	3	0	0	3	3
	* Major-I	3	0	0	3	3
	* Major-II	3	0	0	3	3
	* Major-III	3	0	0	3	3
	* Major -IV	3	0	0	3	3
	* Minor-I	3	0	0	3	3
	* Minor-II					
BM 113	viva voce and summer training	0	0	0	3	0
BM116	Seminar-III- Emerging Trends in Management	0	0	2	1	2
	Total	21	0	2	28	23

*A student shall choose four subjects out of one of the groups listed below (Major Specialization) and select two subjects from one of the remaining groups (minor Specialization).

* These subjects will be offered in minor specialisation.

GROUP (A) : Marketing Management

BM120	<i>Consumer Behaviour *</i>					
BM121	<i>Industrial and Rural Marketing</i>					
BM122	Logistics Management					
BM123	<i>Marketing Research and Product Management</i>					
BM124	Advertising and Sales Management *					

GROUP (B): Production and Technology Management

BM130	<i>Advanced Operations Research</i>					
BM131	<i>Information Technology for Competitive Advantage</i>					
BM132	Purchasing and Stores Management					
BM133	<i>Six Sigma Methodologies</i>					
BM134	<i>Technology Management</i>					

GROUP (C) : Financial Management

BM139	<i>Corporate Finance and Taxation</i>					
BM140	Management Control System *					
BM141	Project Planning, Analysis and Management					
BM142	Security Analysis and Portfolio Management *					
BM143	Strategic Management and Financial Decisions					

GROUP (D) : Human Resource Management

BM148	Labour Legislation *					
BM149	<i>Manpower Planning and Performance</i>					
BM150	<i>Performance and compensation management</i>					
BM151	Organizational Theory, Design & Development					
BM152	Training and Development *					

GROUP (E) : Small Business and Entrepreneurship

BM157	Entrepreneurial Development					
BM158	<i>Financing of Small Business</i>					
BM159	Government Business Interface					
BM160	New Enterprise Management					
BM161	<i>Small Business Marketing</i>					

GROUP (F) : Systems						
BM136	<i>Business Process Re-engineering</i>					
BM137	Enterprise Resources Planning					
BM166	Data Base Management System					
BM167	E-Commerce Technology and Management					
BM169	Basics of System Analysis and Design					

GROUP (G) : International Business						
BM127	International Marketing					
BM175	Export-Import Procedures, Documentation and Logistics					
BM176	<i>Foreign Languages (German/Japanese/ French)</i>					
BM177	India's Foreign Trade Policy					
BM178	International Financial Management					

SEMESTER IV

S_Code	Subject	L	T	P	TC	TH
BM117	Research Project	0	0	12	6	12
1	* Major-I	3	0	0	3	3
2	* Major-II	3	0	0	3	3
3	* Major-III	3	0	0	3	3
1	* Minor-I	3	0	0	3	3
2	* Minor-II	3	0	0	3	3
BM118	Seminar-IV- Current Economic Issues	0	0	2	1	2
BM119	Viva Voce				2	0
	TOTAL	15	0	14	24	29

*Each Student shall select any three subjects out of the major specialization group and two out of the minor specialiaization group. * These subjects will be offered in minor specialisation

GROUP (A) : Marketing Management

BM125	Customer Relationship Management					
BM126	<i>E-Marketing</i>					
BM127	International Marketing					
BM128	Marketing of Services *					
BM129	Retail Management *					

GROUP (B) : Production and Technology Management

BM135	<i>Computer Aided Design and Manufacturing Management</i>					
BM136	<i>Business Process Re-engineering</i>					
BM137	Enterprise Resource Planning					
BM138	<i>Productivity Management</i>					

GROUP (C): Financial Management

BM144	Derivatives Management					
BM145	Merchant Banking and Financial Services *					
BM146	Micro Finance *					
BM147	Risk Management and Insurance					

GROUP (D) : Human Resource Management

BM153	<i>Industrial Psychology and Sociology</i>					
BM154	Industrial Relations and Labour Policy *					
BM155	<i>Labour Economics</i>					
BM156	Managing Interpersonal and Group Processes *					

GROUP (E) : Small Business and Entrepreneurship						
BM127	International Marketing					
BM175	Export-Import Procedures, Documentation and Logistics					
BM163	<i>Industrial Structure, Organisation and Policy</i>					

GROUP (F) : Systems						
BM170	<i>Business Intelligence and Modelling</i>					
BM171	Data Mining and Data Warehousing					
BM172	Multi Media Management					
BM173	RDBMS and SQL					
BM174	<i>Software Quality and Project Management</i>					

GROUP (G) : International Business						
BM180	Foreign Exchange Markets					
BM181	Global Human Resource Management					
BM182	International Economic Organisations					
BM183	International Financial Markets					
BM184	Regional Blocks					

Summary

Semester	TYPES OF SUBJECTS				SESSIONS/ WEEK				
	Theory	Seminar/Viva	Project/Trg	Total	L	T	P	TC	TH
I	7	1		8	22	2	4	25	28
II	7	1	1	9	20	0	8	27	28
III	8	1		9	24	0	2	25	26
IV	5	1	1	7	15	0	14	24	29
	27	4	2	33	81	2	28	101	111

HU008: MANAGERIAL ECONOMICS

L T P Cr

4 0 0 4

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

INTRODUCTION: The themes of economics – scarcity and efficiency – three fundamental economic problems – society’s capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency , economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.

CONSUMER AND PRODUCER BEHAVIOUR: Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behaviour – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.

PRODUCT AND FACTOR MARKET: Product market – perfect and imperfect market – different market structures – Firm’s equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets.

PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS : Macro-economic aggregates and concepts: GNP and GDP – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory.

AGGREGATE SUPPLY AND THE ROLE OF MONEY: Short-run and Long-run supply curve – Unemployment and its impact – Okun’s law – WPI and CPI Inflation and the impact – reasons for inflation – Demand Vs Supply factors –Inflation Vs Unemployment tradeoff – Phillips curve –short-run and long-run –Supply side Policy and management- Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy.

Text Books:-

1. Paul A. Samuelson and William D. Nordhaus, *Economics*, TMH
2. William Boyes and Michael Melvin, *Textbook of economics*, Biztantra,
3. N. Gregory Mankiw, *Principles of Economics*, Thomson learning, New Delhi,
4. Richard Lipsey and Alee Charystal, *Economics*, Oxford University Press, New Delhi

Reference:-

1. Karl E. Case and Ray C. fair, *Principles of Economics* Pearson Education Asia, New Delhi.
2. Baumol, W J. *Economic Theory and Operations Analysis*. New Delhi, Prentice Hall Inc.
3. Chopra, O P. *Managerial Economics*. New Delhi TMH
4. Keat, Paul G & Philips K. Y. Young, *Managerial Economics*, Prentice Hall, New Jersey.
5. Koutsoyiannis, A. *Modern Micro Economics*. New York, Macmillan.
6. K.K. Dewett, *Modern Economic Theory*, S. Chand

BM101: ACCOUNTING FOR MANAGERS

L	T	P	Cr
3	1	0	3.5

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

FINANCIAL ACCOUNTING: Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Balance sheet and related concepts- Profit and Loss account and related concepts - Introduction to inflation accounting- Introduction to human resources accounting.

COMPANY ACCOUNTS: Meaning of Company -Maintenance of Books of Account-Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company- Alteration of share capital- Preferential allotment, Employees stock option- Buy back of securities.

ANALYSIS OF FINANCIAL STATEMENTS: Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.

COST ACCOUNTING: Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs. Cost Accounting Systems: Job order costing - Process costing- Activity Based Costing- Costing and the value chain- Target costing- Marginal costing including decision making- Budgetary Control & Variance Analysis - Standard cost system.

ACCOUNTING IN COMPUTERISED ENVIRONMENT: Significance of Computerised Accounting System- Codification and Grouping of Accounts- Maintaining the hierarchy of ledgers- Prepackaged Accounting software.

Text Books:-

1. M.Y.Khan & P.K.Jain, *Management Accounting*, TMH
2. R.Narayanaswamy, *Financial Accounting – A managerial perspective*, PHI Learning, New Delhi, 2008.
3. Pandey, *Management Accounting*, Vikas Publishing house

ReferencesBooks:-

1. Jan Williams, *Financial and Managerial Accounting – The basis for business Decisions*, TMH
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, *Introduction to Management Accounting*, PHI Learning.
3. Stice & Stice, *Financial Accounting Reporting and Analysis*, Cengage Learning
4. Needles, Belverd, etc. *Financial and Managerial Accounting*. Boston, Houghton Mifflin Co.,

BM102: BUSINESS ENVIRONMENT

L T P Cr

4 0 0 4

Objectives:- The purpose of this course is to acquaint students with various laws, and regulatory measures governing business operations in India. The student is expected to continuously update himself with the fast changing environment.

INTRODUCTION : The concept of environment, components of environment: economic, political, legal, social, technological & international. Need to scan the business environment and techniques of scanning the business environment.

POLITICAL AND ECONOMIC ENVIRONMENT: Three political institutions- Legislature, Executive and Judiciary. Fundamental rights and Directive Principles of state policy; Rationale and extent of state intervention; Economic systems, economic planning in India, objectives, strategies and evaluation of current five year plan, Industrial policy and industrial licensing. New economic policies. Public sector in India: concepts, philosophy and objectives, performance, problems and constraints. Privatisation. Joint sector and co-operative sector in India. Liberalization, Privatisation and Globalisation of Indian Economy, Trends and Issues; Industrial and Licensing policy (Latest), Foreign Exchange Management Act; Securities and Exchange Board of India (SEBI) and investors' protection, Monetary and fiscal policies.

THE INDIAN CONTRACT ACT 1872: Essential of a valid contract, Void Agreements, Definition of contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts.

THE SALE OF GOODS ACT 1930: Sales contract, Transfer of title and risk of loss, Guarantees and Warranties in sales contract, performance of sales contracts, conditional sales and rights of an unpaid seller.

NEGOTIABLE INSTRUMENTS ACT 1881: Nature and requisites of negotiable instruments. Transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

AGENCY: Nature of agency – Creation of agency, types of agents, Agent's authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of agents torts, termination of agency.

COMPANY LAW: Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

INDUSTRIAL LAW: An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act.

INCOME TAX ACT AND SALES TAX ACT : Corporate Tax Planning, Overview of central Sales Tax Act 1956 – Definitions, Scope, Incidence of CST, Practical issues of CST, Value Added Tax – Concepts, Scope, Methods of VAT Calculation, Practical Implications of VAT.

CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS: Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums, Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

Text Books:-

1. N. D. Kapoor, *Elements of mercantile Law, Sultan Chand and Company*
2. P. K. Goel, *Business Law for Managers, Bizentra Publishers*
3. Akhileshwar Pathack, *Legal Aspects of Business, TMH*
4. Tulsian, P.C. *Business Law , TMH, New Delhi.*

References:-

1. *P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd.*
2. *Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.*
3. *Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.*
4. *V. S. Datey, Taxman Publication*
5. *Economic Survey, Govt. of India – Latest Issue.*
6. *Monthly Bulletin, Reserve Bank of India, Mumbai*

BM103: ORGANIZATIONAL BEHAVIOUR

L T P Cr

3 0 0 3.5

FOCUS AND PURPOSE: Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models.

INDIVIDUAL BEHAVIOUR: Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification. Misbehaviour – Types – Management Intervention., Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement- Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception, Impression Management. Motivation – importance – Types – effect on work behavior.

GROUP BEHAVIOUR: Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Control.

LEADERSHIP AND POWER: Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

DYNAMICS OF ORGANIZATIONAL BEHAVIOUR: Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change .Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational Development – Characteristics – objectives –. Organizational effectiveness.

Text Books:-

Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education,
Fred Luthans, Organisational Behavior, McGraw Hill,

References:-

1. Schermerhorn, Hunt and Osborn, *Organisational behavior*, John Wiley
2. Udai Pareek, *Understanding Organisational Behaviour*, , Oxford Higher Education,
3. Mc Shane & Von Glinov, *Organisational Behaviour*, TMH
4. Hellrigal, Slocum and Woodman, *Organisational Behavior*, Cengage Learning, Ivancevich, Konopaske & Maheson, *Oranisational Behaviour & Management*, TMH
5. Aswathappa, *Organizational Behaviour*, HPH

MA008: STATISTICS FOR MANAGEMENT

L	T	P	Cr
3	1	0	3.5

INTRODUCTION TO STATISTICS & PROBABILITY : Statistics – Definition, Types. Types of variables – Organising data - Descriptive Measures. Basic definitions and rules for probability, conditional probability independence of events, Baye’s theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

SAMPLING DISTRIBUTION AND ESTIMATION: Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

TESTING OF HYPOTHESIS: Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way – Design of experiments.

NON-PARAMETRIC METHODS: Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.

CORRELATION, REGRESSION, INDEX NUMERS AND TIME SERIES ANALYSIS: Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers – Laspeyre’s, Paasche’s and Fisher’s Ideal index.

Text Books:-

Levin R.I. and Rubin D.S., Statistics for Management, PHI

Srivatsava TN, Shailaja Rego, Statistics for Management, TMH.

Anand Sharma, Statistics for Management, Himalaya Publishing House

References:-

Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, Thomson (South – Western) Asia, Singapore

Aczel A.D. and Sounderpandian J., Complete Business Statistics, TMH

Prem S. Mann, Introductory Statistics, Wiley Student Edition.

BM104: TOTAL QUALITY MANAGEMENT

L T P Cr

3 0 0 3

INTRODUCTION TO QUALITY MANAGEMENT: Definitions – TOM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT: Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY: Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP) – relevance to TQM, Terotechnology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations

TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT: Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.

QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION: Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.

Text Books:-

1. Dale H.Besterfield et al, *Total Quality Management, Third edition, Pearson Education*
2. Shridhara Bhat K, *Total Quality Management – Text and Cases, Himalaya Publishing*

Other Books

1. Rahul Kansal & Shikha Kanshal, *Total Quality Management, Tech-Max Publications*

HU009: COMMUNICATION AND PRESENTATION SKILLS

L	T	P	Cr
2	0	2	3

Objective:- The course is aimed at equipping the students with the necessary & techniques and skills of communication to inform others, inspire them and enlist their activity and willing cooperation in the performance of their jobs.

COMMUNICATION IN BUSINESS Systems approach- forms - functions and principles of communication - management and communication- communication patterns - barriers to communication - interpersonal perception – SWOT analysis -Johari Window -Transactional Analysis.

NON-VERBAL AND INTERCULTURAL COMMUNICATION: Importance of non-verbal communication - personal appearance - facial expressions- movement- posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.

ORAL COMMUNICATION: Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion- goals - motivation and hierarchy of needs - attending and conducting interviews-participating in discussions, debates - and conferences - presentation skills-paralinguistic features -fluency development strategies

BUSINESS CORRESPONDENCE: Business letter - principles of business writing- memos -e-mails – agendas- minutes- sales letter- enquiries- orders- letters of complaint- claims and adjustments-notice and tenders- circulars- letters of application and résumé.

BUSINESS PROPOSALS AND REPORTS: Project proposals- characteristics and structure - Project reports – types- characteristics,-structure-Appraisal reports – performance appraisal, product appraisal- Process and mechanics of report writing- visual aids- abstract - executive summary-recommendation writing- definition of terms.

PRESENTATION SKILLS: The fear Barrier, , Use of Visual Aids, Positive Body Language, Power of Humor, Stage Managing, Handling Media, Audio and video Conferencing

Textbooks:-

*Lesikar, Raymond V., John D Pettit, and Mary E Flatly*Lesikar's, *Basic Business Communication*, TMH

Gerson, Sharan J., and Steven M Gerson, *Technical Writing: Process and Product*,PE

Murphy, Herta, Herbert W Hildebrandt, and Jane P Thomas, *Effective Business Communication*, TMH

Bovee, Courtland and John V Thill, *Business Communication Today*, PE

References Books:-

1. *McGrath, E. H., S.J*,*Basic Managerial Skills for All*, PHI
2. *Raman, Meenakhshi, and Prakash Singh*, *Business Communication*. O U P,
3. *Stuart Bonne E., Marilyn S Sarow and Laurence Stuart*, *Integrated Business Communication in a Global Market Place*.,. John Wiley India,
4. *Guffey, Mary Ellen.*, *Business Communication: Process and Product*. Thomson and South-western.
5. *Bowman, Joel P and Branchaw, Bemadine P.*"*Business Communication: From Process to Product*". Dryden Press, Chicago.

BM105: SEMINAR- I (MANAGEMENT CONCEPTS)

L	T	P	Cr
0	0	2	1

The seminars will involve presentations and discussions on Management Thinkers and their contributions to the management thought; functions of management; domestic and global business environment; corporate social responsibility; managerial ethics and current business issues and environment.

At the end of each session the instructor will add value to the topic of presentation/ discussion by way of additional input and answering student queries.

The Precise time and topic schedule and the procedure of evaluation will be notified by the teacher in-charge before the second class of Seminar-I.

MA009: APPLIED OPERATIONS RESEARCH

L	T	P	Cr
3	0	2	4

Objectives:- The objective of the course is to make the students familiar with basic operation research techniques for optimal use of resources and operational efficiency. . The n.ain focus, however, is in their applications in business decision making.

INTRODUCTION TO LINEAR PROGRAMMING (LP): Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases.Dual simplex method. Principles of Duality. Sensitivity Analysis.

LINEAR PROGRAMMING EXTENSIONS: Transportation Models (Minimising and Maximising Cases) – Balanced and unbalanced cases – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel’s approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Cases of degeneracy. Transshipment Models. Assignment Models (Minimising and Maximising Cases) – Balanced and Unbalanced Cases. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

INTEGER LINEAR PROGRAMMING AND GAME THEORY: Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms.Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

INVENTORY MODELS, SIMULATION AND DECISION THEORY:Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models.

QUEUING THEORY AND REPLACEMENT MODELS: Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source.

Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models. Dynamic programming.

PERT & CPM: Introduction, Development of Network; PERT: Time Estimates & Time Computations; PERT : Network Analysis; CPM : Network Analysis; CPM : Cost Model; CPM : Updating; Resources Allocation

Text Books:-

- Paneerselvam R., Operations Research, PHI*
- Natarajan AM, Balasubramani P and Tamilarasi A, Operations Research, PE*
- Hamdy A Taha, Introduction to Operations Research, PHI*

ReferencesBooks:-

1. *Sankara Iyer P, Operations Research, TMH,*
2. *Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, TMH*
3. *Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co*
4. *Kalavathy S, Operations Research, Second Edition, Vikas Publishing House*
5. *Richard Broson , Govindasamy & Naachimuthu , Operations Research, Schaum’s series*

BM106: FINANCIAL MANAGEMENT

L T P Cr

3 0 0 3

Objectives:- The purpose of this course is to acquaint the students with the broad framework of financial decision making in a business unit.

FOUNDATIONS OF FINANCE: Financial management – An overview- Time value of money- Introduction to the concept of risk and return of a single asset and of a portfolio- Valuation of bonds and shares-Option valuation.

INVESTMENT DECISIONS: Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Project selection under capital rationing - Inflation and capital budgeting - Concept and measurement of cost of capital - Specific cost and overall cost of capital

FINANCING AND DIVIDEND DECISION: Financial and operating leverage - capital structure - Cost of capital and valuation - designing capital structure.

Dividend policy - Aspects of dividend policy - practical consideration - forms of dividend policy - forms of dividends - share splits.

WORKING CAPITAL MANAGEMENT: Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Accounts Receivables Management and factoring - Inventory management - Cash management - Working capital finance : Trade credit, Bank finance and Commercial paper.

LONG TERM SOURCES OF FINANCE: Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

Text Books:-

1. M.Y. Khan and P.K.Jain *Financial management, Text, Problems and TMH*
2. M. Pandey *Financial Management, Vikas Publishing House Pvt. Ltd*

References Books:-

1. Aswat Damodaran, *Corporate Finance Theory and practice, John Wiley & Sons,*
2. James C. Vanhorne –*Fundamentals of Financial Management– PHI LearningBrigham,*
3. Ehrhardt, *Financial Management Theory and Practice, Cengage Learning 2008.*
4. Prasanna Chandra, *Financial Management, Tata McGraw Hill.*
5. Srivatsava, Mishra, *Financial Management, Oxford University Press.*
6. Archer, Stephen H. etc. *Financial Management. New York, John Wiley, 1990.*
7. Bhalla, V K. *Financial Management and Policy. Z¹" ed., New Delhi, Anmol, 1998.*
8. Brealey, Richard A. and Myers Stewart C. *Principles of Corporate Finance., McGraw Hill.,*
9. Van Home, James C. *Financial Management and PolicyPHI*

BM107: HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL RELATIONS

L T P Cr

3 0 0 3

Objectives:- In a complex world of industry and business, organisational efficiency is largely dependent on the contribution made by the members of the organisation. The Objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

INTRODUCTION SCOPE OF HRM: Evolution of human resource management – The importance of the human factor – Objectives of human resource management – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

THE CONCEPT OF BEST FIT EMPLOYEE: Importance of Human Resource Planning – Forecasting human resource requirement – Internal and External sources. Job Analysis Selection process screening – Tests - Validation – Interview - Medical examination – Recruitment introduction – Importance – Practices – Socialization benefits.

TRAINING AND EXECUTIVE DEVELOPMENT: Types of training methods purpose benefits resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.

SUSTAINING EMPLOYEE INTEREST: Compensation plan, Reward, Motivation – Theories of motivation, Career management, Development of mentor – Protégé relationships.

PERFORMANCE EVALUATION AND CONTROL PROCESS: Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

INDUSTRIAL RELATIONS : Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment.

Text Books:-

1. Aswathappa.K. *Human Resource and Personnel Management* TMH
2. Dessler *Human Resource Management*, Pearson Education
3. De Cenzo, D A & Robbins S P. *Human Resource Management.*, John Wiley.

ReferenceBooks:-

1. Guy, V & Mattock J. *The New International Manager*. London, Kogan Page
2. Bernadin , *Human Resource Management* ,TMH.
3. Eugence Mckenna and Nic Beach, *Human Resource Management*, Pearson Education.
4. Wayne Cascio, *Managing Human Resource*, McGraw Hill
5. Edwin B. Flipppo, *Personnel Management*, TMH

BM108: MARKETING MANAGEMENT

L T P Cr

4 0 0 4

Objectives:- The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

INTRODUCTION: Marketing – Definitions - Conceptual frame work – Marketing environment : Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

MARKETING STRATEGY: Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components.

MARKETING MIX DECISIONS: Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and sales promotions – Pricing Objectives, Policies and methods.

BUYER BEHAVIOUR : Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.

MARKETING RESEARCH & TRENDS IN MARKETING: Marketing Information System – Research Process – Concepts and applications : Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven organizations - Cause related marketing - Ethics in marketing –Online marketing trends.

NEW ISSUES IN MARKETING - Globalization, Consumerism, Green marketing, Legal issues.

Text Books:-

1. Philip Kotler and Kevin Lane, *Marketing Management*, PHI
2. Paul Baisan et al, *Marketing*, Oxford University Press.

References Books:-

1. Micheal R.Czinkota & Masaaki Kotabe, *Marketing Management*, Vikas Thomson Learning
2. Duglas,J.Darymple, *Marketing Management*, John Wiley & Sons
3. NAG, *Marketing successfully- A Professional Perspective*, Macmillan
4. Boyd Walker, *Marketing Management*, McGraw Hill
5. Dalvymple, *Marketing Management*, Wiley India.
6. Keith Flether, *Marketing Management and Information Technology*, Prentice Hall,
7. Kotler, Philip and Armstrong, G. *Principles of Marketing*. PHI
8. Kotler, Philip. *Marketing Management: Analysis, Planning, Implementation and Control*. PHI
9. Ramaswamy, V S and Namakumari, S. *Marketing Management: Planning, Control*. MacMillan
10. Stanton, William, J. *Fundamentals of Marketing*. New York, McGraw Hill,. Neelamegham, S. *Marketing In India: Cases and Readings*., Vikas,

BM109: OPERATIONS MANAGEMENT

L T P Cr

3 0 0 3

Objectives:- The Course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation functions in both manufacturing and services.

INTRODUCTION: Production Systems – Nature, Importance and organizational function. Characteristics of Modern Production and Operations function. Organisation of Production function. Recent Trends in Production and Operations Management. Role of Operations in Strategic Management. Production and Operations strategy – Elements and Competitive Priorities. Nature of International Operations Management.

FORECASTING, CAPACITY AND AGGREGATE PLANNING: Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Rough cut plan, Capacity Requirements Planning (CRP), Developing capacity alternatives. Aggregate Planning – Approaches, costs, relationship to Master Production schedule. Overview of MRP, MRP- II, JIT and ERP

DESIGN OF PRODUCT, SERVICE AND WORK SYSTEMS: Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Service Operations – Types, Strategies, Scheduling (Multiple resources and cyclical scheduling). Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.

MATERIALS MANAGEMENT: Materials Management – Objectives, Planning, Budgeting and Control, Overview of Materials Management Information Systems (MMIS). Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques.

PROJECT AND FACILITY PLANNING: Project Management – Scheduling Techniques, PERT, CPM, Crashing CPM networks – Simple Problems. Facility Location – Theories, Steps in Selection, Location Models – Simple Problems. Facility Layout – Principles, Types, Planning tools and techniques. Line Balancing—Problems

Text Books:-

Aswathappa K and Shridhara Bhat K, Production and Operations Management, HPH
Pannerselvam R, Production and Operations Management, PHI

References Books:-

1. Adam, E E & Ebert, R.J. *Production and Operations Management, PHI*
2. Chary, S N. *Production and Operations Management. TMH*
3. Dobler, Donald W and Lee, Lamar. *Purchasing and Materials Management. McGraw Hill*
4. Dilworth, James B. *Operations Management: Design, Planning and Control for Manufacturing & Services. Singapore, McGraw Hill, 1992.*
5. Moore, FG and Hendrick, T E. *Production/Operations Management. Richard D. Irwin,*
6. Krajewski & Ritzman, *Operations Management, Pearson*

BM110: MIS AND DECISION SUPPORT SYSTEMS

L T P Cr

2 0 2 3

Objective:- The objective of the courses to develop the basic understanding of the management information system and decision support systems.

INTRODUCTION: Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System Analyst – Role, Functions.

SYSTEMS ANALYSIS AND DESIGN: SDLC, SSLC, Systems Analysis and System Design, Tools – DFD – ER – Object modeling, DBMS – RDBMS – OODBMS.

INFORMATION SYSTEM: Financial, Marketing, Personnel, Production, Materials Information System, DSS, EIS, KMS, GIS, International Information System.

SECURITY AND CONTROL : Security, Testing, Error detection, Controls, IS Vulnerability, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT.

NEW IT INITIATIVES:e- business, e-governance, ERP, SCM, e-CRM, Datawarehousing and Data Mining, Business Intelligence, Pervasive Computing, CMM.

DECISION SUPPORT SYSTEM: An Overview: Relevance scope of DSS characteristic and capabilities of OSS components of OSS classification of DSS.

DATABASE MANAGEMENT SYSTEM: Sources of data -data file environment database environment - data models - relevance of relational data base design in DSS.

MODEL BASE MANAGEMENT SYSTEM: Types of models function, time, certainty, uncertainty, risk, structure OR models, Dichotomous model of mind - Simon's model in information system design simulation technique. Dialog generation management system:

USER INTERFACE - graphics menus - Forms OSS tools - DSS generators - specific DSS. Constructing a DSS: Steps in designing a OSS identification of decision, building- of DSMS, building of MSMS - building of DGMS, implementation, performance testing.

Text Books:-

1. Keen, Peter G.W.: *Decision Support System an Organisational Perspective Addison- Wesley*
2. Theierauff, Robert J. *Decision Support System for-effective planning - - Prentice Hall*
3. Krober,Donald W., and Hugh.J. Watson *Computer Based Information System Newyork,*
4. DavisL, Michael W. *A management approach - Macmillan Publishing Company, PHI*
5. Andrew P. *Decision Support System Engineering,Sage, John Wiley & Sons.*
6. Leod, Raymond Me JR *Management information systems - Macmillan Publishing Company,*
7. Turban, Efrain *Decision Support & Expert Systems - Management Perspective - Macmillan*

BM111: RESEARCH METHODOLOGY

L T P Cr

2 0 2 3

Objectives:- To equip the students with the basic understanding of the research methodology and statistics and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

INTRODUCTION: Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross – Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

RESEARCH DESIGN AND MEASUREMENT : Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

DATA COLLECTION: Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non–probability sampling methods.

DATA PREPARATION AND ANALYSIS: Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses; Bivariate and Multivariate statistical techniques – Factor analysis, Conjoint Analysis, Discriminant analysis, cluster analysis, multiple regression and correlation, multidimensional scaling, Application of statistical software (SPSS) for data analysis.

REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH: Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behaviour of research – subjectivity and objectivity in research.

Text Books:-

1. Donald R. Cooper and Pamela S. Schindler, *Business Research methods* TMH
2. Alan Bryman and Emma Bell, *Business Research methods*, Oxford ,University Press.
3. Uma Sekaran, *Research methods for Business*, Wiley India.
4. K. N. Krishnaswamy, Appa Iyer Sivakumar and M. Mathirajan, *Management, Research Methodology*, Pearson Education

References Books:-

1. Gupta.S.P. *Statistical Methods*,, Sultan Chand.
2. Golden.-Biddle.Koren and Karen D.Locke: *Composing Qualitative Research*, Sage
3. Salkind, Neil j.. *Exploring Research*, Prentice-Hall

BM112: SEMINAR- II (CONTEMPORARY MANAGEMENT)

L T P Cr

0 0 2 1

The seminars will involve presentations and discussions on Indian Entrepreneurs, new theories and techniques in management; marketing strategies of leading companies, mergers and acquisitions, internet marketing, global and domestic issues affecting business etc.

At the end of each session the instructor will add value to the topic of presentation/ discussion by way of additional input and answering student queries.

The Precise time and topic schedule and the procedure of evaluation will be notified by the teacher in-charge before the second class of Seminar-I.

BM114: BUSINESS POLICY AND STRATEGIC MANAGEMENT

L T P Cr

3 0 0 3

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

BUSINESS POLICY: Conceptual framework of Business Policy and strategic management – Stakeholders in business, Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

COMPETITIVE ADVANTAGE: External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage-Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.

STRATEGIES: The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.

STRATEGY IMPLEMENTATION & EVALUATION: The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

OTHER STRATEGIC ISSUES: Managing Technology and Innovation- Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

Text Books:-

1. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, *Strategic Management and Business policy*, PE
2. Charles W.L.Hill & Gareth R.Jones, *Strategic Management Theory, An Integrated approach*, Biztantra, Wiley India
3. Azhar Kazmi, *Strategic Management & Business Policy*, TMH

References Books:-

1. Fred.R.David, *Strategic Management and cases*, PHI Learning
2. Upendra Hachru , *Strategic Management concepts & cases* , Excel Books
3. Adria HAbenberg and Alison Rieple, *Strategic Management Theory & Application*, OUP
4. Arnoldo C.Hax and Nicholas S. Majluf, *The Strategy Concept and Process - A Pragmatic Approach*PE
5. *Harvard Business Review, Business Policy – part I & II*, Harvard Business School.
6. Saloner and Shepard, Podolny, *Strategic Management*, John Wiley
7. Lawrence G. Hrebiniak, *Making strategy work*, PE
8. Gupta, Gollakota and Srinivasan, *Business Policy and Strategic Management – Concepts and Application*, PHI.
9. Budhiraja, S B and Athreya, M B. *Cases in Startegic Management* TMH

BM115: INTERNATIONAL BUSINESS ENVIRONMENT AND MANAGEMENT

L T P Cr

3 0 0 3

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

INTRODUCTION: International Business –Definition – Internationalizing business-Advantages – factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment.

INTERNATIONAL TRADE AND INVESTMENT: Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business –global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.

INTERNATIONAL STRATEGIC MANAGEMENT: Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages- organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.

PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS : Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT: Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

Text Books:-

1. Charles W.I. Hill and Arun Kumar Jain, *International Business*, TMH
2. John D. Daniels and Lee H. Radebaugh, *International Business*, Pearson Education
3. K. Aswathappa, *International Business*, TMH
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, *International Business*, Thomson, Bangalore
5. Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, *International Management*, TMH
6. Oded Shenkar and Yaong Luo, *International Business*, John Wiley.

Reference:-

1. Alworth, Julian S. *The Finance, Investment and Taxation Decisions of Multinationals*. Basil Blackwell,.
2. Bhalla, V K. *International Economy: Liberalisation Process*. New Delhi, Anmol,.

BM116: SEMINAR- III (EMERGING TRENDS IN MANAGEMENT)

L T P Cr

0 0 2 1

The seminars will involve presentations and discussions on Emerging Trends in Management in all areas of Management.

At the end of each session the instructor will add value to the topic of presentation/ discussion by way of additional input and answering student queries.

The Precise time and topic schedule and the procedure of evaluation will be notified by the teacher in-charge in the beginning of the Semester.

GROUP (A) MARKETING MANAGEMENT

BM122 LOGISTICS MANAGEMENT

Objectives:- The Course is designed to explain basic theory and techniques of logistics to examine the issues and problems associated with logistics in a changing business environment, and to show how logistics can improve an enterprises effectiveness and competitiveness. Students would be encouraged to use computer software packages for problem solving.

Introduction to logistics and its Interface with Production and Marketing; Measures of Logistics; Physical Distribution and Logistics; Logistics System Analysis and Design; Warehousing and Distributing Centers; Location; Transportation Systems: Facilities and Services; Dispatch and Routing Decisions and Models; Inventory Management Decisions; Logistics Audit and Control; Packaging and Materials Handling; International Logistics Management; Logistics Future Directions.

Suggested Readings

Ballau, Renald H. *Business Logistics Management*. Englewood Cliffs PHI

Beal K. *A Management Guide to Logistics Engineering*. U.S.A. Institute of Production Engineering,

Benjamin S B. *Logistics Engineering and Management*., Prentice Hall Inc

Bowersox, D J and Closs, D J. *Logistics Management: A System Integration of Physical Distribution*. MacMillan,

Christopher, M. *Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services*. London, Pitsman.

James, C J. and Wood, Donald F. *Contemporary Logistics*. Macmillan,

Shapiro, R. *Logistics Strategy: Cases and Concepts*. St. Paul, West.

BM125 CUSTOMER RELATIONSHIPS MANAGEMENT

INTRODUCTION: Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

UNDERSTANDING CUSTOMERS: Customer information Database ; Customer Profile Analysis; Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value ;Selection of Profitable customer segments.

CRM STRUCTURES: Elements of CRM ; CRM Process ; Strategies for Customer acquisition; Retention and Prevention of defection ; Models of CRM ; CRM road map for business applications.

CRM PLANNING AND IMPLEMENTATION: Strategic CRM planning process; Implementation issues; CRM- Tools; Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

TRENDS IN CRM: e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

Text Books:-

1. G.Shainesh, Jagdish, N.Sheth, *Customer Relationships Management Strategic Prespective*, Macmillan
2. Alok Kumar et al, *Customer Relationship Management : Concepts and applications*, Biztantra

References:-

1. H.Peeru Mohamed and A.Sahadevan, *Customer Relation Management*, Vikas Publishing
2. Jim Catheart, *The Eight Competencies of Relationship selling*, Macmillan India
3. Assel, *Consumer Behavior*, Cengage Learning, 6th Edition

4. *Kumar, Customer Relationship Management - A Database Approach, Wiley India, Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier*

BM127 INTERNATIONAL MARKETING

Objectives:- The course aims at making students understand the concept and techniques of international marketing and train them to develop and implement plans and marketing strategies for entering into international markets and managing overseas operations.

INTERNATIONAL MARKETING: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment. International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances

INTERNATIONAL PRODUCT AND PRICING STRATEGIES: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale.

MANAGING INTERNATIONAL DISTRIBUTION AND PROMOTION: Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; International Distribution Logistics; Planning for Trade Fairs and Exhibitions; International Promotion Mix – Advertising and other Modes of Communication.

EMERGING TRENDS IN INTERNATIONAL MARKETING: Regionalism v/s Multilateralism; Trade Blocks; Important Grouping in the World; Legal Dimensions in International Marketing (Role of WTO); Marketing Research for Identifying Opportunities in International Markets.

Text books:-

1. Cateora, Philip R. and Graham John L, *International Marketing* TMH
2. Terpstra, Vern and Sarathy, Ravi *International Marketing. The Dryden Press,*
3. Bhattacharya, B. *Export Marketing: Strategies for Success. New Delhi, Global Business Press,*

References Books:-

1. Keegan, Warren. *Global Marketing Management. Englewood Cliffs, New Jersey, Prentice Hall Inc.*
2. Onkvisit, Sak and Shaw, J J. *International Marketing: Analysis and Strategy. PHI*
3. Pripalomi, V.H. *international Marketing", PHI.*
4. Terpstra, Vern and Sarathy, R. *International Marketing. Orlando, Dryden Press*
5. Walter, I and Murray, T. *Handbook of International Business. New York, John Wiley*

BM128 MARKETING OF SERVICES

INTRODUCTION : Definition – Service Economy, evolution and growth of service sector, Nature and Scope of Services, Unique characteristics of services , Challenges and issues in Services Marketing.

SERVICE MARKETING OPPORTUNITIES: Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

SERVICE DESIGN AND DEVELOPMENT: Service Life Cycle – New service development – Service Blue Printing – GAP's model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

SERVICE DELIVERY AND PROMOTION: Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.

SERVICE STRATEGIES: Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services – case studies

Text Books:-

1. Christopher H.Lovelock and Jochen Wirtz, *Services Marketing*, Pearson Education,
2. Hoffman, *Marketing of Services*, Cengage Learning, 1st Edition

References Books:-

1. K. Douglas Hoffman et al, *Essentials of Service Marketing : Concepts, Strategies and Cases*, Thomson Learning.
2. Kenneth E Clow, et al, *Services Marketing Operation Management and Strategy*, Biztantra, Halen Woodroffe, *Services Marketing*, McMillan
3. Christian Gronroos, *Services Management and Marketing a CRM Approach*, John Wiley

BM129 RETAIL MANAGEMENT

Objectives:- The Course will focus on manufacturers perspective on retailers and understanding of the retail business.

INTRODUCTION: An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

RETAIL FORMATS: Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

RETAILING DECISIONS: Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions.

RETAIL SHOP MANAGEMENT: Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends

RETAIL SHOPPER BEHAVIOUR: Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India- Case studies.

Text Books:-

1. *Morgenstein, Melvin and Harriat Strongin Modern Retailing, Prentivce-Hall1.*
2. *Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, TMH*
3. *Ogden, Integrated Retail Management, Biztranza, India,*

References Books:-

1. *Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning*
2. *Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press,*
3. *Swapna Puadham, Retail Management -Text and Cases, TMH*
4. *Dunne, Retailing, Cengage Learning, 2008*

**GROUP (B): PRODUCTION AND
TECHNOLOGY MANAGEMENT**

BM132 PURCHASING AND MATERIALS MANAGEMENT

Objectives:- The key objective of this course is to acquaint the students with Decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations: Cost-reduction techniques in Pre-Purchase, Purchase and Post-Purchase systems; Modern material planning and delivery systems like MRP and JIT and Material handling and logistics systems.

COURSE CONTENTS:-

Role of Purchasing and Materials Management - Objectives, Organisation and Interrelationships, Determination and Description of Material Quantity, Material Planning in Push and Pull System, MRP and JIT; Determination and Description of Material Quality - Receiving and Incoming Quality Inspection, Acceptance Sampling Plans, Vendor-Process Capability; Cost-Reduction Techniques - Standardisation, Simplification & Variety Reduction; Value Analysis and Engineering, Make or Buy Decisions, Purchasing Research, Sources of Supply, Price Determination and Negotiation, Vendor Rating, Selection and Development, Legal Aspects of Purchasing, Public Purchasing and Tendering; International Purchasing -Procedures and Documentation; Purchasing of Capital Equipment - Appraisal Methods, Evaluating Suppliers' Efficiency, Stores Layout, Classification and Codification; Material Logistics - Warehousing Management, Material Handling, Traffic and Transportation, Disposal of Scrap, Surplus and Obsolete Materials; Inventory Control of Spare Parts, Materials Information System.

SUGGESTED READINGS:-

- Ansari A and Modarress B. *JIT Purchasing*. New York, Free Press, 1990.
Baily P. etc. *Purchasing Principles and Management*. London, Pitman, 1994.
Burt, David N. *Proactive Procurement*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
Dobler, D W. etc. *Purchasing and Materials Management*. New York, McGraw Hill, 1990.
Dutta, A K. *Integrated Materials Management*, New Delhi, PHI, 1986.
Farrington B and Waters, Derek W. *Managing Purchasing*. London, Chapman & Hall, 1994.
Gopalakrishnan P and Sunderashan M. *Handbook of Materials Management*. PHI

BM137 ENTERPRISE RESOURCE PLANNING

INTRODUCTION: Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems - Case studies.

ERP SOLUTIONS AND FUNCTIONAL MODULES Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP modules -sales and Marketing, Accounting and Finance, Materials and Production management etc. -Case studies.

ERP IMPLEMENTATION : Planning Evaluation and selection of ERP systems-Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation- Consultants, Vendors and Employees-Case studies.

POST IMPLEMENTATION: Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation -case studies.

EMERGING TRENDS ON Extended ERP systems and ERP bolt –on -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on-Case studies.

Text Book:-

1. Alexis Leon, *ERP demystified, second Edition , TMH*

References Books:-

1. Jagan Nathan Vaman, *ERP in Practice, TMH*
2. Alexis Leon, *Enterprise Resource Planning, second edition, TMH.*
3. Mahadeo Jaiswal and Ganesh Vanapalli, *ERP Macmillan India*
4. Vinod Kumar Grag and N.K. Venkitakrishnan, *ERP- Concepts and Practice, PHI*
5. Summer, *ERP, Pearson Education*

GROUP (C): FINANCIAL MANAGEMENT

BM140 MANAGEMENT CONTROL SYSTEM

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

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

SUGGESTED READINGS:-

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

BM141 PROJECTS PLANNING, ANALYSIS AND MANAGEMENT

Objectives:- The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

COURSE CONTENTS:-

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

SUGGESTED READINGS:-

1. Ahuja, G K & Gupta, Ravi. *Systematic Approach to Income Tax*., Bharat Law House
2. Bhalla, V K. *Modern Working Capital Management*. New Delhi, Anmol, 1997.
3. Bhalla, V K. *Financial Management and Policy*.. New Delhi, Anmol, 1998.
4. Chandra, Prasanna. *Projects: Preparation, Appraisal, Budgeting and Implementation*. TMH
5. Dhankar, Raj S. *Financial Management of Public Sector Undertakings*. Westville, 1995.

BM142 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

INVESTMENT SETTING: Financial and economic meaning of Investment; Characteristics and objectives of Investment; Types of Investments; Investment alternatives; Choice and Evaluation – Risk and return concepts.

SECURITIES MARKETS: Financial Market , Segments – Types , , Participants in financial Market; Regulatory Environment, Primary Market – Methods of floating new issues, Book building; Role of primary market, Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges; Trading system in stock exchanges, Role of SEBI.

FUNDAMENTAL ANALYSIS: Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

TECHNICAL ANALYSIS: Fundamental Analysis Vs Technical Analysis; Charting methods; Market Indicators. Trend – Trend reversals – Patterns , Moving Average – Exponential moving Average; Oscillators – Market Indicators – Efficient Market theory.

PORTFOLIO MANAGEMENT: Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation – Mutual Funds.

Text Books:-

1. *Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI*
2. *Prasannachandra, Investment analysis and Portfolio Management, TMH*

References:-

1. *Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning,*
2. *S. Kevin , Securities Analysis and Portfolio Management , PHI Learning*
3. *Bodi, Kane, Markus, Mohanty, Investments, TMH*

BM143 STRATEGIC INVESTMENT AND FINANCE DECISIONS

INVESTMENT DECISIONS: Project Investment Management Vs Project Management – Introduction to profitable projects – evaluation of Investment opportunities – Investment decisions under conditions of uncertainty – Risk analysis in Investment decision – Types of investments and disinvestments.

CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES: Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.

STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS: Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.

FINANCING DECISIONS: Capital Structure – Capital structure theories – Capital structure Planning in Practice.

FINANCIAL DISTRESS: Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

Text Books:-

1. *Prasanna Chandra, Financial Management, TMH*
2. *Prasanna Chandra, Projects : Planning, Analysis, Financing implementation ... TMH,*

References:-

1. *Bodie, Kane, Marcus : Investment, TMH*
2. *Brigham E. F & Houston J.F. Financial Management, Thomson Publications*
3. *M.Pandey, Financial Management , Vikas Publishing House,*
4. *M.Y.Khan and P.K.Jain, Financial Management Text and Problems, TMH*

BM144 DERIVATIVES MANAGEMENT

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

Course Contents

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

SUGGESTED READINGS:-

1. Bhalla, V K. Investment Management.;Security analysis and Portfolio Management, S. Chand, 2001.
2. Brennet, M. Option Pricing: Theory & Applications. Toronto, Lexington Books, 1993.
3. Cox, John C and Rubinstein, Mark Options Markets. Englewood Cliffs, Prentice Hall Inc.,
4. Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management. London, Allyn and Bacon
5. Hull, John C. Options, Futures and Other Derivative Securities. PHI
6. Sharpe, William F. etc. Investment. PHI

BM145 MERCHANT BANKING AND FINANCIAL SERVICES

MERCHANT BANKING: Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act-SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.

ISSUE MANAGEMENT: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus; Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities. **OTHER FEE BASED SERVICES:** Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

FUND BASED FINANCIAL SERVICES: Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

OTHER FUND BASED FINANCIAL SERVICES: Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfaiting – Venture Capital.

Text Books:-

1. M.Y.Khan, *Financial Services, TMH*
2. Nalini Prava Tripathy, *Financial Services, PHI Learning, 2008.*

References:-

1. Machiraju, *Indian Financial System, Vikas Publishing House*
2. J.C.Verma, *A Manual of Merchant Banking, Bharath Publishing House, New Delhi,*
3. Varshney P.N. & Mittal D.K., *Indian Financial System, Sultan Chand & Sons,*
4. Sasidharan, *Financial Services and System, Tata Mcgraw Hill, New Delhi,*
5. *Website of SEBI*

BM146 MICROFINANCE

INTRODUCTION TO MICROFINANCE: Basics – Need for microfinance - Characteristics of Microfinance clients – Demand and supply of microfinance in developing countries – Nature of Microfinance Markets - Microfinance as a development strategy and as an industry – Microfinance Tools – Role of Grameen Bank - Micro credit - Innovations - Group lending-Stepped lending & Repeat loan - Character & cash flow based lending -Flexible approaches to collateral-Frequent & public installment for loan & saving products

FINANCIAL AND OPERATIONAL EVALUATION: Financial Evaluation – Analyzing & Managing Financial Performance of MFIs: Analyzing financial statements - Financial performance ratios - Liquidity & capital adequacy – Revenue models of Micro finance - Role of subsidies & Donors - Bench Marking - Rating MFIs

Operational Evaluation: Managing operational risks – Internal Control, Business Planning – Impact Assessment – CVP Analysis – Operating Expenses - Operating Efficiency

OTHER EVALUATIONS OF MICROFINANCE: Market Evaluation – Managing MF Products & Services - methodologies in MF product design and pricing – – Competition - Risks .

Institutional Evaluation - Appraisals and ratings - Legal compliance- Issues in Governance

Social Evaluation - Social performance Measurement - Indicators - Tools – Progress out of poverty index – Transparency – Ethics

MICROFINANCE IN INDIA: Challenges to Microfinance movement – Demand and Supply of Micro financial services – State Intervention in rural credit – RBI Initiatives - NABARD & SHG – Bank Linkup & Programs- – Governance and the constitution of the Board of various forms of MFIs – Intermediaries for Microfinance –State sponsored Organizations.

ISSUES, TRENDS AND FRONTIERS OF MICROFINANCE: Issue – Role of Technology- Strategic issues in Microfinance: Sustainability - opening new markets – – Gender issues

Text Books:-

1. *Indian Institute of Banking and Finance, Micro finance: Perspectives and Operations, Macmillan India.*
2. *Beatriz and Jonathan, The Economics of Microfinance, PHI.*

References:-

1. www.microfinancesummit.org.

BM147 RISK MANAGEMENT AND INSURANCE

INTRODUCTION TO RISK MANAGEMENT: Risk - Types of Risk – Objectives of risk management – Sources of risk – Risk Identification – Measurement of risk

RISK AVERSION & MANAGEMENT TECHNIQUES: Risk Avoidance – Loss Control – Risk retention – risk transfer – Value of risk Management – Pooling and diversification of risk

RISK MANAGEMENT TOOLS: Options – Forward contracts – Future contracts – SWAPS – Hedging – Optimal hedges for the real world.

INTRODUCTION TO INSURANCE: General Insurance – Principles of general insurance – General Insurance Products (Fire, Motor, Health) – Insurance Contracts – Objectives of Insurance Contracts – Elements of a valid contract – Characteristics of Insurance Contracts – Insurance Pricing – Insurance Market & Regulation – Solvency regulation.

INSURANCE AS A RISK MANAGEMENT TECHNIQUE: Insurance Principles – Policies – Insurance Cost & Fair Pricing – Expected claim costs– Contractual provisions that limit Insurance Coverage.

Text Books:-

1. *Harrington and Niehaus, 'Risk management and Insurance, TMH*
2. *Trieschman, Hoyt, Sommer, 'Risk management and Insurance, Cengage Learning,*

References:-

1. *Mark S. Dorfman, 'Introduction to Risk management and Insurance, PHI*
2. *Stulz, Risk management and Derivaties, Cengage Learning*
3. *Skipper and Kwon, 'Risk management and Insurance', Blackwell Publishing*
4. *Nalini Prave Tripathy, and Prabir Pal, 'Insurance – Theory and Practice, PHI*
5. *George E Rejda, Principles of Risk Management and Insurance, Pearson Education,*

**GROUP D : HUMAN RESOURCE
MANAGEMENT**

BM148 LABOUR LEGISLATIONS

LEGAL PROVISION RELATING TO

1. Wages
2. Working Conditions and Labour Welfare
3. Industrial Relations
4. Social Security

CONTAINED IN THE FOLLOWING ACTS ARE TO BE STUDIED.

- a. The Factories Act, 1948
- b. The Trade Unions Act, 1926
- c. The Payment of Wages Act, 1936
- d. The Minimum Wages Act, 1948
- e. The Industrial Disputes Act, 1947
- f. The Workmen's Compensation Act, 1923
- g. The Payment of Gratuity Act, 1972
- h. The Payment of Bonus Act, 1965
- i. The Employee's Provident Fund & Misc. Act, 1952
- j. The Employees State Insurance Act, 1948
- k. The Industrial Employment (Standing Orders) Act, 1946
- l. The Apprentices Act, 1961
- m. The Equal Remuneration Act, 1976
- n. The Maternity Benefit Act, 1961
- o. Contract Labour Regulations and Abolition Act, 1970
- p. The Child Labour Prevention and Regulation Act, 1986

Text books:-

1. *P.K. Padhi, Industrial Laws, PHI, 2008.*
2. *Kapoor N. D., Elements of Mercantile Law, Sultan Chand, 2008.*

References Books:-

1. *Tax Mann, Labour Laws, 2008.*
2. *D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.*
3. *Respective Bare Acts.*

BM151 ORGANISATIONAL THEORY, DESIGN & DEVELOPMENT

ORGANISATION & ITS ENVIRONMENT: Meaning of Organisation – Need for existence - Organisational Effectiveness – Creation of Value – Measuring Organisational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications.

ORGANIZATIONAL DESIGN: Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment- Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design - Implications for Managers.

ORGANISATIONAL CULTURE: Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

ORGANISATIONAL CHANGE: Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process -Organisation Development – HR functions and Strategic Change Management - Implications for practicing Managers

ORGANISATION EVOLUTION AND SUSTENANCE: Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

Text Books:-

1. Gareth R.Jones, *Organisational Theory, Design & Change*, Pearson Education,
2. Richard L. Daft, *Understanding the theory & Design of Organisations*, Cengage Learning

References Books:-

1. Thomson G. Cummings and Christopher G. Worley, *Organisational development and Change*, South Western Thompson
2. Robbins *Organisation Theory; Structure Design & Applications*, PHI
3. Bhupen Srivastava, *Organisational Design and Development: Concepts application*, Biztantra
4. Robert A Paton, James Mc Calman, *Change Management, A guide to effective implementation*, Response Books
5. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, *Managing Change -A Human Resource Strategy Approach*, Wiley.

BM152 TRAINING AND DEVELOPMENT

Objectives:- This Course aims at educating students on important of training needs and issue of human resource development in organization.

INTRODUCTION: The Changing Organizations, HR and the Training Functions, Models of Training; Systematic Model, The Transitional Model, The Learning Organisation, Training as Consultancy, Understanding Learning Concepts. T & D to Lifetime Education.

TRAINING NEEDS ANALYSIS: The Process and Approaches of TNA, Team Work for Conducting Training Needs Analysis, TNA and Training Process Design.

TRAINING DESIGN & EVALUATION: Understanding & Developing the Objectives of Training, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goalsetting), Training with Focus on Training Design (Learning Environment, Pre-training Communication etc.) Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.) Training Methods, Implementation and Evaluation of Training Programme.

MANAGEMENT DEVELOPMENT: Approaches to Management Development, Sources of Knowledge / Skill acquisition, Types of management Development Programmes. EDP's / Seminars and Conferences, Symposia.

Text books:-

1. Raymond Noe, A. *Employees Training and Development*”, McGraw Hill
2. O' Connor, Browner & Delaney , *Training for Organizations*. Thompson Learning Press.

Reference books:-

1. Blanchard, P. N. & Thacker, W. J. , *Effective Training: Systems, Strategies and Practices*. Prentice Hall,.
2. Sloman, M. *A Handbook for Training Strategy*. Jaico Publishing House.
3. Lynton Rolf, P. & Pareek, *Udai Training for Organisational Transformation*. Sage Pub
- 4.
- 5.

BM – 153 Industrial Psychology and Sociology

Definition of Psychology – Subfields of Psychology , Industrial Psychology – Nature Scope , History , Premises of Industrial Psychology Development of Industrial Psychology.

Industrial Democracy, workers participation in Management occupational information , Individual Differences , Personal specification- Type , Objective Methods of Job analysis. Type of Personal Selection, Selection Techniques, Application Blank, References.

Interview and Psychological Tests

Intelligence Quotient , Standard , Binet , Wechsler , Adult Intelligence Tests Multifactor Test , Aptitude (DAT) Personality (Research test MMPI , TAT)

Text Book –

1. B.V. Pathak “ Industrial Psychology and Sociology “ Nirali Prakashan

Other Book –

2. Emmanuel B Deleon “ Industrial Psychology “ Rex Printing Company
2. R. Jayaprakash Reddy “ Industrial Psychology “ APH Publishing Corporation

BM154 INDUSTRIAL RELATIONS AND LABOUR WELFARE

INDUSTRIAL RELATIONS: Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

INDUSTRIAL CONFLICTS: Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

LABOUR WELFARE: Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

INDUSTRIAL SAFETY: Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

WELFARE OF SPECIAL CATEGORIES OF LABOUR: Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications.

Text Books:-

1. *Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, HPH*

References:-

1. *C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books,*
2. *Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Srivastava, Industrial Relations and Labour laws, Vikas*
3. *Sarma A. M, Welfare of Unorganized Labour, Himalaya Publishing House,*
4. *Subba Rao , Essentials of Human Resource Management & Industrial relations (Text & Cases), Himalaya Publications*

BM156 MANAGING INTERPERSONAL AND GROUP PROCESSES

Objectives:- The purpose of this course is to advance understanding regarding interpersonal and group processes and help the participants to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.

Group as a Medium of Learning; Developing and Change; Group Cohesiveness; Influence Processes; Interpersonal Communication; Interpersonal Awareness and Feedback Process; Interpersonal Trust; Group Decision Making; Group Synergy; Team Building.

SUGGESTED READINGS

1. Bennis, W G. *Essay in Interpersonal Dynamics*. U.S.A., Dorsey Press
2. Kolb, D. etc. *Organizational Behaviour: An Experiential Approach*. Prentice Hall Inc
3. Kolb, D. etc. *Organizational Behaviour: Practical Readings for Management*. PHI.
4. Mainiero, L A & Tromley C L. *Developing Managerial Skills in OB*. PHI
5. Moore, M D. etc. *Inside Organizations: Understanding the Human Dimensions*. Sage,

GROUP E : SMALL BUSINESS AND ENTREPRENEURSHIP

BM157 ENTREPRENEURIAL DEVELOPMENT

Objective:- The objective of this course is to expose the students to the growth of entrepreneurship in developing countries with special reference to India.

Entrepreneurial traits, types and significance.; Definitions, characteristics of Entrepreneurial types, Qualities and functions of entrepreneurs, Role and importance of entrepreneur in economic growth. Competing theories of entrepreneurship; Entrepreneurial Development Programme in India. - History, Support, Objectives, stages of performances; Planning and EDP - objectives. Target group, selection of centre, pre-training work; Govt. Policy towards SSI's; Entrepreneurial Input; Entrepreneurial Behaviours and entrepreneurial motivation. N-Achievement and management success, Entrepreneurial success in rural area. Innovation and entrepreneur; Establishing Entrepreneurs System. Search for business idea, sources of ideas, idea processing, input requirements: Sources and criteria of financing, fixed and working capital assessment; Technical assistance, marketing assistance, sickness of units and remedial assistance; Preparation of feasibility reports and legal formalities and documentation

SUGGESTED READINGS

1. Cliffton, Davis S and Fyfie, David E. "Project Feasibility Analysis". John Wiley,
2. Desai, A N." Entrepreneur & Environment". Ashish, New Delhi.
3. Drucker, Peter. "Innovation and Entrepreneurship". Heinemann,
4. Kumar, S A. "Entrepreneurship in Small Industry". Discovery
5. McClelland, D C and Winter, W G." Motivating Economic Achievement". Free Press,
6. Pareek, Udai and Venkateswara Rao, T. " Developing Entrepreneurship - A Handbook on Learning Systems". 1978. Learning Systems, Delhi.

BM159 GOVERNMENT BUSINESS INTERFACE

Objectives: The objective of the course is to highlight the need for strong interaction between government and business in India so that the resources are channelised to priority sectors and the firms are induced to enter into a competitive environment specifically created for them by government.

COURSE CONTENTS

State Participation in Business, Interaction between Government, Business and Different Chambers of Commerce and Industry in India; Public Distribution System; Government Control over Price and Distribution; Consumer Protection Act (CPA) and The Role of Voluntary Organizations in Protecting Consumer's Rights; Industrial Policy Resolution, New Industrial Policy of the Government; Concentration of Economic Power; Role of Multinationals, Foreign Capital and Foreign Collaborations; Indian Planning System; Government Policy Concerning Development of Backward Areas/Regions; Government Policy with Regard to Export Promotion and Import Substitution; Controller of Capital Issues. Government's Policy with Regard to Small Scale Industries. The responsibilities of the Business as well as the Government to Protect the Environment; Government Clearance for Establishing a New Enterprise.

SUGGESTED READINGS

1. Amarchand, D. *Government and Business*. 3rd ed. New Delhi, Tata McGraw till, 1996.
2. Cherunilam, Francis. *Business and Government*. 8th ed. Bombay, Himalaya, 1995.
3. Dasgupta A. and Sengupta, N. *Government and Business*. New Delhi, Vikas, 1987.
4. Marathe, Sharad S. *Regulation and Development*. New Delhi, Sage, 1986.
5. Trivedi, M L. *Government and Business*. Bombay, Multitech, 1980.

BM160 NEW ENTERPRISE MANAGEMENT

OBJECTIVES: The objective of this course is to expose the students to the managerial aspects of new enterprise and to help them to understand the working of these enterprises and to measure and evaluate their performance and efficiency.

Course Contents

Entrepreneurship and its role in economic development. Problems of industrialization in underdeveloped countries with special reference to India. Industrial policy, Regulation and control of Industries in India; Mechanics of setting of new enterprises - size and location, optimum units - its meaning and determinants; size of industrial units in India. Theory of industrial location factors determining the industrial location. Regional distribution of industrial activity in India; Recent trends in the localisation of industrial activity in India: Regional planning of industrial activity in India; Feasibility studies: technical, marketing and financial; Managerial problems of new enterprises; production purchasing, Financing labour and marketing problems Facilities provided by different Institutions and Agencies in India, financing facilities for new enterprises, marketing and other facilities.

SUGGESTED READINGS

1. Caticts A Dalley: Entrepreneurial Management Going All out for Results , McGraw Hill,
2. Mc Clelland, D.C. and D.G, Winter: Motivating Economic Achievement (New York 1969)
3. Drucker, Peter. *Innovation and Entrepreneurship*. East - West Press (P) Ltd..

GROUP (F): SYSTEMS

BM166 DATABASE MANAGEMENT SYSTEM

INTRODUCTION: Database and DBMS – characteristics – importance – advantages – evolution - codd rules-database architecture; data organization- file structures and indexing

MODELING AND DESIGN FRAME WORK : Data models- Conceptual design- ER diagram-relationships- normalization -data management and system integration

DATABASE IMPLEMENTATION: Query languages-SQL for data creation, retrieval and manipulation, database transactions, concurrency control, atomicity, recovery, security, backup and recovery, data base administration- client server architecture based RDBMS.

DISTRIBUTED DATABASE AND OBJECT ORIENTED DATABASES:

Concepts of distributed databases and design, Object oriented databases-object life cycle modeling conceptual design-UML.

EMERGING TRENDS: Overview of visual databases and knowledge based databases-conceptual design and business impacts. Scope for professionals and certifications such as Oracle Certified Professional.

Text Books:-

1. *Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, Cengage Learning,*
2. *Jeffrey A Hoffer et al, Modern Database Management, Pearson Education, 2008,*

References Books:-

1. *V. K. Jain, Database Management Systems, Dreamtech press*
2. *Narayan S. Umanath and Richard W. Scamell, Data Modeling and database design, Thomson course technology, 2008*
3. *Mark L.Gillenson & el, Introduction database management, Wiley India Pvt. Ltd,*
4. *option Peter Rob and Carlos Coronel, Database systems- Design, Implementation and Management, Thomson Course technology*
5. *Hector Garcia -Molica et al, Database Systems – The complete book, Pearson Education*

BM167 E-COMMERCE TECHNOLOGY AND MANAGEMENT

Objective :- The objective of the course is to acquaint the students with the use of E-Commerce in competing markets.

Introduction to E-commerce: Definition - Forces Fueling E-commerce - Industry framework -types - Internet Service Providers - Internet access providers - Internet Vs. Online Services; WWW: Concepts - Technology - Applications - Electronic Payment Systems: Electronic Payment Technology - Digital Cash - Electronic check - On-line Credit Card; Electronic Commerce and Banking: Changing dynamics in the Banking Industry - Home banking Implementation approaches - Open Vs Closed models - Management issues in online Banking-Electronic Commerce and Retailing - changing retail Industry Dynamics - Online retailing -Management challenges- Electronic Commerce and online publishing: Online publishing Strategies - Approaches - Advertising and online publishing - Digital copyrights and Electronic publishing; Intranets and Supply Chain Management: Supply chain Management - Managing retail supply chains - Supply chain application software- Intranets and customer asset Management - Customer asset management basics - online sales force - online customer service and support - Technology and Marketing strategy.; Intranets and Manufacturing: Integrated logistics, - agile Manufacturing - Emerging Business requirements - Manufacturing Information Systems - Intranet based manufacturing logistics Management.; Intranets and Corporate Finance: Financial Systems - Financial Intranets - Software modules in Financial Information System - Transaction Accounting - Inventory Accounting Payment Management -Treasury and Cash Management - Human Resource Management Systems - size - structure of Financial Software Markets - The Corporate Digital Library - Intelligent Agents.

SUGGESTED READINGS

1. Cady, G.H. and Part McGreger, "The Internet", BPB Pub
2. Carpenter, Phil e Brands, HBS Press, Boston,
3. Keen, Peter and Mark McDonald The e-Process Edge, Delhi, Tata McGraw -Hill
4. Mann.Catherine, L. *Global Electronic Commerce*, Institute for International Economics, Washington,DC.2000
5. Oberoi.Sundeep e-Security and You, Delhi, Tata McGraw-Hill
6. Rich, Jason R. "Starting an E-Commerce Business", IDG Books
7. Samantha Shurety, "E-business with Net Commerce", Addison Wesley. Singapore, 2001

BM169 SYSTEMS ANALYSIS AND DESIGN

Objectives:- To teach techniques and approaches to students so that they may analyze and develop business systems more effectively and efficiently.

INTRODUCTION: Systems Development Life Cycle: Planning, Analysis, Design, Implementation; Systems Development Methodologies: Structured Design, RAD, JAD, Prototyping; Project Team Roles and Skills. Project Initiation: Identifying Business Value, Feasibility Analysis; Project Management: Creating a Work Plan, Project Staffing, Controlling the Project.

SYSTEMS ANALYSIS AND MODELLING: Developing an Analysis Plan; Process Modeling: Data Flow Diagrams (Gane and Sarson, DeMarco and Yourdan), Use Case Diagrams. Data Modeling: Entity Relationship Diagrams.

SYSTEM DESIGN: Physical Data Flow Diagrams, Physical Entity Relationship Diagrams.

ARCHITECTURE DESIGN: Computing Architectures, Infrastructure Design, Global and Security Issues.

USER INTERFACE STRUCTURE DESIGN: User Interface Design Principles and Processes, User Interface Design Components.

DATA STORAGE DESIGN: File and Database Formats, Optimization for Data Storage and Data Access.

PROGRAM DESIGN: Structure Chart, Program Specification.

CONSTRUCTION: System Construction Process, Managing Programming, Designing Tests, Developing Documentation.

INSTALLATION: System Installation Process, Conversion Strategies, Change Management, Post-Implementation Activities.

OBJECT-ORIENTED ANALYSIS AND DESIGN, AND TESTING: Object Concepts, Introduction to the Unified Modeling Language, Use Case Diagrams, Sequence Diagrams, Class Diagrams, Statechart Diagrams.

Text books:-

1. Alan Dennis and Barbara H. Wixom , *Systems Analysis and Design: An Applied Approach.* John Wiley & Sons.
2. Roger, S. Pressman , *Software Engineering: A Practitioner's Approach.* McGraw-Hill.

Reference books:-

1. Sandra, D. Dewitz , *System Analysis and Design and the Transition to Objects.* McGraw-Hill.
2. Jeffrey, L. Whitten and Lonnie D. Bentley *System and Design Methods.* Irwin McGraw-Hill.

BM137 ENTERPRISE RESOURCE PLANNING

INTRODUCTION: Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems - Case studies.

ERP SOLUTIONS AND FUNCTIONAL MODULES Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP modules -sales and Marketing, Accounting and Finance, Materials and Production management etc. -Case studies.

ERP IMPLEMENTATION : Planning Evaluation and selection of ERP systems-Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation- Consultants, Vendors and Employees-Case studies.

POST IMPLEMENTATION: Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation -case studies.

EMERGING TRENDS ON Extended ERP systems and ERP bolt –on -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on-Case studies.

Text Book:-

1. *Alexis Leon, ERP demystified, second Edition , TMH*

References Books:-

1. *Jagan Nathan Vaman, ERP in Practice, TMH*
2. *Alexis Leon, Enterprise Resource Planning, second edition, TMH.*
3. *Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India*
4. *Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, PHI*
5. *Summer, ERP, Pearson Education*

BM171 DATA MINING AND DATA WAREHOUSING

INTRODUCTION TO DATA MINING: Architecture of data and organization-Relational, Transactional, Spatial data so on- Reporting and query processing –Relation to statistics, Machine learning- Data mining tasks – Process - Virtuous cycle of data mining-case studies.

DATA WAREHOUSING: Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse- Case studies.

DATA MINING TOOLS, METHODS AND TECHNIQUES: Lure of statistics- Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis- With case study.

DATA MINING APPLICATIONS: Applications in various sectors - Financial services- Financial time series prediction, retail banking-Credit risk management and credit scorecards, Genetics, Biological , CRM, Target marketing -Case studies.

DATA MINING TRENDS: Text mining –Web mining- Spatial mining- web usage mining –E-metrics and Ecommerce data analysis- web promotions-Tutorial on data mining software.

Text Books:-

1. *Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2004.*
2. *Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers.*

References:-

1. *W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd.*
2. *Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley,*
3. *Michel Berry and Gordon Linoff, Mastering Data mining, John*
4. *Mattison, Web Warehousing and Knowledge Management, TMH*
5. *G. K. Gupta, Introduction to Data mining with Case Studies, PHI*
6. *Giudici, Applied Data mining – Statistical Methods for Business and Industry, John Wiley.*

BM172 MULTIMEDIA MANAGEMENT

Objective:- The aim of the course is to acquaint the participants with the application multimedia in business.

Introduction to Multimedia- stages in a multimedia project-multimedia Hardware. Multimedia software - Basic tools- making Instant Multimedia - Authoring tools. Multimedia, building blocks - Text - Sound - Images - Animation - Video.; Multimedia and Internet - Tools for the World Wide Web - Designing for World Wide Web; Assembling and delivering a Project - Planning and Costing - designing and producing - delivering; Multimedia Education - Training - Business Applications - Hotel Management - Banking Information System - Tourist Information System.

SELECTED READINGS:

1. *Vaughan, Tay.Multi-Media: Making it work, NY, McGraw-Hill, 1997*

BM173 RDBMS & SQL CONCEPTS

Objective:- The students are to be provided basic understanding of the RDBMS & SQL and the skills to make use of these in business organisations.

RDBMS: Introduction - Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database, History; Data modeling - Object Oriented and Record Based models, E-R Model and E-R diagram Examples and Exercises, Hierarchical Model, Network Model and Relational Model; Normalisation techniques - First Normal Form, Second Normal Form and the Third normal Form, Examples and Exercises, E.F. Codd's 12 Rules for a relational Database; Database concepts - Transaction Management, Properties of a Transaction, Commit and Rollback, Concurrency, Locking, Access Control, Data Integrity, Integrity Constraints, Auditing, Backup and Recovery; Data Dictionary - System Catalogue, Distributed Database and Distributed Data Access, Introduction to Client - Server and ODBC connectivity. SQL: SOL Language - DML commands - Select, Insert, Update, Delete - retrieving data, summarising data, adding data to the database, updating data to the database and deleting data. Simple queries -use of WHERE, Arithmetic, Comparison and logical operators, ORDER BY, GROUP BY and Group Functions. Multi table queries, Sub-queries, Views; DDL Commands - Table and View Create, Alter, Drop Integrity Constraints; Transaction Processing - Commit, Rollback, Savepoint.

LAB:SQL & MS Access

SUGGESTED READINGS

1. Coleman, Pat and Peter Dyson *Internets* BPB Pub
2. Keen, Peter and Mark McDonald *The e-Process Edge*, TMH
3. Oberoi, Sundeep *e-Security and You*, Delhi, TMH
4. Ricart, Alberto Manuel and Stephen Asbury *Active Server Pages 3*. IDG Books,.
5. Rich, Jason R. *Starting an E-Commerce Business*, IDG Books,.
6. Samantha Shurety, "E-business with Net Commerce", Addison Wesley
7. Schneider, Robert D. & J.R. Garbus *Optimizing SQL Server 7*, N.J., PHI

GROUP (G): INTERNATIONAL BUSINESS

BM175 EXPORT-IMPORT PROCEDURES, DOCUMENTATION AND LOGISTICS

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

COURSE CONTENTS

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

SUGGESTED READINGS

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

BM177 INDIA'S FOREIGN TRADE POLICY

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

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

SUGGESTED READINGS

1. Bhalla.V.K. *International Business Environment and Management, &"*, Anmol
2. Bhashyam.S. *Export Promotion in India:The Institutional Infrastructure*, Commonwealth Pub.,Delhi,
3. Khanna, Sri Ram *Export Marketintg in India's New Manufacturers*, University of Delhi, 1986
4. Jain, S.K. *Export Performance and Export Marketing Strategies*, Common wealth Pub.,

BM178 INTERNATIONAL FINANCIAL MANAGEMENT

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

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

SUGGESTED READINGS

1. Abdullah, F A. *Financial Management for the Multinational Firm*. Prentice Hall Inc.,
2. Bhalla, V K. *International Financial Management*. 2nded., New Delhi, Anmol,
3. Buckley, Adrian. *Multinational Finance*. New York, Prentice Hall Inc.,
4. Kim, Suk and Kim, Seung. *Global Corporate Finance: Text and Cases*. Miami Florida, Kolb,
5. Shapiro, Alan C. *Multinational Financial Management*, PHI.

BM127 INTERNATIONAL MARKETING

Objectives:- The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

COURSE CONTENTS

International Marketing - Definition, Concept And Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions - World Bank, IMF, UNCTAD, WTO, Customs Union, Common Markets, Free Trade Zones, Economic Communities; Constraints on International Marketing - Fiscal and Non-fiscal Barriers, Non-tariff Barriers; Trading Partners - Bilateral Trade Agreements, Commodity Agreements and GSP; India and World Trade, Import And Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Procedure and Documents - Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents; Instruments Of Payments - Open Account, Bills of Exchange; Letter Of Credit - Export Finance; International Marketing Mix - Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy; Various Forms of International Business; Marketing of Joint Ventures and Turnkey Projects.

SUGGESTED READINGS

1. Bhattacharya, B. *Export Marketing: Strategies for Success*., Global Business Press, 1991.
2. Johri, Lalit M. *International Marketing: Strategies for Success*. University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren. *Global Marketing Management*. Englewood Cliffs, New Jersey, PHI
4. Onkvisit, Sak and Shaw, J J. *International Marketing: Analysis and Strategy*. PHI
5. Pripalomi, V.H. *International Marketing*", PHI
6. Terpstra, Vern and Sarathy, R. *International Marketing*. Orlando, Dryden Press
7. Walter, I and Murray, T. *Handbook of International Business*. New York, John Wiley,

BM180 FOREIGN EXCHANGE MANAGEMENT

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

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

SUGGESTED READINGS

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

BM181 GLOBAL HUMAN RESOURCE MANAGEMENT

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

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

SUGGESTED READINGS

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

BM182 INTERNATIONAL ECONOMIC ORGANISATIONS

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

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

SELECTED READINGS

1. Bhalla, V.K. International Monetary Cooperation, Delhi, Anmol
2. Hunt, Diana Economic Theories of Development: An Analysis of Competing Paradigms, Hemel Hempstead: Harvester Wheatsheaf,
3. Keohane, Robert O. International Institutions and State Power: Essays in International Relations Theory Boulder: Westview
4. Krasner, Stephen D. Structural Conflict: The Third World Against Global Liberalism, Berkley, University of California Press,
5. Simai, Mihaly The Future of Global Governance, Washington, D.C.. United States Institute of Peace Press,
6. Sidell, Scott The IMF and Third World Political Instability, London, Macmillan,

BM183 INTERNATIONAL FINANCIAL MARKETS

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

COURSE CONTENTS

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

SUGGESTED READINGS

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

BM184 REGIONAL BLOCKS

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

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

SELECTED READINGS

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

MERGERS AND ACQUISITIONS

Objectives:- Liberalized economy has generated many opportunities of combining businesses to create wealth. The fundamental aim of the course is to prepare students to take advantage of the current scenario and understand how mergers, acquisition and corporate restructuring is implemented.

Legal Aspects: Legal Aspects of Mergers/ Amalgamation and, Acquisition/Labour, Provisions of Companies Act, Regulation by SEBI, Takeover Code: Scheme of Amalgamation, Approval from Court.

Valuation of a Business: Methods of Valuation – Cashflow Basis, Earning Potential Basis, Growth Rate, Market Price etc. Motives for Merger; Financial Evaluation, Types of Mergers.

Impact on Company Parameters: Computation of Impact on EPS and Market Price, Determination of Exchange Ratio, Impact of Variation in Growth of the Firms, MBO, LBO, Boot Strapping; Financing of Merger.

Other Important Issues: Defence Against Hostile Takeover, Poison Pill, Bear Hug, Greenmail, Pacman. Post Merger H.R. and Cultural Issues. Criteria for Negotiating for Friendly Takeover.

Text Books:-

1. J. Fred Weston *Mergers and Acquisitions*. TMH
2. Ramanujan, S. *Mergers: The New Dimensions for Corporate Restructuring*. TMH

Reference Books:

1. *Harvard Business Review on Mergers and Acquisitions 2001*
2. *Successful Mergers, Acquisitions, and Strategic Alliances: How to Bridge Corporate Cultures*, Irene Rodgers. TMH Depamphilis Donald, *Mergers Acquisitions and Other Restructuring Activities*. Academic Press.

COUNSELING SKILLS FOR MANAGERS

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

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

SUGGESTED READINGS

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