

Courses of study

First Year -- First Semester (All papers are compulsory)

101	Principles of Management
102	Managerial Economics
103	Business Statistics
104	Organisational Behaviour
105	Basic Accounting
106	Business Communication
107	Information Technology in Management
108	Seminar

First Year --- Second Semester (All papers are compulsory)

201	Marketing Management
202	Financial Management
203	Human Resource Management
204	Research Methodology
205	Legal and Regulatory Framework of Business
206	Business Environment
207	Production and Operations Management
208	Seminar

(Summer Training for 6 to 8 weeks in corporate world or in Designated Organization shall be compulsory for all students immediately after Second Semester Examinations)

Second Year --- Third Semester

Three (3) Compulsory papers and three (3) Optional Papers- Two (2) papers from one of the Major specialization group and one (1) from the Minor specialization group besides Summer training Report

301	Management Accounting
302	Entrepreneurship
303	Management Information System
304	Specialisation I
305	Specialisation II
306	Specialisation III
307	Summer Training Report
308	Seminar

Second Year --- Fourth Semester

Three (3) Compulsory papers- and Three (3) Optional Papers- Two (2) papers from the Major Specialization group and one (1) from the Minor specialization Group chosen in the third semester besides project Report, Seminar and Viva – voce)

401	Strategic Management
402	Supply Chain Management
403	E- Business
404	Specialisation IV
405	Specialisation V
406	Specialisation VI
407	Project Report
408	Viva voce

Specialisation Groups

A: Human Resource Management

- HR1. Personal Growth and Training & Development
- HR2. Industrial Relations & Labour Enactments
- HR3. Team Building & Leadership
- HR4. Negotiation & Counseling Skills
- HR5. Organisational Change and Intervention Strategies
- HR6. Corporate Culture and Management Ethics
- HR7. Compensation Management
- HR8. HRM in Global Perspective

B: Marketing Management

- MK1. Marketing of Services
- MK2. Consumer Behaviour.
- MK3. Sales & Distribution Management
- MK4. Retail Management
- MK5. Advertising Management
- MK6. Customer Relationship Management
- MK7. Rural Marketing
- MK8. Product Management

C: Financial Management

- FM1. International Financial Management
- FM2. Security Analysis and Investment Management
- FM3. Management of Financial Institutions
- FM4. Tax Planning & Financial Reporting
- FM5. Financial Markets
- FM6. Project Formulation and Appraisal
- FM7. Risk Management and Insurance
- FM8. Working Capital Management

D: Information Technology

- IT1. Database Management System
- IT2. System Analysis
- IT3. Software Engineering
- IT4. Data Communication & Network
- IT5. Internet Applications
- IT6. ERP
- IT7. Networking
- IT8. Web Technology

E: International Business

- IB1. International Business and Trade
- IB2. International Marketing
- IB3. International Trade Practices and Documentation
- IB4. Cross Cultural Consumer Behaviour
- IB5. Legal Dimensions to International Business
- IB6. Global Strategic Management
- IB7. International Business Environment
- IB8. Foreign Exchange Management

Details of Course Contents

101 – Principles of Management

Nature, Scope and Significance of Management, Evolution and Development of Management Thought. Process and Functions of Management. Overview of the Functional Areas of Management.

Nature, significance and scope of planning, Types of plans, Process and Techniques of Decision Making, MBO, MBE, Planning Strategies and Policies.

Nature and Significance of Organizing –Organizations Theories, Organization Structure, Departmentation, Line and Staff Relationship, Span of Management, Authority, Accountability, Delegation and Decentralization and Group Functions, Staffing, Appraisal and Development of Managers, Formal and Informal Organizations.

Nature and Scope of Directions, Issues in Managing Human Resources. Motivation-Concept, Nature, Importance and Theories of Motivation, Leadership Patterns and Styles.

Concept and Significance of Communication, Process, Types and Techniques of Communication, Barriers of Communication.

Nature and Scope of Co-ordination, Principles, Techniques and Barriers to Co-ordination,

Management Control- The Elements, Process and Styles of Control, Techniques of Control.

Emerging Horizons of Management-Challenges before Future Managers in 21st Century.

Suggested Readings

1. Drucker, F. Peter -Management–Tasks,Responsibilities & Practices.
2. Koontz ‘O’ Donnel Weihrich - Elements of Management.
3. Koontz H, ‘O’ Donnel C - Management – A Book of Reading.
4. Drucker, F. Peter - The Practice of Management.
5. Stoner - Principles of Management.
6. Newman and Wassen - The Process of Management.

102 **Managerial Economics**

The economics background to management; Nature and scope of managerial economics and its relationship with other disciplines; Significance in decision-making and five fundamental concepts

Demand analysis: Demand theory; Objectives of demand analysis and determinants of demand; Elasticity of demand and its measurement methods; Importance in decision-making; Demand forecasting methods

Production and cost analysis: Production concepts and analysis; Production function; Characteristic of various factors of production; Laws of production; Cost concepts and analysis; Empirical estimates of production and costs; Production function and its managerial use, short-run and Long-run Average costs curves and its analysis.

Pricing decisions: Pricing under different market structure: perfect and imperfect (monopoly, monopolistic and oligopoly markets). Pricing strategies; Collusive and non-collusive oligopoly; Baumol and Marris's models

Macroeconomics: National Income-concepts and various methods of its measurement. Inflation: theories. Introduction to business cycles

SUGGESTED READINGS

- 1) Peterson HC and Lewis- *Managerial Economics* , 3rd, 1995 (Himalaya)
- 2) Trivedi- *Managerial Economics* (Tata McGraw-Hill, 2002)
- 3) Dwivedi- *Managerial Economics* (Vikas, 6th edition), 2001.
- 4) Gupta- *Managerial Economics* Tata McGraw-Hill, 1990, 8th ed.
- 5) Maheswari and Gupta- *Managerial Economics* (Sultan Chand)
- 6) Savage C I and Small JR- *Introduction to Managerial Economics*, 1979

103. Business Statistics

Role of statistics: Application of inferential statistics in managerial decision-making; Measures of central tendency: mean, median and mode and their implications; Measures of Dispersion: range, skewness, standard deviation and mean deviation

Time series analysis: Concept, and secular trend; Seasonal variation; Cyclical variation and Irregular variation; various methods of time series analysis, and their applications in business decision-making; construction of Index Numbers and their uses.

Correlation and Regression: Meaning and uses; various methods of calculation of coefficients and their analysis and implication; two variable and multi variable cases

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorem of probability; Bayesian analysis, and its application

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and χ^2 (Chi) Square-test in testing of the hypothesis.

Techniques of association of Attributes & Testing.

SUGGESTED READINGS

- 1) Beri- *Statistics for Management* (Tata McGraw-Hill)
- 2) Chandran J S- *Statistics for Business and Economics* (Vikas), 1998.
- 3) Render and Stair Jr- *Quantitative Analysis for Management* (Prentice-Hall)
- 4) Sharma J K - *Business Statistics* (Pearson Education)
- 5) Gupta C B- *An Introduction to Statistical Methods* (Vikas), 1995, 9th ed.
- 6) Earshot L- *Essential Quantitative Methods for Business Management and Finance*, 2001
- 7) Levin Rubin- *Statistics for Management* (Pearson) 2000, New Delhi.

104. Organisational Behaviour

Organizational Behaviour: Concept, nature, characteristics, conceptual foundations, determinants and importance; concept of knowledge management & Emotional Intelligence in contemporary business organisation.

Perception: Concept, nature, process, importance. Management and behavioral applications of perception.

Attitude: Concept, process, and importance. Attitude measurement.

Personality: Concept, nature, types and theories of personality shaping.

Learning: Concept and theories of learning.

Motivation: Concept, principles, theories – content and process. Monetary and non-monetary motivation.

Leadership: Concept, functions, styles, and theories of leadership-trait, behavioural, and situational. Analysis of Interpersonal Relationship, developing interpersonal relationship.

Group Dynamic: Definition of Group, stages of Group Development, Punctuated Equilibrium Model, Group Structure, Group Decision Making.

Organizational power and politics: Concept of power, sources of power, classification of power, contingency approaches to power. Political implications of power. Dynamics of power and politics.

Organizational Conflict: Concept, Sources, types, functionality and dysfunctionality of conflict. Classification of conflict-intra-individual, inter-personal, inter-group, and organizational. Resolution of conflict, meaning and types of grievance and process of grievance handling.

SUGGESTED READINGS:

- 1) Davis, Keith -*Human Behaviour at Works: Organizational Behaviour* (Tata McGraw Hill)
- 2) Pareek, Udai- *Behavioural Process in Organizations* (Oxford and IBH, New Delhi.) 1981.
- 3) Robbins, S.P - *Organizational Behaviour* (Pearson Education, New Delhi.), 2003.
- 4) Luthans, Fred,- *Organizational Behaviour* (McGraw Hill,) 1998, New Delhi.
- 5) Green berg, “Behaviour in Organizations”, Pearson Publication

105. Basic Accounting

Overview: Accounting concepts, conventions and principles; Accounting Equations, International accounting principles and standards; Matching of Indian accounting standards with international accounting standard

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; preparation of final accounts, P/L Accounts, P/L Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patent and goodwill.

Analysis of financial statement; ratio analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios, common size statement; comparative balance sheet and trend analysis of manufacturing, service & banking organisations

Funds flow statement: Meaning; Concept of Gross and Net Working Capital; Preparation of schedule of change in working capital; Preparation of funds flow statement and its analysis

Cash flow statement: Various cash and non-cash transaction, flow of cash, preparation of cash flow statement and its analysis

SUGGESTED READINGS

1. S K Bhattacharya & John Dearden- Accounting for management (Vikas), 1987, 8th ed.
2. Jain S P & Narang K L – Advanced Accounting (Kalyani)
3. S N & S K Maheshwari- Corporate Accounting (Vikas), 1995.
4. Robert Anthony & Hawkins- Accounting Test and Cases, 1995, Richard D. Irwin London

106. Business Communication

Nature of Communication: Different types of communication like letters, memos, reports, fax, email, presentations, telephone, and multimedia, choosing the means of communication, stages in communication cycle, Barriers to communication, communication systems.

Writing Techniques: rules of good writing, adaptation and selection of words, masculine words, writing with style- choosing words with right strength and vigor, using a thesaurus, writing effective sentences, developing logical paragraphs, overall tone, drafting, editing and finalizing the business letters

Recruitment and employment correspondence: Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation.

Internal communications: memoranda, reports: types of reports, formal reports and informal reports, meetings, documentation.

External communications: Public notices, invitations to tender bid, auction, notices, etc; Report writing: planning, technique of writing a report, characteristics of business reports, common types of reports, purposes of reports

Persuasive messages: planning the persuasive message, common types of persuasive requests, principles of persuasive communication

Effective communication and impact of information technology, Oral communication: nature and significance

Reformulating and summarizing: what is a summary? Using synonyms & antonyms, reducing phrases, guidelines for writing summaries, business summaries

Comprehension: using a dictionary, grammatical precision, (phonetics), contextual clues, guidelines for comprehension

SUGGESTED READINGS

- 1) Tayler Shinley - *Communication for Business* (Pearson Education, 2002)
- 2) Bovee C L et al- *Business Communication Today* (Pearson Education, 2002)
- 3) Hargie et al- *Communication Skills for Effective Management* (Palgrave, 2004)
- 4) T N Chhabra, Bhanu Ranjan – *Business Communication* (Sun India, 2004)
- 5) P.D. Chaturvedi – *Business Communication* (Pearson Education)

107. Information Technology in Management

Information: Information concepts and processing; Evaluation of information processing techniques; Data; Information language and Communication

Computer Organization: Central Processing Unit; Storage Devices: Primary and secondary storage devices; Input–Output devices; Generations of computer systems and growth of personal computers. Memory buffers: input /output buffers; Graphic interfacing; I/O Processors and multi-user environment

Use of MS-Office: Basics of MS-Word, MS-Excel and MS-PowerPoint; Application of these software's for documentation and making reports; preparation of questionnaires, presentations, tables and reports (Practical)

Operating Systems: Concept of an operating system; Operating system as resource manager and coordinator of devices and jobs; Elements of Window operating systems; Use of menus, tools and commands of window 95/98 operating systems

Computer Networking: Single and multi-user; Multi-task computer systems; File maintenance; Concept of computer network: functions and scope of LAN, WAN Network; Internet; E-mail

Internet and its uses: Architecture and functioning of Internet; World-wide web and its structure; Role of internet service providers; Website development related to different specialisations of management; Searching and downloading from internet and uploading of websites in some cases; Updating of some simple websites

Microsoft Access & Spreadsheet: Concept of database creation and modification of database files; Expressions and functions

Application: Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management

SUGGESTED READINGS

- 1) Cyganski- *Information Technology: Inside and Outside* (Pearson)
- 2) Lucas Jr H C- *Information technology for Management* (Tata McGraw- Hill), 6th ed, 1997.
- 3) Saxena S- *A first course in computers* (Vikas, 2003)
- 4) *Leaon, Alexis & Mathews: Information Technology* (Vikas)
- 5) Basandra S K- *Computers Today* (Galgotia), 2003.
- 6) Leon A and Leon M- *Introduction to Computers* (Leon Techworld, 1999)

Second Semester

201. MARKETING MANAGEMENT

Nature and Scope of Marketing; Marketing Management, Philosophies; Marketing Environment; Consumer Behavior; Consumer Markets and Industrial Markets; Market measurement and forecasting.

Market Segmentation, Targeting and Positioning, Segmenting Markets – Bases and Process, Market Segmentation and Product Differentiation, Target Market Selection, Positioning – Nature, Importance and Process of Marketing Research.

Marketing Mix decision: Product Decisions, New Product Development; Product Mix, Branding and Packaging Decisions; Product Life Cycle; Pricing Decisions: Objectives and Determination, Methods of Setting Price and pricing strategies:

Promotion: Promotion Mix-Advertising, Sales Promotion, Personal selling; and Public Relations: Direct Marketing & Relationship Marketing; Placement: Channels of distribution: Levels and types of channels, functions and management of channel members: Channel Selection & Motivation; Management of Physical Distribution; Current trends in wholesaling and retailing; Marketing Organisation and Control

Emerging Trends & Issues in Marketing: Rural Marketing, CRM, Services marketing, B2B Marketing, Internet Marketing, Consumerism, Legal Issues, Broadening the marketing concept.

SUGGESTED READINGS:

1. Kotler, Philip, “Marketing Management, Pearson Education, New Delhi. 2003,
2. Stanton William J., “Fundamentals of Marketing”, McGraw Hill, N.Delhi 10th ed. of 1994.
3. Kotler, Philip and Armstrong, Graw. “Principles of Marketing”, Pearson Education, 2004.
4. Neelamegham, S., “Indian Cases in Marketing”, Vikas Pub. New Delhi.
5. Bull, Victor P., “Marketing Management: A Strategic Planning Approach”, McGraw Hill,
6. Saxena Rajan, “Marketing Management”, Tata McGraw Hill, New Delhi 2004.

202 Financial Management

Introduction: Concept of finance, scope and objectives of finance; Profit maximisation vs. Wealth maximisation; Functions of Finance Manager in Modern Age; Financial decision areas, Time value of money, risk and return analysis, valuation of securities

Working Capital: Concept of Gross Working Capital & Net Working Capital, Various Approaches to Working Capital Management, Factors affecting working capital requirement.

Working Capital Management: Management of cash, inventory and receivables.

Working Capital Financing: Sources of short term financing, Role of commercial bank in working capital management; Commercial paper; Factoring and other tools of working capital management

Investment decision; Appraisal of project; Techniques of capital budgeting and its applications; Risk and Uncertainty in Capital Budgeting, Leverage analysis-financing, operating and combined leverage and its implications; EBIT-EPS analysis

Financing Decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as source of long-term finance; Concept and approaches of capital structure decision; NI, NOI, Traditional and Modigliani Miller Approach; Cost of equity share, preference share and debentures

Dividend Decision: Concept of retained earning and plough back of profits, relevancy and irrelevancy theory of dividend decision; Walter's model; Gordon's Model and Modigliani Miller model; Factor affecting dividend decision

SUGGESTED READINGS:

- 1) Pandey I M- *Financial Management* (Vikas, 2004)
- 2) Van Horne- *Financial Management and Policy* (Pearson Education, 12th edition) 2003,
- 3) Knott G-*Financial Management* (Palgrave, 2004)
- 4) Khan and Jain- *Financial Management* (Tata McGraw-Hill, 3rd edition)
- 5) Prasanna Chandra- *Fundamentals of Financial Management* (TMH), 2004.
- 6) R P Rustagi- *Financial Management* (Galgotia) 2000, 2nd reved.

203. Human Resource Management

Nature and the development of personnel management: historical context in India, the welfare tradition, the industrial relations tradition, the control of labor tradition, the professional tradition.

Personnel function: personnel as a specialist function, policies, strategies, and operating plans of personnel, and the personnel activities.

Human resource management (HRM): political, social, and social context of change, HRM within organisation structure.

The systematic approach to recruitment: recruitment policy, recruitment procedures, job analysis, job description, personnel specification, recruitment methods, and evaluation

The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process

Training and development: purpose, methods, and issues in training and management development programs

Performance appraisal: definition, purpose of appraisal, procedures and techniques including 360 Degree Appraisal, the appraisal interview, and follow up

Discipline and grievance procedures: definition, disciplinary procedure model, the other procedures, grievance procedures and interview

Termination of employment: retirement, resignation, and termination of contract: layoff and exit interviews
Dealing with the human aspects of terminations: procedures for terminations, counseling, training and notice of dismissal

SUGGESTED READINGS:

- 1) Bratton J and Gold J- *Human Resource Management: Theory and Practice* (Palgrave, 2003)
- 2) Gomez-Mejia et al- *Managing Human Resources* (Pearson Education, 3rd edition),
- 3) Ivancevich- *Human Resource Management* (Tata McGraw-Hill)
- 4) Aswathappa- *Human Resource Management* (Tata McGraw-Hill) – HR and PM, 2003, 3rd ed.
- 5) Dessler- *Human Resource Management* (Prentice-Hall, 9th edition)
- 6) A.K.Singh, B.R.Duggal, Puneet Mohan–Human Resource Management and Development

204. Research Methodology

Introduction: Concept of research and its applications in the various functions of management; Types of research. Types of business problems encountered by the research; Problems and precautions to the researcher in India

Process of research: Steps involved in research process; various methods of research design

Data collection: Sampling procedure; Sample size; Determination and selection of sample member; Types of data and various methods of collecting data; Preparation of questionnaire and schedule; Precautions in preparation of questionnaire and collection of data

Analysis of data: Coding, editing and tabulation of data; various kinds of charts and diagrams used in data analysis; Application of statistical techniques for analysing the data, Application of Analysis of Variance (ANOVA), Uses of Data Analysis Tools like SPSS and Excel.

Report Preparation: Types and layout of research report; Precautions in preparing the research report; Bibliography and Annexure in report; Drawing conclusions; Giving suggestions and recommendations to the concerned persons

SUGGESTED READINGS:

- 1) Collis J and Hussey R- *Business Research* (Palgrave, 2003)
- 2) Cooper- *Business Research* (Tata McGraw-Hill)
- 3) Saunders- *Research Methods for Business Students* (Pearson Education, 3rd edition)
- 4) Beri- *Marketing Research* (Tata McGraw-Hill), 1993, 2nd ed.
- 5) David J. Luck and Ronald S. Ruben- *Marketing Research* (Prentice Hall of India), 1987, 7th ed.

205. Legal and Regulatory Framework of Business

Contract Act, 1872: definition, concept of contract, valid contract and its essential elements, criteria for classification for contract, quasi contract, various forms of quasi contracts, discharge of contract: various; remedies for breach of contract.

Sale of Goods Act, 1930: introduction, contract of sale, agreement to sell, documents of title, conditions and warranties, doctrine of caveat emptor: transfer of property: significance of transfer of ownership, rules; performance: delivery of goods by seller, acceptance of delivery by buyer; remedies for breach: Rights of Unpaid-sellers

Negotiable Instruments Act, 1881: definition and characteristics, promissory notes, bills of exchange, and cheques, parties to negotiable instruments; Methods of negotiation of instrument, endorsement and delivery of a negotiable instrument, negotiation by unauthorized parties, negotiation of dishonored and overdue instruments; banker and customer: introduction, crossing of a cheques, obligations of a banker, protection granted to bankers, obligations of a customer, bouncing of cheques

Partnership Act, 1932: definition of partnership, types, of partnership, Formation of Partnership, registration of partnerships, and kinds of partners, rights and liabilities of partners, minor's status in a partnership firm, dissolution of partnership firm

Companies Act, 1956: definition of a company, formation of company, memorandum and articles of associations of a company, types of companies, management of companies: directors and meetings; winding up of companies

Consumer Protection Act, 1986: definition of consumer, goods and defect, services and deficiency, consumer forums, procedure to approach consumer forums

Employee Benefit: brief outline of legislations: Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Payment of Gratuity Act, 1972;

SUGGESTED READINGS

- 1) Kuchhal MC - *Business Law* (Vikas), 2nd ed 1998.
- 2) Tulsian- *Business Law* (Tata McGraw-Hill, 2nd edition)
- 3) Kuchhal- *Mercantile Law* (Vikas), 1998, 4th ed.

206. Business Environment

Concept of business environment: Significance and nature, the interaction matrix of different environment factors, the process of environmental scanning, basic philosophies of capitalism and socialism with their variants

Politico-legal environment: Relationship between business and Government of India; Constitutional provisions affecting business; Introduction to some important business laws: MRTP, Industrial (development and regulation) Act 1951, FEMA, SEBI Act, Consumer Protection Act; Changing dimensions of these laws and their impact on business

Economic environment: Philosophy and strategy of planning in India; Problem of poverty; Concept of mixed economy: the public sector and the private sector, their changing roles; Industrial policy in India in recent years; Policy with regard to small scale industries and labour; The monetary policy, fiscal policy and union budget as an instrument of growth and their impact on business. Financial institutions and their relevance to business operations; Multinational corporations (MNC)

Technological and socio-cultural environment: Policy for research and development in India; Problem of selecting appropriate technology; Multinationals as source of technology; foreign collaborations and joint ventures

Impact of culture and values: Salient features of Indian culture and values and their implications for industrialisation and economic growth; Emergence of middle class and consumerism; Development of business entrepreneurship in India; Social responsibility and Indian business

Liberalisation in India: The New Economic Policy; Globalisation; Policy changes for liberalisation-Industrial policy; Exim policy; Banking policy; FDI policy; Reforms in capital market; Structural reforms; Impact of reform measures, Salient Features of WTO

SUGGESTED READINGS

- 1) Adhikari M- *Economic Environment of Business* (Excel Books), 2000, 8th ed, Sultan Chand.
- 2) Ghosh- *Economic Environment of Business* (Vikas), 2004.
- 3) Morrison J- *The International Business Environment* (Palgrave, 2003).
- 4) Agarwal R- *Business Environment* (Excel Books), 2002.
- 5) Bedi S K- *Business Environment* (Excel Books), 2004.
- 6) George A and Steiner G A- *Business, Government and Society* (Macmillan)

207. Production and Operations Management

Transformation process model: Inputs, process and outputs; Classification of operations; Responsibilities of Operations Manager; New Product Development, Selection and Design of Product / Services.

Process types in manufacturing: project, jobbing, batch, line, mass, continuous; Process types in services: professional services, services shops, mass services; Plant location; Layout planning.

Production Planning & Control: Production planning techniques for various process choices, techniques of production control, aggregate planning techniques,

Quality management: Introduction; Meaning; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheet, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control chart; Quality assurance; Total quality management (TQM) model; Service quality, concept of Six Sigma and its application.

Productivity Improvement Techniques: Work study; Method study; Work measurement: time study: stop watch time study; Work sampling.

Maintenance: maintenance policies for facilities and equipment; Time of failure; Preventive versus breakdown maintenance; Procedure for maintenance, total productive maintenance (TPM)

SUGGESTED READINGS

- 2) Adam Jr Everetl E. R J – *Production and Operations Management* (Prentice-Hall, 5th ed.
- 3) Chary- *Production and Operations Management* (Tata McGraw-Hill, 1997 9th ed.)
- 4) Johnston R et al – *Cases in Operations Management* (Pitman, 1993)
- 5) McGregor D – *Operations Management* (McGraw-Hill, 1960)
- 6) Haleem A- *Production and Operations Management* (Galgotia books, 2004)
- 7) Chase & Production and operation Management, Richard Irwin London; 1995, 7th ed.

Third Semester

301. Management Accounting

Introduction: Accounting for Management, Role of Cost in decision-making, Management Accounting and Cost Accounting as internal control tools, types of cost, cost concepts, full costing, overhead allocations, and preparation of cost sheet.

Marginal Costing: Cost, Volume, Profit analysis, P/V ratio, analysis and implications, Concept and uses of contribution, Break-even point and its analysis for the various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and incremental costing:: concept, uses and applications, Method of calculation of these cost and its role in management decision making like sales, replacement, buying etc.

Budgeting: Concept of Budget; Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

Responsibility Accounting: Concept and various approached to responsibility accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing – Multinational transfer pricing, market based transfer pricing, cost-based transfer pricing, Cost of Quality and Time

Neo Concepts for Decision Making: Concept, distinctive features of Activity Based Costing, Cost Drivers, Cost of Activities, Cost object such as product, service, customer. Cost Management: concept, strategies and applications.

Value Chain Analysis, Target Costing, Life Cycle Costing

SUGGESTED READINGS:

- 1) Horngren et al- *Introduction to Management Accounting* (Pearson, 12th edition), 2002
- 2) Khan and Jain- *Management Accounting* (Tata McGraw-Hill, 2000) 3rd ed.
- 3) Pandey I M- *Management Accounting* (Vikas, 3rd edition), 2004.
- 4) Bhattacharyya S K and Dearden J- *Accounting for Management* (Vikas), 1987, 8th ed.
- 5) Sahaf M A- *Management Accounting: Principles and Practice* (Vikas), 2000.

302. Entrepreneurship

Entrepreneurship: Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors; Types of entrepreneurs; Theories of entrepreneurship; Classification of entrepreneurship

Creativity and Innovation: Creative Problems Solving, Creative Thinking, Lateral Thinking, Views of De Bono, Khandwala and others, Creative Performance in terms of motivation and skills.

Creativity and Entrepreneurial Plan: Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning, Evaluation, Monitoring and Control, segmentation, Targeting and positioning of Product, Role of SIDBI in Project Management.

Operation problems: Incubation and Take-off, Problems encountered, Structural, Financial and Managerial Problems, Types of Uncertainty.

Institutional support for new ventures: Supporting organisations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SSIs

Family and non-family entrepreneurs: Role of Professionals, Professionalism vs. family entrepreneurs, Role of Woman entrepreneur, Sick industries, Reasons for Sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications.

SUGGESTED READINGS:

- 1) Nina Jacob, - *Creativity in Organisations* (Wheeler, 1998)
- 2) Jonne & Ceserani- *Innovation & Creativity* (Crest) 2001.
- 3) Bridge S et al- *Understanding Enterprise: Entrepreneurship and Small Business* (Palgrave, 2003)
- 4) Holt- *Entrepreneurship: New Venture Creation* (Prentice-Hall) 1998.
- 5) Dollinger M J- *Entrepreneurship* (Prentice-Hall, 1999)

303. Management Information Systems

Introduction: MIS and information systems; Management support system and classifications

Role of MIS: Strategic advantage with MIS; Systems approach to problem solving; Business Process Reengineering (BPR); Internet worked enterprise in MIS: Internet, Intranet, Extranet; Enterprise communication and collaboration

Decision support systems: MIS support for decision making; Decision support systems; Tools of business support systems: what if analysis, sensitivity analysis, goal seek analysis, optimisation analysis, data mining for decision support

Developing MIS systems: System Development Cycle; System Analysis; System Design (DFD and ER diagrams)

Applications: Cross-functional MIS; ERP; CRM; SCM; Transaction processing; Artificial intelligent technologies in business: neural network, fuzzy logic, genetic algorithm, virtual reality; Executive Information System; Expert Support Systems; Security and Ethical challenges

SUGGESTED READINGS

- 1) Laudon K C and Laudon J P- *Management Information Systems: Managing the Digital Firm*
- 2) O'Brien J- *Management Information System* (Tata McGraw-Hill, 5th edition),
- 3) Oz E- *Management Information System* (Vikas, 3rd edition)
- 4) Jawedkar W S- *Management Information System* (Tata McGraw-Hill, 2nd edition) 2003.
- 5) Mudrick R G- *An information system for modern management 2001, 3rd Ed.*, Pearson.
- 6) Mahadeo Jaiswal, *Management Information System* (Oxford University Press)

Fourth Semester

401. Strategic Management

Introduction: Strategic management (SM) , Business Policy (BP) and Business Plan; Basic concepts of SM; Impact of Globalisation and e-Com; Theories of organisational adaptation; Creating a learning organisation; Basic model of SM; Strategic decision making; Impact of Internet; Firm and its environment.

Scanning the environment: Environmental scanning; Industry analysis; Competitive intelligence; Forecasting; Synthesis of external factors; ETOP Study.

Internal scanning: Organisational analysis; resource-based approach; value chain analysis; Scanning functional resources; Strategic audit;

Strategy formulation: Situational analysis: SWOT analysis, TOWS Matrix; Corporate strategy; Strategies for growth and diversification; Process of strategic planning; Stages of corporate development; Portfolio analysis; Corporate parenting; Functional strategy; Core competencies; Strategic choice.

Strategy implementation and control: Organising for action; Developing programmes, budgets and procedures; How strategy to be implemented? Strategy implementation through structure, values, and ideologies; McKinsey's 7s framework; Acquisition of resources and competence; Organization life cycle; Management & Control, Activity-based costing; Strategic Information Systems

Other strategic issues: Strategic issues in managing technology and innovation; Strategic issues in entrepreneurial ventures and small businesses; Strategic issues in not-for-profit organisations

SUGGESTED READINGS

- 1) Pitts R A and Lei D- *Strategic Management: Building and Sustaining Competitive Advantage*
- 2) Thompson A and Strickland A J- *Strategic Management: Concepts and Cases*
- 3) White C- *Strategic Management* (Palgrave, 2004)
- 4) Beamish P- *Asia-Pacific Cases in Strategic Management* (Tata McGraw-Hill, 2000)
- 5) David F R- *Strategic Management: Concepts and Cases* (Pearson Education, 9th edition) 2004.
- 6) Hunger J D and Wheelen T L- *Essentials of Strategic Management* (Prentice-Hall, 3rd edition)
- 7) Johnson and Scholes- *Exploring Corporate Strategy: Text and Cases* (Prentice-Hall, 6th edition)
- 8) Porter M- *Competitive Strategy* (Macmillan) 1998

402. Supply Chain Management

Introduction: Basic Concept & Philosophy of Supply Chain Management; essential features, infrastructure, flows (cash, value and information), key issues in SCM, benefits and case examples

Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (trade off between stock out / working capital cost), lead time reduction, re-order point / re-order level fixation, exercises –numerical problem solving, ABC Analysis, SDE / VED Analysis

Purchasing & Vendor management: Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials, Just-In-Time & Kanvan System of Inventory management.

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, outbound logistics-distribution and warehousing management.

Recent Issues in SCM : Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking-concept, features and implementation, Outsourcing-basic concept, value addition in SCM-concept of demand chain management

SUGGESTED READINGS

1. G. Raghuram (I.I.M.A.)-Logics and Supply Chain Management Macmillan, 2000
2. Emiko Bonafield -Harnessing Value in the Supply Chain, Johnwiley : Singapors, 1999.
3. Dr. Gopal Krishnan-Material Management rearew, 2002 Pearson New Delhi.
4. R.G. Koragaonkar-JIT Manufacturing
5. B.S. Sahay, Macmillan- Supply Chain Management, 2000

403. E-Business

Introduction to E-Business: Overview of E-Business; Information Services; Interpersonal Communication; Shopping Services; Virtual Enterprises

E-Commerce: Origin and Need of E-Commerce; Factors affecting E-Commerce; Business dimension and technological dimension of E-Commerce; E-Commerce frame work; Internet as an E-Commerce enabler handling business transactions; Handling payments: Electronic Fund Transfer System, Digital Token an notational based electronic payment system, smart card, credit card and emerging financial instruments

B2B E-Commerce: B2B E-Commerce models: supply oriented, buyer oriented, intermediary oriented; Just-in-time for B2B commerce

Mobile Commerce: Introduction to mobile commerce; Frame required for mobile computing; Challenges emerging in mobile commerce security considerations

E-Commerce and Banking: changing dynamics in banking industry; Home banking and its implementation; Management issues in on-line banking

E-Commerce and retailing: On-line retail industry dynamics; On-line mercantile models from customer perspective; Management challenges in on-line retailing

E-Commerce and on-line publishing: On-line publishing approach from customer prospective; Supply chain management fundamentals; Intranets and Supply Chain Management; Managing retail supply chains, Supply chain Application Software

EDI: EDI application in business development; EDI technology; EDI as a re-engineering tool; Financial EDI

Indian Perspective: Benefits of E-Commerce; Drawbacks and limitations of E-Commerce; Major requirements in E-Business; Emerging trends and technologies in E-Business; From E-Commerce to E-Business

Web security: Introduction; Firewalls and transaction security;.

SUGGESTED READINGS

- 1) Bhaskar- *E-Commerce* (Tata McGraw-Hill)
- 2) Krishnamurthy- *E-Commerce Management: Text and Cases* (Vikas)
- 3) Laudon and Traver- *E-Commerce: Business, Technology, Society* (Pearson Education)
- 4) Michel D et al- *Business-to-Business Marketing* (Palgrave, 2003)
- 5) Greenstein and Feinman- *Internet securities*
- 6) Kalakota and Whinston- *Frontiers of electronic commerce* (Pearson Education),
- 7) Kalakota R- *Electronic Commerce: A manager's guide* (Pearson Education)

Specialisation Courses

A: Human Resource Management

HR 1 PERSONAL GROWTH AND TRAINING & DEVELOPMENT

Understanding self and Others: Johari's Window and Transactional Analysis (TA)

Meaning of personality: What personality is? Personality pattern; Symbols of Self; Molding the personality pattern; Persistence and change

Evaluation of personality: Sick personalities and Healthy personalities 24 Carats of Winning Personality

Overview: Definition; Aim and philosophy of training; Trainers, Consultant and Organisational Climate for training; Component of training; Training skills

Learning and training: Learning theories; Organisational learning and Learning Organisation; Conditions for effective learning; Continuous learning and development

Identifying and analysing training needs: Identifying various stages of training benefits and disadvantages of training

Planning and designing: Training and development programmes planning and designing; Teaching aids for training. Training methods; On-the-job training; Off-the-job training

Evaluation of T & D programme: Monitoring and evaluation of training programme; Follow up; Economics and effectiveness of training programme

SUGGESTED READINGS:

- 1) Friedman- *Personality: Classic Theories and Modern Research* (Pearson, 2nd edition) 2004.
- 2) Hurlock E- *Personality Development* (Tata McGraw-Hill)
- 3) Iyer V- *How to Develop a Powerful & Positive Personality* (Sterling Publishers)
- 4) Lynton R P and Pareek U- *Training for Organisations Transformation* (Sage)
- 5) Rainbird H- *Training in the Workplace* (Palgrave, 2000)
- 6) Singh R P- ***Management of Training Programmes*** (Anmol Publications) 2000
- 7) Pareek U- *Training Instruments for HRD and OD* (Tata McGraw-Hill, 2nd edition)
- 8) Rae L- *How to Plan & Design Training Programme* (Infinity Books) 2003.

HR 2: INDUSTRIAL RELATIONS AND LABOUR ENACTMENTS

Overview of Industrial Relations: Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Role of State; Trade Union; Employers' Organisation; ILO in IR; Industrial Relations machinery in India

Trade Unionism: Trade Union: origin and growth, unions after independence, unions in the era of liberalisation; Concept, objectives, functions and role of Trade Unions in collective bargaining; Problems of Trade Unions

Labour problems: Discipline and misconduct; Grievance handling procedure; Labour turnover; Absenteeism; Workers' participation in management; Industrial accidents and Industrial unrest

Labour legislations: Historical perspective; Impact of ILO; Indian constitution; Important provisions are: Payment of Wages Act, Workmen's Compensation Act, Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act

Important Provisions of Industrial Dispute Act and Factories Act

SUGGESTED READINGS:

- 1) Monappa A- *Industrial Relations* (Tata McGraw-Hill, 2002)
- 2) Sinha- *Industrial Relations, Trade Unions, and Labour Legislation* (Pearson Education)
- 3) Srivastava S C- *Industrial Relations and Labour Laws* (Vikas, 4th edition) 2000.
- 4) Mamoria CB, Mamoria, Gankar- *Dynamics of Industrial Relations* (Himalayan Publication, 2003)
- 5) Bare Acts

HR 3: TEAM BUILDING AND LEADERSHIP

Overview of groups: Formation of group; Group dynamics; Group structure and Group cohesiveness; managing group and inter-group dynamics in organisation

Team building process: Overview of teams: definition, types, stages of team development: storming, norming, forming and performing; Quality circles and self managed teams; Evaluating team's performance; teams and high performing organisations

Goal setting for team: Defining roles; Responsibilities of team members, developing interpersonal skills; Interpersonal communication barriers and gateways to communication

Leadership and management of team: Sources of powers and influence; Leadership models and styles

Leadership styles: Contingency approach to effective leadership; Situational leadership; Transformational leadership; Leadership in decision-making process; Leadership in times of change

SUGGESTED READINGS:

- 1) Gold N- *Teamwork: Multi-Professional Perspective* (Palgrave, 2004)
- 2) Ray D- *Teaming up* (McGraw-Hill, 2002)
- 3) Yukl-*Leadership in Organisations* (Pearson, 5th edition)
- 4) Hersey P; Blanchard K and Johnson D- *Management of Organisational Behaviour*

HR 4: NEGOTIATION AND COUNSELING SKILLS

Concept and overview of negotiation: Types of Negotiation

Important factors and emotions in negotiation: Communication; Creativity; BATNA; Role of emotions

Preparation and process of negotiation: Stockholders; Consultants and Interests Study; Developing a strategy overall process

Emergence and growth of counseling: Factors contributing to the emergence; Defection approaches to counseling

Counseling process and evaluation

SUGGESTED READINGS:

- 1) Cohen S- *Negotiating Skills for Managers* (Tata McGraw-Hill) 2003.
- 2) Rao S N- *Counseling and Guidance* (Tata McGraw-Hill)
- 3) Spangle M L and Isenhardt M W- *Negotiation* (Sage, 2002)
- 4) Rama Mohana Raok – *Services Marketing* (Pearson Education)

HR 5 - Organisational Change and Intervention Strategies

Concept of Managing Change-The Process of Organizational Change, factors Influencing Organizational Change, Organizational Culture and Change, Managing Resistance to Change, Effective Implementation of Change.

Diagnosis and Intervention – Organizational Diagnosis- an Overview, Diagnosis Methods, Interventions in Organizational Change, Evaluation of Organizational Change Programme.

Models of Organisational Change- Some Models of Change, Causes of Failure of Changes, Organizational Change and Process Consultation, Managers and the change, Internal and External Agents of change.

Organizational development- Overview of the Organizational Development, Definition , Values, assumptions and Benefits of Organizational Development.

Theory and Management of Organizational Development – Foundations of Organizational development, Managing Organisational Development Process.

Organizational Interventions – An Overview, Team Interventions, Inter Group and third Party Peacemaking Interventions, Comprehensive Interventions , Training Experiences.

Key Considerations and Issues – Ethical Standards in Organizational Development, the Future of Organizational development.

SUGGESTED READINGS

- | | | |
|-----|-----------------|------------------------------|
| (1) | Uma Sekren | - Organizational Behaviour |
| (2) | French and Bell | - Organizational development |
| (3) | Stephen Robbins | - Organizational Behaviour |

HR 6 Corporate Culture and Management Ethics

Definition, Role, Significance And Importance Of Business Ethics. An Overview Of Business Ethics. Ethical Issues In Business. Business Ethics And Organizational Performance.

Application Of Values And Moral Philosophies To Business Ethics. Organizational Values, Shared Values And Business Ethics.

Corporate Governance And Business Social Responsibility, Frame Work For Understanding Ethical Decision Making, Emotional Intelligent Leadership, Organizational Culture And Ethical Decision Making.

Organizational Relationship And Conflicts In Ethical Decision Making. Business Ethics And Organization Performance.

Business Ethics in Global Economy.

Suggested Readings

- | | |
|---------------------|---------------------------------|
| (1) Chakraborty S K | Foundations Of Managerial Work. |
| (2) Drucker P | Managing In Turbulent Time |
| (3) Chakarboroty SK | Management By Values |
| (4) Griffiths B | The Marriage Of East And West. |

HR 7 Compensation Management

Types and Characteristics of Labour Market and their Effect on Employment and Wages, Principles of Wage Fixation.

Problems of a national Wage Policy in the Context of Developing Economy.

Payment of Wages Act, 1936, Minimum Wages Act, 1948.

Company Wage Policy, High or Low Wage Policy, Economic Wages.

Internal and External Equity in Wage Structure, Wage Incentives, Types and Relevance to Indian Conditions.

Consumer Price Index, Index Numbers, Dearness Allowance, Fringe Benefits- Concept, Objective, Significance, Plans.

Production and Productivity Bonus- Significance, Plans, Bonus Concept, Bonus Act.

Management of Compensation System – Labour and Product Market Competition.

SUGGESTED READINGS

- (1) Singh, Chhabara and Taneja, Personnel Management and Industrial Relations
- (2) Brennan, Charles - Wage Administration
- (3) Suri, G K - Wage Incentives
- (4) Zollitsch, Herbert Gand A Langsner - Wage and Salary Administration

HR 8 . HRM in Global Perspective

Introduction: Concept and objectives of human resource management: Traditional and modern perspectives in HRM. Themes in HRM; Contemporary global trends in HRM.

International Context of HRM: Cross national differences in personnel and organizations; Cultural factor in human resource policies; Complexities and issues in managing human resource across countries; International HRM department and functions; Models of International HRM.

International Staffing: Recruitment – sources of international human resource power; Selection strategies for overseas assignments; International transfers; Problems of repatriation of overseas expatriates and strategies to tackle these problems.

Compensation in International Perspective: Factors, package, methods and trends; Motivation in cross-cultural context.

Training and Development: Training and development for expatriates; training and development for international staff.

Direction, Supervision and Control: Issues and strategies for directing and supervising in International context: Enhancing interpersonal communication; Performance appraisal – Criteria and process; International control mechanism.

International HRM and Industrial Relations: A framework for international Industrial relations: Employees participation – Practices in various countries.

Designing Organization: For Dynamic International Environment; Human resource aspects in acquisitions and mergers. Challenges to International human resource managers.

Suggested Readings:

- 1) Alkhafaji, Abbass F. Competitive Global Management
- 2) Bearwell I. And L. Holden, Human Resource Management
- 3) Dowling, Peter J. Denise E. Welch and Randall S. Schuller, International Human Resource
- 4) Hollinshead, G. and Mike Leat, Human resource Management – An International and Comparative Perspective on the Employee Relationship, Pitman Publishing London 1995.
- 6) Saini, Debl S. and Sami A. Kahan, eds., Human Resource Management – Perspectives for the New Era

B: Marketing Management

MK 1: MARKETING OF SERVICES

Introduction: Difference between product and services marketing; Characteristics of services; Classification of services; Paradigms in services marketing

Service marketing system: Service quality; Understanding customer expectations and zone of tolerance; Segmentation and zone of tolerance; Targeting and positioning of service

Services marketing mix: Augmented marketing mix; Developing the service product/intangible product; Service product planning; Service pricing strategy; Services promotions; Services distributions

Physical evidence: Role of communication in service marketing; People and internal communication; Process of operations and delivery of services; Role of technology in services marketing.

Marketing the Financial Services: Deciding the service Quality, Understanding the customer expectation, segmenting, targeting, and positioning of Financial Services, Devising Financial Services Marketing Mix Strategies with special reference to Credit Cards, Home Loans, Insurance and Banking.

Services in global perspective: International marketing of services; Recent trends; Principal driving force in global marketing of services; Key decisions in global marketing; Services strategy and organising for global marketing

SUGGESTED READINGS:

- 1) Baron S and Harris K- *Services Marketing: Text and Cases* (Palgrave, 2003)
- 2) Lovelock- *Services Marketing: People, Technology and Strategy* (Pearson Education, 5th edition).
- 3) Zeithaml- *Services Marketing* (Tata McGraw-Hill, 3rd edition) 1999.
- 4) S. L. Gupta – *Marketing of Services* (Sultan Chand)
- 5) Rama Mohana Raok – *Services Marketing* (Pearson Education)
- 6) Govind Apte- *Services Marketing* (Oxford Univ. Press)

MK 2 Consumer Behaviour.

Introduction: Defining Consumer Behaviour; Reasons for studying consumer behaviour, applying consumer behaviour knowledge; Understanding consumer and market segments; Environmental influences on consumer behaviour: Subcultures, social class, social groups, family, personal influences and diffusions of innovations

Industrial determinants of Consumer Behaviour: Personality and self-concept; Motivations and involvement; Information processing; Learning and memory; Attitudes and changing attitudes

Consumer decision process: Problem recognition; Search and evaluating; Purchasing processes, Post-purchase behaviour; Consumer behaviour models; Consumerism; Organisational buying behaviour

Suggested Readings:

- 1) Desmond J- *Consuming Behaviour* (Palgrave, 2003)
- 2) Loudon D L- *Consumer Behaviour* (Tata McGraw-Hill, 4th edition) 1993
- 3) Schiffman and Kanuk- *Consumer Behaviour* (Prentice-Hall, 8th edition) 1995.
- 4) Rama Mohana Raok – *Services Marketing* (Pearson Education)
- 5) Blackwell et al- *Consumer Behaviour* (Vikas, 9th edition) Blackwell 2004

MK 3 SALES AND DISTRIBUTION MANAGEMENT

Introduction: Selling as a part of marketing; Sales management process; Role of sales manager; Concept of personal selling; Sales management and salesmanship; Theories of personal selling; Process of personal selling

Goals in sales management: Goal setting process in sales management; Analysing market demand and sales potential; Techniques of sales forecasting; Preparation of sales budget; Formulating selling strategies; Designing sales territories and Quota

Sales force management: Organising the sales force; Designing the structure and size of sales force; Recruitment and selection of sales personnel; Leading and motivating the sales force; Training and compensating the sales personnel; Sales contest; Evaluation and analysis

Introduction to distribution management: What is distribution channel? Importance of a channel; Types of channel; Primary and specialised distributors and participants; Distributors policies and strategies

Channel management: Forces of distributing systems; distributors selections and appointment; Channel conflicts and resolutions; Training the distributors sales team.

SUGGESTED READINGS:

- 1) Donaldson B- *Sales Management: Theory and Practice* (Palgrave, 1998)
- 2) Sahu P K and Raut K C- *Salesmanship and Sales Management* (Vikas, 3rd edition)
- 3) Spiro- *Sales Management* (Tata McGraw-Hill)
- 4) Davar R S- *Salesmanship and Publicity* (Vikas, 16th edition)
- 5) Rama Mohana Raok – *Services Marketing* (Pearson Education)

MK 4. RETAIL MANAGEMENT

Overview of retailing environment and management: Functions of retailing; Building and sustaining relationships; Strategic planning; Structural change, Types of Retail Outlets, Market structure and control; Planning and development

Situational analysis: Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, nonstore-based, and other forms of nontraditional retailing; Targeting customers and gathering information; Communicating with customers; Promotional strategies

Choosing a store location: Trading-area analysis; Site selection; Store design and layout; Display

Managing retail business: Retail organisation and HRM; Operations management: financial and operations dimensions; Managing retail services; Service characteristics; Branding: perceptions of service quality

Delivering the product: Retail Information Systems; Merchandise management and pricing: developing and implementing plans; People in retailing; Out-of-store retailing: different types

International retailing: Internationalisation and Globalisation; Shopping at World stores; Going International; The Internationalisation process; Culture, business and international management

SUGGESTED READINGS:

- 1) Berman B and Evans J R- *Retail Management* (Pearson Education, 2002.)
- 2) Michael Lervy M and Weitz B W- *Retailing Management* (Tata McGraw-Hill, 2004)
- 3) Newman A J and Cullen P- *Retailing: Environment and Operations* (Vikas, 2002)
- 4) Varley R and Rafiq M- *Principles of Retail Management* (Palgrave, 2004)
- 5) Lamba- *The Art of Retailing* (Tata McGraw-Hill, 2001)

MK 5 Marketing Communication and Advertising

Communication Process –Nature of Communication Process and Its Different Elements, Obstacles in Communication Process, Role of Communication Process in Perception, Learning and Attitude Change.

Communication Process in Marketing – Importance and Applications of Communication Process in Marketing, Different elements of Promotional Mix and Communication Process Relevant to them, Communication process in Corporate Image Building, Advertising and Consumer Psychology.

Planning for Market Communication- Strategic Analysis for Market Communication, Communication Objective, Market Segmentation, Target Group and target Person, Brand Positioning.

Advertisement and Their Types – Importance of Advertising in Modern Marketing, Different Types of Advertising, Advertising Decision.

Message and Copy - Message Strategy, Message design, Elements of Advertising Copy, Developing Effective Advertising Copy, Creative and Visualization in Advertising, Method of Creative development.

Media Planning- Comparative Study of Different Advertising Media, Media Choice, Media Scheduling, budgeting for Advertising, Evaluation of Advertising Effectiveness, - Pre Testing and Post testing Techniques.

Regulation of Advertising- Advertising Department and its Organization, Advertising Agencies and their Organizations and Functions.

SUGGESTED READINGS

- (1) Wright, winters and Zeiglas - Advertising Management
- (2) Dunn and Barban - Advertising- its Role in Modern Marketing
- (3) Manendra Mohan - Advertising Management
- (4) Aaker, Myers and Batra - Advertising Management
- (5) Kenneth F Runyen- Advertising Management

MK 6 Customer Relationship Management:

Customer: Relationship management- Growing Importance of relationship marketing: Relational exchanges – Nature and scope; Firm and customer motivations for relationships; Relationship development process; Attributes and determinants of relational exchanges; Networking and its significance in marketing.

Developing and Managing Relationships: Selecting, winning and retaining customers. Regaining dissatisfied customers; Information management for building relationships- e-CRM.

Managing relationships in service and industrial markets, Relationship marketing and distribution channels, Relational exchanges in international markets.

Suggested Readings

Barnes, James G. Secrets of Customer Relationship Management

Greenberg, Paul, CRM at the Speed of Light

McKenna, Regis, Relationship Marketing: Successful Strategies for the Age of the Customers

Stone Merlin and Woodrock, Neil, Relationship Marketing

MK 7 Rural Marketing

Nature, Concept and Scope of Rural Marketing, The People, The Purchasing Power, Buying Pattern, Socio – Cultural, Economic and Other Environmental Factors Affecting Rural Marketing.

Attitude and Behaviour Pattern of Rural Consumers, Overview of Rural Marketing. Marketing of Consumer Durables and Non Durable Goods and Services in Rural Markets with special Reference to Product Planning and Media Planning.

Planning of Distribution Channels, Organising Personnel Selling in Rural Markets, Marketing of Agricultural Inputs with Special Reference to Fertilizers, Seeds, Agricultural Implements and Tractors.

Rural Marketing Behaviour in Space, Variation in Levels of Intersection, Variances of Distance Traveled Type and Role of Marketing Centers, Spatial Manifestations of Rural Marketing.

Marketing Efficiency, Marketing Intelligence, Marketing Research and Information System.

Retailing in Rural Areas, Trade Channels, Rural Marketing in India, Its Status and Present Position.

Planning for Institutional Linkages, Monitoring and Evaluation of Rural marketing, Brand Awareness and Purchase Decisions.

SUGGESTED READINGS

- (1) Raja Gopal - Organizing Rural Business Policy, Planning and Management
- (2) Raja Gopal - Indian Rural Marketing
- (3) T P Gopalswam - Rural Marketing – Environment, Problems and Strategies

MK 8 Product Management

Basic Concept –Meaning and various Concept of product value, Types of product, Role of a Product Manager in Product Management, Product Market Strategies.

New Product development – various stages, product idea –generating ideas, creativity for ideas, Creativity development techniques, screening Procedure, Concept development and testing.

Strategic product Development - Strategies Analysis – Analysis of Consumer needs , Motives for Buying, Identifying Unsatisfied Consumer Needs, Analysis of Competitive products and brands,

Business Analysis of new product Concepts, Physical Development –Designing and testing the prototype, Deciding products size, shape, colour, packaging and naming the brand, Economic Analysis.

Market Testing and commercialization. Product line management – decision of product portfolio, products Diversification, Dropping the introducing the product decision, Problem Products, product decisions.

Product life Cycle – various Cycles and their identification, Product Revamping, Elimination Decision.

Brand management –Concept of brand, Brand value, Brand Building, Market Segmentation, Product Positioning and Mapping, Positioning Strategy.

SUGGESTED READING

- | | |
|-------------------------------------|--------------------------------------|
| (1) M.Chaturvedi | -New Product Development |
| (2) Mascarenhas | -New Product development |
| (3) Urban and Hower | -Design and marketing of new product |
| (4) Booz, Allein and Hamilton | -Management of new Product |
| (5) American Management Association | -Development of a Product strategy. |

C: Financial Management

FM 1. International Financial Management

Global financial environment: Overview: IMF: objectives, functions. Euro currency market. Money market, capital market: Relationship with domestic markets. Role of Finance Manager in the Global context. Balance of Payments: understanding, analysis and interpretation.

Foreign exchange Market: Nature, structure, types of transactions, exchange rate quotations, spot and forward; Arbitrage. Foreign exchange market in India: nature, structure, operations, and limitations. Exchange rate determination, forecasting, theories: Purchasing power parity, Interest rate parity etc.

Foreign Exchange risk exposure: Types of risk: Economic and translations. Accounting treatment: tax treatment of gains and losses. Exchange Risk reduction: techniques: applications and their limitations. Hedging, swaps, futures, options. Relationship of Money market and foreign exchange market

Financial structure and International financing: Optimal financial structure and MNE and their foreign subsidiaries; Eurocurrency markets; International debt markets; Management of interest rate risk: interest rate options, currency options etc.

Foreign investment decisions: Multinational capital budgeting; International portfolio theory and diversification; Repositioning of funds; Working capital management in MNE
FDI and FII in India:

SUGGESTED READINGS:

- 1) Apte- *International Financial Management* (Tata McGraw-Hill, 2002) 8th ed.
- 2) Eiteman et al- *Multinational Business Finance* (Pearson Education) 2004,
- 3) Shapiro- *Multinational Financial Management* (Prentice-Hall, 4th edition) 2002.
- 4) Sharan- *International Financial Management* (Prentice-Hall, 2nd edition) 2003.
- 5) Vij M-*International Financial Management* (Excel books) ,2003

FM 2 SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Overview of Capital Market: Market of securities: Stock exchange and New Issue Market their nature, structure, functioning and limitations. Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and their guidelines. Investor protection.

Valuation of Equity: Measures of risk and return: calculation, trade off, systematic and unsystematic. Equity valuation models. Analysis of equity Investment: Technical and fundamental approaches- company, industry and economy analysis Nature of stock market: EMH and its implications for investment decision.

Other Instruments: Bonds: nature, valuation. Bond theorem; Term structure of interest rates. Duration. Derivatives: Options and futures: meanings, trading, valuation

Portfolio analysis and selection: Portfolio: concept, risk and return. Beta as a measure of risk: calculation. Selection of portfolios; Capital market theorem and Arbitrage pricing theory.

Portfolio Management and Performance evaluation: Performance evaluation of existing portfolio; Sharpe and Treynor measures. Finding alternatives and revision of portfolio; Portfolio management and mutual fund industry

SUGGESTED READINGS:

- 1) Chandra P- *Investment Analysis and Portfolio Management* Tata McGraw-Hill, 2004.
- 2) Fischer and Jordan- *Security Analysis and Portfolio Management* (Prentice-Hall, 6th edition) 1996.
- 3) Ranganatham- *Investment Analysis and Portfolio Management* (Pearson Education)
- 4) Pandian P- *Security Analysis and Portfolio Management* (Vikas)

FM 3 MANAGEMENT OF FINANCIAL INSTITUTIONS

Financial system and market: Constituents and functioning. RBI – Role and functions. Regulation of money and credit. Monetary and fiscal policies. Techniques of regulation. and rate. Foreign exchange market. Financial sector reforms in India. Financial services: nature, scope and uses etc.

Banking: Commercial banks: Industry, constituents, performance, limitations etc. Determination of commercial interest rates: fixed and floating. Sources of funds and their utilization. Profitability vs. liquidity. Liability management. Management of capital funds- capital adequacy norms. Gap analysis. Non-performing assets. Strategies for making them viable.

SUGGESTED READINGS:

- 1) Fabozzi- Foundations of *Financial Markets and Institutions* (Pearson Education, 3rd edition)
- 2) Machiraju H R-*Indian Financial System* (Vikas, 2004)
- 3) Bhole L M- *Financial Institutions and Markets* (Tata McGraw-Hill, 3rd edition, 2003)

FM 4 Management of Financial Services

Securitisation : concepts, nature, scope and their implications. Auto loans, housing loans. Securitisation in India. DFIs in India (IDBI, ICICI, IFCI, NABARD, RRBs), State Level Institutions, Banks, NBFCs. Their status, working and strategies for commercial viability.

Unit IV (6 Sessions)

Insurance services: Life and General. Premium. Risk covered. Tax benefits. Return with risk coverage. Mutual funds- investment avenues. Returns and instruments.

Unit V (8 Sessions)

Leasing and Hire Purchase: Industry. Size and scope. Parties involved. Evaluation of Lease transaction. Types of lease and their implications. Hire purchase and lease- differences and implications for the business. Others: Factoring, Forfeiting, Discounting and Re Discounting Of Bills, Consumer Credit and Plastic Money

Suggested Reading:

Khan M Y- *Financial Services* (Tata McGraw-Hill) 1998

FM 5 Tax Panning & Financial Reporting

Nature and scope of tax planning: Nature, Objectives of Tax management. Assessment of tax. Financial year. Assessee - types Residential status Non-resident Indians.

Tax on individual income: Salaries. Standard deduction. Valuation of Perquisites Calculation of tax etc. Tax deductible at source.

Corporate income tax: Tax concession and incentives for corporate decision. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganization: merger and amalgamation. Tax appeals; Revision & Review

Wealth tax on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification

Central Excise Act 1994 and Excise planning; Customer Protection Act 1962 and Customers planning. (working knowledge is required for these)

SUGGESTED READINGS:

- 1) Bhatia H L- *Public Finance* (Vikas) 1999, 20th ed.
- 2) Lakhotia R N- *How to Save Wealth Tax* (Vision Book) 2001, 9th ed.
- 3) Palkhiwala- *Income Tax* (Tripathi Publication)
- 4) Prasad Bhagwati- *Income Tax Law & Practice* (Vishwa Prakashan) 1997, 23rd ed.
- 5) Santaram R- *Tax Planning by Reports* (Taxman) 1978.

FM 6. Project Formulation and Appraisal

Project Management –Nature, Scope, Process Elements, significance and Emergence of Projects, Project Planning, Developing Project Models through Simulation.

Location of Project Site, Working Conditions Development, Plans of the Government and the Local Bodies, Elements and Factors Affecting Locational Decisions, Analysis of Infrastructure, labour, Raw Material, Transport and Other factors.

Selection of the Product or Service, Market Research, Product Appraisal, Product Design, Factors Affecting the Selection Decision, Packaging and other Considerations, Choice of Technology, Choice of Process, Feasibility, Effects on Environment, Pollution Control, Government and Local Bodies Regulations, Economic analysis of the Projects, Regional and Social Implications.

Project Financing, Sources of finance, Raising Capital from Market, Financial Institutions, Raising Foreign Exchange, Government Regulations, Cost of Capital, Cost Benefit Analysis, Cash flow Analysis, Project Scheduling, PERT/CPM, Monitoring and Contract Management, Project Appraisal, Contract Project Review.

SUGGESTED READINGS

- | | | |
|-----|-----------------|----------------------------------|
| (1) | Bhavesh M Patel | - Project Management |
| (2) | S S Khanka | - Entrepreneurship Development |
| (3) | Prasana Chandra | - Project Management |
| (4) | P C K Rao | - Project Management and Control |

FM 8. Risk Management and Insurance

An Overview of Risk and Risk Management, Risk and its Management, Objectives of Risk Management, Risk Identification and Measurement, A Rationale for risk Management in Organisations.

Risk Assessment: Risk Identification, Risk Analysis: Exposure of Physical Assets, Financial Assets, Human Assets & Legal Liability

Risk Management Methods: Risk Control, Risk Financing Techniques

Corporate Risk Management: Corporate Risk Management and Standard wealth, Tax, Regulatory and Accounting factor, Affecting Corporate Risk Management.

Insurance Methods and Function: Hedging Risk with Derivative contracts, Analysis Tools used in Corporate Risk Management.

An introduction to the insurance industry, The Driving of Insurance, Insurance Regulation and Financial Assessment.

Analysis of Insurance Coverage, Legal Aspects of Insurance Contracts.

Insurance Contract Analysis:- Property and Liability coverage, Property and Liability Insurance Contracts, Life Insurance

Suggested Readings

- 1). Gupta P. K, Insurance & Risk Management, Himalayan Publishing House
- 2). Scot Harrington & Gregory, Risk Management & Insurance, Tata McGraw Hill
- 3). C. Arthers & C. Willam, Risk Management & Insurance, Tata McGraw Hill
- 4). James Trieschmann, Risk Management & Insurance, Thomson Press

FM 9. Working Capital Management

Working Capital – Nature, Components, Types, Functions, Determinants and Significance, Including Product Life Cycle and Operating Cycle Method.

Working Capital Policies.

Management of Cash, Motives for Holding Cash, Significance, cash planning and budgeting, management of cash collection, disbursement of cash, cash management models.

Management of marketable securities, purpose of holding securities, determinants.

Receivables Management – Nature, significance, credit standards, evaluating the credit worthiness of a customer.

Management of Inventory – Purpose for holding inventory, components, cost benefit analysis, inventory management techniques.

Management of Current Liabilities – Sundry Creditors, Bills Payable, Contingencies.

Financing of Working Capital – Short Term Sources, Long-Term Sources, Inflation and Working Capital, Mechanics of working capital financing in India, Bank lending, Control of Working Capital.

SUGGESTED READINGS

1. Smith, K V - Management of Working Capital
2. Agarwal, J D - Working Capital Management
3. Mehta, D R and Englewood Cliffts N J - Working Capital Management
4. Scherr - Modern Working Capital Management

D: Information Technology

IT 1. Database Management System

Introduction To Database; Organisation Of Database; Components Of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Semantic Data Model; Advantages Of DBMS

Basic File Structure Indexed: Sequential; Hashing And File Organisation; Relational Data Model; Relational Calculus; Tuple Calculus System; Structured English Query Language; Algebraic Operations

Relational Database Design: Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition Of Relation Schemes; Query Processing And Optimisation SQL Queries

SQL; Oracle Lab; The Client / Server Database Environment

Object Oriented Data Models; Network And Hierarchy Models; Security; Data Warehousing; Data And Database Administration; Distributed Databases

SUGGESTED READINGS:

- 1) Beynon-Davies P- Database Systems (Palgrave, 2003)
- 2) Hoffer- *Modern Database Management* (Pearson Education, 6th edition)
- 3) Alexis and Leon- *Database Management System* (Vikas, 2003.)
- 4) Majumdar and Bhattacharya- *Database Management System* (Tata McGraw-Hill) 1996.
- 5) Navathe E- *Fundamentals of Database Systems* (Pearson Education, 3rd edition)

IT 2 SYSTEM ANALYSIS

Concepts of systems analysis: The system concept; Characteristics of system; Elements of system; Physical and abstract system; Open and closed system; Formal system, informal information system; Computer based information system and management information system, Decision support system; Problem solving skills; Interpersonal skills; Role of the Analyst; Mediation between conflicts

Systems development life cycle; Stages of Systems development life cycle, Sampling; Interviewing and Questionnaires; Investigation; Interviewing; Observation

Modelling: Logical and physical data flow diagrams; Logical data models [Entities; Attributes; and Relationships]. Three views of a system;

Introduction to systems design (logical versus physical design) :Objectives of design; Constraints on design; Concepts of Modelling.

Process models and their importance: Waterfall Model; Evolutionary Development; Rapid Application Development (RAD) Model; Prototyping Model; Incremental Development; Spiral Model; Comparison of models and approaches

Development methods and techniques: Structures Methods and Techniques (SA/SD), Object Oriented Analysis And Object Oriented Design (OOA/OOD)

SUGGESTED READINGS:

- 1) Hoffer- *Modern Systems Analysis and Design* (Pearson Education, 3rd edition) .
- 2) Kendall and Kendall- *Systems Analysis and Design* (Prentice-Hall, 5th edition)
- 3) Whitten, J L. - *System Analysis & Design Method* (Tata McGraw-Hill) 2002
- 4) Awad E M- *System Analysis & Design*

IT3 SOFTWARE ENGINEERING

Types of signals: AM; FM; PM; PCM; PDM; TDMA; FDMA; SDMA; CDMA; ASK; FSK; PSK
Features: Error detection and correction codes; Hamming codes; cyclic codes; Data compression

LAN topologies: Workstation; Server; Cables; Types of Ethernet; Broadband and base-band; Optical Fibers;
Network Interface Card

Networks and accessories: LAN, MAN, WAN; Hub; Bridges; Switches; Routers; Gateways
Cell Relay; Frame Relay; FDDI; ISDN; B-ISDN

Services provided: Services; Protocols; Service Access Points; OSI Model; Broadcasting; Multicasting; Point-to-point communication; IP Addressing

Concepts: Concepts of Port; Socket; ATM; Tunneling; Network Address Translation; Virtual Private Network

Network Operating systems: Unix; Linux; Windows; Novell Netware

Communication: Mobile communication; Applications of mobile communications; Wireless communication

Technologies: Wireless technologies; Wireless LAN; WAP; XML; XML script

SUGGESTED READINGS:

- 1) Widjaja L G- *Communication Networks* (Tata McGraw-Hill, 2000)
- 2) Comer- *Computer Networks and Internets* (Pearson Education, 4th edition)
- 3) Stallings W- *Data Computer Communication* (Pearson Education, 7th edition)
- 4) Tanenbaum- *Computer Networks* (Prentice-Hall, 4th edition) 2004 .
- 5) Black- *Computer Networks* (Prentice-Hall, 2nd edition), 1999

IT 4 DATA COMMUNICATION & NETWORKS

Introduction to Internet programming: Client - Server model; Browsers - Graphical and Hypertext Access to the Internet; HTTP - Hypertext Transfer Protocol (how it actually works)

Creating Internet World Wide Web pages: HTML - Hypertext markup language; headers, body, html tags; Tables; Text, graphics, sounds, Building a form; Text fields and value, size, maximum length; Html buttons, radio, checkboxes, pre-checked; Selection lists; HTML resources - html converters and tools

HTML forms programming: Introduction to CGI scripting; Action and Method - GET and POST; html form interface with cgi scripts; Automating processing such as info forms and email; Programming cgi interfacing via forms

Creating interactive executable content: Introduction to Java; Java class libraries, Java byte codes; Classes and objects

Applets: Applet parameter passing; Class variables; Class methods; Object construction and destruction; Control structures; Basic Windows, mouse and buttons; Events, the Java event model; Basic I/O; Exception handling; System properties; JAR files, Java archive

Introduction to Visual Basic Integrated Development Environment: Using Menus, Command Buttons, Text Boxes, Labels, Image Control, Declaring Variables, Symbolic Constants.

Advanced System Defined Controls: Timer, Frame, Status Bar, Picture, Image etc.
Dialog Box Variables, if-then-else blocks, Select Cases and Looping Constructs
Function and sub Procedures, General and Event Procedures

Design UI Applications; Showing and Hiding forms; Basic form events
Menu creation; Handling MDI parent/child forms; Navigating through forms; Connectivity with Database, Creativity and Manipulating Records.

Built-in function, User defined functions & Procedures Array

SUGGESTED READINGS:

- 1) Lehnert, W G- *Internet 101*(Addison-Wesley)
- 2) Hall M- *Core Web Programming* (Prentice-Hall, 1998)
- 3) Azam M- *Programming with Visual Basic 6.0* (Vikas) 2000
- 4) Cornell G- *Visual Basic 6* (Tata McGraw-Hill) 2000 5th ed.
- 5) Deitel and Deitel- *Visual Basic 6: How to program* (Pearson Education) 1999.

IT 5 Internet Applications

Introduction to internet, WWW, network essentials, HTML, Introduction to TCP/IP, DHCP, Remote access Services.

Concepts –Working, Surfing, and security on the internet.

Internet Protocols –Internet Addressing, Internet Routing Protocols, Internet Messages Protocol, internet Group Management Protocols, Internet Mail Protocols.

Web – World Wide Web, .Advantages of web, Web terminology, Web Access Using Browser Locating Information on the Web.

Creating Web Pages: creating simple HTML documents, inserting and formatting headings and running text, creating documents with URLs, using Anchors and links, inserting lists, inserting tables, preformatted text, image maps.

Introduction to JAVA, java architecture, security model of java , JDBC, Corba Application and JDK, Differences between java and C++, working with java objects , encapsulation , inheritance and Polymorphism, Constructors, Garbage collection and Finalisers, Data types, modifiers and expressions Arrays and flow control, Statement ,exception handling , Threads, Event Handling , Network Programming and java Virtual Machine.

SUGGESTED READINGS

- | | | |
|-----|---------------------------------|------------------------------------|
| (1) | Leon and Leon | - Internet for everone |
| (2) | Andrew S | - Computer networks |
| (3) | Harley Haun | - The internet Complete references |
| (4) | Philip Heller and Semon Roberts | - JAVA1.1 |

IT6 ERP

Enterprise wide information system, Custom built and packaged approaches, Needs and Evolution of ERP Systems, Common myths and evolving realities, ERP and Related Technologies, Business Process Reengineering and Information Technology, Supply Chain Management, Relevance to Data Warehousing, Data Mining and OLAP, ERP Drivers, Decision support system.

ERP Domain, ERP Benefits classification, Present global and Indian market scenario, milestones and pitfalls, Forecast, Market players and profiles, Evaluation criterion for ERP product, ERP Life Cycle: Adoption decision, Acquisition, Implementation, Use & Maintenance, Evolution and Retirement phases, ERP Modules.

Framework for evaluating ERP acquisition, Analytical Hierarchy Processes (AHP), Applications of AHP in evaluating ERP, Selection of Weights, Role of consultants, vendors and users in ERP implementation; Implementation vendors evaluation criterion, ERP Implementation approaches and methodology, ERP implementation strategies, ERP Customization, ERP-A manufacturing Perspective.

Critical success and failure factors for implementation, Model for improving ERP effectiveness, ROI of ERP implementation, Hidden costs, ERP success inhibitors and accelerators, Management concern for ERP success, Strategic Grid: Useful guidelines for ERP Implementations.

Technologies in ERP Systems and Extended ERP, Case Studies Development and Analysis of ERP Implementations in focusing the various issues discussed in above units through Soft System approaches or qualitative Analysis tools, Learning and Emerging Issues, ERP and E-Commerce.

Suggested Readings

1. A. Lexis Leon, “Enterprise Resource Planning”, TMH
2. Brady, Manu, Wegner, “ Enterprise Resource Planning”, TMH

IT7 Networking

Introductory Concepts: Goals and Applications of Networks, Network structure and architecture, the OSI reference model, services, networks topology, Physical Layer- transmission, switching methods, Integrated services digital networks, terminal handling.

Medium access sub layer: Channel allocations, LAN protocols, ALOHA Protocols- Pure ALOHA, slotted ALOHA, Carrier Sense Multiple Access Protocols, CSMA with Collision Detection, Collision free Protocols, IEEE standards, FDDI, Data Link Layer- elementary data link protocols, sliding windows protocols, error handling, High Level Data Link Control

Network Layer: Point-to Point networks, routing algorithms, congestion control algorithms, internetworking, TCP/IP packet, IP addresses, IPv6.

Transport Layer: Design issues, connection management, TCP window Management, User Datagram Protocol, Transmission Control Protocol.

Application Layer: Network Security, DES, RSA algorithms, Domain Name System, Simple Network Management Protocol, Electronic mail, File Transfer Protocol, Hyper Text Transfer Protocol, Cryptography and compression Techniques.

Suggested Readings

1. A. S Tanenbaum, “Computer Networks, 3rd Edition”, PHI
2. W. Stallings, “Data and Computer Communication”, Macmillan Press
3. Comer, “Computer Networks & Internet”, PHI.
4. Comer, “Internetworking with TCP/IP”, PHI
5. Forouzan, “Data Communication and Networking”, TMH

IT8 Web Technology

History of the web, Growth of the Web, Protocols governing the web, Introduction to Cyber Laws in India, Introduction to International Cyber laws, Web project, Web Team, Team dynamics.

Communication Issues, the Client, Multi-departmental & Large scale Websites, Quality Assurance and testing, Technological advances and Impact on Web Teams.

HTML: Formatting Tags, Links, List, Tables, Frames, forms, Comments in HTML, DHTML.

JavaScript: Introduction, Documents, Documents, forms, Statements, functions, objects in JavaScript, Events and Event Handling, Arrays, FORMS, Buttons, Checkboxes, Text fields and Text areas.

XML: Introduction, Displaying an XML Document, Data Interchange with an XML document, Document type definitions, Parsers using XML, Client-side usage, Server Side usage.

Common Gateway Interface (CGI), PERL, RMI, COM/DCOM, VBScript, Active Server Pages (ASP).

Suggested Readings

1. Burdman, “Collaborative Web Development”, Addison Wesley.
2. Sharma & Sharma, “Developing E-Commerce Sites”, Addison Wesley
3. Ivan Bayross, “Web Technologies Part II”, BPB Publications.
4. Shishir Gundavarma, “CGI Programming on the World Wide Web”, O’Reilly & Associate.
5. DON Box, “Essential COM”, Addison Wesley.

E: International Business

IB 1 International Business and Trade

Growth of international business: Globalisation, its Effects, Benefits & Costs, Multinationals; Firm-specific and location-specific advantages, Role of MNC's in developing countries.

Environment of international business: economic, political, legal and cultural environment, Scenario analysis & country-wide-risks of investments decisions.

International business Competitive strategies: Porter's model; Prahalad and Doz's strategy model, Foreign Direct investment, Joint Ventures, Foreign Institutional Investment.

International organisation and control: Organisational structures; Control procedures; Location of decision-making, Role of Subsidiaries, Organisational Control, Bartlett & Ghoshal's Model of TNCs.

International Trade: Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory., Vernon's Theory of International Product Life Cycle.

Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse Balance Of Payment. Convertibility of Capital Account.

Foreign exchange; Theories of Foreign Exchange rate determination-Mint Parity Theory, Purchasing Power Parity Theory, Balance of Payment Theory, Interest Rate Parity Theory, Role of world bodies like World Bank, IMF, IBRD and WTO in International Trade, Critical issues in trade.

SUGGESTED READINGS:

- 1) Aswathappa- *International Business* (Tata McGraw-Hill, 2002)
- 2) Daniels- *International Business* (Pearson Education) 2004.
- 3) Paul J- *International Business* (Prentice-Hall, 2004)
- 4) Deresky H- *International Business* (PHI, 2003)
- 5) Hill C W- *International Business* (Tata McGraw-Hill,2002.)
- 6) Varma M L- *International Trade* (Vikas, 2003)
- 7) Taggart- *The Essence of International Business* (PHI)

IB 2 INTERNATIONAL MARKETING

Introduction: Nature, importance and scope of international marketing; International market orientation and involvement. International marketing management processes an overview.

International Marketing Environment: Influence of physical, economic, socio cultural, political and legal environments on international marketing operations; Scanning and monitoring global marketing environment; International marketing Information system.

International Market Segmentation and Positioning; Screening and selection of markets; International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, setting up of wholly owned subsidiaries abroad.

International Product Planning: Major product decisions – Product features and quality, product design, labeling, packaging, branding and product support services. Product standardization vs. adaptation; managing product line. International trade product life cycle; new product development.

Pricing for international markets: Factors affecting international price determination. International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing.

International Distribution *Decisions*: Distribution channel strategy- International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics- Inventory management, transportation, warehousing and Insurance.

International Promotion Strategies: Communications across countries – complexities and issues; International promotion tools and planning – Advertising personal selling publicity and sales promotion, Developing International promotion campaign; Standardization vs. adaptation Issue, Planning for direct mail, sales literature, trade fairs and exhibitions.

International Marketing Planning, Organizing and Control; emerging trends in International marketing: International marketing through Internet; Ecological concerns and international marketing ethics.

Suggested Readings:

1. Bhattacharya, B, .Export Marketing Strategies for Success, Global Business Press
2. Cateora, Philip R.and John L.Grahm, International Marketing, 10th ed.
3. Jain, Subash C, International Marketing Management 6th ed., 2001.
4. Fayerweather, John, International Marketing, Prentice Hall of India Private Limited, .
5. Kotabe Masaaki and Kristiaan Helsen, Global marketing Management, John Wiley
6. Keegan, W, Global Marketing Management, Prentice Hall, Englewood Cliffs 1995.

IB 3 INTERNATIONAL TRADE PRACTICES AND DOCUMENTATION

EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents, EDI and documentation.

EXIM Policy Framework: Legal framework, Objective of EXIM policy; Policy overview- Facilities and restrictions: Getting started in export business.

Foreign Exchange Facilities and Regulations: Legal framework in India – FEMA – Origin and objectives, Main provisions of FEMA; Other relevant acts.

Export Payment Terms: Credit risk management and payment terms; Main features of payment terms – Advance payment, open account, documentary collection, documentary credit- Documentary collection – DP and DA process and operation, letter of credit and parties involved; Process of opening and advising LC, Types of LC; Process and operation; UCPDC – Major clauses; Consignment sale.

Transit Risk Management: Nature of transit risk. Contract of cargo Insurance, Parties Involved – Insurer/assured, Indemnity and Insurable value, Perils and losses; Insurance policy and certificate; Cargo less claim – Procedure and documentation.

Credit Risk Management: Export credit insurance- Concept and importance; Role of Export Credit Guarantee Corporation (ECGC): Covers issued by ECGC: Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements.

Central Excise Clearance – Excise duty – Definition, rationale, stages of levying and collection; Meaning of manufacturing; Type of duties; Legal framework – Central Excise Act and Rules, Central Excise Tariff Act; Valuation; Options of refund and movement in bond – Rules 12,13 and 14; Procedures and documentary requirements.

Customs Clearance of Export and Import Cargo: Legal framework – Customs Act 1962; Customs Tariff Act 1975, Foreign Trade (Development and Regulations) Act 1992, Valuation and types of duties and Harmonized System and Nomenclature; Documentation requirements and document processing, Physical examination of goods; EDI and customs operations.

Duty Drawback: Concept and rationale; Monitoring authority, Types and mechanism of rate fixation; Settlement of claims including under EDI Procedure and documentation.

Suggested Readings:

1. Customs and Excise Law, various issues
2. Excise Law Times, various issues
3. IIFT, various publications
4. Ministry of Commerce, Handbook of Procedures, Volumes I and II
7. Ram, Paras, Export: What, Where and How? Anupam Publications, New Delhi 2001.

IB 4 CROSS CULTURAL CONSUMER BEHAVIOUR

Consumer Behavior Theory and Its Application to Marketing Strategy; Consumer Buying Process: Extensive, Limited and Routine Problem Solving Behaviors

Internal Determinants of Buying Behavior: Individual differences among customers and market segmentation: Needs, motivation and involvement; Information processing and consumer perception; Learning; Attitudes and attitude change; Personality and psychographics (values and life style analysis).

External Determinants of Buying Behavior: Family and household influences: Reference group and social class: Culture and subcultures.

Models of Consumer – Behavior, Organizational Buying Behavior: Process influences and model.

Cross – cultural Consumer and Industrial Buying Behavior; Economic demographic and socio cultural trends and consumer behavior, Globalization of consumer markets and international marketing implications

Innovation Diffusion and Consumer Adoption Process: Diffusion of innovation Across Nations/Cultures; Consumer Satisfaction and Other Feedbacks; cross – cultural Consumer Research – Complexities and issues.

Suggested Readings:

1. Assael, H. Consumer Behaviour and Marketing Action, 6th e.d
2. Block and Roering, Essentials of Consumer Behaviours
3. Engel, James F. Roser D. Blockwell and Paul W. Minard, Consumer Behaviour
4. Peter J Paul and Jeery C. Olson, Consumer Behaviour and Marketing Strategy
5. Schiffan, Leon G and Kanuk, Lealie Lazer, Consumer Behaviour

IB 5 LEGAL DIMENSIONS TO INTERNATIONAL BUSINESS

Legal Framework of International Business: Nature and complexities, International conventions and trade law; Code and common laws and their implications to business International Business contract – Legal provisions; Payment terms; International sales agreements Rights and duties of agents and distributors.

Contract of Enforcement and Dispute Settlement, International Commercial Arbitration and Enforcement of Foreign Awards.

Regulatory Framework of WTO. Basic principles and charter of GATT/WTO, GATT/WTO provisions relating to preferential treatment to developing countries, regional grouping, subsidies, technical standards, antidumping duties and other NTBs. Customs valuation; Dispute settlement; Implications of WTO to important sector – GATS, TRIP and TRIMs.

Regulations and Treaties Relating to Licensing, Franchising, Joint Ventures, Patents and Trade Marks, Technology Transfer and Telecommunications. Restrictions on trade in endangered species and other commodities as based on international conventions; Taxation Treaties.

Regulatory Framework Relating to Electronic Commerce.

Indian Laws and Regulations Governing International Business Transactions – PERA/FEMA, Taxation of foreign income; Foreign investment; Setting up offices and branches abroad.

Competition Law; National and International Dimensions.

Consumer Law: National and International Dimensions.

Suggested Readings:

1. Bansal A.K, Laws of Commercial Arbitration
2. Jain R. Foreign Exchange Management Law and Practice
- 6.Pamborides, G.P. International Shipping Law; Legislation and Enforcement
7. Trabilcock M. and Robert Howse, Regulation of International Trade
8. Wadhwa,B.C.,Law Relating to Patents, Trade Marks, Copyrights and Deisgns

IB 6 GLOBAL STRATEGIC MANAGEMENT

Introduction: Strategy making, strategy implementing and strategic managing; Roles of line managers; strategic planners and top management Developing strategic vision and mission; Setting objectives and forming a strategy; Globalization and strategic management; Strategic flexibility and learning organization.

Environmental Scanning and Competitiveness Analysis: Appraising company's external strategic situation, company situation, competitive strategy and competitive advantage in global market.

Situation specific Strategies: Strategies for situations like competing in emerging Industries, maturing or declining Industries, fragmented industries hyper competitive industries and turbulent industries; Strategies for industry leaders, runner up firms and weak business.

Strategic Issues and Alternatives in Globally Competitive Markets International entry options; Multi country and global strategies; Concepts of critical markets, global market dominance and global competitiveness; Corporate turnaround, retrenchment and portfolio restructuring strategies Multinational diversification; strategies; Outsourcing strategies; Techniques for analyzing diversified companies.

Corporate Diversification Strategies: Building shareholder value: Roles of cost sharing and skills transfer in creating competitive advantage via diversification. Competitive advantages to diversified multinational corporations in a globally competitive business world.

Strategy implementation and administration: Organizing building, Budgets and support system commitment, culture and leadership; Issues in global strategy implementation, Strategy evaluation and control.

Strategic Issues in Managing Technology and Innovation; Social responsibility and ethics management.

Suggested Readings:

1. Barlett, C.A. and S.Ghoshal, Transnational Management : Text, Cases
2. Miller, Alex and Gregory Dess, Strategic Management
3. Salover, G.A. Shepard and J.Podolny, Strategic Management
5. Stonehouse, George, et.al., Global and Transnational Business; Strategy and Management
6. Thompson, Arthur A. and A.J.Strickland, Strategic Management
7. Vernon-Wortzel, H and L.H.Wortzel, Global Strategic Management: The Essentials
8. Wheelen, Thomas L. and J.David Hunger, Strategic Management

IB 7 INTERNATIONAL BUSINESS ENVIRONMENT

International Business and its Environment, Theories of Export Behavior, Theories of International Trade and foreign Direct Investment.

Terms of the trade, Balance of Payments, Commercial Policy –Objectives, Instruments, and Impact.

International Trading Framework, GATT, WTO, UNCTAD, MFA, GSP, International Commodity Agreements, Bilateralism versus Multilateralism, Regional Economic Groupings Including EC, EEA, NAFTA, ASEAN and CIS.

International Monetary System.

Foreign Investments in India and abroad, Technology Transfer, MNCs and International Business.

SUGGESTED READINGS

- | | | |
|-----|-----------------------|---------------------------|
| (1) | Peter H. Lindert | - International Economics |
| (2) | Stanley Paldiwoda | - International Marketing |
| (3) | Parvez A and Bahman E | - International Business. |

IB 8 FOREIGN EXCHANGE MANAGEMENT

Types of foreign Exchange markets and transactions, Quoting Foreign Exchange rates, spread, Official and free Market rates, Cross rates, Forward rates, Quoting Forward rates.

Organization of foreign Exchange markets, currency futures, currency options, currency Swaps, corporate Exposure management, alternative definitions of foreign exchange risk.

Exposure information system, alternatives strategies for exposure management, exposure management techniques.

Organization of the Exposure management function, parameters and constraints on exposure management.

Theory and practice of forecasting exchange rates- economic fundamentals, Financial and Social- political Factors, Technical analysis, tax treatment of foreign Exchange Gains and Losses.

FEMA-important aspects of FEMA.

SUGGESTED READINGS

Aliber RZ	-Exchange risk and corporate international finance
Bhalla VK	-International Financial management
Shapiro AC	-International financial management
Sutton WH	-Trading in currency options
Luca Cornelius	-Trading in the global Currency Markets