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

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

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

(I) Introduction

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

(II) Objectives

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

1. To provide the country a steady stream of competent young men and women with necessary knowledge, skills, values and attitudes to occupy positions of management and administration in business, industry, public system and the government.

2. To impart the students latest and relevant knowledge from the field of management theory and practice.

3. To provide opportunities to the students for developing necessary managerial skills.

4. To impart/ develop the right kind of values and attitude to function effectively in managerial/ administrative positions.

(III) Eligibility for Admission

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

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

Or

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

(b) Must have completed selection procedure as prescribed by the competent authority from time to time.
# Course Structure for Master’s Degree Course in Business Administration

## SEMESTER-I

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Subject Title</th>
<th>Examination</th>
<th>Periods</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>L</td>
<td>T</td>
<td></td>
</tr>
<tr>
<td>101</td>
<td>Organizational Behavior &amp; Principles &amp; Practices of Management</td>
<td>External</td>
<td>60</td>
<td>15</td>
</tr>
<tr>
<td>102</td>
<td>Management Accounting</td>
<td>External</td>
<td>60</td>
<td>15</td>
</tr>
<tr>
<td>103</td>
<td>Managerial Economics</td>
<td>External</td>
<td>60</td>
<td>15</td>
</tr>
<tr>
<td>104</td>
<td>Statistical &amp; Quantitative Methods</td>
<td>External</td>
<td>60</td>
<td>15</td>
</tr>
<tr>
<td>105</td>
<td>Legal Aspects of Business</td>
<td>External</td>
<td>60</td>
<td>15</td>
</tr>
<tr>
<td>106</td>
<td>Basics of Marketing</td>
<td>External</td>
<td>60</td>
<td>15</td>
</tr>
<tr>
<td>107</td>
<td>Information Technology</td>
<td>Internal</td>
<td>30</td>
<td>8</td>
</tr>
<tr>
<td>108</td>
<td>Managerial Communication</td>
<td>Internal</td>
<td>30</td>
<td>8</td>
</tr>
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</table>

## SEMESTER-II

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Subject Title</th>
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<th>Periods</th>
<th>Marks</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>L</td>
<td>T</td>
<td></td>
</tr>
<tr>
<td>201</td>
<td>Marketing Management</td>
<td>External</td>
<td>60</td>
<td>15</td>
</tr>
<tr>
<td>202</td>
<td>Financial Management</td>
<td>External</td>
<td>60</td>
<td>15</td>
</tr>
<tr>
<td>203</td>
<td>Human Resource Management</td>
<td>External</td>
<td>60</td>
<td>15</td>
</tr>
<tr>
<td>204</td>
<td>Manufacturing &amp; Operations Management</td>
<td>External</td>
<td>60</td>
<td>15</td>
</tr>
<tr>
<td>205</td>
<td>Materials &amp; Logistics Management</td>
<td>External</td>
<td>60</td>
<td>15</td>
</tr>
<tr>
<td>206</td>
<td>Management Information</td>
<td>External</td>
<td>60</td>
<td>15</td>
</tr>
<tr>
<td>Course Code</td>
<td>Subject Title</td>
<td>Examination</td>
<td>Periods</td>
<td>Marks</td>
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</tr>
<tr>
<td>207</td>
<td>Research Methodology</td>
<td>Internal</td>
<td>30</td>
<td>8</td>
</tr>
<tr>
<td>208</td>
<td>Economic Environment of Business &amp; Environmental Management</td>
<td>Internal</td>
<td>30</td>
<td>8</td>
</tr>
</tbody>
</table>

**SEMESTER-III**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Subject Title</th>
<th>Examination</th>
<th>Periods</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>301</td>
<td>Business Policy &amp; Strategic Management</td>
<td>External</td>
<td>60</td>
<td>15</td>
</tr>
<tr>
<td>302</td>
<td>Management Control Systems</td>
<td>External</td>
<td>60</td>
<td>15</td>
</tr>
<tr>
<td>303</td>
<td>Specialization I</td>
<td>External</td>
<td>60</td>
<td>15</td>
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<tr>
<td>304</td>
<td>Specialization II</td>
<td>External</td>
<td>60</td>
<td>15</td>
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<td>Specialization III</td>
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<tr>
<td>306</td>
<td>Specialization IV</td>
<td>Internal</td>
<td>30</td>
<td>8</td>
</tr>
<tr>
<td>307</td>
<td>Specialization V</td>
<td>Internal</td>
<td>30</td>
<td>8</td>
</tr>
<tr>
<td>308</td>
<td>Project Report</td>
<td>External</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SEMESTER-IV**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Subject Title</th>
<th>Examination</th>
<th>Periods</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>401</td>
<td>Entrepreneurship Development &amp; project Management</td>
<td>External</td>
<td>60</td>
<td>15</td>
</tr>
<tr>
<td>402</td>
<td>International Business Management</td>
<td>External</td>
<td>60</td>
<td>15</td>
</tr>
<tr>
<td>403</td>
<td>Current Trends in Management</td>
<td>External</td>
<td>60</td>
<td>15</td>
</tr>
<tr>
<td>No.</td>
<td>Specialization</td>
<td>Type</td>
<td>Lectures</td>
<td>Tutorials</td>
</tr>
<tr>
<td>-----</td>
<td>----------------------</td>
<td>----------</td>
<td>----------</td>
<td>-----------</td>
</tr>
<tr>
<td>404</td>
<td>Specialization VI</td>
<td>External</td>
<td>60</td>
<td>15</td>
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<tr>
<td>405</td>
<td>Specialization VII</td>
<td>Internal</td>
<td>30</td>
<td>08</td>
</tr>
<tr>
<td>406</td>
<td>Specialization VIII</td>
<td>Internal</td>
<td>30</td>
<td>08</td>
</tr>
<tr>
<td>407</td>
<td>Specialization IX</td>
<td>External</td>
<td>60</td>
<td>15</td>
</tr>
<tr>
<td>408</td>
<td>Specialization X</td>
<td>External</td>
<td>60</td>
<td>15</td>
</tr>
</tbody>
</table>

Notes:–
1. “L” Indicates Lecture Periods of 45 Minutes each and “T” Indicates Tutorial Periods of 45 Minutes each.
2. In case of subjects for University evaluation, 30% marks are reserved for internal evaluation and 70% marks are reserved for University evaluation. Passing percentage will be 40% for internal and external evaluation separately.
3. After every three years, syllabus will be revised.

(IV) Number of Lecturers-
For external subjects, there shall be at least 60 lectures and 15 lectures for Tutorials/Seminars/Assignments per semester per course.
For internal subjects, the there shall be at least 30 lectures and 8 lectures for Tutorials/Seminars/Assignments per semester per course.

(V) Practical Training and Project Work-
Each student shall have to undergo a practical training for a period of not less than 50 days during the vacation at the end of First Year.
Based on the actual training during the vacation, the student shall write a project report on the topic selected under the guidance of a faculty and submit two copies of the same to the Director of the institute before 30th September. The project Report shall be assessed both internally (30 marks) and externally (70 marks). For external evaluation there will be a viva voce at the end of third semester. Such viva-voce shall be conducted by a panel of two referees appointed by the University.

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

(VII) Specialization:-

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

Group A- Marketing Management
Group B- Financial Management
Group C- Computer Management
Group D- Production and Materials Management
Group E-Human Resource Management
Group F- International Business

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

(VIII) Rules for specialization


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

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

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

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

(IX) Assessment

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

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

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

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

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

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

(f) Reassessment of Internal Marks – in case of those students who have secured less than passing percentage of marks in the internal evaluation for the paper marked as “External” in the course structure, the concerned Institute should administer a separate internal test for these 30 marks in the subsequent semester. The results of such test
may be communicated to the University as the Revised Internal marks. If the result of internal test as above results in lower marks should be prevailed. In short, the rule is higher of the two figures of the marks shall be taken into consideration.

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

(XI) Standard of passing
Every student must secure 40% marks in both University Evaluation as well as Internal Evaluation.

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

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>70 &amp; above</td>
</tr>
<tr>
<td>A</td>
<td>60-70 Less than 70</td>
</tr>
<tr>
<td>B+</td>
<td>55-60 Less than 60</td>
</tr>
<tr>
<td>B</td>
<td>50-55 Less than 55</td>
</tr>
<tr>
<td>C</td>
<td>40-50 Less than 50</td>
</tr>
<tr>
<td>F</td>
<td>Below 40</td>
</tr>
</tbody>
</table>

(Grade F stands for failure)
(Fraction to be rounded up to next higher integer)

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

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

(XV) Teaching Faculty

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

(a) Master’s degree of a recognized University in a relevant subject or professional qualifications like ACA, AICWA, or ACS.
(b) Master’s degree of recognized University in any faculty with at least two years professional experience related to the given subject.
(c) Bachelor’s degree of recognized University in any faculty with at least 5 years professional experience related to the given subject.
(d) Diploma of a recognized University/ Board with at least 7 years professional experience related to the given subject.

University Of Pune

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

Semester I

(101) ORGANIZATIONAL BEHAVIOUR & PRINCIPLES & PRACTICE OF MANAGEMENT

SECTION I:- Organizational Behaviour

1. Introduction to Organizational Behaviour: Definition, Importance, Scope, Fundamental Concepts of OB, Different models of OB - autocratic, custodial, supportive, collegial and SOBC. (4)
2. Personality & Attitudes: Meaning of personality, attitude - Development of personality – Attributes of personality- Transactional Analysis – Ego states – Johari window - Nature and dimensions of attitude – Developing the right attitude (4)

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

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


8. Cases studies on above topics (5)

SECTION II: Principles and Practice of Management

2. Contribution of Management Thinkers: Taylor, Fayol, Elton Mayo (4)

3. Functions of Management –
   a) Planning – Concept, Nature, Importance, Steps, Limitations, Management by objectives (2)
   c) Staffing - Concept, Nature, Importance, Steps. Concept of knowledge worker. (2)
   d) Directing – Concept, Nature, Importance. (1)
   e) Controlling - Concept, Nature, Importance, Process of controlling, Control Techniques. (2)

4. Leadership: Concept, Nature, Importance, Attributes of a leader, developing
leaders across the organization, Leadership Grid. (4)


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

**Books Recommended**:
1. Organizational Behaviour, 9th Ed. - Stephen Robbins
2. Human Behaviour at work - Davis and Newstorm
3. Organizational Behaviour - Uma Sekaran
4. Organizational Behaviour - Fred Luthans
5. Organizational Behaviour - K.Aswathappa
6. Human Behaviour at Work - Keith Davis
7. Organizational Behaviour - Jit S.Chandran
8. Human Relations & Organizational Behaviour - R.S.Dwivedi
9. Organizational Behaviour - McShane
10. Organizational Behaviour - Sharma
11. Essentials of Management – Koontz – TMGH -

**102-MANAGEMENT ACCOUNTING**

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

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

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

4. Elements of Costs; (10)
(a) Materials Costs: - Materials purchasing, receiving, storing and issuing including pricing of issues.  
(b) Labour Costs and Labour Turnover.  
(c) Overheads- Identifying the overheads with cost centre. Allocation, Apportionment and Absorption – Accounting treatment of Under and Over Absorption.  
(d) Preparation of Cost Sheet, items to be excluded while preparing cost sheet.  

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

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

**103-MANAGERIAL ECONOMICS**

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


Books Recommended:-

7. Managerial Economics – Joel Dean, Prentice Hall, USA.
1. **Arranging data to convey meaning** - Tables, Graphs and Frequency Distribution


3. **Correlation** – Karl Pearson coefficient & Rank correlation – Partial & Multiple correlation. Simple and Multiple Regression (Linear) – Equation and prediction

4. **Association of Attributes**: Yule’s coefficient & Coefficient of colligation.

5. **Probability** – Concept, Bayes’ theorem. Probability Distributions - Binomial,
Poisson and Normal

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

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

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

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

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

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

(105) **LEGAL ASPECTS OF BUSINESS**

**I. The Contract Act, 1871**
1.1 Nature and classification of contracts - Essential elements of a valid contract
1.2 Offer and Acceptance - Consideration - Capacities of Parties
1.3 Provisions relating to free consent, void agreements
1.4 Provisions relating to performance and discharge of contract
1.5 Breach of contract - Meaning and remedies

**II. Contract Act, 1872**
2.1 Contracts of Indemnity - Meaning, nature - Right of Indemnity Holder and Indemnifier
2.2 Contracts of Guarantee - Meaning, Nature and Features - Types of Guarantee - Provisions relating to various types of Guarantee
2.3 Surety and Co-surety - Rights and Liabilities - Discharge of surety from his liability
2.4 Agency - Agent and Principal - Creation of Agency - Classification of Agents - Relationship between Principal and Agent - Agent's authority - Revocation and Renunciation - Rights, Duties and Liabilities of Agent and Principal - Termination of Agency (7)

III. Sales of Goods Act, 1930
3.2 Provisions relating to conditions and Warranties
3.3 Provisions relating to transfer of property or ownership

IV. The Negotiable Instruments Act, 1881
4.1 Negotiable Instruments - Meaning, Characteristics, Types, Parties - Holder and holder in Due Course
4.2 Negotiation and Types of Endorsements
4.3 Dishonour of Negotiable Instrument - Noting and Protest
4.4 Liability of parties on Negotiable Instrument. (10)

V. The Companies Act, 1956
5.1 Company - Definition, Meaning, Features and Types of companies
5.2 Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus
5.3 Share Capital (10)

VI. The Consumer Protection Act, 1986
6.2 Rights of Consumers
6.3 Consumer Disputes Redressal Agencies (6)

VII. The Information Technology Act, 2000
7.1 Digital Signature - Digital Signature Certificate
7.2 Electronic Governance
7.3 Electronic Records
7.4 Certifying Authorities
7.5 Penalty & Adjudication (10)

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

Books Recommended:-
1. **Introduction to Marketing:** Definition & Functions of Marketing. Core concepts of marketing –
   a) Need, Want, Desire, Benefits, Demand, Value, Exchange,
   b) Goods – Services Continuum, Product, Market
   c) Customer Satisfaction, Customer Delight.
   e) Holistic Marketing Orientation & Customer Value

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

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

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

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

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

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

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

**Books Recommended:-**
2. Fundamentals of Marketing - Stanton
4. Marketing Management - V.S.Ramaswamy and S.Namakumari
(107) INFORMATION TECHNOLOGY


2. **Software Packages**
   - 2.1 Microsoft Word – Mail merge (2)
   - 2.2 Microsoft Excel – Formulas, Graphs, Basis statistical formulae. (4)
   - 2.3 Microsoft Power Point – Creating effective presentations (4)
   - 2.4 Microsoft Access - Introduction to DBMS concepts, Creating a database, Basic queries. (6)
   - 2.5 Tally – Journal Entry, Ledger posting, Preparation of Balance Sheet (6)
3. **HTML** – Home page designing for each student using Microsoft FrontPage.
   
   **Note:** Chapters 2 and 3 must be conducted as practical with hands on exposure.
   
   **Books Recommended:**
   

(108) **MANAGERIAL COMMUNICATION**

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


3. **Managerial speeches:** Principles of Effective Speech & Presentations. Technical
& Non-technical presentations. Speech of introduction - speech of thanks - occasional speech - theme speech. Use of audio visual aids.

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

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


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

**Books Recommended:**

**MBA Semester II**

(201) **MARKETING MANAGEMENT**


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

3. **PRICE:** Meaning, Importance, Pricing objectives, Factors influencing pricing decision - Approaches to pricing – Price & Non-price competition, Setting the price
and managing the price changes. (8)

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

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

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

7. **Caselets Discussions** (10)

**Books Recommended:-**
1. Marketing Management - Philip Kotler
2. Fundamentals of Marketing - Stanton
3. Marketing Management - V.S.Ramaswamy and S.Namakumari
5. Marketing Models - Lilien & Kotler & Moorthy
7. Case study solutions - H.Kaushal
8. Marketing Management – Rajan Saxena
9. Marketing - Gandhi

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(202)-**FINANCIAL MANAGEMENT**


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


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


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

**Books Recommended:**
1. Financial Management – I.M.Pandey
2. Financial Management – Khan & Jain
3. Financial Management – S.M.Inamdar
5. Financial Management – S.C.Kuchal
7. Financial Management – Prasanna Chandra
8. Financial Management- P.V. Kulkarni

(203)-HUMAN RESOURCES MANAGEMENT

1. **Human resources Management**-Introduction and Importance-Evolution – difference between Personnel Management and HRM- Strategic HRM- role of a HR Manager. (6)


4. **Career Planning**- Succession Planning. (2)
5. **Performance Management System** - Definition, Concepts and Ethics - Different methods of Performance Appraisal - Rating Errors - Competency management. (8)


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

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


**Books Recommended:**
1. Human Resources Management - Gary Dessler
2. Personnel Management – C.B Mamoria
3. Managing Human Resources - R.S. Dwivedi
4. Human Resources Management - V.P. Michael
5. Human Resources Management – Dr.P.C.Pardeshi
7. Human Resources Management – L.M.Prasad
8. Human Resources Management - Ashwathappa
9. Managing Human Resources - Arun Monppa

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**(204) MANUFACTURING AND OPERATIONS MANAGEMENTS**


3. **Facilities Location & Layout** – Strategic importance - Factors affecting location & layout - Installation of facilities – Single location, multi-location decisions. Principles and Types of Facilities Layout. (8)
4. **Importance and Functions of Production Planning & Control.** Introduction to PERT / CPM - Network Crashing (Numericals expected for PERT/CPM) (8)

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


**Books Recommended:-**
1. Operations Management - Krajewski
2. Operations Management - Mahadevan
3. Production & Operations Management - Chary
4. Production & Operations Management - Chase
5. Production & Operations Management - Adam & Ebert
7. The Machine that Changed the World – James Womack (Reference)
8. The Goal – Eliyahu Goldaratt (Reference)

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(205) **MATERIALS & LOGISTICS MANAGEMENT**

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


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

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


Books Recommended:-
1. Purchasing and Supply Management - Dobler and Burt
2. Materials Management - Dutta
3. Purchasing and Materials Management - K S Menon
5. Materials & Logistics Management - L.C.Ihamb
6. Introduction to Materials Management – Arnold
7. Logistics & Supply Chain Management – Martin Christopher

(206) MANAGEMENT INFORMATION SYSTEMS

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

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

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


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

**Books Recommended:**
3. Management Information Systems, Davis and Olson, Tata McGraw Hill
5. Decision Support Systems and Intelligent Systems, Turban and Aronson, Pearson Education Asia
7. Management Information Systems - Sadagopan, Prentice Hall
8. Management Information Systems - Jayant Oke

**RESEARCH METHODOLOGY**


3. **Research Design**: Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses,
Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

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


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


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

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

Books Recommended:-
2. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
3. Research Methodology - C.R.Kothari
SECTION – I

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

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

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

4. Insurance Sector – IRDA, Life and Non Life Insurance
5. **Taxation** - Concept Implications of VAT, Customs Procedures, Excise.


**SECTION –II**

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

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


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

**Books Recommended:**

2. Environmental Management System ISO 14001 – By Dr. Ashok Joshi, L. Ramkrishnan, Nivedita Sarnaik

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**MBA Semester III**

(301) **BUSINESS POLICY & STRATEGIC MANAGEMENT**


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

3. **Strategic analysis:** Analyzing Company’s Resources and Competitive Position -
Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness.


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

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


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

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


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

**Books Recommended:-**
(302) MANAGEMENT CONTROL SYSTEMS

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

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


4. **Responsibility Centers** – Types of Responsibility Centers – Expense Centers, Profit
Centers and Investment Centers – measures used to evaluate their performances – such as ROI, ROA, MVA, EVA – DuPont analysis

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

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

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

8. **Performance Evaluation through Balanced Scorecard** – Four perspectives.

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

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

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

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**(303A)- MARKETING RESEARCH**

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


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

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

6. Exploratory designs – Descriptive designs - Longitudinal and cross-sectional analysis (2)

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

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

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

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

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

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


Books Recommended:-
1. Marketing Research, Concept & Cases – Cooper Schindler.
2. Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Albaurn
4. Marketing Research – Beri
6. Marketing Research –Aakar, Kumar, Day
1. Concept and Process of Integrated Marketing Communications (IMC):
   Elements of IMC & Developing respective communication campaign
   a) Advertising – Classification of advertising, types, advertising appropriation, advertising campaigns
   b) Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising
   c) Publicity – Types of Publicity, relationship between advertising and publicity
   d) Personal Selling
   e) Direct marketing and direct response methods
   f) Event Management
   g) E-Commerce
   h) Corporate Communication
I) Public Relations – Types of PR  
j) Media relations  
k) Community relations  
l) Industrial relations and  
m) Government relations  
n) Employee relations (House Journals / Newsletter)  
o) Crisis Management  
p) Trade Fairs and Exhibitions

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


5. Ethics and social responsibility in IMC campaigns.

6. Evaluating Marketing Communication Programs

Books Recommended:-
1. Integrated Marketing Communications - Kenneth Clown & Donald Bach  
3. Advertising Management - Rajeev Batra, John G.Myers & David A Aaker- PHI  
4. Otto Kleepner’s advertising Procedure - PH  
6. Integrated Marketing Communications - Duncon- TMH  

(305A)- DISTRIBUTION AND RETAIL MANAGEMENT

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


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

4) Retail formats: Store & Non Store Retailing —Franchising- Unconventional channels

5) Retail Location: Factors affecting location decision – Site Selection –
Location based retail Strategies

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

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

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

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

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

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

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

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

**Books Recommended:**
1) Channel Management –Stern – El- Ansary
2) Retailing Management – Swapna Pradhan
3) Retail Management – Gibson Vedamani
4) Physical Distribution & Logistics Management – Dr. Subhash Bhave
5) Channel Management & Retail Management – Meenal Dhotre
1. **Consumer Behavior**: Concept, diversity of consumer behavior, Characteristics of Indian Consumers. (2)

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

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


5. **Consumerism**: Evolution of consumer society. Definition of consumerism, buyers & seller’s rights, effects of consumerism.

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

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

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

**SALES MANAGEMENT & PERSONAL SELLING**

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

2. **Sales Forecasting**: Concept of Forecasting, Sales Forecasting methods, Quantitative and Qualitative methods.

3. **Sales Organization**: Need for Sales Organizations, their structure, Sales Managers Functions and responsibilities, Planning for major customers and sales Budget.
4. **Personal Selling Process and Approaches**: Personal Selling and Relationship Management - Selling to individuals & Institutions, Basics, Sales leads, Planning sales calls - Types of calls, – Building long term partnership by selling – Sales presentations, tools for personal selling, Sales Aids – Use of technology in sales effective selling techniques, Tele Marketing. (8)

5. **Managing the Sales Force**:
   a) **Recruiting, Selection and Training of Sales force**: Procedures and criteria extensively used as selection tools for recruiting and testing sales ability. Sales Force Job Analysis and Description
   b) **Areas of sales Training**: Company Specific Knowledge, product knowledge Industry and Market Trend Knowledge, customers and technology – Relationship Selling Process and Customer education. Value added selling
   c) **Motivating the Sales Team**: Motivation Programs - Sales Meetings, Sales Contests, Sales Compensating, (Monetary compensation, incentive programs as motivators, Non-Monetary compensation – fine tuning of compensation package. Supervising,
   d) **Evaluating Sales Force Performance and Controlling Sales activities**: Sales Records and Reporting Systems, Improving Sales Productivity, Ethical and Legal Issues in Sales Management. (10)

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

(303B)-ADVANCED FINANCIAL MANAGEMENT

1. **Accounting Standards**:
   1.1 Role of Accounting Standard board.
   1.2 Introduction to International Accounting Standards.
   1.3 Disclosure of Accounting Policies-Inventory, Depreciation, Investment, Fixed Assets, Amalgamation, EPS.

2. **Capital Structure Theories**:
   2.1 Net income approach.
   2.2 Net operating income approach.
   2.3 Modigliani and Miller theory (MM approach).
3. **Dividend Distribution Theories:**
   3.1 Type of dividend
   3.2 Important consideration in dividend policy.
   3.3 Theories of dividend
      - Gordon growth model
      - Walters valuation model
      - MM-Irrelevance theory

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

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

6. **Economic Value Added (EVA)***
   6.1 Concept of EVA
   6.2 Calculating EVA
   6.3 Adjustments for calculation of EVA
   6.4 Superiority of EVA

7. **Financial Analysis:**
   Using tools such as Cash Flow and Fund Flow

**Books Recommended:-**
1. Financial Management- I. M. Pandey
2. Financial Management- Prassana Chandra
3. Financial Management- Van Horne
1. Accessibility Criteria
   Definitions, Basic concept, person, Assessment year; previous year, assesses,
   Residential status; Incidence of tax, income exempt from tax.

2. Computation of Income Under Various Heads
   a. Income under head salary: Meaning of salary, Basis of charge of salary income,
      different forms of salary, different forms of allowances, perquisites, permissible
      deductions from salary income, tax treatment of provident fund & approved
      superannuation fund, special tax treatment of salary income of non resident
      technicians, deduction under section-80C, FBT.
b. **Income from house property**: Basis of charge, property income not charge to tax, basis of computing income from let out house property, computing income from self occupied property. (5)

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

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

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

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

3. **Income –tax Payment and Assessment**
   Tax deduction at source; advance tax; self-assessment tax; assessment procedure regular and best judgment assess revision, rectification and appeal, provision relating to interest and refund of tax. (5)

4. **Tax Planning**
   Tax planning in capital budgeting decision, leasing, hire purchase or buy decision raising of capital: equity, debt or preference share, transfer pricing and its impact. (8)

5. **Companies**
   Computation of taxable income, residential status of company, taxable income and tax liability, tax on income received from venture capital companies and venture capital funds (7)

**Books Recommended:-**
1. Direct Taxes – Law and Practice – Vinod Singhnia
2. Direct Taxes – Ravi Kishore
3. Direct Taxes – J. P. Jakhotiya
4. Direct Taxes- Ahuja
5. Bare Acts and rules of the relevant taxes
1. Overview of Indian Financial System- Development Since 1991- Role of Financial Intermediaries- Various Financial Intermediaries


4. **Money Market** –  
Nature and role of Money market in India – Instruments in Money Market viz, CPs, CDs, Bill of exchange, ICDs, Treasury Bill – Role of DFHI/STCI in Money Market – ECBs

5. **Financial Services** –  
Credit rating – Factoring and forfeiting – leasing and hire purchasing- Securitization of debts-Housing finance – Merchant Banking services and functions, Mutual Funds.

6. **All SEBI guidelines related to topics covered above**

7. **Current development are expected to be covered, International operations in stock market.**

**Books Recommended:**
1. Indian Financial Services- M.Y. Khan  
2. Marketing of Financial Services- V. A. Avdhani  
3. Advance Financial Management- Kohak  
4. Relevant Text of SEBI Guidelines.

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**306B-BANKING & FINANCIAL INSTITUTIONS**

1. **Developments since 1991**-Recent Trends-Role of Financial Intermediaries in a financial system-Various financial intermediaries -Introduction to banking system -Types of bank -Instruments -Terms like NPAs

2. **Study of various interest rates**-  
Short Term-Emergence of Repose rate as the benchmarks rate in the short term-Floating and fixed rates of interest-LIBOR, MIBOR and MIBID

3. **RBI**-Role played by them-Salient features of status governed by them- Monetary Policy, Fiscal Policy, Union (Government) Budget and its Implications
4. Commercial Banking- Management of assets and liabilities- Effect of RBI policies on the operations commercial banks- Recent reforms in Banking sector- Recovery of debts- Calculation of EMIs Emerging trends in banking like e banking, mobile banking, credit banking

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

6. Pricing of products and services in financial service sector.

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

(307B)- SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

1. Investment Scenario. (1)
2. Risk and Return-Alpha & Beta. (1)
3. Security Market Indicators. (2)
4. Fundamental Analysis. (3)
5. Equity stock valuation models. (3)
6. Bond valuation. (3)
7. Efficient market hypothesis. (3)
8. Technical Analysis. (4)
9. Emerging trend of Security Analysis in global market. (2)
10. Portfolio analysis and portfolio selection. (4)
11. Personal Financial Management. (4)
Books Recommended:-
  1. Portfolio Management- Kevin
  2. Portfolio Management- Prasanna Chandra
  3. Portfolio Management- Barua
  4. Stock Exchanges and Investments- Raghunathan
  5. Security Analysis and Portfolio Management- Fisher and Jordon
  6. Portfolio Management – V. K. Bhalla

(303C) SOFTWARE ENGINEERING

1. **System Concept**
   Definitions, Integrated Systems, Sub-systems, Modules
   
2. **Role of Software Engineer / Analysts / Users in the** various phases of Systems Development Life Cycle
   
3. **General phases of Systems Development Life Cycle**
   
4. **Fact Finding Methods**
   
5. **Different Approaches to Software Development**
   Waterfall Model, Spiral Model, Prototyping, RAD, Object Oriented, 4GL
   
6. **Structured Analysis and Design Method and Software Engineering Techniques**
   
46
Tools and Methodologies in Systems Development
Application Systems Modeling:

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

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

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

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

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

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

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

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

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

**RELATIONAL DATABASE MANAGEMENT SYSTEMS**

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

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

3. **Hierarchical Database** (2)

4. **Network Database** (2)

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

6. **Normalization**
   Advantages and disadvantages of Normalization; 1NF-2NF-3NF-rules with examples; Anomalies. (10)
7. SQL commands.
   Basic Structure, Set Operations, Aggregate Functions, Null Values,
   Nested Sub queries, Views, Complex Queries, Modification of the Database,
   Joined Relations, Data-Definition Language, Embedded SQL, Dynamic SQL,
   Exercises.  

8. Introduction to object oriented database
   Concept, Object binding in Oracle - Class, Attribute, Methods, Object type,
   Definition, Declaring and initializing, Methods, Alter and Drop type.  

Books Recommended:-
1. DATABASE System Concepts, Silberschatz, Korth, Sudarshan
2. SQL by Scott Urman

(305C) VISUAL BASIC AND ORACLE

1. Introduction to Visual Basic
   Event-driven Programming, Starting and Exiting VB, Understand VB Environment,
   Project Explorer, Properties Window, Toolbox, Form Layout Window, Property
   Pages, Getting Help, Saving Project, Printing Project, Running Applications.  

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

48
3. Visual Basic Controls
   Label and Textbox Controls, Command Button Controls, Frame, Checkbox and Option Button Controls, List Box and Combo Box Controls, Drive List Box, Directory List Box and File List Box Controls, Formatting Controls, Control Arrays, Tab Order.

4. Working with functions
   String Functions, Mathematical Functions, Date Functions, Data type Conversion Functions.

5. Control Statement

6. Dialog Boxes
   MsgBox, Inputbox, Common Dialog Box (Microsoft Common Dialog Control 6.0)

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

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

9. Objects and Classes (Only Basic Definition)
   OLE Control, Programming with objects (Creating objects of a user defined class and using them on the form).

10. Windows API
    Defining Windows API, DLLs, Declare Statement, Calling API routine

11. Crystal Reports (8.5) – Overview

ORACLE

1. Introduction to Oracle Architecture
2. Queries
   a. Select with all options, Operators, Arithmetic, Comparison,
   b. Logical (in, between, like, all, %, _, any, exists, is null, and, or, not, Distinct)
   c. Order by clause
3. SQL Functions
   a. Date
      Sys_date, next_day, Add_months, last_day, months_between,
   b. Numeric
      Round, trunc, abs, ceil, cos, exp, floor
   c. Character
      Initcap, lower, upper, ltrim, rtrim, translate, length, lpad, rpad, replace
   d. Conversion
to_char, to_date, to_number

e. **Miscellaneous**
   Uid, User, nvl, vsize, decode, rownum

f. **Group function**
   avg, max, min, sum, count, with Group by and Having Clause

g. **Nested functions**

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

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

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

7. **Introduction to Report writing using SQL**
   (Title, Btitle, skip, set, pause, column, sql.pno, Break on, compute sum, set server output on.)

8. **Database Triggers**
   Types of Triggers
   Enabling, disabling
   Predicates- inserting, updating, deleting

9. **Procedures and Functions**
Books Recommended:–
1. Visual Basic 6.0 Programming - Holzner Steven
2. Visual Basic 6.0 in 21 days - Perpy Greg
4. Visual Basic 6.0 - Peter Wright
5. Visual Basic 6.0 – Corhell
6. Oracle8- William G Page Jr. and Nathan Hughes

(306C) ENTERPRISE RESOURCE PLANNING (ERP)

1 Enterprise Resource Planning –Introduction
   What is ERP?
   Need of ERP
   Advantages of ERP
   Growth of ERP

2 ERP and Related Technologies
   Business process Reengineering (BPR)
   Management Information System (MIS)
   Decision Support Systems (DSS)
   Executive Support Systems (ESS)
   Data Warehousing, Data Mining
   Online Analytical Processing (OLTP)
   Supply Chain Management (SCM)
Customer Relationship Management (CRM) (12)

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

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

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

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

(307C)- C PROGRAMMING

1 An Overview of C (2)
  1.1. A Brief History of C
  1.2. C is middle-level Language
  1.3. C is a Structured Language
  1.4. Complier Vs Interpreters
  1.5. The Form of a C Program.
  1.7 Compilation & Execution of C. Program on Dos & Unix

2. Variables, Data Types, Operator & Expression (6)
  2.1. Character Set
  2.2. C Token
  2.3. Identifier & Keyword
  2.4. Constant
2.4.1 Integer Constant
2.4.2 Floating Point Constant
2.4.3 Character Constant
2.4.4 String Literals
2.4.5 Enumeration Constant

2.5. Data Types in C
2.6. Data Declaration & Definition
2.7. Operator & Expression
  2.7.1 Arithmetic Operator
  2.7.2 Relational Operator
  2.7.3 Logical Operator
  2.7.4 Increment & Decrement Operator
  2.7.5 Bitwise Operator
  2.7.6 Assignment Operator
  2.7.7 Conditional Operator
  2.7.8 Precedence & Associatively of Operators.

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

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

5. Pointers (4)
  5.1 Introduction
  5.2 Memory Organization
  5.3 The basics of Pointer
  5.4 The Pointer operator
  5.5 Application of Pointer
5.6. Pointer Expression
   5.6.1. Declaration of Pointer
   5.6.2. Initializing Pointer
   5.6.3. De-referencing Pointer
5.7. Pointer Arithmetic
5.8. Precedence of &*, operators
5.9. Pointer to Pointer
6. Array & String
   6.1. Single Dimension Arrays
      6.1.1. Accessing array elements
      6.1.2. Initializing an array
   6.2. Multidimensional Arrays
      6.2.1. Initializing the arrays
      6.2.2. Memory Representation
      6.2.3. Accessing array elements
   6.3. Passing Single Dimension array to Function
6.4. Array & Pointer
6.5. Array of Pointer
6.6. String Manipulation Functions
7. Function
   7.1. Introduction
   7.2. Arguments & local variables
   7.3. Returning Function Results
   7.4. Call by reference & Call by value
   7.5. Recursion
8. Structure, Union, Enumeration & type def
   8.1. Structures
      8.1.1. Declaration and Initializing Structure
      8.1.2. Accessing Structure members
      8.1.3. Structure Assignments
      8.1.4. Arrays of Structure
      8.1.5. Passing Structure to function
      8.1.6. Structure Pointer
9. Unions
10. File handling
    10.1. Introduction
    10.2. Defining & Opening a File
    10.3. Closing a File
    10.4. Input/Output Operations on Files

Books Recommended:-
1. C: The Complete Reference: Herbert Schildt
2. Let us C Solutions: Y.P. Kanetkar
5. C Programming Language: Kernighan & Ritchie.
1. **Inventory Management:** Inventory concept; need for inventory; types of inventory, functions, use; Dependent and Independent Demand, Responsibility for inventory management.  

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

3. **Inventory Control Techniques:** Inventory classification and its use in controlling inventory, Setup time and inventory control, safety stock determination considering service level. Strategies to increase Inventory Turns,
Reduce throughput time, Reduce WIP, eliminate waste, and reduce inventory level in service and manufacturing organizations.


Books Recommended:-
2. Orliky’s MRP – Plossl
3. Production Planning And Inventory Control - Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington, Prentice Hall Of India Pvt Ltd,
6. Essentials of Inventory Management - Max Muller, AMACOM/American Management Association
7. Production And Inventory Control - J H Greene, Homewood III: Richard D Irwin
1. INTRODUCTION TO BUSINESS MODELING: Modeling – meaning and process, Certainty and uncertainty in models, importance of understanding data before modeling, modeling with spreadsheet in simple decision situations. (6)


3. DECISION TREES: Concept, Application of Decision Trees in operations management. (Numericals Expected) (6)
4. **SEQUENCING PROBLEMS**: Concept, Application, n jobs – 2 machines, n jobs - 3 machines, n jobs – m machines. Comparison of priority sequencing rules. (Numericals Expected)

5. **DYNAMIC PROGRAMMING**: Conceptual Introduction to Dynamic programming.

6. **SIMULATION**: Concept, Applications in Operations management.

7. **DESIGN OF EXPERIMENTS**: Concept and Introduction.

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

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

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

**Books Recommended:-**
3. Managerial Decisions Modeling with Spreadsheets – Bal Krishnan, Render, Stair, Jr. - Pearson Education.
8. Quantitative Analysis for Management – Render, Stair, Jr. – Pearson Education.
10. ERP Demystified- Eilon.


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

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

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

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

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

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

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

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

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

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

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

Books Recommended:-
1. Supply Chain Logistics Management - Bowersox, Closs & Cooper –
2. World Class Supply Management - Burt, Dobbler, Starling, TMGH, 7th ed.
3. Global operations & Logistics- Philippe - Pierre Dornier, John Wiley & sons Inc,
(306 D)- WORLD CLASS MANUFACTURING


3. **System & tools for world class manufacturing:** Improving Product & Process
Design – Lean Production – SQC, FMS, Rapid Prototyping, Poka Yoke, 5-S, 3 M, use of IT, JIT, Product Mix, Optimizing, Procurement & stores practices, Total Productive maintenance, Visual Control. (6)


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

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

Books Recommended:
1. World Class Manufacturing - Strategic Perspective - B.S. Sahay, KBC Saxena, Ashish Kumar. (Mac Milan)
3. The Toyota Way - Jeffrey K.Liker – (Tata McGraw Hill)
4. Operations Management for Competitive Advantage – Chase
5. Making Common Sense Common Practice – Moore
6. Managing Technology & Innovation for Competitive Advantage – Narayanan
7. Just In Time Manufacturing – M.G.Korgaonkar

(307D)- PRODUCTIVITY MANAGEMENT

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

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

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

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


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

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

**Books Recommended**:-
7. Productivity Management – Systems approach - Premvrat, Sardana, G.D. and
(303E)- LABOUR LAWS-I

1 The Factories Act, 1948
   Approval, Licensing and Registration- Inspecting Staff – Health – Welfare
   Working Hours - Annual Leave with wages - Periodical Returns-
   Registers and Records. (15)

2 The Bombay Shops and Establishments Act, 1948
   Registration of Establishments –Shops and Commercial Establishments – Residential
   Hotels, Restaurants and Eating Houses –Theatres or other places of Public
   Amusement or Entertainment – Leave with pay and payment of wages –Health and
   Safety – Maintenance of Registers, Records and Annual Report (8)

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

4 The Minimum Wages Act, 1948
Fixing of Minimum Rates of Wages – Minimum Rates of Wages – Procedure for Fixing and Revising Minimum Wages – Advisory Boards and Committees – Wages in Kind – Wages for worker who works for less than normal working day – Wages for two or more classes of work – Minimum time rate wages for piece rate work – Maintenance of Registers and Records (8)

5 The Payment of Wages Act, 1936
Fixation of Wage Periods – Time of Payment of Wages – Deductions which may be made from wages – Maintenance of Registers and Records. (8)

6 The Payment of Bonus Act, 1965
Computation of Gross Profit and Available Surplus – Eligibility and Disqualification for Bonus – Payment of Minimum and Maximum Bonus – Calculation of Bonus with respect to certain employees – Proportionate deduction in bonus in certain cases – Computation of number of working days – Set on and Set off of allocable surplus – Special provisions with respect to certain establishments – Deduction of certain amounts from bonus payable – Time limit for payment of bonus – Presumption about accuracy of balance sheet and profit and loss account – Maintenance of Registers and Records. (8)

7 The Payment of Gratuity Act, 1972
Entire Act (5)

Books Recommended:-
1. Bare Acts
2. Industrial Law – P L Malik
3. Industrial Law – J K Bareja
4. Labour Laws for managers – B D Singh
5. Industrial & Labour Laws – S P Jain
(304E) INDUSTRIAL RELATIONS

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

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

3 Industrial Dispute - Meaning, Causes (5).

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

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

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

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

9 Salient features of Industrial Employment (Standing order) Act 1946. (5)

Books Recommended:-
1. Dynamic Personnel Administration - Prof. M.N.Rudrabasavraj.
3. Labour Management Relations in India – K.M.Subramanian
   Mamkoottam
5. Management of Industrial Relations – Pramod Verma
8. Industrial Relations – Arun Monappa
11. Elements Of Mercantile Law- N.D.Kapoor

(305 E)- PERSONNEL ADMINISTRATION - APPLICATION & PROCEDURE


4. Wage & Salary Administration – General consideration in wage & Salary administration – Objectives & principles, Time keeping, Attendance,
Statutory Returns – TDS, Professional Tax, Form 16 (A) PF & ESI Returns.


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

7. Challenges of modern personnel manager.

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

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**(306E)- TRAINING & DEVELOPMENT**

1. Introduction To Training Concept: Definition, Meaning, Need For Training, Importance Of Training, Objectives Of Training, Concepts Of Education, Training And Development, Overview Of Training Functions, Types Of Training
3. Designing And Implementing A Training Program: Trainer Identification, Methods And Techniques Of Training, Designing A Training Module (Cross Cultural,
Leadership, Training The Trainer, Change), Management Development Program, Budgeting Of Training. (6)


6. Technology In Training: CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning. (2)

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

(307E)- MBA – ORGANIZATIONAL DEVELOPMENT


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

4. OD Intervention: Meaning, Importance, Team Intervention: Role Analysis,
Interdependency, Appreciation and Concern Inter group: Walton, Principled Negotiation
Structural: Sts, Work Redesign, Self-Managed Teams.
Individual: T-Group, Behaviour Modeling

5. Client And Consultant Relationship

6. Caselets: Action Research Intervention Exercises

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

(303F)- INTERNATIONAL MARKETING

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

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

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

4) Market section, International Market entry strategies.
5) Planning for International Marketing- Global Marketing Mix
( Product, Price, Promotion, Place )

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

7) Limitations of Global Marketing.

Books Recommended:-
1. International Marketing, R.M.Joshi, OUP
2. Global Marketing Management, K. Lee, OUP
3. International Marketing-Cateora.
9. International Marketing Micheal- R Czinkota, Ilkka A Ronkainen
10. International Marketing, R.M. Joshi

(304F)- INTERNATIONAL LOGISTICS & SUPPLY CHAIN MANAGEMENT

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

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

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

4. **OUTSOURCING AND LOGISTICS SERVICE PROVIDERS**

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

5. **CUSTOMER SERVICE:**

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

6. **PLANNING GLOBAL SUPPLY CHAIN**

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

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

7. **GLOBAL TRADE ENVIRONMENT**


8. **NETWORK DESIGN:**

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

9. **INVENTORY FLOW AND MODELING:**

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

10. **COORDINATION IN SUPPLY CHAIN:**

    Importance of Coordination in Supply Chain, Bullwhip Effect, Effect of lack of Coordination on performance, Obstacles to Coordination, Strategies to achieve coordination, Building Strategic Partnership and Trust In Supply Chain
11. INFORMATION TECHNOLOGY IN SUPPLY CHAIN:  
Role and Importance of IT in Supply Chain Management, IT solutions for Supply Chain Management, Supply Chain Information Technology in Practice

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

Books Recommended:-

1. Douglas Long International Logistics: Global Supply Chain Management Springer-Verlag New York, LLC;2004
3. Alan Branch Global Supply Chain Management in International Logistics Routledge 2007

(305F)- ENVIRONMENT AND GLOBAL COMPETITIVENESS

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

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


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

7. Theories of international trade: Adam Smith, Recardo, Heauhar& Ohalin, Jagdish Bhagawati. [8]
8. Michel Porter’s five force and competitive advantage theory. [4]
9. Indicators of world competitiveness. Ranking of the current year and India’s position. [6]
10. Changes in the top 5 rankings in last 3 year and lessons thereof [2]

(306F) INTERNATIONAL REGULATORY ENVIRONMENT

2. What is WTO, structure, strength and weakness, prospects [4]
3. Ministerial Conferences, Dispute settlement mechanism( with cases) [4]
4. WTO and other international regulatory. Organizations, UNCTAD etc [2]
5. Agreement on goods / services, intellectual properties. [2]
6. Regional trade agreements and WTO, ILO [2]
7. International arbitration UNICITRA

8. FTA / Taxation / CEC [2]


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

(307)F- EXPORT AND IMPORT PROCEDURES

1. Preparation for Exports [6]
   Registration –IEC, EPC, CENTRAL EXCISE, Category of Export - Physical (1)
   Direct ( 2) Indirect, Deemed Export, Category of Exporters -Manufacturers /
   Merchant Exporters- (1) General (2) EOU (3) SEZ (4) EH/ TH/STJ

2. Export Benefits : [3]
   Duty Drawback, Advances Licensing CENVAT, Sales Tax Exemption, IPRS,
   Excise Clearance Benefit / Rebate, Income Tax Benefit

   Procedures and Documentation, GSP Rules of Origin, ECGC, Exim Bank / Lines of Credit

4. Documents prescribed by some importing countries [6]
Trade Fair Authority Exhibitions / International Exhibition / FIEO/ ITPO
L/C, B/L etc. Costing, QBAL/ VBAL, DEPB
5. Current trends in export, experience of other countries like Japan, South Korea and
Singapore, Malaysia EC Units (UK, Denmark, Sweden, Finland) USA etc., Foreign
Remittances [2]

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

(401)- ENTREPRENEURSHIP DEVELOPMENT & PROJECT MANAGEMENT

SECTION I: ENTREPRENEURSHIP DEVELOPMENT – (35 Marks)

1. Foundations of Entrepreneurship Development: Concept and Need of
   Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship,
   Innovation, Invention, Creativity, Business Idea, Opportunities through change.
   Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur –
   comparative study - Roles, Responsibilities, Career opportunities.
   Entrepreneurship as a career, Entrepreneurship as a style of management, The
   changing role of the entrepreneur: mid career dilemmas – Closing the window:
2. Theories of Entrepreneurship:
   3. Innovation Theory by Schumpeter & Imitating
   4. Theory of High Achievement by McClelland
   5. X-Efficiency Theory by Leibenstein
   6. Theory of Profit by Knight
   7. Theory of Social change by Everett Hagen

3. Influences on Entrepreneurship Development:
   a. Entrepreneurial Traits
   c. Entrepreneurial Success and Failure: Reasons and Remedies.


5. Creating Entrepreneurial Venture - Entrepreneurship Development Cycle

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

SECTION II: PROJECT MANAGEMENT – (35 Marks)

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

8. Entrepreneurship Development and Government
   Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc. – with special reference to ‘Export oriented unites’
   Role of the following agencies in the Entrepreneurship Development
   1. DIC – District Industrial Center
   2. SISI – Small Industries Services Institute
   3. EDII – Entrepreneurship Development Institute of India
   4. NIESBUD – National Institute of Entrepreneurship and Small Business Development
   5. NEDB – National Entrepreneurship Development Board
Books Recommended:-
3. Entrepreneurship Development New Venture Creation – Satish Taneja, S.L.Gupta
5. Entrepreneurship: Strategies and Resources – Marc J. Dollinger
6. The Culture of Entrepreneurship – Brigitte Berger.
7. Innovation and Entrepreneurship – Peter F. Drucker
8. Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
10. New Vistas of Entrepreneurship: Challenges & Opportunities – A. Sahay, M.S.Chhikara
11. Entrepreneurship and Small Business Management – Siropolis
12. The Entrepreneurial Connection - Gurmeet Naroola
13. Thought Leaders – Steven Brandt.
14. Corporate Entrepreneurship – Vijay Sathe
15. Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations – Michael H.Morris, Donald F.Kuratko
16. Intrapreneurship: Gifford Pinchot III
17. Lead like an Entrepreneur – Neal Thornberry
18. You Too Can Become an Entrepreneur – Nalinaksha Mutsuddi
19. Make The Move: Demystifying Entrepreneurship – Ishan Gupta, Rajat Khare

(402) INTERNATIONAL BUSINESS MANAGEMENT


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

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


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

8. Case Studies:
   Country Risk Analysis
   Cases on theories of International Trade
   Cases on WTO related to topic 5
   Cases on International Marketing

Books Recommended:-
1. International Business Environment – Sundaram and Black
2. International Business Environment – Bhalla and Raju
4. International Business – Francis Cherulinam
5. International Business – Rao and Rangachari
6. Export Management – Rathod
9. International Business – Charles Hill
10. International Business Environment & Operations – John D.Daniels
(403) CURRENT TRENDS IN MANAGEMENT


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

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

4. IT Enabled Services – Business / Knowledge Process Outsourcing. (8)
5. **World Class Manufacturing**: Concept and Importance, Lean Manufacturing Practices, Just in Time, Theory of Constraints. (10)

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

**Books Recommended:**
1. Knowledge Management - Awad Elias M, Ghaziri Hassan M (Pearson Education)
2. Six Sigma for Every One - Eckes (John Wiley & Sons, New Jersey)
3. Mergers Restructuring and Corporate Control – Weston, Chung, Hong (Prentice Hall)
4. Corporate Governance – Dr. S. Singa (Excel Books)
5. World Class Manufacturing – Vol.-1 and 2 (ICFAI University Press)
7. World Class Manufacturing – B. S. Sahay

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(404A)- SERVICES MARKETING

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

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

3. **Services Marketing Mix**: Introduction to the 7 Ps of Services Marketing Mix;
Product-Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle. (4)

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

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

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

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

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


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

Books Recommended:-
2. Services Marketing - Christopher Lovelock
3. Services Marketing - Rampal & Gupta
4. Essence of Services Marketing - Ardian Payne
5. Services Marketing - Helen Woodruff
SECTION A: MARKETING STRATEGY


3. Segmentation, Targeting and positioning principles - The process of market definition - Determining alternative market or segment attractiveness - Making market and segment choices - Alternative targeting strategies - Principles of
competitive positioning - Communicating the competitive position (4)

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

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


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

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


SECTION B: RELATIONSHIP MARKETING

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


5. **IT enabled RM**: Emergence of CRM – database marketing – data warehousing and data mining- pitfalls of IT focus in RM – ethical issues – customer privacy. (5)
6. **Sustaining Customer Relationships**: The role of service in building relationships, segmentation of service, measurement of service - Monitoring of customer satisfaction - Analyzing customer defections (5)

**Books Recommended:-**
1. Marketing Strategy - Boyd Walker, Mullins Larrech, TMGH
2. Strategic Marketing Management - David Aaker
3. Principles of Marketing - Philip Kotler, Gary Armstrong
4. Handbook of Relationship Marketing - Jagdish Sheth, Atul Parvatiyar
5. Leading Through Relationship Marketing - Richard Batterley
7. Customer relationship Management - Sheth, Parvatiyar, Shaineshe
8. For contemporary case studies students should refer to the periodicals and journals.

**406(A) PRODUCT & BRAND MANAGEMENT**

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

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

3. **Market Potential & Sales Forecasting**: Forecasting target market potential and sales, Methods of estimating market and sales potential, Sales forecasting.
planning for involvement in international market. (6)

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

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

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

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

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

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

**Books Recommended:-**
1. Product management - Donal R. Lehmann, Russel S. Winer
2. Strategic Brand Management - Kevin Lane Keller
4. Marketing Management - Philip Kotler
5. Successful Branding - Pran K Choudhary
7. Strategic Brand Management - Caperer
8. Behind Powerful Brands - Jones
9. Managing Indian Brands - S. Ramesh Kumar

**(407A) INTERNATIONAL MARKETING**

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

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

3. **Facilities and incentives relating to export business:** Rules for successful exporting. Preliminaries for starting Export Business, Registration of Exporters,
4. **International Pricing Decisions:** Factors influencing international pricing decisions- Uniform pricing V/s Market by market pricing


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

**Books Recommended:**
1. Nabhi’s How To Export – Nabhi Publication
2. International Marketing Export Marketing – S. Shiva Ramu
6. Winning The World Marketing – Bhattacharya
7. Export Marketing – Francis Cherunilam.

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

3. **Consumer Behavior on the Internet:** Demographic, geographic, psychographic and
behavioral factors important to e-Marketing. Motivations for shopping on the net - attributes of online shopping. (4)

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

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

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

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

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


10. The Future of e Marketing.

Books Recommended:-
1. e-Marketing: Strass, El-Ansary, Frost
2. Digital Marketing for Dummies: Carter-Brooks-Catalano-Smith
3. e-Service-New Directions in Theory & Practice: Roland T. Rust and P.K. Kannan
4. eCRM-Concepts & Cases: Madhavi Garikaparthi
5. e-CRM: Business & System Frontiers: M.P. Jaiswal & Anjali Kaushik
1. Central Excise:
   b. Liability for the central excise.
   c. Definitions.
      i. Goods,
      ii. Manufacture,
      iii. Excisable goods.
   d. Job workers.
   e. Classification of Goods.
f. Determination of Tariff Headings

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

3. Value Added Tax (VAT):
   a. Definition
      i. Agriculture
      ii. Business
      iii. Capital asset
      iv. Dealer
      v. Non-resident dealer
      vi. Goods
      vii. Place of business
      viii. Purchase price
      ix. Sale price
      x. Resale
      xi. Turnover of purchase and turnover of sales.
   b. Incidence of Tax
      i. Tax liability
      ii. Rate of tax on goods specified in schedule.
   c. Registration
      Registration procedure
      Fresh registration
      Information to be furnished regarding change of business
      Declaration of name of manager and PAN
   d. Returns
      Returns and self assessments
      Audit of registered dealer.
e. Payment of Tax
   Deduction of tax at source
   Payment of tax
   Adjustment of any payment
   Special provisions regarding liability to pay tax in certain cases
   Liability of firms and partners
f. Tax audit under VAT
   Imposition and rate of VAT
   Acquisition of goods from member states
   Importation of goods from outside member states
   Goods subject to a warehousing regime
g. Determination of value
h. Payment of VAT taxable persons
i. Relief, Exemptions and Repayments
j. Administration, Collection, Enforcement (provisions)
k. Assessment of VAT and other payments due
l. Change in rates of VAT and disclosure of information
m. Appeals etc.

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

(405B)- INTERNATIONAL FINANCE

1. Overview of international business. (6)
   b. WTO and its impact.
   c. Role of World Bank, IMF, SDR.
   e. Use of IT in international finance.

2. Forex Markets (12)
   a. Definition of foreign currency and foreign transactions- trade and non trade.
   b. Forex Markets- spot forward, future options & swaps.
c. Role of participants of Forex market.
d. Exchange Rate determination- Mathematical models.
f. Emerging importance of Indian rupee.

3. Regulatory Framework of international finance
   a. Indian perspective-FEMA, foreign trade policy, role of RBI, rupee convertibility, EOU/STPI, SEZ, EPZ.

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

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

6. International Accounting Standards on foreign transactions

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

(406B)- RISK AND INSURANCE MANAGEMENT

1. Introduction to Risk Management.
   a. Identifying types of risks
   b. Management of Translation.
   c. Transaction and economic Exposure
   d. Quantifying Risk and Hedging techniques.
   e. Internal and External Techniques viz Netting, Matching, Leading and Lagging.
   f. Price variation.
   g. Short Term borrowing.
h. Pricing in Foreign Currency.
i. Assets Liability Management.

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

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

4. General Insurance
   a. Principles of General Insurance
   b. General Insurance Products (Fire, Motor & Health)
   c. Terminology
   d. Perils
   e. Clauses and Covers
   f. Risk Assessment & Underwriting
   g. Product Design
   h. Development and evaluation
   i. Loss prevention and control
   j. Claims Management
   k. Reinsurance
   l. Marketing and Servicing
   m. IT applications
   n. Legal framework and documentation
Books Recommended:-
1. Options and Futures- Hull
2. International Finance- A.V. Rajwade
3. International Finance- P.G. Apte
4. Commodity Futures & Options- George Kleiman
5. Principals of Insurance- Holioke
6. Principals of Insurance- Mishra
7. Insurance Law Manual- Taxman

(407B)- STRATEGIC FINANCIAL MANAGEMENT

1. Conceptual Framework (4)
   1.1 Meaning of SFM
   1.2 Evaluation of costs and benefits
   1.3 Reasons for managing business financially
   1.4 Strategy & strategist
   1.5 9-s model for SFM

2. Compensation Management. (4)
   2.1 Need of compensation management.
   2.2 Types of employees & compensation strategy.
2.3 Design of wage policy.
2.4 Negotiations.
2.5 Design and implementation of VRS
2.6 Implications of FBT.

3. Financial Aspects of Supply Chain Management strategy with respect to following areas
   3.1 Vendor management
   3.2 Purchasing
   3.3 Inventory control and its techniques
   3.4 Distribution Management
   3.5 Relationship with dealers
   3.6 Product pricing
   3.7 Marketing cost analysis

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

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


7. Ethical Aspects.
   7.1 Ethical Dilemma faced by Financial Managers.
   7.2 Need for corporate social responsibility.
   7.3 Corporate governance.
      a. Recommendations of Kumar Mangalam Birla Committee.
      b. Recommendations of Narayanan Murthi Committee.
   7.4 Financial Restructuring
      a. Need for financial restructuring
      b. Restructuring through privatization.
      c. Restructuring of sick companies.
7.5 Mergers and Acquisitions
   a. Demergers
   b. Accounting standard 14.
   c. Provisions of companies act on amalgamations, minority interest.
   d. Tax implications of mergers, Demergers.
   e. Leverage buy-out.

7.6 Joint ventures.
   a. Meaning.
   b. Accounting standard 27.

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

Books Recommended:-
1. Strategic Financial Management- G.P. Jakhotiya
2. Strategic Finance Case Studies- N.J. Yashaswy

(408B)- STRATEGIC COST MANAGEMENT
1. Meaning, nature and significance of strategic Cost Management. (2)
2. Value Analysis and value addition. (3)
3. Activity based costing (3)
4. Waste Management-Scraps, defectives etc. (3)
5. Method study and work study. (2)
6. Cost benefit analysis, Profit planning. (4)
7. Role of Budgetary control and standard costing in profit planning. (4)
8. Productivity improvement- Various tools and techniques including Kaizen and Six Sigma. (5)
9. Brand building-cost implications of brand building. (2)
10. Supply chain Management- Cost implications. (2)

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

404C – EMERGING TRENDS IN INFORMATION TECHNOLOGY

1. Overview of an E – Commerce
   Internet, Intranet, Extranet, Definition, Goals of E- Commerce
   Difference between E-Commerce and E- Business
   Models of E- Commerce
   Limitations and Advantages of E-Commerce (4)

2. E-Banking:
   Transactions: Inter Banking, Intra Banking, Electronic Payments, (Payment – Gateway Example)
   Securities in E-banking (SSL, Digital Signatures – Examples)
   Services Provided: -ATM, Smart Card
3. **E- Security**
   - Firewalls, Electronic Market / e-shop
   - Introduction to security, Types of Securities
   - Security Tools, Network Security

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

5. **Content Management and Disseminations:**
   - E-learning – Models WBT, CBT, Virtual Campus, LMS & LCMS, Video
   - Conferencing, Chatting Bulleting, Building Online Community, Asynchronous/
   - Synchronous Learning, Case Study

6. **E – Logistics:**
   - Logistics & Supplier Chain Management, Warehousing Management,
   - Transportation/Distribution Management

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

8. **Knowledge management:**
   - What is KM? (Components and Type of Knowledge), Knowledge Building Models,
   - KM Cycle & KM architecture, KM tools, KM approaches

9. **GIS/GPS:**
   - What is GIS?, Nature of Geographic data, Spatial Objects & Data Models, Getting
   - map on Computers, GIS standards & Standardization Process of GIS development,
   - Implementation and Deployment phases

**Books Recommended:-**
1. Management Information System: Jawadekar
2. Management Information System: Laudon & Laudon
3. The Essential Guide to Knowledge management: Amrit Tiwana
4. The GIS Book: George B. Karte.
5. Internet (Use of Search Engines Google & yahoo etc)
6. E – Commerce: Milind Oka
7. E – Commerce: C.V.S. Murty
9. E-Governance Case Studies – Ashok Agarwal
I. Software Project Management
   Overview of COCOMO Model, PERT/CPM, Reileigh Curve
   Project Organization
   Risk Management
   Project Finance
   Procurement Management
   Project Scheduling
   Project Quality Management
   Communication Management

II. Software Project Management
   Resources Planning and Estimation
      - Different Methods of estimation in brief
      - Function Point Analysis in some details
   Use of CASE Tools
   Introduction to MS Projects
   Design and Development
      - Schedule
      - Resource Allocation
      - Progress Review
      - Review - Design and Walkthroughs
   Testing
      - Overview of
      - Test Plan
      - Generation of Test Cases, Test Data
      - Types of Testing
      - Quality Concepts - ISO, CMM
   Production / Implementation
      - User Acceptance Tests
      - Parallel Runs
      - Change Management
   Maintenance
      - Types - Adaptive, Corrective, Preventive
      - Version Control and Configuration Management
   Documentation Methods for all these topics
   Aspects specific to Generic Product Development vis-à-vis user specific application development

III. IT Management
   Acquisition Process - Hardware, Software, Network, Infrastructure
      - Requirement Planning
      - Sizing
- Selection Methodology including Benchmarking
- Documents involved

IT HRM
- Selection
- Retention
- Training
- Career Path Planning

IT Operations
- Scheduling
- Roles and Responsibilities
- Procedures

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

Books Recommended:
1. Software Project Management - Edwin Bennetan
2. Software Engineering - Roger S. Pressman
4. TQM for Computer Software - Dunn and Ulman
5. Management of Information Technology - Pravin Muley
406(C) - BUSINESS APPLICATIONS

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

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

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

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

5. **Banking**
   - Savings Bank Accounting - Real Time
   - Internet Banking
   - Fixed Deposits

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

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

**Books Recommended**

1. Business Applications of computers - Milind Oka
1. Auditing Concepts (2)

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

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

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

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


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

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

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

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

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

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

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

A. HTML Basics
   - Introduction to HTML
   - WWW
   - Web Publishing

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

C. CSS
   - Inline
   - Embedded
   - Sep. /External
   - Transaction Effect
   - Client Pull

D. Introduction To XML

2. ASP

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

B. Dissecting your First ASP Script.
   - Understanding ASP Script.
   - ASP Browser
   - ASP Process
   - Concept of File Inclusion.

C. Working with variables
   - Definition and Naming rules
   - Data Types
   - Constant, Arrays
   - Operators

D. Understanding VB Script Control
   - Structures
   - Conditional
   - Looping
   - Branching

E. Using VB Script Built-in Function
   - Typecasting Variables
Math, Date, String, Formatting -Functions.  

F. Using Database
   Reading From a Database Using ASP
   Inserting, Updating, and Deleting Database records
   The Internet Programming using Front Page

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

2. **ROLE OF MANUFACTURING /OPERATIONS IN BUSINESS STRATEGY**: Value as business concept – strategic issues in manufacturing – Value Chain concept Focus, core competence and distinctive capabilities – stakeholders & strategy.


7. **MANUFACTURING INFRASTRUCTURE DEVELOPMENT**: Importance , issues involved – organizational issues operational approaches to improving delivery system, controlling operations – key performance Indicators, PQCDSM.


**Books Recommended:**
1. Operations Strategy -- David Walters – Palgrave Mcmillan
2. Operations Management for Competitive Advantage – Chase
3. Competitive Manufacturing Management – Nicholas
4. Manufacturing Strategy - Terry Hill
5. Strategic Operations Management - Steeve Brown, Richard Lamming, John Bessant, Peter Jones – (Butterworth Heinemann)
7. Operations Management – Terry Hill.
8. JIT in manufacturing – M.G.Koregaonkar (Mac Millan)
9. Managing Technology & Innovation for Competitive Advantage - Narayanan
1. **Introduction to technology management**: Concept and meaning of technology, Evolution and growth of technology, role and significance of management of technology, Impact of technology on society and business, Forms of technology: process technology and product technology. (8)

2. **Competitive advantages through new technologies**: Product development – from scientific breakthrough to marketable product – Role of Government in Technology Development. Linkage between technology, development and competition, Managing research and development (R&D), Managing Intellectual Property. (8)

3. **Technological Forecasting**: Exploratory: Intuitive, Extrapolation, Growth Curves, Technology Monitoring, Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram (8)

4. **Technology Assessment**: Technology Choice, Technological Leadership and Follower ship, Technology Acquisition. Meaning of Innovation and creativity, innovation management (8)

5. **Technology strategy**: Concept, types, key principles, framework for formulating technology strategy, Technology forecasting: techniques and application. (6)

6. **Technology diffusion and absorption**: Rate of Diffusion; Innovation Time and Innovation Cost, Speed of Diffusion. Project management in adoption and implementation of new technologies. (6)

7. **Technology Transfer Management**: Technology transfer-process; outsourcing strategic issues; joint ventures, technology sourcing. (6)

8. **Human Aspects in Technology Management**: Integration of People and Technology, Organizational and Psychological Factors, Organizational Structure. (5)

9. **Social Issues in Technology Management**: Technological Change and Industrial Relations, Technology Assessment and Environmental Impact Analysis. (5)

**Books Recommended:**
4. Managing Technology and Innovation for Competitive Advantage - V K Narayanan - Pearson Education Asia
9. Bringing New technology To Market - Kathleen R Allen - Prentice Hall India


4. **Quality Control and Quality Assurance:** Concept of Quality Control – Concept of Process Variation – Acceptance Sampling – Sampling Inspection Vs. 100% Inspection – Attributes and variable sampling plans – OC Curves – Producer and Consumer Risk – AQL, RQL, TQL, AOQL and AOL. (6)

5. **Statistical Process Control:** Control Charts – X-R, P, np and C Charts – Benefits of Control Charts and Applications (2)


7. **Reliability:** Concept and Components – Concepts of failure – Reliability of system – Success and Failure models in series and parallel – Methods of achieving higher reliability – Concept of maintainability and availability – Comparison with reliability. (4)


9. **Quality Management Standards:** (Introductory aspects only)
   c. ISO 27001:2005 Information Security Management System
d. ISO / TS16949:2002 for Automobile Industry

f. Auditing Techniques - Planning for an audit - Developing a Check-list - Conducting an Audit - Writing an Audit Report - Auditor Ethics - Value - addition process during Internal Audit - Mock Audits - Quiz.

Books Recommended
1. Quality Control - Dale H Bester field – Pearson Education
2. Total Quality Management – Sundarrajan
3. Quality Control & Total Quality Management – Jain
4. The essence of Total Quality Management – Hunsen & Ghare
5. Managing for Total Quality – Logothetic
6. Quality Problem Solving – Smith
7. ISO 9000 – Kairon
8. Manuals of various standards.
1. **Project Management Concepts**: Concept and characteristics of a project, importance of project management, types of project, project organizational structure, project life cycle, Statement of Work, Work Breakdown Structure. (2)

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

3. **Resource Scheduling**: Resource allocation method, splitting and multitasking, Multi project resources scheduling (2)

4. **Critical Chain Scheduling**: Concept of critical chain scheduling; critical chain scheduling method, application of Critical chain scheduling and limitations. (2)

5. **Project Quality Management**: Concept of project quality, responsibility for quality in projects, quality management at different stages of project, tools and techniques, Quality Management Systems, TQM in projects. (4)

6. **Project performance Measurement and Control**: Monitor and assess project performance, schedule, and cost. Earned value Management, performance measurement. methods to monitor, evaluate, and control planned cost and schedule performance. (4)

7. **Project Closure/ Termination**: Meaning of closure/ termination, project audit process, termination steps, final closure. (2)

8. **Managing Project Teams**: Team development process, team building process, stages in developing a high performance project team, project team pitfalls. (2)

9. **IT in Projects**: Overview of types of softwares for projects, major features of softwares like MS Project, criterion for software selection. (2)

10. **International Projects**: Issues in managing international projects, Selection and training of employees, cross cultural considerations. (2)

Books Recommended
3. John M Nicholas “Project Management For Business And Technology” Prentice Hall Of India Pvt Ltd
1. **Evolution of Sourcing:** Purchasing a dynamic profession - Origins of Purchasing and transition to supply management – value adding benefits and strategic focus. Five Major Developments – cross functional teams, supply chain and supply networks, supply alliances, strategic sourcing, e-procurement, Global Sourcing (6)

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

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

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

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

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

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

**Books Recommended:**

1. World Class Supply Management - Burt, Dobbler, Starling, TMGH, 7th ed.
2. Production and Operations Management – Chary
3. Operations Now – Finch
1. Labour Welfare – Introduction, History, Definition, Scope, Objectives, Principles and Theories. (3)
2. Labour Welfare Officer – Role, Qualifications, Functions, Duties. (2)
3. Productivity and Labour welfare. (3)
4. Workers Participation in Management – Role of WPM in Labour Welfare and Industrial Hygiene. (3)
5. Workers Education Scheme – History and programs. (4)
7. Non-statutory welfare Agencies – Role of Trade Unions, NGOs and Local-self Govt. (8)
8. ILO - & ILC – Introduction, History, Scope, Objectives and Structure. (8)
9. Corporate Social responsibility, Industrial Social work. (8)
10. Impact of Industrialization on Developing countries like India - Pollution, Urbanization, Social Health. (3)
11. Relationship between Mental, Physical, Social and Industrial Health. (4)

Books Recommended:-
2. Labour Welfare, Trade Unionism – S.D. Punekar
3. Labour Problems and Social Welfare - R.C. Saxena
4. Labour economics and social welfare - Dr. B.P. Tyagi.
(405E)- Labour Laws

1. **The Industrial Disputes Act, 1947**

   - Entire Act (12)

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

4. **The Employees’ Provident Funds and Miscellaneous Provisions Act, 1952**
   - Entire Act (8)

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

6. **The Workmen’s Compensation Act, 1923**
   - Entire Act (6)

7. **The Maternity Benefit Act, 1961**
   - Entire Act (6)

Books Recommended:-
1. Bare Acts
2. Industrial Law – P L Malik
3. Industrial Law – J K Bareja
4. Labour Laws for managers – B D Singh
5. Industrial & Labour Laws – S P Jain
1) Introduction To Strategic HRM (6)
Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies

2) Human Resource Environment (6)
Technology and structure; Workforce diversity; Demographic changes
Temporary and contract labour; Global environment; Global competition
Global sourcing of labour; WTO and labour standards

3) RECRUITMENT AND RETENTION STRATEGIES (8)
Online recruitment; Employee referrals; Recruitment process outsourcing
Head hunting; Executive education; Flexi timing; Telecommuting
Quality of work life; Work - life balance; Employee empowerment
Employee involvement; Autonomous work teams

4) TRAINING AND DEVELOPMENT STRATEGIES (8)
Creating a learning organization; Competency mapping; Multi-Skilling
Succession planning; Cross cultural training

5) PERFORMANCE MANAGEMENT STRATEGIES (8)
Defining key result areas (KRA); Result based performance
Linking performance to pay; Merit based promotions

6) REWARD AND COMPENSATION STRATEGIES (6)
Performance based pay; Skill based pay; Team based pay
Broad banding; Profit sharing; Executive Compensation; Variable pay

7) RETRENCHMENT STRATEGIES (6)
Downsizing; Voluntary retirement schemes (VRS)
HR outsourcing; Early retirement plans; Project based employment

8) HUMAN ASPECTS OF STRATEGY IMPLEMENTATION (8)
Behavioral issues in strategy implementation; Matching culture with strategy
Human side of mergers and acquisitions; Leadership, power and politics;
Employee morale; Personal values and business ethics

9) GLOBAL HR STRATEGIES (4)
Introduction to global HR strategies; Developing HR as a value added function

Books Recommended:-
1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi
5. Human resource management – Garry Dessler, PHI, New Delhi
1. The changed role of HR in organizations with respect to leading the change and operating from the “Board Room” level; challenges of sustainability with reference to Retention and Talent Management for competitive Advantages; Learning organizations and organizational learning, collective learning

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

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


Books Recommended:
1) Personnel Management, Text and Cases, Author: C B Mamoria and S V Gankar, Pub: Himalaya Publications
2) HRD Audit; Author: T. V. RaoPub: “Response Books” Leading HR,
4) Re-engineering of Human Resources Author: Lyle Spencer (Jr) Pub: John Wiley and Sons
5) International HRM – Managing People in International Context, Author: Dowling, Welch Pub: Thompson Learning, South Western Publications
A student will study at least 20 cases, 10 from personnel management and 10 from Industrial Relations. Cases will be normally based on the following topics of personnel management:

a) Recruitment sources – controversy over issue of sons of soil.

b) Conflict on transfer, promotion, demotion, and upgradation.

c) Favouritism, informal relations with higher authorities, violation of principles of Management.

d) Declaration of strikes lay off, Retrenchment, Lock-out, Closure, Suspension of operation etc.

e) Using Act of force by Management, causing industrial unrest.

f) Issues connected with adjudicated matters of respective industry.

g) Disregarding agreement terms violating terms of settlement signed
404F- INTERNATIONAL BUSINESS OPERATIONS

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

2) Location [4]
   Layout and work flow

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

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

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

   - Benchmarking International Operations

   - International Facilities Location
   - International Sourcing & Logistics

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

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

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

Books Recommended:-
Schniederjans, M.J. – Operations Management in a Global Context
Production and Operations Management, 2/e , K Bedi, OUP
Flaherty, M.T. – Global Operations Management
Dornier, P-P. et al. – Global Operations and Logistics
Bartlett, C. A. & Ghoshal, S. – Transnational Management
405F- FOREIGN EXCHANGE MANAGEMENT

2 India’s Forex Scenario: BOP crisis of 1990, LOERM S, Convertibility. (4)
3 Introduction to International Monetary Developments: Gold standard, Bretton Woods system, Fixed-Flexible Exchange Rate Systems, Euro market. (4)
4 Finance Function: Financial Institutions in International Trade. (4)
5 Non resident Accounts: Repatriable and Non Repatriable, Significance for the Economy and Bank. (2)
6 Methods of IN Trade Settlement: Open Account, Clean Advance, Documentary Credit, Documentary Collection. (4)
7 Documentary Credits (Letter of Credit): Types of LC – Parties, Mechanism with illustration. (4)
8 Documents involved in International trade: Statutory Documents, Financial Documents, Transport Documents, Risk Bearing Documents. (4)
10 Financing of Imports by Opening of Letter of Credit: Documents required, Trade and Exchange Control Formalities, Sanction of LC Limit. (4)
12 Uniform Custom Practices of Docu Credits – 93 Revisions, I.C.C. Paris Publica 500 Clauses 1 to 49 with case studies / illustration. (4)
13 Uniform Rules Collection – 97 Revision: Clauses 1 to 22 with case studies/ illustration. (4)
14 Introduction to Exchange Rate Mechanism: Spot- Forward Rate, Exchange Arithmetic. (2)
15 Deriving the Actual Exchange Rate: Forwards, Swap[s, Futures and Options. (4)
16 Guarantees in Trade: Performance, Bid Bond etc. (2)
17 External commercial Borrowings: Buyers Credit, Suppliers Credit, Forfeiting / Factoring, Country Risk Monitoring Model. (2)
406F- INTERNATIONAL FINANCIAL MANAGEMENT

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


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


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

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

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

Book Recommended:
1 Hull, John Futures and Options
2 Levi, Maurice. International Finance
407F- INTERNATIONAL DIVERSITY MANAGEMENT

1. Broad concept and definition of diversity (2)
2. Historical perspective of diversity management in changing demographics (4)
3. Explanation of the dimension of race, ethnicity, gender, caste, sexual orientation, social / economic status, age, physical abilities, religious beliefs, political ideologies (4)
4. Formulations of international equal opportunity and non-discrimination policies (4)
5. Understanding cultures, influence of behavior (4)
6. Limitations of Affirmative action welcoming ex-parte evaluation and other legal policies (4)
7. Recruitment, development and retention strategies in diverse organizations and workplaces (3)
8. Diversity management training programs for all employees and continuous monitoring of results, Diversity Audit. (3)
9. Analysis of any two Organization’s culture, (2)
1. Fundamental principles of ethics (2)
2. Ethics in international business (6)
   - Normative and relative ethics, concept and choice.
   - Legal compliances, Sarham Oxley Act (SOX)
   - Home and host country’s regulations and compulsions of international agencies
3. Corporate governance beyond legal compliance (4)
4. Human dignity (5)
   - Meeting stake holders, expectations, competitiveness and fair trade practices
   - Employee wellness. International Importance of integrity, avoidance of corrupt practices
5. Importance of doing business on merit. (2)
6. Wider concept of social responsibility (5)
   - Balance between profit and social / moral obligations and survival. Ethics and human rights
   - Balanced global environment Kyoto Protocol concern of global warming, judicious use of natural resources
7. Maintenance of ecological balance (2)
8. Sustainable development (2)
9. Cost benefit analysis of corporate social responsibility and good corporate citizenship (2)
10. Cases-
    - Analysis of failure of leading corporate and top auditing firms due to lapses in ethics and social responsibilities.
    - Role of international trade and business organizations
    - Concept of Ombudsman

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