

MUMBAI UNIVERSITY

2009 - 2010

MMS REVISED SYLLABUS IN DETAIL

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First Year First Semester

1.1. Perspective Management—50 marks

Course Content

- Introduction to Management — Science. Theory & Practice, environment of Management
- Managers & Entrepreneurs . Managerial Roles & Skill , Manager's Social & Ethical Responsibilities.
- Planning — Role. Need for planning, Types of planning, Levels of planning Corporate
- Planning & Long Range Planning
- Organizing — Nature, Types of organizations. Designing Organization structure, Delegation and Autonomy
- Leadership & Management - Role of Committees &, Group Decision Making in Management, Organizational Communication. Management of Change
- Control Process &- Techniques. Use of Information Technology for Controlling

Reference Text

- ✓ Management.- A Competency building approach -- Holc Reiger Jackson / Slocum
- ✓ Principles of Management— Davar
- ✓ Good to Great — Jim Collins
- ✓ Stoner. Freeman & Guibert: Management (Prentice Hall India)
- ✓ 'V'.S .P Rao & V Hari Krisna : Management Text & Cases (Excel Books).
- ✓ Heinz Weinen : Management (Tata McGraw Hill)
- ✓ Certo : Modern Management. (Prentice Hall India)

1.2. Financial Accounting 100 marks

Course Content

- Introduction to Accounting : Concept and necessity of Accounting An Overview of Income Statement and Balance Sheet.
- Introduction and Meaning of GAAP; Concepts of Accounting: Impact of Accounting Concepts on Income Statement and Balance Sheet.
- Accounting Mechanics: Process leading to preparation of Trial Balance and Financial Statements; Preparation of Financial Statements with Adjustment Entries
- Revenue Recognition and Measurement: Capital and Revenue Items: Treatment of I? & D Expenses. Preproduction Cost, Deferred Revenue Expenditure etc.
- Fixed Assets and Depreciation Accounting.

- Evaluation and Accounting or inventory
- Preparation and Complete Understanding of Corporate Financial Statements : 'T 'Form and Vertical Form of Financial Statements
- Important Accounting Standard
- Corporate Financial Reporting — Analysis of Interpretation thereof with reference Ratio Analysis. Fund Flow, Cash Flow.
- Inflation Accounting
- Ethic Issue in Accounting

Reference text:

- ✓ Financial Accounting. Text & Case. Daardon & Bhattacharya
- ✓ Financial Accounting (or Managers — T P Ghosh
- ✓ Financial Accounting — Reporting & Analysis— 50cc & Diamond \
- ✓ Financial Accounting. R Narayanaswamy
- ✓ Full Text of Indian Accounting standard — Taxman Publication

1.3 Managerial Economics

Course Content

- The Meaning scope & Method of Managerial Economics
- Economics Concepts relevant to Business, Demand & supply, Production, Distribution Consumption & Consumption Function, Cost, Price, Competition, Monopoly, Profit, Optimization Margin & Average, Elasticity, Macro Analysis.
- Cost & Productions Analysis, Cost Concepts, Short Term and long Term, Cost Output Relationship, Cost Multiple Products, Economics of Scale Production Functions, Cost & Profit Forecasting, Breakeven Analysis.
- Cost & Production Analysis, Cost concepts, Short Term and Long Term, Output Relationship, Cost of Multiple Products, Economies of scale production Functions. Cost & Profit Forecasting, Breakeven Analysis.
- Market Analysis, Competition, Kinds of Competitive, Situations, Oligopoly and Monopoly, Measuring Concentrating of Economic Power.
- Pricing Decisions, Politics & Practices, Pricing & Output Decisions under Perfect & Imperfect Competition, Oligopoly & Monopoly, Pricing Methods, Product-line Pricing, Specific Pricing Problem, Price Dissemination, Price Forecasting.
- Profit Management Role of Profit in the Economy, Nature & Measurement of Profit, Profit Policies on Profit, Maximization , Profit & Control, Profit Planning & Control.

- Capital Budgeting , Demand for Capital, Supply of Capital, Capital Rationing, Cost of Capital, Appraising of Profitability of a Project, Risk & Uncertainty, Economics & Probability Analysis.
- Macro Economics and Business. Business Cycle & Business Policies. Economic Indication. Forecasting for Business, Input-Output Analysis.

Reference Text

- ✓ Managerial Economics – Joel Dean
- ✓ Managerial economics : Concepts & Cases – Mote, Paul & Gupta
- ✓ Fundamentals of managerial Economics – James Pappas & Mark Hershey
- ✓ Managerial Economics- Milton Spencer & Louis Sigleman.
- ✓ Economics - Samuelson

1.4. Operations Management 100 Marks

Course Content

- Introduction I Operations Strategy I Competitive Advantage I Time Based Competition
- Product Decision and Analysis Product Development
- Process Selection I Process Design I Process Analysis
- Facility Location
- Facility Layout
- Capacity Planning I Capacity Decisions I Waiting Lines
- Aggregate Pinning
- Basics of MRP I ERP
- Basics or Scheduling
- Basics of Project Management
- Basics of Work Study/Job Design /Work Measurement
- Basics of Quality Control / Statistical Quality Control / Total Quality Management
- Basics of Environmental Management and SO 14000/9000
- Value Engineering & Analysis

Reference text

- ✓ Production & Operations Management -S. N. Chary
- ✓ Production & Operations Management -James. B. Ditworth

- ✓ Modern Production Management z6Y E. S. BUFF!,
- ✓ Production and Operations Management -By Norman Gaither
- ✓ Theory and problem in Production and operations Management -By S N. Chary
- ✓ Product3on and operation Management - By Chunawalla Patel
- ✓ Production & operation Management — Kanishka Sedi — Oxford
- ✓ Production & operation Management — RC Manocha
- ✓ Production & operation Management - Muhlemann

1.5 Organization behavior 100 marks

Course Content

- Introduction to OB : Origin, Nature and scope of Organizational Behavior and its relevance to Organizational Effectiveness and Contemporary Issues
- Personality : Meaning and Determinants of Personality ;,Process of Personality Formation; Personality Types ; Assessment of personality Traits for Increasing Self Awareness.
- Perception, Attitude and Value .: Perceptual Processes, Effect of perception on Individual Decision-Making, Attitude and Behavior. Sources of Value, Effect of Values on Attitudes and Behavior. Effects of Perception, Attitude and Values on Work Performance.
- Motivation Concepts : Motives, Theories of Motivation and their Applications for Behavioral Change.
- Group Behavior and Group Dynamics : Work groups formal and informal Groups and stages of group development. : Concepts of Groups and Dynamics Group conflicts and group decision making. Team Effectiveness : High performing teams, Team Roles, cross functional and self directed teams.
- Organizational Design : Structure, size, technology, environment of organization : Organizational Roles : Concepts of roles ; role dynamics; role conflicts and stress organizational conflicts.
- Leadership : Concepts and skill of leadership, leadership and management roles, leadership styles and effectives contemporary issues in leadership. Power and Politics sourced and uses of power; politics at workplace; tactics and strategies.
- Organization Development : Organizational change and culture, Environment, Organizational culture and climate; contemporary issues relating to business situations process of change and Organizational Development.

Reference Text

- ✓ Understanding Organizational Behavior – Udai Pareek
- ✓ Organizational Behavior – Stephen Robbins
- ✓ Organizational Behavior – Fred Luthans
- ✓ Organizational Behavior – L. M. Prasad (Sultan Chand)

1.6. Business Mathematics 100 Marks

Course Content

- Basic Statistical Concepts
- Summarisation of Data
 - Frequency Distribution
 - Measures of Central Tendency
 - Measures of Dispersion
 - Relative Dispersion, Skewness
- Elementary Probability Theory:
 - Relative Frequency Approach
 - Axiomatic Approach
 - Subjective Probability
 - Marginal & Conditional Probability
 - Independence/Dependence of Events
 - Bayes' Theorem
 - Chebyshev's Lemma
- Elementary Statistical Distributions
 - Binomial, Poisson, Hypergeometric
 - Negative Exponential, Normal, Uniform
- Sampling distributions
 - For Mean, Proportion, Variance
 - From Random Samples
 - Standard Normal (Z); Student's; Chi-Square And Variance ratio (F) Distribution
- Statistical Estimation
 - Point & Interval estimation & confidence
 - Interval for Mean, Proportion & Variance
- Test of Hypothesis
 - Tests for specified values of Mean,
 - Proportion & Standard Deviation
 - Testing equality of two Means,
 - Proportion & Standard Deviation
 - Test goodness-of fit
- Simple Correlation & Regression/Multiple Correlation & Regression
 - Spearman's rank Correlation
 - One-way & Two-way Classification (for Equal Class)
- Elements of Integration & Differentiation
- Elements of Determinants
- Elements of Matrix algebra

The teaching of the subject is to be integrated with widely available software as Excel should rise Excel to solve the problems given as assignments.

Reference Text

- ✓ Statistics for Management — Richard L Levin
- ✓ Statistics a fresh approach— D.H.Sanders
- ✓ Statistics concepts & applications — H.C.Scheffler
- ✓ Practical Business Statistics — Andrew F. Siegel
- ✓ Statistics for Business with Computer applications — Edward Minieka & Z.D.Kurzeja
- ✓ Basic Statistics for Business & Economics — Mason, Marehas
- ✓ An Introduction to statistical methods — C. B. Gupta & Vyay Gupta c'J'kas)
- ✓ P.S. Bhardway: Business Statistics(Excel Books)

- ✓ Sharma: Business Statistics (Pearson)
- ✓ Ben: Statistics for Management (TMH)

1.7 Information Technology for Management 50 Marks

Course Content

- Basic in skills: such a use of MS-Office and other office automation tools should be covered during the foundation week. This course will focus on conceptual knowledge about IT.
- Historical Perspective of Computer and Information Technology
- How a Computer works — Hardware and Software components and their characteristics from a user/buyers perspective
- Basics of Networking — Need for, Components of networks, LAN/WAN/MAN. various options for Networking for a business — Dial Up, Leased lines; DSL Lines, VSAT. Various medium for communication — terrestrial, satellite, copper, fiber optic etc
- Basics of Internet — how internet works — Familiarity with various components of the Internet — Browser, Web Server, DNS Server, Search Engine - 'Applications of Internet— 'Websites, Blogs, email, FTP, Voice over Internet
- Impact of IT on business and society
- Role of IT Overview of concepts such as ERP, SCM, CRM, Data Warehousing and Business Intelligence,
- e-commerce, e-Business, Knowledge management etc

Reference Text

- ✓ e-Business: Roadmap for Success: Ravi Kalakota and Marcia Robinson
- ✓ The Seven Steps to Nirvana: Strategic insights into e-Business transformation : Mohanbir Sawhney
- ✓ Competitive Strategy by Michael Porter
- ✓ Knowledge Management by Ganesh Natarajan and Sandhya Shekhar
- ✓ Business @ The Speed of Thought by Bill Gates
- ✓ Tech Venture: New Rules on Value and Profit from Silicon Valley by Mohanbir Sawhney
- ✓ Alex Leon & Mathews Leon: Introduction to computers (Vikas)
- ✓ Rajaraman: Introduction to Information Technology (Prentice Hall India)
- ✓ Sanders, D. H. : Computers in Business: An Introduction (McGraw Hill)
- ✓ Articles from HBR, Journal of Marketing

1.8. Communication Skills 100 Marks

Course Content

- Process of Communication

- Communication in Organisation Nature, Function & Scope.
- Management of Written & Oral Communication
- Barriers to Effective Communication
- Report Writing
- Communication Technology & its Impact on Office Procedures and Automation.

Reference Text

- ✓ Cottrell, S. (2003) The study skills handbook — 2nd Ed Macmillan
- ✓ Payne, C. & Whittaker L. (2000) Developing essential study skills, Financial Times Prentice Hall
- ✓ Turner, J. (2002) How to study: a shod introduction Sage
- ✓ Northledge. A. (1990) The good study guide The Open University
- ✓ Giles, K & Hedge, N. (1905) The mangers good study guide The Open University
- ✓ Drew, S. & Bingham, R. (2001) The student skills guide Gower
- ✓ O’Hara, S, (1998) Studying @.University and college Kogan Page
- ✓ Buzan, T. & Buzan, B. (2000) The Mind Map Book BBC Books
- ✓ Svantesson, (1998) Learning maps and memory skills, Kogan Page
- ✓ Theosarus — MerrUium — Oxford
- ✓ Sen : Communication Skills (Prentice Hall India)
- ✓ J . V. Vilanilam : More effective Communication(Sage)
- ✓ Mohan Developing Communication Skills(MacMillan)

1.9 Marketing Management 100 Marks

Course Content

- Introduction to Marketing concept, Evolution of marketing & Customer orientation
- Marketing Environment and Evaluation of Market opportunities.
- Market research & Marketing Information Systems
- Demand forecasting and Market potential analysis
- Consumer buying process & Organizational buying behavior
- Pillars of Marketing - Market segmentation. Target marketing Positioning & Differentiation
- Marketing Mix
- Product decisions — Product Life cycle
- New Product development process
- Distribution decisions—Logistics & Channel decisions
- Promotion decisions— Integrated Marketing communications concept, communication tools

- Personal Selling & Sales management -
- Pricing decisions.

Reference Text

- ✓ Marketing Management- Kotler, Keller. Koshy & Jha — 14th edition.
- ✓ Basic Marketing, 1-3rd edition, Perrault and McCarthy
- ✓ Marketing management — Indian context Dr. Rajan Saxena
- ✓ Marketing Management— Ramaswamy & Namkumari
- ✓ R. L. Varshney & S. L. Gupta: Marketing Management An Indian Perspective (Sultan Chand)
- ✓ Adrich Palmer introduction to Marketing.; (Oxford)

First Year - Second Semester

2.1. Legal & Tax Aspects of Business 100 Marks

Course Content

- Indian Contract Act
- Indian Sale of Goods act.
- Salient Features of Companies Act:
 - Characteristics of a company
 - Formation of a company
 - Types of companies — private, public. Government etc.
 - Management of company — Directors, Meeting. Accounts & Audits.
- Restrictive & Unfair Trade Practices.
- Salient Features of Negotiable Instruments Act
 - Bill of exchange, cheque, promissory note,
 - Negotiation & Endorsement
 - Dishonour of Instruments including noting and protest
- Elements of Income Tax:
 - Scope and charge of income tax
 - Selected definitions relevant to computation of Total Income
 - Residential status
 - Heads of income & computation thereof with special reference to Business Income. & Capital Gains
 - Exemptions from Total, Income & Deductions from Gross total income
- Salient Feature of Central Excise Act—including assessable value. CENCAT credit
- Salient features of Maharashtra value added Tax Act
- Salient features of Central Sales Tax Act

Reference Text :

- ✓ Business Law — N. D. Kapoor
- ✓ Business Law — Buichandani
- ✓ Company Law — Aviar Singi
- ✓ Income Tax — Dr. Singhania
- ✓ Indian Taxes — V.S.Datey
- ✓ S. S. Gulshan. Mercantile Law (Excel Rooks)
- ✓ A. K. Majumdar & G.K. Kapoor: Students guide to Company Law (Taxmann)
- ✓ S K Tuteja: Business Law for Managers (Sultan Chand)

2.2. Cost & Management Accounting 100 Marks

Course Content

- Terminology of cost — Cost classification by elements, variability, cash flow etc.
- Preparation of cost sheet
- Methods of costing — with special reference to job costing, process costing, services costing

- Distinction & relationship among Financial Accounting, Cost accounting & Management Accounting
- Marginal costing (Break — even analysis) computation of break even point, margin of safety Applications of Break even analysis to export pricing profit planning, Make v/s buy, operate v/s shut down.
- Budgetary Control — Functional Budgets, Cash Budgets, Master Budgets— Flexible Budgeting— Zero based Budgeting — Responsibility & Performance Budgeting.
- Responsibility Accounting —cost centers , pro it centers & investment centers Transfer pricing, Use of responsibility accounting in performance evaluation

Reference Text:

- ✓ Management Accounting for profit control — Keller & Ferrara
- ✓ Cost Accounting for Managerial Emphasis — Herngreen
- ✓ T P Ghosh : Financial Accounting for managers(Taxmann).

2.3. Economic Environment of Business 50 Marks

Course Content

PART I; The Fundamentals

- The Scope & Subject Matter of Macroeconomics
- An Introduction to the Economics of Growth & Development
- An Introduction to (he Indian Economy- Its Salient Features
- India’s Gross Domestic Product & Net National Product (its components & the significance of the same to growth)
- Inter-Sectoral Distribution of the Gross National Product over the Five Year Plans Period.

PART II : The Economic Markets

- The Product Market & How it Affects India’s Growth Potential
- The Money Market & How it Behaves
- The Capital Market & its Vendibility
- The Money Market & the Role of Central Banking
- How does Commercial Banking Effect industry & Business
- 6.The Indian Labor Market & Levels of Unemployment & Inflation since 1990

PART III : Federal Budget

- Objective is to expose the students to the various components of the national budget and how these impact on the business world.

PART IV: India & the World

- The capitalist world economy and India’s position therein since 1990.
- The World Bank and IMF conditional ties leading to the liberalization - privatization- globalization exercise and beyond.

- India's balance of trade and fluctuations since 1990 How do figure in the wild order
- India's balance of payments and how is study can assist corporate decision making. What is needed to improve the situation, if at all it is poor.
- The Business Cycle and how it is perceived o behave in the immediate future. What
- business decision hinge on this analysis

Reference Text :

- ✓ Economic Environment of Business, S.K Misra and V.K Puri, Himalaya Publishing House, 2005.
- ✓ Business Environment, Francis Cherunilam, Himalaya Publishing House, 2005
- ✓ Business Environment— Aswathappa, HPH
- ✓ Raj Aggrawal: Business Environment (Exel)
- ✓ Adhikanj, M: Economic Environment of Busi

2.4. Operations Research 100 Marks

Course Content

- Introduction to OR Concepts, Genesis, Application Potential to Diverse problems in Business & Industry, Scope and Limitations.
- Assignment Problem (AP) - Concepts. Formulation of Model, Hungarian Method of Solution - Maximization / Minimization - Balanced / Unbalanced - Prohibited Assignments - Problems.
- Transportation Problem (TP) Concepts, Formulation of Model - Solution Procedures for IFS and Optimally Check - Balanced /Unbalanced - Maximization / Minimization Case Of Degeneracy - Prohibited Routing Problems - Post-Optimal Sensitivity Analysis.
- Linear Programming (LP) :- Concepts. Formulation of Models. Diverse Problems – Graphical Explanation of Solution - Maximization /Minimization - Simplex Algorithm - Use of Slack Surplus / Artificial Variables - Big M Method/Two-Phase Method - Interpretation of the Optimal Tableau - (Unique Optimum, Multiple Optimum. Unbounded ness, infeasibility Redundancy Problems.)
- Linear Programming (LP) :- Duality Principle - Primal /Dual Inter-relation Post-Optimal Sensitivity Analysis for changes in b-vector, c-vector, Addition/Deletion of Variables /Constraints – Dual Simplex Method – Problems Limitations of LP Vis- a-Vis Non-linear programming problems Brief Introduction to Non-LP models and associated problems
- Network Analysis - Minimal Spanning Tree Problem - Shortest Route Problem - Maxima Flow in Capacitated Network - Concepts and Solution Algorithm as Applied to Problems-Project Planning & Control by use of CPM/PERT - Concepts -
- Definitions of Project, Jobs, Events - Arrow Diagrams - time analysis and Derivation of the Critical Path- Concepts of Floats (total, free, interfering, independent) - Crashing of a CPM 'Network - Probability Assessment in PERT Network.
- Queuing (Wailing-line) Models :- Concepts - Types c Queuing Systems (use of 6 Character Code) - Queues in Series and Parallel - Problems based on the results of following models (M/M/1) Single Channel Queue with Poisson Arrival Rate, and Negative Exponential Service time, Without Limitations of Queue Size (M/G/1) Single Channel with Poisson Arrival Rate, and General Service Time, PK-Formulae.

- Inventory Models - Types of Inventory Situations Fixed Quantity)Fixed Review Period Costs Involved - Deterministic Probability Models - Economic-order Quantity' -(EOQ)and EBQ for Finite Production Rate- Sensitivity Analysis EOQ-EOQ Under Price Break Determination of Safety Stock and Reorder Levels – Static Inventory Model – (Insurance Spares)
- Digital Stimulation : Concepts – Areas of Application – Random-Digits and Methods of Generating Probability Distributions – Applications – to problems in Queuing , Inventory. New Product, Profitability, Maintenance etc.
- Replacement and Maintenance Models :- Replacement of Items Subject to Deterioration and Items Subject Random Total Failure - Group vs Individual Replacement Policies.
- Game Theory - Concepts - 2 . person, n-person games - Zero - sum and Non-zero-sum games - Solution Procedures to 2-person zero sum games - Saddle point Mixed Strategy. Sub-games Method for $m \times 2$ or $2 \times n$ games - Graphical Methods -
- Equivalence of Game Theory and linear Programming Models Solution of 3x3 Games by LP Simplex including Quality - Application for Maximizing / Minimizing Player & Strategy.

Note: The teaching of the above subject is to be integrated with the most widely available software.

Reference Text

- ✓ Operation Research . Taha
- ✓ Quantitative Techniques in Management — N.D.\Johra
- ✓ Quantitative Techniques in Management— J.KSharma
- ✓ Operations Research, Methods & Problems - Sasieni M. & others
- ✓ Principles of Operations Research — N.M. Wagher
- ✓ Operations Research — V.K.Kapoor
- ✓ O. R. Kothari L : Introduction to Operations Research (Vikas)
- ✓ Gupta a. Khanna: Quantitative Techniques for decision making (Preritice Hall India)

2.5 Human Resources Management 100 Marks

Course Content

- Human Resource Management – Its Scope Relationship with other Social Sciences Approaches of Human Resource Management / Inter-Disciplinary Approach
- Organization of Personnel Functions – Personnel Department, Its Organization, Policies, Responsibilities and place in the Organization.
- Manpower Planning, Job Analysis, Job Description, Incentives Schemes, Job – enrichment Empowerment – Job Satisfaction, Morale, Personnel Turnover.
- Performance Appraisal Systems – MBO Approach, Performance Counseling, Career Planning
- Training & Development – Identification of Training Needs, Training Methods, Management Development Programmes.

- Organization Development- Organization Structure – Re-engineering, Multi- Skilling, BPR.
- Management of Organizational Change.
- HRD Strategies for Long Term Planning & Growth.
- Productivity and Human Resource Management

Reference Text

- ✓ Human Resource Management – P. Subba Rao
- ✓ Personnel Management – C. B. Mammoria
- ✓ Dessler : Human Resource Management (Prentice Hall India)
- ✓ Personnel/ Human Resource Management : DeCenzo & Robbins (Prentice Hall of India)
- ✓ D. K. Bhattacharya : Human Resource Management (Excel)
- ✓ VSP Rao – Managing Human Resource (Prentice Hall of India)

2.6. Research Methodology & Fundamentals of MR. 100 Marks

Course Content

- Relevance & Scope of Research In Management.
- Steps Involved in the Research Process
- Identification of Research Problem.
- Defining MR problems
- Research Design
- Data — Collection Methodology, Primary Data — Collection Methods / Measurement Techniques — Characteristics of Measurement – Reliability, Validity etc. — Secondary Data Collection Methods — Library Research, References — Bibliography. ‘Abstracts, etc.
- Primary and Secondary data sources and data collection instruments including in-depth interviews, projective techniques and focus groups
- Data management plan — Sampling & measurement
- Data analysis — Tabulation, SPSS applications data base, teasing for association
- Analysis Techniques — Qualitative & Quantitative Analysis Techniques — Techniques of Testing Hypothesis - . Chi-square. T-test, Correlation & Regression Analysis, Analysis of Variance, etc. — Making Choice of an Appropriate Analysis Technique.
- Research Report Writing.
- Computer Aided Research Methodology — use of SPSS packages

Reference Text

- ✓ Business Research Methods — Cooper Schindler
- ✓ Research Methodology Methods & Techniques — C.R.Kothari
- ✓ D. K Bhattacharya : Research Methodology (Excel)
- ✓ P. C. Tripathy : A Text book of Research Methodology in Social Sciences (Sultan Chand)
- ✓ Marketing Research —Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
- ✓ Marketing Research Text & Cases — ONreon, Stevens. Loudon Jaico publication)
- ✓ Marketing Research Essentials — Muuariels & Gates (3J coition SW College publicc'.ions
- ✓ Marketing Research — Aaker, Kumar, Day (7th edition John Wiley Sons)

2.7 Management Information System 50 Marks

Course Content

- Basic Information Concepts and Definitions Need for Information and Information Systems (IS) in an organization — characteristics of Information and Organization with respect to organization form, structure , philosophy, hierarchy etc
- Types of — Transaction, Operational Control, Management Control, Decision Support. Executive Information Systems –
- Determining Information Needs for an Organization / Individual Manager—overview of use of data flow method, analysis of information of decision processes etc
- Strategic use of Information and IS — Use of Information for Customer Boding, for Knowledge Management, for innovation, for Managing Business Risks, for Creating a new business models and new business reality.
- Information Security— Sensitize students to the need (or information security, concepts such as confidentiality, Integrity and Availability. Types of threats and lik; overview of some of the manual, procedural and automated controls in real life IT environments.

Reference Text:

- ✓ MIS a Conceptual Framework by Davis and Olson
- ✓ Analysis and Design of Information Systems by James Scan
- ✓ Case Studies
 - Case on ASC industrial Gases — Author: Prof Pradeep Pendse
 - Mrs Fieds Cookie's — Harvard Case Study
 - Seject Business Cases identified by each Group of Students for work thrui the entire
 - subject - -
 - 2-3 Cases on Requirements Management — Author : Prof Pradeep Pendse
- ✓ O'brien MIS {TMH)
- ✓ Ashok Arora & Rhatia: Management Information Systems (Excel)
- ✓ Jessup & Valacich: Information Systems Today (Prentice Hall India)
- ✓ T L. M. Prasad Management Information Systems (Sultan Chand)

2.8. Financial Management 100 Marks

Course Content

- Objective of Financial Management
- Financial Performance Appraisal using Ratio Analysis, Fund Flow Analysis & Cash Flow Analysis.
- Sources of Finance – Short Term/Long Term, Domestic / Foreign, Equity / Borrowings/ Mixed etc.
- Cost of Capital & Capital – Structure Planning, Capital Budgeting & Investment Decision Analysis (using Time Value for Money, Theory)
- Working Capital Management – Estimation & Financing
 - Inventory Management
 - Receivable Management
 - Cash Management
- Divided Policy/ Bonus – Theory & Practice

Reference Text :

- ✓ Financial Management – Brigham
- ✓ Financial Management – Khan & Jain
- ✓ Financial Management – Prasanna Chandra
- ✓ Financial Management – Maheshwari
- ✓ Financial Management – S. C. Pandey
- ✓ Van Home & Wachowiz Fundamentals of Financial Management (Prentice Hall of India)
- ✓ Sharan : Fundamentals of Financial Management (Perason)

2.9. Marketing Applications & Practices: 100 Marks

Course Content

- Strategic marketing principles
- Preparation of marketing and business plans
- 823 marketing
- Fast moving consumer goods marketing
- Consumer Durables marketing
- Service marketing

- Rural marketing
- Rural management
- Internet marketing -
- Direct marketing
- Event & Media marketing
- Field project involving preparation of marketing / business plan in any Industry verticals.

Reference Text :

- ✓ Marketing Management - Kotler, Keller, Koshi & Jha – 14th edition – pearson.
- ✓ Basic Marketing, 13th edition, Perrault and McCarthy – Mcgraw Hill India
- ✓ Marketing Management – Indian Context Dr. Rajan Saxena – McGraw Hill India
- ✓ Marketing Management – Ramaswamy & Namkumari - Mcmillan

First year Electives

1.10 Selling & Negotiation Skills 100 Marks

Course content :

- Types of Negotiation
- Negotiation Strategies
- Selling skills — Selling to customers
- Selling to Superiors
- Selling to peer groups, team mates & subordinates
- Conceptual selling. Strategic selling
- Selling skills — Body language

Reference Text

- ✓ Organizational Behavior by Fred Luthans (9th edition)
- ✓ The Essentials of Negotiation — Harvard Business School Press
- ✓ Getting to Yes by Roger Fisher & William Ury

1.11 High Performance Leadership 100 marks

Course Content

- Leadership — Theories a! Leadership. Leadership Styles
- Leadership — Leadership Styles, Leadership Skills
- Leadership Skills
- Leadership Lessons through Literature
- Team work& Team building
- Interpersonal skills — Conversation. Feedback. Feed toward
- Interpersonal skills — Delegation, Humor, Trust. Expectations. Values, Status, Compatibility
- Conflict Management — Types of conflicts
- Conflict Management — Coping strategies
- Conflict Management—Conflict Management Styles
- Positive thinking Attitudes, Beliefs
- Positive thinking— . Martin Seligmani’s theory of Learned Helplessness, Learned Optimism.

Reference Text

- ✓ Organizational Behavior by Fred Luthans (9th edition)
- ✓ How to Manage Conflict by Peg Pickering

1.12 Indian Ethos in Management 100 Marks

Objectives:

The objective is to sensitive participants of the programme to Indian culture and value systems and the impact of this on management thinking and action. Participants will do desk research papers. The institution Will arrange guest lectures on various facets of this area. The evaluation will be through a project! term paper.

Reference Text

- ✓ Management and the Indian Ethes G.D, Sharma
- ✓ Indian Ethes for Modern Management : G.R.Krishna
- ✓ Towards the optimal organizations (Indian Culture and Management) : Rayen. K.Gupta(Excel Books)

- ✓ The seven spiritual Laws of Success: Deepak Chopra (Excel Books)
- ✓ Blending the hesi of the East and the West in Management education: Subhir Chowdhury.
- ✓ India's contribution on to Management: Privar Malik (Sri Aurobinds Institute of Research in social Sciences, pondicherry)
- ✓ Management Concepts from the Mahabarata: N.Mkhandelwar (New Century Delhi)
- ✓ Vedic management: Krishna Saigal (gyan Publishing House, New Delhi)

2.10 Decision Science 100 Marks

Course Content

- Decision making under certainty. risk and under uncertainty stations
 - Decision tree for decision making
 - Bayesian approach in decision making -
 - Breakeven analysis under uncertainty'
 - Investment analysis under uncertainty
- Competitive strategies
- Single equations models with one and two explanatory variables plus ANQVA in regression analysis.
- 4 Statistical forecasting techniques
- Auto correlation. Hetroscedasticity multicollinearity & distributed lag models;. Simultaneous equations models
- Identification problems: Estimation of structural parameters by ILS, SSL, & IV

Reference Text

- ✓ Quantitative Techniques in Management — N.D.Vora
- ✓ Quantitative Techniques in Management — J.K Sharma
- ✓ Econometrics — By Damodar Gujarathi Kotynous

2.11 Managerial Process Skills —100 marks

Course Content

- Dynamics or Entrepreneurship —Commitment & Determination; Leadership
- Dynamics of Entrepreneurship — Opportunity Obsession; Tolerance of Risk
- Dynamics of Entrepreneurship — Ambiguity & Uncertainty;. Creativity. Self-Reliance & Ability to Adapt
- Dynamics of Entrepreneurship — Support (from Significant Others; Motivation to Excel
- Entrepreneurship, Entrepreneurship Project

- Entrepreneurship Project
- Methods for generating ideas
- Creative Problem Solving Techniques
- Lateral thinking
- Analytical skills

Reference Text

- ✓ Organizational Behavior by Fred Luthans (9th edition)
- ✓ The Essentials of Managing Change and Transition – Harvard Business School Press

2.12 Analysis of financial statements IOU Marks

Course Content

- Revision of Balance Sheet and P&L statement fundamentals.
 - Indian Accounting Standards
 - Indian Accounting Standard vs US GAAP
 (This would also cover the manipulations often done by companies to show higher profits)
- Cash Flow Analysis
 - Measuring operating / financing and investing Cash flows.
 - Cash flows and financial flexibility (linkages to dividend policy and ever retention of profits)
 -
- Assessing Business Performance
 - Operational efficiency ratios (Gross profit, net profit margins and various turnover ratios)
 - Liquidity ratios — Current Ratio / Acid test
 - Profitability ratios, Valuation Ratios
 - EPS! ROE! RC'CEI Total Shareholder returns, Linkages between ROE & ROCE & optimal
- capital structure and determinants of PE multiple, Price to book value, EV/ESDITA multiple
 - Capitalization ratios- Debt Equity, Debt to Assets.
 - Du-pont Analysis
 - Coverage ratios and credit analysis and ratings
 - (The emphasis will be on correct interpretation and correct measurement i e. with
 - Necessary accounting adjustment for these ratios).
- Free Cash flows to Equity / Firm
 - From earnings to free cash flows
 - Adjustment from standard accounting to correctly measure free cash flow
 - Capitalization leasing expense and R&D expenditure, correct treatment for amortization expense and deferrer taxes
 - Measuring correct ROF & ROC after adjusting for inter-corporate investment

- implication of the above intentioned adjustment on fundamentals valuation/company and PE or Price / Book Value or EBDITA multiple
- Introduction to Advance Accounting Concepts
 - Merger and acquisition
 - Consolidation of balance sheets
 - Deferred taxes, minority interest
 - NOPAT and adjustments to NOPAT from EVA perspective to measure correct economic cash flows.
 - Economic value added (EVA) and linkages between value of a company and EVA
 - Equity Analysis. Stock Splits and Buy back
 - Managing Productivity of Corporate Capital
 - Composite Index for measuring productivity
- Forecasting FCFE/FCFF and Security Valuation

Reference Text

- ✓ Financial Management by Prasanna Chandra
- ✓ Financial Management by Khan and Jain

Second Year - Third Semester

3.0.1 International Business - University Assessment 100 Marks

Course Content

- Overview of the International Business Process
- PEST factors affecting International Business
- Government influence on trade
- International Trade Theories
- FDI
- Country Evaluation and Selection
- Collaborative Strategies
- International Marketing
- International Trade Agreements
- International Trade Organizations
- International HR Strategies .
- International Diplomacy - .

Reference Text

- ✓ International Business - Daniels and Radebough
- ✓ International Business - Sundaram and Black
- ✓ International Business — Roebuck and Simon
- ✓ International Business – Charles Hill
- ✓ International Business— Subba Rao

3.0.2 Strategic management 100 Marks

Course Content

- Strategic Management Process: Vision. Mission, Goal Philosophy. Policies of an Organization.
- Strategy, Strategy as planned action, Its importance, Process and advantages of planning
- Strategic v/s Operational Planning.
- Decision making and problem solving. Categories of problems, Problem solving skill, Group decision making. Phases indecision making,

- Communication Commitment and performance, Role of the leader, Manager v/s Leaders
- Leadership styles
- Conventional Strategic Management v/s Unconventional Strategic Management. The Differences, Changed Circumstance.
- Growth Accelerators: Business Web, Market Power, learning based.
- Management Control, Elements, Components of Management Information Systems
- Mookerjee's 7-8 Models : Strategy, style, structure, systems, staff, skill and Shared values
- Group Project

Reference Text

- ✓ Strategic Management — Thompson & Strickland McGraw Hill
- ✓ Competitive advantage – Michael Porter
- ✓ Competitive strategy — Michael Porter

Optional Group — Marketing

3.1.1 Marketing Strategy — University Assessment —100 marks

Course Content :

- Marketing strategy— Overview
- Pillars of Marketing — SIPD strategies
- Market situation strategy Leaders challengers. followers, nichers
- Competition analysis — Porter's 5 forces model for competitive environment,
- Benchmarking exercise, understanding competitive moves and postures
- Sustainable competitive advantage— Porter's generic strategies
- Portfolio models — OCG and GE McKinsey matrix .
- New product strategies— Innovation, Market entry, Product line extension
- Communications strategy — Managing communications mix for products, brands
- Advertising and sales Promotion strategy - campaigns
- Brand building — FMCG. Consumer durables & Services cases

- Distribution Strategy – Designing of channel systems, managing multichannel systems
- Pricing strategy – value pricing, optimization of pricing
- Marketing Planning - Introduction, growth and mature markets. Pruning of Product

Reference Text

- ✓ Marketing Strategy— Boyd, walker and Larreche McGraw Hall Irwin
- ✓ Marketing Strategy— Stephen Sohnaars Free Press
- ✓ Strategic Market Management — David Aaker John Wiley & sons
- ✓ Strategic marketing text & cases - Caverns

3.1.2 Integrated Market Communications 100 marks

Course Contents: -

- Communication Process — Communication models (for urban and rural Communications Integrated-Market Communications)
- Advertising — Organizational structure of advertising agency and its function.
- Evaluation of agency functioning.
- Advertising objectives with specific reference to DAGMAR. Brand objectives.
- Consumer attitude and market structure
- Brand position and brand image strategy development.
- Persuasion and attitudinal change through appropriate copy development.
- Creative decisions
- Copy decision — Creation and production of the Copy
- Advertising budget, Media planning and Media research
- Advertising Research
- Public relations & Publicity campaigns
- Event management
- Role of advertising manager in firms, advertising briefs, Agency coordination archives. managing advertising campaigns

Reference Text

- ✓ Advertising and Promotion: An integrated Marketing Communications Perspective. George Belch, San Diego University Michael Belch, San Diego University
- ✓ Advertising Management: Rajeev Sara John G. Myers. David A. Aaker Logo — Naomi Klein
- ✓ Brand Reporter fortnightly
- ✓ Other Guy Blinked , The - Jesse Kornbluth
- ✓ Belch Advertising & Promotions (T?1H)
- ✓ J V 'Vilianiam & A K verghese Advertising Basics (sage)

3.1.3 A. Consumer Buying Behavior 50 marks

Course Content :

- Diversity of consumer behavior Role of consumer behavior in marketing strategy.
- Individual aspects of consumer behavior or Perception1 Learning & Information processing
- Motivation and involvement. Attitudes and Personality.
- External influences: Group behavior: Social class; Opinion leaders; Reference groups
- Role of Culture and subcultures: Family:
- Consumer decision process: Problem recognition; Search and evaluation of alternatives:
- Purchase process; Post purchase behavior and cognitive dissonance.
- Consumer adoption process and diffusion of innovation; Situational influences.
- Organization buying process: Roles of buying centers Decision making units.
- Application of Consumer behavior Studies in Consumerism in India and global markets.

Reference Text

- ✓ Consumer Behavior Schiffman & Kanuk 6th edition Prentice Hall India
- ✓ Consumer Behavior Loudon & Della Bitta 4th edition Tata McGraw Hill
- ✓ Consumer Behavior building marketing strategy : Hawkins Best & Coney edition McGraw Hill International edition
- ✓ Consumer Behavior in marketing strategy: Howard Prentice Hall International
- ✓ Consumer behavior a strategic approach -Hendry Assael - Biztantra
- ✓ MS Raja & Dominique Xardel: Consumer Behavior, Concepts . Application & cases (Vikas)
- ✓ Satish Batra & S H H Kazmi Consumer Behavior Text & cases (Excel)

3.1.3 B Market Research Applications 50 marks

Course Content :

- Role and value or market research in marketing (framework)
- Data analysis — Tabulation, SPSS applications data base, testing for association

- Multivariate techniques — Interdependence techniques: Factor/ cluster analysis;
- Dependence analysis: discriminate analysis; combination with cluster analysis: conjoint analysis.
- Perceptual mapping applications in market research
- Applications of MR in consumer research, advertising, test marketing, Usage altitude studies, Television viewer ship surveys; Media effectiveness study: Annual readership survey of print media etc.
- Report preparation and presentation; interpretation of MR reports; how to read ORG Nielson's store audit report
- Brand tracking study
- Field project on market research on any functional / industry verticals.

Reference Text

- ✓ Marketing Research —Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
- ✓ Marketing Research Text & Cases — (Wrenn, Stevens, Loudon Jaico publication)
- ✓ Marketing Research Essentials — McDaniels & Gates (3rd edition SW college Publication)
- ✓ Marketing Research — Aaker, Kumar, Day (7th edition John Wiley & Sons)
- ✓ Marketing Research — Burns , Alvin, Bush Ronald (3rd Prentice Hall)
- ✓ Raiendra Nargundkar : Marketing Research (Macmillan)
- ✓ S L Gupta Marketing Research (Excel Books)

3.1.4 A Sales Management & Sales Promotion 50 marks

Course Content

- Sales Organization and its evaluation - Job and role of Sales Management in Organizations, The Selling functions — The importance of systems selling in contemporary environment. Selling of services as opposed to selling of tangible products — selling process.
- Sales -management Planning- — Sales Management -Information Systems, Sales Management Planning — Forecasting, Sales Budgeting and Planning quotas
- Manpower Planning for the sales organization for and development of sales organization
- Recruitment, selection, training, and development of sales Personnel.
- Time and Territory Management — Territory Planning, establishing and revising territories, bases of territory design, methods of territory design including computer models, assigning sales people to territories route planning and territory coverage.
- Sales incentives and sales compensation. Sales Force Performance evaluation and control
- Identify the roles of consumer and trade promotion activities in terms of differences, characteristics and application

- Sales promotion strategies to integrate below the line promotion into the communication mix. — process of researching, planning and setting goals , to measure and test the effectiveness of - Planning and designing sales promotion Programme with specific reference to sales contests, trade- n discounts, coupons etc.

Reference Text

- ✓ Sales management — Still , Cundiff & Govani Pre-lice Hall India
- ✓ Professional Sales Management—Anderson , Hair & Bush Tata McGraw Hill
- ✓ 3.Management o sales force — Stanton - Spiro McGraw Hill International
- ✓ Sales Management — Futrell 6th edition Thomson South Western

3.1.4 B Distribution & Supply Chain Management 50 marks

Course Content

- The roles of distribution (unction in the marketing mix and the meaning of distribution equity.
- Channel design and management for consumer, industrial products, rural markets and services.
- Tasks and responsibilities of channel members.
- Channel selection, training,development and motivation and performance appraisal of channel members.
- Financial dimensions of dealer management.
- Management issues in distribution viz. channel conflict, use of power bases. disputes etc.
- Supply chain management —issues, opportunities and strategies
- ERP solutions - opportunities and challenges.
- Distribution Budgeting and control systems: Cost of distribution: inventory, warehousing material
- Handling, order processing, packing and transportation.
- Fiscal levies / regulations in distribution CST . LST . Octrol . Excise duties etc.

Reference Text

- ✓ Logistical Management Donald J Bowersox
- ✓ Logistics Management Bowersox & Class
- ✓ Physical Distribution Management Logistical Approach Dr. K Khanna
- ✓ L. Gupta. Sales and distribution management (Excel)

3.1. 5 A Product & Brand Management 50 marks

Course Content

- Introduction to product management.
- Role and operation of Product management n marketing
- Product analysis: category / competitor/customer/demand
- New product development process and role of product managers
- Brand vs. product, Brand elements
- Brand extension / Brand relationships spectrum
- Brand identity
- Brand Equity
- Brand building strategies

Reference Text

- ✓ Product Management - Lehman
- ✓ Strategic Brand Management — Davie Aaker
- ✓ Strategic Brand Management — Noe! Kapferer
- ✓ Building strong brands - keller

3.1.5 B. Marketing Finance 50 Marks

Course Content

- SALES REVENUE as an Integral Elements of Cost - revenue - Investment Framework by ROI - Management of Sales Revenue Analysis, of Revenue by Products, Territories, Channel, Customers Orders etc. Analysis of Marketing Costs in terms of Engineered Costs, Capacity (fixed) Costs and Managed Costs - Classification of Marketing Costs by Function r Marketing Cost allocations and its limitations for Managerial Decisions,
- MARKETING INVESTMENT : Management of Accounts Receivables and Inventories - Credit decisions and Credit Policy - Special Promotion and Marketing Research Expenditure its Marketing Investment and their Evaluation using the Probability Theory and Decisions Trees - Evaluating Return on Marketing Investment - Developing and Launching New Products and the of Investment in Life Cycle of Product - Application of DOF. to Evaluations of Investment in Product Development Marketing Product Mix and Linear Programming.
- Policy Decisions and Marketing Finance - Pricing of Join Product and Application of Linear Programming - Pricing of New Products under ROI Concept - Bayesian Decision Theory and Pricing - Government Price Control - Dual Pricing - Approaches of Government Bodies to Development Fair Price' - Submitting Tenders - Applications of DCF Technique. Export

- Target Pricing - Pricing of Turn Key Project - Notional Pricing - Brand Valuation –Financial Aspects of Brand Management Impact of Transfer Pricing - Mechanism cm Marketing Performance - Value Chain Analysis & relevant decisions about Marketing Costs & Marketing Investment.

Reference Text

- ✓ Marketing Finance – Dr. B. K. Chaterjee

Marketing Electives:

3.1.6 International Marketing 100 marks

Course Content

- Financial transactions between exporter & importer open account D/P, D/A Letters of credit etc. — Exchange control regulations regarding export and foreign exchange expenditure on export promotion pre-shipment and post-shipment finance (IDm banks - policies of ECGC)
- Decision and need to enter into International marketing organization problems —International marketing environment — Institutions in world economy, GATF / UNCTAD Trade Groups in different countries — legal environment of international marketing — Political environment — cultural environment - economic environment — India's trade relations with other countries — government assistance for export.
- International marketing intelligence and task — Appraising opportunities and risks — product planning and development — managing channels of distributions, foreign market channels & global logistics — study of USA, Canada, Latin America, Middle East, Africa, South East Asia Europe for export potential, marketing research and export promotion – international marketing operations and communications – export pricing and costing – case studies.
- Export procedures and documentation — registration with various agencies compulsory Quality control no pre-shipment with inspection — processing export orders – export production and packing – procedure for claim of central excise duty on export goods-customs and shipment procedure- duty drawback – procedures to claim REP license and cash assistance – export house etc.

Reference Text

- ✓ International Marketing - Onkvisit and Shaw

- ✓ International Marketing - Keegan
- ✓ International Marketing - Cotera
- ✓ International Marketing - Bhattacharya

3.1.7 Retail Management 100 Marks

Course Content

- Place of Retailing in the Marketing Mix
- Trends in retailing
- Retail Economics
- Retail Merchandising and Shop Displays
- Retail Advertising and Sales Promotions
- Managing People at Work - Recruitment and Motivation
- Communication and Customer Relations.
- Inventory control and Financial Management
- Retail Strategies
- Retail Marketing
- Retail Management Information Systems – Use of New Technology
- Super Market / Departmental; Stores /Chain store Management
- Comparative retailing across the World.
- Role of personal selling in retailing.
- Store layout.
- Relationship Marketing
- Supply Chain Management
- Retail Research including Retail Audits and Consumer Research at the point of purchase
- On-line retailing
- Trends in retailing should include the Indian as well as the international context

Reference Text :

- ✓ Retailing Management – Michael Levy
- ✓ Retail Management – Barry Berman & Joel Evans
- ✓ Retailing Management. – Text & Cases –Swapna Pradhan
- ✓ Retail Management – Lusch Dunne
- ✓ Retail Management – Gibson Vedamani

3.1 8 B2B Marketing & CRM – 100 marks

Course Content

- Introduction to Industrial Marketing, Distances between Industrial & Consumer Marketing
- Industrial Marketing Environment, Types of Customers, Types of buying situations Segmentation
- Derived demand concepts, industrial Buyer Behavior & Industrial Marketing Research
- Industrial Advertising & Promotions, Branding of Industrial, High Technology & Commodities
- B2B Product Decisions, New Product Development,
- Industrial Pricing Decisions.
- Role of after sales services in Industrial Marketing
- Industrial Distribution
- B2B selling & Sales management, key account management concepts, Negotiated selling, Bidding for contracts, selling to Govt. customers
- Concept & context of CRM: CRM as an integral business strategy
- Customer Loyalty Program :A brief discussion from Technology Point of View
- Customer knowledge: The Individualized customer proposition
- The relationship policy : Relationship data management

Reference Text

- ✓ Industrial Marketing – Analysis, Planning and Control By Reeder Edward C , Briety And Betty Reeder – Prentice Hall of India
- ✓ Industrial Marketing Management – By Michael D.Hutt (Arizona State University) Thomas W. Spohr (Miami University) – Published by Holt Rinehart and Winston.
- ✓ Industrial Marketing – By Krishna K Havaldar – Tata McGraw Hill
- ✓ Customer Relationship Management, Jagdish Sheth & G shainesh
- ✓ CRM : Emerging Concepts, Tools and Applications : Jagdish Seth & Parvattiyar

- ✓ CRM Essentials, J W Gosney

3.1.9 Rural marketing— 50 marks

Course content:

- Introduction
 - Definition — scope of rural marketing — concepts — components of rural markets — classification of rural markets — rural vs. urban markets
- Rural marketing environment. . -
 - Population — occupation pattern — Income generation — location of rural population — expenditure pattern — literacy level — land distribution — land use pattern — irrigation — development programs—. Infrastructure facilities — rural credit institutions — rural retail outlets print media in rural areas — rural areas requirement — problems in rural marketing — rural demand – rural market index
- Marketing of agricultural input -illustration Consumable inputs — durable inputs — fertilizers — product — price — distribution — promotion — SWOT analysis of fertilizer market — agro chemicals — product - price — distribution — promotion — SWOT analysis of agro chemicals market — seeds — cattle — poultry — aqua feeds — tractors — power tillers— irrigation equipments — other farm machinery
 - Marketing of Consumables and durables
 - Product- price distribution strategies – product redesign –modification needs
- Marketing of agricultural produce and rural and cottage industry products
 - Marketing to agricultural produce – regulated markets-formation of cooperative organizations-contract farming – agricultural export zone (AEZ)- marketing of rural/cottage industries – artisan products.
- Role of financial institutions in rural marketing
 - Agricultural credit situation-types of credit-rural credit institutions-NABARD – commercial banks –state cooperative agricultural and rural development banks (SCARDB) – regional rural banks RPB –local area banks – flow of institutional credit to agriculture – kissan credit card scheme-
 - Impact on rural market.
- Role of cooperative institutions in rural marketing
 - Cooperatives as organizations – structure of cooperative organizations – types – share of cooperatives in national economy – impact of cooperatives on rural marketing.
- Role of cooperative institutions in rural marketing
 - Cooperatives as organizations – structure of cooperative organizations – types – share of cooperatives in national economy – impact of cooperatives on rural marketing.

Reference Text :

- ✓ Rural Marketing – T P Gopalswamy – Vikas Publishing House
- ✓ Rural Marketing – R V Badi, N V, Badi – HPH . 2/e. 2005.
- ✓ The Rural Marketing Text Book – pradeep Kashyap, Siddhartha Rant – Biztantra 2005

Additional readings

- ✓ Rural Marketing - Habaeab Ur. Rahman – HPH
- ✓ Rural Marketing – Sukhpal Singh- Vikas publisher
- ✓ Rural Marketing – C G Krishnamacharyulu, Lalitha Ramkrishnan- Perason Education
- ✓ Agricultural Marketing in India – Asharya – Oxford I B H

3.1.10 Marketing in Non- profit Organizations —50 marks

Course content -

- Rational of Social Issues on the Indian Context.
- Attitude Formation and Change
- Marketing of family planning
- Marketing of literacy, health management, Small savings, afforestation.
- Measurement of effectiveness of social marketing Programs.
- Marketing of NGQ's

Reference Text

- ✓ Jha S. M.-Social Marketing
- ✓ Quraishi, S Y – Social marketing for social change
- ✓ Lazer, William - Social marketing perspective and viewpoints
- ✓ Kotler, Philip – Social marketing

3.1.11 Quantitative Models In Marketing 50 Marks

Course Content

- The Place of Models in Marketing
- Decision Making Theories like the Bayesian Decision Theory.
- Consumer Behavior Models: Attitude, Perception & Brand Switch.
- Organizational Buying Models
- New Product Design
- Pricing Models Pricing a New Product, Price-elasticity of Demand. Gross-elasticity
- Distribution / Location Decision
- Communication Models: Objective Setting Promotion - mix, Budget Allocation
- Media Models

- Models to measure the effects of Advertising
- Forecasting
- Sales – force Divisions.

Reference Text :

- ✓ Quantitative models in marketing – By Willam King

3.1.12 Marketing Audit —50 Marks

Course Content

- Marketing Audit Process
- Marketing segment cost analysis
- Marketing cost variance audit
- Environment audit
- New product launch audit
- Company internal analysis:
- Competitive capability analysis
- Brand audit
- Distribution audit
- Strategic audit

Reference Text

- ✓ HBR articles
- ✓ HBR and Ivey league cases

OPTIONAL GROUP — FINANCE

3.2.1 Advanced Financial Management UA 100 Marks

Course Content

- Corporate Finance. -
 - Capital Structuring -Theory & Practice
 - Investment (Project) Identification & Feasibility Analysis With sensitivities.
 - Financing Options - structuring & evaluation Off-shore I On-Shore Instruments, Multiple

- Option Bonds - Risk Analysis, Financial engineering
- Financial Benchmarking -- concept of shareholder value. Maximization. Interest rate structuring, bond valuations.
- Financial Interest Rate Swaps Treasury Function in corporate.
- Investment Banking-
 - Valuation of Corporate I Projects I Investment Opportunities - Die Diligence Procedures
 - Credit Rating of Countries/ State / Investment & Instruments
 - Joint Venture Formulations - FIPS / RBI
 - Merchant Banking - Role & Functions - Loan Syndication IPO – Primary Issue
 - Management
- Infrastructure Financing
 - Issues & Considerations Financial Feasibility. Pricing & Earning Model)
 - Financing Options
- Sick companies Act / Provisions of BIFR / Rehabilitates of sick units/ Restructuring of sick units
- Indian financial systems

Reference Text :

- ✓ Financial Management — Briefly Myres
- ✓ Financial Management — Brigham
- ✓ Indian Financial Systems —M Y Khan

3.2.2 Corporate Law 100 Marks

Course Content

COMPANY LAW

- **INCORPORATION OF COMPANIES :**
 - Preparation of Memorandum of Association
 - Name of the Company, its registration and procedure for changing the name
 - Articles of Association, Alternation of Articles
 - Membership of Company - Contracts, Deeds, Investments and service of Documents
 - Legal provisions relating to holding Companies. Private Companies. Unlimited companies
- **ISSUE OF CAPITAL:**
 - Drafting of prospectus
 - Registration of Documents
 - Commission and-Discount on issue of Capital
 - Issue of Shares at a premium or discount -
 - Provisions of governing issue of redeemable preference of Share Capital
 - Transfer of Share and Debentures
 - Rights or Share Holders
 - Provisions relating to payment of dividend, Payment of interest out of Capital. Fixed ass
- **RAISING OF LOANS :**
 - Provisions relating to debentures

- Registration of charges -
- Inter company borrowings.
- **RECORDS, RETURN ACCOUNT AND MEETING :**
Register of members and debentures holders- Annual returns and penalty for failure to submit returns - Meeting Statutory. Annual general and Extraordinary general meeting Quorum. proxies, voting procedure, Kinds of resolutions and recording of minutes - Books o Accounts to be kept and inspection Appointment auditors - Auditing of Cost Accounts - Investigation powers of the government
MANAGEMENTS: Constitution of Board of Directors - Appointment of Managing Directors -Qualification of Directors - Board Meeting - Powers of the Board Remuneration –of Directors- Reduction imposed on Directors – relating to mismanagement - Amalgamations. Reconstruction Arrangements and Compromise and the Provisions relating thereto
- **RUTPACT**
RESTRICTIVE AND UNFAIR TRADE PRACTICES ACT : Investing by Commission Registration of agreements relating to restrictive trade practice presumption as or public interest - resale price maintenance O-Offences and-penalties under the Act - Procedures to be complied with Unfair Trade Practices.
- **FENA**
 - Provisions relating to FENA Companies
 - Regulations Concerning Import and Export
 - Acquisitions and Sales of immovable properties
 - Overview of Exchange Control Regulations
- SEBI, SEBI ACT, SEBI Rules, SEBI Regulations, SEBI Guidelines, SEBI Procedure Book

Reference :

COMPANIES ACT :

- ✓ Lectures on Company Law by S. M. Shah
- ✓ Company Law by Avtar Singh
- ✓ Guide to Companies Act by Ramaiah

RUTP ACT :

- ✓ MRTP ACT by A. M. Chakravorty
- ✓ LEVEL OF KNOWLEDGE :
 - Expert knowledge of Company law
 - Basic Knowledge of RUTP, FENA and SEBI

Reference Text

- ✓ S. M. SHAH Company law
- ✓ Avtar Singh Company law
- ✓ Ramaiya Company Law

3.2.3 Financial Markets and Institutions 100 Marks

Course Content

- Introduction to Financial Markets
 - Money Markets
 - Capital Markets
 - Advantages of Financial Markets to investor/ corporates

- Determinants of Interest Rate
 - Real and nominal Interest rates
 - Theory of Term structure of Interest Rates
 - Monetary Policy Role played by Central Bank
 - Money supply and Demand
 - Measures of money Supply (M1 / M3)
 - Influence of Interest Rates in other economics on domestic interest rates

- Money Markets
 - Why money markets are needed
 - Various Money Market instrument
 - Measuring Bond equivalent yield and discount yield on Money Market Instruments
 - How the Monetary Policy stance of central bank gets percolated in the economy

- Bonds
 - Bonds mathematics (YTM, Currency yield, duration, convexity, zero coupon yield etc)
Application Duration in Risk Management
 - Term Structure & Theories Behind term Structure
 - Determinants of interest rates -(Role played by Central Banks Monetary & Credit Policy, Effect of Globalization (hed watching) etc
 - Government bonds & Corporate bonds (Credits Rating, Default Risk)
 - Interest Rate Risk Management
 - Historical returns from India Markets
 - Introduction to mortgage Mathematics

- Stock Markets -
 - Introduction to Portfolio Management Theory
 - Understanding Risk Diversification
 - CAPM Systematic/ Unsystematic Risks etc
 - Understanding - Market Efficiency
 - Historical returns from US Markets
 - Historical returns from Indian Markets
 - Fundamental drivers of Value of Stocks / Market (Index)
 - Relative Valuation Measures Like P/E Ratio, B/BV Multiple and their determinants

- Mutual Funds
 - Structure & Important regulations W.r.t. MFS
 - Advantages of Investments Through MFs
 - Types of MFs & investments through MFs
 - Accounting (NAV Computation)& Intermediaries associated with MFs
 - The present status of MF industry in India and its potential
 - Comparison of Indian MF industry with US Mutual fund industry
 - Styles of investment
 - Evaluating Fund performance on the basis of
 - (Sharpe, Treynor information ratio) etc

- Style (Value Growth – Momentum)
 - Fund Manager’s past performance, AMC’s Reputation etc
 - Actual Performance of Indian MF (Returns delivered by Indian Mutual Funds)
- Foreign Exchange Markets
 - Purpose served by Markets
 - Spot Rates & Forward Rate — Foreign Exchange Mathematics
 - Floating & Fixed rate — Advantages / Disadvantages
 - Determinants of Currency Movements or Exchange rate
 - Real & Nominal Exchange Rates
 - Covered Interest Parity
- Derivatives & Risk Management
 - Understanding Basic Purpose of Derivatives — Risk Management /Speculation
 - Basic features of Futures and Options
 - Difference between Forward and Future markets
 - Introduction to Arbitrage & Risk Neutral Valuation
- Commercial Banks
 - Understanding the Balance Sheet, Capital Adequacy ratio
 - Understanding various Risks faced by banks and how banks manage these risks
 - Understanding the profitability drivers of the Banks
- Investment Banking:
 - Role Of Merchant Bankers
 - Capital Structuring
 - Buy Back and its rationale
 - IPO Rights Issue Process -
 - ADR/GDR issue
 - Important SEBI Regulations

Reference Text:

- ✓ Financial Markets and Institutions by Anthony Saunders- Tata McGraw -Hill Publication
- ✓ SEBI Guidelines (available on net) on Mutual funds.
- ✓ Handouts / Soft copies (Excel bond) on some topics like Bond Mathematics. Portfolio Management. Evaluation of Mutual Fund performance etc will be given

3.2.4 International Finance 100 Marks

Course Content

- Fundamental equilibrium relationships covered interest parity, purchasing power parity & Fisher open theorem.
 - Foreign Exchange exposure; transaction & operating.
 - Derivatives Pricing & Analysis; foreign exchange arithmetic, foreign exchange swaps, forward contracts financial futures & Financial swaps.
 - Currency options fixed income analysis & interest rate options.
 - Capital Budgeting for international projects, international cash management,
 - International asset pricing theories. Financial Aspects of International Negotiations.

- Operations of foreign exchange markets, modes & mechanism of spot & forward
 - exchange contracts,
 - Exchange trading & position.
 - Syndication, Swaps, Options, Offshore banking, International Money, Capital & Foreign Exchange Markets with reference to New York, London Tokyo, Hong Kong & Singapore,

- Theories of exchange rates.
 - Purchasing power parity theory.
 - Demand supply & elasticity in foreign exchange rate determination.
 - Balance of Payments theory. Historical perspective on exchange rate, Gold Standard.
 - Inter war instability, Bretton woods, fixed exchange rates, fluctuating exchange rates case for fixed or fluctuating exchange rates. The changing nature of world money.
 - The rise of private world money.
 - Euro-currencies, Euro-dollars, European Currency Unit,
 - C.R U., their mechanics & impact,
 - International capital -flows & shocks. .
 - International debt problem - its origin, history & status.
 - International liquidity & SDRs.

- Innovative International Financial Products.
 - Socio-Political Issues in Strategic International Financial Management (With special reference to multi-national corporations)

Reference Text. :

- ✓ International Finance - Avadhani
- ✓ Foreign exchange Management

3.2.5 Mergers, Acquisitions & Corporate Restructuring 100 Marks

Course Content

- Need for restructuring
- Various forms of Restructuring, Viz Mergers Acquisitions, Amalgamation, Stump Sates De Take overs, Spin-off etc. and implications thereof Vis- A-Vis strategic.
- Valuation of business brands, human resource capital, intangible assets etc.
- Statutory regulations under Companies Act, SEBI Regulations Listing agreements allied bodies Vis- a- Vis Compliance therewith.
- Taxation aspects of restructuring, mergers etc.
- Leveraged buy-outs
- Doctrine of due diligence

- Other implications of take-overs mergers etc
- Cases Studies of specific instances of Mergers, De-mergers etc.

Reference Text :

- ✓ Valuation – Copeland
- ✓ Valuation - Damodaran

FINANCE ELECTIVES

3.2.6 Security Analysis And Portfolio Management 100 Marks

Course content

- Risk And Return
 - Simple determination of stock market price using time value of money - simple one period and multi period case.
 - Return on common stock under uncertainty, for a single stock Expected Return, Variance of Return, Concept of probability Distribution of Returns.
 - Co-movement of two Assets returns, Measuring of Covariance definition and Simple Numerical Example, Correlation Coefficient -
 - Two asset portfolio case, expected return and variance of returns of a Two asset Portfolio Simple Numerical Example and Graphical illustration.
 - Diversification of Risk, Systematic and Unsystematic risk
- MODERN PORTFOLIO THEORY
 - General N-asset Portfolio Problem, Markowitz Model : Objectives Function and Constraints, Meaning of Efficient Frontier / Set, Concept of CML (Capital Market Line), Concept of Market Portfolio, Risk Free rate, Borrowing and Lending rates.
- SHARP'S SINGLE INDEX OR MARKET MODEL:
 - How Asset Return move with the market.
 - Slope of security market Line (SML)
 - Properties of any asset on the line.
 - Assumptions and some empirical evidence of CAPM
 - Arbitrage pricing theory - Introduction
- CAPITAL ASSET PRICING MODEL:
 - Statement of CAPM.
 - Slope of security Market Line (SML)
 - Properties of any asset on the line.
 - Assumptions and some empirical evidence of CAPM
 - Arbitrage pricing theory- Introduction.
- EFFICIENT MARKET HYPOTHESIS (EMH): .
 - Random walk theory
 - Weak, Semi -Strong and Strong form
 - Empirical Evidence of EMH
 - Anomalies in the markets: Firm Size Effect, January Effect, Monday Effect

- PORTFOLIO PERFORMANCE MEASURES
 - Sharp Index
 - Treynor Index
- Jensen's Measure
- Empirical Test of Mutual Funds Performance & EMH

Reference Text:

- ✓ Security Analysis and Portfolio Management (6th Ed) By Donald Fisher and Jordan, Prentice Hall of India (1995)
- ✓ Securities Analysis and Portfolio Management, Prasanna Chandra – Tata Mcgraw Hill (2002)

3.2.7 Strategic Cost Management 100 Marks

Course Content

- Cost Benefit Analysis with reference to Strategic Business Decision Making – Qualitative & Quantitative aspects.
- Different aspects of Strategic Cost Management:
 - Value Analysis & Value Engineering.
 - Wastage Control,
 - Disposal Management,
 - Business Process Re-engineering,
 - Total Quality Management.
 - Total Productive Maintenance,
 - Energy Audit.
 - Control of Total Distribution Cost & Supply Cost
 - Cost Reduction,
 - Product Life Cycle Costing etc.
- Activity Based Costing
 - Target Costing
- Value Chain Analysis & Long Term Cost Management
- Objective Based Costing
- Balance Score Card Concept
- Cost Audit & Management Audi under companies Act, with reference to strategic: assessment of cost & managerial performances.
- Strategic Cost-Benefit Analysis of different business restricting propositions.
- Entrepreneurial approach to cost Management, with reference to core competencies. strategic advantages & long-term perspective of cost Management,

Reference Text :

- ✓ Strategic Cost Management — Dr. Govindaraja
- ✓ Strategic Financial Management — Dr. Girish Jakhotiya

3.2.8 Fiscal Policy and Corporate Tax Planning 100 Marks

Course content

- Fiscal Tax Planning
 - Direct and indirect Taxes as Major Revenue in Government Budgets
 - Fiscal Budget & Tax Policy
 - Taxes as Quantitative Measures to Promote Domestic Industry and Exports
 - Central & State Level Taxes and Inter
 - State and Monetary Policy for Regulating Inflation for Boosting Economic Growth
 - Tax Subsidies (Direct, Indirect, Cross. etc.)
 - Pre — Budget & Post— Budget Taxes
 - Impact of Fiscal Tax Planning on Fiscal Deficit and Surplus
 - Tax Free Zones and Products
 - Government Machinery for Tax Reforms, Regulating & Recovery
 - Brief Comparative Study of Fiscal Tax Planning in Developed, Developing and Underdeveloped Economics

- Corporate Tax Planning
 - Company as Taxable Entity — Distinguishing Features, when compared with other Taxable Entities.
 - Study of Specific Sections
 - Illustrative List of Sections 2gB); 2(18); 115JA; 33Ac; 72 A; 73 Exp; 115-o: 801 A: 79; 40 ' 47 A (To be updated with Annual Finance Act)
 - Tax Planning for Companies — Under Capital Gains & Under Business Head
 - Taxation of Foreign Company (Brief Overview)
 - Important Case Law on Tax Planning vis Tax Evasion and other relevant Cases related to Companies
 - Planning of Corporate indirect taxes (including Customs, Excise. Modvat Ociroi. Sales Tax. Stamp Duty, etc.)
 - Tax Planning through Specific. Strategic Exercises like Amalgamation and merger

Reference Text:

- ✓ Corporate Tax Penning — Dr.Singhar.ia
- ✓ Indian Economy — Prof Agarwal (Chapters pertaining to Fiscal Policy)

3.2.9 Banking and Insurance 100 Marks

Course content

- Introduction to Banking.
- Role of banks in an economy

- Structure, growth and development of banking in India
- Study of bank balance sheet and profit and loss account
- Treasury and funds management In banks
- 6, Risk management In Banks
- Assets liability management in tanks
- Regulatory role of RBI and its monetary policy
- Cooperative bankis, RRBs and rural banking in India

- Special Issues in Indian banking sector
 - Narasimham comm,ltee report
 - Basel II
 - Assets Reconstruction Companies
 - Securitization Act
 - Consolidation in Indian banking Sector

- Introduction to insurance
- Growth and Development iii Insurance in India
- Range of products and services of insurance
- Fund management in insurance sector
- Opening up of sector in India and challenges
- Regulation and reforms in Indian insurance sector

Reference Text:

- ✓ Banking in the new Millennium by ICFAI University banking series edited by N Rajashekar, Year 2001.
- ✓ Banking Strategy by ICFAL University banking series edited by Katuri Nagestiwara, Rao, Year 2002,
- ✓ Central Banking by Charles Goodnard
- ✓ International Corporate arid Investment Banking Practice and Law by argon Mark.
- ✓ UK/Institute of Financial Services:2003
- ✓ European Banking and Financial Services Law by Gerster /Scliwander. Netherland / kluwer Law in /2004
- ✓ Banking Supervision ,Systemic Sank Restructuring : An International and Comparative Legal Perspective – by Mwenda Kenneeth Kaoma. London / CaveidiS Pub/2000
- ✓ Risk Management in Banking 2nd By Bessis Joel. Chichesler/John Wiley!2004,
- ✓ Commercial Banking The Management of Risk- 2nd By Frster Donald R/Gup Benton E/ Kotan James W.. Australia / South- Western/2001.
- ✓ Strategic Business Management and Banking, By Sarkar A N. New Delhi/Deep & Deep / 2005

3.2.10 Derivatives and Risk Management 100 Marks

Course Content

- Introduction to Derivatives
 - Application of Derivatives — (for Risk Management & Speculation (Leveraging))
 - Basic Terms & properties of Options / Futures / Forwards
- Futures & Forwards
 - Pricing & Valuation of Futures/Forwards
 - Risk Management using Futures
 - Basis Risk
 - Introduction to Currencies/Commodity/Interest rate futures
- Mechanics & Properties of Options
 - Boundary Conditions for options
 - Put-call parity and its Interpretation
- Options sensitivity to the
 - Underlying
 - Volatility
 - Strike price
 - Interest rate
 - Time to expiration
- Basic Option strategies
- Trading
 - Directional Strategies (A naked Call/Put/Bull Call/Spread etc. -
 - Volatility based strategies (Straddle/Strangle /Calendar Spread)
 - Economic Rationale behind spreading
- **Risk Management**
 - Protective Put
 - Covered Call
- Introduction to Option Valuation
 - International Model for Valuations
 - Risk Neutral probabilities and their interpretation
 - Binomial Models application (or American option where the underlying pays It Dividend)
 - Black & Scholes Model
 - Understanding Weiner& Markov processes
 - Log — Normal distribution
 - ITO- LEMMA & its application in Stochastic processes
 - Using ITO — LEMMA—to derive Black & Scholes Model for Stock/Currency options
 - Interpreting the B & s formula
- Understanding Options Greeks
 - Delta/Theta/Vega & Gamma risks of options
 - Understanding Options Greeks for various trading strategies (volatility & Directional Spreads)
 - Delta/Dynamic Hedging and relating the cost of Delta hedging with the option price determined by
 - Black & Scholes – model.

- Elasticity (Beta) of an option in the CAPM framework. This Would ‘Clarify’ the’ risk return’ •profile (Which is often misunderstood for various options trading strategies)
- Options Volatility
 - Historical & Implied Volatility
 - Volatility Smile
 - Term Structure of volatility
 - Some Advance Models of Volatility estimation
 - Value At Risk Historical Simulation
 - Models Building Approach
 - Stress Testing & Back Testing

Reference Text :

- ✓ Options, Future & other Derivatives – by John. C Hull
- ✓ Applied Derivatives – Richard . j. Rendleman . Jr
 - Special Focus on :
 - Chap : 2 -----PUT –CALL Parity
 - Chap : 3 & 4 ----Binomial Option Pricing Models
- ✓ Option Volatility & Pricing – Sheldon Naten Berg
An excellent book from options trading perspective. A handout on option Greeks will be Given to students at the appropriate time Students at the appropriate time.
- ✓ The New Options Market – Max Ansbacher
Again an excellent book from option trading perspective. A handout on trading strategies will be given to the students.
- ✓ Derivatives – The Wild beast of Finance – Alfred Steinherr
The books deals in detail with the following well-known disasters with Derivatives.
 - Metallgesellschaft – (Rollover Risk)
 - Barings (LESSON’S – CASE) –Highly speculation & Leverages position in Derivatives
 - Hedge funds & the collapse of LTCM (Long Term Capital Management)

3.2.11 wealth Management 100 Marks

Course Content

- FINANCE
 - Risk & Return from various asset classes
- STOCKS
 - Introduction to portfolio management theory
- Market Efficiency
- Historical returns from US Markets
- Historical returns from Indian Markets
- Fundamental drivers of Value or Stocks I Market (Index)
- Understanding the Power of Corn pounding

- **BONDS**
 - Bonds mathematics (YTM, Currency yield, duration, convexity, zero coupon yield) Term Structure & Theories Behind term'. Structure
 - Deern' inan1s of interest rates —Role played by Central Bank Monetary & Credit Policy,
 - Effect o Globalization (Fed Watching) etc.
 - Government bonds & Corporate bonus (Credit Rating, Default Risk)

- **MUTUAL FUNDS**
 - Structure & important regulations w.r.t. MFs
 - Advantages of investments 'through MFs
 - Types of MFs & investment options
 - Accounting (NAV Computation) & Intermediaries associated with MFs
 - The present status of ME industry in India and its potential.
 - Comparison of Indian MF industry with US Mutual fund industry
 - Styles investment of Evaluating Fund performance on the basis of
 - (Snarpe, Treynner, Information ratio)etc
 - Styte Q'Jalue I Growth — Momentum)
 - Fund Managers past performance, AMC's Reputation etc
 - Actual Performance of Indian MF. (Returns delivered by Indian Mutual Funds)

- **FINANGIAL PLANNING / WEALTH MANAGEMENT**
 - Introduction and advantages Financial Planning
 - Life cycle Networth & Strategies
 - Life Cycle Investment Goals
 - Asset Allocation & Risk Tolerance (Expected Utility) etc.
 - Various Asset allocation strategies

- **CRITERION FOR FUND SELECTION (Expected Utility)**
 - Preparation of a Financial Plan Which would require
 - Tax planning
 - (5 year cash flows (with)
 - Existing Asset Allocation
 - Revised Asset Allocation
 - Maximum Downside Risk

- **MARKETING & BEHAVIOURAL**
 - Wealth Creation Cycle, Role of Banks & Private Banking
 - Environment. Wealth management Future & Vision
 - Role of marketing in Wealth Management
 - Technology
 - Process of Marketing & HNIS
 - Client Segmentation
 - Profiling the Prospects & Approach
 - Explore & Strategies
 - Execute, Monitor & Review
 - DEC Of Interpersonal Negotiation. time Mgmt. Skills & Assertiveness
 - Qualities of Relationship Manager and -CRM
 - Selling Process & Role plays in prospecting, closing etc.
 - Case Studies

Reference Text:

3.2.12 Quantitative Models In Finance 50 Marks

Course Content –

- Cost analysis for 'profit planning'
 - Application of Learning Curve Models to Profit Planning.
 - Volume - Cost Analysis - The Multiple Regression Analysis Approach.
 - Forecasting and Measuring with Correlation Analysis.
 - Profit Measurement through Statistical Correlating.
 - Capacity Utilization and Contribution Margin.
 - Opportunity cost - An Application of Mathematical Programming.

- Profit planning and budgeting
 - Break- Even Analysis and Linear Programming
 - Application of Curvy-Linear Break-Even analysis.
 - Probabilities Profit Budgets. -
 - Cost Volume - Profit Analysis Under Conditions of Uncertainty
 - Budgeting with Net - Work Analysis.
 - PERT-Cost.

- Costing And Pricing
 - Rule of Cost Pricing joint Product
 - Multiple Product Costing and Multiple Correlating Analysis
 - Application of L P in Determine Profitability of Products Involving Joint Costs
 - Cost of Control
 - Evaluation of Training Expenses
 - Management Accounting (or Research and Development Applying Linear Programming to Pay Structure
 - Mode? or Human Resources Utilization.

- Controlling Inventory - A Practical Approach.
- Application of Probability to Cost Control. Reports.
- Linear Programming and Accounting Information Model.
- Productivity Costing and Management.
- Application of Learning Curve Models to Profit Planning. Volume - Cost Analysis
- The Multiple Regression Analysis Approach.
- Profit Measurement through Statistical Copulating.
- Capacity Utilization and Contribution Margin.
- Opportunity cost - An Application of Mathematical Programming
- Profit Planning And Budgeting
 - Break- Even Analysis and Linear Programming
 - Application of Curvy-Linear Break - Even analysis.
 - Probabilities Profit Budgets.
 - Cost Volume - Profit Analysis Under Conditions of Uncertainty
 - Budgeting with Net - Work Analysis.
 - PERT-Cost.
- Costing And Pricing
 - Role of Cost in Pricing Joint Product.
 - Multiple Product Costing and Multiple Correlating Analysis.
 - Application of L P to Determine Profitability of Products Involving joint Costs.
- Cost of Control
 - Evaluation of Training Expenses
 - Management Accounting for Research and Development Applying Linear Programming to Pay Structure
 - Model for humor Resources Utilization.
 - Controlling inventory - A Practical Approach
 - Application of Probability to Cost Control, Reports.
 - Linear Programming and Accounting Information Model.
 - Productivity Costing and Management.

Reference Text:

- ✓ Economic Times! Business Standard (Daily) for news related to managerial accounting. Practices and accounting frauds

3.2.13 Corporate valuation 100 Marks

Course Outline

- Approaches to Valuation
- Discounted Cash flow Valuation
 - Basics
 - Estimating Inputs
 - Discount Rates -
 - Growth flows
 - Growth
 - Growth Patterns

- Choosing the Right Model d. Loose Ends
- Loose Ends
 - Dealing with Cash and Cross Holdings
 - Dealing with Management Options / Warrants/ Convertibles
- Examples of Valuation
- Relative Valuation
 - Basics and tests
 - Multiples
 - PE Ratio
 - PEG Ratios
 - Relative PE Ratios
 - EV/EB)T Multiples
 - Book Value Ratios
 - Sales Multiples
 - Choosing the right multiple
- Brand Name Valuation
- Valuating Private Companies
- Option Pricing Applications in Valuation
- Valuation in Acquisitions
- Value Enhancement DCF, EVA. and CFROI

Reference Text :

- ✓ Koeller, Goedharl, and Wessels, Valuation: Measuring and Managing the Value of Companies, John Wiley & Sons. 4th Edition, 2005.
- ✓ Palepu, Healy. and Bernard. Business Analysis and Valuation Using Financial Statements, Southwestern Publishing, 3rd Cdition, 2000.
- ✓ Pereiro, Valuation of Companies in Emerging Markets: A Practical Approach, John Wiley & Sons, 1st Edition, 2002.
- ✓ Ross, Westerfield. Jafle, Corporate Finance
- ✓ Brearly Myers . Corporate Finance
- ✓ Aswath Damodaran, Valuations

3.2.14 Marketing Finance 50 Marks

Course Content

- SALES REVENUE as an Integral Elements of Cost
 - Revenue-investment Framework by ROI Management of Sales Revenue Analysis, of Revenue by
 - Products. Ten Territories, Channel, Customers Orders etc.
 - Analysis of Marketing Costs in terms of Engineered Costs, Capacity (fixed) Costs and Managed Costs
 - Classification of Marketing Costs by Function

- Marketing Cost allocations and its limitations for Managerial Decisions.
- **MARKETING INVESTMENT**
 - Management of Accounts Receivables and Inventories
 - Credit decisions and Credit Policy
 - Special Promotion and Marketing Research Expenditure is Marketing Investment and their
 - Evaluation using the probability theory and decisions Trees
 - Evaluating Return on Marketing Investment Developing and Launching New Products and the Concept of Investment in Life Cycle of Product
 - Application of DCF to Evaluations of Investment in Product Development Marketing Product.
 - Mix and Linear Programming.
- **Policy Decisions and Marketing Finance**
 - Pricing of joint Product and Application of Linear Programming
 - Pricing New Products under ROI Concept
 - Bayesian Decision Theory and Pricing
 - Government Price Control – Dual Pricing
 - Approaches of Government Bodies to Development ‘Fair Price’ -Submitting Tenders
 - Applications of DCF Technique
 - Export Marketing and Finance
 - Financial Incentives, Export Costs and Export Pricing
 - Applications and Forecasting Techniques to Developing Marketing Budgeting
 - Developing Sub-budgets by Marketing Segments
 - Advertising Budget - Budgeting Sales force Efforts
 - Optimum Level and Allocation of Selling Efforts among Dealers Developing Companion plans for sales Force
 - budgeting Samples.
 - Warehousing decisions
 - Transportation Decision- Deliver Route Decisions
 - Cost Analysis for Distribution alternatives Financial Analysis for switching over from Soul selling agency to Direct Selling to Trade Channels
 - Economics of directs rating by manufacturer.
 - Impact of marketing strategies on organization structure design and consequent financial Implications.
 - The concept of Marketing Cost & Value Measuring Marketing Value – ‘Value Added’ by marketing effort Productivity Marketing and its social justification
- **Target Pricing**
 - Pricing of Turn Key Project
 - National Pricing
 - Brand Valuation
 - Financial Aspects of Brand Management
 - Impact of Transfer Pricing
 - Mechanism on Marketing Performance
 - Value Chain Analysis & relevant decisions about Marketing Costs & Markehrig Investments.

Reference Text:

- ✓ Marketing Management A Finance Emphasis B K.Chatterjee

- ✓ Finance Sense Pasanna Chandra
- ✓ Marketing Models (Chapter on Pricing) Gary L Lilian, F. Roller, KS Moorthy
- ✓ Managing Brand Equity D A Aaker

3.2.15 Fixed Income 100 Marks

Course Content

- Understanding Basics Of Bonds Mathematics:
 - Yield to Maturity/Yield to Call
 - Spot Rates/Forward Rates and Par Yield
 - Bootstrapping Process for Zero Curve
 - Yield Curve slope and the theory
- Understanding Duration and Convexity
 - Measuring Duration and Convexity
 - Duration of Par /Discount /Premium Bonds
 - Duration as a Risk Measure
 - Modified Duration & Key Rate Duration
 - Barbell, Ladder & Bullet Strategy
- Bond Management Strategies
 - Active and Passive Management Strategies
 - Classical and Contingent Immunization
 - Duration Based Asset Liability Risk Management
- Mortgage Backed Securities
 - Mortgage Mathematics
 - MBS & Asset Securitization
 - Securitization Structures
- Interest Rate Futures
 - T-bill & T-bond Futures
 - Duration Based hedging using Futures
- Interest Rate Options
 - Forward Rate Agreement
 - Caps/Floor/Collar
 - Black-Scholes model of Interest Option Valuation
 - Caplet —Floorlet- Swaplet Parity
- Interest Rate Swaps
 - Basics Of Swaps
 - Valuation of Swaps (Fixed Side)
 - Forward /Amortising/Asset Swaps
 - Valuing a Swap during its Life

Reference Text :

- ✓ The Hand Book of Fixed Income Securities- Fabozzi Frank McGraw Hill International
- ✓ Fixed Income Markets & Their Derivatives Suresh Sunderasan —Thomson Learning

- ✓ Swaps : Richard FIavell — John Wiley Publications.

OPTIONAL GROUP — Human Resources Management

3.3.1 Organizational Theories and Structure Designs — UA 100 Marks

Course Content

- Evolution of organizational theories.
- Organizational design & effectiveness
- Determinants of organizational structure — strategy, technology, size, life cycle, environment and culture
- impact of mergers, acquisitions & globalization on organizational structures and effectiveness managing dynamic processes decision making, conflict, power & politics
- learning organizations, virtual organizations, boundryless organizations, network organizations,
- organizational design for change and innovation

Reference Text :

- ✓ Daft. P L Organization Theory and Design Current Edition. Thomson Southwestern
- ✓ Robins Khandwalla, P. N. Organizational design for excellence , New Delhi, Tata McGraw Hil, 1992

3.3.2 Training & Development 100 Marks

Course Contents:

- Introduction to human resource development
- Overview of Training in Organizations (Role of training, structure of training)
- Learning organization
- 4.Principles of Adult Learning. Motivation & Performance
- Training Administration. (training budget, budget training programmers; design training calendar /schedules)
- Training Need assessment.
- Competency modeling and mapping
- Designing Training Modules
- Implementation of Training

- Traditional training methods
- E-learning and use of technology in training
- Training evaluation, Cost Benefit Analysis and ROI
- Management Development
- Planning & Organizing conferences, seminar etc
- Training Audit

Reference Text

- ✓ Effective Training Systems, Strategies and Practice
- ✓ P. Nick Blanchard James W Thacker Second edition Pearson Education
- ✓ Employee Training and Development by Raymond A Noe, 3ed. McGraw Hill Publication (International Edition)

3.3.3 Introduction to Industrial Relation & Labor Welfare 100 Marks

Course Content

Introduction to Industrial Relations & labour Welfare

- Growth & development of IR
 - History & development of IR
 - Pre independence
 - Post independence.
 - Post Liberalization.
- IR issues in Organizations
 - IR Definitions
 - Different approaches to IR
 - Functional approach
 - Systems approach & Dunlops Contribution
 - Oxford Model.
 - HR approach.
 - Comprehensive IR model or interalist & externalist approach.
- Management of Conflicts as related to IR and different methods of resolving conflicts.
 - Union recognition.
 - Conditions for effective Collective Bargaining and process of CB
 - Adjudicating & Proceedings under ID Act & the role of Govt.
- Workers Participation In Management.
 - Experiences of Germany, France & Britain.
 - Indian experience.
 - Suggestion schemes.
 - Kaizen, Quality circles, TQM.

- ISO.
- Trade Union
 - History & Development of TU
 - TU Policies
 - Inter Union Rivalry.
 - Intra Union Rivalry
 - Multiplicity of Trade Unions & implications of MRTU.
- Contemporary issues in TU
 - Rightsizing & VRS
 - Business Process Re-engineering
 - Productivity & union
- Social Welfare
 - Concepts of economics & social welfare.
 - Role of TU
 - Role of state
 - Role of management and corporate social responsibility.
 - Labour welfare in organized sector.
 - Gender Equality.

Reference Text

- Mamoria, C S & Mamoria, S Dynamics of industrial Relations in India. Himalaya Publishing House
- Sharma, A. M Industrial Relations Conceptual & Legal Framework. Himalaya Publishing House
- Mamoria C S Mamoria, S. & S. V. Gankar, Dynamics at Industrial Relations in India. Himalaya Publishing House
- Venkata Ratnam C. S. Industrial Relations, Oxford University Press

3.3.4 Competency and Performance Management 100 Marks

Managerial Competence and Performance Management

Course Content

- Competence at work:
 - Concepts of competence, competency at work
 - Types of competencies---Behavioral and Technical
 - Competency Description
 - Competency Levels
 - Designing competencies Dictionary
 - Measuring or Mapping Competencies
 - BEI
 - Assessment Centre
 - Conducting and Operating Assessment Centre
 - Role of Assessors in an Assessment Centre
 - Designing tools in an Assessment Centre
 - Feedback Mechanism

- Performance Management
 - Objective of Performance Management
 - Process of Performance Management
 - PA- Objectives, issues and Problems
 - JD and PA
 - Methods of Performance Appraisal
 - Appraisal forms and formats
 - Measurement in FA
 - Process and Documentation of PA
 - Appraisal Communication
 - Appraisal Interviews
 - Performance Feedback and Counseling
 - Career Development
 - Legal and Ethical Perspectives in PA

Reference Text :

- ✓ Performance Management by Julie Freeman.
- ✓ Bringing out the best in people by Daniels
- ✓ Effective Performance Appraisal by James Neil

3.3.5 Human Resource Planning And Human Resource Audit 100 Marks

Course Content

- Human Resource Planning
 - The Pre-requisite for manpower planning, Manpower planning as an integrated part of business planning; setting manpower standard; Manpower forecasting for managerial staff, technical labor, Integrated Budget for manpower management, Controlling manpower costs.
 - Quantitative and qualitative approaches to manpower economy. Mathematical models in manpower planning; An econometric model for national manpower planning; Demographic and ecological models for manpower planning; Mathematical models for organizational structure evaluation; Management Science and manpower analysis; Markov Chain models for manpower system; Network models for training and recruiting decision in manpower planning; A stochastic programming model for manpower planning; A Simulation model for manpower planning.
 - Planning careers: Managing career structures and evaluating maintainable career policies.
 - Developing manpower strategies.
- Human Resource Audit
 - Audits of Business Goals and Plans
 - Audits of Business Assumptions
 - Audits of Business Personnel Practices
 - Audit of Business Human Resource Utilization
 - Audit of Business Productivity norms
 - Audits of Business Personnel Budgeting
 - Human Resources Accounting
 - Audit of executive Turnover
 - Auditing of Industrial Relation

- Auditing of Industrial Committee Management Costs involved
- Recruitment Initiation and Training Job-evaluation Compensation planning
- HRD audit methodology and issues Interviews, observation, questionnaire The HRD
- Score card and writing the HRD Audit report.

Reference Text

- ✓ Personnel & human Resource Management — P. Subha Rao
- ✓ Human Resource and Audit — T.V.Rao
- ✓ Human Resource System — T.V.Rao & Udai Pareek

Human Resource Electives

3.3.6 Labour Legislation 100 Marks

Course Content

- Labour Legislation
 - Factories Act.
 - Shops & Establishment Act.
 - Payment of Wages Act.
 - Minimum Wages Act.
 - ESI Act.
 - Workmen's Compensation Act
 - Payment of Bonus Act
 - Gratuity Act
 - Provident Fund Act & Misc Provision Act.
 - Industrial Dispute Act.
 - Industrial Employment Standing Orders.
 - Contract Labour (Regulation & Abolishing)
 - MRTU & PULP.
 - Apprenticeship Act

Reference Text:

- ✓ Bare Acts

3.3.7 Compensation and &Benefits 100 Marks

Course Content

- Human Resources Philosophy and Approach 101 an Organization
- Reward Strategies — Articulating and understanding business context for reward strategies
- Elements of Reward Strategy — Understanding Reward Management
- Compensation /Remuneration place In Reward Strategy
- Understanding Elements of Compensation Structure — Fixed , Cash, Benefits, Retrials and Social Security. Variable Pay / Incentives/ Stock Options

- Costing the CTC of each element of Compensation Structure (excluding stock options)
- Understanding inflation — Neutralization of Inflation — Dearness Allowance, Consumer Price Indices .
- C. Understanding Provident Fund, ESIC, Gratuity, Superannuating, Bonus under Payment of Bonus Act
- Types of Variable Pay
- Understanding income Tax
- Arriving the CTC of an employee/candidate — costing elements, designing a salary offer template
- Making a salary offer to a candidate— understanding salary ranges
- Remuneration Survey- choosing a partner, conducting a survey. benchmarking. arriving at a comparator, target position, understanding median , percentile, ageing of market data
- Converting Remuneration Survey results Into a Salary Proposal
- Equity Compensation Plans—objective of equity compensation, types of Stock Plans, valuing stock grants, SEBI Guidelines, taxability of stock options

Reference Text:

- ✓ Textbook of HRM — P. Subha Rao.
- ✓ Managing Human Resources — Bohlander, Snell, Sherman

3.3.8 Organizational Development 100 Marks

Course Content

- Definitions underlying assumptions and values of Organization Development
- Approaches to OD - Systems Approach. Action Research
- Process of Change
- Organization Diagnosis & Diagnostic Models
- Data Collection & Analysis including Climate Survey
- Understanding Organizational Roles
- OD Intervention theories and methods Large Systems, Group and Individual Techniques

Reference Text :

- ✓ Cummings Thomas C. Worley Christopher C. Essentials of Organizational Development and Change...

3.3.9 Quantitative Techniques In Human Resources Management 50 Marks

Course Content

- Principles of individual differences and quantitative approach to its measurement.
- Psychological tests use, scope and limitations in organizational set-up. Role of test users. Fairness and bias in testing. Essential consideration of selecting a test.
- Characteristics of scientific measurement techniques; Reliability, Validity and Standardization.
 - Reliability : relative reliability and absolute reliability types of reliability - retest reliability using single form, retest reliability using equivalent form, split-half reliability, Kuder - Recbardonson reliability: factors affecting reliability estimates.
 - Validity : types - operational and predictive validity, face validity, factorial validity, construct validity, concurrent validity; validating criteria; methods of calculating validity - simple correlation, biserial correlation, tetrachoric correlation, multiple correlation, expectancy table, cut-off scores, differential predictors.
- Test construction procedures and scaling techniques (A group project is compulsory Which must incorporate construction and vanadium of a test or revision of an existing test)
 - Development of items, item difficulty , item analysis, and norms development.
 - Objectivity in administration and scoring.
 - Interpretation of the test scores and drawing conclusions for prediction and decision making
 - (For both individual and group testing)
- Measurement of intelligence arc general abilities different type of intelligence tests, creativity and tests for measurement of creativity, issues related: to intelligence testing in personnel selection.
- Aptitude testing difference between intelligence and aptitude tests, different type of aptitude tests, importance and usages of aptitude tests in personnel selection.
- Behavioral assessment in personnel selection, approaches to behavioral assessment behavior observation, personality testing different types of personality tests, usage of personality tests in personnel selection and critical issues related to personality testing, tests o vocational interests, attitudes, ialues and other behavioral tools and their importance in personnel assessment, issues related to systematic observation and judgment in behavioral assessment.
- Factor-analysis, ANOVA, Regression Analysis n personnel selection, and behavioral assessment.
- Role of application blank arid interview in personnel selection and assessment performance appraisal systems, objective measurement of performance and other job related behaviors,
- Assessment Center approach in personnel selection and performance, measurement.
- Ethical and Social considerations in testing in organization.

Reference Text:

- ✓ Quantitative Techniques in Management - N.D.Voca

- ✓ Quantitative Techniques in Management – J. K. Sharma

3.3.10 C Building Learning Organizations 50 Marks

Course Content

- Emerging Business Realities
- Why Organizations need to Learn
- Organizational Learning : A Capabilities-Based View
- Learning Tools and Techniques System Techniques
- System Thinking
- Benchmarking and Process Mapping
- Knowledge-based Competition
- Knowledge-Creation and Acquisition Processes
- Measuring Learning: The Intellectual Capital
- A chitecting a Learning Organization

Reference Text

- ✓ Developing the Learning Organization by Peter Lassey.

3.3.11 Stress Management 50 Marks

Course Content

- Nature of stress
- Occupational Stress
- Role stress
- Source of managerial stress
- Stress & thought process learning
- Stress & personality
- Stress & motivation
- Verbal & non-verbal Indications of stress

- Assessment of stress
- Stress & management of change
- Stress & conflict
- Leadership styles in stressful & non-stressful situations

Reference Text

- ✓ I' M Ok-Youre ok — Thomas Harris M. D
- ✓ You Can Win — Shiv Khera
- ✓ Notes compiled and given by Faculty

Optional Group — Operations

3.4.1 Operations Planning & Control (OPC) — UA 100 Marks

Course Content

- Production Systems-operations, processes, manufacturing. services- types, models
- Product-Process Technologies
- Process-Product Matrix. Evolution of Production Systems.
- Evaluation-Selection of Equipment Requirements its-optimization
- Layout-models-optimization
- Line Balancing-models-optimization
- Production Plans-an overview, types
- Demand Management-models
- Capacity Planning —models
- Resource Planning:-models
- Aggregate Planning –models-optimization
- Batch scheduling-models optimization
- Batch Scheduling-models-optimization
- ERP/SAP-PPC Module reports-interpretation-variance analysis-use in decision making
- Advanced Concepts like JIT, FMS, GT, MRP - II, CIM. Robotics. KANB. Agile Manufacturing

Reference Text

- ✓ Production Planning & Inventory Control - John F Magee
- ✓ Production Planning —g & Control - L. C. Jhamb
- ✓ Elements of PPC - By Samuel Eilon
- ✓ PP & Inventory Control - By Seetharama L Narasimhan. Dennis W. Mc Leavey. Peter j Billington
- ✓ Manufacturing Planning & Control - By Vollman . Bony . Why bark, Jacobs

3.4.2 Logistics & Supply Chain Management 100 Marks

Course Content

- Basics or Logistics
- Forecasting
- Transportation
- Warehousing
- DRPIMRP
- Application of IT in LSCM
- inventory Planning I Inventory Control
- Logistics Organization
- Logistics Measurement
- Logistic Costing (Activity Based Costing)
- Basics of Supply Chain Management
- Integrated Supply Chain Management
- Barriers to integration
- Outsourcing

Reference Text :

- ✓ SCM by Rahul Altekar
- ✓ Logistics Management by S.C.Ailawadi & Rakesh Singh
- ✓ Logistics Management by K.Shdhara Bhat
- ✓ Supply Chain Management - Saha'

3.4.3 Materials Management 100 Marks

Course Content

- Materials Management an overview

- Introduction,
- Importance of Materials Management
- Objectives of Materials Management
- Costs involved in the Management of Materials
- Integrated approach to Materials Management
- Organizing Materials Management.
- Organization based on Commodities.
- Organization based on Location.
- Organization based on function
- inter-departmental relationships
- Centralized versus Decentralized materials management.

- Materials Planning
 - introduction and factors influencing materials planning
 - Techniques of materials planning
 - Bills of-Materials
 - Materials Requirement Planning (MRP).
 - Past Consumption Analysis Technique
 - Moving Average method.
 - Exponential Smoothing

- Purchasing
 - Purchasing principles, policies ,procedures and practices
 - Objectives, scope, responsibility and limitations
 - Sources of supply and Supplier selection.
 - Vendor development – evaluation and rating
 - Price forecasting
 - Negotiations
 - Reciprocity
 - h)Legal aspects of purchasing
 - Legal aspects of purchasing
 - Purchase orders/ contracts
 - Method of buying under certainty, under risk, and under uncertainty.

- Purchasing and Procurement Activities under Materials Management.
 - Supplier Quality Assurance Programme
 - Buyer Supplier Relationship
 - Self certified suppliers.
 - Elements of procurement cycle.

- Purchasing of Capital Equipment
 - Significant differences
 - Considerations in evaluation of bids
 - Purchase of used equipment
 - Sources of used equipments
 - Purchase versus lease.
 - Role of Purchasing Committees/ Purchase Managers.

- International procurement -imports.
 - International commercial terms.
 - (b) import procedures and documentation.

- Categories of importers
- Identification of foreign sources.
- Payment terms including Letter of credit.
- Types of L/Cs.
- Custom tariff
- Custom clearance.
- Bill of Landing und ether documents.
- Classification of Materials
 - Introduction and objectives of classification.
 - Basis of classification.
 - C) Classification on the basis of stage of conversion process
 - Classification on the basis of nature of materials.
 - Classification on the basis of usability of materials.
 - Types of inventories.
- Internal assessment test / projects and presentations.
- Materials receipt and stores
 - Introduction and functions of scientific store management.
 - Types of stores and benefits of scientific storekeeping.
 - Store location and layout.
 - Typical layout plans
 - Storing practices and identification of materials.
 - Centralization and Decentralization of stores.
 - Preservation of stores.
 - Issue control
- Codification
 - Introduction
 - Benefits of codification.
 - stages of scientific codification.
 - Systems of codification
 - Colour coding.
- Standardization
 - Introduction and different levels of standards
 - Various Foreign Standard in use in India.
 - How is an Indian standard evolved
 - Advantages of Standardization.
 - Standardization as a tool for variety reduction
 - The Role of Materials Management (Purchase /Stores) in Standardization / Variety Reductions
- Obsolete, Surplus and Scrap Management
 - Definition
 - Need for Scrap yard
 - Identification and control.
 - Categorization of obsolete surplus
 - Control of scrap/ obsolescence
 - Responsibility for disposal

- Procedures and documentation for disposal of scrap/ obsolete/surplus.
- Stores Accounting and Stock verification
 - costing of Receipt of Materials
 - Costing Issues to Production
 - Stock verification
 - Periodic Verification.
 - Perpetual Verification.
 - Process of Verification.
- Computers in Materials Management
 - Steps in computerization.
 - Database for Materials Management Systems.
 - Activities of Materials Management covered by Computerization.
 - Management reports on Materials.
 - Benefits of Computerization.
- Ethics in Materials Management
 - Importance of Ethics
 - Ii) Business Ethics
 - Ethics in buying
 - Code of ethics
 - Problems in Ethics
 - f)Backdoor selling

Note: All the above topics need to be supplemented by case studies.

Reference Text

- ✓ Materials and Logistics Management By Prof. L.C. Jhamb (Everest Publishing House, Pune).
- ✓ Purchasing and Materials Management By P. Gopalknishnan (Tata McGraw Hill. New Delhi).
- ✓ Materials Management —An Integrated approach By P.Gopalkrishnan and M. Sundresan (Prentice Hall of India, New Delhi).
- ✓ Material Management-Procedures. TCM an Cases Dy AK. Datta tr-rentce-Hah iLua, New Delhi).
- ✓ Introduction jo Materials Management By JR Tony Arnold and Stephan Chapman (Pearson Education, New Delhi) 2004 Fifth Edition.
- ✓ Purchasing and Materials Management By N.K.Nair (Vikas Publishing House, New Delhi).

3.4.4 Technology Management Including Manufacturing Strategy 100 Marks

Course Content

- Corporate Strategy and manufacturing
- Pitfalls of functional based strategies
- Strategic Integration of manufacturing and Marketing
- Concept of Order Winners and Qualifiers
- Technology Management and New Product Development (NPD)
- Corporate Strategy and New Product Development

- Organization for NPD
- Technology management and Idea Generation for NPD
- Discovering customer needs
- Sources for new product ideas
- Market assessment and value analysis
- Evaluation of new product ideas
- Technology management and NPD project selection
- Assessment of product concept
- Assessment of competitors
- Concept testing
- Financial analysis of projects
- Technology Management and Product design
- Integrated product design
- Design for Quality using Quality Function Deployment
- Design for Reliability
- Design for Manufacturability
- Order Winners and Qualifiers
- Dimensions of Order-winners and qualifiers — manufacturing -specific. not manufacturing-specific, not manufacturing related
- Determining order winners and qualifiers
- Relating Manufacturing and markets— price, quality, reliability, speed
- Process Choice
- Business Implication of process choice — project, jobbing, line, batch. continuous
- Hybrid processes — batch related, line related
- Technology Strategy — flexibility, push vs pull, technological opportunities
- Product Profiling and Manufacturing
- Manufacturing and product life cycle stages
- Manufacturing for multiple markets
- Manufacturing and incremental marketing changes
- Focused manufacturing and Group Technology
- Principles and concepts
- Methodology
- Make or Buy
- Core elements of the business and strategic considerations
- Span of process and product technology
- Product volumes, costs
- Investment decisions
- Manufacturing Infrastructure
- Structure — specialists generalists
- Operational Control — quality. inventory manufacturing

- Basics of World Class Manufacturing
- General Principles
- Design Principles
- Human Resource Principles
- Quality and Process Improvement Principles
- Capacity Principles

- Just- in Time Manufacturing
- Principles
- Practices

- Time-based Competition
- Time as a competitive weapon
- New Product Development and time to market

- Mass Customization
- Market trends
- Pre-requisites for mass customization
- Technologies for mass customization

- Theory of Constructions (TOC)
- Basics of TOC
- Drum-Buffer-Rope solutions to manufacturing
- Too in project management and supply chain management

Reference Text :

- ✓ Operation management for competitive Advantage by Chase-Jacobs - Acquilano

3.4.5 Business Process Re-engineering & Benchmarking 100 Marks

Course Content

- Business Process Fundamentals
- Definition of Business Processes
- Business processes and functional processes
- Importance of focusing on business processes

- Understanding Business Processes
- Customer focused analysis of business processes
- Identifying value adding activities

- Visualizing Business Processes
- Introduction to flowcharting
- Types of flowcharts — block diagrams, functional flowchart with time-lines

- Types of re-engineering
- Process Improvement with cost reductions
- Achieving best-in-class with competitive focus

- Radical change by re-writing the rules
- Organizing for Process Improvements
- Setting up teams, choosing team leaders
- Training teams for process improvements
- Benchmarking
- Origins benchmarking — Xerox approach
- Definition of benchmarking
- Internal benchmarking
- Benchmarking against the best the unit
- Benchmarking against the best in the group.
- External benchmarking
- Benchmarking the best in the industry
- benchmarking the best in any industry
- Re-engineering and Information technology
- Flowcharting information Flows
- Using IT to speed up processes

3.4.7 World Class Manufacturing Practices 100 Marks

Course content:

- Principles of Japanese manufacturing
- Total productivity through such practices
 - Kaizen
 - T.P.M..
 - S.M.E.D
 - 5-S Principles
 - Housekeeping
- Getting the employee involved in above
- Problem solving tools such as
 - TOO Tools — problem solving
 - TOO Toots — Management
- Indian examples of successful Japanese Manufacturing Practices & benchmarking

Reference Text

- ✓ Toyota Production Systems - Taichi Dhno• Kaizen Masaki Imai
- ✓ Chroniel of a Quality Detective - Dr Shrinivas Gondhalekar. Poyal Sheth
- ✓ Beyond T O M - By Robed L Flood
- ✓ T Q M Process - By Gopal Kanji. Mike Asher
- ✓ Publications of JMAM. viz

- ✓ Combo Kaizon, ifl5-S, in) Total Production Maintenance

3.4.8 Advanced Supply Chain Management 100 Marks

Course Content :

- Understanding the supply chain
 - What is a supply chain?
 - Decision phases in a supply chain.
 - Process view of a supply chain.
 - The importance of supply chain flows.
 - Competitive Supply Chain Strategies.
 - Achieving strategic fit.
- Network design in the Supply Chain.
 - The role of network design in-the supply chain.
 - Factors influencing network design decisions.
 - A framework for network design decisions
 - Models for facility location and capacity allocation.
 - Making network design decisions in practice.
- Designing distribution network in a supply chain
 - The role of distribution in the supply chain.
 - Factors influencing distribution network design.
 - Design option for distribution network.
 - Distribution network in practice.
- Inventory Management risk pooling
 - Introduction
 - A single warehouse inventory example
 - The economic lot size model.
 - The effect of demand uncertainty
 - Risk pooling
 - Centralized versus recentralized systems.
 - Managing inventory in the supply chain
- The value information
 - Introduction
 - Bullwhip effect
 - Effective forecasts
 - Information for the coordination of systems.
 - Locating desired products
 - Lead time reduction
 - Information and supply chain trade-off.
 - Designing the supply chain for conflicting goals
- Supply chain integration
 - Introduction
 - Push. Pull and Push-Putt systems
 - Demand driven strategies, Collaborative Planning Forecasting Replenishment (CPRP) concept

- Impact on internet on supply chain strategies. (E -.business)
- Distribution strategic. Direct shipment. Cross-docking, Milk run. transshipment
- International assessment test/ projects and presentations.
- Strategic Alliances
 - Introduction
 - A framework for strategic alliances.
 - Third party / fourth party logistics
 - What are 3PL/4PL Advantages and disadvantages or 3PL, 3PL issues and requirements?
 - Retailer supplier partnership
 - Types of RSP, Requirements of RSP. Inventory ownership In RSP. Issues and steps in RSP implementation, Advantages and disadvantages of RSP.
 - Distribution Integration, Types of and issues In Distribution Integration.
- E-procurement and outsourcing
 - Introduction
 - Outsourcing benefits and risks.
 - A framework for Buy / Make decisions.
 - E-procurement
 - A framework of E-procurement.
- International Issues in Supply Chain Management
 - Glob& market / Technological/ Cost/ Political and Economic Forces.
 - Risks and advantage of International supply chain.
 - International versus Regional products.
 - Local autonomy versus central control.
 - Regional differences in Logistics- Cultural differences/ infrastructure/ performance expectation and evaluation, Information systems availability, human resources.
 - Global business logistics
- Lean manufacturing and SCM
 - Basic elements of lean manufacturing
 - Benefits of lean manufacturing
 - integration of lean manufacturing and SCM.
 - Mass customization, characteristics of mass customization.
 - implications and benefits of mass customization
 - SCM for mass customization.
- Procurement Management in Supply Chain -
 - New Paradigms in Inventory and purchase management
 - Just in time, Elements and benefits of JIT systems.
 - Vendor Managed Inventory (VMI)
 - VMI Business Model.
 - Steps in setting up VMI, Benefits, challenges and limitations of VMI.
 - Overcoming limitations of VMI
- Customer Value and SCM.
 - Introduction
 - The dimensions of Customer Value.

- Conformance to requirements. product election, price and brand. Value-added services Relationships and experiences.
- Strategic pricing
- Customer Value and SCM.
 - Introduction
 - The dimensions of Customer Value.
 - Conformance to requirements. product election, price and brand. Value-added Services. Relationships and experiences.
 - Strategic pricing
- Performance Measurement and Control in Supply Chain Management
 - Introduction and concept of Benchmarking
 - Gap Analysis
 - Key action in benchmarking for best practices
 - Overview of Supply Chain Operations Reference (SCCR) Modeling
- Ethical issues in SCM
 - Supply chain vulnerability
 - Conformance to applicable laws such as Contract and commercial laws, trade regulation, government procurement regulations,. patents, copyrights, trademark laws, transportation and logistics laws and regulations, environmental laws..
 - International practices.
 - Confidentiality and proprietary information.

Note: All the above topics need to be supplemented by case studies.

Reference Text :

- ✓ Supply Chain Management-Strategy, Planning and Operation By Sunil Chopra and Pet Meindi (Pearson Education, New Delhi)
- ✓ Supply Chain Management Concepts and Cases By Ranul V. Aitekar çPrealce all India. New Delhi)

3.4.9 Material Handling and Transportation. 50 Marks

Course Content

- 20 Principles of Material Handling
- Palletisation
- Containerization
- Transportation Modes I Attributes
- Transportation mix in Economy
- Total cost concept in Material Handling and Transportation.

Reference Text

- ✓ Integrated Material Management — P. Gopalakrishnan
- ✓ Stores inventory Control — KS. Menon,
- ✓ Machinery Handbook

3.4.10 New product development and concurrent Engineering 50 Marks

Course content:

- Defining for business goals
- Time bound Research and development and prototype manufacturing
- Concurrent Engineering concepts and practices for easier quicker delivery of prototypes
- Applications of VANE at design stage.
- Successful pilot run and production sing

Reference Text

- ✓ Operations and Industrial Management - Donald Delmar
- ✓ Operations Management — Decision Making in the operations function — Roger Schwoerier
- ✓ Operations Management for Competitive Advantage - Chase — Jacobs -Acquilanc

3.4.11 Industrial Engineering Applications and Management 100 Marks

Course content

- Industrial Engineering definition & applications
- I.L.O. book of industrial Engineering Standards.
- Industrial Engineering and productivity
- P,Q,R,S.T concepts & plant (shop layouts and selection of materials handling equipment and storage systems
- Pre determined methods & time systems (PMTS) & application of low cost automation,
- Ergonomics — Definition and applications
- Origination Methods Applications in office and white collar productivity

Reference Text :

- ✓ Industrial Engineering Applications and Management — Philip Hicks
- ✓ Mathematical Techniques in industrial Engineering - Shone K J.
- ✓ Handbook of industrial Engineering & Management — Ireson. V C a;id Grand li
- ✓ Quality Detectives — Dr. Gondhalekar & Payal Shetty.

Optional Group— Information Technology

3.5.1 Software Engineering - UA 100 Marks

Course content:

- Exposure to software development process— Software Lifecycles such as Waterfall, Spiral. Prototyping, Rational Unified Process, Agile Methodologies — Various phases in each lifecycle model! and the pros and cons of these approaches to software development (2 sessions) –
- Analysis and Design of information systems (4 sessions)
 - Assessing the Feasibility of a system
 - Gathering detailed requirement
 - Use of Structured methods such as Data flow, Entity Relationship diagrams etc —
 - Use of Object Analysis and Design
 - Use Cases and visualization of the IT based solution
 - Design of Inputs Outputs and other Interfaces
- Documenting Software requirements - various documents used at different stages of software development process — User Requirement Specifications — (2 sessions)
- Software Estimation — challenges iii Estimation of software - methods of software estimation such as Line of Code, Function Point, COCOMO, Use Case Point Method etc — Estimating a Coding Task versus non-coding activities such as Documentation etc (2 sessions)
- Software Quality and Testing —Need for testing, Quality assurance of software at each phase in the lifecycle, Various types of tests such as Black box v/s White box, Functional test! Code reviews Stress tests, load tests etc Use of Use Cases for functional testing, Preparing Test Data and Test Cases, overview of Automated methods for testing —(2 sessions)
- Review of Student Presentations on exercise which requires them to analyses a business process, document the requirements, Analysis and Conceptual design of the system estimation of the software size (1 Session)

Reference Text

- ✓ Systems Analysis and Design by James
- ✓ Software Engineering by
- ✓ OOAD –Buch and Rambaugh
- ✓ UML by Wrox Publication
- ✓ OOAD & UML. by Rambaugh
- ✓ Software Metrics
- ✓ Nassom Reports and Nasscom for industry perspective
- ✓ Struted system analysis and design : Concise study Ed : 1: Kelkar SA

3.5.2 Technology Platforms 100 Marks

Course content

- Hardware Technologies — Awareness of various platforms in the present context and the broad trends in these platforms — comparisons across platforms etc
 - End User Hardware – Desktop, Laptops, other mobile devices,
 - Storage Technologies: Storage technologies such as Direct Attached storage storage Area Networks (NAS), Storage Area Networks (SAN) , devices for backup etc
 - Server Technology platforms - popular server technologies such as the Intel, Sun based etc more specialized platforms such as for CRAY etc
 - Networking Platforms: (this could be dealt with In greater detail In the subject of networking - however a mention of This would be necessary for completeness
- Software Platforms —
 - Operating System Platforms - Windows Unix, Linux (open source platforms) — overview of OS principles and key differences between the various platforms — impact from buyers perspective
 - Database Platforms — Commonly used data based technologies based an the Relational and object relational concept. Databases for data warehousing and other specialized applications
- Software Development Platforms.
 - Web Platforms —various protocols used for the internet, the internet Protocol, HTTP, email Protocols, FTP, etc
 - Basics of HTML — basic tags required to develop a transaction oriented form — concepts related to dynamic HTML
 - Overview of one or more scripting Languages such as VB VB Script/ Java Script ASP, PHP
 - Overview Dot Net and Java platforms — essential Differences
 - Overview of Platforms required for e-Commerce applications
 - Overview of platforms and protocols required for mobile computing environments
- Future of Platforms

Reference Text :

- ✓ Godbole A.S. . — Operating systems
- ✓ Steven Holzner — Visual Basic S Programming
- ✓ Doanid Leach. Aitid Malino - Digital Principles and Applications.

3.6.3 Enterprise Applications 100 Marks

Course content:

- Overview of IT applications in a common manufacturing cum marketing organizations,
- Overview of Applications In various Industry verticals such as Banking and finance Retail Telecom, Healthcare etc.
- Enterprise Resource Planning (ERP) - Functional view of business processes and how they are integrated sing an ERP. Benefits of ERR
- Supply Chain Management — Need for Supply chain integration. Application overview of

supply chain solution, advanced concepts such as Demand planning and Supplier

- Relationship management — functional and product perspective
- Customer Relationship management — Concept of CRM, modules of a CRM product and what they do — such as sales force automation, forecasting, contact management etc
- Business Intelligence and Data Warehousing —
 - Purpose of Data Warehousing, difference between data warehouse and a conventional Database, Data warehousing products. Steps in building a data warehouse — Extraction, Transformation and Loading (Eli.) etc Data marts v/s Data Warehouse
 - Multidimensional Analysis tools
 - Data Mining — Concept of Data Mining, Various models and algorithms for mining, technology tools used for data mining
- Knowledge Management - Need for KM, Types of Knowledge, Capturing storing, reusing
- Knowledge implementing KM initiative application of KM in various industries
- Enterprise Content Management— role of content management — ERP and other Transaction related record, Web content and other understructure content. Integrating content management in organization workflows and ERP systems etc Examples of content management tools and applications in various business
- Enterprises portals- Concepts of an enterprises portal, benefits to an organization, technologies available for building such portals.
- Enterprises Applications integration- Challenges in integrating various enterprises applications – evolution of platforms neutral concepts such as XML to achieve integration - other modern technologies for application integration

Reference Text

- ✓ Demo / Screen Shots of ERP Software such as SAP, CRM, and SCM products

3.5.2 Technology Platforms 100 Marks

Course Content :

- Hardware Technologies — Awareness of various platforms in the present context and the broad trends in these platforms — comparisons across platforms etc
 - End User Hardware – Desktop, Laptops, other mobile devices,
 - Storage Technologies: Storage technologies such as Direct Attached storage storage Area Networks (NAS), Storage Area Networks (SAN) , devices for backup etc
 - Server Technology platforms - popular server technologies such as the Intel, Sun based etc more specialized platforms such as for CRAY etc
 - Networking Platforms: (this could be dealt with In greater detail In the subject of networking - however a mention of This would be necessary for completeness

- Software Platforms —
 - Operating System Platforms - Windows Unix, Linux (open source platforms) — overview of OS principles and key differences between the various platforms — impact from buyers perspective
 - Database Platforms — Commonly used data based technologies based on the Relational and object relational concept. Databases for data warehousing and other specialized applications
- Software Development Platforms.
 - Web Platforms — various protocols used for the internet, the internet Protocol, HTTP, email Protocols, FTP, etc
 - Basics of HTML — basic tags required to develop a transaction oriented form — concepts related to dynamic HTML
 - Overview of one or more scripting Languages such as VB Script/ Java Script ASP, PHP
 - Overview Dot Net and Java platforms — essential Differences
 - Overview of Platforms required for e-Commerce applications
 - Overview of platforms and protocols required for mobile computing environments
- Future of Platforms

Reference Text

- ✓ Godbole A.S. . — Operating systems
- ✓ Steven Holzner — Visual Basic S Programming
- ✓ Doanid Leach. Aitid Malino - Digital Principles and Applications.

Systems – Electives :

3.5 .6 Managing Technology Businesses 100 Marks

Course content:

- Overview of the IT / IT/ITES/ Telecom and related businesses In India and the world — segments of these Industries ,growth, forecast trends, key players, reasons for their success etc
- Study of various business models Including onsite/shoring, e-commerce, e-business, commerce and pure play ‘e’ models.
- Challenges for these businesses in the domestic and International markets such as
 - Business Development, Pricing, Set up & Infrastructure Costs, Talent management
 - Licensing costs & Intellectual property rights, Mergers and Acquisitions , Customer Contract
 - Management and SLAs , managing Innovation legal Issues, Special Incentives and
 - schemes such as the Export Processing Zones etc
- Case Studies of successful and unsuccessful technology companies

Reference Text

- ✓ A Guide to PMBok — Project Management Institute
- ✓ Various Cases on the subject .— Prof Pradeep Pendse

- ✓ Managing IT Infrastructure — TMI

3.5.7 IT Governance and Compliances 100 Marks

Course Content :

- **Need for IT Governance (COBIT Framework)**
 - Overview of various Standards and governance framework
 - Introduction to the COBIT Framework as an umbrella framework
 - COBIT Domains, Key Process Areas and Process
 - Implementing COBIT in an organization
 - An Audit perspective of COBIT
- **Overview of other compliances:**
 - IT Act
 - Sarbanes Oxley and the Graham Bleach Act
 - BS-7799/ISO 27000
 - ITL/ITSM
 - RBI and other Banking Regulations and Bessel I I (for Banks)
 - Data Protection Act Etc

Reference Text

- ✓ COBIT 3.0/4.0 —IT Governance Institute
- ✓ BS — 7799 — IT Security Standards
- ✓ Appropriate Standards like Sarbanes Oxley
- ✓ IT Act 2000

3.5.10 Information Security and Audit 50 Marks

Course content

- Need for information in an organization
- Identifying Information Assets in an organization
- Threats and risks to Information
- Broad strategies for managing Information Security risks
- Discussion on technical controls in the area of:
 - Operating system
 - Data base
 - Software Development process
 - Network controls
 - Access control
 - Physical Controls
 - Controls for remote access
 - Internet related control - including spam. Publishing viruses NetWare etc
 - Controls for wire less set ups
 - Controls in the context for Mobile and portable devices

- Hardware related controls
- Considerations for deciding appropriate choice of controls
- Basic principles of Audit in the context of information security
- A process view of Information security – overviews of the BS -7799/ISO 27000 standard

Reference Text

- ✓ IT Security Governance Institute (ITGI)
- ✓ BS. 7799/ISO/IEC 1799
- ✓ Business Application (System & Web) Process Flow and Security
- ✓ Database Security
- ✓ Network and communication security
- ✓ Business Continuity Management

3.5.11 Software Architecture 50 Marks

Course Content :

- What Is architecture?
- Why Software Architecture ?— goals and purpose of architecture
- Types of Architectural views of software — Project Managers view. The engineering view.
- the User case view etc 4+1 view of architecture
- Layers of architecture — organizational Architecture, Information Architecture,
- IT Architecture Application Architecture etc
- What is a Pattern ? Application to software design, benefits of using design patterns
- Explanation of key Design patterns — GRASP Patterns etc
- Explanation of Key Architectural patterns
- Overview of Enterprise Architectural Frame work The Zachmanns Framework

Reference Text

- ✓ Art of Software Architecture — AJbn Stepehn.

Second Year - Fourth Semester

4.1 Management Control System — UA 100 Marks Course content:

- Financial goal setting - Analysis of Incremental ROI - Sensitivity Analysis Developing financial goals along organizational hierarchy - Concept and technique of Responsibility Budgeting Analytical framework for Developing Responsibility Budgets - Integrating Responsibility Budgets Integrating Responsibility Budgeting with MBO System.
- ORGANIZATIONAL GROWTH Responsibility centers and profit centers - identification and creation of profit centers. profit centers as a control system De-Centralization and profit centers.
- Mechanics of determining profit objectives of profit centers - problems and perspectives or transfer pricing Linear programming technique for determining divisional goals in a multidivisional company - Problems of growth and corporate control.
- CONTROL IN SPECIAL SECTORS : Scrap Control . Control of R & D Project Control - Administrative Cost Control - Audit - Efficiency Audit - Internal Audit Government Cost Audit . Management Audit. Financial Reporting to Management Under conditions of price level change Objective and methodology
- Measurement of Assets Employee . Application MCS in Public Sector Service Organization & Proprietary Organizations

Reference Text

- ✓ Anthony & Govindrajana – Management Control Systems (Tata McGraw- Hill)
- ✓ Maciarrillo & Kuby – Management Control Systems (Prentice Hall India)
- ✓ Management Control Systems – N. Ghosh (Prentice Hall India)

4.2 Business Ethics Corporate Governance

Course Content :

- Evolution of through ethics in business — Culture and ethics — overview of ethics system, Attitude, Belief A life patterns— Social Economics values and responsibly trusteeship management — Gandhi an Philosophy of wealth management Ethics and Indian management - Basic framework of Normative ethics Ethics and decision — Making, Social responsibility of business — Ethical aspects of corporate policy, morality and rationally in Foal Organization — Moral Relationship between individual and Organizations.
- Relationship between ethics and Corporation Excellence — Approaches for Developing Various Orientation towards Ethical business Behavior
- Corporate Governance — including suggestions of the Adrian Cadbury-report Kumarmangalam report and their ethical ramifications.
- Ethics in International scenario —housing on the unique nature a I ethical determines in a cross—culriral setup guidelines for resolving and examples at corporate transgressions

- Moral Evolution of the firm – dealing with the stages of Ethical growth and Organization and categorization of Indian trains – national corporate at various stages of growth

Reference Text

- ✓ Ethics of Management by Hosmer
- ✓ Ethics of Management by Charaborty
- ✓ Ethics by Chandra Sekhar
- ✓ What is Ethical in Ethics by John Henderson

4. 3. Entrepreneurship Management 100 Marks

Course Content :

(A) Entrepreneurial Perspective:

- Concept of Entrepreneur, Entrepreneurship and Enterprise ; advantages Entrepreneur
 - Nature and Development of Entrepreneurship; Gender Issues in Entrepreneurship. -
 - The dynamic role o Small Business? Industry in Economic Development
 - Personality of an Entrepreneur! Entrepreneur
 - Innovation and Entrepreneurship

(B) The Entrepreneurial Environment:

- Policy Perspectives in India to promote Entrepreneurship
- Analysis of Business Opportunities in different sectors of economy at National and Global levels.
- Quick - start Routes to establish an Enterprises (Franchising, Ancilliaring & Acquisitioning)
- Support Organizations for an Entrepreneur and their Role
- Legal framework for starting a Business industry ri India.

(C) The Enterprise Launching

- Product / Project Identification
- Developing a Project Report/ Business Plan
- Business Financing including venture Capital Finance
- Managing early growth of a Business, Incubation Program
- New Venture expansion – strategies and issues

Reference Text

- ✓ Beyond Entrepreneurship – By James C. Collins, William C. Lazier
- ✓ Entrepreneurship Management – By P. N. Singh, By J. C. Saboo
- ✓ Dynamics of Entrepreneurial – By Vasant Desai
- ✓ Entrepreneurship Development in India – By Biswanath Ghosh

- ✓ Literature Published by Support Institutions, Viz
i) SIICOM ii) SIDBI iii) MSSIDC iv) NSIC

4.4 Services Management 100 marks

Course content:

- Introduction — Nature of services
- Market positioning
- Service delivery system.
- New service development
- Services marketing mix decisions
- Managing demand, capacity and service assets
- Service processes — managing service encounter
- Customer satisfaction and service quality
- Customer complaints and service recovery
- Managing service profit cha
- Managing customer relationships
- Managing people in service organizations

Reference Text

- ✓ Zeithami. V. M. J. Bitner, aV 0. Greniler (2006), Services Marketing . 4h Ed. McGraw HII
- ✓ Lovelock C . P .Patterson, and F., Walker (2004). Services Marketing : An Asia-Pacific and Australian Perspective, 3'd Ed. Pearson Education Australia

4.5 Environmental Management 100 Marks

Course content :

- Significance of environment management - Broad outline of National Environment – policy Definition of Environment with particular reference to management.
- Environmental Issues relevant to India.
- Present status of Environment Management
- Major issues Scope of Environment Management Role and Functions of the government as a planning, organizing, directing, Implementing and controlling agency. Managerial aspects involved in Environment management.

- Environment Quality Management - Overview of the role and responsibility of the industries
- Total Quality Environment Management, ISO 1400 EMS Certification
- Major Legislation like air (P & C. P) Act, Water (P & C. P) Act. Environment Protection. Act 1986 Wild life Protection Act etc.

Reference Text

- ✓ Krishnamoorthy : Environmental Management (Prentice – Hall India)
- ✓ Vijay S Chirtris : Changing face of the planet and Environmental Law (Snow White)
- ✓ Tietenberg : Environmental & Natural Resources Economics (Pearson)
- ✓ G. N. Pandey : Environmental Management (Vikas)
- ✓ Y. K. Saxena & N. K. Oberoi : Environment Emplaned (Excel)
- ✓ N. K. Oberoi : Environmental Management (Excel Books)

Electives

4.6 Productivity Techniques 100 Marks

Course content: -

- concept of Productivity - application in manufacturing and service industries, application in differen functional areas.
- Measurement of Productivity - partial. Multi factor and Total Factor-Models, Sumath's Total Productivity Model.
- Approach to Productivity improvement - Classic ILO approach, Imai's KAIZEN approach elimination of 3 M's (Muda, MUra, Muri).
- Value Analysis and Value engineering - Functional Analysis - Brain Storming . Evaluation and implementation Phases, Practical application for product and process development and cost reduction.
- Learning Curves - the concept of learning curve, its applicability, barriers to its application. quantitative estimation and implication of the learning curve, practical applications in industry.
- Job Evaluation - Objectives and need for job evaluation, techniques - point crime and lob classification, Relation between job evaluation, wage structure and Modern approach through multi skilling
- Wage Incentives - Financial Motivation techniques, piece rate and time saved based systems, Profit Sharing Systems, Scanlon Plan.
- Work Measurement - objectives, methods - time study. work sampling. Pro- determined motion time systems - applicability and limitations. Process observations. determination and improvement of value adding ratio through reduction of Muda (waste)'

- Diagnostic Techniques - kedner – Trgre Problem Analysis decision Analysis and Potential Analysis, Practical applications with case studies Shirose's phenomena Mechanism Analysis & concept of Mura (inconsistencies and it elimination).
- Quality Circles - Relationship with total quality Management objectives , seven tools-Pareto Analysis, Scatter diagrams- use in solving chronic problems Organizing for quality Circles, Structure, method of implementation of Quality Circles
- Creativity Based Techniques . Brain Storming, Whole Brain Thinking Normal Group Techniques. Use in Creative problem solving with practical applications
- Ergonomics - Concepts, design of workplace to suit the human being use of anthropometric data. principles of motion economy. effect of environment of productivity - Hawthorne experiment. Design of work station, use in conjunction with process Concept of Muri (non value adding strain) and its elimination

Reference Text

Productivity Techniques — P. S. Shrike
 Introduction to work study – A Handbook ---ILO
 Productivity Journals Handouts

4 . 6 Total Quality Management 100 Marks

Course content:

- Introduction and evaluation of quality movement
- Contributions of Shewhart, Deming, Juran, Felgenhaum. Crosby
- Contributions of Japanese pioneers Ishikawa, Taguchi. Taichi Ohno, Shigeo Shingo
- Statistical quality control basics.
- Basics of stamping & reliability.
- Quality tools and techniques
- Quality improvement and Total Employee Involvement
- JIT manufacturing and Lean manufacturing through waste elimination
- Six Sigma tools, quality circles
- Stastical process control, process capability studies
- Cost of quality — Juran / crossby.
- CMM / PCMM
- Quality Management in services — the SERVQUAL Model

Reference Text

- ✓ TQM in this Service By R. P. Murthy, R.R.Lakhe
- ✓ Total Quality — By Institute of Directors
- ✓ 100 TOM Fools — By Mike Asher, Gopal Kanji
 - Beyond TOM — By P L Flood

4.6 Project Management 100 Marks

Course cement: . -

- Introduction Concept of Project Management. Scope & coverage. Project Function in an organization— Layout of Project Department. Role of Consultants in Project Management.
- Project Identification Selection of product identification bf market preparation of feasibility Study /report Project formulation —Evaluation of risks preparation of Project report.
- Selection of location & site of the project — Factors affecting location - policies of Central — Stale Government towards location— Legal aspects of project management.
- Financial analysis :— Profitability Analysis — Social cost Benefit Analysis preparation of & budget an Cash Flows.
- Materials Management in Project Planning — Procurement— storage — disposal.
- Financing of the Project :- Source of Finance — Cost implications thereat Financial Institutions, Guidelines for funding Risk Analyst5 — Sensitivity Analysis.
- Quantitative Aspects of projects - PERT/CPM Network Analysis for monitoring of the project Other quantitative techniques for monitoring and control of project.
- Computer Applications : Selection of software packages for application to project management -

Reference Text

- ✓ PMP - Proc-ct Management Professional - Study Guide - By Kimi Heidma
- ✓ Project Management - By S. Choudhary
- ✓ Text Book of Project Management - Sy P Gopalakrishnan, V. F Ramamoorthy
- ✓ Project Management' - 3y Prasanna Chandra
- ✓ Project Appraisal By P K. Mattoo
- ✓ Project Management - By Vasant Desai