

### **201 Management Information Systems & Decision Support Systems**

#### **Course Overview**

The objective of this course is to introduce the students to the managerial issues relating to information systems, its role in organization, support for **decision-making** and how information technology can be leveraged to provide business value.

#### **Course Syllabus**

##### **Group I:**

MIS need and concepts, characteristics, Typology of MIS, Structure of MIS. Planning for MIS, System Development Methodologies, Conceptual and detailed designs of MIS, System Implementation strategies and process, System Evaluation and Maintenance. Advanced Concepts in Information Systems: Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Data, Warehousing and Data Mining.

##### **Group II:**

Introduction to Decision Support Systems. Characteristics and Objectives, Role of Decision Support Systems and its applications, Components of Decision support Systems : Data Subsystem, Model Subsystem, and User interface, Group decision support systems (GDSS), Expert systems, Executive Information Systems and its integration with DSS, Decision making: Concept, Process, Simon's model, Information System support for Decision Making Phases, Decision making under assumed certainty, risk and uncertainty.

##### **Group III:**

**Database Management with MS Access:** Introduction to Database and MS Access Creating database, adding, editing and moving Records. Querying: Creating, Saving and Editing, Creating and using forms Creating and printing Reports and Labels. Building real life DSS practical through Excel.

#### **Recommended Texts**

- James, A. O'Brien, *Introduction to Information Systems*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2005.
- Efraim Turban, Jay E. Aronson and Ting-Peng Liang, *Decision Support Systems and Intelligent Systems*, Prentice-Hall of India, New Delhi, 7<sup>th</sup> Edition, 2004.
- George M. Marakas, *Decision Support Systems*, Prentice-Hall of India, New Delhi, 2002.
- Kenneth C. Laudon and Jane P. Laudon, *Management Information Systems*, Prentice-Hall of India, New Delhi, 9th Edition, 2006.

#### **Instructions**

1. Theory: Group-I and Group-II carry 30 marks each (External and Internal).
2. Practical: Group-III carries 40 marks which will be jointly evaluated by Internal and External experts.
3. Six questions to be set, three to be attempted, not more than two to be attempted from each group.
4. Duration of the paper will be two hours.
5. Written paper will be from Group-I and Group-II only.

### **202 Business Statistics & Research Methodology**

#### **Course Overview**

The objective of this course is to have a general understanding of Research Methodology and Statistics as applicable to Business Management and its use and relevance in areas of Management Research. While mathematical material will be covered, the major goal is for the students to develop a set of skills and tools which will be important in their management careers.

At the conclusion of the course students should be able to:

- (1) develop the skills to identify the appropriate statistical techniques for the analysis of data; and
- (2) learn how to collect, analyze, present and interpret research data.

#### **Course Syllabus**

##### **Group I:**

Research Methodology: Objectives, Role & Scope in Management Research, Process of Research; Research Designs: Exploratory, Descriptive & Experimental Research Designs and their Applications; Sampling Design: Concepts, types and their applicability; Scaling Techniques including Likert, Thurston, Semantic Differential Scaling techniques, etc. Tools & Techniques of Data Collection: Primary & Secondary; Classification & Tabulation of Data.

##### **Group II:**

Introduction to Statistics, Statistics & Business Research, Measures of Central Tendency: Mean, Median and Mode; Measures of Dispersion, Coefficient of Variance; Skewness & Kurtosis: Concept and Measures; Correlation Analysis: Simple, Partial & Multiple (Elementary); Regression Analysis: Concept & Measures, Linear Regression. Elementary Probability Theory: Concepts, Definitions and Problems.

##### **Group III:**

Probability Distributions: Binomial, Poisson and Normal Distributions; Testing of Hypothesis: Concepts like types of hypothesis, significance level, degrees of freedom, Errors in hypothesis testing, Procedure of testing hypothesis etc.; Statistical Tests: Chi-square test, t-test, ANOVA – 1 way and 2 way; SPSS and Report Presentation: Use of Statistical Package for Social Sciences, Report Writing - Mechanics of Report Writing, Preliminary pages, Main body and Appendices including Bibliography, Diagrammatic and Graphical presentation of Data.

#### **Recommended Texts**

- Amir D. Aczel & Jayavel Sounderpandian, *Business Statistics*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 6th Edition.
- Donald R. Cooper & Pamela S. Schindler, *Business Research Methods*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 9th Edition.
- G. C. Beri, *Business Statistics*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2nd Edition.
- J. K. Sharma, *Business Statistics*, Pearson Education, New Delhi, 3rd Reprint, 2005.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

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The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks

### **203 Financial Management**

#### **Course Overview**

The objective of this course is to acquaint the students of management with the basic knowledge of finance function in a corporate enterprise. This course also highlights the emerging issues of corporate restructuring, mergers and acquisition decisions.

#### **Course Syllabus**

##### **Group I:**

Financial Management: An Overview, Goals and Functions of Finance, Financial System: Assets, Markets, Intermediaries and Regulatory Framework. Capital Market and Money Market, Concepts in Valuation: Time value of money, Present Values, IRR, Bond returns, Return from Stock Market Investments.

##### **Group II:**

Capital Investment Decision making: Principles of Cash Flows, Discounted and Non-Discounted Cash Flow Techniques for appraising capital investments, Risk Analysis in Capital Budgeting. Working Capital Management: An Overview, Determinants, Working Capital Cycle, Management of Cash, Receivables and Inventories. Financing Working Capital needs.

##### **Group III:**

Leverage: Operating Leverage and Financial Leverage. Cost of Capital. Capital Structure and firm's value: Theories, MM Hypothesis, Optimization of Capital Structure, Capital Structure Planning. Dividend Policy and firm's value, Dividend Policy in practice. Corporate Restructuring: Mergers and Acquisitions, motives, considerations and regulations.

#### **Recommended Texts**

- J.J. Hamton, *Financial Decision Making: Concepts, Problems and Cases*, Prentice-Hall of India, New Delhi, 4th Edition.
- Khan and Jain, *Financial Management*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 4th Edition.
- Stephan A. Ross, Randolph W. Waterfield and Jeffery Jaffe, *Corporate Finance*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 7th Edition.
- Richard A. Brealey and Stewart C. Meyers, *Principles of Corporate Finance*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 6th Edition.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks

#### **Course Overview**

The student should be able to critically analyze organizational situations, prescribe courses of action necessary for problem solving, and integrate the steps necessary for effective implementation. Upon completion, the student should be able to indicate and explain various human resource management interventions that may be required when dealing with the work environment, people, and problems.

#### **Course Syllabus**

##### **Group I:**

Concept, scope, functions, importance of Personnel Management, environment scanning, building up skills for effective HR manager. Global HRM. Organization of personnel department and its relationships with other departments. HR in: information technology firms, mergers and acquisitions. Integrating HR strategy with Business Strategy, Personnel Policies, Manpower Planning, Analyzing Work and Designing Jobs, Managing Separations and Rightsizing. Methods of Manpower Search and Selection of Human Resources. Induction, Placement, Socializing, Promotion and Succession.

##### **Group II:**

Executive Development and Training Manpower, Retention of Talent. Performance Appraisal and Potential Evaluation. Managing Basic Remuneration. Job Evaluation. Motivation in Action: Empowerment, Quality of Work Life, Problem Employees. Incentives, Sharing Productivity Gains and Profits, Employee Stock Option Plans.

##### **Group III:**

Grievance Handling, Disciplining and Counselling of employees. Concept and Present State of Industrial Relations. A brief idea of Trade Unionism. Industrial Unrest and Remedial Measures. Managing Ethical Issues in Human Resource Management.

#### **Recommended Texts**

- Garry Desseler, *Human Resource Management*, Prentice-Hall of India Pvt.Ltd., New Delhi, 10th Edition.
- Edwin B. Flippo, *Personnel Management*, McGraw-Hill Book Company, 6<sup>th</sup> Edition.
- Raymond Noe, Wright, Gerhart & Hollenbeck, *Human Resource Management – Gaining A Competitive Advantage*, Tata McGraw –Hill Publishing Company Ltd., New Delhi, 5th Edition, 2006.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks

#### **Course Overview**

The objective of this course is to develop the ability in the students to define and analyze the marketing problems through the formulation of marketing objectives, policies, programmes and strategies.

#### **Course Syllabus**

##### **Group I:**

Nature, Scope and Concepts and Orientations of Marketing, Marketing Tasks, Modern Concepts of Marketing, Marketing Environment and Environment Scanning, Marketing Information Systems and Marketing Research, Strategic Planning in Marketing Management, Understanding Consumer and Industrial Markets, Consumer Behaviour: Factors Influencing Consumer Buying Behaviour, Buying Process, Market Segmentation, Targeting and Positioning.

##### **Group II:**

Product Decisions: Product Mix, Product Life Cycle, New Product Developments. Branding and Packaging Decisions. Pricing Methods and Strategies. Promotion Mix Decisions: Advertising, Sales Promotion, Public Relations, Personal Selling, Direct Marketing. Managing the Sales Force. Marketing Organisation.

##### **Group III:**

Channel Management: Types & Functions, Selection, Cooperation, Conflict Management, Vertical Marketing Implementations and Systems, Marketing Logistics, Emerging Issues in Marketing: Green Marketing, Holistic Marketing, Network Marketing, Event Marketing, Nucleus Marketing, Viral Marketing.

#### **Recommended Texts**

- Kotler Philip & Armstrong, G., *Principles of Marketing*, Prentice-Hall of India, New Delhi, 2007.
- Kotler Philip, *Marketing Management*, Prentice-Hall of India, New Delhi, 2007.
- Kotler Philip & Keller, *Principles of Marketing*, Prentice-Hall of India, New Delhi, 2006.
- Saxena Rajan, *Marketing Management*, Tata McGraw-Hill Publishing Co.Ltd., New Delhi, 3rd Edition, 2005.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks

## **206 Operations Management**

### **Course Overview**

The objective of this course is to have an understanding of Operational issues in Manufacturing & Service Sector Organisations that include Designing, Acquiring, Operating, and Maintaining the facilities and Processes; Purchasing raw materials; Controlling and Maintaining Inventories; and providing the proper labour needed to produce a good or service so that customers' expectations are met.

At the conclusion of the course students should be able to:

- (1) build both quantitative and qualitative analysis skills, especially those needed for managing operating systems; and
- (2) provide common-sense modelling concepts which can be used to help managers evaluate various management problems.

### **Course Syllabus**

#### **Group I:**

Role and Scope of Operations Management, Operations Strategy, Operations Management as an Inter-Functional imperative. Types and Characteristics of Manufacturing systems, Product Planning and Design: Operations and the Life Cycle, Developing New Products. Forecasting Demand: Forecasting methods, Forecast Errors. Plant Location: Factors & Quantitative Models, Plant Layout: Models & Techniques, Assembly Line Balancing.

#### **Group II:**

Capacity Planning, Materials requirement planning: procedure, benefits and disadvantages. Scheduling: scheduling jobs on machines, control of schedules, scheduling in services, Introduction to Statistical Quality Control: Process Charts & Acceptance Sampling, PERT and CPM, Application of OR techniques to Operations Management such as Transportation, Assignment, Sequencing.

#### **Group III:**

Inventory Management, Planning and Control: Inventory concepts, Scope, Objectives & Functions of Inventory Control, Classification of Inventories, Inventory costs concepts, Selective Inventory Control Systems, Inventory Control Models: Economic Order Quantity (EOQ) with & without shortages, EOQ under Fluctuating Demand, EOQ with Quantity discounts, Economic Production Quantity (EPQ), Fixed Order Cycle (FOC) and Fixed Order Quantity (FOQ) Systems.

### **Recommended Texts**

- Elwood S. Buffa, *Modern Production/Operations Management*, WileySeries, 8th Edition.
- James R. Evans, David R. Anderson, Dennis J. Sweeney and Thomas A. Williams, *Applied Production and Operations Management*, West Publishing Company, International Edition, Minnesota.
- John O. McClain and L. Joseph Thomas, *Operations Management*, Prentice Hall-of India, New Delhi, 2nd Revised Edition.
- Kanishka Bedi, *Production and Operations Management*, Oxford University Press, 9th Impression, 2006.
- Lee J. Krajewski, *Operations Management*, Prentice-Hall of India, NewDelhi, 8th Edition.

### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each

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group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks



**Course Syllabus**

**Group I:**

International Business: An overview - Types of International Business; The External Environment, The Economic and Political Environment, The Human Cultural Environment; Influence on Trade and Investment Patterns; Recent World Trade and Foreign Investment Trends; Balance of Payments Accounts and Macroeconomic Management; Theories and Institutions: Trade and Investment - Government Influence on Trade Investment ; Determination of Trading Partner's Independence, Interdependence and Dependence; World Financial Environment

**Group II:**

Cross-national Cooperation and Agreements; Tariff and Non-Tariff Barriers; Regional Blocks; International production; Internationalisation of Service Firms ; Operation Management in International Firms; World Financial Environment : Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-currency Market; Offshore Financial Centres; International Banks; Non-Banking Financial Service Firms; Stock Markets

**Group III:**

Global Competitiveness; Export Management; Licensing ; Joint Ventures Technology and Global Competition; Globalisation and Human Resource Development; Globalisation with Social Responsibility; World Economic Growth and the Environment; Country Evaluation and Selection; International Business Diplomacy. Negotiating an International Business, Issues in Asset Protection; Multilateral Settlements; Consortium Approaches; External Relations Approach.

**Recommended Texts**

- Alworth, Julian S., *The Finance, investment and Taxation Decisions of Multinationals*, London, Basil Blackwell, 1988.
- Bhalla, V.K., and S. Shivaramu, *International Business, Environment and Business*, New Delhi, Anmol, 1995.
- Bhalla, V.K., *International Economy: Liberalisation Process*, New Delhi, Anmol, 1993

**Instructions**

The evaluation will be as follows:

- Maximum Marks: 100
- Internal Assessment: 100