

UNIVERSITY OF PUNE

FACULTY OF MANAGEMENT

**Revised Syllabus for the
Master in Business Studies
(M.B.S.)**

(w.e.f. 2008-2009)

(I) Name of the Course

The name of the course is Master in Business Studies (MBS), which will be equivalent to Master in Business Administration (MBA) of University of Pune.

(II) Eligibility for Admission

A student seeking the admission to this course must have passed Two Years' Diploma in Business Management or Two Year's Diploma in Management Science of any Statutory University.

(III) Structure of the Course

The course will have two semesters; each semester consisting of 5 papers each. In Semester I and II, the student shall be examined for a special subject consisting of total seven papers pertaining to any one of the following functional areas of management.

Group A-Marketing Management.

Group B-Financial Management.

Group C-Computer Management.

Group D-Production & Materials Management.

Group E-Human Resource Management.

Course Outline for Master in Business Studies (M.B.S.)

Equivalent to Master in Business Administration

Semester I

Course Code	Subject Title	Examination	Marks
101	International Business Management	External	100
102	Business Policy & Strategic Management	External	100
103	Specialization I	External	100
104	Specialization II	Internal	50
105	Specialization III	Internal	50
Total Marks			400

Semester II

Course Code	Subject Title	Examination	Marks
201	Entrepreneurship Development and Project Management	External	100
202	Specialization IV	External	100
203	Specialization V	External	100

204	Specialization VI	Internal	50
205	Specialization VII	Internal	50
Total Marks			400

(IV) Assessment and Standard of Passing

1. The papers marked as 'External' are meant for external evaluation by the University and carry '100' marks each. Out of '100' marks, '30' marks are reserved for internal evaluation and '70' marks are reserved for university evaluation based upon the written Examination. Papers marked as 'Internal' are meant for the internal evaluation by the individual Institute.
2. Marks for the internal evaluation must be communicated by the Institute to the University before the commencement of relevant Semester Examination.
3. The Minimum standard of passing will be '40' percent marks in each paper for internal as well as external heads.

(101) INTERNATIONAL BUSINESS MANAGEMENT

(Total Marks: 70)

Objective:

To enlighten the students on International Business Environment, which includes international Financial management, International marketing and international Currency and to study the impact of globalization on Indian Industry.

- 1) Meaning and features of International Business Management, Globalization forces – Meaning, dimensions and stages in Globalization – Globalization Boon or bane – Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler – Trading Environment of International Trade- Tariff and Non-Tariff Barriers – Trade blocks.
15%
- 2) Analysis of Global Environment – Political Economic, Social & Cultural Legal, Technological, Natural Environments country Risk Analysis. Opportunities and threats for International Business. Rise of New economics like Brazil, Russia, India and China (BRIC) and ASIAN countries. 10%
- 3) International Financial Management – Balance of Trade and Balance of Payment – International Monetary fund., Asian Development Bank, World Bank, Introduction to Export and Import finance, methods of Payment in International Trade, International Financial Instruments. 15%
- 4) Bilateral and Multilateral Trade Laws – general Agreements on Trade & Tariffs (GATT), World Trade Organization (WTO), different rounds, IPR, TRIPS, TRIMS, GATS, Ministerial Conferences, SAARC. 10%
- 5) International Marketing – Objectives and Challenges in International Marketing, Major Players in International marketing, market Selection, Entry Strategies. 10%
- 6) International Currency and Currency Crisis 10%
 - Euro-Phases, Benefit and cost
 - Euro and Implication for India
 - Trade invoicing in Euro Vs Dollar
 - Southeast Asian Currency Crisis
- 7) Globalization and its impact on Indian Industry- globalization and Internal reform process, current Exim Policy. India's Competitive advantage in Industries like. I.T., Textiles, Gems & Jewelry etc. – Potential and threats, Indian Multinationals. SEZ – Introduction –

- Types of economic zones, Meaning and Nature of SEZ –
Mechanism of setting of SEZ, opposition to SEZ. 15%
- 8) Case Studies and Web Exercises 15%
- a) Case Studies on:
- Global Environment Analysis
 - International Marketing
 - International Finance
 - Country Risk Analysis
- b) Web Exercises
- Visit websites of different International organizations like, UNO, World Bank, International Monetary Fund, SAARC, Euro and related links etc.

Reference Books

- 1) International Business Environment – Sundaram and Black
- 2) International Business Environment – Bhalla and Raju
- 3) International Financial Management – P.G. Apte
- 4) International Business – Francis Cherunilam
- 5) International Business – Rao and Rangachari
- 6) Export Management – Rathod
- 7) Global Business today – Charles Hill
- 8) International Business – Charles Hill
- 9) International Business Environment and operations – John D. Daniels
- 10) International Business – Justin Paul
- 11) International Business – Alan Rugmen, Richard Hodgetts.
- 12) International Business – S. Shajahan.

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(102) BUSINESS POLICY & STRATEGIC MANAGEMENT

Objective:

This course in Business Policy and Strategic Management is framed to help the students to learn the concepts related to Business Policies and Strategic Management so as to understand how a successful Business Policies and Strategies are framed at different levels of Management for organizational success and smooth functioning of an organization in today's dynamic environment.

- I Introduction to Business Policy & Strategic Management:** [9%]
- Definition, Concept, Objective and Significance
 - The levels at which strategy operates
 - Characteristic of Strategic Management
 - An Overview: Strategic Management Process
 - Concept of Strategic Decision Making
- II Strategy Formulation:** [20%]
- Understanding Strategic Intent: Vision, Mission, Business Definition, Goals and Objectives
 - Concepts of Strategic Stretch, Leverage & Fit
 - Environment Appraisal: Concept & Environmental Sector; PEST Analysis
 - Organizational Appraisal: Concepts & Capability Factors ; Porter's Value Chain Model
 - Framework for developing Strategic Advantage
 - SWOT Analysis as a Tool for assessing Organizational Capabilities and Environment Opportunities
 - Type of Strategies: Corporate Level (Concept of Grand Strategies) , Business Level and Functional Level.
 - Guidelines for Crafting Successful Business Strategies
- III Strategy Analysis and Choice:** [22%]
- Corporate Level Strategy Analysis: BCG Matrix & GE 9 cell Matrix,
 - Business Level Strategy Analysis: Life Cycle Analysis, Porter's Five Forces of Industry Analysis
 - Concept of Strategic Decision Making.
 - Subjective Factors in Strategic Choice and Process of Strategic Choice
- IV Strategy Implementation:** [18 %]
- Interrelation Between Strategy Formulation and Implementation
 - Aspects of Strategy Implementation
 - An overview of Project, Procedural Implementation, Resource Allocation
 - Structural Implementation: An overview of: Structural Consideration, Structure for Strategies.
 - Behavioral Implementation: An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Personal Values and Business Ethics.
 - Functional /Operational Implementation: An overview of: Functional Strategies.

V Strategy Evaluation and Control : [13%]

- An Overview of Strategic Evaluation and Control
- Strategic Control and Operational Control
- Techniques for Strategic Evaluation and Control
- Role of Organizational Systems in Evaluation
- Mc Kinsey's 7s Framework.

VI. Cases in Strategic Management: [18%]

- Minimum five cases encompassing the above topics to be analyzed and discussed in the class. Cases to be incorporated in Question Paper

Books Recommended

1. Business Policy & Strategic Management – Azhar Kazmi
2. Strategic Management, 12th Ed. – Concepts and Cases – Arthur A. Thompson Jr. and A.J.Strickland
3. Management Policy and Strategic Management (Concepts, Skills and Practices) – R.M.Shrivastava
4. Business Policy and Strategic Management – P.Subba Rao
5. Strategic Planning Formulation of Corporate Strategy - Ramaswamy

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(103 A) SERVICES MARKETING & BRAND MANAGEMENT

Objectives: Students should be familiarized with various upcoming sectors in the service industry and the brand management. This should be done by way of interactive sessions, small projects or presentations in groups. The suggested sectors are - Financial Services, Hospitality services, Education services, IT Services, Event Management services, Consultancy services, Retailing services, Telecommunication services, Not –for- profit services and Social services, Government services, etc.

1. Introduction to Services: Nature of Services; Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes, Classification of Services; Consumer versus Industrial Services. (5%)

2. Global and Indian Scenario in services sector: Importance of Services Marketing; Every business a service business; Service as key differentiator for manufacturing industries. (5%)

3. Services Marketing Mix : Introduction to the 7 Ps of Services Marketing Mix; Product-Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle. Services Distribution, Promotion, Pricing, People, Physical evidence, and Process (25%)

4. Customer Satisfaction & Service Quality: Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee - Handling complaints effectively; Defects, Failures and Recovery. Concept and Importance of quality in Services; How customers evaluate service performance, Introduction to Service Quality Models Parsuraman-Zeithamal-Bitner(PZB)Gaps Model, SERVQUAL, SERVPERF - Gronroos model (10%)

5. Technology & Service Strategy: Applying technology to service settings, e-services. (5%)

6. Brand & Brand Management: Commodities Vs Brands, The role of brands, The brand equity concept, Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance. Building Brand Equity, Brand Identity and Brand image. (15%)

7. Brand Leveraging & Brand Performance: Establishing a brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement. (10%)

8. Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values. (15%)

9. Measuring Brand Equity: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation. (10%)

10.

Note:

1. Cases/ Caselets to be discussed in the class & incorporated in Question Paper.
2. Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

Books Recommended

1. Services Marketing - Zeithaml , Bitner, Gremler & Pandit , TMGH, 4th ed.
2. Services Marketing - Christopher Lovelock
3. Services Marketing - Rampal & Gupta
4. Essence of Services Marketing - Ardian Payne
5. Services Marketing - Helen Woodruffe
6. Product management - Donal R. Lehmann, Russel S. Winer
7. Strategic Brand Management - Kevin Lane Keller
8. Branding Concepts & Process - Debashish Pati
9. Marketing Management - Philip Kotler
10. Successful Branding - Pran K Choudhary
11. Brand Positioning Strategies for Competitive Advantage -Subrato Sen Gupta
12. Strategic Brand Management -Caperer
13. Behind Powerful Brands - Jones
14. Managing Indian Brands -S. Ramesh Kumar

(103B)- MERCHANT BANKING AND FINANCIAL SERVICES

OBJECTIVES:

To understand the concepts of financial system, Capital market & Secondary market and guidelines of SEBI relating to capital & Secondary market.

1. Overview of Indian Financial System- [15%]
Development Since 1991- Role of Financial Intermediaries- Various Financial Intermediaries

2. Capital Market- [25%]
Instruments-Traditional and Emerging (ECB, ADR, GDR) Capital Marketing in India- Operations in Primary Markets-Instruments involved-Role of SEBI.

3. Secondary Markets- [20%]
Stocks Exchanges in India-National Stock Exchange(NSE)—Stock Holding Corporation of India (SHCIL)-Share Trading- Introduction to Derivatives and Commodities-Scrip less Trading –E-Trading-Index/Futures Trading –Share Lending Scheme-Book Building –Buy back of shares-Mergers & Acquisition –Regulations.

4. Money Market – [20%]
Nature and role of Money market in India – Instruments in Money Market viz, CPs, CDs, Bill of exchange, ICDs, Treasury Bill – Role of DFHI/STCI in Money Market – ECBs.

5. Financial Services – [20%]
Credit rating – Factoring and forfeiting – leasing and hire purchasing- Securitization of debts-Housing finance – Merchant Banking services and functions, Mutual Funds.

6. All SEBI guidelines related to topics covered above

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

Books Recommended

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

WEB SITES

SEBI/NSE/BSE, moneycontrol.com, indiaonline.com, indiaonline.com, economicstimes.com, suchetadalal.com etc.

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

**103(C) Computer Specialization
Software Engineering**

Objective : Software Systems Analysis and Design, Analysis and Design Models and Techniques, recent trends and methods will be taught to student. This subject imparts knowledge to student for systematic approach for development of software application in students.

Sr. No	Chapter Details	Nos. of Session	Weightage in %	Refer-ence Books
1.	Overview of systems Analysis and design 1.1 Basic System Development Life Cycle 1.2 Different approaches and models for System Development: 1.2.1. Waterfall 1.2.2. Prototyping 1.2.3. Spiral (including WIN-WIN Spiral) 1.2.4. RAD 1.2.5. Group Based Approach: JAD 1.2.6. Object Oriented methodology 1.3 Role & Skills of system Analyst	4	10	1,5,6,9
2.	Activities in Requirements Determination. 2.1 Requirements Anticipation 2.2 Requirements Investigation Fact finding methods 2.3 Writing Requirements Specifications	3	10	1,2,10
3.	Information requirement Analysis: 3.1 Decision Analysis Tools: Decision Tree, Decision Table, Structured English 3.2 Functional Decomposition Diagram 3.3 Process modeling with physical and logical Data Flow Diagrams 3.4 Entity Relationship Diagram: Identify Entity & Relationships 3.5 Data Dictionary Case Studies on Decision analysis tools FDDs, DFDs should be covered	12	30	1,5,6,8
4.	Systems Design: 4.1 Design of input & Control, Objectives of Input Design, Data Capture Guidelines Design of Source Document, Input	6	20	1,4,8

	<p>Validations</p> <p>4.2 Design of output, Objectives of Output Design Types Of Output</p> <p>4.3 Database / Table Design</p> <p>4.4 User Interface design: Elements of good design, design issues, features of modern GUI, Menus, Scroll bars, windows, buttons, icons, panels, error messages etc.</p> <p>4.5 Design of program Specification</p> <p>4.6 Code Design</p> <p>Case studies should be covered on the Topic</p>			
5.	<p>Maintenance</p> <p>5.1 Types of Maintenance</p> <p>5.2 Maintenance Cost</p> <p>5.3 Reverse Engineering</p> <p>5.4 Introduction to legacy systems</p> <p>5.5 Role of documentation in maintenance and types of documentation</p>	3	10	1,3,8,10
6.	<p style="text-align: center;">CASE TOOLS</p> <p>CASE tools, types – project mgt., analysis, designing, programming, prototyping, maintenance, advantages of using CASE tools, I-CASE, future of CASE</p>	3	10	1,4,5,9
7.	<p>Current trends in Software Engineering</p> <p>7.1 Software Engineering for projects & products.</p> <p>7.2 Introduction to Web Engineering and Agile process</p>	3	10	1,8,9

References

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| 1. Software Engineering | Pressman |
| 2. System Analysis and Design | Jalote |
| 3. Software Engineering | Sommerville |
| 4. Software Engineering | W S Jawadkar |
| 5. System Analysis & Design methods | Whiten, Bentley |
| 6. System Analysis & Design | Elias Awad |
| 7. Object Oriented Modelling & Design | James Rumbaugh |
| 8. Analysis & Design of Information System | James Senn |
| 9. Analysis & Design of Information System | V. Rajaraman |
| 10. Software Engineering Concepts | Richard Fairley |

(103 D) QUALITY MANAGEMENT

Objectives:

1. To introduce the fundamental concepts of total quality management, statistical process control, six sigma and the application of these concepts
2. To introduce philosophies, and strategies to quality related issues.
3. To provide skills in diagnosing and analyzing problems causing variation in manufacturing and service industry processes.
4. To provide a basic understanding of "widely-used" quality analysis tools and techniques.

1. **Quality, Strategic Planning, and Competitive Advantage:** Brief History - Definitions of Quality. Quality in Manufacturing and Service Systems. Quality and Price - Quality and Market Share - Quality and Cost - Quality & Competitive Advantage. (10%)
2. **Principles of Total Quality Management:** Introduction - Elements of Total Quality Management - Malcolm Baldrige National Quality Award Award Criteria. Benefits of Total Quality Management. The Deming Management Philosophy – The Juran Philosophy – The Crosby Philosophy. (25%)
3. **Customer Focus :** The Customer-Driven Quality Cycle - Quality Function Deployment –Customer Satisfaction Measurement Techniques - Customer Relationship Management Techniques. (15%)
4. **Quality Control and Quality Assurance:** Concept of Quality Control – Concept of Process Variation – Acceptance Sampling – Sampling Inspection Vs. 100% Inspection – Attributes and variable sampling plans – OC Curves – Producer and Consumer Risk – AQL, RQL, TQL, AOQL and AQL. (10%)
5. **Statistical Process Control:** Control Charts – X-R, P, np and C Charts – Benefits of Control Charts and Applications (10%)
6. **Quality Management Assistance Tools:** Ishikawa Fish Bone diagram – Nominal Group Technique – Quality Circles – Flow Charts – Pareto Analysis – Poka Yoke (Mistake Proofing). (10%)
7. **Managing and organization for quality:** Quality Policy – Quality Objectives – Leadership for Quality – Quality and organization culture – Cross-Functional Teams – Supplier/Customer Partnerships. (10%)
8. **Quality Management Standards: (Introductory aspects only)** (10%)
 - a) The ISO 9001:2000 Quality Management System Standard
 - b) CMMI Fundamentals & Concepts
 - c) Auditing Techniques - Planning for an audit - Developing a Check-list - Conducting an Audit - Writing an Audit Report - Auditor Ethics - Value - addition process during Internal Audit - Mock Audits - Quiz.

Note:

1. Numericals and Cases/Caselets to be incorporated in the question paper.
2. Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

Books Recommended

1. Quality Control - Dale H Besterfield – Pearson Education
2. Total Quality Management – Sundarrajan
3. Quality Control & Total Quality Management – Jain
4. The essence of Total Quality Management – Hunsen & Ghare
5. Managing for Total Quality – Logothetic
6. Quality Problem Solving – Smith
7. ISO 9000 – Kairon
8. Manuals of various standards.

(103E) ORGANIZATIONAL DEVELOPMENT

Objective: To orient the students with the various tools and techniques for Organizational Development.

Sr. No	Chapter Details
1	<p>Introduction to Organizational Development (OD): [18%]</p> <ul style="list-style-type: none"> • Defining OD. • Important characteristics of OD. • Values, Beliefs and Assumptions underlying the field of OD.
2	<p>Foundations of Organizational Development: [20%]</p> <ul style="list-style-type: none"> • Models of Change Management. • System Theory. • Parallel Learning Structure. <p>Action Research.</p>
3	<p>Process of Organizational Development:</p> <p>(a)Diagnosis: [12%]</p> <ul style="list-style-type: none"> • Why diagnosis –Importance of correct diagnosis in success of OD. • SIX BOX model, 7 S Framework. • Force Field Analysis. <p>(b) OD Interventions : [36%]</p> <ul style="list-style-type: none"> • Introduction the term “interventions”. • Types of Interventions-Terms, Third Party, Structural and Comprehensive. <p>Team Interventions:</p> <ul style="list-style-type: none"> • What are Teams and Effective Teams. • Stages of Team Development. • Role Analysis Technique. • Interdependency Exercise. • Role Negotiation. • Visioning <p>Structural Interventions.</p> <ul style="list-style-type: none"> • Socio-Technical System as an intervention. • Work Redesign. • Quality of Work Life. • TQM. • Reengineering <p>Comprehensive Interventions:</p> <ul style="list-style-type: none"> • Conformation Meeting. <p>OD Consultant : [10%]</p> <ul style="list-style-type: none"> • Choosing the OD Consultant. • Role of the OD Consultant. • Competencies of the OD Consultant. • Ethical issues in OD Consulting.

	<ul style="list-style-type: none">• Organizational Power and Politics and its impacts on OD.• Future Terms and Applications of OD.. [2%]• OD in Public Sector Enterprises [2%]
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Books Recommended

- 1) **Organization Development----French & Bell.- Ed^ Publication**
- 2) **Changing Organizations-----Warren Bennis.**

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(104A) MARKETING RESEARCH (Internal)

Objectives: The objective for this course is to build upon the knowledge imparted in research methodology and develop application aspects of marketing research.

1. Marketing Research – Definition, Scope, Significance, Limitations, Obstacles in acceptance. Ethics in marketing research. Marketing Intelligence system
(6%)
2. Research process – Management dilemma (problem) – decision problem – research problem – hypothesis statement – characteristics of a good hypothesis – drafting the research proposal. (6%)
3. Various sources of market Information – Methods of collecting Market Information - Secondary data – sources – problems of fit and accuracy. Syndicated services.
(6%)
4. Exploratory designs – Descriptive designs - Longitudinal and cross-sectional analysis
(4%)
5. Qualitative research techniques – a) Based on questioning: Focus groups, Depth interviews, Projective techniques. b) Based on observations: ethnography, grounded theory, participant observation
(15%)
6. Causal research – Basic experimental designs – internal and external validity of experiments. (6%)
7. Primary data – Questionnaire design - Administration and analysis considerations in design - Attitude measurement – scaling techniques. Observation method of primary data collection. Web based primary data collection – issues of reach, analysis, accuracy , time and efficiency. (15%)
8. Sampling – sampling methods – sampling and non sampling errors – sample size calculation (Numericals expected) – population and sample size - large and small samples - practical considerations in determining sample size.
(15%)
9. Data analysis – Univariate analysis – Bivariate analysis – Multivariate analysis. Simple and cross tabulation, simple and multiple regression, Factor analysis.
(6%)
10. Hypothesis testing – Types of tests and test selection, One sample test, Two-Independent Sample tests, Two-related sample tests. Chisquare test, tests for large and small samples. (Numericals expected)
(15%)
11. Report writing – forms of report – fundamentals of a good report.
(6%)

Note:

1. *Students should be exposed to statistical data analysis using MS Excel / SPSS / other software packages.*
2. *Cases/ Caselets to be discussed in the class & incorporated in Question Paper*
3. *Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.*

Books Recommended

1. Marketing Research, Concept & Cases – Cooper Schindler, TMGH, 2006.
2. Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Albaum
3. Marketing Research – Nargundkar, TMGH, 2nd ed.
4. Marketing Research – Beri
5. Marketing Research – Measurement & Methods – Donald S.Tull, Del I.Hawkins
6. Marketing Research –Aakar, Kumar, Day

(104B)- INDIRECT TAXATION (INTERNAL)

OBJECTIVES:

To know about the provisions relating to Central Excise, Service Tax and VAT and computation of the same.

1. Central Excise: [30%]

- a. Nature and Contemporary Legislation for the same.
- b. Liability for the central excise.
- c. Definitions.
 - i. Goods,
 - ii. Manufacture,
 - iii. Excisable goods.
- d. Job workers.
- e. Classification of Goods.
- f. Determination of Tariff Headings
- g. Valuation of Goods
- h. Transaction Value
- i. Administrative Structure of Excise Departments
- J. Various Procedures:-

Legislation, Self Removable under Invoice, Manner and Payment of Duty and letter of Undertaking, Show Cause Notice, Adjudication, Interest, Penalty, Confiscation, Seizure, Duty Payment under protest, Refunds, Appeals, Excise Audit, Concessions for SSI Units.

2. Service Tax (Chapter V of the Finance Act.1994 as amended in a Finance Bill by Government of India in 2005): [20%]

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

3. Value Added Tax(VAT): [50%]

- a. Definition
 - i. Agriculture
 - ii. Business
 - iii. Capital asset
 - iv. Dealer
 - v. Non-resident dealer
 - vi. Goods

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

Notes:

- a. Simple problems on determination of value of goods under VAT
- b. Simple problems on calculations of Taxable amount under VAT
- c. Determination of sales Tax in case of inter state sale and outside a state.
- d. Determination of sales turnover and Tax liability on inter state sale.
- e. Computation and Determination of excisable goods, valuation of goods, assessable goods.
- f. Computation of Service Tax.
- g. Assessment Year applicable for the paper will be the Assessment Year pertaining to the academic year. E.g., for the academic year 2007-2008 applicable assessment year will be 2007-2008.

Books Recommended:

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

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(104C) Visual Basic (Internal Paper)

OBJECTIVES:

1. To know about window based programming language.
2. To help the students to develop any application.

Sr. No	Chapter Details	Nos. of Session	Weightage in %
1	INTRODUCTION TO VISUAL BASIC <ul style="list-style-type: none">• Event Driven Programming• Starting & Exiting VB• Understanding VB Environment• Project Explorer• Properties Window• Toolbox• Form Layout Window• Property Pages• Getting Help• Saving Project• Running Application• Printing Project	2	10
2	ADDING CODE AND EVENTS <ul style="list-style-type: none">• Code Window• Naming Conventions• Datatypes - Byte , Integer, String (Fixed & Variable length), Boolean Long, Single, Double, Currency, Decimal, date, Object, Variant (Numbers & Characters), User Defined (using type)• Concept of a variable & it's scope• Constants• Arrays (fixed, Dynamic)	2	15
3	VISUAL BASIC CONTROLS FROM TOOLBOX <ul style="list-style-type: none">• Properties of each control• Events• Methods• Control Arrays (Adding controls at Run Time & Design time)• Other Controls (Microsoft Windows Common Controls 6.0, Microsoft Windows Common Controls-3 6.0)	4	15

4	WORKING WITH FUNCTIONS <ul style="list-style-type: none"> • String • Mathematical • Date • Data type Conversion • User Defined Functions & Procedure 	3	10
5	CONTROL STATEMENT <ul style="list-style-type: none"> • IF & IIF statement • Select Case statement • Looping & Nesting (Do while, Do until, For, For Each, Exit statement) 	3	10
6	DIALOG BOXES <ul style="list-style-type: none"> • MsgBox • Inputbox • Common Dialog Box (Microsoft common Dialog Control 6.0) 	2	5
7	MENUS <ul style="list-style-type: none"> • Creating Menus • Adding Code to Menus • Tool bars 	2	10
8	DEBUG YOUR CODE <ul style="list-style-type: none"> • Types of Errors • Debug Menu 	1	5
9	ACCESSING DATA <ul style="list-style-type: none"> • Reading and Writing Data • Connecting to Data Source <ul style="list-style-type: none"> a. Using DAO,ADODC b. Data Grid, DB-Combo box, DB-list box, c. What is OLEDB? How OLEDB relates to ADO • SQL Queries in VB • Data Report 	8	20

Books Recommended

1. MCSD - MSCS Training Guide VB 5.0
2. Evangelos Petroustos - Mastering Visual Basic 6.0
3. IDG Visual Basic 6 Programming Black Book
4. Perpy Greg - Visual Basic 6.0 in 21 days
5. Peter Norton - Peter Norton's Guide to VB 6.0

(104D) PRODUCTIVITY MANAGEMENT (INTERNAL)

Objectives:

1. To understand the strategic importance of productivity.
2. To define and clarify the concepts, tools, and techniques of productivity

1. **Introduction:** Productivity concepts – Macro and Micro factors of productivity, productivity benefit model, productivity cycles. **(14%)**
2. **Value Analysis and Value Engineering:** Concept – Procedure – Application and role in Productivity. **(13%)**
3. **Productivity Models:** Productivity Measurement at International, National and organization level, total productivity models. Productivity Management in manufacturing and service sector. **(13%)**
4. **Work Study:** Importance of work study – Method Study and Work Measurement – Pioneers of Performance Measurement. **(20%)**
5. **Method Study:** Method and Method Study – Need for Method Study – Procedure of Method Study – Principles of Motion Economy. **(20%)**
6. **Work Measurement:** Computation of Standard Time – Elements – Types of Elements – Performance Rating – Allowances – Need for Allowances – Types of Allowances **(20%)**

Note:

2. Numericals and Cases/Caselets to be incorporated in the question paper.
3. Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

Books Recommended:

1. Productivity engineering and management - Sumanth, D.J. - Tata McGraw-Hill, New Delhi 1990.
2. Organisational transformation and process re-engineering - Edsomwan, J.A., - British Library Cataloging in Pub.data 1996.
3. Productivity Plus: How Today's Best Run Companies Are Gaining the Competitive Edge - John G., Jr. Belcher - Butterworth-Heinemann
4. Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity, and Competitiveness - H. James Harrington - McGraw-Hill
5. Handbook for Productivity Measurement and Improvement - Carl G. Thor - Productivity Press
6. Re-engineering and re-inventing the enterprise - Rastogi, P.N., - Wheeler publications, New Delhi 1995.
7. Productivity Management – Systems approach - Premvrat, Sardana, G.D. and Sahay, B.S. - Narosa Publications, New Delhi, 1998.
8. The new Manufacturing Architecture – Mahadevan
9. Work Study – ILO

**(104 E)- PERSONNEL ADMINISTRATION - APPLICATION & PROCEDURE
(INTERNAL)**

OBJECTIVES:

1. To facilitate the understanding of basics of personnel administration and procedure.
2. To orient the student about personnel wage and salary administration and calculations.

1. **Personnel Administration** – Definition, Nature, Objectives, Principles.
(10%)

2. **Personnel Policy** – Definition, Scope, Process, Objectives, Contents of Personnel file & Personnel audit, Personnel Department Structure, proper Environment around factory.
(10%)

3. **General Communication** – Drafting of appointment orders, Interview Letters, Promotion, Transfer & Appreciation Letters, Notices & Circulars (All Types)
(16%)

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

5. **Disciplinary Action Communication** – Suspension Orders, show cause, Notices, memo, chargesheet, warning, letter of termination & dismissal.
(16%)

6. **Calculations** – Calculation for superannuation, gratuity & bonus
(20%)

7. Challenges of modern personnel manager.
(12%)

Reference Books :

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

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(105A) SALES MANAGEMENT (INTERNAL)

Objectives: To impart the knowledge about sales management procedure, and activities.

1. **Introduction to Sales Management:** Concept, Nature, Role of Sales Management in Marketing, Salesmanship, Specific Characteristics of a successful salesman, The Evolving Face of Personal Selling (15%)
2. **Sales Forecasting:** Concept of Forecasting, Sales Forecasting methods, Quantitative and Qualitative methods. (15%)
3. **Sales Organization:** Need for Sales Organizations, their structure, Sales Managers Functions and responsibilities, Planning for major customers and sales Budget. (15%)
4. **Personal Selling Process and Approaches:** Personal Selling and Relationship Management - Selling to individuals & Institutions, Basics, Sales leads, Planning sales calls - Types of calls, – Building long term partnership by selling – Sales presentations, tools for personal selling, Sales Aids – Use of technology in sales effective selling techniques, Tele Marketing. (25%)
5. **Managing the Sales Force:**
 - a) **Recruiting, Selection and Training of Sales force:** Procedures and criteria extensively used as selection tools for recruiting and testing sales ability. Sales Force Job Analysis and Description
 - b) **Areas of sales Training:** Company Specific Knowledge, product knowledge Industry and Market Trend Knowledge, customers and technology – Relationship Selling Process and Customer education. Value added selling
 - c) **Motivating the Sales Team :** Motivation Programs - Sales Meetings, Sales Contentsts, Sales Compensating, (Monetary compensation, incentive programs as motivators, Non-Monetary compensation – fine tuning of compensation package. Supervising,
 - d) **Evaluating Sales Force Performance and Controlling Sales activities:** Sales Records and Reporting Systems, Improving Sales Productivity, Ethical and Legal Issues in Sales Management. (30%)

Note:

1. *Cases/ Caselets to be discussed in the class & incorporated in Question Paper*
2. *Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.*

Books Recommended

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

(105B)- SECURITY ANALYSIS & PORTFOLIO MANAGEMENT (INTERNAL)

OBJECTIVES:

1. Security Analysis and Portfolio Management demands good analytical skills to understand and analyze political macroeconomic , industry specific and firm specific factors. It also requires a very good understanding of the behaviour of security market, a great deal of discipline and certain amount of luck
2. Security Analysis is as much an art as it is a Science
3. This course will provide you with a good foundation and encourage you to use your own approach to valuation and portfolio management.

1. Investment Scenario. [05%]
2. Risk and Return-Alpha & Beta. [05%]
3. Security Market Indicators. [05%]
4. Fundamental Analysis. [05%]
5. Equity stock valuation models. [05%]
6. Bond valuation. [05%]
7. Efficient market hypothesis. [10%]
8. Technical Analysis. [10%]
9. Emerging trend of Security Analysis in global market. [10%]
10. Portfolio analysis and portfolio selection. [20%]
11. Personal Financial Management. [20%]

Note:

Problems on Jenson's alpha and in depth analysis of beta will be asked.
Case studies will be asked on Technical analysis.
Problems on Bond Valuation.

Books Recommended

1. Portfolio Management- Kevin
2. Portfolio Management- Prasanna Chandra
3. Portfolio Management- Barua
4. Stock Exchanges and Investments- Raghunathan
5. Security Analysis and Portfolio Management- Fisher and Jordon
6. Portfolio Management – V. K. Bhalla

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(105C) Software Project Management (Internal Paper)

Objective: - Creating awareness of managing software projects

Sr. No	Chapter Details	Nos. of clock hours	Weightage in %
1	Software Project Management, Concepts, Umbrella Activities under Software Project Management.	3	10
2	Software Project Planning tools and techniques, Work breakdown Structure, Software Sizing	2	10
3	Cost Estimation techniques like COCOMO, Function Point Analysis and other Cost Estimation methods. Time Estimation Tools like CPM/PERT, Gantt charts and other methods, COCOMO for time estimation etc. (Use of MS-PROJECT is recommended).	5	20
4	Software Quality Management, QC and QA techniques- reviews, inspections, walkthroughs, Software Quality parameters with their definitions, Introduction to ISO and CMM.	7	20
5	Software Testing Techniques, test plans, test data, test cases, Introduction to Manual testing and Automated testing, types of testing- unit, integration, system, user acceptance.	6	15
6	Software Risk Management – concepts, need, steps.	2	10
7	Software Project Maintenance – Types, steps, software configuration management, version control.	3	10
8	Documentation – Importance and methods.	2	5

Books Recommended

- Software Project Management by Edwin Bennatan.
- Software Engineering by Roger S Pressman.
- Software Engineering by Martin L Shooman.
- Management of Information Technology by Pravin Mulay.
- Software Project Management in Practice by Pankaj Jalote.
- Software Project Management A concise study by S A Kelkar.

105D WORLD CLASS MANUFACTURING (INTERNAL)

Objectives:

1. To understand the concept of Excellence in manufacturing – Traditional & current concepts.
 2. Building organization strength through Customer focus – Overcoming impediments
 3. To learn how to achieve stability and sustain Excellent manufacturing practices.
-
1. **Historical perspective:** World class Excellent organizations – Models for manufacturing excellence – Business Excellence. **(15%)**
 2. **Benchmark, Bottlenecks and Best Practices:** Concepts of benchmarking, bottleneck and best practices, Best performers – Gaining competitive edge through world class manufacturing – Value added manufacturing – eliminating waste – Toyota Production System – example. **(25%)**
 3. **System & tools for world class manufacturing:** Improving Product & Process Design – Lean Production – SQC , FMS, Rapid Prototyping , Poka Yoke , 5-S ,3 M, use of IT ,JIT, Product Mix , Optimizing , Procurement & stores practices , Total Productive maintenance , Visual Control. **(20%)**
 4. **Human Resource Management in WCM:** Adding value to the organization – Organizational learning – techniques of removing Root cause of problems – People as problem solvers – New organizational structures . Associates – Facilitators – Teammanship – Motivation and reward in the age of continuous improvement. **(20%)**
 5. **Typical characteristics of WCM companies:** Performance indicators – what is world class Performance – Six Sigma philosophy **(15%)**
 6. **Indian Scenario:** Leading Indian companies towards world class manufacturing – Task Ahead. **(5%)**

Books Recommended:

1. World Class Manufacturing - Strategic Perspective - B.S. Sahay ,KBC Saxena , Ashish Kumar .(Mac Millan)
2. Making Common Sense Common Practice – Models for manufacturing excellence – Ron Moore (Butter worth Heinmann)
3. The Toyota Way - Jeffrey K.Liker – (Tata Macgraw Hill)
4. Operations Management for Competitive Advantage – Chase
5. Making Common Sense Common Practice – Moore
6. Managing Technology & Innovation for Competitive Advantage – Narayanan
7. Just In Time Manufacturing – M.G.Korgaonkar
8. Machine That Changed The World – Womack

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(105E) MISCELLANEOUS LABOUR LAWS (INTERNAL PAPER)

Objective :

- 1. To enable the students to compare the various provisions, such as applicability, employee, benefits under different Acts.**
- 2. To make the students aware of the social security provisions available to employees.**

Sr. No	Chapter Details	Weightage %
1.	THE MINIMUM WAGES ACT, 1984 1.1 Minimum rates of wages 1.2 Procedures for Fixing and Revising Minimum Wages 1.3 Advisory Boards and Committees 1.4 Wages in Kind 1.5 Minimum time rate wages for piece rate work 1.6 Maintenance of Registers and Records.	16
2.	THE PAYMENT OF WAGES ACT, 1936 2.1 Definition of wages 2.2 Responsibility of Payment of wages 2.3 Fixation of wage Periods 2.4 Time of Payment of Wages 2.5 Deductions which may be made from wages 2.6 Maintenance of Registers and Records 2.7 Inspectors	14
3.	THE PAYMENT OF BONUS ACT, 1965 3.1 Eligibility and Disqualification for Bonus 3.2 Payment of Minimum and Maximum Bonus 3.3 Computation of number of working days 3.4 Define – Available and Allocable surplus 3.5 Set on and set off of allocable surplus 3.6 Special provisions with respect to certain establishments 3.7 Deduction of certain amounts from bonus payable 3.8 Time limit for payment of bonus 3.9 Recovery of Bonus 3.10 Maintenance of Registers and Records 3.11 Inspectors	14

4.	THE PAYMENT OF GRATUITY ACT, 1972 4.1 Eligibility and Disqualification from Gratuity 4.2 Calculation of Gratuity 4.3 Forfeiture of Gratuity 4.4 Compulsory Insurance 4.5 Nominations 4.6 Offences and Penalties	14
5.	THE EMPLOYEES' STATE INSURANCE ACT, 1948 5.1 Corporation, Standing Committee and Medical Benefit Council – Contributions – Benefits – General 5.2 Inspectors	14
6.	THE WORKMEN'S COMPENSATION ACT, 1923 6.1 Definition – Dependants, Workmen 6.2 Total & Partial Disablement 6.3 Rates Of Compassions 6.4 Notice of Accident	14
7.	THE EMPLOYEES' PROVIDENT FUNDS AND MISCELLANEOUS PROVISIONS ACT, 1952 7.1 Objectives of the Act 7.2 Define Basic wages, employer 7.3 Contribution 7.4 Recovery of Contributions 7.5 Withdrawals 7.6 Employee's Family pension scheme – Features 7.7 Inspectors	14

Book Recommended :

1. Bare Acts
2. Industrial Law – P. L. Malik
3. Industrial Law – J. K. Bareja
4. Labour Laws for managers – B. D. Singh
5. Industrial & Labour Laws – S. P. Jain
6. Mercantile & Industrial Law – N. D. Kapoor

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(201)- ENTREPRENEURSHIP DEVELOPMENT & PROJECT MANAGEMENT

OBJECTIVES:

1. To provide theoretical foundations of entrepreneurship development.
2. To give an overview of who the entrepreneurs are and what competences are needed to become an Entrepreneur.
3. To acquaint students with the special challenges of starting new ventures and introducing new product and service ideas.
4. To create an awareness of the need for systematic management of projects.
5. To provide the skill in executing various projects, starting from project identification till project termination.

SECTION I: ENTREPRENEURSHIP DEVELOPMENT – (35 Marks)

1. **Foundations of Entrepreneurship Development:** Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities through change. Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur – comparative study - Roles, Responsibilities, Career opportunities. Entrepreneurship as a career, Entrepreneurship as a style of management, The changing role of the entrepreneur: mid career dilemmas – Closing the window: Sustaining Competitiveness - Maintaining competitive advantage. **(15%)**
2. **Theories of Entrepreneurship:**
 - Innovation Theory by Schumpeter & Imitating
 - Theory of High Achievement by McClelland
 - X-Efficiency Theory by Leibenstein
 - Theory of Profit by Knight
 - Theory of Social change by Everett Hagen **(15%)**
3. **Influences on Entrepreneurship Development :**
 - a. Entrepreneurial Traits
 - b. External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Entrepreneurial culture with special reference to Intrapreneurship / Corporate Entrepreneurship.
 - c. Entrepreneurial Success and Failure: Reasons and Remedies. **(15%)**
4. **Women Entrepreneurs:** Challenges to Woman Entrepreneurs, Achievements of Woman Entrepreneurs, Role Models of Woman Entrepreneurs. **(5%)**

SECTION II: PROJECT MANAGEMENT – (35 Marks)

5. Creating Entrepreneurial Venture - Entrepreneurship Development Cycle **(5%)**
6. Business Planning Process - The business plan as an entrepreneurial tool
Elements of Business Plan, Objectives, Market Analysis, Development of product / idea, Marketing, Finance, Organisation & Management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones. **(10%)**

7. Project Management

3.1. Technical, Financial, Marketing Personnel and Management feasibility Reports

3.2. Financial schemes offered by various financial institutions like Commercial Banks, IDBI, ICICI, SIDBI, SFCs,

3.3. Venture Capital Funding, Angel Capitalist (15%)

8. Entrepreneurship Development and Government

4.1 Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc. – with special reference to ‘Export oriented units’

4.2 Role of the following agencies in the Entrepreneurship Development

1. DIC – District Industrial Center

2. SISI – Small Industries Services Institute

3. EDII – Entrepreneurship Development Institute of India

4. NIESBUD – National Institute of Entrepreneurship and Small Business Development

5. NEDB – National Entrepreneurship Development Board (20%)

Note:

- Case studies of Entrepreneurs – successful, failed, turnaround ventures should be discussed in the class.
- Exercises / activities should be conducted on ‘generating business ideas’ and ‘Identifying problems and opportunities’
- Interactive sessions with Entrepreneurs, authorities of financial institutions, Government officials should be organized

Books Recommended: Section-I

1. Dynamics of Entrepreneurship Development – Vasant Desai.
2. Entrepreneurship: New Venture Creation – David H. Holt
3. Entrepreneurship Development New Venture Creation – Satish Taneja, S.L.Gupta
4. Project management – K. Nagarajan.
5. Entrepreneurship: Strategies and Resources – Marc J. Dollinger
6. The Culture of Entrepreneurship – Brigitte Berger.

Reference Books: Section-II

1. Innovation and Entrepreneurship – Peter F. Drucker
2. Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
3. Entrepreneurship As Strategy – G. Dale Meyer, Kurt A. Heppard
4. New Vistas of Entrepreneurship: Challenges & Opportunities – A. Sahay, M.S.Chhikara
5. Entrepreneurship and Small Business Management – Siropolis
6. The Entrepreneurial Connection - Gurmeet Naroola
7. Thought Leaders – Steven Brandt.
8. Corporate Entrepreneurship – Vijay Sathe
9. Corporate Entrepreneurship: Entrepreneurial Development Inside Organisations – Michael H.Morris, Donald F.Kuratko

10. Intrapreneurship: Gifford Pinchot III
11. Lead like an Entrepreneur – Neal Thornberry
12. You Too Can Become an Entrepreneur – Nalinaksha Mutsuddi
13. Make The Move: Demystifying Entrepreneurship – Ishan Gupta, Rajat Khare

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(202A)- RETAIL AND DISTRIBUTION MANAGEMENT

OBJECTIVES:

1. To identify and understand the significance of distribution and retailing in the current business environment
2. To identify the decision areas in distribution and retailing and appreciate the interrelationships with other aspects of marketing.
3. To identify the paradigm shifts in retailing business with increasing scope of technology / e-business.

- 1) **Marketing Channels:** Definition & Importance, Functions of Marketing Channels – Intensive, Selective & Exclusive distribution strategies, Decisions in Channel Management (12%)
- 2) **Wholesaling:** Concept, Importance, Functions –Wholesaler Marketing Decisions – Trends in Wholesaling (7%)
- 3) **Retailing:** Concept, Importance, Functions - Indian Vs. Global Scenario (7%)
- 4) **Retail formats:** Store & Non Store Retailing –Franchising- Unconventional channels (10%)
- 5) **Retail Location:** Factors affecting location decision – Site Selection – Location based retail Strategies (7%)
- 6) **Store Design:** Interiors and Exteriors - Store layout – Types of layouts – Factors affecting store layout – Store image mix – Store Façade – The Internet Store. (7%)
- 7) **Store Administration:** Floor space management–Managing store inventories and display (7%)
- 8) **Merchandising:** Concept, Importance, Functions – Steps in merchandising planning – Category management: Definition and process – Introduction to Private label brands (10%)
- 9) **Retail Communication Mix:** Planning retail communication - Managing in-store promotions and events (7%)
- 10) **Integrated Marketing Channels:** Channels for Consumer goods, Industrial goods & Services – Horizontal, Vertical, Multichannel Marketing Systems (7%)
- 11) **Introduction to Supply Chain Management:** Concept – significance – components. (7%)
- 12) **Channel Management:** Channel selection - Channel Conflicts & its Resolution- Channel Performance Evaluation (6%)
- 13) **Technology in distribution:** Barcoding – RFID – Electronic payment systems (6%)

Note:

- 1. Cases/ Caselets to be discussed in the class & incorporated in Question Paper.*
- 2. Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.*

Books Recommended

- 1) Channel Management –Stern – El- Ansary
- 2) Retailing Management – Swapna Pradhan
- 3) Retail Management – Gibson Vedamani
- 4) Physical Distribution & Logistics Management – Dr. Subhash Bhave
- 5) Channel Management & Retail Management – Meenal Dhotre

(202B)- INTERNATIONAL FINANCE

OBJECTIVES:

To know about WTO, Forex Markets and Framework of International market & finance.

- 1. Overview of international business.** [10%]
 - a. Globalization and its impact.
 - b. WTO and its impact.
 - c. Role of world bank, IMF, SDR.
 - d. Nature, scope and significance of international finance.
 - e. Use of IT in international finance.

- 2. Forex Markets** [20%]
 - a. Definition of foreign currency and foreign transactions- trade and non-trade.
 - b. Forex Markets- spot forward, future options & swaps.
 - c. Role of participants of Forex market.
 - d. Exchange Rate determination- Mathematical models.
 - e. Impact of Euro currency, Chinese Yuan, Japanese Yen and US Dollar.
 - f. Emerging importance of Indian rupee.

- 3. Regulatory Framework of international finance** [15%]
 - a. Indian perspective-FEMA, foreign trade policy, role of RBI, rupee convertibility, EOU/STPI, SEZ, EPZ.
 - b. International perspective-federal bank, European Central Bank, ICC guidelines.

- 4. Sources of international finance** [25%]
 - a. Trade settlement methods.
 - b. Export Finance.
 - c. Buyers credit and suppliers credit.
 - d. International receivables and cash management.
 - e. ECB, FCCB, ADR, GDR, FDI.
 - f. Syndication.

- 5. Forex Risk Management** [25%]
 - a. Risk definition and measurement.
 - b. Hedging tools and techniques- internal and external.

- 6. International Accounting Standards on foreign transactions** [05%]

Note:

Practical problems to be based on exchange rate computations, forward, futures, options, swaps, interest rates swaps, Forex rate quotations.

Books Recommended

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

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

**202(C) Computer Specialization
Business Applications**

Objective : To make student aware of traditional and modern computer based business applications. Student will be taught procedures, design and terminologies used in building such business applications.

Sr. No	Chapter Details	Nos. of Session	Weightage in %	Reference Books
1.	<p style="text-align: center;">Overview of Business Systems in Enterprise</p> <p>1.1 Financial Systems 1.2 Sales, Service and Distribution Systems 1.3 Manufacturing Systems 1.4 Human Resource Management Systems</p>	2	10	1
2.	<p>Sales, Service & Distribution Systems</p> <p>2.4 Order Management Customer Inquiry, Quotation Preparation Customer Order Processing – From Order Acknowledgement to Dispatch and Invoicing Follow-up for Pending Customer Order</p> <p>2.5 Customer Relationship Management CRM Process – Customer Acquisition, Development and Retention</p> <p>2.6 Warehouse Management Inventory Management, Dispatches</p> <p>2.4 Supply Chain Management Demand Forecasting and Planning Distributed Inventory, Logistics Management</p> <p>2.7 Service Management Handling Customer Complaints, Complaint Logging, Customer Response Systems Service Billing</p>	10	20	3,5,4
3.	<p>Financial Systems</p> <p>3.1 Financial Accounting Recording of financial entries Preparation of Journals/ Day Books Ledgers, P&L, Trial Balance, Balance Sheet</p> <p>3.2 Accounts Receivable and Payable 3.3 Funds Management</p>	8	20	5,6

	Inflow and Outflow, Ratios and Expense Analysis 3.4 Investment Management Shares and share transactions DEMAT Account			
4.	Human Resource Management Systems 4.1 Employee Recruitment 4.2 Salary Administration Payroll Processing 4.3 Time Management Attendance and Leave Administration 4.4 Training and event management	8	20	7,5,1
5.	Manufacturing Systems 5.1 Inventory Management Material Procurement – Purchase Order Processing Stock accounting – Stores Transactions, WIP, Stock Costing Methods 5.2 Capacity Planning 5.3 Production Planning Master Production Schedule, Work Order Management , Production Plan 5.4 Material Requirement Planning Bill of Material, Explosion of Bill of Material, Netting Material Requirement 5.5 Shop Floor Control Calculation of Labour Efficiency, Productivity and Downtime analysis.	10	20	3,1,2,4
6.	Overview of ERP Software 6.1 Modules in ERP 6.2 Selection of ERP Software 6.3 Implementation and Implementation related Issues	2	10	3,2

References

1. ERP Demystified by Alexis Leon
2. Enterprise Resource Management by Pankaj Sharma
3. Manufacturing Resource Planning
With introduction to ERP by Khalid Shaikh
4. Enterprise Resource Planning by Milind Oka
5. Business Application of Computers by Milind Oka
6. Financial Management by Satish Inamdar
7. Personnel Management by Memoria

OPERATIONS AND MATERIALS MANAGEMENT SPECIALIZATION 202D OPERATIONS STRATEGY

Objectives :

- ❖ To develop the concepts of strategy in business environment for survival and growth
- ❖ To learn analytical approach and methodology for developing Manufacturing / Operations strategy.
- ❖ To understand essentials for implementing strategy and result of strategic decisions.

1. **OPERATIONS STRATEGY & COMPETITIVENESS:** World of operations in 2020 – Operations Management in the organizational chart - Operations as a service – Historical role of Operations Management – Current perspectives. Operations Strategy and Competitive dimensions – Operations and Corporate Strategy – Strategic Fit – A framework for Operations Strategy in Manufacturing, Services. (14%)
2. **ROLE OF MANUFACTURING /OPERATIONS IN BUSINESS STRATEGY:** Value as business concept – strategic issues in manufacturing – Value Chain concept Focus , core competence and distinctive capabilities – stake holders & strategy. (14%)
3. **METHODOLOGY FOR DEVELOPING OPERATIONS STRATEGY:** Checking markets , Outcome of Market debate – Linking manufacturing to Markets – strategic integration – why products sell in the markets – Order Winners, Order Qualifiers. (14%)
4. **DYNAMIC MARKETS & GENERIC STRATEGIES:** Technology strategy – Issues in New Product development Time to market – strategic nature of process – Business implication of Process choice – Hybrid Process . (10%)
5. **PRODUCT /SERVICE PROFILING:** Procedure – company or plant based profiles – decisions for product reallocation – down sizing – Capacity decisions. Progression & Regression. (12%)
6. **OPERATIONS STRATEGY IMPLEMENTATION:** Evaluating various trade offs alternatives – Focussed manufacturing – Product or process focus – Make or Buy – merits /demerits – value chain approach – just in time – lean manufacturing – Quality as strategic factor – CAD/CAM/CIM . Delivering Value to customer. (13%)
7. **MANUFACTURING INFRASTRUCTURE DEVELOPMENT:** Importance ,issues involved – organizational issues operational approaches to improving delivery system, controlling operations – key performance Indicators ,PQCDSM . (13%)
8. **INVESTMENTS DECISIONS:** Linking investments to Product life Cycle and Risk reduction – fast market feed back – use of IT – organizational learning – Traditional accounting and financial perspectives and operations strategy. (10%)

Books Recommended :

1. Operations Strategy -- David Walters – Palgrave Mcmillan
2. Operations Management for Competitive Advantage – Chase
3. Competitive Manufacturing Management – Nicholas
4. Manufacturing Strategy - Terry Hill
5. Strategic Operations Management - Steeve Brown, Richard Lamming, John Bessant, Peter Jones – (Butterworth Heinemann)
6. Competitive strategy – M.E Porter.
7. Operations Management – Terry Hill.
8. JIT in manufacturing – M.G. Koregaonkar (Mac Millan)
9. Managing Technology & Innovation for Competitive Advantage - Narayanan

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(202E)- TRAINING & DEVELOPMENT

OBJECTIVES:

1. To learn the basic concepts of training and development
2. Student should be aware of the latest Trends in the training and development in industries
3. To use new concepts of training and development to design training session.

The Perspective:

The efficiency of an organization depends directly on the capability and talent of its personnel, and how motivated they are. Capability of a person depends on his ability to work and the type of training he receives. While his personal capability is evaluated through proper selection procedure, his training is taken care of by the organization after he has been employed by the organization. Since training inputs may vary from on-the-job experience to off-the-job training, most of the organizations undertake some kind of training for their employees. In Indian organizations, training and development activities have assumed high importance in recent years because of their contributions to the achievement of organizational objectives.

1. **Introduction To Training Concept:** Definition, Meaning, Need For Training, Importance of Training, Objectives of Training, Concepts of Education, Training And Development, Overview of Training Functions, Types of Training. (15%)
2. **Process of Training:** Steps In Training, Identification of Job Competencies, Criteria For Identifying Training Needs(Person Analysis, Task Analysis, Organization Analysis), Assessment of Training Needs, Methods And Process of Needs Assessment. (20%)
3. **Designing And Implementing A Training Program:** Trainer Identification, Methods And Techniques of Training, Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change), Management Development Program, Budgeting of Training. (20%)
4. **Evaluation of Training Program:** Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training. (20%)
5. **Learning:** Principles of Learning, Theories of Learning, Reinforcement Theory, Social Learning Theory, Andragogy, Resistance to Training. (15%)
6. **Technology In Training:** CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning. (10%)

Reference Books:

Employee Training And Development - Raymond Noe
Every Trainers Handbook- Devendra Agochia
Employee Training And Development - Raymond Noe
360 Degree Feedback, Competency Mapping And Assessment
Centre- Radha Sharma
Employee Training And Development - Raymond Noe
Training And Development- S.K. Bhatia
Employee Training And Development - Raymond Noe
Training And Development- S.K. Bhatia
HRM-Biswajeet Pattanayak
Employee Training And Development - Raymond Noe

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(203A) MARKETING STRATEGY AND RELATIONSHIP MARKETING
Objectives: To give an overview of marketing Strategies and Relationship Management procedures.

SECTION A: MARKETING STRATEGY (50%)

1. **Overview of Marketing Strategy** - Relationship with Corporate Vision, Mission and Objectives. Market-led strategic management.
(5%)
2. **Strategic Marketing analysis** – Identification of attractive markets, Industry/ business analysis and sustaining competitive advantage.
(5%)
3. **Segmentation, Targeting and positioning principles** - The process of market definition - Determining alternative market or segment attractiveness - Making market and segment choices - Alternative targeting strategies - Principles of competitive positioning - Communicating the competitive position
(6%)
4. **Product & Industry Life Cycle** - Marketing strategy formulation across PLC stages, Marketing strategy formulation for – emerging markets, growth markets, mature, declining, fragmented markets for products (goods and services)
(6%)
5. **New product development and introduction strategies** - Speeding new product development - Organizing for new product development - Planned innovation - Planned or unplanned strategy withdrawals / obsolescence,
(6%)
6. **Offensive and defensive competitive strategies** - Build strategies - Hold strategies - Market niches strategies - Harvesting strategies - Divestment/deletion
(6%)
7. **Competing through superior service and customer relationships** - The three ‘S’ of customer service - Providing superior service - Measuring and monitoring customer satisfaction
(6%)
8. **Competing through e-Marketing** - The impact of e-Marketing on marketing strategy (4%)
9. **Integration of Marketing Strategies** - Application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation. Periodical assessment. (6%)

SECTION B: RELATIONSHIP MARKETING (50%)

1. **Paradigm shift in marketing:** The evolution of marketing theory - 4Ps to 7Ps, Transactional marketing approach to relationship marketing philosophy – competitive advantage through Relationship Marketing – RM in industrial markets and consumer markets, services. (12%)
2. **Key concepts in relationship marketing concepts:** Characteristics of relationships – promise – trust – commitment – satisfaction – quality - Service competition - customer value – customer defections - customer loyalty – loyalty programmes.
(6%)

3. **Planning for relationship marketing:** Internal marketing – communication – cooperation – network view of the firm – The six markets framework - partnering to build customer relationships - learning organization – customer culture.
(10%)
4. **Customer lifetime value:** Customer life cycle – attracting – retaining and growing customers – lifetime customer value (LCV) - Customer equity – Recency-Frequency-Monetary value (RFM) model. Customer – product profitability analysis – value profit chain – differences between customer retention and acquisition orientation of a firm.
(6%)
5. **IT enabled RM:** Emergence of CRM – database marketing – data warehousing and data mining- pitfalls of IT focus in RM – ethical issues – customer privacy.
(10%)
6. **Sustaining Customer Relationships:** The role of service in building relationships, segmentation of service, measurement of service - Monitoring of customer satisfaction - Analysing customer defections
(6%)

Note:

1. *Each section has equal weightage*
2. *Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.*
3. *Cases/ Caselets to be discussed in the class & incorporated in Question Paper*

Books Recommended:

1. Marketing Strategy - Boyd Walker, Mullins Larrech, TMGH, 5th Ed.
2. Strategic Marketing Management - David Aaker
3. Principles of Marketing - Philip Kotler, Gary Armstrong
4. Handbook of Relationship Marketing - Jagdish Sheth, Atul Parvatiyar
5. Leading Through Relationship Marketing- Richard Batterley
6. Relationship Marketing - S.Shajahan, TMGH, 1st ed., 2006 reprint.
7. Customer relationship Management - Sheth, Parvatiyar, Shainesh
8. For contemporary case studies students should refer to the periodicals and journals.

(203B) LEGAL & PROCEDURAL ASPECTS OF FINANCE

Objectives:

1. To study various provisions of Labour Law
2. To study important aspects of Company Act 1956

Syllabus	Weightage
<p style="text-align: center;">SECTION I</p> <p>Introduction to the following Industrial and Labour Laws having the financial implications –</p> <ol style="list-style-type: none">1.Payment of Wages Act2.Minimum Wages Act3.Payment of Bonus Act4.Payment of Gratuity Act5.Employees’ Provident Fund Act6.Employees’ State Insurance Act,7.Workmen’s Compensation Act	(30%)
<p>Note : Administrative aspects of the above laws need not be covered.</p>	NIL
<p style="text-align: center;">SECTION II</p> <ol style="list-style-type: none">1.Directors – Appointment / Reappointment, Qualifications, Disqualifications, Remuneration, Vacation of Office, Retirement, Resignation and Removal, Powers & Duties, Office or Place of Profit – Borrowing powers of the Directors	10%
<ol style="list-style-type: none">2.Auditors – Appointment, Resignation and Removal, Rights & Duties, Powers of Central Government to direct special audit – Cost Audit	10%

3.Company Final Account – Format and Structure – Directors’ Report – Auditor’s Report – Directors’ Responsibility Statement – Corporate Governance Statement – Secretarial Compliance Certificate	(20%)
4.Law relating to Inter-corporate Deposits and Inter-corporate Loans	10%
5.Mergers & Acquisitions, provisions under Companies Act and Income Tax.	10%
6.Law relating to majority powers and minority rights – Prevention or Oppression and Mismanagement	5%
7.Overview of FEMA	5%
Books Recommended 1.Bare Text of the various Laws 2.Guide to Companies Act - A Ramaiya 3.Company Law - Avtar Singh	

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(203C) OOD Concepts and Basic JAVA

Course Objectives:

To enable the students to understand the core principles of the Java Language and use visual tools to produce well designed, effective applications and applets.

Sr. No.	Chapter Details	Nos. of Session	Weightage in %
1	Introduction to JAVA -History of Java -Features of Java -JDK Environment -The Java Virtual Machine -Garbage Collection	2	5
2	Programming Concepts of Basic Java -Identifiers and Keywords -Data Types in Java -Java coding Conventions -Expressions in Java -Control structures, decision making statements -Arrays and its methods	3	7
3	Objects and Classes -Object Fundamentals -Pass by value -‘this’ reference -Data hiding and encapsulation -Overloading -Overriding -Constructors -Finalization -Subclasses (Inheritance) -Relationship between super class object and subclass object -implicit subclass object to super class object Conversion -Dynamic method dispatch	5	15
4	Language Features -scope rules -static data, static methods, static blocks -all modifiers of class, method, data members and variable -Abstract Classes -Interfaces -Inner classes -Wrapper Classes -packages	7	21

	<ul style="list-style-type: none"> -Package access -importing packages and classes -user define packages 		
5	<ul style="list-style-type: none"> Exception Handling -Types of Exceptions -try, catch, finally, throws keywords -creating your own exception -exceptions and Inheritance 	2	9
6	<ul style="list-style-type: none"> Multithreading -Multithreading Concept -Thread Life Cycle -Creating multithreading Application -Thread Priorities 6.1 -Thread synchronization 	3	12
7	<ul style="list-style-type: none"> Abstract Window Toolkit -Components and Graphics -Containers, Frames and Panels -Layout Managers -Border Layout -Flow Layout -Grid Layout -Card Layout -AWT all Components -Event Delegation Model -Event Source and Handlers -Event Categories, Listeners, adapters -Anonymous Classes -Applets -Applet Life Cycle -Applet Context -Inter applet communication 	5	13
8	<ul style="list-style-type: none"> Java utility Packages , classes, Interfaces -HashTable -Vector -Priorities -Math -Random -System -String -StringBuffer -Map -Enumeration 	3	9
9	<ul style="list-style-type: none"> Streams and File IO -Files and Stream -Stream classes -Reader Writer classes 	3	9

	-File class Tests and Utilities		
	-Serialization and de serialization		

References:

1. Core Java 2 Volume - I Cay S Horstmann, Fary Cornell
2. Core Java 2 Volume - II Cay S Horstmann, Fary Cornell
3. Programming with Java, A Primer E.Balguruswami
4. Inside Servlets Dustine R Callway
5. Developing Java Servlets James Goodwill
6. Complete Reference- J2EE Jim Keogh
7. Java 2 Complete Reference Patric Naughton, Herbert Schildt
8. Beginning Java Networking Chad Darby, John Griffin & others

203D MODELING TECHNIQUES AND IT FOR OPERATIONS MANAGEMENT

Objectives:

1. To introduce various quantitative tools of analysis in the domain of production, operations and materials management.
1. **INTRODUCTION TO BUSINESS MODELING:** Modeling – meaning and process, Certainty and uncertainty in models, importance of understanding data before modeling , modeling with spreadsheet in simple decision situations. (12%)
2. **LINEAR PROGRAMMING:** Application of LPP in operations management, Formulation of LPP, graphical & simplex method, duality, (Numericals Expected) (12%)
3. **DECISION TREES:** Concept, Application of Decision Trees in operations management. (Numericals Expected) (8%)
4. **SEQUENCING PROBLEMS:** Concept, Application, n jobs – 2 machines, n jobs - 3 machines, n jobs – m machines. Comparison of priority sequencing rules. (Numericals Expected) (12%)
5. **DYNAMIC PROGRAMMING:** Conceptual Introduction to Dynamic programming. (8%)
6. **SIMULATION:** Concept, Applications in Operations management. (8%)
7. **DESIGN OF EXPERIMENTS:** Concept and Introduction. (8%)
8. **IT IN OPERATIONS:** Importance of IT in operations, IT as a competitive edge, Role of IT in – Design, Production Planning, Layout and Logistical operations. (12%)
9. **SOFTWARES IN OPERATIONS:** Introduction, characteristics and key features of softwares for Project Scheduling, Logistics / Supply chain management and Quality management. (12%)
10. **INTRODUCTION TO ERP SYSTEMS:** Salient features of ERP systems offered by leading vendors, prerequisites and process of implementation. (8%)

Note:

1. **Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.**
2. **Numericals and Cases/Caselets to be incorporated in the question paper.**

Books Recommended:

1. Quantitative Techniques in Management- N.D. Vohra – Tata- Mcgraw-Hill Publications
2. Quantitative Techniques for Managerial Decisions – J.K.Sharma – Macmillan India Ltd.
3. Managerial Decisions Modeling with Spreadsheets – Balakrishnan, Render, Stair , Jr. - Pearson Education.
4. Operations Management for Competitive Advantage – Chase, Aquilano, Jacobs, Agarwal – Tata McGraw- Hill Publications
5. Production and Operations Management – Chary - Tata McGraw- Hill Publications

6. Introduction to Operations Research – Gillet B.E. – A computer oriented Approach – Tata McGraw Hill Publications
7. Operations Research – Taha Hatndy , A – An Introduction- PHI New Delhi
8. Quantitative Analysis for Management – Render, Stair , Jr. – Pearson Education.
9. Optimization Methods in Operations Research and Systems Analysis – Mittal and Mohan - New Age International Publishers , New Delhi
10. ERP Demystified- Eilon.

(203 E) PERFORMANCE MANAGEMENT SYSTEMS

(No Change Proposed)

Objectives:

1. To orient the students with the concepts related to performance appraisal.
2. To facilitate learning related to performance management for employees.

1. Introduction of Performance Management System : (15%)

- Defining Performance Management System–Performance Planning, Performance Coaching and Performance Appraisal.
- Performance Management System and other workforce processes like Career Planning, Compensation Management and Separation Planning.

2. Performance Planning : (15%)

- Linking individual and team goals to organizational goals.
- Goal Setting Procedure.

3. Performance Appraisal : (25%)

- Definition and Objectives of Performance Appraisal.
- Process of Performance Appraisal–Self Assessment and its importance.
- Methods of Performance Appraisal–Traditional and Modern.
 - Straight Ranking Method.
 - Paired Comparison Method.
 - Critical Incident Method.
- Behaviorally Anchored Rating Scale.
- Management by Objectives – Process and Importance.
- Why Performance Appraisal Fails.
 - Halo Effect.
 - Cultural issues in Performance Appraisal.
 - Managing Expectations.
 - Role of communication in process.
- How to minimize the effect of causes for failure of Performance Appraisal.

4. Performance Coaching: (20%)

- Performance Appraisal as a Training Need Assessment.
- Counseling for better Performance.
- Feedback Mechanisms in organizations–Training the superiors to give constructive feedback.

5. Current Trends in Performance Management Systems: (25%)

- Emphasis on Continuous Feedback.
- 360 Degree – A Debate.
- Assessment Centers.
- Use of Technology.
- Challenges ahead in Performance Management Systems.

- Potential Appraisal.

Books Recommended

- 1.Human Resource Management – K. Ashwathappa.
- 2.Human Resource Management – I. M. Prasad.
- 3.Human Resource Management – Gary Dessler

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

**(204A) MARKETING MANAGEMENT SPECIALIZATION (INTERNAL)
CONSUMER BEHAVIOUR**

Objectives: To understand the buying behavior of the consumers.

1. **Consumer Behavior:** Concept, diversity of consumer behavior, Characteristics of Indian Consumers. **(10%)**

2. **Influences on the Consumer:** Consumer needs, motives - positive and negative motivation - rational versus emotional motives. Consumer relevant reference groups - opinion leaders - family decisions making and consumption related roles - family life cycle - social class and consumer behaviour - influence of culture on consumer behaviour - cross cultural context. Diffusion of innovations: the diffusion process - the adoption process - consumer innovativeness and personality traits. **(25%)**

3. **Consumer decision making:** Models of consumer decision making - Engle-Kollatt-Blackwell model, Howard-Sheth Model, Bettman's Model, HCB Model. Concept of involvement & extensive problem solving - limited problem solving - routinized responsive behavior. **(30%)**

4. **Post purchase behavior:** Consumer satisfaction concept & Models - Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance, Consumer delight, consumer complaint behaviour. **(20%)**

5. **Consumerism:** Evolution of consumer society. Definition of consumerism, buyer's & seller's rights, effects of consumerism. **(15%)**

Note:

1. Cases/ Caselets to be discussed in the class & incorporated in Question Paper
2. Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

Books Recommended

- 1.Consumer Behavior – Leon Schiffman, Leslie Lazar Kanuk – Pearson / PHI, 8/e
- 2.Consumer Behavior – Hawkins, Best, Coney – TMH, 9/e, 2004
- 3.Customer Behavior – A Managerial Perspective – Sheth, Mittal – Thomson,
- 4.Conceptual Issues In Consumer Behavior Indian Context – S Ramesh Kumar – --- --
----Pearson
- 5.Consumer Market demographics in India – Edited by S.L.Rao
- 6.Understanding Your Customer – R.Woodruff and S.F.Gardial
- 7.Consumer behaviour – Louden, Delebeta

(204B)- RISK AND INSURANCE MANAGEMENT (INTERNAL)

OBJECTIVES:

To know about the theoretical aspects relating to risk management & insurance management.

1. Introduction to Risk Management. [40%]

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

2. Instruments of External techniques of Risk Management [30%]

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

3. Life Insurance [15%]

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

4. General Insurance

[15%]

- a. Principles of General Insurance
- b. General Insurance Products (Fire, Motor & Health)
- c. Terminology
- d. Perils
- e. Clauses and Covers
- f. Risk Assessment & Underwriting
- g. Product Design
- h. Development and evaluation
- i. Loss prevention and control
- j. Claims Management
- k. Reinsurance
- l. Marketing and Servicing
- m. IT applications
- n. Legal framework and documentation

Books Recommended:

1. Options and Futures- Hull
2. International Finance- A.V. Rajwade
3. International Finance- P.G. Apte
4. Commodity Futures & Options- George Kleiman
5. Principals of Insurance- Holioke
6. Principals of Insurance- Mishra
7. Insurance Law Manual- Taxman

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(204C) Information System Audit

Objective:

To learn Auditing in different aspects like hardware, software, IT operations.

To know about cyber crimes, security and privacy.

INFORMATION SYSTEMS AUDIT

1. Information Systems Auditing, concept, need, objectives, standards, steps, Performance, tools and techniques, methodologies etc. (10%)
2. Controls, Objectives, types, Risks, exposures, risk based audits etc. (8%)
3. Evidence collection, sampling, Evaluation and reporting Methodologies (5%)
4. Auditing in IS strategies and Management – Organization structures, Long term and short term plans, steering and other committees, HR and IT polices, Segregation of Duties etc. (10%)
5. Auditing in Hardware Environment- Systems Software, OS Environment, Review of performance and different controls Necessary (8%)
6. Auditing in Software Environment- Software Procurement, Software Project Management, Software Development (SD processes), Software testing and implementation (15%)
7. Auditing in DBMS Environment – Role of auditor in auditing data oriented applications (10%)
8. Auditing in Networking environment – LAN, WAN, Client-server, Internet, EDI, Encryption, Digital Signatures (10%)
9. Auditing in IS operations Environment – Planning, organizing, scheduling, SCM, Record maintenance, QA and QC, BCP, Reviews and Controls necessary (5%)
10. Auditing in Application software environment – different Application controls, Input, Output, Process, Validation, Logical access, physical access, Database, Network etc. (10%)
11. IT Crimes, Viruses, Security and Privacy issues, Auditing Perspective (5%)
12. Legal Framework of E-commerce, Auditing issues (4%)

Books Recommended :

Names of ISA related material is given. For all other IT related topics, e.g. SE, SSAD, DBMS, Network etc. various standard books are available in the market and are also recommended by the University.

□ “*EDP Auditing Conceptual Foundations and Practices*” by Ron Weber McGraw-Hill.

□ *Latest CISA Review Manual by ISACA, USA* – This may be procured by individual institutes and made available to students on library basis.

- *IS Audit Standards and Control Objectives of ISACA which are non copyrighted and relevant* – Refer www.isaca.org
- *I.S. Control Journal/s* from ISACA
- *Information Systems Control and Audit* – Ron Weber

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

204D PROJECT MANAGEMENT (INTERNAL)

Objectives:

1. To develop understanding of project environment
2. To develop critical thinking and knowledge in project management's theory and practices
3. To become familiar with tools and techniques used in managing projects

1. Project Management Concepts: Concept and characteristics of a project, importance of project management, types of project, project organizational structure, project life cycle, Statement of Work, Work Breakdown Structure. **(10%)**

2. Project Planning: Project Planning and Scheduling techniques: developing the project network USING CPM/PERT, constructing network diagram, AON basics, Forward Pass and backward pass, Limitations of CPM/PERT, Precedence Diagramming Method, constructing diagram and computations using precedence diagramming method, PERT/CPM simulation, reducing project duration. **(60%)**

3. Project Quality Management: Concept of project quality, responsibility for quality in projects, quality management at different stages of project, tools and techniques, Quality Management Systems , TQM in projects. **(20%)**

4. Project performance Measurement and Control: Monitor and assess project performance, schedule, and cost. Earned value Management, performance measurement. methods to monitor, evaluate, and control planned cost and schedule performance. **(10%)**

Note:

4. Numericals and Cases/Caselets to be incorporated in the question paper.
5. Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

Books Recommended

1. Clifford F Gray, Erik W Larson , “Project Management-The Managerial Process” Tata Mcgraw-Hill Publishing Co Ltd
2. Jack Meredith, Samuel J. Mantel Jr. “Project Management- A Managerial Approach” John Wiley and Sons
3. John M Nicholas “Project Management For Business And Technology” Prentice Hall Of India Pvt Ltd
4. James P Lewis “ Project Planning ,Scheduling And Control” Tata Mcgraw-Hill Publishing Co Ltd

(204E) STRATEGIC HUMAN RESOURCE MANAGEMENT (INTERNAL)

Objectives:

1. To understand the concept of Strategic HRM and its relationship and integration with business
2. To understand evolving Human Resource Environments
3. To Understand Global Challenges faced by HRM functions

CHAPTER 1 INTRODUCTION TO STRATEGIC HRM (8%)

Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies

CHAPTER 2 HUMAN RESOURCE ENVIRONMENT (12%)

Technology and structure; Workforce diversity; Demographic changes
Temporary and contract labour; Global environment; Global competition
Global sourcing of labour; WTO and labour standards

CHAPTER 3 RECRUITMENT AND RETENTION STRATEGIES (12%)

Online recruitment; Employee referrals; Recruitment process outsourcing
Head hunting; Executive education; Flexi timing; Telecommuting
Quality of work life; Work - life balance; Employee empowerment
Employee involvement; Autonomous work teams

CHAPTER 4 TRAINING AND DEVELOPMENT STRATEGIES (8%)

Creating a learning organization; Competency mapping; Multi-Skilling
Succession planning; Cross cultural training

CHAPTER 5 PERFORMANCE MANAGEMENT STRATEGIES (12%)

Defining key result areas (KRA); Result based performance
Linking performance to pay; Merit based promotions

CHAPTER 6 REWARD AND COMPENSATION STRATEGIES (12%)

Performance based pay; Skill based pay; Team based pay
Broad banding; Profit sharing; Executive Compensation; Variable pay

CHAPTER 7 RETRENCHMENT STRATEGIES (12%)

Downsizing; Voluntary retirement schemes (VRS)
HR outsourcing; Early retirement plans; Project based employment

CHAPTER 8 HUMAN ASPECTS OF STRATEGY IMPLEMENTATION (12%)

Behavioral issues in strategy implementation; Matching culture with strategy
Human side of mergers and acquisitions; Leadership, power and politics;
Employee morale; Personal values and business ethics

CHAPTER 9 GLOBAL HR STRATEGIES

(12%)

Introduction to global HR strategies; Developing HR as a value added function

REFERENCES

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi
3. Strategic HRM - Michael Armstrong, Kogan page, London
4. Strategic HRM – Agarwal, Oxford university press, New Delhi
5. Human resource management – Garry desseler, PHI, New Delhi

Note: The figures in the brackets indicate marks wise weightage to the topics

It is suggested that the paper on marketing from MPM 4th sem be deleted and The paper corporate planning and strategic HRM be divided into two papers one Business policy and strategic planning and other Strategic HRM the syllabus of which be as that of MBA.

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(205A) Industrial Marketing (INTERNAL)

Objectives: Understanding the Industrial Buyer Behavior.

6. **Industrial buyer Behavior:** Concept, diversity of buyer behavior, Characteristics of Indian industrial buyers. **(15%)**
7. **Influences on the Industrial buyer:** needs, motives - positive and negative motivation - rational versus emotional motives. Decisions making and consumption related issues. **(20%)**
8. **Organizational Buying:** Concept & comparison with Consumer buying, Economic Influence; Political Influence; Legal Influence; Supplier's Influence; Technology Influence; Customer Influence; Government Influence; Labour Influence, Analyzing Buyers' strengths & Negotiation Capabilities **(30%)**
9. **Organizational Influences on Buying Behavior:** Buying Roles; Market Response: The Buy Grid Model; The Organizational Buying Decision Process; Buying Tasks; Interpersonal Influencing in Organizational Buying **(35%)**

Note:

1. *Cases/ Caselets to be discussed in the class & incorporated in Question Paper*
2. *Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.*

Books Recommended

8. Industrial Marketing – Hill, Alexander, Cross
9. Industrial Marketing – Analysis, Planning and Control – Reeder, Brierty, Reeder
10. Industrial Marketing – P K Ghosh

(205B)-BANKING & FINANCIAL INSTITUTIONS (INTERNAL)

OBJECTIVES:

To know about banking & financial institutions, recent trends and other aspects.

1. Developments since 1991-Recent Trends-Role of Financial Intermediaries in a financial system-Variou financial intermediaries
 - Introduction to banking system
 - Types of bank
 - Instruments
 - Terms like NPAs(20%)
2. Study of various interest rates-Short Term-Emergence of Repose rate as the benchmarks rate in the short term-Floating and fixed rates of interest-LIBOR,MIBOR and MIBID (15%)
3. RBI-Role played by them-Salient features of status governed by them- Monetary Policy, Fiscal Policy, Union (Government) Budget and its Implications (20%)
- 4.Commercial Banking-Management of assets and liabilities- Effect of RBI policies on the operations commercial banks-Recent reforms in Banking sector-Recovery of debts- Calculation of EMIs Emerging trends in banking like e banking mobile banking credit (25%)
- 5.Non-Banking Financial Companies- Functions of NBFCs Types and RBI Guidelines (10%)
6. Pricing of products and services in financial service sector. (10%)

Books Recommended

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

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(205C) Internet Technology – (Internal Paper)

- Objectives :-** 1) To get the awareness of web based applications.
2) Learn the concepts of developing HTML pages.

Sr. No.	Chapter Details	Nos. of Session	Weightage in %
1	E-Commerce What is Electronic Commerce, Benefits of Electronic Commerce, How Electronic Commerce works, Web Hosting, Obtaining a Digital Certificate, Handling money on the net, Transaction on the Internet, Requirements of Payments, Procedure followed by Cyber cash, Verifone & First Virtual	2	10
2	HTML & Forms Introduction To HTML, WWW, W3C, web publishing, Common HTML, Tags Physical & Logical, Some basic tags like <body> , changing background color of page, text color etc., Text formatting tags, <p> , <hr> tags, Ordered & Unordered Lists Tags, Inserting image, Links: text, image links, image mapping , Tables , Frames, Form Introduction with text box, text area, buttons, List box, radio, checkbox etc. Introduction to XML	8	25
3	CSS Introduction To Style sheet, types of style sheets-Inline, External, Embedded CSS, text formatting properties, CSS Border, margin properties, Positioning Use of classes in CSS, color properties, use of <div> & 	4	15
4	JavaScript Introduction to script, types, intro of JavaScript, JavaScript identifiers, operators, control & Looping structure, Intro of Array, Array with methods, Math, String, Date Objects with methods User defined & Predefined functions, DOM objects, Window Navigator, History, Location, Event handling, Validations On Forms	8	25

5	DHTML FONT, Text, Image change, Table Expansion	2	5
6	ASP Introduction of ASP, Working with ASP page, understanding Client-server Model, ASP Vs Client side scripting, Setting PWS and/or IIS, ASP tools like Visual Interdev or Fontpage Introduction to 7 Objects	8	20

Reference Books:

- | | |
|--|-------------------|
| 1. Complete reference HTML. | |
| 2. JavaScript Bible | |
| 3. HTML, DHTML, JavaScript, Perl & CGI | Ivan Bayross |
| 4. Internet Technology at work | Hofstetter fred |
| 5. Beginning XML | Wrox Press |
| 6. Programming the World Wide Web | Robert W. Sebesta |
| 7. Programming ASP | Ivan Bayross |
| 8. Beginning ASP 3.0 | Wrox press |
| 9. E-commerce | Jaiswal |
| 10. The E-Business | Daniel Amor |

Reference Sites:

1. www.w3schools.com
2. www.devguru.com

Note 1: Any editor like front page or Visual Interdev will be taught to the students. For HTML as well as ASP, It will be taught for practical purpose only and will not be considered for the exams.

OPERATIONS AND MATERIALS MANAGEMENT SPECIALIZATION 205D STRATEGIC SOURCING (Internal)

Objectives:

1. To emphasize the strategic role of sourcing in the current global business environment.
2. To introduce to various key issues in strategically managing supply chains.
3. To emphasize the intra-organizational dynamics of strategic sourcing.

- 1. Evolution of Sourcing:** Purchasing a dynamic profession - Origins of Purchasing and transition to supply management – value adding benefits and strategic focus. Five Major Developments – cross functional teams, supply chain and supply networks, supply alliances, strategic sourcing, e-procurement, Global Sourcing **(20%)**
- 2. Supply Management – An organization spanning activity:** Supply Management’s role in business, Supply Management’s relation with other departments, Supply Management in non-manufacturing organizations, Supply Management and the external environment. **(14%)**
- 3. Purchase Management:** Purchasing activity, determining purchasing quantities, Methods of Buying, Just in Time Purchasing. **(12%)**
- 4. Stores Management:** Functions and Importance of Stores Management, Organization of stores, Stores Procedure, Replenishment system **(12%)**
- 5. Buyer-Supplier Relationships:** Transformation of buyer-supplier relationships, Three types of buyer supplier relationships, Supplier’s perspective, Developing and managing collaborative and alliance relationships – joint problem solving, quality at the source, information sharing. Supplier selection, certification, evaluation. Relationships of the future – JIT in the supply management **(20%)**
- 6. Cross-Functional Teams:** Cross-functional teams and supply management activities, benefits of cross-functional teams, challenges of cross-functional teams, prerequisites to success of cross-functional teams. **(12%)**
- 7. Supply Management and Social Responsibilities:** Diversity suppliers, Protecting our Physical environment, values in the workplace. **(10%)**

Note:

6. *Numericals and Cases/Caselets to be incorporated in the question paper.*
7. *Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.*

Books Recommended

1. World Class Supply Management - Burt, Dobbler, Starling , TMGH, 7th ed.
2. Production and Operations Management – Chary
3. Operations Now – Finch
4. Competitive Manufacturing Management – Nicholas.

**(205E) Human Resource Management Specialization
Compensation Management (Internal Paper)**

Objective : To make students aware about employee compensation plan.

Sr. No	Chapter Details	Weightage in%
1	Wages and Salaries determination-Difference between salary and wages-Basis for Compensation fixation-Preparation of pay roll.	12
2	Compensation of wages-Basis Wages-Overtime Wages Dearness Allowance-Basis for calculation-Time Rate Wages and Efficiency Based Wages-Incentive Schemes-individual Bonus Schemes-Halsey, Halsey Weir, Rowan-Group Bonus Schemes.	20
3	Components of salary.	8
4	Other Benefits-Subsidized Transport-Subsidized food in canteen, uniform, LTA, Medical, Social security measures i.e. PF, ESIC, Gratuity, Group Insurance.	14
5	Non-monetary Incentives	5
6	Managerial Perquisite .	3
7	Basic concepts of Income tax related to compensations Cost to the company-Valuation PF Perquisites-Taxability of various components of salary and wages like Allowances, Gratuity, Leave Encashment, Receipts on Voluntary Retirement Scheme, Leave Travel Assistance, Medical Reimbursement, Employees' Stock option Scheme-Fixation of Tax Liability-Tax deduction at source-Deductions and tax rebates to be considered while deciding tax deducted at source-Tax Deduction Certificates. Fringe Benefit tax - on items not applicable to the employees but payable by the organization. Guidance on how to minimize Tax Burden on Employees.	38

Books Recommended

- 1) Personnel Management -----C.B Matoria.
- 2)Managing Human Resource ---R. S. Dwiwedi.
- 3) Human Resource Management-B. P.Michaei.
- 4) Human Resource Management Dr. P.C Pardeshi.
- 5) Income Tax – Vinod Sighania.

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.