

**REGULATIONS, SCHEME AND SYLLABUS FOR
DUAL DEGREE COURSE IN MANAGEMENT [BACHELOR OF MANAGEMENT
(BM), MASTER OF APPLIED MANAGEMENT (MAM)]**

Dual degree course in Management is
changed to **Integrated BM-MAM**



**UNIVERSITY OF KERALA
Thiruvananthapuram**

Integrated BM-MAM degree course
in Management is changed to
Integrated MBA (5 year)

Regulations, Scheme & Syllabus

I. Introduction

The Dual Degree Course in Management [Bachelor of Management (BM), Master of Applied Management (MAM)] of the University of Kerala is designed to meet the following objectives:

- a. To educate and groom the students to get entry level managerial positions in manufacturing / services organizations or to start and run own ventures with good business knowledge.
- b. To facilitate the development of students to take up growing challenges and find and implement solutions those are environmentally viable, ethically correct, and socially acceptable.

II. Course Duration

Dual Degree Course in Management (BM, MAM) of the University of Kerala shall be completed in 5 years spread over ten semesters. Each semester shall consist of 16 Instructional weeks of 5 days each of 5 hours per day.

III. Eligibility for Admission

For admission to this course, a student should have passed 12th standard (or equivalent) examination and obtained at least 45% (40% marks for SC/ST students) and should have passed a Common Admission Test conducted for the purpose.

Admission taken at the first year shall be admission to “5 Year Dual Degree Course (BM, MAM)” and he/she will not be required to take re-admission at any stage of the course unless he/she discontinues the course after 3rd year.

The course framework provides additional entry point as, the student, who has discontinued his/her studies on obtaining Bachelor of Management (BM) degree, can join at later date for the fourth and fifth year of the course to complete Master of Applied Management (MAM).

IV. Admission Procedure

The students need to apply to the respective institutions based on the Common Admission Test score to qualify for admission. Based on the rank list prepared by the respective institutions, students will be selected. In the absence of above test, institutions' individually or collectively can conduct a Common Admission Test for admission.

However, the admissions for 2013-14 shall be effected on the basis of separate merit lists of students passed in various streams at standard 12th as,

| Science Stream | Commerce Stream | Arts Stream |
|----------------|-----------------|-------------|
| 20 seats | 20 seats | 20 seats |

In case of non availability of students from one stream, remaining seats in that stream may be allotted to students from other two streams on equal basis. In case of non availability of students from two streams, remaining seats in those streams may be allotted to students from third stream.

V. Requirement of Attendance and Progress

A candidate will be permitted to register and appear for the examination at the end of each semester only if:

1. He/She has secured not less than 75% of attendance in each subject, in each semester,
2. His/Her progress is satisfactory in the continuous assessment in each subject, and
3. His/Her conduct has been satisfactory.

VI. Subject Scheme and Evaluation

1. Each subject shall consist of 3 lectures per week (3 credits) and 2 hour tutorial per week (1 credit) for assignments, thus making it a 4 credit subject.
2. Regular Semester Examinations for three hours duration will be conducted for all subjects at the end of each semester by the University. The University will issue the semester mark list, after each semester examination.
3. The course shall provide an undergraduate degree in 3 years (BM), followed by a Master's degree in five years (MAM).
 - a. Award of BM at the end of three years, if one wishes to discontinue the studies, and
 - b. Award of MAM on successful completion at the end of five years
4. For each course, the end semester examination will have 60 marks while internal assessment will have 40. Thus the total marks for each course shall be 100.
5. The distribution of internal assessment marks will be:

| | |
|--|-------------------|
| (a) Periodical tests (Subject to minimum of three tests for each course) | : 15 Marks |
| (b) Assignments/ Case analysis | : 10 " |
| (c) Seminar & Discussion | : 10 " |
| (d) Class Participation and attendance | : 5 " |
| Total | : 40 Marks |
6. A systematic record for the award of internal assessment marks shall be maintained in the department signed by the faculty member concerned and countersigned by the Head of the Department/Institution.
7. In the fifth year Industrial project shall be assigned as a group task and shall necessarily have interdisciplinary nature.

8. Semester examinations for Dual Degree Course in Management (BM, MAM) for each subject shall be conducted once in a year.
9. Candidates for Dual Degree Course in Management (BM, MAM) shall be eligible to undergo the course of study in the next semester and take the examinations of that semester, irrespective of the results of the examination of the previous semester provided they have completed all the formalities of attendance, payment of all fees due to the University and registration for the examination in the earlier semester. However, a candidate who has failed in any course shall be given a maximum of two additional chances for securing a pass in the course.

VII. Time Limit for the Completion of Programme

A candidate shall be required to complete the programme within a period of eight years after joining the programme.

VIII. Classification of Successful Candidates

- A. A candidate who secures not less than 50% in the written examination of a paper subject to a minimum of 50 % of the aggregate of internal assessment and written examination together of a paper will be declared to have passed the examination.
- B. The division of pass will be based on the aggregate marks of all the continuous assessment and university examinations in the six semesters put together for BM Degree and that for MAM Degree, ten semesters.
 1. Candidates who have secured 50%marks and above but below 60% of total marks for all papers in six/ten semester examinations shall be declared to have passed in second class.
 2. Candidates who obtain 60% marks and above but less 75% total marks for all papers in six/ten semester examinations shall be declared to have passed in First Class.
 3. Candidates who obtain 75% and above of the total marks for all papers in six/ten semester examinations in first attempt shall be declared to have passed in First class with Distinction.

XI Exit points:

1. After successfully completing first six semesters and leaving the programme – BM (Bachelor of Management) degree will be awarded.
2. After successfully completing the whole programme i.e. all the 10 semesters – MAM (Master of Applied Management) degree will be awarded.

X. STRUCTURE OF DUAL DEGREE COURSE IN MANAGEMENT:

| | |
|--|---|
| <p>I SEMESTER:</p> <p>DDCM 101 ENGLISH LANGUAGE DDCM 102 BUSINESS ENVIRONMENT DDCM 103 MANAGEMENT PRINCIPLES DDCM 104 ORGANIZATIONAL BEHAVIOR DDCM 105 FINANCIAL ACCOUNTING DDCM 106 BUSINESS MATHEMATICS</p> | <p>II SEMESTER:</p> <p>DDCM 201 BUSINESS COMMUNICATION DDCM 202 ENVIRONMENTAL MANAGEMENT DDCM 203 COMPUTER APPLICATIONS DDCM 204 MARKETING MANAGEMENT DDCM 205 MANAGERIAL ECONOMICS DDCM 206 LEGAL ASPECTS OF BUSINESS</p> |
| <p>III SEMESTER:</p> <p>DDCM 301 ELEMENTS OF DIRECT & INDIRECT TAXES DDCM 302 FINANACIAL MANAGEMENT DDCM 303 BUSINESS STATISTICS DDCM 304 HUMAN RESOURCE MANAGEMENT DDCM 305 E-COMMERCE</p> | <p>IV SEMESTER:</p> <p>DDCM 401 ENTREPRENEURSHIP DDCM 402 MICRO ECONOMICS DDCM 403 COMMERCIAL LAW DDCM 404 OPERATIONS MANAGEMENT DDCM 405 PRINCIPLES OF INSURANCE</p> |
| <p>V SEMESTER:</p> <p>DDCM 501 OPERATIONS RESEARCH DDCM 502 MACROECONOMICS DDCM 503 INTERNATIONAL BUSINESS DDCM 504 RESEARCH METHODS FOR MANAGERS DDCM 505 PROJECT MANAGEMENT</p> | <p>VI SEMESTER:</p> <p>DDCM 601 MANAGEMENT INFORMATION SYSTEMS DDCM 602 STRATEGIC MANAGEMENT DDCM 603 EXPORT- IMPORT PROCEDURES DDCM 604 HUMAN SKILLS DDCM 605 PROJECT</p> |
| <p>VII SEMESTER:</p> <p>DDCM 701 FOREIGN LANGUAGE - FRENCH DDCM 702 CREATIVITY AND INNOVATION DDCM 703 BUSINESS ETHICS AND CORPORATE GOVERNANCE DDCM 704 MICRO FINANCE: PERSPECTIVES AND OPERATIONS DDCM 705 EFFEFFECTIVE COMMUNICATION SKILLS DDCM 706 MANAGEMENT OF CO - OPERATIVES</p> | <p>VIII SEMESTER:</p> <p>DDCM 801 CROSS CULTURAL MANAGEMENT DDCM 802 MANAGEMENT OF INTER- PERSONAL EFFECTIVENESS DDCM 803 SPECIALIZATION BASED ON ELECTIVE - I DDCM 804 SPECIALIZATION BASED ON ELECTIVE - II DDCM 805 CASE STUDY APPLICATION - GENERAL MANAGEMENT DDCM 806 WORK EXPERIENCE</p> |

| IX SEMESTER: | X SEMESTER: |
|---|---|
| DDCM 901 EVENTS MANAGEMENT | DDCM 1001 PUBLIC RELATIONS MANAGEMENT |
| DDCM 902 SPECIALIZATION BASED ON ELECTIVE - I | DDCM 1002 SPECIALIZATION BASED ON ELECTIVE - I |
| DDCM 903 SPECIALIZATION BASED ON ELECTIVE -II | DDCM 1003 SPECIALIZATION BASED ON ELECTIVE - II |
| DDCM 904 SPECIALIZATION BASED ON ELECTIVE - III | DDCM 1004 INDUSTRIAL APPLICATION PROJECT |
| DDCM 905 SPECIALIZATION BASED ON ELECTIVE - IV | DDCM 1005 COMPREHENSIVE VIVA-VOCE |
| DDCM 906 SEMINAR - GENERAL MANAGEMENT TOPICS | |

The breakup of the Semester Wise Programme is:

I SEMESTER:

| COURSE CODE | COURSES | CA | UNIVERSITY EXAM | TOTAL |
|--------------------|-------------------------|-----------|------------------------|--------------|
| DDCM 101 | ENGLISH LANGUAGE | 40 | 60 | 100 |
| DDCM 102 | BUSINESS ENVIRONMENT | 40 | 60 | 100 |
| DDCM 103 | MANAGEMENT PRINCIPLES | 40 | 60 | 100 |
| DDCM 104 | ORGANIZATIONAL BEHAVIOR | 40 | 60 | 100 |
| DDCM 105 | FINANCIAL ACCOUNTING | 40 | 60 | 100 |
| DDCM 106 | BUSINESS MATHEMATICS | 40 | 60 | 100 |
| TOTAL | | 240 | 360 | 600 |

II SEMESTER:

| | | | | |
|--------------|---------------------------|-----|-----|-----|
| DDCM 201 | BUSINESS COMMUNICATION | 40 | 60 | 100 |
| DDCM 202 | ENVIRONMENTAL MANAGEMENT | 40 | 60 | 100 |
| DDCM 203 | COMPUTER APPLICATIONS | 40 | 60 | 100 |
| DDCM 204 | MARKETING MANAGEMENT | 40 | 60 | 100 |
| DDCM 205 | MANAGERIAL ECONOMICS | 40 | 60 | 100 |
| DDCM 206 | LEGAL ASPECTS OF BUSINESS | 40 | 60 | 100 |
| TOTAL | | 240 | 360 | 600 |

III SEMESTER:

| | | | | |
|--------------|-------------------------------------|-----|-----|-----|
| DDCM 301 | ELEMENTS OF DIRECT & INDIRECT TAXES | 40 | 60 | 100 |
| DDCM 302 | FINANACIAL MANAGEMENT | 40 | 60 | 100 |
| DDCM 303 | BUSINESS STATISTICS | 40 | 60 | 100 |
| DDCM 304 | HUMAN RESOURCE MANAGEMENT | 40 | 60 | 100 |
| DDCM 305 | E-COMMERCE | 40 | 60 | 100 |
| TOTAL | | 200 | 300 | 500 |

IV SEMESTER:

| | | | | |
|--------------|-------------------------|-----|-----|-----|
| DDCM 401 | ENTREPRENEURSHIP | 40 | 60 | 100 |
| DDCM 402 | MICRO ECONOMICS | 40 | 60 | 100 |
| DDCM 403 | COMMERCIAL LAW | 40 | 60 | 100 |
| DDCM 404 | OPERATIONS MANAGEMENT | 40 | 60 | 100 |
| DDCM 405 | PRINCIPLES OF INSURANCE | 40 | 60 | 100 |
| TOTAL | | 200 | 300 | 500 |

V SEMESTER:

| | | | | |
|--------------|-------------------------------|-----|-----|-----|
| DDCM 501 | OPERATIONS RESEARCH | 40 | 60 | 100 |
| DDCM 502 | MACROECONOMICS | 40 | 60 | 100 |
| DDCM 503 | INTERNATIONAL BUSINESS | 40 | 60 | 100 |
| DDCM 504 | RESEARCH METHODS FOR MANAGERS | 40 | 60 | 100 |
| DDCM 505 | PROJECT MANAGEMENT | 40 | 60 | 100 |
| TOTAL | | 200 | 300 | 500 |

VI SEMESTER:

| | | | | |
|--------------|--------------------------------|-----|-----|-----|
| DDCM 601 | MANAGEMENT INFORMATION SYSTEMS | 40 | 60 | 100 |
| DDCM 602 | STRATEGIC MANAGEMENT | 40 | 60 | 100 |
| DDCM 603 | EXPORT- IMPORT PROCEDURES | 40 | 60 | 100 |
| DDCM 604 | HUMAN SKILLS | 40 | 60 | 100 |
| DDCM 605 | PROJECT | 40 | 60 | 100 |
| TOTAL | | 200 | 300 | 500 |

VII SEMESTER:

| | | | | |
|--------------|--|-----|-----|-----|
| DDCM 701 | FOREIGN LANGUAGE - FRENCH | 40 | 60 | 100 |
| DDCM 702 | CREATIVITY AND INNOVATION | 40 | 60 | 100 |
| DDCM 703 | BUSINESS ETHICS AND CORPORATE GOVERNANCE | 40 | 60 | 100 |
| DDCM 704 | MICRO FINANCE: PERSPECTIVES AND OPERATIONS | 40 | 60 | 100 |
| DDCM 705 | EFFECTIVE COMMUNICATION SKILLS | 40 | 60 | 100 |
| DDCM 706 | MANAGEMENT OF CO - OPERATIVES | 40 | 60 | 100 |
| TOTAL | | 240 | 360 | 600 |

VIII SEMESTER:

| | | | | |
|--------------|--|-----|-----|-----|
| DDCM 801 | CROSS CULTURAL MANAGEMENT | 40 | 60 | 100 |
| DDCM 802 | MANAGEMENT OF INTER - PERSONAL EFFECTIVENESS | 40 | 60 | 100 |
| DDCM 803 | SPECIALISATION BASED ON ELECTIVE - I | 40 | 60 | 100 |
| DDCM 804 | SPECIALISATION BASED ON ELECTIVE - II | 40 | 60 | 100 |
| DDCM 805 | CASE STUDY APPLICATION - GENERAL MANAGEMENT | 40 | 60 | 100 |
| DDCM 806 | WORK EXPERIENCE | 40 | 60 | 100 |
| TOTAL | | 240 | 360 | 600 |

IX SEMESTER:

| | | | | |
|--------------|--|-----|-----|-----|
| DDCM 901 | DDCM 901 EVENTS MANAGEMENT | 40 | 60 | 100 |
| DDCM 902 | SPECIALISATION BASED ON ELECTIVE – I | 40 | 60 | 100 |
| DDCM 903 | SPECIALISATION BASED ON ELECTIVE – II | 40 | 60 | 100 |
| DDCM 904 | SPECIALISATION BASED ON ELECTIVE - III | 40 | 60 | 100 |
| DDCM 905 | SPECIALISATION BASED ON ELECTIVE - IV | 40 | 60 | 100 |
| DDCM 906 | SEMINAR - GENERAL MANAGEMENT TOPICS | 40 | 60 | 100 |
| TOTAL | | 240 | 360 | 600 |

X SEMESTER:

| | | | | |
|--------------|---------------------------------------|-----|-----|-----|
| DDCM 1001 | PUBLIC RELATIONS MANAGEMENT | 40 | 60 | 100 |
| DDCM 1002 | SPECIALIZATION BASED ON ELECTIVE - I | 40 | 60 | 100 |
| DDCM 1003 | SPECIALIZATION BASED ON ELECTIVE - II | 40 | 60 | 100 |
| DDCM 1001 | INDUSTRIAL APPLICATION PROJECT | 80 | 120 | 200 |
| DDCM 1002 | COMPREHENSIVE VIVA - VOCE | | 100 | 100 |
| TOTAL | | 200 | 400 | 600 |

COMPREHENSIVE TOTAL 2200 3400 5600

DDCM 101 ENGLISH LANGUAGE

The objective of this course is to equip the students to use English language effectively.

Unit I

Speech Mechanism, Sounds in English, Phonemes and Allophones, Syllable.

Unit II

Stress, Intonation and Rhythm, Connected Speech.

Unit III

Morphology and Syntax: Morphemes And Allomorphs, Process of Word Formation, Structure of Noun Phrase and Verb Phrase.

Unit IV

Varieties of English.

Unit V

English Language Teaching in India.

References

1. Hancock, Mark. English Pronunciation in Use; New Delhi: Cambridge University Press India Pvt Ltd.
2. Lynch, Tony. Study Listening: A Course in Listening Lectures and Note - Taking; Cambridge: Cambridge University Press.
3. Thomson, A. J., Martinet, A.V. A Practical English Grammar - Exercises 2; New Delhi: Oxford India.

DDCM 102 BUSINESS ENVIRONMENT

This course seeks to sensitize the students to the broader socio-political and economic environment within which they will operate as managers. The course seeks to examine the interaction between the economy, polity and society in historical perspective and enable the students to be more effective managers.

Unit I

Business Environment: Cultural, social, political, technological, economic and legal environment - scanning - techniques of environmental forecasting - SWOT - Internal environment - their impact on policy formulation.

Unit II

Economic reforms in India - Liberalization - privatization and globalization - Competitive Strength of Indian industry - Impact of liberalization policy on different sectors - Foreign Investments policy in India.

Unit III

Multi-national corporations - Their participation in India - Their strategies, competitive strengths policies and performance.

Unit IV

Business policy and corporate strategy: Policies; Strategies and Tactics; Policies and procedures - Corporate strategy: alternatives - variations - Strategic choice, implementation.

Unit V

Business ethics and social responsibilities - relationship between business and society - Corporate power social accountability - Ethical issues and values in business - Corporate Social policies - issues and challenges - Ecological and environmental issues.

References

1. Wheelen, L. Thomas. (2002). Concepts of Strategic Management and Business policy, 8th Edition; New Delhi: Pearson Education.
2. William, Gluck., & L, R. Jauch. (2001). Business Policy & Strategic Management; McGraw-Hill.
3. Kazhmi, Azhar. (2002). Business Policy; New Delhi: Tata McGraw-Hill.

DDCM 103 MANAGEMENT PRINCIPLES

The objective of this course is to provide a fundamental exposure to the students on the theories in management and practice by contemporary executives with international perspectives.

Unit I

Management - Importance - Definition - Nature and Scope of Management Process - Role and function of a Manager - Levels of Management - Management Art or Science - Management as a Profession - Management Approaches.

Unit II

Planning - Nature - Importance - Forms - Types - Steps in Planning - Objectives - Policies - Procedures - and Methods - Nature and types of policies - Decision making - Process of decision making - Types of decision - Problems of involved in decision making.

Unit III

Organizing - Types of Organization structure - Span of Control - Use of Staff units and committees - Departmentalization - Informal Organization.

Unit IV

Authority - Delegation - Decentralization - Difference between authority and power - Uses of authority - Distinction between Centralization and Decentralization - Responsibility - Line and Staff relationship - Staffing - Sources of recruitment - Selection process - Training - Direction - Nature and purpose of Directing - Motivation.

Unit V

Co-ordination - Need of co-ordination - Types - Techniques - Distinction between co-ordination and co-operation - Requisites for excellent co-ordination - Systems Approaches and co-ordination - Controlling - Meaning and importance of Controls - Control Process.

References

1. P, C. Tripathi., & P, N. Reddy. Principles of Management; New Delhi: Tata McGraw-Hill.
2. R, N. Gupta. Principles of Management; New Delhi: Sultan Chand & Company Ltd.
3. Harold, Koontz. Aryasri., & Heniz, Weirich. Principles of Management; New Delhi: Tata McGraw-Hill.

DDCM 104 ORGANIZATIONAL BEHAVIOR

The objective of this course is to equip the students with an essential knowledge base on behavioural dynamics of organizations with necessary models, tools and techniques to gather, organise and apply information for diagnosing, predicting and controlling human behaviour and performance in the organisational content and to develop the basic human relations skills in the prospective manager.

Unit I

Organizational Behavior - Fundamental concepts - nature and scope - OB in the new millennium - Foundations of Individual behavior - Personality, Perception, Learning, Values and Attitudes.

Unit II

Motivation - Early theories - Contemporary theories - Motivation at work - Designing and Motivating for jobs.

Unit III

Group Dynamics - Group Behaviour, - Inter-group relations - Communication and Group - Decision making.

Unit IV

Leadership - Trait, behaviour and contingency theories- Power and Politics - Conflict -causes, conflict management, Transactional Analysis (TA) - Work Stress.

Unit V

Organizational Structure And Design: Organizational changes and development - Organizational culture and climate -Organizational effectiveness.

References

1. Fred, Luthans. (1998). Organizational Behavior; New York: McGraw Hill.
2. S, S. Khanka. (2007). Organisational Behaviour; New Delhi: Sulthan Chand & Company Ltd.
3. S, Shajahan., & Linu, Shajahan. Organisational Behaviour; New Delhi: New Age International Publishers, New Delhi.

DDCM 105 FINANCIAL ACCOUNTING

The objective of the course is to familiarize the students with the financial accounting system which processes transactions to generate financial statements through the book keeping mechanism and to enable the students to understand the financial status and performance of the business enterprises on the basis of an analysis of the financial statements. It also seeks to develop students analytical and interpretative skills in the use of management and cost accounting information in decision making, cost determination, control and budgeting.

Unit I

Introduction to Financial Accounting – Purpose, use and role. Financial Accounting rules, concepts and conventions. Financial Accounting transactions, the process of recording, rules of book keeping and books of accounts – Double Entry book keeping, journalising, primary and secondary books of accounts.

Unit II

The structure and contents of financial statements - The profit and loss account and the Balance Sheet. The need for adjusting entries - revenue recognition, accrual principle, depreciation, closing inventories and their valuation, bad debts and providing for doubtful debts, discounts , contingencies, prior year expenses etc.

Unit III

The analysis of financial statements, Ratios and their uses. Types of ratios and their meaning, using ratios to understand the financial status and performance of an organization, Funds Flow analysis, Inter firm comparisons and Trend analysis.

Unit IV

Cost accounting and its purposes. Classification of Costs and their uses. Allocation of Costs. Cost centres. Types (methods) of Costing, Activity Based Costing. Joint products and by-products.

Unit V

Relevant costs for decision making - Break Even and cost volume profit analysis. Budgeting, Standard Costing and Variance Analysis. Full and Direct Costing.

References

1. M, N. Arora. Accounting for Management; New Delhi: Himalaya Publishing House.
2. Colin, Drury. Management and Cost accounting; New Delhi: Cengage Learning.
3. S, N. Maheswari., & S, K. Maheswari. Advanced Accountancy; New Delhi: Vikas Publishing House.

DDCM 106 BUSINESS MATHEMATICS

The objective of this course is to equip the students with different business mathematics techniques.

Unit I

Set Theory and Binary Operations - Introduction, Types of Sets - Venn-Euler Diagram, Operations on Sets, De-Morgan's law, Relations, Binary Operations.

Unit II

Matrix : Concept of matrix : types of matrices Square matrix, Diagonal matrix, Scalar matrix, identity matrix, Zero matrix and symmetric matrix : Addition Subtraction and multiplication of matrices : determinants : inverse of a matrix : Solving homogeneous linear equations (Gauss - Jordan methods) : Solving non homogeneous equations (Matrix inverse, Cramers and Gauss Jordan methods) : Problems to management application.

Unit III

Limits and Continuity: Concepts and applications. Differential Calculus: Differentiation and integration of simple algebraic functions, applications.

Unit IV

Permutations and Combinations: Concepts only (to apply it in probability and distributions). Probability: Concept of random experiment: outcomes, sample space, events disjoint events : Definitions probability (classical, frequency and axiomatic). Addition rule: Conditional probability: Multiplication theorem Baye's theorem: Problem solving with these concepts.

Unit V

Mathematics for finance - Introduction, Types of Interest, Discounting - Simple, Compound and Continuous, Depreciation.

References

1. Sharma, J. K. Business Mathematics: Theory & Applications; New Delhi: Ane's Book Pvt Ltd.
2. Sansheti, D.C., & Kapoor, V.K. Business Mathematics; New Delhi: Sultan Chand & Sons.
3. Brooks, Lloyd. D. Business Math; New Delhi: AITBS Publishers & Distributors.

DDCM 201 BUSINESS COMMUNICATION

The objective of this course is to familiarise the students with the basic concepts of business communication in the organisational backdrop and the application for the extension of communication in business.

Unit I

Nature and purpose of communication; Process and Elements - Classification of communication - intrapersonal, interpersonal, written, verbal, non verbal, visual etc; Barriers to communication; Principles of effective communication; Business communication - Role, Importance, types; Deductive & inductive logic.

Unit II

Written communication, Principles of effective writing; business letters - types, layout, Application letter - resume - references; Appointment orders. Letter of resignation; Business enquiries - offers and quotations, Order - execution and cancellation of orders; Letters of complaint; Case Analysis.

Unit III

Persuasive communication - Circulars, Publicity material, news letters, Notices and advertisements, Leaflets, Invitation; Internal communication - memoranda, meeting documentation, Reports, Types of reports, Writing of reports.

Unit IV

Oral communication - Skills and effectiveness, principles. Planning a talk, presentations, Extempore speech, Group discussions, Interviewing skills - Appearing in interviews, conducting interviews; chairing, attending meetings, conferences, seminars; Negotiation skills, conversation control.

Unit V

Non-verbal communication, body language, kinetics, proxemics, para-language, NLP; Listening - principles of effective listening, Visual communication - use of AVAs, Technology and communication - Communicating digitally - Fax, Electronic mail, Teleconferencing, Video conferencing.

References

1. Rajendra, Pal., Korlahalli, J. S. Essential's of Business Communication; New Delhi: Sultan Chand & Sons.
2. Poe, Roy. W., Fruehling, Rosemary. T. Business Communication: A Case Method Approach; New Delhi: AITBS Publishers & Distributors.
3. Lesikar, Raymond. V., Pettit, John. D. Business Communication: Theory and Application; Illinois: Richard D Irwin Inc.

DDCM 202 ENVIRONMENTAL MANAGEMENT

The objective of the subject is to introduce the concepts of environmental management that is becoming a major area of concern and also understand the dimensions, institutions of environmental management.

Unit I

Environment and its components - Ecology - Forest - Wildlife - biotic and abiotic environment - Agricultural - fisheries - cycling of materials in the ecosystem - eco friendly farming - Lithosphere - atmosphere - hydrosphere - stratosphere - Food chain - Climate change - Carbon credit.

Unit II

Environmental degradation - Population growth - Economic development - pollution - pollution control - sustainable development - Hazardous wastes - Energy and environment - alternate sources of energy.

Unit III

Dimensions of environmental management - economic dimensions - technological dimensions - sociocultural dimensions - ethical and moral dimensions- Participatory Environmental Management - integrated environmental management - managing the urban environment - managing the rural environment - environmental management systems - environmental audit.

Unit IV

Development Management - environment friendly - sustainable agriculture - sustainable forestry management - water resources management - industrial waste management - nuclear waste management - municipal waste management - hospital waste management - air quality management - coastal and marine resources management

Unit V

Environmental Management Institution - Environmental legislations - legal framework - national and international legislations - governmental institution for environmental management - private sector and civil society in environmental management - environmental awareness - environment friendly products - green taxes - academic and research institutions in environmental management.

References

1. Bala, Krishnamurthy. Environmental Management: Text and Cases; New Dehi: PHI.
2. Arindita, Basak. Environmental Studies; New Delhi: Pearson Education.
3. Rohatgi, P. K., Rohatgi K., & Bowonder. B. Technological Forecasting; New Delhi: Tata McGraw Hill.

DDCM 203 COMPUTER APPLICATIONS

The objective of this course is to introduce the fundamental concepts and application of computers in business decision making

Unit I

Computer Hardware: CPU, Input devices, Output Devices, Communication devices, storage devices Types of Computer system.

Unit II

Information Technology: Basic idea of LAN (Local Area Network), and WAN (Wide Area Network) E-mail: Internet Technologies, Access Devices, Concept of World Wide Web and Internet browsing.

Unit III

Word Processing: Introducing and working with MS Word in MS-Office - Word Basic Commands, Formatting - Text and documents, Sorting and Tables, Working with graphics, introduction to Mail merge.

Unit IV

Spread Sheet: Working with EXCEL - Formatting functions, chart features, working with graphics in EXCEL using worksheets as database in accounting, Marketing, finance and personnel areas.

Unit V

Presentation with Power Point: Power Point, basics creating Presentation of easy way: working with graphics in Power Point show time, sound effect and animation effects.

References

1. Date, C.J. An Introduction to Data Base Systems; Massachesets: Addison Wesley.
2. Mansfield, Ron. The Compact Guide to Microsoft Office; New Delhi: BPB Publication.
3. Ullman, J. O. Principles of Data Base System; New Delhi: Galgotia Publication.

DDCM 204 MARKETING MANAGEMENT

The objective of this course is to introduce the fundamental concepts and theories in the area of marketing and to assist the students in gathering, analysing and presenting information for marketing decision making.

Unit I

Marketing - Importance, Scope - Evaluation of Marketing concept - Creating and delivering customer value - The marketing environment - Fundamentals of strategic and marketing planning - Marketing organisation.

Unit II

Marketing Research - Demand estimation and sales forecasting - Buyer behaviour - The Indian consumer - segmentation - Targeting - Positioning .

Unit III

Marketing mix - Product - new product development, PLC. Product line, product mix, strategies - branding, Brand equity - Pricing strategies and programmes.

Unit IV

Physical distribution - Selection and management - Retailing wholesaling and logistics - Managing marketing communication - Promotion mix - Advertising, Personal selling, Sales promotion, Publicity, Direct marketing.

Unit V

Evaluation of marketing programs - Customer Relationship Management - International marketing- Rural marketing -Designing and Managing Services - Marketing ethics- demarketing- social responsibility of marketing-Marketing recent trends- Online marketing- Global Marketing - Green Marketing- Retro Marketing.

References

1. KS Chandrasekar, "Marketing management: Text and Cases", Mc GrawHill Education.
2. Ramaswamy, V. S., & Namakumari, S. Marketing Management, 3/e Revised; New Delhi: MacMillan India Ltd.
2. Nag, A. Marketing Strategy; New Delhi: MacMillan India Ltd.
3. Kotler, Philip. Marketing Management; New Delhi: Prentice Hall of India
4. Saxena, R. Marketing Management; New Delhi: Tata Mc-Graw Hill.

DDCM 205 MANAGERIAL ECONOMICS

The objective of this course is to develop an understanding of the basic concepts, tools and techniques of economics and their application to various areas of corporate decision making. It also helps the students to appraise business around him and to develop skills relate corporate decision on the future prospects of business.

Unit I

Definition and scope of the subject - fundamental concepts and Methods - firm's objectives and the role of managerial economist.

Unit II

Demand analysis and Forecasting for consumer goods and capital goods - use of business indicators - type of elasticity.

Unit III

Concept and resources allocation - Cost Analysis - Short run and long run Cost functions - production functions - cost price - Output relations.

Unit IV

Economics of size and capacity Utilization - Input - Output analysis - Market Structure - Pricing and output general equilibrium.

Unit V

Pricing Objectives - pricing methods and approaches - price discrimination, Product line pricing - profit planning and Cost control - Business cycle and Policies.

References

1. Sankaran, S. Managerial Economics; Chennai: Margham Publications.
2. V, G. Mankar., & S, P. Denkar, Business Economics; Bombay: Himalaya Publishing House.
3. Joel, Dean. Managerial Economics; New Delhi: Prentice-Hall of India.
4. R, L. Varshney., & K, L. Maheshwari. Managerial Economics; New Delhi: Sultan Chand & Sons.

DDCM 206 LEGAL ASPECTS OF BUSINESS

The objective of the course is to familiarize the students with important aspects of law relating to business.

Unit I

Mercantile and Commercial Law: The Indian Contract Act 1872, Essential of a valid contract, Void Agreements, Definition of contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts.

Unit II

The Sale of Goods Act 1930: Sales contract, Transfer of title and risk of loss, Guarantees and Warranties in sales contract, performance of sales contracts, conditional sales and rights of an unpaid seller.

Unit III

Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

Unit IV

Agency: Nature of agency – Creation of agency, types of agents, Agent's authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of agents torts, termination of agency.

Unit V

Consumer Protection Act and Introduction of Cyber Laws: Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of Consumer redressal Machineries and Forums, Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

References

1. N, D. Kapoor.(2006). Elements of mercantile Law; New Delhi: Sultan Chand and Company.
2. P, K. Goel. Business Law for Managers; New Delhi: Bizentra Publishers.
3. P, P. S. Gogna.(2008). Mercantile Law, 4th Edition; New Delhi: Sulthan Chand & Company Ltd.
4. Akhileshwar, Pathack. (2007). Legal Aspects of Business, 4th Edition; New Delhi: Tata McGraw Hill.
5. Richard, Stim. (2008). Intellectual Property - Copy Rights, Trade Marks, and Patents; New Delhi: Cengage Learning.

DDCM 301 ELEMENTS OF DIRECT AND INDIRECT TAXES

The objective of this course are as follows:

1. To gain expert knowledge about the direct and indirect tax laws in force and the relevant rules and principles emerging from leading cases,
2. To provide an insight into practical aspects and apply the provisions of laws to various situations,
3. To understand the various external Auditing Requirements under tax laws.

Unit I

Central Excise - Introduction, Customs - Introduction, Elements.

Unit II

Service Tax - Introduction, Elements.

Unit III

Export Promotion Schemes, Foreign Trade Policy, EOU, SEZ.

Unit IV

Central Sales Tax/ VAT Act, Income Tax including Fringe Benefit Tax, Wealth Tax

Unit V

Case Studies under Direct and Indirect Taxes.

References

1. Singhanian, Vinod K; Singhanian, Kapil. Taxmann's Direct Taxes: Law and Practice; New Delhi: Taxmann Publications.
2. Datey, V. S., Sodhani, Vineet. Indirect Tax Laws, University Edition; New Delhi: Taxmann Publications.

DDDCM 302 FINANCIAL MANAGEMENT

The objective of this course is to make the students understand various concepts in corporate finance, to familiarise them with techniques in financial management and focus on the institutional framework of corporate finance.

Unit I

Business Finance: Finance function - meaning and scope - objectives of financial management - Financial forecasting - Financial planning - steps in financial planning - Estimating financial requirements, Role of financial market and financial institutions in India

Unit II

Source of Funds: long term - short term and medium term - Equity shares - preference shares - Debentures and Bonds - Retained Earnings. Institutional borrowings - Public Deposits - Lease financing - Venture capital - Commercial paper - Factoring. Working capital Management: Management of cash, Management of the receivables and inventory - Inventory Management - Bank financing of working capital.

Unit III

Capital Budgeting: Capital budgeting process - Selection of projects - Estimation of cash flows - Project evaluation techniques - Payback period - Accounting rate of return - NPV method - IRR - Capital rationing - project selection under rationing.

Unit IV

Capital Structure: meaning - structure planning - optimum capital structure - capital structure theories - Net income approach - Net operating income approach - MM approach - Traditional approach - Cost of capital - meaning - methods of computing cost of debt, equity and preference shares - weighted average cost of capital.

Unit V

Dividend Policy: Factors influencing dividend policy - stable dividend policy - cash dividend - stock dividend - stock split - Dividend models - Walter's model - Gordon's Model - MM Irrelevance Approach.

References

1. Chandra, Prasanna. Financial Management - Theory and Practice; New Delhi: Tata McGraw Hill Publishing Co Ltd.
2. Chandra, Prasanna. Fundamentals of Financial Management; New Delhi: Tata McGraw Hill Publishing Co Ltd.
3. Pandey, I. M. Financial Management; New Delhi: Vikas Publishing House Private Ltd.

DDCM 303 BUSINESS STATISTICS

The objective of this course is to make the students understand how to apply statistical techniques for interpreting and drawing conclusion for business problems.

Unit I

Partial correlation - Partial correlation coefficient - Partial correlation in case of four variables - Multiple correlation - Multiple regression.

Unit II

Probability distribution - Introduction, Probability density function, expected value and variance of a random variable - Discrete - Binomial, Poisson, Continuous - Normal, Gamma, Beta Distribution.

Unit III

Sampling - sampling methods - sampling error and standard error - relationship between sample size and standard error. Testing hypothesis - testing of means and proportions - large and small samples - Z test and t test.

Unit IV

Chi square distribution - Characteristics and application - test of goodness of fit and test of independence - Test of Homogeneity

Unit V

F distribution - testing equality of population variances - Analysis of Variance - one way and two way classification.

References

1. S, P. Gupta. (2000). Statistical Methods, New Delhi: Sultan Chand & Sons.
2. D, C. Sancheti., & V, K. Kapoor. Business Statistics; New Delhi: Sultan Chand & Sons.
3. Richard, I. Levin., & David, S. Rubit. (2002). Statistics for Management, 7th Edition; New Delhi: Pearson Education.

DDCM 304 HUMAN RESOURCE MANAGEMENT

The objective of this course is to provide the student the basic knowledge about the management of human resources and industrial relations. The focus is on organisation or enterprise issues in the management of human resources and the changing role of Human Resource and Industrial Relations.

Unit I

Personnel Management in Organisations - Definition - Functions - Changing Role of Personnel Management in India - personnel Manager - role & functions. Analysis and Designing of Jobs - Human Resource Planning - Human Resource Procurement - Recruitment and Selection - Induction and Placement - Training and Development - Transfers and Promotions - Changing role of HRD in Management of Organisation.

Unit II

Performance Appraisal - Designing of Effective Performance Appraisal Systems - Wages and Salary Administration - Theories of Wages - Job Evaluation and merit rating - occupational health, safety and social security - Discipline Employee grievance and their redressal.

Unit III

Participation of Decision Making Process - Quality Circles - TQM - Role of Quality Circles in TQM - Personnel Management and Technological Change - Management of Change - Changing Role of Personnel Manager - Current Trends in Human Resources Management.

Unit IV

Industrial Relations - IR system in the Indian environment - ILO and Tripartite Bodies in India - Trade Union Movement in India - Recognition - Problems - Management of Trade Unions - Industrial Laws India - Trade Union Act - Industrial Employment Standing Order Act - Industrial Disputes Act.

Unit V

Collective Bargaining - Industrial Relations in Public and Private Sector Organisations - Workers Participation in Management - Experience in different countries - Indian experience - Industrial Relations in the Present era - Role of Employees / Employers in the changing business scenario.

References

1. Aswathappa, K. (2001). Human Resource and Personnel Management; New Delhi: Tata Mc-Graw Hill Publishing Company Ltd.
2. P, Subba. Rao. Human Resource Management and Industrial Relations, 3rd Edition; Mumbai: Himalaya Publication House.
3. Prasad, L.M. Getting the Right People; New Delhi: MacMillan India Ltd.
4. Pattanayak, Biswajeet. (2005) Human Resources Management, 3rd Edition; New Delhi: Prentice Hall of India.

DDCM 305 E- COMMERCE

The objective of the course is to familiarize the students with E -Commerce and its application.

Unit I

Telecommunication Networks : Introduction - LAN - WAN- Internet - What is Electronic Commerce - Brief history of Electronic Commerce - Advantages and Limitations of Electronic Commerce - Types of Electronic commerce - Integrating Electronic Commerce- Key questions for Management.

Unit II

The Internet and the World Wide Web: The Internet Today - History of the Web - Unique benefits of the Internet - Internet Architecture - World Wide Web - Concepts and Technology - Creating Web pages - Launching a Business on the Internet.

Unit III

Electronic Payment Systems: Overview of the Electronic payment Technology - Requirements for Internet Based payments - Electronic payment Medias - Electronic commerce and banking.

Unit IV

E-security: Security in the cyberspace - Designing for security - Virus - Security Protection and Recovery - Encryption - The Basic Algorithm System - Authentication and Trust - Key management - Internet Security Protocols and Standards - Other Encryption issues.

Unit V

Web based Business: Business-to-Business Electronic Commerce-Intranets and Extranets - Intranets and Supply Chain Management - Legal and Ethical issues - Case studies.

References

1. Elias. M. Awad, " Electronic Commerce", Prentice - Hall of India Pvt Ltd, 2002.
2. Ravi Kalakota, Andrew B. Whinston, "Electronic Commerce - A Manager's guide", Addison - Wesley, 2000.
3. Efraim Turban, Jae Lee, David King, H.Michael Chung, "Electronic Commerce - A Managerial Perspective", Addison - Wesley, 2001.
4. Elias M Award, "Electronic Commerce from Vision to Fulfilment", 3rd Edition, PHI, 2006
5. Judy Strauss, Adel El-Ansary, Raymond Frost, "E-Marketing", 3RD Edition, Pearson Education, 2003
6. Ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce", Addition - Wesley, 2000.

DDCM 401 ENTREPRENEURSHIP

The objective of the course is to familiarize the students with the process of entrepreneurship and the institutional facilities available to an entrepreneur in India.

Unit I

Small Business : meaning - role - Strengths and weaknesses - Defining an entrepreneur-entrepreneurial traits - Developing entrepreneurs -New ventures and Business Plan : Need for a Business plan - Steps in the preparation of business plan - Need for marketing research - Operating plans and financial plans - Dynamics of small business environment - Causes for small business failure - Success factors for small business.

Unit II

Feasibility Planning : Planning paradigm for new ventures - Stages of growth model - Fundamental of a good feasibility plan - Components of feasibility plan - Relevance of marketing concept to new ventures - Marketing research of pre-start-up planning - Sources of marketing research information - Implication of market research - Marketing functions that new ventures must address - Establishing marketing and sales promotion infrastructure - Concept of pricing - Growth strategies - Marketing plan.

Unit III

Acquiring an Established venture: Advantages and disadvantages of acquiring established business - considerations for evaluation business opportunities - Methods of valuing a business - Franchising and franchisee's perspective.

Unit IV

Financing a new venture: Financing and its effects on effective asset management - Alternate methods of financing - Venture capital and new venture financing - working out working capital requirement - Government agencies assisting in financing the project.

Unit V

Life cycle of an entrepreneurial venture - Role of entrepreneur during various transition stages – growth- Requirements for successful patent grants - steps in obtaining a patent - Registration of trademark - copy right and the concept of fair use - Protection of intellectual property.

References

1. Sahay, A. Entrepreneurship and New Venture Creation; New Delhi: Excel Books.
2. Lall, Madhurima. Entrepreneurship; New Delhi: Excel Books.
3. Kuratko,Donald. F., Hodgetts, Richard. M. Entrepreneurship in the New Millennium; New Delhi: Cengage Learning.
- 4.Hisrich, Robert. D., Peters, Michael. P. Entrepreneurship; New Delhi: Tata McGraw-Hill.

DDCM 402 MICRO ECONOMICS

This course is aimed at providing the students with consistent framework across economics at micro level.

Unit I

Introductory Micro Economics: Basic concepts: scarcity, choice, efficiency, opportunity cost; Micro & Macro Economics; Logic of economics; Production possibility frontier; Method of economic analysis, Firms, Managers and Economics; tools for managerial decision making, Government and Economy.

Unit II

Demand Analysis: Concept of cardinal and ordinal utility, Indifference curve, Income, Substitution and price effects. Slutsky Theorem, Revision of Demand theory by Hicks, Revealed preference theory. Recent developments in demand theory. Linear expenditure system. Consumer's choice involving risk. Elasticities of demand price, Income, Substitution and cross.

Unit III

Theory of Production: Concept of production function, short period and long period production function. Law of variable proportions. Isoquants – Least cost combination of inputs. Multi-product firm. Elasticity of substitution; Technical progress and production function. Marginal rate of technical substitution. Cobb Douglas production function CES production function.

Unit IV

Theory of Costs: The Traditional theory of cost. Modern theory of cost. Derivation of cost functions from production function. Derivation of long run average and marginal cost curves. The 'L' shaped cost curve. Empirical evidence on the shape of costs; Analysis of Economies of Scale.

Unit V

Market Structure and Pricing Decisions: Perfect competition, Monopoly, Price Discrimination, Monopolistic competition, Oligopoly: Kinked demand model, Cournot model, cartels, price leadership, Marginalist pricing, Full cost pricing, average cost pricing, Limit pricing. Managerial Theories of Firm: Goals of firm; Alternative Theories of Firm; Sales revenue maximization, model of managerial enterprise, model of managerial discretion, behavioral theory of firm. Game Theory: Zero Sum Game, Non-zero sum game, Saddle point, Prisoner's Dilemma

References

1. Samuelson P. & Nordhaus W. (2008): Economics, New Delhi: Tata McGraw Hill
2. Roger, D. Blair, Lawrence W. Kenny (1982) Microeconomics for managerial decision making, New Delhi, Tata McGraw Hill.
3. Baumol, William J. (1978): Economic Theory and Operations Analysis, New Delhi: Prentice Hall of India.
4. Koutsoyiannis A. (2000): Modern Micro Economics,, Singapore: MacMillan Press

5. Dwivedi, D. N. (2006) Micro Economics: Theory and Applications, Singapore; Pearson Education.

DDCM 403 COMMERCIAL LAW

The objective of the course is to familiarize the students with important features of law relating to business like Administrative Law, Contract Law, Company Law etc.

Unit I

Administrative Law-Welfare State and Administrative Law: Delegated Legislation, Principles of Natural Justice, Constitution of India, fundamental rights and duties, Judicial Review, Suits against Government - torts and contracts - control of public undertakings.

Unit II

Contract Law: General Principles - Essentials of a Valid Contract - Communication, Acceptance and revocation, void, voidable, unenforceable and illegal contracts - discharges of contracts breach of contract and remedies. Laws relating to partnership, Registration, Rights and Liabilities- Dissolution of a firm.

Unit III

Company Law: Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

Unit IV

Income Tax Act and Vat: Corporate Tax Planning (Basics) – Right to Information Act – Value Added Tax – Concepts, Scope, Methods of VAT Calculation, Practical Implications of VAT.

Unit V

Industrial Law: An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act.

References

1. Bagriyal, Ashok. K. Company Law; New Delhi: Vikas Publishing House Pvt Ltd.
2. Gogna, P. P. S. Textbook of Company Law; New Delhi: Sulthan Chand & Company Ltd.
3. Gulshan, S. S. Company Law; New Delhi: Sulthan Chand & Company Ltd.

DDCM 404 OPERATIONS MANAGEMENT

The purpose of the course is to introduce the students to the production and operations management function and stress its importance to the organisation in the context of the increasingly competitive situation and new advancements in operations management practices.

Unit I

Production as a value addition process - its ingredients - 5 P's of operations management - Material, man and machinery - Design function. Plant location - plant layout - Economy of size - Make / Buy mix, Flexible manufacturing - productivity issues - work methods, work measurement techniques, capacity measurements.

Unit II

Vertical Integration - Quality Management, Quality control - Statistical Quality Control (including process control) TQM - ISO 9000, 14000 and SA8000 and other international standards – Quality circles- JIT - Managing supply chain - Vendor selection and rating.

Unit III

Production Planning and Control - Value engineering. Forecasting - aggregate planning - development of MPS - capacity planning - shop floor control - Master and detailed schedules, work orders, route sheets, Job cards etc.

Unit IV

Materials Management - Stores management - maintenance Management (including reliability concepts) - MRP-I, MRP II - Inventory Control - Inventory systems for dependent demand - safety stocks - square parts management - Inventory records - Computerization in Inventory management.

Unit V

Computer Based Integrated Manufacturing Systems - Specific management, Tools in production and operations management - Transportation model, simulation queuing, industrial dynamics. World class manufacturing - challenges due to globalisation – Lessons from Japanese and Chinese manufacturing- project Management.

References

1. Paneerselvam, "Production and Operations Management", Prentice Hall, New Delhi.
2. Everest, E. Adam. Jr., & R. J. Ebert. Production and Operations Management; New Delhi: PHI.
3. Joseph, G. Monks. Operations Management -Theory and Problems; New York: McGraw Hill.
4. Chase, R. B., Aquilano, N. J., Jacobs, F. R. Production and Operations Management; New Delhi: Tata McGraw Hill.

DDCM 405 PRINCIPLES OF INSURANCE

The objective of this course is to explain the students about the fundamentals of insurance industry.

Unit I

Introduction to life insurance: Definition of Insurance-Legal Position in India-Principles of valid contract-special principles of Life insurance-Structure of a life insurance company-Life insurance Intermediaries- Insurance products and classes-Life and General.

Unit II Premium and Application-Acceptance: Proposal form-Underwriting-role of intermediary in selection-Mortality tables-stages in Premium Calculation-Premium Payment-Non – forfeiture regulations-Revival of Lapsed Policies.

Unit III Claim Procedures and Underwriting Practices: Underwriting Process-Identifying, Developing, and Evaluating Alternatives-Moral Hazard-Morale Hazard-Physical Hazard-Retention-Implement the Decision-Monitor the Exposure-Claims Notification-Claims Handling-Surveyors and Loss Assessors-Franchise –Arbitration.

Unit IV Insurance pricing- fundamentals of insurance pricing- pricing objectives- types rating-life insurance Vs. Non- life insurance pricing-Identify possible rate classes-Measure the statistical significance of possible classes- Rate making entities-pricing of catastrophe events- Excess and Deductible Rating

Unit V Introduction to reinsurance- Reinsurance market structure - trade barriers -The historical development of reinsurance- Purpose and Objectives of reinsurance- The methods of reinsurance-Proportional and non-proportional reinsurances- Catastrophe reinsurance-Reinsurance cost and retention theory (classical and pragmatic theories)-Reinsurance accounting-Reinsurance markets.

References

1. Dr.P.K.Gupta, Insurance and Risk Management, Himalaya Publishing House.
2. John R.Ingrisano, The Insurance Dictionary, S.Chand & Co., New Delhi (2000).
3. Publications of Insurance Institute of India, Mumbai, on Motor Insurance, Fire Policy Drafting, Marine Underwriting and Miscellaneous (Accident) Insurance.
4. Publications of National Insurance Academy, Pune.

DDCM 501 OPERATIONS RESEARCH

The objective of this course is to acquaint the students with applications of operations research to business and industry. Decision - making is increasingly becoming more and more complex. This course exposes the students to the significance of various scientific tools and models that are available in operations research. Use of software in solving problems is expected.

Unit I

Decision making with O.R. Nature and significance of O.R; Scientific methods in O.R.; Models and relevance of modelling in O.R. Linear Programming: Formulation of the problem; Methods of solution: Graphic method, Simplex algorithm, Degeneracy; Concept of Duality; Sensitivity analysis.

Unit II

Transportation Problem: Formulation; Methods of Solution (Initial solution by North-West corner Rule & Vogel's method; MODI method for final solution). Unbalanced T.P., Degeneracy. Assignment Problem: Formulation; Methods of solution: Enumeration method, Hungarian method; Multiple optional solution; Restrictions on assignments; Unbalanced problems; Travelling Salesman problem. Queueing Theory: M/M/1 Queue; Standard problems.

Unit III

PERT and CPM: Concepts of Network, Critical Path analysis; probability PERT Analysis; project time cost trade off-Resource Scheduling.

Unit IV

Replacement Problems: Replacement of items that deteriorate with time; Replacement of items that fail completely; staffing problem. Simple Inventory Problems: Deterministic inventory with and without shortage; Single period probabilistic inventory models with and without setup cost. Game Theory: Two persons Zero-sum game - principle of dominance-solutions in to linear programming.

Unit V

Simulation: Introduction to Simulation and modelling. Decision Theory: Concepts of decision making; Decision environments; Decision under uncertainty: maximin criterion, Minimax criterion, Laplace criterion, Hurvicz criterion; Decision making under Risk; Expected monetary value, Expected value of perfect information, opportunity loss.

References

1. Hamdy, A. Taha. An Introduction to Operations Research; New Delhi: Prentice Hall of India.
2. Ronald, L. Rardin. Optimization in Operations Research; New Delhi: Pearson Education.
3. J, K. Sharma. Operations Research; New Delhi: Macmillan India Ltd.

DDCM 502 MACRO ECONOMICS

This course is aimed at providing the students with consistent framework across economics at macro level.

Unit I

Introduction: Economic Decision makers, The Art of Economic Analysis, Economies production possibility, Circular flow of income in two, three and four sector economics Consumption function: Keynes's psychological law of consumption, implications of law, short run and long run consumption function. Income consumption relationship – Absolute income, Relative income, lifecycle and permanent income hypotheses.

Unit II

Capital, Technical Progress & Investment: Effects of capital on output, Determinants of technical progress, Technical progress and growth, Theories of Investment, Marginal efficiency of capital and investment, Accelerator, Investment multiplier, crowding out, Elements of Growth: Labour, capital, total factor productivity, optimal investment, golden rule level of capital

Unit III

Financial Market & Expectation: Bond price and bond yield, yield curve and economic activity, stock market and economic activity, determinants of stock prices, bubbles, fads and stock prices, business cycles, Inflation; types, causes, effects, Unemployment; types, Natural rate of unemployment, Philips Curve, Rational Expectations, Adaptive expectations, Risk and speculation

Unit IV

Business Implications of Economic Instabilities: Great Depression, Oil shocks, East Asian Crisis, Japanese Recession, Banking and financial turmoil, Euro zone crisis, bail out and stimulus packages

Unit V

Understanding the Indian Economy: New Economic policy, Redefining the role of state, Parallel Economy in India: causes, extent, policy packages, Understanding India's budget, India's public debt, deficit financing in India, India' industrial scenario, Nava Ratnas, Familiarisation of ASSOCHAM, FICCI, SEBI, SIDBI, IFCI, SFCS, ICICI, IDBI, EXIM Bank

References

1. Oliver, B. (2009). Macro Economics, 4th edn. New Delhi: Pearson Education
2. Miles, D. & Scott, A. (2005). Macro Economics and the Global Business Environment, England: John Willey & Sons
3. McEachern, William A. (2012). Macro Economics: A Contemporary Introduction, 9th edn, USA: South-Western Cengage Learning
4. Levacic, R. & Rebmann, A. 1982. Macro Economics: An Introduction to Keynesian-Neoclassical Controversies, Macmillan
5. Datt, R. & Sundaram, K. P. M. (2009). Indian Economy, New Delhi: S. Chand & Company

6. Diulio, E. A. (1998). Macroeconomics, 3rd Edn, Schaum's Outline Series, New Delhi: Tata McGraw Hill.

DDCM 503 INTERNATIONAL BUSINESS

This subject will introduce to the students to international business under which India as well as MNC's have to operate.

Unit I

Overview of global theory and practice – Terminology in international business- theories of international trade and investment- New trade Theory – International investment and product life cycle theory - Theory of international investment - Global forces effecting international business.

Unit II

Trading and investing in international market – type of foreign investment – Need to enter foreign market – Methods to enter foreign market – Multi domestic or global strategy – Impact of culture on global business.

Unit III

International organizations impacting global business – UNO and its role – International finance corporation – World bank – Regional financial institutions –Bank of international settlement – WTO – Regional trading blocks – organizing for economic co-operation and development

Unit IV

Physical and Environmental forces and its impact on international business – Locational, topography, climate, natural resources – Political ideologies – Political forces and its impact on international business; political ideologies and state control ad its impact on international business – Impact of legal forces on international business.

Unit V

Global operation – Need and importance of outsourcing – global manufacturing system and practices – current issues and future developments.

References

1. Cherrunilam, Francis. International Business Environment; New Delhi: Himalaya Publishing House.
2. Shyam, Shukla. International Business; New Delhi: Excel Books.
3. Rakesh, Mohan. Joshi. International Business; New Delhi: Oxford University Press.

DDCM 504 RESEARCH METHODS FOR MANAGERS

The objective of the course is to equip the students with basic understanding of the research methodology and its application in management.

Unit I

Introduction to business research - definition - research and managers - need for Business research - type of business research - major topics for research in business - business research in the 21st century - the manager and the consultant manager - research relationship - internal vs. external consultant / researchers - advantages and disadvantages - knowledge about research and managerial effectiveness - building blocks of science in research - induction - deductive method - case study.

Unit II

The research process: An overview - types of research - explorative study - descriptive - causal research - influence of uncertainty on the research. Broad problem areas - preliminary data collection - nature of data to be gathered - background information of the organisation. Literature survey - reasons - conduct - write up the literature review - problem definition - theoretical frame work.

Unit III

Measurement of variables - operational definitions - dimensions and elements - Scales - nominal - ordinal, interval, ratio scales - dimensions of operational definition and scaling. Reliability and validity - goodness of measures - Item analysis - types of validity. Data collection methods - primary sources of data - secondary sources - interviewing questionnaire - design - guidelines, other methods of data collection- observation - projective methods. Sampling - types - issues of precessions and confidence in determining sample size. Importance of sample, sampling design and sample size.

Unit IV

Data analysis and interpretation - getting data ready for analysis - editing data - Handling blank response - code - categorization - entering data. Data analysis - Testing goodness of fit of data - reliability - Cronbach's Alpha - choosing appropriate statistical techniques - parametric and non-parametric tests - multi variant analysis - analysis of dependence - analysis of interdependence - multiple regression, discriminate analysis, factor analysis, cluster analysis - SPSS.

Unit V

The research report - research proposal - characteristics of well written reports - contents - integral part of a report - oral presentation - handling questions - report format.

References

1. Cooper, R. Donald and Pamela, S. Schindler (2009). Business Research Methods, 9/e; New Delhi: Tata McGraw-Hill.
2. Uma Sekaran, (2009). Research Methods for Business – A Skill Building Approach, 4/e; New Delhi: Wiley India.
3. Krishnaswamy, K. N., Appa Iyer Sivakumar and Mathirajan, M. (2009). Management Research Methodology, New Delhi: Pearson Education.
4. Nandagopal R., Arul Rajan K. and Vivek N. (2007). Research Methods in Business, 2/e; New Delhi: Excel Books.

DDCM 505 PROJECT MANAGEMENT

This course is to familiarize the participants with concept of planning, executing and administering projects.

Unit I

Concepts of project management - concept of a project categories of projects - project life - cycle phases - project management concepts - tools and techniques for project management. The project manager - roles and responsibilities of project manager.

Unit II

Project formulation - formulation stages - bottlenecks - feasibility report - financing arrangements - finalization of project implementation schedule.

Unit III

Administrative agencies for project approval Ministry of Finance - Bureau of public enterprises planning commission public investment board, Organizing human resources and contracting - delegation project manager's authority - project organization - accountability in project execution - contracts - 'R' of contracting - tendering and selection of contractors - team building.

Unit IV

Organizing systems and procedures - working of systems - design of systems - project work system' design - work break down structure - project execution plan - project procedure manual project control system - planning scheduling and monitoring - monitoring contracts and project diary.

Unit V

Project implementation stages project direction - communications in a project - coordination guidelines for effective implementation reporting in project management - project evaluation and its objectives, types and methods.

References

1. Choudhary, S (1988). Project Management; New Delhi: TataMcGraw Hill Publication.
2. K, Nagarajan (2004). Project Management; New Delhi: New Age International.
3. Chandra, Prasanna. Projects: Planning, Analysis, Selection, Financing, implementation and Review: New Delhi: Tata Mc-Graw Hill Publishing Company Ltd.

DDCM 601MANAGEMENT INFORMATION SYSTEMS

The objective of this course is to acquaint the students with the role, functions and development of information systems at different levels and functional areas of the organization.

Unit I

The Competitive Business Environment - Introduction - Information Systems - Components - Resources - Classification - Organizational Foundation of Information Systems - Contemporary approach to information systems - System concept - The challenges - MIS concept - Role of MIS - impact - A tool for management process.

Unit II

Building decision support system - decision making concepts- framework for developing DSS - The process of developing DSS- Individual and Organizational Model - MIS and decision making concepts - GDSS - EDSS.

Unit III

Database Management System - Logical and physical view of data - data structure, Data trends - Data Base Types - Requirements for Data base systems - Systems analysis and design- structured system design - data flow diagram - data structure.

Unit IV

Knowledge and information work - knowledge - work systems - Ensuring Quality with information systems - Traditional tool and methodologies for quality assurance - new approaches.

Unit V

Development of MIS - Implementation - prototype approach - lifecycle approach - system implementation success and failure- MIS application in manufacturing and service industry - Executive information system - marketing information system - manufacturing information system - financial information system - Human Resource information system - Information of Information System – General introduction to recent packages

References

1. O'Brien, James. A. Management Information Systems; New Delhi: Tata McGraw Hill.
2. Kenneth, C. Laudon., & Jane, P. Laudon. (2000). Management Information Systems: Organization and Technology in the Networked Enterprise, 6th Edition; Englewood Cliffs, New Jersey: Prentice Hall.

DDCM 602 STRATEGIC MANAGEMENT

This course is aimed at providing the students with consistent framework across strategic analysis, strategy formulation and strategy implementation.

Unit I

The business system - objectives of the business - setting up and balancing the objectives mission - vision - goals strategic analysis of functional areas production - marketing - human resources - finance - analyzing corporate capabilities - SWOT.

Unit II

Corporate strategy - nature and scope - process of strategic planning - formulation of strategy - project life cycle - portfolio analysis : BCG matrix - G.E matrix - step high strategy - directional policy matrix strategic management - strategic decision making - business level sub strategies.

Unit III

Generic strategic alternatives - horizontal, vertical diversification - active and assive alternatives.

Unit IV

External growth strategy - merger acquisition - amalgamation - joint venture - problems organizational structure and corporate development - line and staff function - evaluation of organization structure - management of change.

Unit V

Implementation of strategy - elements of strategy - leadership and organizational climate - planning and control of implementation. ERP - features and applications, packages : Baan, Marshall, SAP - Functional feature and implementation difficulties.

References

1. C, B. Mamoria., Satish, Mamoria. (1987). Business Planning and Policy; Mumbai: Himalaya Publishing House.
2. S, C. Bhattacharya. Strategic Management Concepts & Cases; New Delhi: Sultan Chand & Company Ltd.
3. David, Fred. R. Strategic Management - Concepts and Cases, 13th Edition, PHI Learning Private Ltd.

DDCM 603 EXPORT AND IMPORT PROCEDURES

The objectives of this course are to impart knowledge about import and export procedures, and to make the students familiar with related documents.

Unit I

Introduction: Export documentation; Foreign exchange regulations, Quality control and pre-shipment inspection, Export trade control, Marine insurance, Commercial practices.

Unit II

Export Procedures: Central Excise clearance; Custom clearance, Role of clearing and forwarding Agents, Shipment of Export Cargo, Export Credit , Export Credit Guarantees and Policies, Forward Exchange Cover, Finance for export on deferred payment terms, Duty draw-backs.

Unit III

Importing Procedure: Import licensing policy, Actual user licensing, Replenishment licensing/Import/Export passbook, Capital – Goods licensing / Export Houses/ Trading Houses.

Unit IV

Special Issues: Export by post parcel and by Air, GSP Certificates of origin, Custom's clearance of Import Cargo, Documents – prescribed by Importing countries, Standardized Export Documentation, Packing.

Unit V

Import Management in a Developing Economy: Foreign Exchange budgeting, Import procurement, methods, Import financing, Purchase contract, Import Canalization, Import under counter-trade, Monitoring and follow up of import contracts.

References

1. Jain, O. P. Small Industrial Export; New Delhi: Sultan Chand & Company Ltd.
2. Francis, C. International Trade & Export Management; Bombay: Himalaya Publishing House.
3. Chatterjee, A. K. Principles of Foreign Exchange; Bombay: Himalaya Publishing House.

DDCM 604 HUMAN SKILLS

The objective of this course is to foster an all round development of students by focusing on soft skills and also to make student aware about the importance, the role and the content of soft skills through instruction, knowledge acquisition, and practice.

Unit I

Verbal Communication includes Planning, Preparation Delivery, Feedback and assessment of activities like: Public speaking, Group Discussion, Oral Presentation skills, Perfect Interview, Listening and observation skills, body language and use of Presentation aids.

Unit II

Written communication that includes project proposals, brochures, newsletters, articles, business letters

Unit III

Etiquettes that include: Etiquettes in social as well as office settings, email etiquettes, telephone etiquettes etc.

Unit IV

Improving Personal Memory, study skills that include rapid reading, notes taking and creativity.

Unit V

Problem solving and decision making skills, perceptive, conceptual, creative, analytical and decisive, Time management skills, HR skills: leadership, communication, negotiation, motivating (inter personal and inter group), Risk taking skills, Organising skills: Events management

(There should be adequate exposure to demonstrations, games, case studies, role plays, field works, presentations, debates and discussions, simulation of real life situations, stress exercises, team exercises, planning exercises, personality testing and feed back etc.)

References

1. Poe, Roy. W., Fruehling, Rosemary. T. Business Communication: A Case Method Approach; New Delhi: AITBS Publishers & Distributors.
2. Lesikar, Raymond. V., Pettit, John. D. Business Communication: Theory and Application; Illinois: Richard D Irwin Inc.
3. Lesikar, Raymond. V., Flatley, Marie. E. Basic Business Communication; New Delhi: Tata McGraw - Hill Publishing Company Ltd.

DDCM 605 PROJECT

During the VI semester, every student of Dual Degree Course in Management (BM, MAM) is required to undertake an Academic Project under the guidance and supervision of a member of the faculty and the report on the same has to be submitted to the University. Students shall be deputed for the project work for 15 days during VI semester examination. The project work and Report will be evaluated for 100 marks. There will be internal and external valuation for the project work and report. The internal valuation for 40 marks will be conducted by a college committee consists of three senior faculty members and/or respective guide constituted by the Head of the Institution headed by the head of the department. The external evaluation for 60 marks will be conducted by examiners duly appointed by the University for the purpose. 20 marks will be awarded for viva voce and 40 marks for the project totalling to 60 marks.

DDCM 701 FOREIGN LANGUAGE - FRENCH

The objectives of this course are:

1. To familiarise the students with a modern foreign language.
2. To familiarise the students with the sounds of French and their symbols.
3. To familiarise students with French for basic communication and functions in everybody situations.
4. To familiarise students with the basics of writing simple, direct sentences & short compositions.

Unit I

Current trends in French pronunciation, grammar, lexical items, discourse models - oral and written.

Unit II

Literary communication - literary passages, literary passages, versification, lyrics and music.

Unit III

Communication skills in everyday conversation.

Unit IV

Training in creative writing.

Unit V

Business translation, translation of advertisements, Literary Communication.

References

1. Jacky Girardet., Jean - Marie Cridlig. Panorama I Vol I, CLE International (available at Goyal Publishers, New Delhi).

DDCM 702 CREATIVITY AND INNOVATION

The objective of this course is designed to help the students to understand how they can draw from their own creative skills to be innovative, entrepreneurial or “intrapreneurial” (corporate) venture. This course will enable students to identify various sources of ideas, discuss methods of generating new venture ideas and inculcate techniques for creative problem solving.

Unit I

Creativity and Innovation - Introduction, Thinking Styles, Lateral, Divergent, Convergent Thinking, 6 Thinking Hats, Radiant Thinking - Mind Mapping and Morphological mind mapping Techniques.

Unit II

Individual and group techniques for creativity, Generating Ideas – Brain storming, Nominal and Delphi Techniques, Question checklist, Attribute changing, Morphological analysis, SCAMPER.

Unit III

Measuring Ideas and Innovation, Creative problem solving, Enhancing Creative persona, creating Creative climate

Unit IV

Creativity in Business - Product Creativity, Process Creativity, Service Creativity and Strategic Creativity.

Unit V

Creativity and Innovation - Case Discussion and Analysis.

References

1. Pradip, N. Khandwalla. (2009). Lifelong Creativity - An Unending Quest; New Delhi: Tata McGraw-Hill.
2. Pearce, John, A., Richard, B. Robinson, and Amita Mital (2008). Strategic Management: Formulation, Implementation and Control, 10/e; New Delhi: Tata McGraw-Hill.
3. Promod Batra, and Vijay Batra. (2008). Brainstorming For Creativity and Innovation, 2/e; New Delhi: Macmillan India Ltd.

DDCM 703 BUSINESS ETHICS AND CORPORATE GOVERNANCE

The objective of the course is to create a mindset of Value and Ethics among the participants and to help them implement the learned principles in their respective work place.

Unit I

Introduction to ethics – Definition of Ethics, Business Ethics. Ethics and Value - Importance of ethics and business ethics – Factors affecting business ethics. Theories of ethics.

Unit II

Virtue, Virtue Ethics - Ethical dilemma, Ethical gap, Ethical leadership – Whistle blowing – Trade Secrets.

Unit III

Ethics in Finance, Ethics in Marketing, Ethics in HRD – Ethics and Business Strategy - Influence of Organisational Culture in Ethics – Ethics Committee – Ethical Audit

Unit IV

Corporate Social Responsibility – Social Audit – Ethics and Government – International Business Ethics.

Unit V

Corporate Governance: Corporate Board--Attributes, Duties, Responsibilities, Liabilities-Shaping Directorial Competence and Board Effectiveness-Corporate Disclosure and Investor Protection-Corporate Board Committees- Globalisation and Corporate Governance- Emerging Trends in Corporate Governance

References

1. Manisha, Paliwal. Business Ethics; New Delhi: New Age International Press.
2. Patyrick, J. A., & Quinn, J. F. Management Ethics; New Delhi: Response Publishing.
3. S, A. Sherlekar. Ethics in Management; New Delhi: Himalaya Publishing House.

DDCM 704 MICRO - FINANCE: PERSPECTIVES AND OPERATIONS

The objective of this course is designed to help the students to understand the role of micro - finance in providing social empowerment.

Unit I

Micro Finance: Introduction – Economic growth and Transformation – Micro Finance Definitions, Scope and Assumptions; Micro Finance: Lessons from International Experience; Micro Finance Services – Scope, Achievements and Challenges – Micro Finance and the poor : A critique.

Unit II

Current Debates and Challenges for Micro-Finance : An Overview; State Interventions in Rural Credit in India; NABARD and SHG – Bank Linkage Programmes; Constraints in Mainstreaming of MFIs; Governance and the Constitution of the Board of various Forms of MFI's; Micro-Finance versus Informal Sources of Lending; Micro- Finance Delivery Methodologies; Legal and Regulatory Framework.

Unit III

Micro-Finance in India : Present and Future; Some innovative and Creative Micro-Finance Models; Impact of Micro-Finance; Emerging Issues; Impact Assessment and Social Assessment of MFIs

Unit IV

Financial Product and Services : Introduction – Minimalist vs Integrated – Financial services – Credit delivery methodologies – Non Financial Services – Fundamentals of Designing products – Sustainable Interest Rate; Financial Accounting and Reporting : Characteristics of Financial Statement – Components of Financial Statement – The Accounting equation – Financial Report Format – Mechanics of Accounting.

Unit V

Revenue Models of Micro-Finance: Profitability, Efficiency and Productivity; Risk Management; Basics of Banking

References

1. Indian Institute of Banking & Finance “Micro-Finance Perspectives and Operations” – Mcmillan India.
2. Debadutta K.Panda “ Understanding Microfinance” – Willey India – 2009.

DDCM 705 EFFECTIVE COMMUNICATION SKILLS

The objectives of this course are as follows:

1. To sensitize students to their communicative behaviour
2. To enable them to reflect and improve on their communicative behaviour/performance
3. To build capacities for self criticism and facilitate growth
4. To lead students to effective performances in communication

Unit I

Listening Skills: Types of Listening (theory/definition), Tips for Effective Listening, Academic Listening - (lecturing), Listening to Talks and Presentations, Listening to Announcements - (railway/ bus stations/ airport /stadium announcement etc.), Listening to Radio and Television

Unit II

Telephone Skills: Basics of Telephone communication, How to handle calls- telephone manners, Leaving a message, Making requests, Greeting and Leave Taking over phone (etiquette), Asking for and giving information, Giving Instructions, Listening for Tone/Mood and Attitude at the other end, Handling the situations especially trouble shooting, Teleconference handling, Handling Tele interviews for Call Centres

Unit III

Writing Skills: Standard Business letter, Report writing, Email drafting and Etiquettes, Preparing Agenda and writing minutes for meetings, Making notes on Business conversations, Effective use of SMS, Case writing and Documentation

Unit IV

Career Skills: Applying for job, Cover letters, Resume and Effective Profiling, Interviews, Group discussions

Unit V

Soft Skills: Empathy (Understanding of someone else point's of view), Intrapersonal skills, Interpersonal skills, Problem solving, Reflective thinking, Critical thinking, Negotiation skills

References

1. Lesikar, Raymond. V., Flatley, Marie. E. Basic Business Communication; New Delhi: Tata McGraw-Hill Publishing Company Ltd.
2. Asha, Kaul. Business Communication; New Delhi: Prentice-Hall of India Pvt. Ltd.

DDCM 706 MANAGEMENT OF COOPERATIVES

This course is aimed at providing the students with consistent outline regarding the importance of cooperative sector and its management.

Unit I

Role of Management in the Development of Co-operative Organizations – Conceptual framework of management - Management process, Principles of Management; Cooperative Management - Unique features of Co-operative Management; Integrating the principles of Co-operation and principles of Management

Unit II

Professional management for cooperatives – Meaning, Importance and Evaluation Criteria; Meaning and Process of Organisation – Organizational structure of a co-operative - Modern theory of organization – Designing organization structure for co-operatives

Unit III

Managerial skills - levels of management - management roles, Co-operative Leadership – Meaning, Importance, Types, Problems of leadership in co-operative organization, Path-goal theory of leadership and case studies of Cooperative leadership; Nature of Management Leadership - Combination of management and leadership qualities.

Unit IV

Planning - Meaning, Importance, Process and Problems of planning in co-operatives. Types of planning - case studies of primary agriculture credit society. Business Development Plan (BDP)

References

1. Dwivedi RC: Democracy in Cooperative Movement - An Indian Profile
2. Hajela TN: Principles, Problems and Practice of Cooperation
3. Kamat GS: New Dimensions of Cooperative Management
4. Nakkiran S: Cooperative Management - Principles and Techniques
5. Sah AK: Professional Management for Cooperatives

DDCM 801 CROSS CULTURAL MANAGEMENT

The objective of this course is to provide a thorough understanding of the impact of international context on management practices based on culture and to explain and evaluate frameworks for guiding cultural and managerial practice in international business.

Unit I

Basic framework of Cross Cultural Management: Factors influencing Decision Making – Using Culture – Cross Cultural and International Management – Implications for the Manager. Comparing Cultures. Shifts in the Culture – Organizational Culture – Culture and Communication – Needs and Incentives – Dispute Resolution and Negotiation.

Unit II

Structure of Cross Cultural Management: Formal Structures – Functions – Bureaucracy – Culture and Bureaucracy – Implications. Informal Systems – Informal Relationships – Patronage, Society and Culture – Government-Business Patronage – *Guanxi* – Managing Informal Systems – Implications.

Unit III

Globalization & Cross Cultural Management: Planning Change: Meaning – Planning for Change – Planning in Different Culture – Planning in an Unstable Environment – Implications. International Strategies – Globalization and Localization – Defining Globalization – Roots – Global-Local Contradictions – Implications.

Unit IV

Models of Cross Cultural Management: Family Companies: The Anglo Model: Environment, Culture and Management. The Chinese Model: Environment and Culture. The Chinese Model: Management. Changes in the Chinese model – Implications.

Unit V

Strategy of Cross Cultural Management: Designing and Implementing Strategy: Formal Strategy Planning – Analyzing Resources and the Competition – Positioning the Company – Implementation – Emergent Strategy – Implications. Head Quarters and Subsidiary: Risk for the Multinational – Control – Implications.

References

1. Helen Deresky , International Management: Managing across Borders and Cultures, 5th Edition, Pearson Education, 2009
2. Richard M. Hodgetts & Fred Luthans, (2005), International Management, 3rd Edition, Tata McGraw Hill Publications, New Delhi.
3. Hodgetts, R., M., & Luthans F, (2005), International Management , Tata McGraw Hill Publications, New Delhi.
4. Hill, C. (2007) International Business: Competing in the Global Marketplace. (6th ed) Tata McGraw-Hill.

DDCM 802 MANAGEMENT OF INTER-PERSONAL EFFECTIVENESS

The objective of this course is to provide a thorough understanding on Personality development that helps in managing interpersonal effectiveness.

Unit I

Self Definition and Perception. Self Schemes, Gaining Self Knowledge, Self Knowledge, Self awareness, Self effectiveness, Self presentation motives and Strategies, Self monitoring, Impression Management.

Unit II

Communication : Communication and language, models of - oral - Qualities and profile of a good speaker, written - clarity, responsibility, simplicity, style, brevity Interpersonal Communication - Barriers - ways of over coming - Nonverbal Communication - Paralanguage, Eye Contact, Facial expression, Kinesthetics, Body language, Deception, and Detecting deception.

Unit III

Assertive Training Nature, importance & relevance to organizational life - Assertion and aggression , Assertive writing, preparing for assertive business writing - tools, tips, pitfalls, persuasion. When to say Yes/No. Being assertive with oneself - cutting, rewriting, editing and How to enhance individual assertiveness?

Unit IV

Transactional Analysis Introduction, Ego States, exclusion contamination, strokes, Life positions, Types of Transactions, Time Structures - Withdrawal, Rituals, Pastimes, activities, games - types, Stamps, Rackets and sweat shirts, scripts. Advantages and disadvantages of TA, TA tips for performance interviews, Development Planning with subordinates, TA tips for selection.

Unit V

Counseling Introduction - other interventions - steps Elements of Counseling - Counseling as a helping strategy and Significance Predicting People's Problems Journey into life space. Anxiety and stress Counseling to develop organisations, Check list for Counselors, Training for Counseling.

References

1. Venkatapathy.R and Jackson.P.T. Managing Interpersonal Effectiveness, Adhithya Publishers, 2003.
2. Thomas Harris I'm okay, you're okay.
3. Fishert Uray Getting to Say yes: Negotiating an agreement without giving in AMA,1993.
4. www. Ta Tutor.
5. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005

DDCM 805 CASE STUDY APPLICATION - GENERAL MANAGEMENT

Course Description

The modern business world regularly forces managers to make decisions of great importance in complex situations and in the face of much uncertainty that involve many possible options for action. Successful decision-making, therefore, requires the ability to structure complex problems, to analyze available options in an uncertain world, and to finally make an optimal decision. This course teaches students to formulate models that represent complex business problems. Students learn how to analyze and ultimately solve such decision models and to understand the managerial implications of your model solution. The skills learn in this course are applicable in a wide range of business areas and will greatly enhance your analytical problem solving capabilities.

This course uses Excel spreadsheets as modeling platform for business analysis. Students learn how to apply analytical tools from optimization and decision analysis to examine managerial decision models using Excel commands, functions, and add-ins. Students practice to perform comprehensive sensitivity analyses using your spreadsheet models to check the robustness of the proposed decisions. Business applications include resource allocation, revenue management, portfolio management, risk analysis and many other important problems. In case discussions students explore the ramifications of your model solutions in the examined business context. In particular, students learn to examine model solutions through the lens of corporate social responsibility (CSR).

Students should do the group homework assignments with your group, that is, each group should hand in a single piece of work. The vast majority of assignment problems will be case studies. The write-up of your solutions to the case study questions should start with an executive summary (of at most three pages in length) which summarizes your general insights. The main body of your solution should be a document in which you clearly address each question, state your assumptions, describe your problem formulation, and report your results. Excel spreadsheets alone do not constitute a sufficient report. Instead they should be part of the technical appendix. During the course each team will have to present their solution to a case. For the presentation of the case as well as solution approach, team should prepare a set of PowerPoint slides. Students are encouraged to present “live” solutions in class.

There will be an external examination in the form of written examination by the students to assess their decision making competencies on general management cases. 40 marks will be for the internal evaluation and 60 marks for the external component.

DDCM 806 WORK EXPERIENCE

During the VII semester, every student of Dual Degree Course in Management (BM, MAM) is required to work in an organization which will be supervised periodically by a team of faculty members of the institution and the report on the same has to be submitted to the University. The contact hours required for the work experience is notionally fixed at 150 hours distributed over a period of Six months. Students are required to submit a report on work experience. There will be an external examination in the form of presentations by the students on work experience which they had undertaken at the end of VII semester. Apart from the chairman, there will be a panel consisting of: Two professional experts and the head of the department / institution concerned. 60 marks will be awarded for the external component. 10 marks will be awarded for presentation and 50 marks for the project totaling to 60 marks. The internal valuation for 40 marks will be conducted by a college committee consists of three senior faculty members and/or respective guide constituted by the Head of the Institution headed by head of the department.

DDCM 901 EVENTS MANAGEMENT

The objective of this course is to explain the students with an overview of the managing various events.

Unit I

Introduction - Definitions and frameworks - Categories and typologies -Historical contexts and precedents -Characteristics of events -The market demand for events -Introduction - Size and scope of the events market - Determinants and motivations- The structure of demand for events. THE EVENTS BUSINESS: supply and suppliers: Introduction -The structure of events services: public sector -The structure of events services: private sector - Companies and their roles - Voluntary bodies, committees and individuals. SOCIAL, ECONOMIC, POLITICAL AND DEVELOPMENTAL IMPLICATIONS: Introduction - Social and community implications - Economic implications - Political implications - Developmental implications.

Unit II

Managing Events MAKING A START: Introduction - Getting organized- Event feasibility: finding and testing an idea - The screening process - Progressing the idea. EVENTS PLANNING: Introduction - The planning process - Objectives, environmental search and information-gathering - Demand and operational planning - Financial planning - Marketing planning - Getting it together

Unit III

FINANCIAL MANAGEMENT AND THE BUDGET Introduction - Objectives and financial planning - Creating a budget - The detailed budget -Who spends what -Other sources of income - Sponsorship and public funding. THE EVENT: Creating the ambience.

Unit IV

MARKETING AND PUBLIC RELATIONS FOR EVENTS Introduction - The target market - How to influence the target market - The marketing plan -Marketing for a new event - Marketing for repeat events and new editions. MANAGING THE EVENT AS A PROJECT: Introduction - The event as a project - Risk management - Legalities and insurance - Systems set-up and ticketing - Operational activities.

Unit V

THE ORGANIZATION MANAGER AND THE TEAM Introduction - Organization - Organizational effectiveness -Staffing: professional or volunteer - Factors influencing the number and type of staff - Finding staff - Running the event on the day. CLOSE-DOWN, EVALUATION AND LEGACIES: Introduction - Close-down Evaluation - Divestment and legacies.

References

1. Anton Shone & Bryn Parry, Successful Event Management , Cengage Learning India Edition
2. Fenich, G. (2005). Meetings, Expositions, Events, and Conventions: An introduction to the industry. New Jersey: Pearson Prentice Hall.
3. Getz, D. (1997). Event Management & Event Tourism. New York: Cognizant Communication Corporation.
4. Montgomery, R. J. and Strick, S. K. (1995). Meetings, Conventions, and Expositions: An Introduction to the Industry. New York: John Wiley & Sons, Inc.

DDCM 906 SEMINAR - GENERAL MANAGEMENT

During the VIII semester, every student of Dual Degree Course in Management (BM, MAM) is required to conduct atleast five presentations on general management topics. There will be an external examination in the form of presentations (selecting one among the presented topic by lot) by the students to assess their oral and written competencies on general management topics. There will be an expert panel drawn from the other universities offering management programme. Apart from the chairman, there will be a panel consisting of: Two professional experts and the head of the department / institution concerned. 40 marks will be for the internal evaluation and 60 marks for the external component.

DDCM 1001 PUBLIC RELATIONS MANAGEMENT

The objective of this course is to acquaint the students with an overview of the discipline, imparts professional knowledge about theories & techniques of Public Relations, provides knowledge of various media available for Public Relations, their functioning & applications as to achieve maximum output from the resources and develops managerial skills.

Unit I

Development of Public Relations: Historical Perspective, Present status of PR and future scope, Distinction between PR, Propaganda, Advertising, publicity; Marketing PR as a Management Function and its interface with other Managerial disciplines. PR in India: Development of PR in Indian Public sector-historical perspective, Objectives of PR in Public sector vis-à-vis Private sector, Govt. Information System, Role of PIB in PR /press relations, Role of PR in democracy. Public Opinion: How it is formed, Winning Public Opinion, Pressure groups. PR Process: Planning and Programming, Implementation of Plans, Anticipating crisis & handling disasters, Evaluation of PR Programme

Unit II

PR For Internal Communication: Publics” in Internal Communication, Objectives of Employee relations, Building Organizational culture, Media for Internal Communication. PR for External Public: Defining publics, various publics PR has to interact with. Mass Media Of Communication: Role of new technology. Ethics and PR: Code of ethics, Professionalism in PR, Growth of Professional bodies: PRSI, IPRA.

Unit III

Planning in PR: Analyzing and developing a PR strategy, Managing PR by objective. Internal Communication: Application and tools. External Communication: Tools, reach and Production techniques of- Corporate Brochure and films, Institutional, Corporate, Advocacy Campaigns, Exhibitions. Dealing with Media /Functioning of Media: Organizing Press Conferences & Press visits, Crisis - dealing with the unexpected, Special events, how they are planned and organized

Unit IV

Role of Writing in PR: Press Releases & Press Communiqué, Backgrounders, Feature Writing, Rejoinder Writing, Writing for electronic Media, Speech writing for corporate Executives

Unit V

PR Emerging Challenges: Role of PR in National, international issues concerning humankind-some specific case studies, PR for generating social awareness about evils besetting society, Building Image of India abroad, Choice of Media for Relating to Indian masses, Role of traditional Media about social /national issues, Community PR, Accountability in PR, The Public Relations Professional, Role of Training, Personality, Presentation style and technique

References

1. Sachdeva, Iqbal. S. Public Relations: Principles and Practices; New Delhi: Oxford University Press.
2. Jefkins, Frank. Public Relations for your Business; New Delhi: Excel Books.

3. Banik, G. C. Effective Public Relations in Public and Private Sector; Bombay: Jaico Publishing House.

DDCM 1004 INDUSTRIAL APPLICATION PROJECT

The Industrial Application Project is an essential requirement and integral part of the curriculum for successful completion of the programme. The project aims at developing insight and capabilities in the students for in depth study, research, interpretation, and analysis on a particular chosen/allotted topic.

During the tenth semester, every student of Dual Degree Course in Management (BM, MAM) is required to undertake an Industrial Application Project work as a group task which is of interdisciplinary problem centred nature under the guidance and supervision of a member of the faculty and the report on the same has to be submitted to the University. The contact hours required for the completion of the project work is notionally fixed at 45 days distributed over a continuous period of Six months. Students shall be deputed for the project work immediately after the completion of the IX semester examination. The project work and Report will be evaluated for 200 marks. There will be internal and external valuation for the project work and report. The internal valuation for 80 marks will be conducted by a college committee consists of three senior faculty members and/or respective guide constituted by the Head of the Institution headed by the most senior. The external evaluation for 120 marks will be conducted by examiners duly appointed by the University for the purpose. 40 marks will be awarded for viva voce and 80 marks for the project totalling to 120 marks.

Selection of Project Topic:

Project topic has to be selected with respect to the major specialization chosen by the student. Title of the project should clearly specify the objective and scope of the study. It should be specific and neither too vague nor centralistic. Project Work should be either a Field Survey study, Comprehensive Case study on the functioning of a business organization, Inter-organizational study, application of optimization techniques for business decisions, computer systems development for business operations. After collecting the necessary information from primary and secondary sources, frequent visits to select companies / organizations and administering questionnaire / Interview schedules, if any, the students are advised to discuss with their Project Guides for necessary directions on how to analyze the data. Based on the Project Guide's advice, carryout necessary tabulation of data, application of statistical tools, testing of hypotheses if any, and then prepare a plan of chapterization to prepare a Project report.

Project Report:

Chapter I: Introduction to the study

The contents of this chapter are:

1. Background of the problem
2. Introduction to the company
3. Brief introduction to the research methodology:

- a. Objectives of the study, Methodology and Sample selection, Research Design, Period of the study, sources of data, tools of data collection, Statistical analysis, broad hypotheses put for testing, limitations, etc.
4. Scope of the study
5. Limitations of the study
6. Chapterisation

Chapter II: Literature Review

Minimum of 25 quotes from the subject of study

Chapter III Analysis & Discussion

This chapter should contain a logical presentation of the empirical results after completing the data analysis. This should contain neatly tabulated results, results of Hypotheses tested, graphs and figures, if any, along with necessary interpretation. A comparison of results with earlier studies may add novelty to the work. A detailed discussion on the basis of results of analysis should be given in this Chapter.

Chapter V: Summary, Conclusion and Recommendations

This chapter should focus on broad observations made by the study against each objective specified in the 1st Chapter. All observations should neatly be bulletined along with suitable captions. This chapter should also give a brief list of conclusions drawn by the study and then provide necessary suggestions for the policy makers / managers on future course of corrective action.

Bibliography

Each reference should give the details as per APA style.

Annexure

Every Project Report should contain necessary annexure wherein the Proforma of Questionnaire / Interview Schedule should be enclosed in original. The thesis must be organized as above has to be neatly typed (with one and half line space) and submitted in hard bound form. You may type only one side of the page. Use only A4 size paper and the report may be within the range of 150 -200 pages.

DDCM 1005 COMPREHENSIVE VIVA-VOCE

The students will have to attend a comprehensive viva voce examination for 100 marks. This is done to assess the students of their understanding of the concepts, theories, knowledge assimilation, skill development and application in real life situations. This will encompass all the subjects studied by the student during the two year period. The University will decide among the external examiners and constitute a board for conducting the comprehensive viva voce examination along with project viva voce examination. If any candidate secures less than 50 marks in the comprehensive viva voce examination, he/she needs to attend the same during the next year. He/she will be given a total of three chances to clear the same.

LIST OF ELECTIVE SUBJECTS:

Students are allowed to specialize in one functional area or two functional areas with a condition that in an institute there should be a minimum of 10 students opting for a subject. If a student is opting for two functional areas, he/she has to study equal number of elective subjects from each specialization in VIII, IX and X Semesters.

| SEMESTER VIII | SEMESTER IX | SEMESTER X |
|--|---|---|
| <p>INTERNATIONAL BUSINESS: 8I1 INTELLECTUAL PROPERTY RIGHTS AND PATENTS 8I2 INTERNATIONAL TRADE POLICIES AND PROCEDURES 8I3 INTERNATIONAL BUSINESS INSTITUTIONS AND AGREEMENTS</p> <p>FINANCE: 8F1 INTERNATIONAL FINANCE 8F2 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT 8F3 MANAGEMENT OF FINANCIAL SERVICES</p> <p>HUMAN RESOURCE MANAGEMENT: 8H1 INDUSTRIAL RELATIONS AND LABOUR LAWS 8H2 PERFORMANCE MANAGEMENT 8H3 STRATEGIC HUMAN RESOURCE MANAGEMENT</p> | <p>INTERNATIONAL BUSINESS: 9I1 GLOBAL SOURCING AND BUSINESS DEVELOPMENT 9I2 INTERNATIONAL HUMAN RESOURCE MANAGEMENT 9I3 INTERNATIONAL LOGISTICS MANAGEMENT 9I4 INTERNATIONAL ECONOMICS 9I5 INTERNATIONAL MARKETING</p> <p>FINANCE: 9F1 CORPORATE FINANCE 9F2 WORKING CAPITAL MANAGEMENT 9F3 FINANCIAL DERIVATIVES 9F4 MANAGEMENT ACCOUNTING SYSTEMS 9F5 BANK MANAGEMENT</p> <p>HUMAN RESOURCE MANAGEMENT: 9H1 ORGANIZATIONAL DYNAMICS 9H2 ORGANISATION CHANGE AND DEVELOPMENT 9H3 TRAINING AND DEVELOPMENT 9H4 HUMAN RESOURCE COUNSELLING 9H5 REWARD MANAGEMENT</p> | <p>INTERNATIONAL BUSINESS: 10I1 INTERNATIONAL CONSUMER AND INDUSTRIAL BUYER BEHAVIOR 10I2 INTERNATIONAL BUSINESS NEGOTIATIONS 10I3 FOREIGN EXCHANGE MANAGEMENT</p> <p>FINANCE: 10F1 COMMODITIES MARKETS 10F2 MANAGEMENT CONTROL SYSTEMS 10F3 STRATEGIC FINANCIAL MANAGEMENT</p> <p>HUMAN RESOURCE MANAGEMENT: 10H1 HUMAN RESOURCE PLANNING 10H2 HUMAN INFORMATION SYSTEMS 10H3 HRD SCORE CARD</p> |

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| <p>MARKETING: 8M1 BRAND MANAGEMENT 8M2 RETAIL MARKETING 8M3 MARKETING RESEARCH</p> <p>SYSTEMS: 8S1 SYSTEM ANALYSIS AND DESIGN 8S2 ENTERPRISE RESOURCE PLANNING 8S3 SOFTWARE ENGINEERING</p> <p>OPERATIONS: 8O1 SUPPLY CHAIN MANAGEMENT 8O2 TOTAL QUALITY MANAGEMENT 8O3 PURCHASING AND MATERIALS MANAGEMENT</p> | <p>MARKETING: 9M1 SERVICES MARKETING 9M2 CONSUMER BEHAVIOR 9M3 RURAL MARKETING 9M4 BUSINESS TO BUSINESS MARKETING 9M5 MARKETING RESEARCH</p> <p>SYSTEMS: 9S1 SOFTWARE QUALITY MANAGEMENT 9S2 INTERNET PROGRAMMING AND WEB DESIGN 9S3 MANAGEMENT SUPPORT SYSTEM 9S4 SOFTWARE PROJECT MANAGEMENT 9S5 DATABASE MANAGEMENT SYSTEM</p> <p>OPERATIONS: 9O1 OCCUPATIONAL HAZARDS AND INDUSTRIAL SAFETY 9O2 TECHNOLOGY MANAGEMENT 9O3 SERVICE OPERATIONS MANAGEMENT 9O4 OPERATIONS STRATEGY 9O5 PRODUCTIVITY MANAGEMENT</p> | <p>MARKETING: 10M1 INTEGRATED MARKETING COMMUNICATION 10M2 SALES AND DISTRIBUTION MANAGEMENT 10M3 CUSTOMER RELATIONSHIP MANAGEMENT</p> <p>SYSTEMS: 10S1 PLANNING AND IMPLEMENTATING IT STRATEGIES 10S2 BUSINESS PROCESS REENGINEERING 10S3 ELECTRONIC COMMERCE AND INTERNET MARKETING</p> <p>OPERATIONS: 10O1 LEAN MANUFACTURING 10O2 ADVANCED MAINTENANCE MANAGEMENT 10O3 WORLD CLASS MANUFACTURING</p> |
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INTERNATIONAL BUSINESS ELECTIVES:

8I1: INTELLECTUAL PROPERTY RIGHTS AND PATENTS

This objective of this course is to introduce the students about intellectual property rights and patents and its influence on business worldwide.

Unit I

Historical perspective – WIPO – international treaties – Paris and Berne conventions - WTO – multilateral agreements - TRIPS – India and TRIPS – Issues and challenges – benefits - criticisms

Unit II

Key forms of IPR – patents – copyrights - trademarks – industrial designs – layout designs of ICs – geographical indications – trade secrets – plant varieties

Unit III

IPR and legislations - Indian Trademarks Act 1999 – The Copyrights (Amendment) Act 1999 – Geographical Indications of Goods (Registration and Protection) Act 1999 – Semiconductor Integrated Circuit Layout Design Act 2000 - The Industrial Designs Act 2000 - Protection of Plant Varieties and Farmer's Rights Act 2001 - Biological Diversity Act 2002 - The Patents (Amendment) Act 2005

Unit IV

Impact of IPRs on developing countries in general and India in particular – impact on agriculture - biopiracy - impact on pharmaceutical companies – public health programmes – SMEs

Unit V

Procedure for registering IPRs - role of government – Department of Industrial Policy and Promotion - major agencies for administering IPRs - enforcement mechanism – Intellectual Property Appellate Board

References

1. Balassa, Bela. (1961) Theory of Economic Integration; Homewood, IL: Richard. D. Irwin.
2. Krugman, P. R., & M, Obstfeld. (2006) International Economics: Theory and Policy; Boston: Pearson,
3. Cherunilam, Francis, International Economics; New Delhi: Tata McGraw-Hill Publishing Company Ltd.

8I2: INTERNATIONAL TRADE POLICIES AND PROCEDURES

The objective of this course is to acquaint the students with the fundamentals of international trade policies and procedures.

Unit 1

India's Foreign Trade and Investments: Pattern and structure of India's foreign trade; Terms of trade; Foreign investment flows; India's balance of payments account and correction policies.

Unit II

Policy Framework and Promotional Measures: India's foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs.

Unit III

EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and documentation. EXIM Policy Framework: Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; getting started in export business. Legal framework in India – FEMA- Origin and objectives, Main provision of FEMA and FEDAI

Unit IV

International Trade Terms: Trade contract and trade terms; DA Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Export Payment Terms: Credit risk management and payment terms; Main features of payment terms -Advance payment, open account, documentary credit – Documentary bills for collection –DP and DA; UCPDC.

Unit V

Credit Risk Management: Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements. Excise duty – Definition, rationale, stages of levying and collection; Type of duties.

References

1. Hazari, R. Bharat. International Trade: Theoretical Issues; London and Sydney: Croom Helm.
2. Mannur, H. G. International Economics; New Delhi: Vikas Publishing House.
3. Ministry of Commerce, Handbook of Procedures, Volumes I and II; New Delhi: Government of India.
4. Ram, Paras. Exports: What, Where and How?; New Delhi: Anupam Publications.

813 INTERNATIONAL BUSINESS INSTITUTIONS AND AGREEMENTS

The objective of this course is to equip the student with policy and practice skills related to international business. Upon completing this course, the student will be able to understand the intricacies of running business across the political territories. She/he would also get an insight in to the policy environment in India regarding the international business.

Unit 1

International Economic System: Feature of International monetary system; Role of IMF and World bank in relation to international business; WTO –structure, role and critical assessment; UNCTAD – structure and present status.

Unit II

International Trading Agreements: Agreement on Textiles and Clothing, GSP, GSTP and other international agreements and treaties.

Unit III

Regional Economic Integration: Free trade area, customs union and common market; Regionalism vs.multilateralism; Structure and functioning of EU, ASEAN and SAARC.

Unit IV

MNCs & Joint Ventures: Multinational Corporations: Issues in investment, technology transfer, pricing and regulations, International collaborations and strategic alliances.

Unit V

Joint Venture as a mode of international business; Joint ventures in India; Indian Joint Ventures abroad.

References

1. Daniel, John. D., Radebaugh, Lee, H., & Sullivan, Daniel. P. International Business: Environment and Operations; New Jersey: Prentice Hall.
2. Griffin, Ricky W., & Pustay, Michael. W. International Business: A Managerial Perspective; New Jersey: Prentice Hall.
3. Hill, Charles. W. L. International Business: NewYork: McGraw Hill Company

911: GLOBAL SOURCING AND BUSINESS DEVELOPMENT

The objective of this course provides exposure to global sourcing and business development and imparts international perspective to business decisions.

Unit I

Global Sourcing – procuring from all over the world: Meaning, Opportunities and Challenges in Global Sourcing – Differences between Global Sourcing and other sourcing Strategies - Global Sourcing Process – examples of successful companies profiting from Global Sourcing – General conditions required for efficient Global Sourcing.

Unit II

The most attractive regions for international procurement: important criteria when selecting country – Significant tools for country assessment – sourcing market: China, India, and Eastern Europe.

Unit III

Global Sourcing as a profit booster – products suitable for Global Sourcing – Positioning the purchasing department for Global Sourcing – Operational procurement – Strategic procurement management – Clear decision for or against Global Sourcing – Product specification for comparable offers – Suitability for various countries for various products – Search for finding optimal supplier – supplier information for Global Sourcing – Procurement, Controlling.

Unit IV

Legal aspects of Global Sourcing – basic elements of Global Sourcing contract - Significance of Global Sourcing of the UN convention on contracts for the international sale of goods – Agreements on default – payment terms – securities – Enforcement of claims in International Business – Assessment of country and debtor risk.

Unit V Profitable growth and increasing the shareholder value through Global Sourcing - Global Sourcing as a growth booster – Global Sourcing as a value enhancement instrument for private equity houses – Positive effects of Global Sourcing on shareholder value.

References

1. Gerd, Kerkhoff. Global Sourcing: Opportunities for the future China, India, Eastern Europe - How to Benefit from International Procurement; Weinheim: Wiley - VCH.
2. Borstelmann, Kai. Global Sourcing: An International Procurement Strategy for the Emerging Markets of Eastern Europe and Asia; Saarbrücken, Germany: VDM Verlag.
3. Wolfgang, Schneid, Global Sourcing - Strategic Reorientation of Purchasing; Santa Cruz, USA, GrinVerlag Publication.

9I2 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

The objective of the course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations.

Unit I

HR and Global Business Challenge -The differences between domestic and international Human Resources - The Various perspectives and approaches of International Human Resource Management.

Unit II

The role of cultural understanding - Culture and HR functions in a global subsidiary Planning Recruitment and Selection, Staffing Policies, Performance Management of international employees, Performance Appraisal in a global context. Recent innovative methods in HRM.

Unit III

Orienting and training employees for global assignments – approaches to training - Integrating business strategy with international training & development. Compensation-.various approaches – Factors affecting compensation systems. Benefits – The adjustments and incentives.

Unit IV

ILO and International Labor Relations – Key issues, Various Agreements International Labour standards, Safety and fair Treatment, Repatriation: Process, Problems and Solutions.

Unit V

MNC's and HR Policies. Human Resources Practices and Programs adopted in USA, EUROPEAN and Major Asian countries (Japan, China and India).

References

1. Dowling, P. J., & Welch, D. E. International Human Resource Management; London: Cengage Learning.
2. Randal, Schuler., & Susan, Jackson. Managing Human Resources in Cross-Border Alliances; Rutledge Taylor & Francis Publication.
3. Pawan, Budhwar. Managing Resources in Asia-Pacific; Rutledge Taylor & Francis Publication.
4. Paul, Sparrow., Chris, Brewster., & Hillary, Harris. Globalizing Human Resource Management; Rutledge Taylor & Francis Publication.
5. P, L, Rao. International Human Resource Management; New Delhi: Excel Books.

9I3 INTERNATIONAL LOGISTICS MANAGEMENT

This objective of this course is intended to make the student understand the physical distribution issues in international marketing in detail with focus on logistics.

Unit I

Marketing Logistics: Concept, objectives and scope; System elements; Relevance of logistics in international marketing; International supply chain management and logistics; Transportation activity – internal transportation, inter-state goods movement; Concept of customer service.

Unit II

General Structure of Shipping: Characteristics, liner and tramp operations; Code of conduct for liner conferences; Freight structure and practices; Chartering principles and practices; UN convention on shipping.

Unit III

Developments in Ocean Transportation: Containerization; CFS and inland container depots; Dry ports; Multi-modal transportation and CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents, Ship owner and shipper consultation arrangements.

Unit IV

Air Transport: Air transportation - total cost concept, advantages, freight structure and operations; Carrier consignee liabilities.

Unit V

Inventory Control and Warehousing: Inventory management – concepts and application to international marketing; Significance and types of warehousing facilities; Total cost approach to logistics.

References

1. D, M. Lambert., & S, R. James. Strategic Logistic Management; New Delhi: Tata McGraw Hill.
2. G, Raghuram. Shipping Management: Cases and Concepts; New Delhi: Macmillan Publishers India Ltd.
3. Sherlock, Jim. Principles of International Physical Distribution; Oxford, UK: Wiley Blackwell.

9I4 INTERNATIONAL ECONOMICS

The basic purpose of this course is to give the students an in-depth knowledge of the theory and practice of international economics.

Unit I

Introduction: International Economics- meaning, Scope & Importance Inter-regional and international trade. Importance of International Trade. Theoretical Aspects of Economic Integration: Free trade area, customs union and common market; Theory of customs union; Trade creation and Diversion effects.

Unit II

Theories of International Trade. Theory of Absolute Cost Advantage, Theory of Comparative Cost Advantage. Intra-Industry Trade. Gains from Trade, Measurement of gains, static and dynamic gains. Terms of trade – Importance & Types, Detrainment's of Terms of trade, Causes of unfavorable terms of trade to less developed countries.

Unit III

Trade policy & Exchange Rate, Free trade policy - case for and against, Protections – case for and against, Types of Tariffs and Quotas, Determination of Exchange rate, Fixed & Flexible Exchange Rate- Merits & Demerits.

Unit IV

Balance of Payments, Balance of trade and Balance of payments;- Concepts and Components Equilibrium and Disequilibrium in Balance of Payments; Causes and Consequences, Measures to correct deficit in the Balance of Payments. International Monetary System, Devaluation; - Merits, Demerits and Limitations, Foreign Trade Multiplier; - Concept and Limitations, IMF, World Bank – Objectives, Functions & Performance.

Unit V

Foreign Trade in India, Recent changes in the composition and direction of foreign trade; Causes and Effects of persistent deficit in the Balance of Payments; Measures adopted by the Government to correct the deficit after 1991; WTO & India Export Promotion measures, Partial and Full convertibility of Indian Rupees, Export Promotion – Contribution of SEZ Foreign Trade policy 2009, Role of Multinational Corporations in India.

References

1. Krugman, P. R., & M, Obstfeld. International Economics: Theory and Policy; Boston: Pearson international Edition.
2. D, Salvatore. International Economics; New Delhi: Wiley India.
3. Cherunilam, Francis. International Economics; New Delhi: Tata McGraw-Hill Publishing Company Ltd.

9I5 INTERNATIONAL MARKETING

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Unit I

Nature, importance and scope of international marketing International market orientation and involvement, International marketing management process – an overview. Influence of physical, economic socio - cultural, political and legal environments on international marketing, operations; Scanning and monitoring global marketing environment; International marketing information system.

Unit II

International Market Segmentation and Positioning; Screening and selection of markets; International market entry strategies. International Product Planning: Major Product and Services decisions. Product standardization vs. adaptation; Managing product line; International product life cycle; New product development.

Unit III

Pricing for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing. International Distribution Decisions: Distribution channel strategy- International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics inventory management transportation, warehousing and insurance.

Unit IV

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

Unit V

International Marketing Planning, Organising and Control: Emerging trends in International Marketing; International Marketing through Internet; Ecological concerns and International Marketing ethics.

References.

1. Cateora, Phillip. R., & Grahm, L. John. International Marketing; Boston: Irwin McGraw Hill.
2. Paul, Justin., Kapoor, Ramneek. International Marketing; New Delhi: Tata McGraw Hill.
3. U, C. Mathur. International Marketing: Text and Cases; New Delhi: Sage India.
4. R, Srinivasan, International Marketing; New Delhi: Prentice Hall India.

1011 INTERNATIONAL CONSUMER AND INDUSTRIAL BUYER BEHAVIOUR

The basic objective of this course is to develop and understanding about the consumer decision-making processes and its applications in marketing function of international firms.

Unit I

Consumer Behaviour Theory and its Application to Marketing Strategy; Consumer Buying Process: Extensive, Limited and Routine Problem Solving Behaviours.

Unit II

Internal Determinants of Buying Behaviour: Individual differences among customers and markets segmentation; Needs, motivation and involvement; information processing and consumer perception; Learning; Attitudes and attitude Change; Personality and psychographics (values and life style analysis).

Unit III

Models of Consumer Behaviour; Organisational Buying Behaviour: Process, Influence and model.

Unit IV

Cross-Cultural: Consumer and Industrial Buying Behaviour; Economic Demographic and socio-cultural trends and consumer behaviour; Globalisation of consumer markets and international marketing implications.

Unit V

Innovation Diffusion and Consumer Adoption Process; Diffusion of Innovation Across Nations/Cultures; Consumer Satisfaction and Other Feedbacks; Cross-Cultural Consumer Research – Complexities and issues.

References

1. Assael, H. Consumer Behaviour and Marketing Action; New Delhi: Thomson.
2. Engel, James. F., Roser, D. Blackwell., & Paul, W. Miniard. Consumer Behaviour; New Delhi: Tata Mc-Graw Hill.
3. Hoyer, Wayne. D., & Deborah, J. Macinnis. Consumer Behaviour; Boston, New York: Hongnton Mifflin Company.
4. Schiffan, Leon. G., & Kanuk, Lealie. Lazar. Consumer Behaviour, New Delhi: Prentice Hall of India Pvt. Ltd.

1012 INTERNATIONAL BUSINESS NEGOTIATIONS

The objective of this course is to develop an appreciation of effective management of business negotiations and to enable the students to meet business negotiation challenges in the international business.

Unit I

Nature of International Business Negotiations: Framework for international business negotiations - Background factors - Impact of national culture, organizational culture and personality on buyer-seller interaction – a model of the negotiation process with different strategies and planning – Distributive bargain and integrative negotiations.

Unit II

Cultural aspects of International Business negotiation. Role of culture, patterns of cross-culture behavior and communication. Importance of understanding the negotiating conventions and expectations between foreign counterparts. Comparative and inter-cultural studies of negotiating behavior.

Unit III

Inter-firm negotiation studies: buyers' negotiating strategies in international sourcing, negotiating sales, export transaction and agency agreements. Negotiating licensing agreements, negotiating international joint ventures, projects. Cooperative negotiation for mergers and acquisitions.

Unit IV

Frameworks and support for international business negotiations: multinational, bilateral trade agreements, government supported trade delegations, international trade fairs, international trading houses, industry associations.

Unit V

Ethics in negotiations. Differences from an ethical perspective of the importance of relationship development, negotiating strategies, decision making methods, contracting practices, illicit behaviours such as bribery. Best practices in negotiations, business etiquette. Personality and negotiation skills.

References

1. Claude, Cellich., & Subhash, Jain. Global Business Negotiations: A Practical Guide; Mason, Ohio: South - Western Educational Publishing.
2. Pervez, N. Gauri., & Jean, Claude. Usunier. International Business Negotiations; Oxford: Elsevierltd.
3. Leigh, L. Thompson. Negotiation Theory and Research; UK: Psychology Press Ltd.

10I3 FOREIGN EXCHANGE MANAGEMENT

This course is designed to equip the student with policy and practice skills related to international business. Upon completing this course, the student will be able to understand the intricacies of running business across the political territories. He/She would also get an insight in to the policy environment in India regarding the international business.

Unit 1

Exchange rate mechanism and arrangement; International money and capital markets; Foreign investment flows – Pattern, structure and effects.

Unit II

Movements in foreign exchange and interest rates and their impact on trade and investment flows; Pricing of international transfers and investments

Unit III

Authorised dealers and Money changers, Interbank transactions, mode of calculation of exchange rates for spot and future contracts

Unit IV

Modes of payment for import; Currency swaps and home country currency payments.

Unit V

Foreign exchange loans for exporters and importers

References

1. Thomas, Samuel. Evelyn. The Principles and Arithmetic of Foreign Exchange; London: Macdonald & Evans.
2. S, Jeevanandam. A Brief Course on Foreign Exchange Arithmetic; New Delhi: Sultan Chand & Company.

FINANCE ELECTIVE SUBJECTS:

8F1 INTERNATIONAL FINANCE

The objective of this course is to provide the students an overall view of the international financial system and how multinational corporations operate.

Unit I

Fundamentals of foreign exchange - need for foreign exchange - definitions - international trade and foreign exchange - gains from international trade - international finance - gains from international capital flow - globalization of markets.

Unit II

Exchange rate mechanism - types of exchange rates- factors affecting exchange rates and forward rates - types of quotation - rules for quoting exchange rate regime in India - evolution, development and present status - theories of exchange rate determination - exchange rate forecasting.

Unit III

International Monetary System - Gold Standard - Bretton Wood System and Subsequent International Monetary Developments - Floating Rate Regime - Role and Functions of International Monetary Fund and World Bank - European Monetary system and Euro Balance of Payment - India's Balance of Payment position - Elements of open Economy. Capital and Current Account Convertibility - Fundamental parity relations - purchasing power parity covered and uncovered - Interest Rate parity - International Fisher Effect.

Unit IV

International Financial Markets - Segments, Participants and Dealing Procedures - Classification of Markets - Borrowing and Investing in International Financial Markets. Instruments and Institutions - Foreign Exchange Market in India - Evolution and Development - Major Centres - Classification - Interbank and Customer Markets - Regulatory and Supervisory Framework - Role of RBI and FEDAI - FEMA and Exchange Control Regulations.

Unit V

Foreign Exchange Risk Management - Defining and Measuring Risk and Exposure - Types of Exposures - Accounting of Foreign Exchange Transactions - Hedging, arbitrage and Cover Operations - Hedging with Foreign Exchange Contracts - Booking, Early Delivery, Extension and Cancellation of Forward Contracts - Inter Bank Dealings - Swaps and Cover Operations - Forex and Money Market Operations - Currency and Funds Position - Foreign Exchange Dealings and Risk Management - Risk Control and Risk Management System - Hedging with Derivatives - FRAs Swaps Futures and Options.

References

1. Levi, Maurice. D. International Finance; New Delhi: McGraw Hill.
2. Apte, P. G. International Financial Management; New Delhi: Tata McGraw Hill.
3. Pilbeam, Keith, International Finance; New Delhi: McMillan Press.
4. Madura, Jeff. International Financial Management; New Delhi: Thompson.

8F2 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

The objective of this course is to give the students an in-depth knowledge of the theory and practice of investment decision making process and portfolio management.

Unit I

Introduction to investments - Nature and scope of investment decision - investment planning & policy, investment process – Investment alternatives - Govt. Securities - Money market instruments - equity bonds- mutual funds model derivative instruments - futures - options - commodity futures, index futures - stock futures - hedge funds. Risk and return, Asset allocation and security selection. Impact of fiscal & monetary policy on investments, comparison of investment products.

Unit II

Operations of Indian stock market and Bond markets, new issue market - Book building process - listing - secondary market - online trading - dematerialisation - Depository services - Mechanics of investing - mutual fund types - performance evaluation.

Unit III

Valuation of fixed income securities - Bond valuation and yields - Bonds duration and yield analysis - Term structure theories-Common stock valuation - different valuation models - dividend and value of options, discounted cash flow models, pricing, earnings rating, valuation of options. Binomial option pricing model - Black scholes option model.

Unit IV

Security Analysis - Fundamental Analysis - Economic Analysis - Industry analysis - company analysis measuring earnings, forecasting earnings, applied valuation technical analysis – theory – flow theory, efficient market hypothesis.

Unit V

Portfolio-Introduction - Markowitz portfolio theory - mean variance criterion (MVC) - Nature of investment risk - MVC and portfolio selection - portfolio of two risky securities - AS security portfolio - Application of market model in portfolio construction, CAPM, APT - constructing the efficient frontier - constructing the optimum portfolio - portfolio performance evaluation.

References:

1. Fisher, Donald., & Jordan, Ronald. Security Analysis & Portfolio Management; New Delhi: Prentice Hall of India.
2. Francis, Jack. Clark. Investment Analysis and Management; New York: McGraw Hill.
3. Chandra, Prasanna. Investment Management; New Delhi: Tata McGraw Hill.

8F3 MANAGEMENT OF FINANCIAL SERVICES

This course is intended to familiarise the students with the various financial services and their role in the financial system.

Unit 1

Overview of Financial services sector – Characteristics of Financial services – role of financial services sector in the Economy – Institutional Framework of Indian financial system - Role and Functions of NBFCs, RBI guidelines on NBFCs.

Unit II

Merchant banking: functions of merchant bankers – SEBI guidelines on merchant bankers. Leasing-Types: Hire purchase.

Unit III

Factoring: concept, mechanism, types of factoring, benefits and functions of factoring – factoring Vs Forfeiting, Factoring Vs Bills Discounting – Factoring; International and Indian scenario. Depositories – mechanism and functions – credit cards and retail financing.

Unit IV

Mutual funds: concept – functions – types of funds – constitution of mutual funds – SEBI regulation of AMCs – Evaluating mutual fund performance. Asset securitisation.

Unit V

Credit rating: features and advantages – credit rating process. Venture capital: meaning – origin and growth of venture capital – stages of venture capital financing – venture capital industry in India.

References

1. Shanmugham, R, Financial Services; New Delhi: Wiley India Pvt. Ltd.
2. Khan, M.Y. Financial Service. New Delhi: Tata McGraw Hill Publication Limited.
3. Bhole, L. M., & Jitendra, Mahakud. Financial Institutions and Markets: Structure, Growth and Innovations; New Delhi: Tata McGraw Hill Publication Limited.

9F1 CORPORATE FINANCE

This course introduces to the students a broad range of financial restructuring techniques that can be applied to improve business performance and help illustrate how various corporate restructuring approaches may be used to increase firm value and highlight characteristics of potential candidates for different restructuring techniques

Unit I

Corporate restructuring: meaning, need, scope, and model of restructuring, global and national scenario. Mergers and Acquisition: Motives behind M&A -rationale behind expansion and diversification through M&A; Merger – types and characteristic, major types of mergers – managerial & financial synergy of mergers, role of industry life cycle.

Unit II

Theories of Mergers: Efficiency theories and non-efficiency theories- Valuation of shares and firm : Valuation approaches – DCF valuation models and FCF models-FCFF and FCFE, estimation of terminal value, (DCF under different growth rates) relative valuation using different ratios and multiples, valuing operating and financial synergy, corporate control and LBO.

Unit III

Takeover Defenses: Financial defensive measures, coercive offensive defense, Anti-take over amendments, poison pill defense.

Unit IV

Revival and Restructuring of Sick Companies: The problem of sick industries and their survival with special reference to the law relating to sick industrial companies. Corporate de-mergers / splits and divisions- Difference between de-merger and reconstruction, modes of de-merger – by agreement, under scheme of arrangement by voluntary winding up; tax aspects, tax reliefs, reverse- merger, Indian scenario.

Unit V

Procedural & Legal Aspects Relating to Merger and Acquisition and Takeovers: SEBI guidelines, documentation, taxation, economic and financial aspects- Post-merger re-organization: Accomplishment of objectives- Criteria of success, profitability, gains to share holders; Post-merger valuation, measuring post-merger efficiency, factor in post-merger reorganization.

References

1. Brealey, Richard., & Myres, Stewart. C. Principles of Corporate Finance; New Delhi: Tata McGraw-Hill Publishing.
2. Pike, Richard., and Neale, Bill. Corporate finance and investment: Decisions and strategies; New Delhi: Prentice-Hall of India Pvt Ltd.

9F2 WORKING CAPITAL MANAGEMENT

This course aims to acquaint the students with concepts and various aspects of working capital management.

Unit I

Concept and meaning of working capital – Liquidity and profitability – identification of factors affecting working capital requirements – theories of working capital- Approaches to estimation of working capital – operating cycle approach.

Unit II

Management of inventories – determination of optimum inventory – Inventory management techniques – Levels of inventory.

Unit III

Overview of management of receivables – credit and Collection policy – Credit standards – Credit terms – Credit analysis – management of payables – Maturity matching.

Unit IV

Management of cash – Accelerating cash inflows – Managing collections – Concentration banking – Control of disbursements – models for determining optimum level of cash – inventory model, stochastic – Cash budgeting.

Unit V

Sources of working capital finance – Long term – Short term.

References

1. I M Pandey, Working Capital Management, Vikas Publication, India
2. V K Bhalla ,Working Capital Management, Vikas Publication, India
3. Krish Rangarajan, Anil Mishra, Working Capital Management –Excel Publication, New Delhi.
4. Satish P Mathur, Working Capital Management & Control- New Age Publication,New Delhi.

9F3 FINANCIAL DERIVATIVES

The objective of this course is to make the students understand the ways of adopting existing financial Instruments and processes like options and futures to the changing world.

Unit I

Derivatives Markets – Forwards, Futures, Options, Swaps – Role of Derivatives Markets - Linkages between spot and Derivatives Markets – Criticisms of Derivatives Markets- evolution of derivatives in India vis a vis other countries.

Unit II

Forward and Futures: Market Structure – Types of Future Contracts – Pricing principles – Futures Hedging strategies- Options markets – Options pricing principles, Binomial Models – Black-Scholes Model, Option Strategies.

Unit III

Currency Derivatives: Currency forwards - Currency futures - Currency options - Pricing - Trading Strategies- Interest Rate Derivatives - Interest Rate Futures - Forward Rate Agreements - Swaps - Options - Swaptions - Term Structure and pricing principles - Trading Strategies

Unit IV

Debt Markets and Equity-related Instruments - Fixed Rate and Floating Rate Instruments – Adjustable Rate Mortgages – Zero Coupon securities – collateralized Mortgage Obligations – Junk Bonds – Equity options – Equity warrants – Pooled Investment Vehicles – Index futures and Index options

Unit V

Hybrid Securities-Interest Rate / Foreign Exchange Hybrid – Interest Rate / Equity Hybrid – Currency /Commodity Hybrid – Rationale for Hybrid Securities- Asset Liability Management- Foundation concepts – Margin Managements Spread Lock Strategy – Gap Management Strategy – Total Return Optimisation- Ethical aspects

References

1. John C Hull, Fundamentals of Futures and Options Markets, Pearson, Seventh Edition.
2. Elton Edwin J and Gruber Martin J, Modern Portfolio Theory and Investment Analysis, John Wiley & Sons,
3. Russel Fuller, Modern Investments and Security Analysis, McGraw Hill.

9F4 MANAGEMENT ACCOUNTING SYSTEMS

This course introduces to the students a broad range of management accounting systems that can be applied to improve business performance.

Unit 1

Relationship between Strategy and Management Accounting – Role of cost and management accounting in strategy formulation and performance measurement –Management accounting and strategic cost management: Indian perspective – Application of new management accounting techniques in the current business environment –Techniques for profit improvement and cost reduction.

Unit II

Activity Based Costing – Implementing ABC – Activity Based Budgeting – Customer Profitability Analysis.

Unit III

Target Costing - JIT - Quality Costing - Life Cycle costing - Total Cost Maturity Model of Confederation of Indian Industry for improving cost competitiveness of Indian industry.

Unit IV

Pricing Strategies - Product pricing and Transfer Pricing - Methods of Transfer pricing -Value Chain Analysis.

Unit V

Performance Measurement Systems - The Balanced Score Card - Key Performance Indices and Critical Success Factors.

References

1. Robert, Anthony., and Vijay, Govindarajan. Management Control System; New Delhi: Tata McGraw Hill Publishing.
2. Norman .B Macintosh,Paolo Quattrone, Management Accounting and Control Systems, John Wiley and Sons, New Delhi.
3. John K Shank & Vijay Govindarajan, Strategic Cost Management - The new Tool for Competitive Advantage, Free Press.
4. Robert S Kaplan and David P Norton, Balance Score Card - Translating Strategy into Action, Harvard Business Press, New Delhi.

9F5 BANK MANAGEMENT

The objective of this course is to orient the students with a fundamental understanding of the role of banks and how they operate and to provide a framework for analysis of the various businesses.

Unit I

Evolution of Commercial Banks-Banking System-Structure of Commercial Bank-RBI Role & functions- Method of Credit Control - Banking Regulation ACT - Recent trends in Indian Banking Sector.

Unit II

Functions of Commercial Banks- Agency Services - General utility services-Credit Creation-Banker - Customer Relationship-Bankers as a trustee & an Agent-Appropriation of Payment-Right of Lien &Set off - Garnishee Order-Law of Limitation.

Unit III

Banking Technology; Electronic Banking-Core Banking –Distribution Channels- Remittance Facilities &Clearing System-Online Banking- Electronic Fund Transfer System- RTGS, SWIFT.

Unit IV

Evaluating Banking Performance - ROE Model - CAMEL Rating-GAAP Probability Analysis-Balance Score Card-Asset Liability Management - NPA - BASEL Norms.

Unit V

International Banking- Types-Offshore Banking- Bank for International Settlement (BIS)- London Inter Bank Offered Rate (LIBOR) –Bank Accounts- NOSTRO,VOSTRO,LORO, Indian Rupee & Foreign Currency Accounts- EXIM Bank – Facilities to Exporters & Importers.

References

1. IIB & F, Central Bank Management, McMillan Publishers.
2. Institute of Banking & Finance, Principles and Practice of Banking, McMillan publishers, New Delhi.
3. Muraleedharan D, Modern Banking-Theory and Practice', PHI Learning Pvt. Ltd.
4. Shekhar, K. C., & Lekshmy, Shekar. Banking Theory and Practice; New Delhi: Vikas Publication House.

10F1 COMMODITIES MARKETS

The purpose of the subject is to equip the students with the knowledge and skills required for dealing in commodities market.

Unit I

Introduction commodity derivatives : Definition of derivatives, types of derivatives- financial derivatives, and commodity derivatives, Products, Participants and functions, exchange traded V/s OTC derivatives.

Unit II

Commodity derivatives: difference between financial and commodity derivatives, global derivative exchanges, commodity exchanges in India(regional and national) commodities permitted for trading, kabra committee report, commodity specific issues, instruments available for trading, types of instruments(futures and options) types of commodity futures, basics and pay off.

Unit III

Pricing and application of commodity derivatives: investments assets V/s consumption asset, the costs of carry model, the future basis , application of commodity derivatives markets/ hedging, speculation and arbitrage.

Unit IV

Commodity stock exchanges : the NCDEX and MCX plat form – NCDEX exchange membership, rules regulation, bye-laws, types of commodities traded on NCDEX, trading on the NCDEX and MCX plat form- contract specifications, trading system, entities in the trading system, trader work station, order types and conditions, exposure limits.

Unit V

Clearing, Settlement and Risk Management: calendar and settlement schedule, Position determination settlement mechanism and price, margining final settlement and exception handling- Regulatory framework and accounting and taxation issues.

References

1. Neil C. Schofield, Commodity Derivatives: Markets and Application, Wiley
2. George A. Fontanills, Getting Started in Commodities, John Wiley

10F2 MANAGEMENT CONTROL SYSTEMS

The objective of this subject is to understand the control systems in organisations and to understand the performance measures effectively.

Unit I

Characteristics of Management Control System - Evolution of control systems in an organization - Relating system to organizational objectives - Strategic Planning, Management Control and Operational Control - Goal Congruence - Cybernetic Paradigm of Grissinger - Functions of the Controller

Unit II

Responsibility Centers - Types of Responsibility Centers - Expense Centers, Profit Centers and Investment Centers - Budgetary Control as a tool for Management Control Systems - Engineered, Discretionary and Committed Costs - Approaches to budgeting : Engineered and Discretionary costs - Benchmarking and Total Cost Management

Unit III

Transfer Pricing (Market based and Cost Based) - Related numerical problems - Return on Investment, Economic Value Added, Capital Budgeting and Ratio Analysis as a tool to management performance measurement - Management Control Systems in Service Sector vis-à-vis in Manufacturing Sector

Unit IV

Financial and Non-financial performance measures -Balanced Score Card (Rock Water's Model) - Long Range Planning - Converting corporate vision into a long-range plan - Input Output Relationship.

Unit V

Introduction to Audit Function as a control tool covering Financial Audit, Internal Audit and Cost Audit - Management Audit - Principles and Objectives- designing and implementation of control Systems

References

1. Dutta, M. Management Control Systems; New Delhi: Sultan Chand & Company Ltd.
2. Sinha, Pradip. Kumar. Management Control System: A Managerial Empasis; New Delhi: Excel Books.
3. Anthony, Robert N; Vijay Govindarajan. Management control systems: Text and Cases; New Delhi: Tata McGraw-Hill Publishing Co.
4. Saravanavel, P, Management Control Systems: Principles and Practice ; Bombay: Himalaya Publishing House.

10F3: STRATEGIC FINANCIAL MANAGEMENT

This subject will deal with financial policies and the decision making at the top level pertaining to finance.

Unit I

Financial Policy and Strategic Planning: Components of financial strategy; Objectives and goals; Strategic planning process - Meaning of SFM - costs and benefits - 9s model for SFM.

Unit II

Investments Decisions under Risk and Uncertainty: Techniques of investment decision- risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis and simulation method - Corporate strategy and high technology investments

Unit III

Expansion and Financial Restructuring: Mergers and amalgamations - corporate restructuring, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring- Reasons for Strategic Failures in mergers/acquisitions/Joint Ventures.

Unit IV

Leasing: Meaning, importance, types, tax considerations, and accounting considerations. Evaluation of lease from the point of view of lessor and lessee; Lease versus buy decision; Venture capital: Concept and developments in India; Process and methods of financing, fiscal incentives.

Unit V

Financing strategy: Hybrid securities namely convertible and non-convertible debentures, deep discount bonds, secured premium notes, convertible preference shares; Option financing, warrants, convertibles and exchangeable.

References

1. Goel, Meena. Strategic Financial Management; New Delhi: Wiley India Pvt. Ltd.
2. Chandra, Prasanna. Strategic Financial Management: Managing for Value Creation 1st Edition; New Delhi: McGraw Hill Education India Pvt Ltd.

HUMAN RESOURCE MANAGEMENT ELECTIVE SUBJECTS:

SH1 INDUSTRIAL RELATIONS AND LABOUR LAWS

This course introduces the trade unions and the industrial relations climate along with the relevant labour legislations that are needed for a human resource manager.

Unit I

Evolution of Industrial Relations: Introduction-definition-nature-evolution of industrial relations- Evolution of IR in India-origin and development of IR-context and environment of IR.-concept and organization: aspects of IR-Three actors and their roles in IR: Approaches to IR-HR Relations approach-Gandhian approach-Marxian approach and Dunlop's Systems approach.

Unit II

The state and IR policies-evolution of IR policies-National Commission on Labour & IR policy(1969)-Grievance procedure-discipline- Labour courts-Collective bargaining: concept and development-future of IR in India. Industrial unrest in India-Industrial Disputes Act 1947-objects of the Act-Important definitions: Authorities under the Act-reference of disputesettlement-strike and lock-outs-Lay off-retrenchment-unfair labour practices-standing orders-service rules-misconduct-principles of natural justice-domestic enquiry-remedial counseling.

Unit III

Trade Unions; concept and objectives-Indian Trade Unions Act 1926-participative management-forms and levels of participation-Process of negotiation-prerequisites of a collective bargaining-employee empowerment. Tripartite and bipartite bodies-Joint management council-Conciliation machinery: -mediation-arbitration-adjudication.

Unit IV

Evolutions of Labour legislation in India- Social security and welfare legislations. Concept of social security: ILO and social security-social security measures in India; Workmen's Compensation Act-1923, Employees State Insurance Act 1948, Employees Provident Fund and (Miscellaneous Provisions) Act 1952, Maternity benefit Act 1961, Payment of Gratuity Act 1972, Payment Bonus Act 1965.

Unit V

Welfare legislations: The Factories Act 1948 - Contract Labour (Regulations and Abolitions Act-1970, Kerala Shops and Commercial Establishment Act 1960, Kerala Labour welfare fund Act 1975. Functions of Labour department in Kerala officers under the Department and their duties and responsibilities.

References

1. C, B. Marmoria. Dynamics of Industrial Relations in India; New Delhi: Vikas Publishing.
2. P, C. Tripathi. Personnel Management and Industrial Relations; New Delhi: Sultan Chand and Company Ltd.
3. P, Subba. Rao. Human Resources Management & I R; New Delhi: Sultan Chand & Company Ltd.

8H2 PERFORMANCE MANAGEMENT

The objective of the course is to provide an understanding of the performance management process as well as the ability to manage performance in real world business scenario.

Unit I

Performance Management Definition concerns and scope- Features of an effective organization, performance management process. A short history of performance management - merit rating, MBO, critical technique - enter performance management.

Unit II

The essence of performance management; Performance management cycle-Deming's model and Torrington and Hall model. Performance management sequence. Principles of performance management, Benefits of performance management as a continuous and interlinked process. Performance management and Development. Learning organization – organizational learning - single and double loop learning, personnel development planning.

Unit III

Job evaluation - methods, pay structures. Graded pay structures, broad structure - job family structures- Performance management and pay-performances related pay (PRP). Competence related pay, Team pay-contribution related pay; skill based pay. Shop floor incentive bonus scheme, sales force incentive schemes, team rewards. Gain sharing, profit sharing.

Unit IV

Measuring performance, measurement issues, criteria for performance measures, Types of measure:- Organisational - team and individual-Setting performance standards: Competence and competency analysis, Methodology development and implementation, 360-degree feedback, advantage and disadvantage- Conducting performance development reviews, constructive reviews, review skills, coaching counselling, performance problem solving.

Unit V

Developing and maintaining performance management. Approach to performance management training. Evaluation and keys to success.

References

1. G, K. Suri., C, S. Venkataraman., & N, K. Gupta. Performance measurement and management; New Delhi: Excel Books Pvt Ltd.
2. R, K. Sahu. Performance Management System; New Delhi: Excel Books Pvt Ltd.
3. Udai, Preekh., & T, V. Rao. Designing and Managing Human Resource Systems, New Delhi: Oxford Publications.
4. Seema, Sanghvi. Competency Mapping; New Delhi: Response Books.

8H3 STRATEGIC HUMAN RESOURCE MANAGEMENT

The objective of this course is to develop in depth understanding of the strategic role performed by HR in business organisation and to gain insight of the alignment between different HR systems and practices and organisation outcomes.

Unit I

Business Strategy and Organizational Capability-SHRM overview-Linking HR strategy with Business Strategy-Steps in SHRM - Role of HR during Organizational Growth, Turn around, Retrenchment -Mergers and Acquisitions.

Unit II

Strategic HR Planning and Acquisition-Business Strategy and HRP-Job Analysis and SHRM - HRP Process-HRP and Outsourcing-Strategic Recruitment and Selection-IT enabled acquisition -Alternatives to hiring.

Unit III

Strategic Human Resources Development -Corporate Strategy and Career Systems-The Need for Training and Development-HRM approaches to Training and Development-Linkage between Business Strategy and Training -New Developments in Training and development.

Unit IV

Strategic Performance Management, Compensation and Employee Relations-Performance Measurement approaches-Effective performance Measurement-Compensation Reward Approaches-Trends in Top level Executive Compensation-Strategic Linkage of Performance Management and Compensation-Managing Employee Relations: Unions and Strategic Collective Bargaining.

Unit V

Global Environment of HR-Change & Diversity-Difference between Global HRM and Domestic HRM-Cross Cultural context-Strategic HR Issues in Global Assignments-Competencies of HR Professional in a SHRM Scenario.

References

1. Tanuja, Agrawal. Strategic Human Resource Management; New Delhi: Oxford Publishers.
2. Rajib Lochan, Strategic Human Resource Management; New Delhi: Excel Books.
3. Jeffery .A. Mello, Strategic Human Resource Management; New Delhi: Cengage Learning.
4. Richard, Greer. Strategic Human Resource Management; New Delhi: Pearson.

9H1 ORGANIZATIONAL DYNAMICS

The objective of this course is to understand the meaning, scope and significance of organizational dynamics, to examine the factors and issues that influence organisational effectiveness.

Unit I

Intrapersonal process- Understanding human behaviour, Self concept, Perception, Attention, Distraction, Attitude, Occupational stress, Spill over and coping, Impression management.

Unit II

Memory process and types- Intelligence, Intelligence quotient – Emotions; Emotional intelligence, Emotional quotient.

Unit III

Interpersonal process – Transactional analysis & Johari window helping process, Practical applications, Interpersonal Communication and feedback, Interpersonal styles.

Unit IV

Group and intergroup process- Group formation and group process, Group Dynamics, Group cohesiveness – Team development and team functioning, Conflict collaboration and competition, Sensitivity training.

Unit V

Organizational process- An overview of major concepts on emerging trends-power, politics, authority, Integration and control, Organizational climate and culture, Organizational effectiveness.

References

1. VSP Rao, Organizational Behaviour: Excel Books.
2. Stephen.P.Robbins, Organizational Behaviour: Prentice Hall.
3. P.G. Aquinas, Organizational Behaviour: Concepts, Realities, Applications and Challenges, Excel Books.
4. Clifford, T. Morgan., Richard, A. King., John, R. Weiz., & John, Schopler. Introduction to Psychology; New Delhi: Tata McGraw Hill.

9H2 ORGANISATION CHANGE AND DEVELOPMENT

This course is aimed at providing the students with a frame work of what Change and Organisation Development is, how it works, its change techniques and what the future of Organisation Development might be.

Unit I

Nature of Change: Necessity for Change, factors affecting change, organisational factors affected by change, impact of change on structure, communicative patterns and human relations, Situational analysis and patterns of change, Learning, Training and Development - definitions, objectives and interlinkages, Basic concepts of Human Resources Development (HRD).

Unit II

Change perspectives: Different perspectives related to change; changes as a strategic management tool; change for internal re-organisation; impact of change on Human Resources Planning; Global perspectives related to change; quality consciousness as an emerging catalyst for change; cultural and climatic factors affected by change.

Unit III

Organisational transformation: Change cycles; leadership patterns and transformational strategies; resistance to change - cause and counteractive measures; reward system as an effective tool to effect and sustain changes; impact of disciplinary measures on behaviour modification; Business Process Re-engineering (BPR)

Unit IV

Organisational Development for planned change : Introduction; definition; historical development and nature of OD; focussed activities - individuals, roles, dyads, groups, inter-groups, as targets of planned change; problem area; conflict, frustration and stress - impact on behaviour and productivity, coping strategies; intra-group and inter group conflicts; major OD intervention strategies and their expected effects.

Unit V

Team intervention strategies: Team and groups; Team building interventions; leadership skills for team building; sensitivity training (T - groups); Transactional analysis; communicating skills and group dynamics; developmental activities based on simulations, role-plays and games.

References

1. Cummings, Thomas G., & Christopher, G. Worley. Organisation Development and Change; Thomson Learning.
2. W Warner Bruke, Organizational Change: Theory and Practice, Sage
3. Ramnarayan S., T.V. Rao and Kuldeep Singh, Organisation Development Interventions and Strategies; New Delhi: Response Books.
4. French, Wendell L. & Lecil H. Bell, Organisation Development; New Delhi: PHI.

9H3 HUMAN RESOURCE DEVELOPMENT

The objective of the course is to discuss the theory and principles of training as they relate to the organisational objectives and strategies. The course also emphasizes the value of developing training programmes that relate training to the overall strategy of the firm.

Unit I

Introduction to training: need for Training and Development importance of Training and development in organization. A Systematic Approach to Training & Development-Assessment phase, Training and Development phase, Evaluation Phase, Training administrations.

Unit II

Needs Assessment and Analysis:, Organizational Support for need assessment , operational analysis / Organizational analysis, requirement analysis, individual analysis. Motivational aspects of HRD : Development cycle; Reinforcement for behaviour modification- Learning theories, stages of learning, learning principles, challenges to become learning organization, trainee readiness, trainee motivation to learn, motivational theories.

Unit III

Instructional Approaches: An Overview, Traditional Instructional Approaches, modern Instructional Approaches, Internal Training Vs External Training. Training Methods- On the job- Apprenticeship., working, mentoring .Off the job- Case studies, lectures, vestibule, sensitivity, in-basket, role plays, audiovisual & other contemporary methods.

Unit IV

Training Evaluation and Measurement: Introduction to evaluation process, Introduction to criteria development, choosing criteria measures, The Evaluation of Criteria, Evaluation, Experimental Designs, quasi experimental design, Other methods of evaluation External Training Validity, Models of Evaluation., ROI on Training.

Unit V

Human resource development concept - HRD at micro and macro levels - Sub - systems of HRD - role of HRD function - concept of career – career Stages - career planning and development - need - steps in career Planning - methods of career planning and development - career development Actions and programs - career problems and solutions - guidelines for Career management. Concept of management development - need and importance.

References

1. Goldstein Irwin L, Training In Organizations - Needs Assessment, Development & Evaluation, Wordsworth Publication
2. Lynton & Parekh, Training for Development, Sage Publication
3. Robert L. Craig, ASTD Training and Development, McGraw Hill Publication
4. Dugan laird- Approaches to Training and Development, Perseus Publishing 2003
5. Rao TV , Readings in HRD, Oxford & IBH

9H4 HUMAN RESOURCE COUNSELING

The objective of the subject is to provide an overview of counseling processes and techniques as they are applicable to industry and management and also to train the students in the basic skills necessary for industrial counseling in view of organizational excellence

Unit I

Personnel Counseling: Basic Tenets, Methods & Tools- An Integrated Model- Personality and Personnel Counseling

Unit II

Self-Development of the Counsellor: Manager as a 'Barefoot' Counselor- Managers as Skilled Helpers

Unit III

Counseling Skills: Helping Relationships - Counseling Interviews, Communication Styles- Empathy and Holistic Listening - Accurate Responding and Effective Feedback

Unit IV

Counseling Interventions: Performance Counseling- Problem Performers -Problem Situations, Alcoholism, Absenteeism, Conflicts - Stress and Spillover -Employee Assistance and Personnel Counseling – Organizational framework

Unit V

Psychotherapy & Employee Counseling: Selective Integration of Modern Psychotherapies with Employee Counseling - Indian Approaches to Personnel Counseling

References

1. S Narayan Rao, Counseling & guidance; New Delhi: Tata Mc-Graw Hill.
2. Jeffrey A Kotter, Counseling theories and practices; New Delhi: Cengage Publishing.
3. Robert C Carson, Abnormal psychology; New Delhi: Tata Mc-Graw Hill.

9H5 REWARD MANAGEMENT

This course is designed to promote understand in issues related to reward in corporate sector and impart skills in designing, analysis and restructure compensation management system, policies and strategies.

Unit I

Reward: Concept, factors, Base and Supplementary reward, Wage and Salary, Wage Components - minimum wage, Fair wage, living wage, Wage Policy in India, Wage differentials, Wage Theories- Market Theories, Human Capital Theories, Bargaining Theories – Social Theories. Economic and Behavioural theories.

Unit II

Job Evaluation-nature and importance- methods, Computer aided job evaluation, Internal and external equity- Pay surveys.

Unit III

Pay structure-Types, Broad Banding, Performance Linked Compensation - Types of Incentives , Bonus, Profit sharing ,Gain Sharing , stock options, Benefits and allowances-types, Executive and shop floor level rewards, Compensating Expatriates and knowledge workers.

Unit IV

Legal framework of Wage determination Welfare Legislations, Tax Planning, Down sizing, VRS, gratuity, commutation, pension plans, Machinery for wage fixation – Wage Boards – Pay Commissions – Statutory Wage Fixation.

Unit V

Total Reward System, Components of pay, Pay structure for startup organisations Pay restructuring in Mergers and Acquisitions, alliances and turnarounds, Board room pay, Compensation management in public, private and emerging sectors, Emerging Issues in Compensation management-Future trends.

References

1. Michael A. Armstrong and Helen Murlis, Reward Management: A Handbook of Remuneration Strategy and Practice; London: Kogan Page.
2. B D Singh, Compensation and Reward Management; New Delhi: Excel Books.
3. Bhattacharya. Compensation Management; New Delhi: Oxford Press.
4. Milkowich, Newman. Compensation; New Delhi: Tata Mcgraw Hill.

10H1 HUMAN RESOURCE PLANNING

This course is designed to provide in depth understanding of the human resource planning system of the organization.

Unit I

Human Resource Planning ; Concept and Objectives - HRP at Micro and Macro levels ; HRP and Business plans - Different Approaches – Human Resource Planning Process; Demand and Supply Forecasting ; Different tools and techniques ; Labor wastage – Absenteeism and labor turn over .

Unit II

Job Analysis; Job Descriptions, Job Specification - Human Resource Inventory - Career Management; Career Planning, Career Paths, Career Anchors, Career Development.

Unit III

Recruitment: Recruitment Policy, Approaches, Sources of Recruitment, Advertisements, Web Recruitment, The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959. Selection: Concept and Process of Selection; Application blank, Weighted Application Blank, Resume, Resume Scanning Psychological Tests – definition ,Purpose, Characteristics and Developing Psychological Tests, Different Types of Tests – Attitude, Aptitude, Traits, Interpreting Test Results, Reliability and Validity.

Unit IV

Selection, Interviewing; Purpose; Types of Interviews ; Interview Techniques; Interviewing skills ; Advantages and Limitations of Interviews; Do's and don'ts of selection Interviewing, Medical Checkups, Reference and back ground check, Choice of selection methods, assessment Centers, Reliability and validity of selection tools.

Unit V

Employment offers; service conditions, contract of employment, Psychological contract - Induction. Importance, Socializing the new employee, Different types of Socialization. Placement, Probation and Confirmation, Promotion and Transfer; Policies and Procedures, Retraining, Out placements, HR out Sourcing.

References

1. Gary Desler ,Human Resource Management, PHI.
2. D K Bhattacharya, Human Resource Planning - Excel Books.
3. Anne Anastasi, Susan Urbina, Psychological testing, PHI
4. Michael Armstrong, Ann Cummins, Sue Hastings, Willie Wood, Job Evaluation; A guide to achieving equal pay, Kogan Page, New Delhi.

10H2 HUMAN RESOURCE INFORMATION SYSTEMS

This course will enable the students to understand the applications of human resource information systems for managing people at work.

Unit I

Introduction: Data & Information needs for HR Manager; Sources of Data; Role of IT in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Standard Software and Customized Software; HRIS – An Investment; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal (only data input, output & screens).

Unit II

HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System's support for Planning & Control.

Unit III

Human Resource Accounting – Concept, Objectives , Converting Human data in to money value- Different methods of HRA, Limitations of Human Resource Accounting – Investment Approach, Investment in human resources , Recruiting Costs, Depreciation, Rates of Return, Measuring return of human assets, Prevention of Human Resource Wastage.

Unit IV

Organization Climate Approach – Improvement and deterioration of organizational climate, Responsibility accounting and Management control Behavioural aspects of Management Control; Human resources as social capital, Mentoring and development of social capital, Social control, HR accounting and bench-marking.

Unit V

Personnel costs, Audit Techniques, HR Audit, HRD Audit, HRD Score Card – Accounting and Financial Statements.

References

1. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page.
2. M. Saeed, D.K. Kulsheshtha, Human Resource Accounting, Anmol Publications.
3. Prbakara Rao, Human Resource Accounting, Inter India Publications, New Delhi.

10H3 HRD SCORE CARD

The objective of this course is to understand the process of HRD audit and design a suitable quantitative measure to assess the effectiveness of HRD function in an organization.

Unit I

Introduction to HRD Audit and HRD Score Card

Unit II

HRD Systems and Strategies

Unit III

Audit of HRD Systems

Unit IV

HRD Competencies, HRD Culture and Values, HRD Impact and Alignment

Unit V

HRD Audit Instruments

References

1. Rao, T.V. (2008). HRD Score Card 2500 Based on HRD Audit; New Delhi: Response Books
2. Rao, T.V. (2008). HRD Audit Evaluating the Human Resource Function for Business Improvement; New Delhi: Response Books

MARKETING ELECTIVE SUBJECTS:

8M1 BRAND MANAGEMENT

The purpose of this course is to introduce the concepts behind branding, brand naming, brand positioning etc., and explain the methodology of brand equity and the importance of branding for an organisation.

Unit I

What is a brand: - Definitions - financial value of brands - social value of brands - what makes brands great - keys of branding - brand halo - changing face of customer- line influence on a growing brand-

Unit II

Perceptions and branding: - emotional benefits of branding - emotional branding perceptions - reception - what brands communicate- customer contact points - brand reflection - brand story- Brand design - Visual identity - Colour in design - Sound in brand design - audio logos and jingles - sensory brands and smell in brand design - brands and taste - brand and touch - words and shapes - verbal identity - brand architecture - brand building skills.

Unit III

Brand positioning - Brand planning - brand creation - brand platform - brand experience - brand communication - public relations perspective - opportunity modeling-

Unit IV

Brand protection - Trademarks - classification of brands - creating a new mark - Trade mark-portfolio audit - copyright - registered designs - brand as business asset - brands and wealth creation - brands on the balance sheet - approaches to brand valuation.

Unit V

Globalisation and brands - Who really holds the power - power of logo - brand leadership - global brands - Asian brands - revitalised brands - challenger brands - brand and customer protection- brand building - brand sustainability - brand decline - changing customers - brands in mergers and acquisition - brand audit - strategic brand management.

References

1. Kevin Lane Keller, Strategic Brand Management, Pearson Education,India.
2. U.C. Mathur, Product management - Excel Books, New Delhi, India.

8M2 RETAIL MARKETING

The objective of the course is to provide a foundation for an understanding of the various dimensions of Retail Management

Unit I

Introduction –Theories of retailing- management of service & quality in retailing - world retail scenario- developing countries- retailing functions and need and scope of retailing in India-organised vs. unorganised retailing - growth of retail formats – high street and malls- mall management

Unit II

Basics of marketing- effective communication- need to understand consumer behaviour – store formats- store location-location analysis- store positioning- store design and visual merchandising-breakdown of retailing as a product- retail pricing, changes and trends in retail marketing

Unit III

Store operations management- SCM- supplier relations – logistics in retailing- merchandise buying & management- warehousing- inventory control- franchisee operations-international retailing-motives, reasons and typologies for international expansion

Unit IV

Retail promotions- retail information systems- CRM-retail finance- retail statutory obligations-tax systems for retail-consumerism & ethics in retailing-corporate social responsibility

Unit V

Retail human resource management- issues and challenges- recruitment, selection and training-specialised training- growth of non store retailing-retail database marketing –impact of globalisation on retail management future of retailing

References

1. Michael Levy, Barton Weitz, Retail management, McGraw Hill
2. Chetan Bajaj, Rajnish Arya, Nidhi Varma Srivatava, Retail Management, Oxford Publishing, India

8M3 MARKETING RESEARCH

This course is designed to acquaint students with the application of Research Principles, Tools and Techniques in the Marketing function.

Unit I

Marketing Research – Applications, Limitations – Organizing the marketing ,Research function – The Research Process – Types of research design.

Unit II

Data collection – Primary data collection – questionnaire design – Secondary data – scaling techniques – sampling designs – Interviewing.

Unit III

Data processing – Data analysis – Testing Hypotheses – Bivariate analysis – Multivariate analysis – Experimental designs – Report writing.

Unit IV

Applications of MR – Sales analysis and forecasting, product development, Test marketing, Advertising research, Market segmentation and positioning.

Unit V

Industrial Marketing Research – Export Marketing Research – Ethical Considerations in Marketing research – MR & IT – Online research, data warehousing and data mining – Marketing Information System.

References

1. G.C.Beri, Market Research, Pearson Education, New Delhi.
2. Naresh K. Malhotra, Marketing Research: An Applied Orientation, TMH, New Delhi.
3. Cooper & Schindler, Marketing Research, Concept & Cases. Tata McGraw Hill, India

9M1 SERVICES MARKETING

The objective of this course is to develop insights into emerging trends in the service sector and tackle issues involved in the management of services.

Unit I

Role of service sector - Structure and growth - Recent trends in service sector - Characteristics of services - Components and tangibility spectrum - Distinctive marketing challenges and need for separate marketing strategies, classification of services - Service Marketing mix, Expansion of marketing mix - Services marketing triangle.

Unit II

Creating, delivering and performing service - Basic, Articulated and Exciting Attributes - Service blue prints - Pricing promotional mix and communication Efforts, Delivery of services through intermediaries, People, Process and physical evidence.

Unit III

Consumer behaviour in services - customer satisfaction - customer expectation and customer perceptions - gap analysis - quality perceptions in services - guarantee, customisation of service - service recovery and problem solving - employee role of service marketing - role of technology.

Unit IV

Segmentation / positioning / differentiation and retention strategies applicable to service marketing - relationship marketing - measuring customer satisfaction surveys: - design and analysis.

Unit V

Marketing of banking services, tourism, financial services, consultancy, hospital care and cure marketing, business schools, transport services, care taking etc.

References

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee – Services Marketing: People Technology, Strategy, Pearson, New Delhi.
2. Helen Woodruff, Services Marketing, Longmen Group, New Delhi.
3. Adrian Payne, The Essence of Services Marketing, Prentice Hall, India

9M2 CONSUMER BEHAVIOUR

The basic objective of this course is to develop and understanding about the consumer decision-making processes and its applications in marketing function of firms.

Unit I

Consumer Behaviour and its linkages with the decision making process in Marketing Management.

Unit II

Understanding the Research framework in Consumer Behaviour and the use of Consumer Characteristics in Market segmentation.

Unit III

Factors influencing the Consumer Behaviour -Culture, Social Class, Social Group and family, life style

Unit IV

Individual Determinants of Consumer behaviour - Motivation and involvement, Behaviour modifications, Personality and self-concept, perception, learning, Attitudes and Changing Attitudes

Unit V

Diffusion of innovations – Innovation and Adoption of new Products-Consumer Decision Process: Problem recognition, information seeking process, Information evaluation Process, Purchase process and Post Purchase Process – Models and utility

References

1. David, L. Loudon., & Albert, J. Della Bitta, Consumer Behaviour, Tata McGraw Hill.
2. Leon G.Schiffman and Leslie Lasar Kanuk, Consumer Behaviour, Pearson Education, India.

9M3 RURAL MARKETING

This course creates an understanding about the opportunities of the rural market under social and economic perspective and helps students to develop strategies especially suitable for rural markets.

Unit 1

Agricultural Marketing: Nature and Scope, Objectives of Agriculture Marketing, Challenges in Agricultural Marketing, Marketing of Agricultural Inputs – Features – Seeds - Fertilizers – Pesticides – Tractors - Challenges and Opportunities. An Overview of Indian Agro-chemical Market. Marketing of Agricultural Products – Definition and Scope - Features of Agricultural Products, Classification of Agricultural Markets - Methods of Sale - Channels of Distribution.

Unit II

Introduction to Rural Marketing: Definition and Scope of Rural Marketing, Components of Rural Markets, Classification of Rural Markets, Rural vs. Urban Markets. Population, Occupation Pattern, Income Generation, Location of Rural Population, Expenditure Pattern, Literacy Level, Land Distribution, Land Use Pattern, Irrigation, Rural Development Programs, Infrastructure Facilities, Rural Credit Institutions, Rural Retail Outlets.

Unit III

Rural Marketing Mix Strategies: Rural Product Strategies and Brand Management – Rural Pricing Strategies – Rural Distribution Strategies – Rural Promotional Strategies, Challenges in Rural Communication, Target Audience.

Unit IV

Rural Media- Mass Media, Non-Conventional Media, Personalized Media, Importance of the two-step flow of Communication, Media Typology, Media Model, Media Innovation, Influence of Consumer Behaviour on Communication.

Unit V

The Future of Rural Marketing: Focused Marketing Strategies, Market Research, Consumer Finance, Rural Vertical, Retail and IT Models, Public-Private Partnership, E-Rural Marketing, Role of Government and NGOs in Rural Marketing.

References

1. Badi & Badi Rural Marketing, Himalaya Publishing New Delhi.
2. Mamoria, C. B., Badri, Vishal. Agriculture problems in India, McGraw Hill, New Delhi.
3. Arora, R. C. Integrated Rural Development, McGraw Hill, New Delhi.
4. Krishnamacharyulu, C.S.G. and Lalitha, R. (2011). Rural Marketing - Text and Cases, 2/e; New Delhi: Pearson Education
3. Prahalad, C. K. (2010). The Fortune at the Bottom of the Pyramid; New Delhi: Pearson Education
4. Pradeep, Kashyap., & Siddhartha, Raut. (2009). The Rural Marketing Book; New Delhi: Biztantra.
5. Balram, Dogra., & Karminder Ghuman (2008). Rural Marketing - Concepts and Practices; New Delhi: Tata McGraw-Hill

9M4 BUSINESS TO BUSINESS MARKETING

The objective of this course is to provide learning opportunity to appreciate the essence of business to business marketing.

Unit 1

Introduction to Business Marketing: Meaning and Scope, Differences between Industrial and Consumer Goods – Types of Organizational Customers - Demand for Industrial Goods - Business Market Segmentation, Targeting and Positioning - Role of CRM.

Unit II

Organizational Buying: Factors Influencing Organizational Buying - Models of Buyer Behavior - Buying Centre Roles - Organizational Buying Process Stages – Buy Classes - Organizational Buying Practices - Enquiries and Tenders - Supplier Evaluation - Buyer Seller Relationship.

Unit III

Role of Marketing in Product Development Process - Managing Industrial Product Lines - Managing Across Product Life Cycle – Product Revitalization/Elimination Decisions – Characteristics of Pricing in B to B Market- Factors influencing Pricing - Pricing Methods and Strategies – Leasing.

Unit IV: Industrial Channels of Distribution: Types of Distribution Systems - Choice of Channel Systems - Channel Partners - Managing Channel Conflicts - Distribution Logistics - Personal Selling - Sales Force Management - Post Sales Service - Customer Satisfaction and Evaluation.

Unit V: Industrial Goods Promotion - Branding of Industrial Products – Creating Corporate Image - Industrial Advertising - Role of Internet in Business Market - Industrial Marketing Control.

References

1. Vitale & Giglierano, Business to Business Marketing Thomson South-Western
2. U C Mathur, Business to Business Marketing, New Age International Publishers
3. Robert R Reeder, Edward G. et al, Industrial Marketing, Prentice Hall of India

9M5 MARKETING RESEARCH

The objective of this course intends to cover the current marketing research methodologies, points out their limitations as well as their potential for enhancing research results. The aim of this course is to enable the students to understand and undertake quantitative and qualitative marketing research useful for pro-active and reactive marketing intelligence system.

Unit I

A Decision-Making Perspective on Marketing Intelligence, Marketing Research in Practice

Unit II

The Marketing Research Process, Research Design and Implementation

Unit III

Secondary Sources of Marketing Data, Standardised sources of Marketing Data, Marketing Research on Internet, Information Collection - Qualitative and Observation Methods

Unit IV

Tradition Applications - Product Price, Distribution and Promotion, Contemporary Applications - Competitive Advantage, Brand Equity, Customer Satisfaction and Total Quality Management

Unit V

Emerging applications of Marketing Research-database marketing, e-commerce, Relationship Marketing

References

1. Aaker, A. David, Kumar, V., and George, S. Day (2010). Marketing Research; New Delhi: Wiley India
2. Naresh K. Malhotra, and Satyabhushan Dash, (2010). Marketing Research: An Applied Orientation, 6/e; New Delhi: Pearson Education
3. Beri, G.C. (2007). Marketing Research, 4/e; New Delhi: Tata McGraw-Hill Luck, J. David and Ronald, S. Rubin (2005). Marketing Research, 7/e; New Delhi: Prentice Hall India

10M1 INTEGRATED MARKETING COMMUNICATION

The objective of this course is to understand the role of advertising and promotion in today's business world by emphasizing how a firm can use its promotional tools to communicate effectively with its consumers. It integrates theory with exercises that helps students to design and manage successful promotional programs.

Unit 1

Introduction to Integrated Marketing Communication (IMC) - IMC as an Integral Part of Marketing – Buying Decision Process – Communication Response Hierarchy – Setting Communication Objectives: DAGMAR Approach -Budgeting for Marketing Communication.

Unit II

Fundamentals of Advertising Campaigns - Brand Positioning through Advertising- Planning Process - The Creative Brief - Creating an Appeal - Strategic Approaches: Generic Approach – USP - Brand Image – Positioning - Public Service Advertising - Celebrity Endorsement - Elements of Print Advertisement - Scriptwriting for Radio and Television - Legal and Ethical aspects of Advertising- Kids Advertising.

Unit III

Advertising Agencies – Roles – Types - In House Agencies – Direct Response Agencies - Sales Promotion Agencies - PR Firms – Interactive Agencies –Advertising Agency Structure - Client Agency Relationship - Agency Selection - Agency Compensation.

Unit IV

Promotion Tools: Sales Promotion - Trade Oriented Sales Promotion - Direct Marketing – PR – Publicity – Sponsorships – Merchandising – Van Promotions -Mobile Advertising – Word-of-Mouth -Village Fairs – Trade Shows - Exhibitions and Event Management – OOH - Transit Advertising - Personal Selling - World Wide Web Communications - Strategies for combining Advertisements and Promotional Tools for IMC.

Unit V

Online Marketing Communication Process - Setting Online Communication Objectives - Online Advertising - Online Sales Promotion - Online PR - Direct Marketing through Internet. - Impact of Consumer Generated Communication - Virtual Community Influence on IMC.

References

1. George E Belch & Michel E Belch, Advertising & Promotion and Integrating Marketing Communication Perspective Tata McGraw Hill.
2. Belch, George E; Belch, Michael A Advertising and promotion: An integrated marketing communications perspective TATA McGraw-Hill Publishing Co., New Delhi
3. Kazmi, S H H; Batra, Satish K Advertising and sales promotion, Excel Publishers Pvt. Ltd., New Delhi
4. Lee, Monle; Carla, Johnson, Principles of advertising: A global perspective Viva Books Pvt. Ltd., New Delhi

10M2 SALES AND DISTRIBUTION MANAGEMENT

The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Unit 1

Introduction to Sales Management: Definition and Meaning – Sales Vs Marketing, Scope of Sales Management – Objectives & Functions of Sales Department – Theories of Sales - Buyer Seller Dyads – Aidas Theory – ‘Right Set of Circumstances’ Theory – Buying Formula Theory – Behavioural Equations Theory, Sales Forecasting Methods – Sales Planning and Control: Goal Setting, Performance Measurement, Diagnosis and Corrective Actions.

Unit II

Sales Organization and Developing the Sales Force: Sales Department Organization – Sales Management Structure – Sales Management Positions – Role and Functions of Sales Manager – Inter Department Relations – Characteristics of a Successful Salesman. Recruiting, Selection and Training of Sales Force - Work Assignment to Sales Personnel – Routing and Scheduling of Sales Force – Objectives of Sales Quotas – Types of Quotas – Quota Setting and Administration – Concept, Objectives and Procedure of Setting Sales Territories.

Unit III

Motivation, Compensation to Sales Force and Controlling – Personal Selling: Motivating the Sales Team: Motivation Programs, Monetary and Non-monetary Compensation, Evaluation of Sales Force - Controlling of Sales Force – Sales Records and Reporting Systems – Controlling of Expenses – Sales Budget – Sales Audit. Personal Selling – Salesmanship – Process - Preparation, Prospecting, Pre-Approach, Sales Presentation, Closing of Sales – Modes of Sales Presentation – Sales Resistance – Objections and Obstacles – Buyer Dissonance – Reducing Buyer Dissonance.

Unit IV

Distribution Channels: Physical Distribution - Definition, Importance – Participants in Physical Distribution Process - Marketing Channels – Definition and Importance - Different Forms of Channels - Functions of Marketing Channels - Unconventional Channels - Channels for Consumer Goods, Industrial Goods and Services – Integrated Marketing Channels – Horizontal, Vertical, Multi Channel Marketing Systems – Channel Selection Process and Criteria, Channel Conflicts and Resolution - Channel Effectiveness Evaluation - International Marketing Channels.

Unit V

Supply Chain Management: Supply Chain Management – Concept – Significance – Components - Logistics Planning, Order Processing – Material Handling – Transportation – Insurance - Warehousing – Inventory Management – Reverse Logistics.

References

1. Tapan K. Panda, Sunil Sahadev – Sales And Distribution Management – Oxford Publishing, India
2. Still, Cundiff, Govoni – Sales Management: Decisions, Strategies & Cases – Prentice Hall, India.
3. Anderson R, Professional Sales Management – Englewood Cliff, New Jersey, Prentice Hall, India.

10M3 CUSTOMER RELATIONSHIP MANAGEMENT

The objective of this course is to examine Customer Relationship Management (CRM) as a key strategic process for organizations. Students will be able to appreciate and plan a CRM process and use CRM tools.

Unit I

CRM – Introduction, Evolution, Definition, Schools of thought and CRM Benefits, Building relationship, Economies of CRM, Lifetime value of customers

Unit II

Rewards / loyalty programs in consumer markets, Key Account Management (KAM) in business markets. Customer Value Management (CVM)

Unit III

Operational CRM – Sales force automation, Customer Service and Support, Campaign Management, Analytical CRM – Technological Solutions for CRM, Data warehouse and Data Mining

Unit IV

Collaborative CRM – Customer Interactions Centres, Customer Contact Centre and Portals in building relationships, Key Performance Indicators (KPI), Customer defections, Customer Retention - Planning and Evaluation

Unit V

CRM Project Management – Planning and Implementation

References

1. Shainesh, G. & Jagdish, N. Sheth (2006). Customer Relationship Management - A Strategic Perspective; New Delhi: Macmillan
2. Paul, Greenberg (2005). Customer Relationship Management at Speed of Light, 2/e; New Delhi: Tata McGraw-Hill
3. Ed, Peelen (2005). Customer Relationship Management; New Delhi: Pearson Education
4. Buttle, Francis (2009). Customer Relationship Management - Concepts and Tools; New Delhi: Elsevier.

SYSTEMS ELECTIVES:

8S1: SYSTEM ANALYSIS AND DESIGN

This course is aimed at developing an appreciation of Analysis and Design of computer based commercial data processing systems.

Unit I

The system development environment - Role of managers, analysts Programmers and end users - skills for system analysts - Types of information systems - systems for co-ordination.

Unit II

Systems Development Concepts: Feasibility Analysis, Design. Implementation and Maintenance: Role of analysts and Designers; Case study.

Unit III

Approaches to Analysis and Design: Traditional approaches, structured Approaches - Yourdon's approach. Jackson's approach, Information Engineering. SSADM (Structured system analysis and design method) and Object Oriented Design and introduction to UML.

Unit IV

Business analysis and project management: Information system (IS) and Business objectives: Constraints: Competitive advantage with IS. Stages of system development, Project Planning. Monitoring and control.

Unit V

System Analysis and Design: Planning, Collecting data, Recording Information, Interpreting the information, logical data design, Files, databases. Physical data design, Programme design.

References

1. Elias M. Awad, System Analysis & Design, Galgotia Publications. India
2. Senn, Analysis & Design of Information Systems, McGraw Hill International.
3. Shelly, Rosenblatt, System Analysis & Design, Cengage Learning, Eighth edition.
4. Hoffer, Modern System Analysis & Design, Pearson Education.
5. Rumbaugh, Jacobson, Booch, UML- Reference Manual, Pearson.

8S2 ENTERPRISE RESOURCE PLANNING

This course enables students to understand the enterprise resource planning and its application in organizations.

Unit I

ERP: An Overview, Enterprise – An Overview, Benefits of ERP, ERP and Related Technologies, Business Process Reengineering (BPR), Data Warehousing, Data Mining, OLAP, SCM.

Unit II

ERP Implementation-ERP Implementation Lifecycle, Implementation Methodology, Hidden Costs, Organizing the Implementation, Vendors, Consultants and Users, Contracts with Vendors, Consultants and Employees, Project Management and Monitoring.

Unit III

The Business Modules-Business modules in an ERP Package, Finance, Manufacturing, Human Resources, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution.

Unit IV

ERP Market - Market Place, SAP AG, Peoplesoft, Baan, JD Edwards, Oracle, QAD, SSA.

Unit V

ERP – Present and Future - Turbo Charge the ERP System, EIA, ERP and e-Commerce, ERP and Internet, Future Directions.

References

1. Alexis Leon, ERP Demystified, Tata McGraw Hill, New Delhi.
2. Joseph A Brady, Ellen F Monk, Bret Wagner, Concepts in Enterprise Resource Planning, Thompson Course Technology, USA.
5. Vinod Kumar Garg and Venkitakrishnan N K, Enterprise Resource Planning – Concepts and Practice, PHI, New Delhi.

8S3: SOFTWARE ENGINEERING

This course is intended to introduce the concerns tools and strategies of software design and use.

Unit I

Software Engineering –Introduction-Evolution –Low Level& High Level Programming-Control Flow Design, Data Structure Oriented Design, DFD Design, Object Oriented Design, Software Engineering Approach Design- Software Life Cycle-Classical & Iterative Waterfall Model, Prototyping, Evolutionary Model, Spiral Model

Unit II

Software Project Management-Planning, Project Size Estimation, Estimation Technique-Empirical, Heuristic& Analytical Techniques, Staffing Level Estimation-Scheduling-WBS, Activity Network, Gantt Charts, PERT Charts-Staffing-Risk Management-Software Configuration Management

Unit III

Requirement Analysis and Specification - Models for Collecting User Requirement-Requirement Analysis-Formal System Development Techniques- Software Requirement Specification (SRS), Documentation

Unit IV

Software Design –Characteristics of Good Software Design-Phases in Design-Design Principles & Concepts-Attributes-Cohesion & Coupling-Classification of Cohesiveness & Coupling-Neat Arrangement—Design Approaches-SA/SD,DFDS, Object Oriented Design& Key Concepts – Unified Modeling Language -Use Case Model-Diagrams-User Interface Design-Characteristics-Types—Windowing Systems- Widgets-Types

Unit V

Software Reliability and Maintenance-Software Attributes-Reliability, Reliability Measures, Metrics-Software Quality-Software Quality Management System-ISO9000, ISO 9001 - Importance, Procedures- SEI CMM -Software Maintenance- CASE-Architecture, Benefits, Characteristics

References

1. Pressman, Roger S, Software Engineering, McGraw-Hill International Book Co., New Delhi
2. Rajib Mall Fundamentals of Software Engineering, Prentice-Hall of India Pvt Ltd, New Delhi
3. Sommerville, Ivan Software engineering ; new Delhi: Prentice-Hall of India Pvt Ltd.

9S1 SOFTWARE QUALITY MANAGEMENT

The objective of this course is to foster a comprehensive understanding of quality management concepts in software development.

Unit I

Software Quality: Meaning and definition of Software Quality. Quality control v/s Quality Assurance, Quality Assurance in Software at each Phase of SDLC. QMS in an organization. Need for SQA group. Software CMM and other Process improvement Models.

Unit II

Software Quality Measurement and Metrics: Product Quality Metrics: Defect Density, Customer Problems Metric, Customer Satisfaction Metrics, In-Process Quality Metrics: Defect Arrival Pattern, Phase-Based Defect Removal Pattern, Defect Removal Effectiveness, Metrics for Software Maintenance: Backlog Management Index, Fix Response Time, Fix Quality.

Unit III

Basic Quality Tools : Ishikawa's Diagram, Pareto Diagram, Histogram, Run Charts, Scatter Diagram, Control Charts, Cause & Effect Diagram, Relations Diagram

Unit IV

Six Sigma Methodology: Define Six sigma. Tracking Xs and Ys. Six ingredients of Six Sigma. Three ways to Six Sigma – Process Improvement, Process Design/Redesign, Process Management. Organizing for six sigma – Leadership Group, Project Sponsors & Champions, Implementation leader, Master Black Belt, Black Belt, Team, Process owners. DMAIC Vs DMADV process.

Unit V

Software Verification, Validation & Testing: Objectives and Limits of Testing, Value Vs Cost of testing, Test Planning, Static Testing, Functional Testing, Structural Testing, Performance Testing, Testing Environment, Automated Testing Tool, Analysing and Interpreting Test Results.

References

1. Nina S Godbole, Software Quality Assurance: Narosa Publishing House Pvt. Ltd.
2. Stephen H. Kan, Kan, Metrics and Models in Software Quality Engineering Second Edition, Pearson Education, Inc.
3. Gerald D. Everett, Raymond McLeod, Software Testing- Testing Across the Entire Software Development Life Cycle, John Wiley & Sons , Inc Publication.
4. Pankaj Jalote, CMM in Practice. Processes for Executing Software Projects at Infosys, Pearson Education.

9S2 INTERNET PROGRAMMING AND WEB DESIGN

This course introduces the use and features of Internet and the methods of designing web pages.

Unit I

Internet & its features - establishing connection & browsing websites - Modems communication software - shareware - search engines and commands compression software & file compression - sound & images - animation.

Unit II

Definition of multimedia - differences between CD & DVD - read/write processes in CD - multimedia in PC - hardware - SCSI, MCI, memory and storage devices - input devices - output hardware and communication devices.

Unit III

Fibre optic computer communication - principle of light transmission in fibre advantages of optical fibre communication system - characteristics of optical fibres - optic cables - light sources & photo detectors.

Unit IV

Network topologies - Understanding fundamental layers of ISO/OSI network model - network layers - protocols - major TCP/IP protocols & their uses.

Unit V

HTML tags - use of commonly used tags and generation of pages with links to other sites. Simple JAVA programming - compilation and generation of graphics including animation in web pages.

References

1. Tay, Vaughan, Multimedia: Making it Work; New Delhi: Tata Mc Graw Hill.
2. Anurag, Sethi. Multimedia Education: Theory and Practice; New Delhi Tata Mc Graw Hill.

9S3 MANAGEMENT SUPPORT SYSTEM

The objective of the course is to develop an understanding of management support system and its implications in business.

Unit I

Overview of CBIS Applications : Decision Making Concepts – A Need for Computerized Decision Support; Role of Decision Support Systems in Business; A Framework for Decision Support. Modeling in Decision Support; Microsoft Excel DSS Tool – What-if Analysis, Scenario Manager, Goal Seek, Sensitivity Analysis.

Unit II

Group Decision Support Systems; Multi participant decision maker structures (MDM).MDM Support technologies. Enterprise Decision Support System: Concepts and definitions. Evolution and future of Executive and Enterprise Information System.

Unit III

Use of DSS Technology for Marketing, Finance, Production and HRM. Modeling of Multi-Objective and Analytic Hierarchy Process. Artificial Intelligence, Need and Application. AI based systems

Unit IV

Expert system: concepts & structure. Human element of expert system. Expert system consultation- illustration. Problems, benefits, limitations of Expert system Development of a Expert system; Expert System Shells; Working on an expert system Shell;

Unit V

Executive Information Systems definition; their Applications. EIS components. Making EIS work. Future of EIS

References

1. Turban, McLean, Wetherber, Information Technology for Management, Tata Mcgraw Hill, New Delhi
2. Gerald, V. Post., & David, L. Anderson, Management Information System; New Delhi: PHI
3. George, M. Marakas. Decision Support System in 21st century; New Delhi: Tata Mcgraw Hill.
4. Gordon B Davis, Management Information System; New Delhi: Tata McGraw Hill.

9S4 SOFTWARE PROJECT MANAGEMENT

This subject intends to equip the students with the tools and techniques of Software Project Management and to design and implement information system with effectiveness and efficiency.

Unit I

Introduction to Software Project Management- Software as an Evolving product, its characteristics and components- Software engineering process - various models like linear, sequential, prototype, RAD, incremental, Spiral, Component, Assembly, Concurrent developmental and formal methods model, etc.

Unit II

Planning a software project- Objectives, resources, estimation -methods of estimation. Make or - buy decisions. Software project scheduling -defining tasks, scheduling using PERT/CPM, Project planning and Analysis.

Unit III

Software Configuration - Components of configuration, versions control and configuration audit- Software Design Process- Concepts, modular, design, and design documentation

Unit IV

Software Testing- Objectives, Methods of testing, testing GUI's testing, Clients/Server architectures; testing real systems ; strategies for testing, Unit testing Integration Testing, System testing and debugging.

Unit V

Software implementation process and problems/issues- Emerging trends in Software Project Management - Case studies.

References

1. Lawrence J Peters . Getting results from software development teams, Microsoft Press
2. Walker Royce Software project Management, Addison-Wesley

9S5 DATABASE MANAGEMENT SYSTEM

To enable students to understand the importance and various components of database management system.

Unit I

Overview of DBMS : Database Management in organisations ; Objectives of DBMS ; Evolution; data structures ; DBMS Architecture ; User interface, data languages, DBMS modes of operation.

Unit II

DBMS functions: Design ; retrieval ; creation and updating; backup and recovery.

Unit III

Study of Relational Data Base Management System for successful implementation of Distributed systems; RDBMS concepts, structure and ER models ; Normalisation and Logical design Query Language for RDBMS.

Unit IV

Structured Query Language – basic structure of SQL queries, DML, DDL, DCL statements; Distributed database systems - data fragmentation, replication and allocation techniques ; object oriented databases ; online database ; database administration ; trends to the future in database management.

Unit V

Applications ; Advanced transaction processing – transaction processing monitors, transactional workflows, Real- time transaction systems, Long duration transactions, transaction management in multi-databases; Evaluation of commercially available software systems

References

1. C.J Date, A. Kannan, S.Swamynathan, Introduction to Database system, Pearson education.
2. Gorden, C. Everest. Database Management; New Delhi: Tata McGraw Hill.
3. Abraham silbershatz, Henry F. Korth, S. sudarshan, Database system concepts, McGraw Hill International Edition.
4. Elmast, Navathi, Somayajulu, Gupta, Fundamentals of database systems, Pearson education.

10S1 PLANNING AND IMPLEMENTING IT STRATEGIES

The objective of this course is to enable the students to understand the how to plan and implement IT strategies

Unit I

Technology Transforms IT Organizations – Why IT Strategy is required? What are the various dimensions of IT Strategy - Value propositions – Managerial decisions – Transforming organization - Aligning Business Objectives with IT Strategy – Six important trends – Value chains – Five forces model – Dynamic model – New business models – analyzing business models – Transformation with IT – IT variables for designing organizations – T-Form organization – New management challenges.

Unit II

Globalization and international business – International business strategies – Key issues – Virtual firms and IT – Business models and IT management – IT investment opportunities matrix – IT and investment equation – Investment decision – guidelines for IT investment – Choosing technology – Outsourcing – Pros and Cons, Objectives.

Unit III

Implementing IT – Research implementation – Implementation strategy – Implementing IT based transformations – Disaster recovery and Business continuity – managing IT function – Management control of IT – Control theory – Failure control – information control – Technology, Process and People dimension of IT Strategy - group decision making.

Unit IV

Impact of the components – First component Computer systems – Second component Database – Third component Powerful networks – Neural networks – Cloud – grid computing - Future technology – IT Strategy focus points for 2011 and 2012 and beyond.

Unit V

Decision and intelligent systems – Expert systems and AI – (SCM) Supply Chain Management – (CRM) Customer Relationship Management – Knowledge Management – Ethical issues in corporate governance and IT – virtual organization – monitoring SLAs' (Service Level Agreements).

References

1. Henry, C. Lucas. Information Technology - Strategic Decision Making for Managers; New Delhi: Wiley - India Edition.
2. Rich, Schiesser, IT Systems Management; New Delhi: PHI.

10S2 BUSINESS PROCESS REENGINEERING

The objective of this course is to help students develop a strong conceptual foundation of business process reengineering and the necessity to go for change in organisations.

Unit I

Conceptual Foundation of Business Process Re-engineering; Role of information Technology in BPR; Nature, significance and rationale of business process reengineering (BPR).

Unit II

Major Issues in process redesign: Business vision and process objectives, Processes to be redesigned, Measuring existing processes; Process Improvement and Process Redesign; BPR Experiences in Indian Industry.

Unit III

Process identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking; Business Process Improvement. Designing and building a prototype of the new process: BPR phases, Relationship between BPR phases.

Unit IV

Typical BPR activities within phases: Change management, Performance management, and programme management.

Unit V

BPR and continuous improvement: Co-ordination and complementary efforts, IT capabilities and their organizational impacts, Implementation of BPR, Stages of implementation and critical aspects, Case studies on BPR. Man Management for BPR Implementation; Re-organizing People and Managing Change.

References

1. R.Radhakrishnan and S.Balasubramanian Business Process Reengineering: Text Case, PHI.
2. Jayaraman,M.S., Business Process Re-engineering; New Delhi: Tata Mcgraw Hill,
3. Michael Hammer, James Champy, Reengineering the Corporation: A Manifesto For Business Revolution, Harper Collins Publishers.
4. Carr, D. K., & Johanson, H. J. Best Practices in Re-engineering; New York: McGraw Hill.
5. Coulson Thomas, C., Business Process Re-engineering: Myth & Reality, London, Kogan Page.

10S3 ELECTRONIC COMMERCE & INTERNET MARKETING

The objective of this course is to understand the students how to apply tools of electronic commerce in business to accomplish unique outcomes.

Unit I

Introduction to E-Business: Fundamentals of Information Technology, Emergence of Internet & WWW, Digital economy, Emergence of ECommerce- commerce vs. E-business ,trends driving E-business , Ebusiness framework, Business models, Revenue models, Value chain, Ebusiness technology, software, Indian Scenario.

Unit II

Launching online business: Business plan, Funding, Web hosting, content creation management, Website design and construction, Strategies for web development, 7 Cs framework, web technologies: website and page development tools, Open source tools.

Unit III

E-Payment system: Traditional vs. Digital payment systems, Digital Payment requirements, Merchant account, Payment gateway, E-payment methods: Credit cards, E-wallet, Digital Token based E-payment systems, E-Cash, Innovative payment methods, E-loyalty and Reward programmes ,E-payment system Design, E-Banking, Main Concerns in Banking.

Unit IV

E-Security: Network and website security, Security Technologies, Internet Security Holes, Cryptography, Codes and Cipher, Data Encryption standard, Authentication, PKI, Digital signature, SSL, Firewalls, VPN, Cryptographic applications .E-Commerce Risk Management, Information Security in India, NASSCOM's Flagship Initiatives, Cyber laws in various countries.

Unit V

E-Business Application Areas (CRM,ERP,SCM and Selling), Mobile Commerce: Introduction to mobile commerce, Wireless applications, Hand Held Devices, Mobile Computing, Wireless Web, Concepts of WAP.E-Marketing: Browsing behavior model, Internet Marketing Trends, E-Advertising, E-branding, Marketing Strategies, SEO, Location based commerce, Emergence of Web 2.0, Social Media Strategies.

References

1. Dave Chaffey, E-Business and E-Commerce Management, Pearson Education, 2012.
2. Kalakota Ravi and M.Robinson, E-Business 2.0: Roadmap for Success, Pearson Education.
3. Efraim Turban et al., E-Commerce, Pearson Education.
4. Joseph, P.T. E-commerce An Indian Perspective; New Delhi: PHI

OPERATIONS ELECTIVES:

801: SUPPLY CHAIN MANAGEMENT

This subject explores the key issues associated with the design and management of industrial Supply Chains (SC). SC are concerned with the efficient integration of suppliers, factories, warehouses and stores so that products are distributed to customers in the right quantity and at the right time.

Unit I

Introduction- achieving a strategic fit – SCM metrics- drivers and obstacles.

Unit II

Distribution networks in Supply chain - Network design in certain and uncertain environments

Unit III

Transportation: modes, issues, future developments – Aggregate planning: forecasting- planning supply and demand

Unit IV

Inventory planning: methods, with known demand, with uncertain demand, with certain demand (problems)

Unit V

Sourcing and contracts – new product introduction – Coordination in supply chain.

References

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Donald J Bowersox, David J Closs, Logistical Management (The integrated Supply Chain Process), TMH
3. Sunil Chopra, Peter Meindl, Supply Chain Management (Strategy, Planning and Operation), Pearson Education, India.
4. Burt, Dobbler, Starling, World Class Supply Management, TMH.

802: TOTAL QUALITY MANAGEMENT

The objective of this course is to familiarize the students to the philosophy and role of TQM in revitalizing the organisation

Unit I

An Overview and Role of TQM- Classical Definitions of Quality- Product Satisfaction & Product Dissatisfaction - Trends in Change Management and role of TQM.

Unit II

Philosophical Approaches to TQM- Eastern & Western Approaches - Methodological Approaches to TQM: Deming, Juran, Crosby and others

Unit III

Tools of TQM – Diagnostics- 7 Tools of Analysis - old and new .-Cybernetic Analysis

Unit IV

Overview of Other Developments in TQM .:QFD, ISO , CMM, Benchmarking, Six Sigma - Leadership requirements for TQM

Unit V

Integration & Implementation of TQM in Organizations- Application of TQM.

References

1. Dale, H. Besterfield. Total Quality Management; New Delhi: Pearson Education.
2. Juran, Joseph. M. Total Quality Management, Mc Graw Hill.
3. Jain, Quality Control and Total Quality Management; New Delhi: Tata McGraw Hill.
4. R.P. Mohanty., & R, R. Lakhe. TQM in Service Sector; New Delhi: Tata McGraw Hill.

803: PURCHASING AND MATERIALS MANAGEMENT

This subject is expected to provide insights into the complex issues involved in decisions relating to purchasing and also to have a professional understanding of materials management

Unit I

Importance of materials management, integrated approach. Materials management at micro-macro levels. Total concept- Systems approach. The materials function- interfaces. Benefits of integrated systems approach.

Unit II

Forecasting & Planning. Forecasting methods, factors affecting forecasts- Materials planning, Materials Cycle and Flow Control Systems, Materials Budget.

Unit III

Purchasing, Purchasing organization, duties of purchasing department, centralised and localised purchasing, purchasing policies, budgets, methods of purchasing, buying factors, source selection, source development, supplier performance appraisal make or buy decision, Vendor-Vendee relations, Vendor development, International purchasing -Purchasing procedures and records :Requisition, purchases order follow up and expediting systems, receipt and inspection

Unit IV

Stores management and Control: Stores and Stores organization; organization of stores location and layout of stores ; functions of stores keeping; stores records and procedure; salvage and surplus disposal & scarp disposal. Standardization and variety reduction. Merits and demerits of codification.

Unit V

Materials handling systems basic principles. Types equipment, materials handling, movement and storage cost. Evaluation of material handling- Evaluation of value, essentials of value analysis and engineering. Organisation for value analysis

References

1. Gopalakrishnan, P., & Sundarasan, M; Materials Management: An Integrated Approach; New Delhi: Prentice Hall of India.
2. Datta A.K, Materials Management Text and Cases, Prentice Hall.
3. J. R.Tony Arnold & Stephen N. Chapman, Introduction to Materials Management, Pearson Education.
4. Gopalakrishnan, P. Handbook of Materials Management; New Delhi: Prentice Hall.
5. Panneerselvam, R. Production and Operations Management; New Delhi: Prentice Hall.

901: OCCUPATIONAL HAZARDS AND INDUSTRIAL SAFETY

The objective of this course is expected to provide insights into the issues involved in occupational hazards and industrial safety.

Unit I

Understanding the importance of safety at work: Concept of Safety-Applicable areas- Recognition, evaluation and control of physical hazards- Hazard Analysis, Human Error and Fault Tree Analysis- Emergency Response-Hazards and their control in different manufacturing and processing industries.

Unit II

Industrial Accidents: Causes and effects of Industrial accidents-Impact of accidents on employees, union, management and society- Organisation's Role and Responsibility in the Prevention of Accidents- Different models.

Unit III

Standard of Safety Norms:Indian scenario Safety Protection - Safety Policy - Personal safety - Responsibilities of management in health and safety-. Occupational Health and Safety considerations in Wastewater Treatment Plants. - Functions of National Safety Council

Unit IV

Legal provisions regarding safety: Factories Act-1948 1st Amendment 1987- Sections 11 -16, 18-20, Sections 17, 21 – 24, 28, 32,, 34-36, 38,45, The Mines Act Section 25 ESI Act – Section 39, Public Liabilities Insurance Act - Section 13, Workmen Compensation Act and Fatal Accident Act

Unit V

Accidents in work place-Types, Investigation methods, Analysis, Reporting and Recording Injuries -First aids- Health problems in different types of industries - construction, textile, steel, food processing and pharmaceutical. Fire- Causes, Types of fire, Extinction of fire, Prevention of fire.

References

1. Naseer, Elahi, Industrial Safety Management; New Delhi: Gyan Publication.
2. L, M. Deshmukh. Industrial Safety Management; New Delhi: Tata Mc Graw Hill.
3. R, K.Trivedi. Pollution Management in Industries; New Delhi: S Chand Publishing.
4. O, P. Khanna. Industrial Engineering; New Delhi: S Chand Publishing.

902: TECHNOLOGY MANAGEMENT

This course will introduce the concept of technology management, nuances and issues in technology management and the decision making related to technology management.

Unit I

Technology management: Scope, components, and overview. Technology and environment, Technology and society, Technology Impact analysis, environmental, social, legal, political aspects, methods or techniques for analysis - steps involved. Technology policy strategy: Science and technology Policy of India, implications to industry.

Unit II

Technology forecasting : need, methodology and methods - trend Analysis, Analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, and System Dynamics.

Unit III

Technology Choice and Evaluation: Methods of analyzing alternate technologies, Techno-economic feasibility studies, Need for multi-criteria considerations such as, social, environmental, and political, Analytic hierarchy method, Fuzzy multi-criteria decision making, and other methods.

Unit IV

Technology Transfer and Acquisition : Import regulations, Implications of "Uruguay Round", and WTO, Bargaining process, Transfer option, MOU -Technology Adoption and Productivity : Adopting technology-human interactions, Organizational redesign and re-engineering, Technology productivity.

Unit V

Technology Absorption and Innovation : present status in India, Need for new outlook, Absorption strategies for acquired technology, Creating new/improved technologies, Innovations - Technology Audit.

References

1. Gerard, H. Gaynor. Hand Book of Technology Management; McGraw Hill.
2. David, L. Bodde. The International Entrepreneur; New Delhi: Prentice Hall of India.
3. Frederic, Betz. Strategic Technology Management; McGraw Hill.

903 SERVICE OPERATIONS MANAGEMENT

The objective of this course is to introduce the concept of service operations management and its application.

Unit I

Introduction to services – Nature and Characteristics of Services and Service Encounters, Service Organization as a system, Service Strategy formulation, Basic and Integrative elements of Strategic service.

Unit II

Building Service System - Technology: Its impact on services and their management- Design and development of Services and Service delivery system, Work Measurement in Services, Time studies, Predetermined Time Standards, Work sampling, Locating and Designing Service- Factor weighting method, Center of Gravity method, Service facility Layout, Service layout strategies for Product Layout, Process Layout, Office layout, Retail store Layout, Warehousing and Storage Layout.

Unit III

Operating the Service System- Managing Demand, Nature and pattern of Service demand, Strategies for influencing Demand, Yield management, Queuing theory and Simulation, Managing Supply, Capacity, Components of Capacity, Strategies for Management of Supply, Overbooking, Allocating capacity- Static, Nested and Dynamic Methods, Inventory Management in Services, Methods to reduce stockouts, shrinkages and inventory inaccuracy

Unit IV

Managing Service Operations- Service Quality, Dimensions of Service Quality, Achieving Quality, Reinforcing Service Quality through Service Recovery and Service Guarantee, Service Productivity, Measurement and Methods to increase Service Productivity,. Basic understanding of Data Envelopment Analysis and Scoring System.

Unit V

Case studies in service operations management Travel and tourism sector – Hotel, Airline IT and communication sector - Information technology, Telecom services, Computer networking service Healthcare sector - Hospital, Medical Transcription Financial Services sector – Insurance, Banking, Portfolio services Educational services – Education, Training.

References

1. Richard Metters, Kathryn King-Metters, Madeliene Pullman, Steve Walton, Service Operations Management; New Delhi: Cengage Learning India Private Ltd.
2. Cengiz Haksever, Barry Render, Roberta S Russell, Roberta G.Murdick, Service Operations Management, Second Edition, Pearson Education Pvt Ltd.
3. Robert Johnson, Graham Clark, Service Operations Management: Improving Service Delivery, Pearson Education, Third Edition.

904 OPERATIONS STRATEGY

The objective of the course is to familiarize the students with the concept of operations strategy.

Unit 1

Strategic Management : organizations and managers, contents of strategy, levels of strategic decision, designing a strategy, approaches to design - top-down and bottomup approaches, steps, defining the purpose of operations, business environment, components of environment, economic environment, industries, industry life cycle, markets

Unit II

Operations Strategy concept: aims of an operations strategy, contents of an operations strategy, and approaches to designing an operations strategy, market view, resources view Designing an operations strategy – focuses of operations strategies: product differentiation, materials management – environmental scans, analysis of the environment, PEST analysis, operational audit, SWOT analysis - implementing the strategy - meaning of implementation, stages of implementation, designing infrastructure, controlling the strategy, action plan for implementation

Unit III

Products and innovation: product planning, entry and exit strategies, new product development, market demands, operations' requirements, production possibility curve quality management – strategic importance of quality, quality management, quality revolution, Total Quality Management – zero defects, implementing TQM, ISO 9000, quality control

Unit IV

Capacity Management: measures of capacity, capacity planning, approaches to planning, forecasting demand, timing and size of change, size of expansion, changing capacity over time, different levels of capacity plan

Unit V

Structure of the supply chain: role of logistics and supply chain management, integration of activities along the supply chain, location of facilities, strategic sourcing and supply management, risk management, operational hedging, mass customization and technology movement of materials, flow of materials, importance of procurement, inventory management, models of independent demand

References

1. Donald, Waters. Operations Strategy; New Delhi: Thomson Learning India.
2. Premvrat, Sardana, G. D., & Sahay, B. S. Productivity Management - Systems approach; New Delhi: Narosa Publications.
3. Joseph Prokopenko, Productivity Management: A Practical Handbook, International Labour Office.

905 PRODUCTIVITY MANAGEMENT

The objective of the course is to disseminate the students about the importance of productivity management in today's business.

Unit I

Productivity concepts – Macro and Micro factors of productivity, productivity benefit model, productivity cycles. Internal and external factors affecting enterprise productivity.

Unit II

Productivity Measurement at International, National and organization level, total productivity models. Productivity Management in manufacturing and service sector. Productivity evaluation models, productivity improvement model and techniques.

Unit III

Value Analysis and Value Engineering: Concept – Procedure – Application and role in Productivity, Case examples of successful applications, Pareto Analysis, Zero-based-budgeting, Waste reduction and energy conservation.

Unit IV

Work Study: Importance, Method Study and Work Measurement –Pioneers of Performance Measurement. Method Study: Method, Need and Procedure, Work simplification, Principles of Motion Economy.

Unit V

Work Measurement: Techniques -Estimating, Stopwatch Time Study, Predetermined Time Standards, Synthetic Estimates of Work Times, Activity Sampling. Computation of Standard Time, Types of Elements, Performance Rating, Allowances – Need and Types. TPM: Meaning and objectives of TPM; Methodology of TPM, gains of TPM.

References

1. Sumanth, D. J. Productivity engineering and management; New Delhi: Tata McGraw Hill.
2. H. James Harrington, Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity and Competitiveness, McGraw-Hill Press.
4. Rastogi, P. N. Re-engineering and re-inventing the enterprise; New Delhi: Wheeler Publications.

1001 LEAN MANUFACTURING

The aim of this course is to acquaint the students with lean manufacturing as an innovation in global industrial competition.

Unit I

Lean manufacturing and six sigma – overview : Evolution of Lean; Traditional versus Lean Manufacturing; Business of Survival and Growth; Business Model Transformation; Ford Production System; Job Shop Concepts Concept of Lean; Toyota's foray in Lean.

Unit II

Design - Value Stream Management: Definition; VSM Types; Product Family Selection; Value Stream Manager; Current State Map; Process Box; Value Stream Icons; 3 Ms - Muda, Mura, Muri - 7 Types of Muda; Future State Map; Value Stream Plan; Process Stability - Loss Reduction 7 Major Losses Reduction. Demand Stage :Market Dynamics; Customer Demand; PQ Analysis; PR Analysis; TAKT Time; Pitch; Finished Goods Stock; Cycle Stock; Safety Stock.

Unit III

System implementation : Flow Stage : Continuous Flow; Cell Layout; Line Balancing; Macro and Micro Motion Analysis; Standardised Work; Concept of Kaizen; Steps involved in Kaizen Deployment; Industrial Engineering – Concepts and Fundamentals; KANBAN Concepts ; Types of Kanbans ; and Practical Application ; Concept of Pull; Changeover Time Reduction - External & Internal Single Minute Exchange of Die; Quick Die Change; Quality-Vendor, In Process and Customer Line ; Concept of PPM; Pokayoke; Prevention & Detection Types; Maintenance - Preventive, Time Based and Condition Based; Human Development for Lean, Leveling Stage of Lean Implementation : Production Leveling ; Leveling Box; Concept of Water Spider.

Unit IV

Lean metrics and lean sustenance: Identify Lean Metrics; Steps involved in Goal Setting; Corporate Goals; Kaizen Cloud identification in VSM ; Lean Assessment. Cultural Change; Reviews; Recognition; Improving Targets and Benchmarks.

Unit V

Six sigma and DMAIC tools: Project charter, stakeholder analysis, SIPOC, Voice of the customer, Rolled throughput yield, KANO Models, CTQ Tree, Process Mapping Data collection, measurement system analysis, sampling plans, process capability, cost of poor quality (COPQ), FMEA Regression Analysis, cause & effect diagram, Hypothesis testing, Design of experiments, Response Surface methodology, Poka-yoke, Quality Control, Control charts.

References

1. Jeffrey Liker and David Meier, The Toyota Way Fieldbook, McGraw-Hill.
2. Pascal Dennis, Lean Production Simplified, Productivity Press.
3. James Womack and Daniel Jones, Lean Thinking, Free Press.
4. Don Tapping, Tom Luyster and Tom Shuker, Value Stream Management, Productivity Press.

1002 ADVANCED MAINTENANCE MANAGEMENT

The objective of this course is to provide insights into the complex issues involved in decisions relating to maintenance management

Unit I

Maintenance Concepts: Objectives & functions of Maintenance, Maintenance strategies, Organization for Maintenance, Types of Maintenance – maintenance systems – planned and unplanned maintenance – breakdown maintenance – corrective maintenance – opportunistic maintenance – routine maintenance – preventive maintenance – predictive maintenance – condition based maintenance systems – design-out maintenance – selection of maintenance systems.

Unit II

Maintenance Planning and Equipment Efficiency Management: Overhaul and repair meaning and difference, Optimum Maintenance policy for equipments subject to breakdown, Replacement decisions: Optimum interval between preventive replacement of equipment subject to breakdown, group replacement, Physical Asset Management, Overall Equipment Effectiveness Measuring Equipment Effectiveness

Unit III

Failure Data Analysis, MTBF, MTTF, Useful life-Survival curves, Repair time, Breakdown time distributions- Poisson's, Normal, Exponential, Failure Mode, Effects and Criticality Analysis

Unit IV

Availability, Reliability, Maintainability: Availability of repairable systems, Concept of Reliability, System reliability - Series, Parallel and mixed configuration, Reliability improvement, Concept of Maintainability, Maintainability prediction, Design for Maintainability, Maintainability Improvement, Availability- Maintainability-Reliability trade off.

Unit V

Advanced Techniques: Reliability centered Maintenance, Total Productive Maintenance(TPM)-Philosophy & Implementation, Signature Analysis-MMIS Expert systems, Concept of Tero-Technology, Reengineering Maintenance process,

References

1. Kelly and M.J. Harris, Management of Industrial Maintenance, Butterworth and Company Limited.
2. AKS Jardine, Maintenance, Replacement and Reliability, Pitman Publishing.
3. R, C. Mishra., & K, Pathak. Maintenance Engineering & Management: New Delhi: PHI.
4. Sushil Kumar Srivatsava, Industrial Maintenance Management; New Delhi: S.Chand & Company.

1003 WORLD CLASS MANUFACTURING

The objective of the subject is to acquaint the students about the international developments in the area of manufacturing, and the systems, tools and techniques required for achieving competitive edge through world -class manufacturing.

Unit I

World-Class Manufacturing: introduction – product development process- process mapping- Information Age Competition

Unit II

JIT – total quality strategies for manufacturing success and WCM model- MRPI and MRP II- developments –gaining competitive edge

Unit III

Technological innovation in manufacturing – computer integrated manufacturing - flexible manufacturing systems – cellular manufacturing

Unit IV

Factory of the future automated systems – human factors in automated systems – optimized production technology - Modeling – optimizing – simulation of manufacturing systems

Unit V

World - Class Manufacturing – International Scenario and Indian Scenario - manufacturing innovations - quick response manufacturing – agile manufacturing – rapid prototyping – concurrent engineering

Unit V

Core competencies in Technology and its Commercialization-Building Organization Culture-Cooperation between Government and Industry-Coping with continuous change – The structure of the Japanese Innovation System

References

1. Richard, J. Schonberger. World Class Manufacturing; New York: Free Press.
2. B S Sahay, K B C Saxena, Ashish Kumar; World Class Manufacturing: A Strategic Perspective, MACMillan