

COURSE OUTLINE

Given below is the brief outline of the compulsory and optional papers prescribed for MBA (Full Time) Program. Detailed, unit-wise course content, list of cases, references and latest articles shall be provided to the students by the faculty concerned at the time of the commencement of the course

COMPULSORY COURSES

MBA CP-101 PRINCIPLES OF MANAGEMENT

OBJECTIVES:

The concepts and theories incorporated in this course are intended to develop a basic awareness about management functions and various dimensions of behavioral processes in organizational life among the students.

Course Contents:

Its Nature, Scope and Purpose, Evolution of Management Thought: Scientific Management Theory, Classical Organization Theories, Henry Fayol's Principles of Management, Human Relations Movement-The Hawthorne Experiments, Concept of System and System Approach, The Contingency Approach to Management. Skills and Roles of a Manager.

Concepts of Organizations. Reasons for Organization. Organizations as Purposive Social Unit. Managing Organizational System – Formal and Informal Organizations. Forms of Formal Organization Structure-Line and staff Organization, Functional Organization, Product/ Market Organization, Project Organization and Matrix Organization. Benefits and Cost of Informal Organization

Planning – Basic Steps in Planning, Tools and Techniques of Planning. Organizing – Division of work, Span of Management, Coordination Problems and Approaches, Concept and Significance of Delegation, Authority, Accountability and Responsibility. Communication – The Communication Process, Channels of Communication, Formal and Informal Barriers and their remedies for Effective Communication. Controlling – The Meaning and Importance of Control, Steps in Control Process, Types of Control Methods and Sources of Control.

Personality – Determinants and Classification. Perception – Perceptual Processes, The Role of Object, Environment and Observer in Perception, Significance of Perception for Managers. Attitudes – Concept and Components of Attitude, Attitude Formation and its Significance for Managers. Learning – Concept of Learning and Learning Curves, Theories of Classical and Operant Conditioning, Significance of Learning for Managers. Motivation – Concept and Process of Motivation, Theories of Motivation: Content Theories as Needs Theory, ERG Theory, Two Factor Theory, Process Theories as Equity Theory, Expectancy Theory. Leadership – Concept of Leadership, Trait and Behavioral Approach to Leadership, Situational Factors in Leadership, Path-Goal Theory, Leadership Styles, Successful Vs. Effective Leadership.

Phases of Decision Making-Problem Discovery and Definition, Goal Setting, Development and Evaluation of Alternatives and Making Choices. Nature of Managerial Decision Making-Certainty, Risk and Uncertainty. Behavioral and Emotional Barriers to Decision Making. Individual Vs. Group Decision Making.

Suggested Readings:

1. Koontz, H. and Wehrich, H., 'Management', McGraw Hill.
2. Rao, V.S.P. and Narayana, P.S., 'Management of Organizational Behavior-Utilizing Human Resource'.
3. Robbins, S.P., 'Management', Pearson Education Ptc. Ltd., New Delhi.
4. Robbins, S.P., 'Organizational Behavior', Pearson Education Ptc. Ltd., New Delhi.

5. Stoner, J. et. al., 'Management', Prentice Hall of India, New Delhi.

MBA CP-102
QUANTITATIVE METHODS AND BUSINESS STATISTICS

Objectives:

The objective of this course is to familiar the quantitative aspect of Managerial decision making it covers a wide variety of Concepts and Techniques from Mathematics, Statistics. The main focus, however, is in their application in business Decision-Making.

Course Contents:

Introduction to Quantitative Analysis and its application in Decision Making, Preliminary Mathematics and Statistic. Arithmetic and Geometric Progression. Mathematical Basis of Managerial Decisions

Determinants and Matrices, Cramer's Rule, Integrations and Differentiation, Frequency Distribution and Analysis, Statistic & Probability Theory

Markov Model and Applications, Binomial & Poisson Distribution, Correlation and Regression Analysis Variance Analysis, One-Way Classification, Two way Classification.

Transportation Problems, Project Scheduling by PERT Programme Evaluation and Review theory /CPM (Critical Path Method)

Optimization Techniques, Linear Programming

Suggested Readings:

1. N.D. Vohra , *Quantitative Techniques in Management* , (Tata Mcgraw-Hill)
2. Barry Render, Ralph M. Jr. Michael E. Hanna, *Quantitative Analysis for Management*, Pearson
3. P.N. Arora, S.Arora, *Statistics For Management*, S. Chand.
4. Chadha, N.K., (1996), "*Statistics for Behaviour and Social Scientists*", Reliance Publishing House, Delhi.
5. Gupta, S.P., and Gupta M.P., (1997) "*Business Statistics*", Sultan Chand, New Delhi.
6. Kazmier, L.J. and Pohl, N.F., (1998), "*Basic Statistics for Business and Economics*", McGraw Hill, New York.
7. Levin Richard, I. and Rubin, D.S., (1995), "*Statistics for Management*", Prentice Hall Inc New Jersey.
8. Narag, A. S., (1995), "*Linear Programming and Decision Making*", Sultan Chand New Delhi.
9. Sharma, J.K., (2001), "*Fundamentals of Operations Research*", Macmillan, New Delhi.
10. Terry, Sineich, (1990), "*Business Statistics by Examples*", Macmillan Publishers London, Collier.
11. Renders Stain, (2003), "*Quantitative Analyses for Management*", Prentice Hall of India, New Delhi.
12. Mohammed, (2003), "*Quantitative Methods for Business Economics*", Prentice Hall of India, New Delhi.

**MBA CP-103
MANAGERIAL ECONOMICS**

Objectives:

The Objective of this course is to acquaint the participants with concepts and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Contents

Concept of Managerial Economics, Techniques: Nature of Business Decision-making. Concept of Firm, Theory of Firm: Profit Maximization, Sales Maximization, Organizational Slack, Ownership and Control. Marginal Analysis, Optimization;

Demand Analysis, Theory of Demand: Demand Functions, Income and Substitution Effects, Revealed Preference Approach and Demand Forecasts; Cost Concepts, Production and Cost:, Cost Curves, Returns to Scale ,Break-Even Analysis;

Market Structures: Perfect Competition, Monopoly, Oligopoly, Non-Price Competition; Characteristics, Behavior of Cost and Revenue Curves

Macro Economics: Aggregates and Concepts: GNP and GDP, Aggregate Consumption: Gross Domestic Saving, Gross Domestic Capital Formation, WPI,CPI, Inflation: Types

Balance of Payment, Money Supply and Monetary Policy, Fiscal Policy; Concept and Measurement of National Income; Determination of National Income, Consumption Function, Fiscal impact and Investment, Synthesis of Monetary and Real Factors.

Suggested Readings:

1. Adhikary, M., (2000), "*Business Economics*", Excel Books, New Delhi.
2. Dean, (1996), "*Managerial Economics*", Prentice Hall of India, New Delhi.
3. Koutsoyiannis, A., (1991), "*Modern Micro Economics*", McMillan, New York.
4. Maheshwari, (2003), "*Managerial Economics*", Prentice Hall of India, New Delhi.
5. Milgrom, P. and Robert, J., (1992), "*Organization and Management*", Prentice Hall Inc, Englewood Cliffs, New Jersey.
6. Peterson and Levis, (2003), "*Managerial Economics*", Prentice Hall of India, New Delhi.
7. Salvatore. D., "*Managerial Economics*", Tata McGraw Hill.

MBA CP-104
BUSINESS AND ECONOMIC ENVIRONMENT

Objectives:

The objective of this paper is to familiarize the students about the background of the spectrum of business and economic environment in which a firm operates. It attempts to highlight an overview of the changes that have taken place in the Indian business environment in the last few decades and the concepts and threats faced by the country in the present global environment.

Course Contents:

Concept of Business Environment; Political, Technological, Natural and Demographic Environment.

Societal Environment, Social Responsibility of Business, Consumerism, Consumer Rights and Consumer Protection, Consumer Disputes Redresal Mechanism, PIL Corporate Governance.

Economic Environment. Industrial Policy: Overview, NEP 1991 and subsequent changes; Public Sector Enterprises and Industrial Sickness. Role of BIFR. Privatisation and Disinvestment. New economy versus Old economy,

Planning in India, Development and Regulations of Foreign Trade. FERA, FEMA.

Globalization and its Implications. Strategies for going Global. GATT/WTO and other Trade Blocs. Multi- National Corporations. Mergers and Acquisitions.

Suggested Readings:

1. Adhikary, M., "*Economic of Business Environment*", Sultan Chand and Sons, New Delhi.
2. Aswathappa. K., (2000), "*Essentials of Business Environment*", 7th Ed. Himalayan Publishing House, New Delhi.
3. Cherunilam, Francis, (2002) "*Global Economy and Business Environment*". 1st Ed. Himalayan Publishing House, New Delhi.
4. Cherunilam, Francis, (2002), "*Business Environment Text and Cases*", 12th Ed. Himalayan Publishing House, New Delhi.
5. Davis and Bloxastron, "Business, Society and Environment", McGraw Hill, New Delhi..

Other References:

Economic Survey for the last three years.

Journals and Periodicals: Business World, Business India, Business Today, Economic Times.

MBA CP-105
BUSINESS COMMUNICATION AND MANAGERIAL SKILL DEVELOPMENT

Objectives:

The course is aimed at equipping the students with the necessary techniques and skills of communication to inform others inspire them and enlist their activity and willing cooperation in the performance of their jobs.

Course Contents:

Communication in Business: Importance of Communication, Forms of Communication, Communication Network of the Organization; Process of Communication: Different Stages, Difference Between Oral and Written Communication.

Oral Communication: Fundamentals of Oral Communication: Introduction, Barriers and Gateways in Communication, Listening, Feedback, Telephonic Messages, Public Speaking, and Presentation of Reports.

Report Writing: Writing an Effective Report: Stages of Writing, Composing Business Messages, Style and Tone; Five Ws and one H of Report Writing, Planning and Types of Reports, Divisions, Numbering and use of Visual Aids.

Letters: Writing Commercial Letters: Business Letter Format, Types of Letter, Telegrams, Telex Message, Facsimiles, Electronic Mail, Handling a Mail, Maintaining a Diary.

Legal Aspects of Business Communication

Suggested Readings:

1. Bowman, J. P. and Branchaw, Bernadine, P., (1987), "*Business Communication From Process to Product*".
2. Hatch, Richard, (1977), "*Communicating in Business*", Science Research Associates, Chicago.
3. Kaul, A (2001), *Effective Business Communication*, Prentice Hall of India, New Delhi
4. Lesikar (2002), *Basic Business Communication*, Tata McGraw Hill, New Delhi
5. Murphy, Herta A and Peck, Charrles E, (1976), "*Effective Business Communications*". 2nd Ed. Tata McGraw Hill, New Delhi.
6. Pearce, C. Glenn, et al, (1988), "*Business Communication: Principles and Applications*". 2nd Ed. John Wiley, New York.
7. Treece, M., (1987), "*Successful Business Communications*". 3rd Ed. Allyn and Bacon Boston.

MBA CP-106
ACCOUNTING FOR MANAGEMENT DECISION MAKING

Objectives:

The objectives of this course are:

1. To familiarize students with the principles and practices of financial, cost and management accounting as tools for business decision making;
2. To help students develop knowledge and skill relating to tools and techniques of cost and management accounting in management decision makings;
3. To provide scope for application oriented learning in the areas of management accounting

Course Contents:

Financial Accounting: Meaning, scope and functions and Importance of financial accounting; Double entry system of book keeping; Accounting Cycle; Generally Agreed Accounting Principles; Classification of Assets, Liabilities and Owners Equity; Measurement of Business Income; Valuation of Assets and Depreciation;

Financial Statements and Published Accounts; Formats and contents of financial statements; Users of Accounting Information and their Information Needs; Analysis and interpretation of financial statements; Tools and Techniques of financial statement analysis – Horizontal Analysis, Vertical Analysis, Ratio analysis, fund flow and cash flow statements;

Cost Accounting: Meaning, scope and functions of cost accounting; cost classification-direct and indirect cost, variable and fixed cost, controllable and non-controllable cost, differential and marginal cost; Cost concept, sunk cost, out of pocket cost, imputed cost, replacement cost, opportunity cost; Cost allocation and Apportionment;

Cost analysis and Cost control; Variable and absorption costing; Marginal Costing and Cost-volume-profit analysis; Break-even analysis, Make or buy decision; Decision on product priorities; Profit decision, margin of safety;

Budgeting: Objectives and functions of a budget; Essentials of Budgeting; Types of Budget; Budgeting and Budgetary Control; Production budget; Fixed and flexible Budget; Cash Budget; Budgetary process; Budget Administration;

Suggested Readings:

1. Anthony, R. N. and Reece J. S, "1995", "*Accounting Principles*", 6th Ed. Homewood, Illinois, Richard D. Irwin.
2. Bhattacharya, S. K. and Dearden, J., (1996), "*Accounting for Management: Text and Cases*", Vikas, New Delhi.
3. Heitger, L. E. and Matulich, S., (1990), "*Financial Accounting*" McGraw Hill, New York.
4. Hingorani, N. L. and Ramanathan, A. R., (1992), "*Management Accounting*", 5th Ed. Sultan Chand, New Delhi.
5. Horngren, Charles et al, (1994), "*Principles of Financial and Management Accounting*", Prentice Hall Inc, Englewood Cliffs, New Jersey.
6. Kaplan and Atkinson, "*Advanced Management Accounting*", 2nd Ed.
7. Khan and Jain, Management Accounting, Tata McGraw Hill;
8. Meigs and Meigs, Accounting for Business Decision Making, McGraw Hill;
9. Needles, Belverd, et al, (1994), "*Financial and Managerial Accounting*", Boston, Houghton Mifflin Company.
10. Vij, Madhu, (1997), "*Financial and Management Accounting*", Anmol Publication, New Delhi.

MBA CP-107
BUSINESS ETHICS AND CORPORATE GOVERNANCE

Objectives: The objective of this course is to develop sound ethical principles of corporate governance among budding managers.

Course Contents

Business and Ethics: Ethics as Business process: Developing Employee Awareness of Ethics: Code of conduct in Business

Major Ethical Issues in Business: Ethics of Market-and Price: Ethics of environmental and Consumer Issues: Ethics of employees Issues

Corporate Social Responsibility (CSR): Business Perspective on Social change and human values in the area of globalization: Concept, need and importance of CSR: CSR principles and strategies for organization- Best practices in CSR

Human Values & Management – Education: Relevance of values in management –1 business: Secular Vs Spiritual values in Management: Teaching Managers human values

Managing Ethical Dilemmas: Process relating to Stress in Corporate management: Holistic Approach for Managers in decision making: Insight into TOM – Indian perspective

Suggested Reading

1. Chakraborty, S.K., (1998), "*Foundations of Management work–Contributions from Indian Thought*", Himalaya Publishing House Delhi.
2. Drucker, P., (1983), "*Management in Turbulent Times*", Pan Books London.
3. Gandhi, M.K., (1972), "*The Story of My Experiment with Truth*", Navjivan Publishing House, Ahmedabad.
4. Griffiths, B., (1985), "*The Marriage of East and West*", Colling, London.
5. Kumar, S. and. Oberoi, N.K., (2000), "*Managing Secularism in the New Millennium*", Excel Books.
6. Lewis Pamela, Stephen H Goodman and Patricia M Fandf, *Management: Challenge in 21st Century USA*: South Western College Publishing 1998
7. Velasques, (2003), "*Business Ethics- Concepts and Cases*", 5th Ed. Prentice Hall of India, New Delhi.
8. Velasquez Manuel G, *Business Ethics Concept and Cases* New Delhi: Prentice Hall of India 2002

MBA CP-108
COMPUTER APPLICATIONS IN MANAGEMENT

Objectives:

The objectives of this course include developing an awareness of different software and hardware system available in the industry among the participants and build up the experience of computer usage in business organization with specific reference to commercial data processing systems.

Course Contents

An Introduction to Computers, its Classification and application in Business and Industry. Input and Output devices. Storage devices. Computer Languages, Flow Charts & concept of Programming. Number System (Binary, hexadecimal and Octal). Function of NASSCOM.

Introduction to Software. System Software and Application Software. Operating Systems (Concept of DOS, Windows & Unix). Software Packages; Components of MS office (Ms word, Excel, MS-Access, Power Point etc.). Creation of Spread Sheet in Excel. Application of MS-Access.

Modes of Data Processing, Software Development Process. File Design and Report Design, Data files type. Master and Transaction file. Relevance of Database Management System (DBMS). Introduction Relational Database Management System.

Program Development Tools. Input Process – Output Analysis. Report Generation, Programming Concepts. Basics of Data Processing. Designing and Developing Programs. Software Development Life Cycle. Introduction to Management Information System.

Networking, Topologies. Basic Elements in Networking. Local Area Network (LAN), Wide Area Network (WAN), Intranet, Extranet & Protocols. Browser Software. Concept of Proxy Server. Application of Internet in Business.

Suggested Readings:

Burch, J. and Grudnitski, G., (1989), "*Information Systems: Theory and Practice*", 5th Ed. John Wiley, New York.

David, V. O., (1992), "*Foundations of Business Systems*". Fort Worth, Dryden.

Eliason, A. L., (1987), "*On – Line Business Computer Applications*", 2nd Ed. Science Research Associates, Chicago.

Estrada, S., (1993), "*Connecting to the Internet. Sebastopol*", C A, O'Reilly.

James A.Senn: *Information Technology in Business: Principle, Practices & opportunities* (PHI)

John, Moss Jones, (1990), "*Automating Managers: the Implications of Information Technology for Managers*", Pinter, London.

Long, L., (1986), "*Computer*", New Jersey, Prentice Hall Inc.

Nickson, (2003), "*Business and Information Systems*", 2nd Ed. Prentice Hall of India, New Delhi.

Peter Norton's *Introduction to Computers* TATA McGraw Hill.

Summer, M., (1988), "*Computer Concepts and Uses*", 2nd Ed. Englewood Cliffs, Prentice Hall Inc; New Jersey.

V. Raja Raman *Fundamentals of Computers* (PHI)

MBA CP-201
ORGANIZATION EFFECTIVENESS AND CHANGE

Objectives:

To familiarize the students with basic organizational processes so as to develop an understanding about how to bring organizational effectiveness and change in the organization.

Course Contents

An Overview of Concepts of Organizational change. Managing planned change. Resistance to change, approaches to managing organizational change. Organization effectiveness and Development; Skills of change Agent. Learning organization and knowledge management.

Organizational Climate and Culture, Creating and Sustaining a Culture, Socialisation process. Understanding & Managing Group Processes, Inter group Behaviour , Stages of Group Behavior, Group Decision-making and collaboration.

Power and Politics; The Process of Empowerment, bases of power. Politics: power in action. Impression management techniques Organizational Learning; Creativity and Innovation;

Conflict and Negotiation. Defining conflict, transitions in conflict thought, conflict process. Conflict management techniques. Negotiation: process and issues.

Cross-Cultural Dynamics, Work Stress, Quality of Work Life, Application of Emotional Intelligence in organisations.

Suggested Readings:

1. Anderson, A.H. and Barker. D., (1996), "*Effective Enterprise and Change Management*", Blackwell Publishers Ltd. Oxford.
2. French, W. E. and Bell, C. H., (1995), "*Organization Development*", Prentice Hall of India, New Delhi.
3. John W. N and Davis, K., (2002), "*Organizational Behavior at Work*", Tata McGraw Hill.
4. Luthans, F, (1995), "*Organizational Behavior*", 7th Ed. McGraw Hill, New York.
5. Mendonca, M and Kanungo R N, (1994), "*Work Motivation*", Sage, New Delhi.
6. Robbins, S. P., (1996), "*Organizational Behavior*", 7th Ed. New Prentice Hall of India, Delhi.

**MBA CP-202
MANAGEMENT SCIENCE**

Objectives:

The objective of this course is to develop an understanding of basic management science techniques and their role in management decision-making.

Course Contents

Concept and Terminologies; Maximization and Minimization situation in formulation of Problem; Graphical solution Procedure with two Decision variables-Sensitivity analysis; Simplex iterative procedures for maximization and minimization cases starting with initial basic feasible solution; Duality theorems-Primal Dual linkages; Economic interpretation of dual variable and constraints.

Transportation Model- Duality: Initial Basic Feasible Solutions- North West Corner Method (NWCM) Least Cost Method (LCM) and Vogel's Approximation Method (VAM); Iteration through Modified Distribution Method (MODI); Transshipment problem as a variant of transportation; Assignment model as a special case of transportation; Hungarian method and simplex explanation Goal programming and graphical solution procedure Integer programming through branch and bound technique

Decision Analysis and Games: Decision making under risk-criteria of expected monetary value (EMV). Expected opportunity loss (EOL), Expected value of perfect information (EVPI)-relationships. Posterior probabilities and Bayesian analysis-Decision trees.

Two-person zero-sum game; Pure strategy, Saddle point, Dominance Property, Mixed strategy. Solution of 2x2, 2xs and rx2 cases by graphical and algebraic methods

Network and Inventory Analysis: Project network diagram-computations in network, critical activities, Critical Path Method (CPM); Beta distribution in Programming Evaluation and Review Technique (PERT) – Probabilities in PERT calculation.

ABC Analysis in Inventory management Deterministic inventory model with no shortage-

- (a) Economic lot size model with constant demand without and with lead time for procurement;
- (b) Economic lot size model with finite replenishment (Supply date)

Queuing theory: Components of Queuing system; Poisson and Exponential distributions for arrival and service-properties and relationships; Queuing models; (a) Infinite Queue-Infinite source, Single Server model, (b) Infinite queue-Infinite source, Multiple Server Model

Simulation: Meaning and method of simulation; Monte Carlo Method-Random Number Generation, Waiting line and Inventory Simulation Models

Suggested Readings:

1. Budnik, F.S, Dennis M. Richard M., (1995), "*Principles of Operations Research*", 2nd Ed. Richard Irwin, Illinois-All India Traveler Bookseller, New Delhi.
2. Gould, F J. et al. (1993), "*Introduction to Management Science*", Englewood Cliffs, prentice Hall Inc. New Jersey.
3. Mathur, K and Solow, D., (1994), "*Management Science Englewood Cliffs*", Prentice Hall Inc, New Jersey.
4. Narag A. S., (1995), "*Linear Programming and Decision Making*", Sultan Chand New Delhi.
5. Sharma, J.K., (1997), "*Operations Research: Theory and Application*", Micmillian Indian Ltd, New Delhi.
6. Sharma. J.K: Operations Research – Theory and Applications.
7. Taha, H. A., (2003), "*Operations Research- An Introduction*", Prentice Hall, New York.
8. Taha, Hamdy A: Operations Research – An introduction
9. Theirouf, R.J. and Klekamp, R.C., (1989), "*Decision Making Through Operations Research*", John Wiley, New York.

MBA CP-203
HUMAN RESOURCE MANAGEMENT

Objectives:

In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the member of the organization. The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Contents

Human Resource Management: Meaning, features and scope; HRM model; Functions of HRM, Difference between personnel management and HRM, environment of HRM: external forces—political, legal, economic, technological, cultural forces; internal forces—union, organizational culture and conflict, professional bodies; Human Resource management in a changing environment

Human Resource Planning: Importance of HRP, Factors affecting HRP, the planning process—demand forecast, supply forecast—internal supply and external supply; Job analysis: meaning, process of job analysis; methods of collecting analysis information; job description and job specification

Recruitment: Methods of manpower search, Attracting and selecting human resources, Selection model, selection methods, Induction and Socialisation

Training and development: need for training and development, identification of training needs; methods of training—on-the-job & off-the-job training methods, evaluation of training and development; performance appraisal: meaning, PA methods, Potential Evaluation

Job Evaluation, Wage and salary administration: principles in wage formulation,. methods of wage payment, fringe benefits; employees welfare: statutory welfare, non-statutory welfare; grievance management: approaches to the grievance machinery, industrial relations & Trade unions.; workers participation: meaning and purpose.

Suggested Readings:

1. Awasthapa, A.(2003), Human Resource and Personnel Management, TMH, New Delhi.
2. DeCenzo & Robbins, (2000), Personnel/ Human Resource management, PHI, New Delhi.
3. Dessler, G. (2003), Human Resource Management, Pearson Education, New Delhi.
4. Monapa, A.; Saiyadain, M.A. (2002), Personnel Management, TMH, New Delhi
5. Pattanayak, B. (2004), Human Resource management, PHI, New Delhi
6. Rao, S. (2002), Essentials of Human Resource Management And Industrial Relations, Himalya Publishing House, New Delhi.

MBA CP-204
FINANCIAL MANAGEMENT

Objectives:

The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

Course Contents

Financial Management: Nature, Scope and Functions; Objectives of Financial Management: Profit Maximization versus Wealth Maximization, Economic Value Addition (EVA) Model; Financial Manager: Role and Responsibilities; Agency Cost and Agency Relationship; Mathematics for Finance and Valuation Models;

Cost of Capital: Component Cost and Weighted Average Cost of Capital; Application of Cost of Capital in Financial Decision Making; Capitalization: Over Capitalization and Under Capitalization; Causes and Remedies of Over and Under Capitalization;

Long-term Financing Decisions; Sources of Long Term Finance; Capital Structure Decision in Risk-Return framework; Capital Structure Theories: Net Income Approach, Net Operating Income Approach, Classical Theory, Modigliani-Miller Hypothesis

Short-term Financing Decisions: Working Capital Management: Components and Determinants of Working Capital; Working Capital Policy and Decisions; Computation of Working Capital Requirements; Management of Cash, Receivables and Inventory; Financing of Working Capital Needs;

Capital Budgeting: Techniques of Project Appraisal and Ranking; Pay Back Period, Accounting Rate of Return (ARR), Present Value Method, Net Present Value Method (NPV), Profitability Index;

Financial Planning and Forecasting; Long-range Financial Planning Model; Dividend and Self-financing Decision; Factors influencing Dividend Decision; Dividend Decision Models;

Suggested Readings:

1. James C Van Horne (2002), Financial Management and Policy, Prentice Hall of India
2. Prasanna Chandra (2001), Financial Management: Theory and Practice, Tata Mcgraw Hill
3. Khan and Jain (1999), Financial Management: Text and Cases, Tata McGraw Hill
4. I.M. Pandey (1999), Financial Management, Vikas
5. George A Aragon, Financial Management, Allyn and Bacon

**MBA CP-205
MARKETING MANAGEMENT**

OBJECTIVES:

The objective of this course is to give the students an insight into one of the most important functions of the enterprise – MARKETING. It makes them acquainted with the major decision areas in the field of marketing. It also makes them aware about the importance of planning, organizing and controlling the marketing efforts for achieving the goals and objectives of the enterprises.

Course Contents:

Understanding Nature and Scope of Marketing Management; The Core Concept of Marketing; Various Philosophies of Marketing; The Marketing Environment and Environment Scanning; Marketing Information System and Marketing Research.

Market Classification–Consumer and Industrial Markets; Market Segmentation, Targeting and Positioning; Product and Product-Mix Decisions, Branding, Packaging and Labeling Decisions.

The New Product Development Process, Stages in NPD Process, The Consumer Adoption process; The Concept of Product Life Cycle (PLC), Stages of PLC and Marketing Strategies; Pricing Decisions – Setting and Modifying the Price, Initiating and Responding to Price Change.

Distribution Decisions – Nature and Functions of Channels, Channel Design Decisions, Channel Management and Channel Modification Decisions, Nature and Objective of Physical Distribution; Promotion Mix Decisions – Setting the Objectives and Establishing the promotions Budget, Deciding the Promotion Mix – Advertising, Sales Promotion, Publicity and Personal Selling.

Organizing and Implementing Marketing in Organization; Methods of Marketing Control; Emerging Issues and trends in Marketing.

Suggested Readings:

1. Enis, B.M., (1991), "*Marketing Classics: A Selection of Influential Articles*", McGraw Hill, New York.
2. Kotler P.(2004), 'Marketing Management: Analysis, Planning, Implementation and Control', Prentice Hall of India, New Delhi.
3. Kotler, Philip and Armstrong, G., (2002), "*Principles of Marketing*", Prentice Hall of India, New Delhi.
4. Kotler, Philip., (2003), "*Marketing Management: Analysis Planning, Implementation and Control*", Prentice Hall of India, New Delhi.
5. Neelamegham, 'Marketing in India : Cases and Readings', Vikas, New Delhi.
6. Neelamegham., (1988), "*Marketing in India: Cases and Readings*", Vikas, New Delhi.
7. Ramaswamy V.S. and Namakumari S., 'Marketing Management', Macmillan, New Delhi.
8. Ramaswamy, V.S and Namakumari, S., (1990), "*Marketing Management: Planning Control*", Macmillan, New Delhi.
9. Srinivasan., (2002), "*Case Studies in Marketing*", Prentice Hall of India, New Delhi.
10. Stanton William J. (1994), 'Fundamentals of Marketing', McGraw Hill, New York.
11. Stanton, William, J., (1994), "*Fundamentals of Marketing*", McGraw Hill, New York.

MBA CP-206
PRODUCTION AND OPERATIONS MANAGEMENT

Objectives:

The course is designed to acquaint the students with decision making in planning, scheduling and control of production and operation functions in both manufacturing and services; productivity improvement in operations through layout engineering and quality management etc; effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Course Contents:

Nature and Scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis; Material Handling – Principles- Equipment, Line Balancing – Problems; Operations decisions – Production Planning and Control – In Mass Production – in Batch / Job Order manufacturing; Capacity Planning – Models; Process Planning – Aggregate Planning – Scheduling – Maintenance Management Concepts- Work Study, Method Study, Work Measurement, Work Sampling, Work Environment- Industrial Safety; Material Management: An Overview of Material Management; Material Planning and Inventory Control; JIT; Material Planning Budgeting and Material Requirement Planning; Purchase management; Stores management; Quality Assurance – Acceptance Sampling, Statistical Process Control, Total Quality Management; ISO-9000; Maintenance Management; Safety Management.

Suggested Readings:

1. Adam, E.E. & Ebert, R. J., (2002), "*Production and Operations Management*", 8th Ed. , Prentice Hall of India, New Delhi.
2. Amrine, H.T. et al., (1993), "*Manufacturing Organization and Management*", Prentice Hall Inc, Englewood Cliffs, New Jersey.
3. Buffa, E.S., (1987), "*Modern Production Management*", John Wiley, New York.
4. Chary, S.N., (1989), "*Production and Operations Management*", Tata McGraw Hill, New Delhi.
5. Dobler, Donald W. and Lee, Lama.r, (1984), "*Purchasing and Materials Management*", McGraw Hill, New York.
6. Dilworth, J, B., (1992), "*Operations Management: Design, Planning and Control For Manufacturing & Services*", McGraw Hill, Singapore.
7. Moore, F.G. and Hendrick, T. E., (1992), "*Production/ Operations Management*", Homewood, Illinois, Richard D. Irwin.
8. Panneerselvam, (2003), "*Production and Operations Management*", Prentice Hall of India, New Delhi.

MBA CP-207
METHODOLOGY OF BUSINESS RESEARCH

OBJECTIVES:

The objective of this course is to develop the research skills of the students in investigating the business problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports. They are also expected to learn the basic statistical tools of analysis to sharpen their research studies.

Course Contents:

Meaning and Significance of Research in Management, Different Approaches to Research – Scientific Methods and Non-scientific Methods, Types of Research – Historical Studies, Case Studies, Survey and Experimental Studies, Research Process, Criteria for Good Research, Critically Reviewing the Literature.

Formulation of Research Problem, Defining a Research Problem, Formulating Research Hypotheses, Meaning of Research Designs, Need for Research Design, Features of Good Research Design, Various Research Designs.

Sampling Techniques, Steps in Sampling, Types of Sample Design – Probability and Non-probability Sampling Designs, Size of Sample, Sampling Errors, Concept of Measurement and Scaling, Important Scaling Techniques, Reliability and Validity of Measurement.

Data Collection Methods – Primary vs. Secondary Data, Questionnaire Development Process, Collecting Primary Data through – Observations, Semi-structured Interviews, In-depth Interviews and Questionnaire, Processing of Research Data – Editing, Coding, Classification and Tabulation.

Measures of Central Tendency, Measures of Dispersion and Skewness, Testing of Hypotheses, Advance Techniques of Data Analysis – Correlation and Regression Analysis, ANOVA, Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, Data Analysis by Software Packages.

Suggested Readings:

1. Cooper (2002), 'Methods in Business Research', Tata McGraw-Hill, New Delhi.
2. Gupta S.P., 'Statistical Methods'.
3. Kothari C.R., 'Research Methodology – Methods and Techniques', Wishwa Prakashan, New Delhi.
4. Malhotra N.K. (2004), 'Marketing Research – An Applied Orientation', Pearson Education Ptc. Ltd., New Delhi.
5. Saunders (2003), 'Research Methods for Business', Pearson Education Ptc. Ltd., New Delhi.

MBA CP-208
INTERNATIONAL BUSINESS ENVIRONMENT

Objectives:

The primary objective of this course is to acquaint the students to emerging global trends in business environment.

Course Contents:

To provide students an understanding how international Business is conducted today in the global village still surrounded with barriers of regional economic unions like EEC, NAFTA, ASEAN, SAARC. The inequality in International Business is also reflected in the groupings of nations like G8, G15, G77 as well as Paris Club and OECD. On the other hand, the World Competitive Indices prepared by World Economic Forum and IMEDE Promote healthy rivalry among competing economies. World Development Report of the World Bank and Human Development Report of the UNDP reflect varying progress of the rich and not so rich countries of the world. The issues of management faced by countries like China, India and emerging economics of East Asia also provide new challenges in International Business in the new millennium.

World Economy: An Overview Changing distribution of World Income from 1945 to 2000 with varying GDP growth, HD Index, Competitiveness Index, and league table of World's largest Corporate Enterprises and Banks.

US Economy – its phenomenal performance even in the second quarter of 2004 showing 5.0% GDP growth to be reconciled with current account deficit and falling value of Dollar compared to Japanese Economy – the dimensions of crisis despite huge current account surplus.

Business in India and China – Issues of Managing Development including Poverty, Agriculture, Industrialisation and Services, also Foreign Direct Investments.

Britain – Welfare State reform and rising competitiveness index of entrepreneurial economy – envy of Western Europe.: Bretton Woods Institutions like World Bank, IMF, IFC, IDA, also Regional Banks, ADB, AFDB, EBRD, Inter American Bank and their role in international Business.; OPEC with the politics and economics of Oil in the Global Market.

GATT, UNCTAD and WTO also NAFTA, EEC, Pacific Review, CIS and their role in facilitation in International Trade and Business; European Common Market – convergence criteria and the future of Euro

Business in Transition Economies of Russia and Eastern Europe; Business in emerging Asia: East Asian Miracle of Thailand, Philippines, Indonesia, South Korea and Malaysia – causes of recent hippup.

Africa and Latin America: Hope and Despair; New world of E-Commerce and Venture Capital in International IT Business

Suggested Readings:

1. Angus Maddison: the World Economy: A millennial Perspective, OECD Development Centre Paris, 2001.
2. Artis MJ: The UK Economy, Oxford 1996
3. Basu P.K: "How is India Doing?" Asian Affair, London, 2003
4. Basu P.K: Managing Globalisation (1995), and Managing in the New Millennium (2000), Gyosei Journal, Berkshir, UK.
5. Gateword Taylor & Ferrell: Management, Training USA 1995, Chapters 5 & 6
6. Human Development Report, 2004, UNDP, New York.
7. India Sustaining Reform, Reducing Poverty: World Bank Budget Policy Review, 2003
8. International Business: An emerging vision, edited by Brian Toyne and Douglas Nigh University of Southern Carolina Press 1997
9. Lodge: Managing Globalization in the Age of Interdependence, Pfeiffer, 1995
10. Ohmae, Kenichi: Borderless World, 1990
11. Stiglitz, Joseph: Globalisation and the Discontents, 2002.
12. Wild, Wild and Han: "International Business: An Integrated Approach" Prentice Hall.
13. World Development Report (World Bank) Washington, January 2005

MBA CP-301
BUSINESS POLICY AND STRATEGIC ANALYSIS

Objective:

The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

Course Contents:

Conceptual Framework of Policy & Strategy: Genesis, concept and characteristics of policy & Strategy, Policy versus Strategy, Reasons for growing importance of strategy, Types/levels of strategy, Strategic management model.

Vision, Mission and Objectives: Vision versus Mission, The Mission and Business Definition, Process of developing a mission statement, Writing and Evaluating mission statement, Nature and characteristics of Objectives and Goals, Long-term objective setting.

External Environmental Analysis: Nature, Characteristics, Types and Approaches of External environment, Key External Forces, ETOP analysis, The External Factor Evaluation (EFE) Matrix, The Competitive Profile Matrix (CPM).

Internal Analysis and Assessment: Nature, Characteristics, Types and Approaches to internal environment, Key Internal Forces, Analysis of strengths and weaknesses, The Internal Factors Analysis (IFA) Matrix.

Strategic Analysis: Nature of strategic analysis, Strategic analysis at corporate level, Experience Curve, SWOT analysis, BCG Matrix, GE-Nine Cell Matrix, Space Matrix.

Competitive Advantage and Value Chain: Concept of Competitive advantage, Porter's Five Forces Model for Competitive Advantage, Concept of value chain, Contemporary issues before Value chain, Role of Value Chain for gaining sustainable competitive advantages

Suggested Reading:

1. Fred R. David, Strategic Management, 7th. Edition, Pearson Education.
2. John A. Pearce II & Richard B. Robinson, Jr., Strategic Management 3rd. Edition, A.I.T.B.S. Publishers & Distributors, Delhi.
3. Lawrence R. Jauch, Rajiv Gupta and William F. Glueck, Business Policy and Strategic Management, Frank Bros. & Co. (publishers) Ltd. New Delhi.
4. Pankaj Ghemawat, Strategy and the Business Landscape, Pearson Education.

MBA CP-302
DECISION SUPPORT AND MANAGEMENT INFORMATION SYSTEMS

OBJECTIVES:

The purpose of this course is to develop a basic understanding about the business information systems and their management. The students are also familiarized with concepts such as Decision Support Systems and Artificial Intelligence for business organizations.

Course Contents:

Introduction to Information and Information Systems in Business: Definition, History and Quality of Information. Definition, Basic Conceptual Framework and Importance of Information System. Contemporary Approaches to Information System. Information System Resources. Information System Activities. Types of Information System. Managerial Challenges of Information Technology. Information Systems and Business Strategy. The Moral Dimension of Information Systems.

Developing Business Systems: Information System Development – The Systems Approach and System Development Cycle. Prototyping. System Analysis and Design. Implementing New Systems. Evaluating Hardware, Software and Services. Other Implementation Activities.

Enhancing Management Decision Making: Managers, Decision Making and Information Systems. Simon's Model of Decision Making, Types of Decisions and Decision Theory. MIS and Decision Support System (DSS). Types of Decision Support Systems. Components of DSS. Applications of DSS. Overview of Group Decision Support System (GDSS).

Various Computer Based Information Systems (CBIS): Executive Information and Support System – Introduction, Definition and Characteristics of EIS and ESS, Integrating EIS and DSS. Artificial Intelligence – Introductions and Definitions of AI, Artificial Vs. Natural Intelligence, Domains of AI. Expert Systems – Introduction and Definition of ES, Kinds of Problems Suitable for ES, Components of ES, Implementation of ES, Value of Expert Systems.

Managing Data Resources: Organizing Data in Traditional File Environment. Databases – Objective, Types, Advantage and Disadvantages. The Database Management System. Types of Database Management System (DBMS). Database Trends – Multidimensional Data Analysis, Data Warehouse and Data Mining. Introduction to Relational Database Management System (RDBMS).

Suggested Readings:

1. Andrew, P., (1991), "*Decision Support System Engineering*", Sage, John Wiley & Sons, New York.
2. Davis, L, Michael, W., (1988), "*A Management Approach*", Macmillan Publishing Company, Prentice Hall, New Jersey.
3. Keen, Peter, G.W., "*Decision Support System an Organizational Perspective* ", Edison Wesley Pub.
4. Krober, Donald, W. and Hugh, J. Watson, (1984), "*Computer Based Information System*", New York.
5. Laudon and Laudon, '*Management Information Systems*', Prentice Hall of India, New Delhi.
6. Leod, Raymond Me Jr. (1993), "*Management Information Systems*", 5th Ed. Macmillan Publishing Company, New York.
7. Leon, Alexis and Leon, Mathews, '*Database Management Systems*', Leon Vikas.
8. O'Brien, '*Management Information System*', Tata McGraw Hill, New Delhi.
9. Post, '*Management Information System*', Tata McGraw Hill, New Delhi.
10. Theierauff, Robert, J., (1982), "*Decision Support System for Effective Planning*", Prentice Hall.
11. Turban, (1988), "*Efrain Decision Support & Export System – Management Perspective*", Macmillan Publishing Company, New York.

**MBA CP-303
BUSINESS LEGISLATION**

Objectives:

The course is designed to assist the students an understanding of basic laws affecting the operations of a business enterprise.

Course Contents:

The Indian Contract Act, 1872; Essentials of a Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its Remedies. Quasi- Contracts. The Sale of Goods Act, 1930: Formation of a Contract. Rights of an Unpaid Seller. The Negotiable Instruments Act, 1881: Nature and types. Negotiation and Assignment. Holder-in-Due Course, Dishonor and Discharge of a Negotiable Instrument. Arbitration; The Companies Act, 1956: Nature and Types of Companies. Formation. Memorandum and Articles of Association. Prospectus Allotment of shares. Shares and Share Capital. Membership. Borrowing Powers. Management and Meetings. Accounts and Audit. Compromise Arrangements and Reconstruction. Prevention of Oppression and Mismanagement. Winding Up; Consumer Protection Act and Cyber Laws.

Suggested Readings:

1. Singh, A., (1996), "*Company Law*", 11th Ed. Lucknow, Eastern.
2. Khergamwala, J.S., (1980), "*The Negotiable Instrument Act*", N.M. Tripathi. Bombay,
3. Ramaiya, (1992), "*A Guide to the Companies Act*", Wadhwa, Nagpur.
4. Shah, S. M., (1990), "*Lectures on Company Law*", N.M. Tripathi Bombay.
5. Tuteja, S. K., (1998), "*Business Law For Managers*", Sultan Chand, New Delhi.

**MBA CP-304
SUMMER TRAINING PROJECT**

At the end of second semester, all the students will have to undergo summer training of 8-10 weeks with an industrial, business or service organization by taking up a project study.

MBA CP-401
CORPORATE STRUCTURING & LEADERSHIP

Objective:

The main objective of the Course is to analyse how Organisations identify long-term objectives and missions, their internal strength and weaknesses, as well as external threat and opportunities. This is how they can appreciate their core competence and available options from which to choose and formulate strategies to achieve their goals of growth and diversification.

Course Contents

What is Strategy? Whose Responsibility is it? Why does this matter? Difference between Planning and Strategy. Five steps from Formulation to Implementation of Corporate Strategy. Why Different agencies choose different strategies like Portfolio Analysis, PIMS/BCG/GE Matrics, Competitive Strategy and Competitive Advantage of Enterprise and Nations, as well as Corporate Strategies of Turnaround, Penetration, Diversification, Divestment, Merger, Acquisition, Joint Venture and Alliances. Strategic issues of management of Projects, as well as Privatisation and Restructuring of Public Enterprises. Issues of Strategic Leadership, as well as Strategic Implications of E-Commerce.

Analysing internal strengths and Weaknesses in the Organisation Scanning External Threats and Opportunities in Environment. Five steps in choosing A Strategic Plan, Strategic Planning Model of Turnaround Management PIMS/BCG, Differences between Strategic Plan and Strategic Management – Why Different Organisation choose different Strategy, Options and Choices, Competitive Strategy and competitive Advantage of Enterprises and Nations, Strategic Issues in:Public Enterprise Reform and Privatisation, Management of Projects, Management of Diversification, Merger, Joint Venture and Divestment, Issues of Strategic leadership – Profile of Global Manager in the 21st Century Video Cases.

Suggested Readings

1. Barry J Natebuff and Adam Branderburger, Co-petition, Hasper Collins Paperback, 1997
2. Basu, P.K "How is India Doing?" Ascore Card, Asian Affairs, London, Routledge 2003.
3. Basu, P.K, "Managing Globalisation". Gyosei Journal, U.K. 1999
4. Basu, P.K, Performance Evaluation for performance Improvement – an essay on the Strategic Management on Public Enterprises in India, Allied, Delhi, 1991.
5. Bennis and Mische, The 21st Century Organisation, Pfeiffer, 1995.
6. Gatewood, Taylor and Ferrell, Management – Comprehension Analysis and Application; Trwin Press, U.S.A, 1994, Ch.10 pages 272 – 299.
7. Hamlel G. and Prahlad K. Competing for the future, Harvard Business Review Jul, August 1994.
8. Hamlel G. and Prahlad K.: "Strategic Intent" HBR May, June, 1989.
9. J Austin and T Kohn, Strategic management in Developing Countries, Free Press/Maewillam 1990.
10. J Stiglits, Globalisation and its Discontents, 2002 also Jagdish Bhagwati and Martin Woolf 2003.
11. Lorange P and Ros J, Formation, Implementation and Evaluation, Blackwell, Business 1992.
12. Michel Porter, "What is Strategy ?" HBR November, December 1996.
13. Michel Porter, Competitive Advantage on Nations, 1990.
14. Michel Porter, Competitive Strategy Techniques for Analysing Industries and Competition 1980.
15. Ohmae, K., Mind of the Strategist, Peguin, 1982.
16. Pascal and Athos, Art of Japanese Management, Peguin, 1981
17. Rober Heller, In Search of European Excellence, Hasper Collins Business, 1997
18. Robert Michel, Strategy, Pure and Simple, McGraw Hill, 1993
19. Saul Estrin, Privatisation in Central, Eastern Europe, Slather, Corporate Recovery, 1997
20. Selected Articles from Harvard Business Review 2001-2005.
21. Slattor, Corporate Recovery, Peguin.
22. Turner Rondney, Handbook of Project Based Management, McGraw Hill, 1994.
23. Wignaraja (Ed), Competitiveness Strategy in Developing Countries, Routledge 2003.

**MBA CP-402
COMPREHENSIVE PROJECT WORK**

The Final Project will be evaluated at the end of the IV semester by the internal and external examiners. This would be equivalent to the marks of two papers.

OPTIONAL PAPERS:

FINANCE:

**MBA FM-3101
FINANCIAL DECISION ANALYSIS**

Objectives:

The basic objective of this course is to impart an intensive knowledge about the use of quantitative techniques in specified financial decision-making areas.

Nature of Risk

Conventional techniques of Incorporation of risk.: Payback; Risk – Adjusted discount rate; Certainty Equivalent; Break – Even Analysis

Statistical Technique to handle risk: Probability Approach, Standard deviation, Coefficient of variation, Decision trees for sequential investment decisions, Stimulation Analysis [R.P. Rutagi] Replacement Decisions.

Working Capital Management

Estimation of working capital management: Percentage of net rates, Percentage of fixed assets / total assets, Based on Operating cycle

Cash management

Inventory management

Account Receivable management

Business Failure and Reorganisation (V.K. Bhalla): Business failure and its types, Causes of business failure, Symptom of Bankruptcy, Voluntary remedies to insolvency, Reorganisation and financial decisions

Mergers and Acquisitions: Types of Mergers and Acquisitions, Motives behind mergers and acquisitions, New take over code, Legal and procedural aspects, Determination of Exchange Ratio

Value of shares: Goodwill, Present value of Preference share, Present value of equity shares, Dividend valuation model, Growth in dividends

Lease Financing: Lease, Leasing Vs. Borrowing Decision, Corporate Debt capacity

Application of : Linear Programming, Goal Programming and, Regression Analysis in Financial decision making areas

Multiple Discriminant Analysis

Suggested Readings:

1. Bhalla, V. K., (1998), "*Financial Management And Policy*", 2nd Ed. Anmol, New Delhi, Delhi.
2. Bierman, Harold. Lease Vs, (1982), "*Buy Decision*", Englewood Cliffs, Prentice Hall Inc, New Jersey.
3. Fogler, H and Ganpathy, (1982), "*Financial Econometrics*", Englewood Cliffs, Prentice Hall Inc, New Jersey.
4. Levy; H and Sarnat H, (1982), "*Capital Investment and Financial Decision*", Englewood Cliffs, Prentice Hall Inc, New Jersey.
5. Van Horne, James C., (2002), "*Financial Management and Policy*", Englewood Cliffs, Prentice Hall of India, New Jersey.

MBA FM-3102

SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Objectives

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process, including of Portfolio Management.

Course Contents

Investment Choices and Alternatives; Forms of Investment; Investment in Financial Assets; Money market and Capital Market Investment Instruments; Investment Objectives; Investment-Return and Risk;

Investment Market; Primary and Secondary Markets;; New Issue Market; Listing of Securities; Operations of India Stock Market; Cost of Investing in Securities; Mechanics of Investing; Markets and Brokers; Regulation and Control over investment market; Role and Guidelines of SEBI;

Fundamental Analysis; Valuation Theories of Fixed and Variable Income Securities Risk Analysis in Investment Decision; Systematic and Unsystematic Risk;

Stock Market Analysis- Technical Approach; Efficient Market Theory; Weak and Semi-strong form of Efficient Market; Investment decision making under Efficient market Hypothesis;

Introduction to Portfolio Management – An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, Sharpe: Single Index Model; Capital Asset Pricing Model,

Suggested Readings

1. Alexander, Gordon J. and Sharpe, William F. Fundamentals of Investments. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1989;
2. Bhalla, V K. Investment Management: Security Analysis and Portfolio Management, 8th ed; New Delhi, S. Chand, 2001.
3. Elton, Edwin J and Gruber, Martin J. Modern Portfolio Theory and Investment Analysis, New York, John Wiley, 1984;
4. Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6th ed; New Delhi, Prentice Hall of India, 1995.
5. Fuller, Russell J. and Farrell, James L. Modern Investment and Security Analysis, New York, McGraw Hill, 1993;
6. Haugen, Robert H, Modern Investment Theory. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1987:
7. Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management, London, Allyn and Bacon, London, 1987.
8. Lee, Cheng F. etc. Security Analysis and Portfolio Management. Scott, Foresman, 1990.
9. Markowitz, Harry M. Mean. Variance Analysis in Portfolio Choice and Capital Markets, London, Basic Blackwell, 1987;
10. Sharpe, William F. etc. Investment. New Delhi, Prentice Hall of India, 1997;

MBA FM-3103
PORTFOLIO MANAGEMENT

Objectives:

The objective of this course is to give the students an in-depth knowledge of the theory and practice of Portfolio Management.

Course Contents:

Introduction to Portfolio Management: An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, The Mean, Variance Criterion (MVC), The Nature of Investment Risk, MVC and Portfolio Selection, The Investment in Liquid Assets, Portfolios of Two Risky Securities, A Three Security Portfolio, The Efficient Frontier, Tracing the Efficient Frontier: The Relationship Between the Unleveraged and Leveraged Portfolio, Sharpe: Single Index Model; Application of Market Model in Portfolio Construction; Capital Asset Pricing Model, Characteristic Lines, Factor Model and Arbitrage Pricing Theory, Constructing Efficient Frontier, Optimum Portfolios: Constructing the Optimum Portfolio, Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation; Corporate Portfolio Management in India, International Diversification.

Suggested Readings:

1. Alexander, Gordon, J. and Sharpe, William, F., (2002), "*Fundamentals of Investments*", Englewood, Prentice Hall of India.
2. Bhalla, V. K., (2001), "*Investment Management: Security Analysis and Portfolio Management*", 8th Ed. S. Chand, Delhi.
3. Elton, Edwin, J. and Gruber, Martin, J., (1984), "*Modern Portfolio Theory and Investment Analysis*", John Wiley, New York.
4. Lee, Cheng, F. et al., (1990), "*Security Analysis and Portfolio Management. Scott*", Foresman.
5. Markowitz, Harry, M. Mean, (1987), "*Variance Analysis in Portfolio Choice and Capital Markets*", Basic Blackwell, London.

MBA FM-3104
INTERNATIONAL FINANCIAL MANAGEMENT

Objectives:

The objective of the paper is to give students an overall view of the international financial system and how multinational corporations operate.

Course Contents:

Multinational Financial Management – An overview; Evolution of the International Monetary and Financial System; Managing short-term assets and liabilities; Long run Investment Decisions. The Foreign Investment Decision; Political Risk Management; Multinational Capital Budgeting; Application and Interpretation; Cost of Capital and Capital Structure of the Multinational Firm. Dividend Policy of the Multinational Firm; Taxation of the Multinational firm; Country Risk Analysis; Long – Term Financing.

Suggested Readings:

1. Abdullah, F.A., (1987), "*Financial Management for the Multinational Firm*", Englewood Cliffs, Prentice Hall Inc, New Jersey.
2. Bhalla, V.K., (2001), "*International Financial Management*", 2nd Ed. Anmol, New Delhi,.
3. Buckley, Adrian, (1996), "*Multinational Finance*", , Prentice Hall Inc, New York.
4. Kim, Suk and Kim Seung, (1993), "*Global Corporate Finance: Tax and Cases*", 2nd Ed. Kolb, Miami Florida.
5. Shapiro, Alan C., (1995), "*Multinational Financial Management*", Prentice Hall of India, New Delhi.
6. Sharan, (2003), "*International Financial Management*", Prentice Hall of India, New Delhi.

**MBA FM-3105
MANAGEMENT OF FINANCIAL SERVICES**

Objectives:

The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

Course Contents:

Financial System and Markets; Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services; Stock Exchange Operations; Mutual Funds; Merchant Banking Services: Managing of issue shares and bonds- Mobilizing of Fixed Deposits – Inter – Corporate Loans – International Finance; Other Financial services – Leasing and Hire Purchase; Debt Securitization; Housing Finance; Credit Rating; Credit Cards; Banking and Insurance; Venture Capital, Factoring for Failing and Bill Discounting, Insurance; The Tax Environment and Financial Services; Pricing Financial Services.

Suggested Readings:

1. Bhalla, V. K., (2001), "*Management of Financial Services*", Anmol, New Delhi.
2. Bhalla, V.K. and Dilbag, Singh, (1997), "*International Financial Centres*", Anmol, New Delhi.
3. Ennew, C, Trevor Watkins & Mike Wright, (1990), "*Marketing of Financial Services*", Heinemann Professional Pub.
4. Gordon, E and K., (1997), "*Natrahan Emerging Scenario of Financial Services*", Himalaya Publishing House.
5. Meidan, Arthur Brennet, M., (1983), "*Option Pricing: Theory & Applications*", Lexington Books, Toronto.
6. Kim, Suk and Kim, Seung, (1993), "*Global Corporate Finance: Text and Cases*", 2nd Ed. Kolb, Miami Florida.

**MBA FM-3106
MANAGEMENT CONTROL SYSTEM**

Objectives:

The main objective of the course is to appraise the students about the concept of management control system as well as its role in efficient management of public system organizations.

Course Contents:

Management Control – An Overview: Nature, Scope and Concept of Management Control Systems. Organization Goals, Strategic Planning and Implementations, Organization Structure, Contingency Theory, Organizational Climate, Position of Controller in the Organization structure of an Organization. Management Control Process: Programming, Budgetary Planning and Procedures, Budgetary Control, Analysis of Variances, Flexible Budgeting, Zero-base Budgeting, Performance Budgeting, Accounting Aspects of Control including Internal Audit and Control and Value for Money, Analysis and Reporting, Variance Reporting. Management Control Structure: Responsibility Centre, Responsibility Accounting, Cost Centre, Profit Centre, Inter-divisional Transfer Pricing, Measurement of Divisional Performance including Performance Evaluation. Qualitative and Quantitative, Investment Centre. Behavioral Aspects of Management Control: Motivation and Morale, Goal Congruency, Participative and Responsive Management. Human as a Part of Information Process, Learning Curves. Management Control in Specialized Organization: Selected Case Studies on Non-Profit and Public Service Organizations.

Suggested Readings:

1. Anthony, R.N. and Govindrahan V., (1995), "*Management Control Systems*", 8th Ed. Irwin, Taraporevala, Chicago.
2. Emmanuel, C and Otley, D., (1985), "*Accounting for Management Control*", Nostrand Reinhold, London.
3. Ghosh, P.K and Gupta G.S., (1985), "*Cost Analysis and Control*", Vision, New Delhi.
4. Glynn, J.J., (1985), "*Value for Money: Auditing in Public Sector*", Prentice Hall Inc, London.
5. Hersey, P and Blanchard, H.B., (1988), "*Management of Organization Behavior: Utilizing Human Resources*", Prentice Hall of India, New Delhi.
6. Maciariello, J.A and Kirby C.J., (2001), "*Management Control System*", Prentice Hall of India,

MBA FM-3107
INTERNATIONAL ACCOUNTING

Objectives:

The objective of this course is to acquaint the students with accounting needs of international financial markets and to analyse the accounting measurement and reporting issues unique to multinational business transactions.

Course Contents:

International Dimension of Accounting – Conceptual Development and Comparative Development Patterns; Currency Transactions; Managing International Information Systems; International Perspective on Inflation Accounting; Financial Reporting and Disclosure; Analyzing Foreign Financial Statements; Financial Management of Multinational Entities; Transfer Pricing and International Accounting – International Standards and Multinational Corporations.

Suggested Readings:

1. Arpon, Jeffrey S. And Radebaugh, Lee H., (1985), "*International Accounting and Multinational Enterprises*", Jhon Wiley, New York.
2. Choi, Frederick D.S. and Mueller G.G., (1984), "*International Accounting*", Englewood Cliffs, Prentice Hall Inc, New Jersey.
3. Evans, Thomas G., (1985), "*International Accounting & Reporting*", McMillan, London.
4. Gray, S.J., (1983), "*International Accounting and Transnational Decisions. London*", Butterworth.
5. Holzer, H. Peter, (1984), "*International Accounting*", Harper & Row, New York.
6. Prodhan, Bimal, (1986), "*Multinational Accounting*", Croom-Helm, London.
7. Rathore, Shirin, (2001), "*International Accounting*" Prentice Hall of India, New Delhi.

**MBA FM-3108
CORPORATE TAXATION**

Objectives:

The objective of the course is to acquaint the participants with the implications of tax structure and corporate profit planning in operational as well as strategic terms.

Course Contents:

Basic Concepts of Income Tax; Residential status of a Company; Computation of Income under Different Heads of Income, Set off and Carry forward of Losses, Deductions and Exemptions in Additional Tax on Undistributed Profits, Companies Profit Surtax Act; Computation of Tax Liability; Meaning and Scope of Tax Planning and Location of Undertaking, Type of Tax Liability; Meaning and Scope of Tax Planning and Location of Undertaking, Type of Activity, Ownership Pattern, Tax Planning Regarding Dividends Policy, Issue of Bonus Shares, Inter Corporate Dividend and Transfers; Tax Planning Relating to Amalgamation and Merger of Companies; Tax Considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc; Tax Planning in respect of Managerial Remuneration, Foreign Collaborations and Joint Ventures; Implications of Avoidance of Double Taxation Agreements.

Suggested Readings:

1. Ahuja, G.K & Gupta, Ravi., (1999), "*Systematic Approach to Income Tax*", Bharat Law House, Allahbad.
2. Iyenger, A.C. Sampat, (1981), "*Law of Income Tax*", Bharat Law House, Allahabad.
3. Kanga, J.B. and Palkhivala, N.A., "*Income Tax Bombay*", Vol.1-3, N.M. Tripathi.
4. Ranina, H.P., (1985), "*Corporate Taxation: A Handbook*", 2nd Ed. Oriental Law House, New Delhi.
5. Singhania, V. K., (1991), "*Direct Taxes: Law and Practice*", Taxman, Delhi.
6. Srinivas, E.A., (1986), "*Handbook of Corporate Tax Planning*", Tata McGraw Hill, New Delhi.

MBA FM-3109
FINANCIAL DERIVATIVES

Objectives:

The objective of this course is to give an in depth knowledge of the functioning of derivative securities market.

Course Contents:

Forward contracts; Future Contracts; Other Derivative Securities; Types of Traders; Futures Markets and the use of Futures for Hedging; Forward and Futures Prices; Interest Rate Futures; Swaps; Options Markets; Properties of Stock Option Prices; Trading Strategies Involving Options; Black-Scholes Option Model; Binomial Model; Option on Stock Indices; Currencies and Futures Contracts; General Approach to Pricing Derivatives Securities; Interest Rate Derivative Securities; Derivatives Market in India.

Suggested Readings:

1. Bhalla, V.K., (2001), "*Investment Management; Security analysis and Portfolio Management*", S. Chand, New Delhi,
2. S. Chand, (2001), "*Financial Derivatives*", Delhi.
3. Brennet, M., (1993), "*Option Pricing: Theory & Applications*", Lexington Books, Toronto.
4. Cox, John C. and Rubinstein, Mark, (1985) "*Options Markets*" Englewood Cliffs, Prentice Hall Inc, New Jersey.
5. Huang, Stanley S.C. and Randall, Maury R., (1987), "*Investment Analysis and Management*", Allyn and Bacon, London.
6. Hull, John C. Options, (2003), "Futures and Other Derivative Securities", 5nd Ed. Prentice Hall of India, New Delhi.
7. Sharpe, William F. et. al. (2002), "*Investment*", Prentice Hall of India, New Delhi.
8. Redhead, Financial Drivelines, (2001), "*An Introduction to Futures, Forwards, Options and Swaps*", Prentice Hall of India, New Delhi.

MBA FM-3110
PROJECTS PLANNING, ANALYSIS AND MANAGEMENT

OBJECTIVE

The course is designed to impart intensive knowledge and skills in identifying opportunities for setting up projects, assessing their feasibility and appraising them for their viability. The course will help students to understand the process of appraisal of such projects by financial institutions and the various options available for financing. The students will also be familiarised with preparation of detailed project reports.

COURSE CONTENTS

Project Concept, Types and Characteristics: Identification of Investment Opportunities - Generation of project Ideas, Pre-feasibility analysis, Project rating index: Presentation of Project Ideas: Project Feasibility Analysis: Project life cycle, Marketing and; Technical analysis ; Project Feasibility Analysis: Financial Analysis-project cost estimation, Projected financial statements, project appraisal techniques

Project Risk Analysis and Risk Mitigation Measures Statistical Tools and Techniques, Use of Specialised Softwares; Project Appraisal by Financial Institutions, Banks and other Financial Agencies, Formulation of project report, Credit Risk Analysis and Project Rating by Funding Institutions Presentation of Detailed Project Report

Project Funding: Major Sources; infrastructure project financing

Project Monitoring and Control; Project management Information Systems (PMIS)

Project Implementation Practices, Microsoft Project 2000

Post completion Audit Programme

SUGGESTED READINGS

1. B. M. Patel, Bhavesh M. Patel, *Project management*, Vikas Publishing House Pvt. Ltd., 2001.
2. Chong & Brown Yee Yee Chong & Evelyn May Brown, *Managing Project Risk*, Financial Times-Prentice Hall, 2000.
3. Dennis Locke, Dennis Locke, *Handbook of Project Management*, Gower Press, 1988.
4. Ghattas & McKee, R.G. Ghattas and Sandra L. McKee, *Practical Project Management*, Pearson Education (Singapore) Pte. Ltd., 2003.
5. H.P.S. Pahwa, H.P.S. Pahwa, *Project Reports and Appraisals*, Bharat Law House, 2001.
6. J.M. Nicholas, J.M. Nicholas, *Project Management for Business and Technology*, Pearson Education (Singapore) Pte. Ltd., 2002.
7. J.P. Lewis, James P. Lewis, *The Project Manager's Desk Reference*, Neo Publishing Company, New Delhi, 1993
8. J.R. Turner, J.R. Turner, *The Handbook of Project -Based Management*, McGraw-Hill, London, 1999.
9. L-M, I.M.D. Little & J.A. Mirrless *Project Appraisal and Planning for Developing Countries*, Hienemann Educational Books, 1974
10. Mohan & Kapoor, A. Mohan & P. Kapoor, *Project Appraisals and Financing (Vol. 1)*, Asian Law Publishing House, 2000.
11. P.K. Joy, P.K. Joy, *Total Project management*, Macmillan India Ltd., 1998
12. Prasanna Chandra, Prasanna Chandra, *Projects: Planning, Analysis, Selection, Implementation and Review*, Tata Mc Graw Hill Publishing Co. Ltd., 2002
13. R.K. Wyoscki & others, Robert K. Wyoscki, Robert Beck, Jr., and David. B. Crane, *Effective Project Management*, John Wiley & Sons, Inc., 2000.
14. S. Choudhury, S. Choudhury, *Project Management*, Tata Mc Graw Hill Publishing Co. Ltd., Delhi, 1988.
15. S. Krishnamurthi, S. Krishnamurthi, *Project Appraisals and Financing (Vol. 2)*, Asian Law Publishing House, 2000

MBA FM-3111
INTERNATIONAL FINANCIAL MARKETS

Objectives:

The aim this course is to give students an in depth knowledge of the working of international financial markets.

Course Contents:

History of the International Financial System – The rise and Fall of Bretton Woods, Globalization and the Growth of Derivatives, The Crash of 1994-96 and Beyond, Euro- Currency Market, Euro-banking and Euro-currency Centers, Deposit Dealing and the Team Structure of Euro-currency Rates, Euro Currency Futures and Options, Syndicated Euro-credits, International Bond Markets- Introduction, New Issue Procedures in the Eurobond Markets, Eurobond Valuation and Hedging, Interest Rates and Currency Swaps, Pricing Option, Features of International Bonds, Forecasting and the Image of the Future- Central Banks and the Balance of Payments, The European Monetary system and Other Regional Artificial Currency Areas, New Instruments in International Capital Markets, International Banking and Country Risk, International Portfolio Diversification, International Transfer Pricing.

Suggested Readings:

1. Bhalla, V.K., (2001), "*International Financial Management*", 2nd Ed. Anmol, New Delhi.
2. Bhalla, V K., (1997), "*Managing International Investment and Finance*", Anmol, New Delhi.
3. Buckley, Adrian, (2002), "*Multinational Finance*", 3rd Ed. Prentice Hall of India, New Delhi.
4. Eiteman, David K. and Stonehill, Arthur I., (1988), "*Multinational Business Finance*", Addison-Wesley, California.
5. Johnson and Giaccotto, (1995), "*Options and Futures*", St. Paul, West.
6. Kim, Suk and Kim, Seung, (1993), "*Global Corporate Finance: Tax and Cases*", 2nd Ed, Miami, Florida.
7. Shapiro, Alan C., (2002), "*Multinational Financial Management*", Prentice Hall of India, New Delhi.

MBA FM-3112
MANAGEMENT OF FINANCIAL INSTITUTIONS

Objectives:

The objective of this course is to discuss the specific financial management problems of financial institutions including a detailed study of the working of the leading financial institutions in India.

Course Contents:

The Role and Importance of Financial Institutions; Financial Management Models and their Applications in Financial Institutions; Application of the Wealth Maximization Model to Financial Decisions; Evaluating Risks and Returns of Assets and Liabilities of Financial Institutions; Flow of Fund Analysis of the Borrowing and Lending Behavior of Financial Institutions; Interest Rate Analysis; Interest Rate in the Financial System; Yield Curve; Risk and Inflation; Financial Management of Commercial Banks; Banking Law and Regulation; Provisions of RBI's Operations; Credit and Monetary Planning; Insurance Companies; Thrift Institutions; Development Banks; Role of Development Banking in Industrial Financial in India; Capital Adequacy and Capital Planning; Strategy of Growth; Problems of Time and Cost Over Runs; Financial Planning of Financial Institutions; Goals and Performance Statements; Working and Organization of Different Financial Institutions in India Like IFCI, ICICI, IDBI, UTI, LIC, Mutual Funds, International Aspects of Financial Institutions.

Suggested Readings:

1. Bhalla, V.K., (1998), "*Indian Financial System*", Anmol Pub. Pvt. Ltd, Delhi.
2. Dougall, Herbert E and Gaumnitz, (1980), "*Capital Markets and Institutions*", Englewood Cliffs, Prentice Hall Inc, New Jersey.
3. Hempel, George H. and Yawitz, Jess B., (1977), "*Financial Management of Financial Institutions*", Englewood Cliffs, Prentice, Hall Inc, New Jersey.
4. Kane, Joseph A., (1984), "*Development Banking*", Toronto, Lexington, Lexington Books.
5. Rose, Peter S. and Fraser, Donald R., (1985), "*Financial Institutions*", Ontario, Irwin Dorsey.
6. Vij, Madhu, (1991), "*Management of Financial Institutions in India*", Anmol, New Delhi.
7. Yeager, Fred C. and Seitz, Nail E., (1989), "*Financial Institution Management: Text and Cases*", 3rd Ed. Englewood Cliffs, Prentice Hall Inc. New Jersey.

MBA FM-3113
WORKING CAPITAL MANAGEMENT

Objectives:

The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective working capital management.

Course Contents:

Concept of Working Capital Management, Importance of Working Capital, Kinds of working Capital, Factors Determining working Capital, Estimating Capital Requirements; Management of Cash Motives for Holding Cash and marketable securities; Cash System, Managing the Cash Flow, Types of Collection Systems, Cash Concentration Strategies, Disbursement Tools, Investment in Marketable Securities; Forecasting Cash Flow; Managing Corporate Liquidity and Financial Flexibility; Measures of Liquidity, Determining the Optimum Level of Cash Balances- Baumol Model, Beranek Model, Miller- Orr Model, Stone Model; Receivable Management Determining the Appropriate Receivable Policy, Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant Analysis Receivable Policy, Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant Analysis, Sequential Decision Analysis; Inventory Management- Kinds of Inventories, Benefits and Cost of Holding Inventories, Inventory Management and Valuation, Inventory Control Models; Short-term financing; Programming Working Capital Management; Integrating Working Capital and Capital Investment Processes; Monetary System; Money Market in India; Banking System in India: The Restructuring Process; Working Capital Control and Banking Policy in India Instruments of the International Money Market; Managing Short- Term International Transactions.

Suggested Readings:

1. Bhalla, V.K., (2001), "*Working Capital Management: Text and Cases*", 4th Ed. Anmol, Delhi.
2. Hampton J.J. and C. L. Wagner, (1989), "*Working Capital Management*", John Wiley & Sons.
3. Mannes, T. S. and J. T. Zietlow, (1993), "*Short – Term Financial Management*", West Pub. Co.
4. Scherr, F.C., (1989), "*Modern Working Capital Management*", Prentice Hall.
5. Smith, Keith V. and G.W. Gallinger, (1988), "*Readings on Short-term Financial Management*", 3rd Ed. West Pub. Co.
6. Bhattacharya, (2002), "*Working Capital Management- Strategies and Techniques*", Prentice Hall of India, New Delhi.

MBA FM-3114
FOREIGN EXCHANGE MANAGEMENT

Objectives:

To acquaint the participants with the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure, and hedging against exposure risk.

Course Contents:

Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates; Organization of the Foreign Exchange Markets; Currency; Option; Currency Swaps; Corporate Exposure Management: Alternative Definitions of Foreign Risk, Exposure Information System, Alternative Strategies for Exposure Management, Exposure Management Techniques, Organization of the exposure Management Function; Parameters and Constraints on Exposure Management: Theory and practice of Forecasting Exchange Rates – Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis; Tax Treatment of Foreign Exchange Gains and Losses; FEMA.

Suggested Readings:

1. Aliber, R.Z., (1978), *“Exchange Risk and Corporate International Financial”*, Micmillan, London.
2. Bhalla, V.K., (2001), *“International Financial Management”*, 2nd Ed. Anmol, Delhi.
3. Luca Cornelius, (1995), *“Trading in the Global Currency Market”*, Prentice Hall, NJ.
4. Shapiro, A.C., (1979), *“International Financial Management”*, Boston Allyn and Bacon.
5. Sutton, W.H., (1987), *“Trading in Currency Options”*, New Institute of Finance, N York.

MBA FM-3115
INFRASTRUCTURE FINANCING

Objective:

The objective of the course is to identify the sources of infrastructure financing.

Course Contents:

Project Finance; Infrastructure Finance Vs. Project Finance; Evolution of Private and Commercially Financed Infrastructure Projects in India: Structural Issues Dissatisfaction with the performance of existing PSUs, Lack of funds with the Government, Structural finance, risk-participation assistance, types of guarantees, contemporary products, pricing of Issues-Commercialization / Corporatisation of USPs with the increased reliance on the capital market, Privatization; Outlook for Infrastructure Projects: Demand for Infrastructure in Future, Supply of Infrastructure Finance; Infrastructure Finance-Scope and Avenues: Business and major players (Global and Indian), Products (Funded and non –funded) – types, mezzanine finance, take-out products-tax implications; Role of F1 and banks and shift in portfolio of F1 and banks, skills required for career in Infrastructure finance; Process Flow chart of typical Infrastructure projects-Process flow for MOU projects and competitively bid projects; Infrastructure finance key terms and concepts: Types of projects (BOT, BOOT, BOLT, BOO, LROT, RMOT), Concession on agreements / license agreements & key clauses therein; Key contracts (EPC, O& M, Shareholders agreement) & key clauses therein (including diagram depicting typical contractual structure), Financial Closure, Role of Independent regulators tariff fixation and dispute resolution, jurisdiction in each sector and relationship with govt. (coverage would include briefly the function of TAMP, CERC, SERC, TRAI); Risk Analysis-Key risks in Infrastructure financial and litigation, allocation of risk including insurance; Infrastructure projects appraisal in a financial institution: Appraisal process, Generic issues, Internal committees and functions, Sanction / letter of intent, Disbursement and post-disbursement process; Sect-oral Outlook: Business process and opportunities for private sector participation sector-wise; Advisory Services; Recent Deals.

Suggested Readings:

1. Bamford, C.G., (1998), "*Transport Economics*", Heinemann Pub, Oxford.
2. Bhalla, V.K., (1998), "*Financial Management and Policy*", 2nd Ed. Anmol Pub. Pvt. Ltd. New Delhi.
3. Dieter, Helm and Tim Jenkinson (ed), (1998), "*Competition in Regulated Industries*", Oxford University Press, UK.
4. (1996), "*International Financial Corporation Financing Private Infrastructure: Lessons of Experience*", World Bank, Washington, D.C.
5. Morris, Sebastian, (2001), "*Indian Infrastructure Report*", Oxford University Press,
6. Raghuram S. et al., (1999), "*Infrastructure Development and Financing*", Macmillan, Delhi.

MBA FM-3116

ENTERPRISE RISK MANAGEMENT

Objectives

The objective of this course is to equip the students with integrated risk management concepts and techniques and the emerging technologies in current business environment.

Course Contents

Evolution of Enterprise risk management – traditional and modern view, ERM philosophy and concerns, Relevance of ERM- Benefits, Value maximisation; Risk Assessment and framing strategies – environmental analysis, objective setting, event identification, risk mapping, risk response, control activities, infrastructure development, risk information and communication; Implementing ERM – Strategic Issues, Roles and Responsibilities; ERM technologies - monitoring, evaluating, and improving the effectiveness of risk management systems and processes; Integrated Risk Management - global outlook, prospects and challenges.

Suggested Readings

1. James Deloach(2000), *Enterprise-wide Risk Management - Strategies for linking risk and opportunity*, Prentice Hall.
2. James Lam(2003), *Enterprise Risk Management: From Incentives to Controls*, WILEY Finance Series.
3. Jerry A. Miccolis, Kevin Hively & Brian W. Merkley(2002), *Enterprise Risk Management: Trends and Emerging Practices*, Prentice Hall.
4. Neil A. Doherty(2000), *Integrated Risk Management: Techniques and Strategies for Managing Corporate Risk*, Mc. Graw Hill.
5. Paul Walker, William Shenkir (2002), Thomas Barton, *Making Enterprise Risk Management Pay Off - How Leading Companies Implement Risk Management*, Financial Times-Prentice Hall.
6. Prakash A. Shimpi, *Integrated Corporate Risk Management*(2001),Texere LLC., NY.

MBA FM-3117
INSURANCE AND RISK MANAGEMENT

Objectives

This course is designed to provide a conceptual framework of the risk management and the use of insurance device in order to increase business value as well as individual welfare. It also aims to acquaint the students with the operations of insurance markets.

Course Contents

Introduction to risk management - Conceptual framework of risk, Risk identification and evaluation, Risk Management Techniques, Principles of Insurance and Insurance Contracts, Risk management and insurance industry, Insurance industry in India and abroad.

Functional aspects of insurance business- Organisational structure of Insurance Companies, Operational process of Insurance Companies – Reinsurance, Insolvency risk, Underwriting practices, Asset allocation and Investment strategies, Performance Evaluation of insurance companies, Statistical Modeling, Pricing of Insurance Products – ratings and valuation, benefits and costs of insurance, Marketing of insurance Products. Law and Economics of Insurance - Insurance business environment, Insurance and allied Laws, regulatory framework of insurance business– IRDA Act and regulations, accounting & taxation aspects, Consumer Rights.

Principles and Practice of Life and Non-life insurances - Life-insurance-basic concepts related to the structure of coverage, various products and their features, risk involved in life insurance, claims settlement. Non-life insurance - project insurance, loss insurance, property insurance, marine & fire insurance, motor insurance, social and rural insurance.

Suggested Readings

1. A.K. Kaushal and S.K. Mohanty (2002), *Insurance Law Manual*, Universal Law Publishing.
2. E. J. Vaughan & T. M. Vaughan (2002), *Essentials of Risk Management and Insurance*, John Wiley and Sons (Asia) Pte. Ltd.
3. G.E. Rejda (2003), *Principles of Risk Management and Insurance*, Person Education.
4. Gupta, P.K. (2004), *Insurance & Risk Management*, Himalaya Publishing, Delhi.
5. Harrison and Niehaus (1999), *Risk Management and Insurance*, McGraw Hill.
6. J.S. Trieschman, S.G. Gustavson & R.E. Hoyt (2001), South-Western College Publishing.
7. M.S. Dorfman(2001), *Introduction to Risk Management & Insurance*, Prentice Hall Inc
8. Marshall, John F., and V.K. Bansal (1996), *Financial Engineering*, Prentice Hall, Delhi
9. Rajiv Jain (2003), *Insurance Law and Practice*, Vidhi Publishing (P) Ltd.
10. Salih N. Neftci(2004), *Principles of Financial Engineering*, Academic Press.
11. William, Smith and Young (1995), *Risk Management and Insurance*, McGraw-Hill.

MBA FM – 3118
FINANCIAL ENGINEERING

Objectives

The basic objective of this course is to perform an insight into the development and application for new and innovative financial products to enable the financial markets participants to cope with environmental dynamics.

Course Contents

Financial engineering – Concept, Scope and Applications; Growth and Latest Innovations, Financial engineering- knowledge domain; mathematical, statistical and modelling skills, technology and accounting aspects, Financial engineering and Corporate Treasurer, Approaches - statistical, simulation, non-parametric, bootstrapping, generic algorithms
Valuation relationships and applications, Sensitivity Analysis, Risk-return trade-off, Portfolio Analysis, Leverage, Arbitrage and Market Efficiency, Financial Derivatives, Innovative Financial Instruments, Structured Notes, Hybrid Securities, Recent developments in debt markets.
Financial Engineering Strategies and Processes – Corporate Restructuring, Asset Allocation and Forecasting, Tax-driven Deals and other equity bases Strategies, Asset Liability Management, Hedging – ratios and applications, Leverage Buyouts, Arbitrage and Synthetic Instruments, Settlement and Clearing Systems- recent developments, Legal protections for financial products and services- related issues.

Suggested Readings

1. Marshall, John F., and V.K. Bansal (1996), Financial Engineering, Prentice Hall, Delhi
2. D. Taraella and R. Curon (2000), Financial Instruments, John Wiley & Sons
3. Eckl, S. Robinson J.N. et. al. (1990), Financial Engineering, Oxford.
4. Salih N. Neftci(2004), Principles of Financial Engineering, Academic Press.
5. Marek Capinski et. al. (2003), Mathematics for finance: An Introduction to Financial Engineering, Springer.
6. Lederman, Jon and Robert A., Klein (1995), Financial Engineering and Derivatives, Mc Graw Hill, New York.
7. Bhole (2003), Financial Institutions and markets, Tata Mc. Graw Hill, New Delhi

STRATEGIC FINANCIAL MANAGEMENT

The basic objective of this course is to impart in depth knowledge of the various quantitative tools and techniques in financial decision making from strategic perspective and integrating the financial strategy with overall business strategy

Course Contents

Strategic Financial Management – Overview, nature and scope, Asset Valuation, Capital Allocation and Strategy

Basic Financial Decisions – Overview of investment, financing and disbursement decisions. Application of statistical and mathematical techniques – programming, regression models, simulation and probability models, Decisions under risk and uncertainty, Multivariate Analysis-Tools and techniques.

Special Financial Decisions – Mergers and Acquisitions, Takeovers, Buyback, Sops and MLPs, Joint Ventures, Transfer Pricing, Leasing vs. Borrowing decisions, Replacement decisions, Managing Corporate Liquidity and Financial Flexibility – Cash Management Models, Inventory Control Models

Financial Distress and Restructuring, Business Failures and Reorganisation, Financial Decisions and Managerial Incentives, Risk Management and Corporate Strategy.

Suggested Readings

1. Bhalla V.K. (2001), Working Capital Management: Text and Cases, Anmol, Delhi
2. Bierman, Harold, (1982), Lease vs. Buy Decision, Prentice Hall.
3. Brealey and Myers (2003), Principles of Corporate Finance, Tata Mc Graw Hill.
4. Fogler, H and Ganpathy, (1982), Financial Econometrics, Pearson Education, Delhi
5. Hampton J.J. and C.L. Wagner (1989), Working Capital Management, John Wiley & Sons.
6. Harrington (2000), Global Financial Analysis in a global environment, Thomson
7. Levy, H. and Sarnat H., (1982), Capital Investment and Financial Decisions, Prentice hall.
8. Vanhorne(2004), Financial Management and Policy, Prentice Hall.

MARKETING
MBA MM-3201
ADVANCED CONSUMER BEHAVIOUR

OBJECTIVES:

The basic objective of this course is to explain the relevant concepts upon which the discipline of consumer behavior is based and also to illustrate how consumer behavior concepts are used by marketing practitioners to develop and implement effective marketing strategies.

Course Contents

Introduction to Consumer Behavior: Definition of Consumer Behavior. Nature and Scope of Consumer Behavior. Consumer Behavior as an Interdisciplinary Science. The Application of Consumer Behavior Principles to Strategic Marketing.

Individual Influences on Consumer Behavior: Consumer Perceptions – The Concept of Perception, Stages in Perceptual Process, Sensory System, Sensory Thresholds and Perceptual Selection. Consumer Motivation – The Concept and Typology of Needs, Theories of Consumer Needs, The Concept of Motivation, Motivational Conflicts, Consumer Involvement and its Facets. Consumer Attitude and Attitude Change – Introduction to Attitude and Consumer Decision Making, The Constituents of Consumer Attitude, The Functions of Consumer Attitude and the Marketing Response to Consumer Attitude. Learning – Concept of Learning, Theories of Learning and Marketing Applications. Personality and Self Concept – Concept and Nature of Personality and Their Application to Consumer Behavior, Theories of Personality, The Theory of Self Concept, Consumption and Self-concept.

Psychographics and Lifestyle: Introduction to Demographics, Psychographics and Lifestyle. Types of Psychographics Variables. Characteristics of Lifestyle. Influence on Lifestyle. Application of Lifestyle Marketing.

Group Influences on Consumer Behavior: Reference Group Influence – Introduction and Types of Reference Groups, Reference Group Influence on Products and Brands. Family Buying Influence – Nature and Type of Family Buying Influence, Consumer Socialisation, Intergenerational Influences, Family Decision Making, Family Role Structure and Buying Behavior, The Family Life Cycle Concept, Implication of Family Decision Making for Marketing Strategy.

Consumer Decision Making and Models of Consumer Behavior: Four Views of Consumer Decision Making – Economic Man, Passive Man and Emotional Man. The Buying Process – Problem Recognition and Information Search. Information Processing. Alternative Evaluation in Buying Decisions. Purchase Process and Post – Purchase Behavior. Opinion Leadership – Dynamics of the Opinion Leadership Process, Motivation behind Opinion Leadership, Opinion Leadership and the Firm's Marketing Strategy. Diffusion of Innovation – The Diffusion Process, The Adoption Process. Models of Consumer Behavior.

Organizational Behavior: What is Organizational Buying Behavior? Organizational Buying Behavior Vs. Consumer Behavior. Influences on Organizational Buying. Situations of Organizational Buying. Patterns of Organizational Buying Behavior in India.

Suggested Readings:

1. Assael, H., (1995), "*Consumer Behavior and Marketing Action*", Ohio, South Western.
2. Engle, J. F. et al. (1993), "*Consumer Behavior*", Dryden Press, Chicago.
3. Engle, J.F. et. al., 'Consumer Behavior', Dryden Press, Chicago.
4. Hawkins, D.I. Etc., (1995), "*Consumer Behavior, Implications for Marketing Strategy*", Business, Texas.
5. Howard, John A. et al. (1989), "*Consumer Behavior in Marketing Englewood Cliffs*", Prentice Hall Inc. New Jersey.
6. Jain and Bhatt (2003), 'Consumer Behavior in India', S. Chand & Co. Ltd., Delhi.
7. Kardes, (2003), "*Consumer Behavior and Managerial Decision- Making*", 2nd Ed, PHI.
8. Loudon (2002), 'Consumer Behavior', Tata McGraw Hill, New Delhi.
9. Mowen, Jhon C., (1993), "*Consumer Behavior*", Macmillan, New York.
10. Schiffman, L.G. and Kanuk, L.L. (2004), 'Consumer Behavior', PHI, New Delhi.

**MBA MM-3202
ADVERTISING MANAGEMENT**

COURSE OBJECTIVE:

The objectives of teaching this subject is to provide an approach to the management of advertising that is professional, thoughtful, and state of the art while being practical and relevant to the latest requirement of corporate sectors.

COURSE CONTEST

Advertising's Role in the Marketing Process; Ethical and social aspects of advertising; Advertising & Consumer Behaviour; Advertising Strategies; Stimulation of primary and selective demand, Case Study

Objective setting and Market Positioning, Case Study; DAGMAR approach, Determination of Target Audience; Building of Advertising Programme, Quiz; Message, Headlines, Copy, Logo

Illustration appeal, Layout; Campaign planning, Media planning; Role playing through case; Budgeting, Rationale of testing opinion, Aptitude tests

Recognition, Recall, Role Playing Through case; Advertising organisation, Selection, Compensation, Appraisal of an agency; Process of communication, Wilbur's model; Two step flow of communication, Theory of cognitive dissonance; Case Study & Presentation

Sales promotion, Role of creative strategies; Presentation & Case Study; Advertising: Retail, National & Cooperative; Political, International; Public service Advertising

Suggested Readings:

1. Aaker, David A. et al. (2002), "Advertising Management" 4th Ed., New Delhi Prentice Hall of India.
2. Beleh. George E and Beleh. Michael A., (1995), "Introduction to Advertising and Promotion. Irwin. Chieago.
3. Clow and Baack, (2003), "Integrated Advertising - Promotions and Marketing Communication", Prentice Hall of India, New Delhi.
4. Hard.Norman, (1995), "The Practice of Advertising". Butterworth Heinemann. Oxford.
5. Kleppner. Otto. (1996), "Advertising Procedure". Englewood Cliffs. Prentice Hall Inc. New Jersey
6. Wells. "Burnett and Moriary, (2003), "Integrated Advertising – Principles and Practice". Prentice Hall of India. New Delhi.
7. White. (2000), "Advertising' McGraw Hill, New York

MBA MM-3203
CONSUMER-BASED MARKETING STRATEGIES

Objective

The basic objective of this course is to develop skills for critically analyzing consumer and market competitions and accordingly design & implement appropriate strategic marketing problems & policies for gaining higher market share.

Course Contents

Strategic Marketing concept & plan. Strategic Marketing situation analysis – Analysis of competitor's strategies & estimation of their reaction pattern. Competitive Positions – Market leader strategies, Market challenger strategies, Market follower strategies & Market nicher strategies. Marketing Strategies for – Emerging industries, Declining industries & Fragmented industries. Balancing Customer & Comptitor Orientations. Role of Segmentation, Positioning, Targeting, Pricing, Advertising & Sales Promotion in Strategic Marketing.

Suggested Readings

1. Buzzel R. Det al., "Marketing: A Contemporary Analysis" John Willey
2. Gravens D.W., "Strategic Marketing", McGraw Hill
3. Kayanak E. & Savitt R., "Comprative Marketing System."
4. Kenneth E. Runyon, "The Practice of Marketing." Pearson Edu.
5. Nag A., "Marketing Strategy", MacMillan India Ltd.
6. Porter M.E., "Competitive Strategy : Techniques for Analysis Industries & Competitors".
7. Proctor T., "Strategic Marketing", Vikas Publishing House.

MBA MM-3204
INTERNATIONAL MARKETING

Objectives:

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

Course Contents:

International Marketing – Definition, Concept and Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions- World Bank, IMF, UNCTAD, WTO, Customs Union, Common Markets, Free Trade Zones, Economic Communities; Constraints on International Marketing – Fiscal and Non – Fiscal Barriers, Non- Tariff Barriers; Trading Partners – Bilateral Trade Agreements, Commodity Agreements and GSP; India and World Trade, Import and Export Policy, Direction and Quantum of Indian's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Council, Public Sector Trading Agencies, ECGC, Commodity Boards etc. Procedure and Documents-Registration of Exporters, Export Quotations, Production and Clearance of Goods For Export, Shipping and Transportation, Insurance, Negotiation of Documents; Instruments of Payments – Open Account, Bills of Exchange; Letter of Credit – Export Financing; International Marketing Mix – Identification of Markets, Product Policy, International Product life Cycle, Promotion Strategy, Pricing Strategy and distribution Strategy; Various Forms of International Business; Marketing of Joint Ventures and Turnkey Projects.

Suggested Readings:

1. Bhattacharya, B., (1991), "*Export Marketing: Strategies for Success*", Global Business Press, New Delhi.
2. Johri, Lalit M., (1980), "*International Marketing: Strategies for Success. University of Delhi*", Faculty of Management Studies.
3. Keegan, Warren, (2002), "*Global Marketing Management*", Englewood Cliffs, Prentice Hall Inc, New Jersey.
4. Onkvisit, Sak and Shaw, J. J., (1995), "*International Marketing: Analysis and Strategy*", Prentice Hall of India, New Delhi.
5. Pripalomi, V. H., "*International Marketing*", Prentice Hall.
6. Tarpstra, Vern and Sarathy, R., (1991), "*International Marketing*", Dryden Press, Orlando.
7. Walter, I and Murray, T., (1988), "*Handbook of International Business*", John Wiley, New York.
8. Srinivasan, (2002), "*International Marketing*", Prentice Hall of India, New Delhi.

MBA MM-3205
SALES AND DISTRIBUTION MANAGEMENT

Objectives:

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

Course Contents:

Nature & Scope of Sales management; evolution of sales function. Role & Functions of Sales management. Types of Sales Functions. The Personal Selling process. Sales Force management Challenges in 21st century.

Recruiting and Selecting Sales personnel, Developing and Conducting Sales Training programme. Sales Force Compensation . Supervision and Motivation of Sales Personnel. Sales Meetings and Contests.

Designing Territories and allocating Sales Efforts. Objectives and Quotas for Sales Personnel, Developing Sales Evaluation Programme, Sales Cost & Cost Analysis

Overview of Marketing Channels, their structure, functions and relationships, Channel intermediaries-Wholesaling & Retailing, Logistics of Distribution

Channel Planning, Organisational Patterns in Marketing Channels, Managing Marketing Channels, Dealer development, morale and motivation. International Marketing Channels.

Suggested Readings

1. Coughlan, Stern & El –Ansary, (2001), “ Marketing Channels”, PHI.
2. Jobber & Lancaster, (2004), “Selling & Sales management”, Pearson Education
3. Kapoor & Kansal,(2003), “ Distribution Management” PHI, New Delhi
4. Spiro, Stanton & Rich, (2002), “ Management of a Sales Force”, Tata McGraw Hill, New Delhi.
5. Still, Cundiff and Govoni, (2002), “ Sales Management: Strategies , and Cases”, Prentice Hall of India, New Delhi

MBA MM-3206
INDUSTRIAL AND BUSINESS MARKETING

Objectives:

The objective of this course is to lay a foundation for an understanding of the complex dimensions of the industrial marketing.

Course Contents:

Nature and Scope of Industrial Marketing; Difference between Industrial Marketing and Consumer Marketing; Nature of Demand in Industrial Markets; Industrial Buyer Behavior; Industrial Purchasing; Marketing Research and Market Information Systems; Segmentation of Industrial Markets; Technology and the Industrial Markets; Product Decisions and Strategies; Industrial Services; Industrial Pricing; Distribution and Channel Relationships; Logistics Management; Industrial Marketing Communication; Sales Force Management; Industrial Marketing Strategy, Planning and Implementation.

Suggested Readings:

1. Corey, E. Raymond. (1983), "*Industrial Marketing: Cases and concepts*", 3rd Ed. Englewood Cliffs, Prentice Hall Inc. New Jersey.
2. Gross, A.C. et al. (1993), "*Business Marketing*", Boston, Houghton Mifflin.
3. Hill, Richard. et al. (1975), "*Industrial Marketing*", Homewood Illinois, Richard D. Irwin.
4. Reeder, Robert R. et al. (2002), "*Industrial Marketing: Analysis, Planning and Control*", Prentice Hall of India, New Delhi.
5. Webster, F.E., (1979), "*Industrial Marketing Strategy*" 2nd Ed. New John Wiley, York.

MBA MM-3207
SALES PROMOTION MANAGEMENT

Objectives:

The purpose of this course is to develop an understanding about concepts, methods and strategies of sales promotion.

Course Contents:

Sales Promotion and Marketing Mix; Nature and Types of Sales Promotion; Consumer Behaviour and sales Promotion; Deal Prone Consumers; Economic Theories of Promotion; Sales Promotion's Impact on Sales; Evaluation of Sales Promotion Experiments; Choice and Purchase Timing Models; Manufacturer Promotion Planning Process; Retailer Promotion Planning Process; Strategic Issues in Designing Promotional Strategies; Substantive Findings and Issues on Coupons, Trade Dealings, and Retail Promotions.

Suggested Readings:

1. Ailloni and Charas, Dan. Promotion, (1984), "*A Guide to Effective Promotional Planning Strategies and Executions*", John Wiley, New York.
2. Assael, Henry, (1987), "*Consumer Behaviour and Marketing action*", Boston, Kant.
3. Blattberg, Robert C. and Scott, A. Neslin, (1990), "*Sales Promotion: Methods and Strategies*", Englewood Cliffs, Prentice Hall Inc, New Jersey.
4. Gupta, D., (2002), "*Sales Management : In India Perspective*", Prentice Hall of India, New Delhi.
5. Schaltz, Don. E. and William, A. Robinson, (1982), "*Sales Promotion Management*", Crain Books, Chicago.
6. Strang, Roger A., (1980), "*The Promotional Planning Process*", Praeger, New York.
7. Totten, John C. and Block, Martin P., (1987), "*Analysis sales Promotion: Text and Cases*", Commerce Communication, Chicago.
8. Ulanoff, Stanley M., (1985), "*Handbook of Sales Promotion*" McGraw Hill, New York.

**MBA MM-3208
MARKETING OF SERVICES**

Objectives:

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and to tackle issues involved in the management of services on national basis.

Course Contents:

Introduction to Services Marketing: Emergence of Service Economy. Nature and Definitions of Services. Differences in Goods versus Services Marketing. Services Marketing Mix. Trends in Services Marketing. Classification of Different Types of Services.

Consumer Behavior in Services: Consumer Purchase Behavior in Services. Consumer Decision Making Process. Meaning and Types of Service Expectations. Services Encounters and Customer Satisfaction. Segmenting, Targeting and Positioning of Services.

Key Elements of Services Marketing: Creating the Service Product – Stages in New Service Development, Service Blueprint. Pricing of Services – Importance of Pricing, Approaches to Pricing Services and Pricing Strategies. Designing the Communication Mix – Objectives of Marketing Communications, The Marketing Communication Mix, Branding of Services. Distributing Services – Distribution in Service Context, Options for Service Delivery, Key Intermediaries for Service Delivery and Strategies for Effective Service Delivery. Physical Evidence of a Service.

Managing the Service Delivery Process: Managing Demand and Capacity – Understanding Capacity Constraints, Understanding Demand Patterns, Strategies for Matching Capacity and Demand and Waiting Line Strategies. Designing and Managing Service Processes. Managing People for Services – Employees' Roles in Service Delivery and Customers' Roles in Service Delivery.

Implementing Service Marketing: Service Quality Measurement and Improvement of Service Quality. Customer Complaint Behavior. Customer Response to Effective Service Recovery and Principles of Service Recovery. Customer Relationship Management System.

Marketing of Various Services: Marketing of Financial Services. Marketing of Hospitality Services. Marketing of Health Services. Marketing of Educational and Professional Services. Marketing of Logistics and Public Utilities.

Suggested Readings:

1. Corey, E. Raymond. (1983), "*Industrial Marketing: Cases and concepts*", 3rd Ed. Englewood Cliffs, Prentice Hall Inc. New Jersey.
2. Gross, A.C. et al. (1993), "*Business Marketing*", Boston, Houghton Mifflin.
3. Hill, Richard. et al. (1975), "*Industrial Marketing*", Homewood Illinois, Richard D. Irwin.
4. Lovelock, Christopher H., 'Services Marketing', Pearson Education Ptc. Ltd., New Delhi.
5. Palmer, 'Principles of Service Marketing', Tata McGraw Hill, New Delhi.
6. Reeder, Robert R. et al. (2002), "*Industrial Marketing: Analysis, Planning and Control*", Prentice Hall of India, New Delhi.
7. Verma, H.V., 'Marketing of Services' Global Business Press, New Delhi.
8. Webster, F.E., (1979), "*Industrial Marketing Strategy*" 2nd Ed. New John Wiley, York.
9. Zeithaml, V.A. and Bitner, M.J., 'Services Marketing', Tata McGraw Hill.

MBA-MM-3209
PRODUCT & BRAND MANAGEMENT

Objectives

The course intends to develop the competence of the participants in dealing with issues of Brand Management, New product development and launch & product policy & management.

Course Contents

Product idea generation; Concept testing & evaluation; Product testing; Packaging research; Brand name research; Sales promotion research; Pre - test marketing Test marketing; Launching strategy for a new product & Product – life cycle management; Product Portfolio analysis. Concept of Branding & Functions of brand; The Brand identity system; How to build strong brand in Indian context; Brand leveraging strategies; Contrasting and brand development in FMCG sector with that of technology products; Strategic changes to gain competitive advantage through branding; Linking brand equity to market base assets & shareholder value.

Suggested readings:

1. Aaker D., “ Building Strong Brands”, Free Press
2. Aaker D., “ Managing Brand Equity”, Fee Press
3. Kapferer J.N., “ Strategic Brand Management”, Kogen Page
4. Keller K.L., “ Strategic Brand Management”, Pearson Education.
5. Lehmann D., “ Product Management in India”, Prentice Hall of India.
6. Sengupta, “ Brand Positioning”, Tata McGraw Hill.

MBA MM-3210
PLANNING AND MANAGING RETAIL BUSINESS

Objectives:

The course will focus on manufacturers perspective about retailers and an understanding of the retail business.

Course Contents:

Introduction to the Retailing System. Retailing Mix, Social Forces, Economic Forces , Technological Force, Competitive Forces; Retailing Definition, Structure, Different Formats, Marketing Concepts in Retailing, Consumer Purchase Behaviour, Cultural and Social Group Influence on Consumer Purchase Behaviour; Retail Store Location, Traffic Flow and Analysis, Population and its Mobility, Exteriors and Layout, Customer Traffic Flows and Pattern, Creative Display; Merchandise Planning, Stock Turns, Credit Management, Retail Pricing, Return on per sq. feet of Space, Retail Promotions, Staying Ahead of Competition; Supply Chain Management, Warehousing, Role of IT in Supply Chain Management; Franchising, Direct Marketing / Direct Selling, Exclusive Shops, Destination Stores, Chain Stores, Discount Stores an Other Current and Emerging Formats, Issues and Options; Retail Equity, Technology in Retailing, Retailing through the Internet.

Suggested Readings:

1. Diamond Allen, (1993), "*Fashion Retailing*", Delmar Pub.
2. Diamond, Jay and Gerald Pintel, (1996), "*Retailing*", Prentice – Hall, NJ.
3. Drake, Mary Francis, J.H. Spoone and H. Greenwald Retail Fashion, (1992), "*Promotion, and Advertising*", Macmillan, NY.
4. Levy, Michael & Barton, A. Weitz, (1992), "*Retailing Management*", 2nd Ed, Irwin, London.
5. Morgenstein, Melvin and Harriat Strongin, (1992), "*Modern Retailing*", Prentice – Hall, NJ.
6. Berman and Evans, "*Retail Management- A Strategic Approach*", 8th Ed. Prentice Hall of India, New Delhi.

MBA MM-3211
ADVANCE MARKETING & E--COMMERCE

Objectives:

The objective of the course is to acquaint the students with the use of e-commerce in competing markets.

Course Contents:

Introduction to E-Commerce: Definition – Forces Fueling E- Commerce- Industry framework – types – Internet Service Providers – Internet Access providers – Internet Vs. Online Services; WWW: Concepts – Technology – Applications – Electronic Payment Systems: Electronic Payment Technology – Digital Cash – Electronic check – On –Line Credit Card; Electronic Commerce and Banking: Changing dynamics in the Banking Industry – Home Banking Implementation Approaches – Open Vs Closed Models – Management issues in online Banking Electronic Commerce and Retailing – changing retail Industry Dynamics – Online publishing Strategies – Approaches – Advertising and online publishing – Digital Copyrights and Electronic publishing; Intranets and Supply Chain Management: Supply chain Management – Managing retail Supply Chains – Supply Chain application Software – Internets and customer asset Management – Customer asset management basics – online sales force – online customer service and support – Technology and Marketing Strategy; Internets and Manufacturing: Integrated Logistics, - agile Manufacturing – Emerging Business requirements – Manufacturing Information Systems – Intranet Based Manufacturing logistics management; Internets and Corporate Finance: Financial Systems – Financial Intranets – Software modules in Financial Information System – Transaction Accounting – Inventory Accounting Payment Management – Treasury and Cash Management – Human Resource Management System – Size – structure of Financial software Markets – The Corporate Digital Library – Intelligent Agents.

Suggested Readings:

1. Cady, G.H. and Part McGreger, (1999), "*The Internet*", BPB Pub, Delhi.
2. Carpenter, Phil e Brand, HBS Press, Boston, 2000.
3. Keen, Peter and Mark McDonald, (2000), "*The e-Process Edge*", Tata McGraw – Hill, Delhi.
4. Mann, Catherine, L., (2000), "*Global Electronic Commerce, Institute for International Economics*", Washington, DC.
5. Oberoi, Sundeep, (2001), "*e- Security and You*", Tata McGraw- Hill, Delhi.
6. Rich, Jason R., (2000), "*Starting an E-Commerce Business*", IDG Books, Delhi.
7. Samantha Shurety, (2001), "*E-Business with Net Commerce*", Addison Wesley. Singapore.
8. Joseph, (2003), "*E-Commerce- A Management Perspective*", Prentice Hall of India, New Delhi.
9. Award, (2003), "*Electronic Commerce- From Vision to Fulfillment*", Prentice Hall of India, New Delhi.

MBA-MM-3212
ADVANCE MARKETING RESEARCH

OBJECTIVES

The objective of this course is to make the students familiar with advanced marketing research tools commonly use in marketing & consumer behavior research.

Course contents:

Nature & scope of marketing research; The cost & value of research information; Organisation structure of marketing research; Marketing research process - Problem formulation & research design; The source of marketing information. Data collection; The source of error in information from respondents. Observational methods; Attitude measurement techniques; Motivational research techniques; Administration of surveys; Sampling procedures in Marketing research; Advertising Budget Decision (Regression Analysis); Questionnaire Development & Advertising Theme decision (Factor analysis); Market Segmentation (Cluster analysis); Brand & Product line decisions (Conjoint analysis); Strategy Formulation (Multidimensional Scaling)

Suggested Readings

1. Aaker, D.A. & Day G.S., "Marketing Research", John Wiley, NY
2. Aggarwal S., "Marketing Research", Global Business Press
3. Boyal H.W. & Westfall R., "Marketing Research : Text & Cases"
4. Brown, F.E., "Marketing Research", Prentice Hall of India Pvt. Ltd.
5. Malhotra N.K., "Marketing Research: An Applied Orientation", Pearson Education
6. Smith S.M. & Albaum G.S., "Fundamentals of Marketing Research", Sage Publication.
7. Tull D.S. & Hawkins, D.I., "Marketing Research : Measurment & Method" Prentice Hall of India Pvt. Ltd.

MBA MM-3213
SEMINAR ON ADVANCE MARKETING

The objective of this course is to capture and develop insights into emerging trends in the field of marketing throughout the world and to tackle ever changing marketing issues related with different array of industries. The course also tries to inculcate the analytical skills among students by discussing some real business case studies related with organizational marketing problems and challenges.

MBA-MM-3214
CUSTOMER RELATIONSHIP MANAGEMENT

Objectives:

The basic objective of this course is to offer an understanding of customer relationship management its growing importance in the current business logic

Course Contents:

The Domain & Conceptual foundation of relationship marketing; The evolution of relationship marketing; Buyer – seller relationship models; Relationship management in service; Relationship management in consumer market; Relationship marketing in Mass market; Horizontal alliance for relationship marketing; Organizing for relationship marketing; Role of information technology in relationship marketing; Customer profitability in relationship management; Planning CRM program; Choosing CRM tools.

Suggested Readings

1. Sheth, Jagdish N. & Parvatilyar, A. "Handbook of Relationship Marketing", Sage Publication.
2. Jill, Dyche, "The CRM Handbook" Pearson Education.
3. Shajahan, " Relationship marketing", Tata McGraw Hill
4. Peeru Mohammed H. & Sagadevan, "Customer Relationship Management", Vikas Publishing House.

MBA-MM-3215
SUPPLY CHAIN MANAGEMENT

Objective

The aim of this course is to develop the understanding of various components of integrated supply chain. The learning is focused on developing the supply chain to suit domestic as well as global markets.

Course Contents

Evolution, Definition & Importance of Supply chain management in overall organization's value chain; Customer focus in supply chain; Developing supply chain as competitive focus by customer satisfaction & corporate profitability; Role, objectives & policies of purchasing in supply chain; Strategic Decision in Supply chain – Facility decision, Transportation decision, Supplier decision, Distribution channel design decision, Communication flow decision & inter-functional & inter-organizational cooperation decision; Managing the supply chain; Role of IT in SCM; Global supply chain management; Performance measurement in SCM.

Suggested Readings

1. Agrawal D.K., "Textbook of Logistic & Supply Chain Management", MacMillan Press.
2. Ballou, Ronal H., "Business Logistics/ Supply chain Management", Pearson Education.
3. Burt, Dobier & Starling, "World class Supply Management", Tata McGraw Hill
4. Chopra, Sunil & Meinel P., " Supply Chain Management", Pearson Education.
5. Mentzer John T., "Supply chain Management", Sage Publication.
6. Sahay B.S., " Supply Chain management for Global Competitiveness", MacMillan Press.

HUMAN RESOURCE

MBA HR- 3301 MANAGEMENT OF INDUSTRIAL RELATIONS

Objectives:

Organisational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

Course Contents:

Industrial Relations Perspectives; Industrial Relations and the Emerging Socio- economic Scenario; Industrial Relations and The state; Legal Framework of Industrial Relations; Role and Future of trade Unions; Trade Union and Employee; Trade Union and The Management; Discipline and Grievance Management; Negotiation and Collective Settlements; Participative Management and Co-ownership; Productive Bargaining and Gain Sharing; Employee Empowerment and Quality Management; Industrial Relations and Technological Change.

Suggested Readings:

1. Kochan, T.A. & Katz Henry, (1988), "*Collective Bargaining and Industrial Relations*, 2nd Ed. Richard D Irish, Homewood, Illinois.
2. Mamkootam, K., (1992), "*Trade Unionism. Myth and Reality*", Oxford University Press, New Delhi.
3. Niland J.R. et al. (1994), "*The Future of Industrial Relations*", Sage, Delhi.
4. Papola, T.S. & Rodgers, G., (1992), "*Labour Institutions and Economic Development in India*", ILO, Geneva.
5. Ramaswamy, E.A., (1994), "*The Rayon Spinners The Strategic Management of Industrial Relations*", Oxford University Press, New Delhi.
6. Virmani, B.R., (1987-1988), "*Participative Management vs. Collective Bargaining*", New Delhi, Vision Books, Webb, Sidney & Webb, Beatrice. Industrial Democracy. Melbourne, Longman,
7. Joseph J., (1991), "*Strategic Industrial Relation Management*", Global Business Press.

MBA HR-3302
MANAGEMENT OF COMPARATIVE INDUSTRIAL RELATIONS

Objectives:

Recent years have witnessed an increasing degree of globalization of economies. Appreciation of industrial relations policies and practices of major economies would be necessary to perform efficiently in the liberalized environment. This course aims to familiarize students in the major industrial relations systems operating in different economic, political and culture contexts.

Course Contents:

Industrial Relations and Globalization; Emerging Trends in Industrial Relations; Trade Union Strategies Towards Liberalization and Technological Change; Employee Response to Industrial Restructuring and Organizational Re-engineering; Emerging Trends in Collective Bargaining and Negotiations; Productivity Bargaining and Wage Negotiations; Employee Empowerment and Participative Decision Making; Labour Flexibility and Gain Sharing; Changing Role of the State and Industrial Relations in the Developed, Newly Developed and Developing Economies.

Suggested Readings:

1. Adams, R.J & Meltz N.M. ed. (1993), "*Industrial Relations Theory: its Nature, Scope & Pedagogy*", LMR Press/ Rutgers University.
2. Bamber, G.J. & Lansbury R.D, ed., (1993), "*International and Comparative industrial Relations: A Study of Industrialized Market Economies*", Routledge, London.
3. Davis, E.M & Lansbury, R.D. ed., (1996), "*Managing Together Consultation and Participation in the Workplace*", Longman, Melbourne.
4. Frankel, S. & Harrod, J., (1995), "*Industrialization and Labour Relations: Contemporary Research in Seven Countries*", ILR Press, Ithaca.
5. Gardner, M & Palmer, G., (1995), "Employment Relations, Industrial Relations and Human Resource Management in Australia", ILR Press, Ithaca.
6. Jacoby, S.M., (1994), "*The Workers of Nations: Industrial Relations in Globalized Economy*", Oxford University Press, Oxford.
7. Locke, R. et al., (1995), "*Employment Relations in a Changing World Economy*", MIT Press, Cambridge.

MBA HR-3303
MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE

Objectives:

Recent year have witnessed rapid technological changes affecting industry and business in different ways. This course aims to discuss the major aspects of technological change and the kind of human resource management strategies and steps, which may equip the organization and its human resource to adequately cope with such changes.

Course Contents:

Manpower Management in the 21st Century; Environmental Context of Human Resource Management; The Emerging Profile of Human Resources; Special Features of New Technology; Concept and Process of Technological Innovation; Organizational Implications of Technological Change; Human Resource Implications of Technological Change; Performance/ Potential Evaluation in the Context of New Technology Transfer with Human Face; New Issues in Manpower Training and Career Development.

Suggested Readings:

1. Clark, Jon., (1995), "*Managing Innovation and Change*", University of Southampton.
2. Clark, Jon., (1993), "*Human Resource Management and Technological Change*", Sage, London.
3. Campbell, A. and Warner, M., (1992), "*New Technology, Skills and Management*", Routledge, London.
4. Rastogi, P.N., (1995), "*Management of Technology and Innovation*", Sage, New Delhi.
5. Warner, M., (1990), "*New Technology and Manufacturing Management*", Wiley, London.
6. Womack, J.P. et al. (1990), "*The Machine That Changed the World*", Maxwell Macmillan, New York.
7. Whittaker, D.H., (1990), "*Managing Innovation. Cambridge*", University Press, Cambridge.

**MBA HR-3304
COMPENSATION MANAGEMENT**

Objectives:

The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

Course Contents:

Conceptual and Theoretical Understanding of Economic Theory Related To Reward Management; Competitive Imperatives: Productivity, Quality, Service, Speed, Learning, Planning for Improved Competitiveness; Diagnosis and Bench marking, Obtaining Commitment; Determination of Inter and Intra- industry Compensation Differentials; Internal and External Equity in Compensation Systems; Understanding Tools Used in Designing, Improving and Implementing Compensation Packages; Compensation Designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior Managers, R & D Staff, etc; Understanding Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans; Compensations Practices of Multinational Corporations and Strategic Compensation Systems; Statutory Provisions Governing Different Components of Reward Systems; Working of Different Institutions Related to Reward System Like Wage Boards, Pay Commissions.

Suggested Readings:

1. Armstrong, Michel and Murlis, Helen., (1988), "*Reward Management: A Handbook of Salary Administration*", Kegan Paul, London.
2. Bergess, Lenard R., (1984), "*Wage and Salary Administration*", Charles E-Merril, London.
3. Capeman, George, (1991), "*Employees Share Ownership*", Kogan Page, New York.
4. Hart, Robert A., (1984), "*Economics of Non- Wage Labour Costs*", George Aller and Unwin, London.
5. Hendorson, Richard I., (1994), "*Compensation Management: Rewording Performance*", 6th Ed. Prentice Hall Inc. Englewood Cliffs.
6. Micton, Rock, (1984). "*Handbook of Wage and Salary Administration*".

MBR-3305
LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Objectives:

Understanding of the legal framework is important for the efficient decision making relating to man management and industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Course Contents:

Emergence and Objectives of Labour Laws and their Socio-economic Environment; Industrial Relations Laws- Laws Relating to Industrial Disputes, Trade Unions, and Standing Orders; Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action; Social Security Law- Laws Relating to workmen's Compensation, Employee, State Insurance, Provident Fund, Gratuity and Maternity Relief; Wages and Bonus Laws The Law of Minimum Wages Payment of Wages, Payment of Bonus; Laws Relating to Working Conditions The Laws Relating to Factories, Establishment, and Contract Labour; Interpretations of Labour Laws, their Working, and Implications for Management, Union, Workmen; The Economy and the Industry.

Suggested Readings:

1. Ghaiye, B.R., (1994), "*Law and Procedure of Department Enquiry in Private and Public Sector*", Eastern Law Company, Lucknow.
2. Malhotra, O.P., (1985), "*The Law of Industrial Disputes*", Vol. II and I. N.M Tripathi, Bombay.
3. Malik, P.L., (1995), "*Handbook of Industrial Law*", Eastern Book, Lucknow.
4. Saini, Debi S., (1995), "*Labour Judiciary, Adjudication and Industrial Justice*", Oxford, New Delhi.
5. Saini, Debi. S., (1994), "*Redressal of Labor Grievances Claims and Disputes*", Oxford & IBH, New Delhi.
6. Saini, D.D., (1995), "*Industrial Dispute Act 1947*", Vol. I & II. N. M Tripathi, Bombay.
7. Srivastava S.C., (1994), "*Industrial Relations and Labour Law*", Vikas, New Delhi.
8. Puri, S.K., (1992), "*Labour and Industrial Law*", Allahabad Law Agency.

**MBA HR-3306
MANAGEMENT TRAINING AND DEVELOPMENT**

Objectives:

The purpose of this paper is to provide an in-depth understanding of the role of training in HRD, and enable the students to manage the training systems and processes.

Course Contents:

Training: Meaning, Difference between Training & Development, Objectives of Training, Role, responsibilities of Training Managers, Need for Training in the Present scenario, the Training process

Organisation and Management of Training Function, Training Need Assessment, Organisation Analysis, Competency Models, Action Research

Instructional Objectives & Lesson Planning, Learning Process: Theories, Training Climate & Pedagogy, Developing Training modules.

Training Methods & Techniques, Facilities Planning & Training Aids, Training Communication, Training Evaluation: Methods, Training & Development in India

Project dealing with Training Practices in Organisations, Indian & MNCs

Suggested Readings:

1. Beunet, Roger ed. (1988), "Improving Training Effectiveness", Aldershot, Gower.
2. Buckley R & Caple, Jim., (1995), "The Theory & Practice of Training", Kogan & Page, London.
3. Lynton, P. Rolf & Pareek Udai, "Training for Organisational Transformation (Part-I)", Sage Publications, 2001, New Delhi.
4. Lynton, P. Rolf & Pareek Udai, "Training for Organisational Transformation (Part-II)", Sage Publications, 2001, New Delhi.
5. Lynton, R. Pareek, U., (1990), "Training for Development". 2nd ed. Vistaar, New Delhi.
6. Noe, A Raymond, Employee Training & Development, McGraw -Hill, 2001
7. Pepper, Allan D., (1984), "Managing the Training and Development Function", Aldershot, Gower.
8. Rae, L., (1986), "How to Measure Training Effectiveness", Aldershot, Gower.
9. Reid, M.A. et al. (1992), "Training Interventions: Managing Employee Development", 3rd Ed. IPM, London.
10. Senge, P., (1992), "The Fifth Discipline: The Art and Practice of the Learning Organization", Century, London.

MBA HR-3307
MANAGING INTERPERSONAL AND GROUP PROCESS

Objectives:

The purpose of this course is to advance understanding regarding interpersonal and group processes and help the participants to examine and develop process facilitation skills mainly through laboratory and other experience-based methods of learning.

Course Contents:

Group as a Medium of Learning; Developing and Change; Group Cohesiveness; Influence Processes; Interpersonal Communication; Interpersonal Awareness and Feedback Process; Interpersonal Trust; Group Decision Making; Group Synergy; Team Building.

Suggested Readings:

1. Bennis, W. G., (1979), "Essay in Interpersonal Dynamics", Dorsey Press, U. S. A.
2. Kolb, D. et al. (1991), "*Organizational Behaviour: An Experiential Approach*" 5th Ed. Englewood Cliffs, Prentice Hall Inc. New Jersey.
3. Kolb, D. et al. (1991), "*Organizational Behaviour: Practical Readings for Management*", 5th Ed Englewood Cliffs, Prentice Hall of India, New Jersey.
4. Mainiero, L.A. & Tromley C.L., (1985), "*Developing Management Skills in OB*" Prentice Hall of India, New Delhi.
5. Moore, M.D. et al. (1985), "*Inside Organizations: Understanding the Human Dimensions*", Sage, London.

MBA HR-3308
ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES

Objectives:

The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioral science.

Course Contents:

Organization Change – an Overview; Approaches to Problem Diagnosis; Some Major Techniques of Planned Change; Steps in OD, General OD Competencies, OD Skills, Designing Interventions – Interpersonal, Team, Inter-group and System: Evaluation of OD, Ethics of OD Professional, Future of OD.

Suggested Readings:

1. Abad, Ahmad. et al. (1980), "*Development Effective Organization*" , Sri Ram Centre for Industrial Relation, New Delhi.
2. De Nitish, (1988), "*Alternative Designs of Human Organizations. London*", Sage.
3. French, W H. and Bell, C.H., (1991), "*Organization Development*", Prentice Hall of India, New Delhi.
4. French, W. H. and Bell, C.H., (1990), "*Organisation Development Theory Practice and Research*", 3rd Ed. Universal Book Stall, New Delhi.
5. Harvey, D.F. and Brown, D.R., (1990), "*an Experiential Approach to Organization Development*", Englewood Cliffs, Prentice Hall Inc. New Jersey.
6. Huse, F.E. and Cumming, T.G., (1985), "*Organization, Development and Change*", 3rd Ed. West, New York.
7. Sinha, Dharani, P. et al. (1982), "*Consultants and Consulting Styles*", Vision, New Delhi.

MBA HR-3309
COUNSELING SKILLS FOR MANAGERS

Objectives:

To develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

Course Contents:

Emergence and Growth of Counseling Services; Approaches to Counseling; Counseling Process – Beginning, Developing and Terminating a Counseling Relationship and Follow up; Counselor's Attitude and Skills of Counseling; Assessing Client's Problems; Selecting Counseling Strategies and Interventions–Changing Behaviour through Counseling; Special Problems in Counseling; Application of Counseling to Organizational Situations with a Focus on Performance Counseling.

Suggested Readings:

1. Cormer, L.S. and Hackney, H., (1987), "*The Professional Counselor's Process Guide to Helping*", Englewood Cliffs, Prentice Hall Inc. New Jersey.
2. Maclennan, Nigel, (1996), "*Counselling for Managers*", Aldershot, Grover.
3. Moursund, J., (1990), "*The Process of Counseling and Therapy*", 2nd Ed. Englewood Cliffs, Prentice Hall Inc. New Jersey.
4. Munro, C. A. et al. (1980), "*Counseling: A Skills Approach*", Methuen.
5. Reddy, Michael. (1987), "*Counseling at Work. British Psychological Society and Methuen*", London and New York.

MBA HR-3310
HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS

Objectives:

The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for HRD.

Course Contents:

Field of HRD – Concepts, Goals, Challenges; HRD Climate and Practices in India; Staffing HRD Function; Developing HR Strategies; HRD System Design Principles; Design & Administration of Select HRD Systems; HRD for Workers; HRD Intervention; HRD Approaches for coping with Organizational Changes; Case Studies of HRD in India Organizations.

Suggested Readings:

1. Dayal, Ishwar, (1996), "*Successful Applications of HRD*", New Concepts, New Delhi.
2. Dayal, Ishwar, (1993), "*Designing HRD Systems*", Concepts, New Delhi.
3. Kohli, Uddesh & Sinha, Dharni P., (1995), "*HRD–Global Challenges & Strategies in 2000 A D*", ISTD, New Delhi.
4. Maheshwari, B.L. & Sinha, Dharni P., (1991), "*Management of Change Trough HRD*", Tata McGraw Hill,.New Delhi.
5. Pareek, U. et al. (1992), "*Managing Transitions: The HRD Response*", Tata McGraw Hill, New Delhi.
6. Rao, T.V. et al. (1988), "*Alternative Approaches & Strategies of Human Resource Development*", Rawat, Jaipur.
7. Silvera, D.N. HRD, (1991), '*The India Experience*', New Delhi, India.
8. Srinivas R. Kundala, (2001), "*Strategic Human Resource Development*", Prentice Hall of India, New Delhi.

MBA HR-3311
HUMAN RESOURCE PLANNING AND DEVELOPMENT

Objectives:

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment in organizations.

Course Contents:

Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping; Models and Techniques of Manpower Demand and Supply Forecasting; Behavioural Factors in Human Resource Planning–Wastage Analysis; Retention; Redeployment and Exit Strategies; Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development; HRD Climate; Culture; QWL and Management of Change; TQM and HRD Strategies; HRD in Strategic Organisations; Human Resource Information System; Human Resource Valuation Accounting.

Suggested Readings:

1. Arthur, M., (1991), "*Career Theory Handbook. Englewood Cliffs*", Prentice Hall Inc.
2. Belkaoui, A.R. and Belkaoui, J.M., (1995), "*Human Resource Valuation: A Guide to Strategies and Techniques*", Greenwood, Quorum Books.
3. Dale, B., (1992), "*Total Quality and Human Resource: An Executive Guide*", Blackwell, Oxford.
4. Greenhaus, J.H., (1987), "*Career Management*", Dryden, New York.
5. Kavanagh, M.J. et al. (1993), "*Human Resource Information System: Development and Applications*" Boston, PWS-Kent.
6. Mabey, C. and Salama, G., (1995), "*Strategic Human Resource Management*", Blackwell, Oxford.
7. Thomson, R and Mabey, C., (1994), "*Developing Human Resource*", Butterworth – Heinemann, Oxford.

MBA HR-3312
CROSS CULTURAL AND GLOBAL HUMAN RESOURCE MANAGEMENT

Objectives:

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

Course Contents:

Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Management Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organisations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation; Human Resource Management in Global Organisations; Selection, Source, Selection Criteria for International Assignment; Compensation and Appraisal in Global Perspective, MNC and Compensation System.

Suggested Readings:

1. Adler, N J., (1991), "*International Dimensions of Organizational Behaviour*", Kent Publishing, Boston.
2. Bartlett, C and Ghoshal, S., (1995), "*Transnational Management: Tex Cases and Readings in Cross Border Management*", Irwin, Chicago.
3. Dowling, P.J. et al. (1994), "*International Dimensions of Human Resource Management*", 2nd Ed. Wadsworth, California.
4. Hofstede, G., (1984), "*Cultures Consequence: International Differences in Work Related Values*", Sage, London
5. Marcic, D and Puffer, S.M., (1994), "Management International: Cases, Exercises and Readings", St. Paul, West Publishing.
6. Mead, R., (1994), "*International Management: Cross Cultural Dimensions*", Camb, Mass, Blackwell.
7. Mendenhall, M. etc. (1995), "*Global Management. Cambridge Massachusetts*", Blackwell.

**MBA HR-3313
MANAGEMENT DEVELOPMENT**

Objectives:

The purpose of this course is to advance an understanding of concepts, methods, and strategies underlying the development of executives.

Course Contents:

Field of HRD: Definition, Objectives and Functions of HRD Professionals; Open Systems Theory Perspective for Training; Strategic Planning Approach; Organizational Environment and Training; Principles of Learning: Learning and Behavior, Teaching / Learning Debate, Training and / or Development; Management Development – Perspectives, MD and Management Education, Pitfalls, Continuing Need, Need for Effective MD, MD Policy and Committees; Planning the Strategies and Programme to Reach MD Objectives; Training Methodology An Overview of the Training Process; Management Effectiveness Audit and Management Inventory: Training needs Assessment and Training Objectives; Designing Training for Effective Learning; Methods of MD Including Training for Human Relations, Leadership, Team Work, Communication and Creativity; Conduction of MD Programme – Role of Programme Co-ordinator, Trainee, Top Management; Evaluation; Getting Management Training to Pay –Off.

Suggested Readings:

1. Bienvenu, B.J., (1969), "*New Priorities in Training*", American Management Association.
2. Binsted, Don. (1986), "*Developments in Interpersonal Skills Training*". Gower, London.
3. Brinderhoff, Robert, (1987), "*Achieving Results from Training: How to evaluate HRD to Strengthen Programs and Increase Impact*". Jersey Bass, San Francisco.
4. Craig, Robert. L., (1987), "*Training and Development Handbook*" 3rd Ed. McGraw Hill, New York.
5. Kinlaw, Dennis C., (1991), "*Developing Superior Work Teams: Building Quality and the Competitive Edge*", University Associates, California.
6. Lynton, Rolf P and Pareek, Udai. "*Training for Development*" Richard D. Irwin, Homewood, Illinois.
7. Singh, P.N., (1984), "*Training for Management Development*". Forum of Asian Managers, Bombay.

MBA HR 3314
HUMAN RESOURCE INFORMATION SYSTEMS

Objectives

To objective of this course is conceptualise the conceptualise the students to the HRIS philosophy, Its implementation and control.

Course Contents

Human Resource Management Systems and Strategies- Strategic Role of Information in Human Resource Management, Information Technology - Concept and issues, Human Resource Information Systems (HRIS) - Philosophy, Implementation and control, Designing an HRIS Department, Statistical Applications in HR, HRIS Softwares
HRIS Subsystems - Compensation and Benefits Management, Training & Development, HR Planning and analysis, Social Reporting
Contemporary HRIS - Initiatives in India, Case Studies

Suggested Readings

1. Kavanagh, M.J. et. al (1993), Human Resource Information System: Development and Applications, Boston, PWS-Kent.
2. Gupta P. K. (2005), Human Resource Information System – A Conceptual Approach, Himalaya Publishing, Delhi.
3. Jeffery A Mello (2002), Strategic Human Resource Management, South Western College Publishing.
4. Effy O Z (2002), Management Information Systems, Thompson Asia Pvt. Ltd.
5. Jame O Brien (1997), Introduction to Management Information Systems, IRWIN.
6. Mathis & Jackson (2003), Human Resource Management, South Western College Publishing.
7. H John (1993), Human Resource Management, Mc. Graw Hill
8. Kenneth C. Loudon and John P Loudon (2002), Management Information Systems, Prentice Hall.
9. Michael R. Carell (1995), Human Resource Management, Prentice Hall.

OPERATIONS MANAGEMENT

MBA OM-4301 PURCHASING AND MATERIALS MANAGEMENT

Objectives:

The key objective of this course is to acquaint the students with decision – making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations; cost – reduction techniques in pre – purchase and post – purchase systems; modern material planning and delivery systems like MRP and JIT and material handling and logistics systems.

Course Contents:

Role of Purchasing and Materials Management – Objectives, Organisation and Inter- relationship, Determination and Description of Material Quantity, Material Planning in Push and Pull System, MRP and JIT; Determination and Description of Material Quality – Receiving and Incoming Quality Inspection, Acceptance Sampling Plans, Vendor- Process Capability; Cost – Reduction Techniques – Standardization, Simplification & Variety Reduction; Value Analysis and Engineering, Make or Buy Decisions, Purchasing Research, Sources of Supply, Price Determination and Negotiation, Vendor Rating, Selection and Development, Legal Aspects of Purchasing, Public Purchasing and Tendering; International Purchasing – Procedures and Documentation; Purchasing of Capital Equipment – Appraisal Methods, Evaluating Suppliers' Efficiency, Stores Layout, Classification and Codification; Material Logistics – Warehousing Management, Material Handling, Traffic and Transportation, Disposal of Scrap, Surplus and Obsolete Materials; Inventory Control of Spare, Materials Information System.

Suggested Readings:

1. Ansari A and Modarress B., (1990), "*JIT Purchasing*", Free Press, New York.
2. Baily P. et al. (1994), "*Purchasing Principles and Management*", Pitman, London.
3. Burt, David N., (1994), "*Proactive Procurement*", Englewood Cliffs, Prentice Hall Inc, New Jersey.
4. Dobler, D.W. et al. (1990), "*Purchasing and Materials Management*", McGraw Hill, New York.
5. Dutta, A.K., (1986) "*Integrated Materials Management*", PHI, New Delhi.
6. Farrington B. and Waters, Derek W., (1994), "*Managing Purchasing London*", Chapman & Hall.
7. Gopalkrishnan P. and Sunderashan. M., (1994), "*Handbook of Materials Management*", Prentice Hall of India, New Delhi.

MBA OM- 3402
TOTAL QUALITY MANAGEMENT

Objectives:

The objective of this course is to create an understanding among the students about the basic concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification Systems – ISO 9000 and other standards and their applicability in design manufacturing, quality control and services, to closely interlink management of quality, reliability and maintainability for total product assurance; to focus on quality of services in contemporary environment.

Course Contents:

Basic Concept of Total Quality (TQ); Evolution of Total Quality Management; Components of TQ Loop; Conceptual Approach to S.Q. C. Acceptance Sampling and Inspection Plans; Statistical Process Control; Process Capability Studies; Humanistic Aspects of TQM; Management of Q.C. and Z.D. Programmes; Quality Improvement Teams; Q-7 tools; Quality Costs; Taguchi Loss Function; Functional Linkage of Quality with Reliability and Maintainability; Failure; Analysis; (FTA/ FMEA) and Optimum Maintenance Decisions; Total Productive Maintenance (TPM); Quality Audits; Lead Assessment and ISO- 9000 Standards; Marketing Aspects of T.Q.; Total Quality of Services; Total Quality and Safety; Six Sigma.

Suggested Readings:

1. Carruba, Eugene R. and Gorden, Ronald. D., (1991), "*Product Assurance Principles: Integrating Design Assurance Quality Assurance*", McGraw Hill, New York.
2. Grant, Eu-gene L. and Leavenworth, Richards., (1991), "*Statistical Quality Control*", McGraw Hill, New York.
3. Ireson, W. G. and Coombas, C. P., (1988), "*Handbook of Reliability Engineering & Management*", McGraw Hill, New York.
4. Lochner, Robert H. and Matar, Joseph E., (1990), "*Designing for Quality*", Chapman & Hill, London.
5. Pike, John and Barnes, Richard., (1994), "*TQM in Action. London*", Chapman & Hill.
6. Schmidt, Warren H. and Finnigan, Jerome P., (1993), "*TQ Manager*", Jossey Bass, San Francisco.
7. Spenley, Paul., (1992), "*World Class Performance Through TQ*", Chapman & Hall, London.

**MBA OM-3403
PRODUCTION PLANNING AND CONTROL**

Objectives:

To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions on one hand and the real world problems on the other in production planning and control.

Course Contents:

Production Planning and Control Function; Material Requirement Planning; Production – Inventory Systems; Forecasting for Inventory and Production Control; Aggregate Planning; Job Shop Planning; Scheduling and Control; Just in Time Production; Line Balancing; Planning for High Volume Standardized Products; Procedures and Documentation in Production Planning and Control; Application of Computers; ERP.

Suggested Readings:

1. Burbidge, John L., (1981), "*Principles of Production Control*", Donald and Evans, London.
2. Caubang, Ted C., "*Readings on Production Planning and Control*", ILO, Geneva.
3. Greene, James. H., (1987), "*Production and Inventory Control Handbook*", McGraw Hill, New York.
4. Mc Leavey, Dennis W. and Narasimhan, S. L., (1985), "*Production and Inventory control*", Allyn and Bacon, Boston.
5. Peterson, R and Silver, E.A., (1979), "*Decision Systems for Inventory Management and Production Planning*", John Wiley, New York.
6. Vollmann, T.E. et al., (1988), "*Manufacturing Planning and Control*", Homewood, Illinois, D Irwin.

MBA OM-3404
APPLIED OPERATIONS RESEARCH

Objectives:

The course is designed to introduce the students to the principles of operations research techniques and their applications in decision-making. Students will also be acquainted as how to use computer packages for data processing purposes.

Course Contents:

Parametric and Sensitivity Analysis; Inventory Models Under Uncertainty; Applied Queuing Models; Networks Models; Non-linear optimization Techniques – Quadratic Programming; Portfolio Management Problem; Replacement Models and Policies; Dynamic Programming; Reliability Models.

Hillier and Lieberman, Introduction to Operations Research, Tata McGraw Hill, New Delhi, 2002

Suggested Readings:

1. Ahuja A.K. et al. (1993), "*Network Flows*", Englewood Cliffs", New Jersey. Prentice Hall of India.
2. Gould, F.J. et al. (1993). "*Introduction to Management Science*", Englewood Cliffs, Prentice Hall Inc, New Jersey.
3. Gupta, M.P and Sharma J.K., (1997), "*Operations Research for Management*", National, New Delhi.
4. Taha H.A., (2003), "*Operations Research: An Introduction*", Prentice Hall of India, New Delhi.
5. Mathur, K. and Solow D., (1994), "*Management Science*", Englewood Cliffs, Prentice Hall Inc, New Jersey.
6. Sharma, S. J.K., (2001), "*Operations Research: Theory and Applications*", Macmillian India, New Delhi.
7. Srinath, L.S., (1994), "*Operations Research for Executive*", Affiliated East West Press, New Delhi.
8. Panneerselvam, (2001), "*Operations Research*", Prentice Hall of India, New Delhi.

MBA OM- 3405
LOGISTICS MANAGEMENT

Objectives:

The course is designed to explain basic theory and techniques of logistics to examine the issues and problems associated with logistics in a changing business environment, and to show how logistics can improve an enterprises effectiveness and competitiveness. Students would be encouraged to use computer software packages for problem solving.

Course Contents:

Introducing to Logistics and its Interface with Production and Marketing; Measures of Logistics; Physical Distribution and Logistics; Logistics System Analysis and Design; Warehousing and Distributing Centers; Location; Transportation Systems: Facilities and Services; Dispatch and Routing Decisions and Models; Inventory Management Decisions; Logistics Audit and Control; Packaging and Materials Handling; International Logistics Management; Logistics Future Directions.

Suggested Readings:

1. Ballau, Renald. H., (1992), "*Business Logistics Management*", Englewood Cliffs, Prentice Hall Inc. New York.
2. Beal K. A., (1990), "*Management Guide to Logistics Engineering*", Institute of Production Engineering, U.S. A.
3. Benjamin S.B., (1996), "*Logistics Engineering and Management*" Englewood Cliffs, Prentice Hall Inc. New York.
4. Bowersox, D.J and Closs, D.J., (1986), "*Logistics Management: A System Integration of Physical Distribution*", Macmillan, New York.
5. Christopher, M., (1992), "*Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services*", Pitsman, London.
6. James, C. J. and Wood, Donald F., (1990), "*Contemporary Logistics*", Macmillan, New York.
7. Shapiro, R., (1995), "*Logistics Strategy: Cases and Concepts*", St. Paul, West.

MBA OM- 3406
GOAL PROGRAMMING IN MANAGEMENT

Objectives:

The objective of this course is to acquaint the students with the concepts, solution methods and applications of goal programming to real – world problems.

Course Contents:

Goal Programming – Basic Concept Model Formulation, Graphical and Simplex Method; Integer Goal Programming, Post-optimal Sensitivity Analysis; Parametric Goal Programming; Goal Programming under Uncertainty; Application of Goal Programming in Functional Areas of Management; Implementation of Goal Programming. Introduction to some Application Software Such as – QSB, Micro Manager and LIGO.

Suggested Readings:

1. Cook, Thomas M and Rursell, Robert A., (1985), "*Introduction to management Science*", 3rd Ed. Englewood Cliffs, Prentice Hall Inc, New Jersey.
2. Eppen, G.D. et al. (1994), "*Quantitative Concepts for Management. Englewood Cliffs*", Prentice Hall Inc. New Jersey.
3. Ignizio, J.P., (1976), "*Goal Programming and Extensions*", Lexington Books, Lexington.
4. Ijier. Y., (1965), "*Management Goals and Accounting for Control*", Amsterdam, North Holland.
5. Lee S.M., (1971), "*Goal Programming for Decision Analysis*", Auerbach, Philadelphia.

MBA OM- 3407
TRANSPORTATION MANAGEMENT

Objectives:

The objective of the course is to acquaint the students with problems faced in planning policy and executing the transportation system.

Course Contents:

Growth of Urbanization and Problems of Transportation; Transport – Challenges and Limitations; Government Activities in Transportation; Transportation Systems – Planning, Operation and Management; Trip Generation and Distribution; Load Planning; Transportation Modes and their Selection; Sequential Travel Demand Forecasting Models; Future Developments in Transportation; Motor Vehicle Act 1988 and its Impact on Urban Transport System; Emission Norms.

Suggested Readings:

1. Baerwald, J.E., (1976), "*Transportation and Traffic Engineering Handbook*", Englewood Cliffs, Prentice Hall Inc. New Jersey.
2. Bell, G. etc., (1984), "*The Business of Transport*", McDonald and Evans, Plymouth.
3. Dickey, J.W., (1980), "*Metropolitan Transportation Planning*", Tata McGraw Hill, New Delhi.
4. Grey, G.E. and Hole, L.A., (1979), "*Public Transportation Planning: Operations and Management*", Englewood Cliffs, Prentice Hall Inc, New Jersey.
5. Gupta, M.P., (1983), "*Metropolitan Transportation System*", National, New Delhi.
6. Papacostas, C.S., (1987), "*Fundamentals of Transportation Engineering*", Englewood Cliffs, Prentice Hall Inc, New Jersey.

MBA OM- 3408
SERVICE OPERATIONS MANAGEMENT

Objectives:

The key objective of this course is to acquaint the students with decision making in planning, design, delivery, quality and scheduling of service operations. The candidates are also expected to appreciate the role of service quality and operations in emerging services economy of India.

Course Contents:

Matrix of Service Characteristics; Challenges in Operations Management of Services; Aggregate Capacity Planning Environment; Facility Location and Layout for Services; Job Design – Safety and Physical Environment; Effect of Automation; Operations Standards; and Work Measurement; Measurement and Control of Quality of Services; Dynamics of Service Delivery System; Scheduling for Services Personnel and Vehicles; Waiting – Line Analysis; Distribution of Services; Product- Support Services; Maintenance of Services; Inventory Control for Services; Case Studies on Professional Services.

Suggested Readings:

1. Bowman David E. et al. (1990), "*Service Management Effectiveness: Balancing Strategy, Organization and Human Resource, Operations and Marketing. San Francisco*", Jossey Bass.
2. Collier David A., (1987), "*Service Management: Operating Decisions*", Englewood Cliffs, Prentice Hall Inc. New Jersey.
3. Fitzsimmons, James.A. and Sullivan, Robert S., (1982), "*Service Operations Management*", McGraw Hill, New York.
4. Haskett, James L. et al. (1990), "*Service Breakthroughs- Changing the Rules of the Game*", Free Press, New York.
5. Murdiek, R.G. et al. (1990), "*Service Operations management*", Allyn and Bacon, Boston.
6. Sharma, J. K., (2001), "*Service Operations Management*", Anmol, Delhi.
7. Voss, C. et al. (1985), "*Operations Management in Service Industries and the Public Sector*", Wiley, Chichester.

MBA OM- 3409
WORLD CLASS MANUFACTURING

Objectives:

To acquaint the students with the world class manufacturing environment and optimized production principles.

Course Contents:

World Class Manufacturing Environment: Imperatives For Success- Technology, Systems Approach and Change in the Mindset; Strategic Decisions in Manufacturing Management: Choice of Technology, Capacity, Layout / Automation in Material Handling systems; Aggregate Planning and Master Production Scheduling – Materials Requirement Planning (MRP) – Software in Use, Manufacturing Resources Planning (MRP-11) Software in Use, Implementation Problems/Indian experience; Optimized Production; Technology Principles Advocated by Eliyahu Goldtratt; Just – In – Time System: JIT Manufacturing System, JIT Pull System – Use of Kanban, JIT Purchase – Source Development, Buyer- Seller Relations; Supply Chain Management / Bench Marking; Total Quality Management – TQM Philosophy, TQM Principles, TQM Tools including Circles, SQC / Acceptance Sampling, Quality Through Design, QFD – Quality House, Failure Mode Effect Analysis, Fault – Tree Analysis, Concurrent Engineering Principles Taguchis' Quality Loss Function and Robust Design Concept, Designing Products Through 'Fuzzy' Logic, Quality Management Systems and ISO 9000 Standards; Total Productive Maintenance, Objective of TPM – Total System Effectiveness, Break – Down Maintenance, Preventive, Maintenance, Predictive. Maintenance, Condition Monitoring Systems Maintenance Prevention, Maintainability Improvement, Reliability Improvement, Total Employee Involvement and Small Group Activities; Customer – Driven Project Management (Integration of TQM, Project Management Systems with Customer – Driven Team Structure); Automation in design and Manufacturing: Automated Material Handling equipments, Role of IT in World Class Manufacturing, Flexible Manufacturing Systems (FMS), Group Technology / Cellular Manufacturing Systems; Six Sigma.

Selected Readings:

1. Buffa, Elwoods and et al. (1981), "*Programmed Learning for Production and Operations Management*", Illinois, Learning System Co.
2. Dervitsiotis, Kostas. N., (1981), "*Operations Management, Auckland*", McGraw Hill.
3. Hughes, Chris, (1985), "*Productions and Management*", London Pan Books.
4. Schonberger, Richard J., (1982), "*Japanese Manufacturing Techniques*", Free- Press, NY.

INFORMATION TECHNOLOGY MANAGEMENT

MBA IT-3601 MANAGEMENT SUPPORT SYSTEMS

Objectives:

This course has been designed to develop an understanding of the concepts and application of information technology based management support systems.

Course Contents:

Overview of CBIS Applications; Decision Making Concepts – A Need for Decision Support; Decision Modeling Exercises; Role of Decision Support Systems in Business; Modeling in Decision Support; Spread Sheet Software Systems as DSS Tool; Development of Planning Models in Various Functional Area; Introduction to Integrated Financial Planning System for Financial Modeling. Group Decision Support Systems; 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; Fuzzy Knowledge in Rule Based Systems; Expert System Shells; Working on an Expert System Shell; Development of a Expert System Model for a Functional Area. PROLOG – A Tool for AI Programming. Executive Information Systems and their Applications.

Suggested Readings:

1. Bratko, Ivan. Prolog., (1990), "*Programming for Artificial Intelligence*", 2nd Ed. Addison, Wesley, California.
2. Davis, Michael. W., (1988), "*Decision Support*", Englewood Cliffs, Prentice Hall Inc. New Jersey.
3. Jayashanker, R., (1988), "*Decision Support Systems*", Tata McGraw Hill Inc; New Delhi.
4. Patterson, Dan W., (1990), "*Introduction to Artificial Intelligence and Expert Systems*", Englewood Cliffs, Prentice Hall Inc. New Jersey.
5. Rolph, Paul., "*How to choose and Use an Executive Information System*", Viva Books. New Delhi.
6. Sprague, Ralph. H., (1995), "*Decision Support for Management*", Englewood Cliffs, Prentice Hall Inc; New Jersey.
7. Turban E., (1990), "*Decision Support & Expert Systems*", 2nd Ed. MacMillan. New York.

MBA IT- 3602
BUSINESS PROCESS RE - ENGINEERING

Objectives:

This course has been designed to develop an appreciation of process view of business and redesign thereof. The participants would be able to develop an understanding of the use of information technology for process redesign.

Course Contents:

Conceptual Foundation of Business Process Re-engineering; Role of Information Technology in BPR; Process Improvement and Process Redesign; BPR Experiences in Indian Industry; Process Identification and Mapping; Role / Activity Diagrams; Process Visioning and Benchmarking. Business Process Improvement. Business Process Redesign; Man Management for BPR Implementation; Re-organization People and Managing Change.

Suggested Readings:

1. Carr, D.K. and Johansson, H.J., (1995), "*Best Practices in Re-engineering*", McGraw Hill, New York.
2. Champy, James, (1995), "*Re-Engineering Management: The Mandate for New Leadership*", Harper Collins, London.
3. Coulson-Thomas, C., (1994), "*Business Process Re-engineering: Myth & Reality*", Kogan Page, London.
4. Davenport, T.H., (1993), "*Process Innovation: Re-engineering Work Through Information Technology*", Harvard Business School Press, Boston.
5. Hammer, Michael, (1993), "*Re-engineering the Corporation: A Manifesto for Business Revolution*", Nicholas Brealey, London.
6. Jayaraman, M.S. et al. (1994), "*Business Process Re-engineering*", Tata McGraw Holl, New Delhi.
7. Peppard, J and Rowland P., (1995), "*The Essence of Business Process Re-engineering*", Prentice Hall Inc. New York.

MBA IT- 3603
SYSTEM ANALYSIS AND DESIGN

Objectives:

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

Course Contents:

Overview of Systems Analysis and Design; Software Applications Today , the Changing Scenarios, Introduction to Different methodologies and Structured System Analysis, Problem Identification; Requirement Analysis: Tools and Techniques Feasibility Analysis, Operational, Technical and Economical Feasibility details of SDLC Approach. Business Systems Concept; Systems Development Life Cycle; Project Selection; Feasibility Study for Analysis and Design of Business; Methodologies Available; Need for Structured Techniques; Structured Techniques Available. System Requirement Specification and Analysis; Data Flow Diagrams; Data Dictionaries; Process Organization and Intersections; Decision Analysis; Decision Trees and Tables; Expansion; Explosion and Normalization. Detailed Design; Modulation; Specification; File Design Data Base Design System Control and Quality Assurance; Documentation Tools; Testing Techniques Available; System Controls and Audit Trails; System Administration and Training; Conversion and Operations Plane. Hardware and Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection, Operating System Selection, Language Processors, Performance and Acceptance Testing Criteria. Managing Data Processing in an Organization; Data Processing Setup; Project Management Techniques for Managing Software Projects.

Suggested Readings:

1. Awad. Elias M., (1990), "*Systems Analysis and Design*", 2nd Ed. Prentice Hall of India, New Delhi.
2. Coad, Peter and Edward, Yourdon., (1991), "*Object Oriented Analysis*", 2nd Ed. Englewood Cliffs, Yourdon Press, New Jersey.
3. Hawryskiewycz, I.T., (1991), "*Introduction to Systems Analysis and Design*", 2nd Ed. Prentice Hall of India, New Delhi.
4. Marco, T. D., (1989), "*Structured Analysis and System Specification*", Yourdon Press, New Delhi.
5. Rajaraman, V., (1991), "*Analysis and Design of Information Systems*", Prentice Hall of India, New Delhi.
6. Van Over, David. (1992), "*Foundations of Business Systems*", Dryden Press, Fort Worth.
7. Whitten, J.L. et al. (1994), "*System Analysis and Design Methods*", Galgotia, New Delhi.
8. Kendall and Kendall, (2002), "*System Analysis and Design*", Prentice Hall of India, New Delhi.

MBA IT-3604
STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY

Objectives:

This course is aimed at developing an understanding of use of information technology as a strategic tool for business management. The course focuses on development of information technology leadership.

Course Contents:

Key Issues in Information Systems Management and the Role of the CIO; Analytical Framework for Strategic IT Initiatives; Sustaining Competitive Advantage by use of IT; Creativity, Learning Organizations and Role of Information Technology in Business Transformation. Information Partnerships; Managing in the Market space; National Information Infrastructure and IT Policy at the National Level; Planning for Strategic IT Resource; Managing the IT Function; Outsourcing IT Function.

Suggested Readings:

1. Galliers, R.D., (1994), "*Strategic Information Management: Challenges and Strategies in Managing Information Systems*", Butter-Worth, Heinemann, Oxford,
2. McKenney, James. L., (1995), "*Waves of Change: Business Evolution Through Information Technology*", HBS Press, Boston.
3. Neuman, Seev., (1994), "*Strategic Information Systems: Competition Through Information Technologies*", Macmillan College, New York.
4. Nolan, Richard L., (1995), "*Creative Destruction: A Six- Stage Process for Transforming the Organization*", HBS Press, Boston.
5. Parker, Marilyn M., (1996), "*Strategic Transformation and Information Technology: Paradigms for Performing while Transforming*", Englewood Cliffs, Prentice Hall Inc. New Jersey.
6. Somogyi, E.K and Wallers, (1987), "*Towards Strategic Information Systems*", Kent Publishing, Tunbridge.
7. Ward, John., (1996), "*Strategic Planning for Information Systems Chichester*", John Wiley.

MBA IT- 3605
DATA BASE MANAGEMENT SYSTEMS

Objectives:

This course has been designed to introduce the participants with the applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands-on implementation of a database in corporate environment.

Course Contents:

Data Processing Concepts; Data Structures; File Processing and Access Methods; Taxonomy of Data Management Systems; Various Data Base Management Models. Evaluation of Commercially Available Software Systems with managerial Emphasis on Tradeoffs Among Cost, Capacity, and Responsiveness; Functions of Transaction Processes and their Communications Interface with Database Management Systems; Distributed Data Processing Systems and a Need for Database Environment for such a System. Physical Database Structures; Normalization and Logical Design; Query Languages for Relational Database Management Systems; Study of a Relational Database Management Systems for Successful Implementation of Distributed Systems; Structured Query Language. Distributed Data Base Systems; On line Data Bases; Object Oriented Data Bases. Managerial Issues Related to Data Base Management; Evaluation Criteria; Performance Analysis; Recovery Issues; Reorganisation Problems; Implementation and Maintenance Issues; Database Administration.

Suggested Readings:

1. Coad, Peter and Edward, Yourdon, (1991), "*Object- Oriented Analysis*", 2nd Ed. Englewood Cliffs, Yourdon Press, New Jersey.
2. Kroenke, David. M., (1992), "*Database Processing: Fundamentals Design Implementation*", 4th Ed. McMillan, New Yoek.
3. McFadden, Fred. R and Hoffer, Jaffrey, A., (1991), "*Database Management*", 3rd Ed. Benjamin - Cummings, Redwood City.
4. Pratt, Philip, J., (1990), "*A Guide to SQL*", Boyd and Fraser, Boston.
5. Salemi, Joe, (1993), "*Client/ Server Data Bases*", Emeryville, Ziff- Davis Press, California.

MBA IT- 3606
TELECOMMUNICATIONS FOR BUSINESS

Objectives:

The course has been developed to introduce the concept of electronic market-space and electronic commerce among the potential information technology leaders.

Course Contents:

Computers and Communications: The Information Technology; The Concept of Global Village; On-line Information Services; Electronic Bulletin Board Systems; The Internet; Interactive Video; Communications Channels; Communications Networks; Local Networks; Managerial Issues Related To Telecommunications. Client/ Server Computing; Communication Servers; Digital Networks; Electronic Data Interchange and its Applications; Enterprise Resource Planning Systems; Inter Organizational Information Systems; Value Added Networks; Wireless Networks. Managing in the Market-space; Electronic Commerce and Internet; Applications of Internet, Internet and Extranet in Business Organizations; Using Internet for Business EIS; Internet as a Vehicle for Transacting Business.

Suggested Readings:

1. Derfler, Frank J., (1992), "*Guide to Connectivity*" 2nd Ed. Emeryville, Ziff-Davis Press, Calif.
2. Derfler, Frank J., (1992), "*Guide to Linking LANs*", Emeryville, Ziff-Davis Press, California.
3. Estabrooks, Maurice. (1995), "*Electronic Technology Corporate Strategy and World Transformation*", Quoram Books, Wastport.
4. Fitzgerald, Jerry. (1993), "*Business Data Communications: Basic Concepts, Security and Design*", 4th Ed. John Wiley, New York.
5. Keen, Peter and Cummins, Michael, (1994), "*Network in Action: Business Choices and Telecommunications Decisions*", Belmont, Wads Worth, CA.
6. LaQuey, Tracy. (1994), "*The Internet Companion: A Beginner's Guide to Global Networking*", Addison Wesley, California.
7. Salemi, Joe, (1993), "*Client/Server Data Base*", Emeryville, Ziff-Davis Press, California.

MBA IT- 3607
ENTERPRISE RESOURCE PLANNING

Objectives:

To make the students able to participate in planning and implementation of advanced enterprise-wide systems and technologies in their career.

Course Contents:

Enterprise Resources Planning: Evolution of ERP-MRP and MRP II-Problems of System Islands, Need for System Integration and Interface, early ERP Packages, ERP Products and Markets, Opportunities and Problems in ERP Selection and Implementation; ERP Implementation: Identifying ERP Benefits Team Formation, Consultant Intervention, Selection ERP, Process of ERP Implementation, Managing Changes in IT Organization Preparing IT Infrastructure, Measuring Benefits of ERP, Integrating with Other Systems; Post ERP; Modules in ERP: Business Modules of ERP Package; Reengineering Concepts: The Emergence of Reengineering Concept, Concept of Business Process, Rethinking of Processes, Identification of Re-Engineering, Need, Preparing for Re-Engineering, Implementing Change, Change Management, BPR & ERP; Supply Chain Management: The Concept of Value Chain differentiation between ERP and SCM, SCM for Customer Focus, Need and Specificity of SCM, SCM Scenario in India, Products and Markets of Sehl, Issues in Selection and Implementation of SCM Solutions, CRM Solutions; E-Business: Introduction to 1 – Net technologies – Evolution of E-Commerce, EDI and E-Business, Business Opportunities, Basic and Advanced Business Models on Internet, Internet Banking and Related Technologies, Security and Privacy Issues, Technologies for E-Business, Future and Growth of E-Business.

Suggested Readings

1. Hammer, Micheal and Jamts Chamby, (1997), "Reengineering the Corporation",.
2. Leon, Alexix, (2000), "Countdown", Tata McGraw.
3. Ptak, Carol A. & Eli Schragenheim, (2000), "ERP", St. Lucie Press, NY.

MBA IT- 3608
SECURITY AND CONTROL INFORMATION SYSTEM

Objectives:

The objective of the course is to familiarize the participants with the security and control system use in the business world.

Course Contents:

Introduction to Security: Need for Security and Control, Risks to Information System Data and Resource, Definitions of Information Security, Computer Crime and Virus, Internal Control, Types of Security; Physical Security: Threats to Security, Physical Access, Fire, and Theft Protection Environmental Hazards; Logical Security: Threats to Security, Access Control- Identification, Authentication, Authorisation, Password Control and Management Access Control Software; Data Security: Threats to Security, Access Controls, Back-up and Recovery Strategies, Data Input / Output Control Data Encryption; Tele-Communication Security: Physical Security, Logical Access Security, Dial-in Access Security, Network Management Control, Authentication Protocols, Internet / Intranet / Extranet Security; Computer Configuration and Operation Security; Hardware/ Software Security, Start Up / Shut Down Procedures, Journals, Back-Up /Recovery Strategies; Personal Security: Threats Security, Protection from People, Protection of Employees; Security Planning: Risk and Security Policy, Security Management, Business continuity Planning, Security Audit.

Suggested Readings:

1. Ron Weber. *"EDP Auditing"*.
2. Stephen Cobb, *"PC and LAN Security"*.
3. Michel E. Kabey, *"Enterprise Security – Protecting information assets"*.
4. Miora, *"Enterprise Disaster Recovery Planning"*.
5. *"Computer Security for Dummies"*.
6. Derek Atkins et al, *"Internet Security"*.

MBA IT- 3609
MULTIMEDIA MANAGEMENT

Objectives:

The aim of the course is to acquaint the participants with the application multimedia in business.

Course Contents:

Introduction to Multimedia, Stages in a Multimedia Project, Multimedia Hardware, Multimedia Software, Basic tools, Making Instant Multimedia, Authoring Tools. Multimedia: Building Blocks, Text, Sound, Images, Animation, Video; Multimedia and Internet: Tools for the World Wide Web, Designing for World Wide Web; Assembling and Delivering a Project, Planning and Costing, Designing and Producing, delivering; Multimedia Education, Training, Business Applications, Hotel Management, Banking Information System, Tourist Information System.

Suggested Readings:

1. Vaughan, Tay, (1997), "*Multi-Media: Making it Work*", McGraw-Hill, NY.

MBA IT- 3610
INTERNET PROGRAMMING FOR E-COMMERCE

Objectives:

The objective of the course is to familiarize the students with the internet programming for e-commerce.

Course Contents:

Authenticating HTML*: Building Blocks of HTML, Page Design, Site Design, Linking HTML Documents, Adding Images, Audio and Video; SCRIPTS: Java Scripts VB Scripts; LINUX: Basic features, vi editor,* LINUX Commands, Elements of Shell Programming; # Com Concepts: Dot Com companies Vs. Brick and Mortar companies, Critical success factors for Dot Com companies, Hybrid Companies, Security of Data Transfer – Cryptography – Encryption and Decryption of Data – Digital Signatures, Cyber Laws.

- # Configuration and Features of Internet Information Server (118)
- # Configuration and Features of Apache Web Server.
- ** SERVER Side Programming using PERL, JAVA-ODBC, ASP
- * Involves Programming.
- # Only theory
- ** Included for lab offline (not for the theory exam)

Suggested Readings:

1. Coleman, Pat and Peter Dyson, (1997), "*Internets BPB Pub*", Delhi.
2. Keen, Peter and Mark McDonald, (2000), "*The e-Process Edge*", Tata McGraw – Hill, Delhi.
3. Oberoi, Sundeep, (2001), "*e-Security and You*", Tata McGraw- Hill, Delhi.
4. Ricart, Alberto, (2000), "*Manual and Stephen Asbury Active Server Page 3*", IDG Books, Delhi.
5. Rich, Jason R., (2000), "*Starting an E-Commerce Business*", IDG Books.
6. Samantha Shurety, (2001), "*E-business with Net Commerce*" Addition Wesley, Singapore.
7. Schneider, Robert D. & J.R. Garbus, (1999), "*Optimizing SQL Server 7*", Prentice Hall, N.J.

MBA IT- 3611
RDBMS and SQL CONCEPTS

Objectives:

The students are to be provided basic understanding of the RDBMS & SQL and the skills to make use of these in business organizations.

Course Contents:

RDBMS: Introduction, Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database; History; Data Modeling – Object Oriented and Record Based models, E-R Model and E-R Diagram Examples and Exercises, Hierarchical Model, Network Model and Relational Model; Normalization Techniques – First Normal Form, Second Normal Form and the Third normal Form, Examples and Exercises, E. F. Codd's 12 Rules for a relational Database; Database Concepts – Transaction Management, Properties of a Transaction, Commit and Rollback, Concurrency, Locking, Access Control, Data Integrity, Integrity Constraints, Auditing, Backup and Recovery; Data Dictionary – System Catalogue, Distributed Database and distributed Database and Distributed Data Access, Introduction to Client – Server and ODBC Connectivity. SQL: SQL Language – DML commands – Select, Insert, Update, Delete – Retrieving Data, Summarizing Data, Adding Data to the Database, Updating Data to the Database and Deleting Data. Simple Queries- use of WHERE, Arithmetic, Comparison and Logical Operators, ORDER BY, GROUP BY and Group Functions. Multi Table Queries, Sub-queries, Views; DDL Commands – Table and View Create, Alter, Drop Integrity Constraints; Transaction Processing – Commit, Rollback, Save-point.

LAB: SQL & MS Access.

Suggested Readings:

1. Coleman, Pat and Peter Dyson, (1997), '*Internets BPB Pub*', Delhi.
2. Keen, Peter and Mark McDonald, (2000), "*The e-Process Edge*", Tata McGraw – Hill, Delhi.
3. Oberoi, Sundeep, (2001), "*e-Security and You*", Tata McGraw- Hill, Delhi.
4. Ricart, Alberto, (2000), "*Manuel and Stephen Asbury Active Server Pages 3*", IDG Books, Delhi.
5. Rich, Jason R., (2000), "*Starting an E-Commerce Business*", IDG Books.
6. Samantha Shurety, (2001), "*E-business with Net Commerce*", Addison Wesley, Singapore.
7. Schneider, Robert, D. & J.R. Garbus, (1999), "*Optimizing SQL Server 7*", Prentice Hall, N.J.

MBA IT- 3612
APPLICATION DEVELOPMENT USING ORCALE

Objectives:

The objective of the course is to acquaint the students with the application, development and use of ORCALE in modern business analysis and management.

Course Contents:

Refresher to Oracle RDBMS: Defining a Data Base, Defining Columns and Keys, Normalizing the Design, Minimizing Redundancy, Organization of Data in Oracle, Oracle tools; SOL & PL/ SQL: SQL/ PL SQL Command Summary Data Types, Operators, DML, DDL, PL/ SQL Control Structures – Error Handling; ORACLE FORMS Module: Application Development Using FORMS 5, Organization of FORMS, Painting Canvas. Default form Forms Process, Trigger and Their Types, Trigger Command Syntax, Execution of Forms; REPORT Module: Types of Reports, Formalizing the Report, Calculated Fields, Group Settings, Modifying, Text Settings, Previewing A report, Running a Report; Oracle Utilities: Exporting and Importing Data Base Information, Loading Data from Foreign Files, Backup and Recovery; Graphics Module: Designing Graphics – Integrating Graphics with Forms and Reports. Building Applications: Business Analysis, Entity Relationship Model, Normalization Data Integrity, Data Base, Updation, Transactions. Planning and Designing the Forms for Updation and Enquiry Managerial Reports Generation. (Individual groups to identify and build their own application)

Selected Readings:

1. Bayross, Ivan, (1997), "*Commercial Application Development Using Oracle Developer 2000*", BPB Pub, Delhi.
2. Hipsley, Paul, (2000), "*Developing Lint Server Application with Oracle, Developer 2000*", Sams Publishing.
3. Lulushi, Albert, 1(997), "*Developing Oracle Forms Application*", Prentice Hall.
4. Muller, Robert J., (2000), "*Oracle Developer 2000 Handbook*", Oracle Press.

INTERNATIONAL BUSINESS

MBA IB-4101 INTERNATIONAL ACCOUNTING

Objectives:

The objective of this course is to acquaint the students with the accounting needs of international financial markets and to analysis the accounting measurement and reporting issues unique to multinational business transactions.

Course Contents:

International Dimensions of Accounting – Conceptual Development and Comparative Development Patterns; Currency Transactions; Managing International Information Systems; International Perspective on inflation Accounting; Financial Reporting and Disclosure; Analyzing Foreign Financial Statements; Financial Management of Multinational Entities; Transfer Pricing and International Accounting – International Standards and Multinational Corporations.

Suggested Readings:

1. Arpon, Jeffrey S and Redebaugh, Lee H., (1985), "*International Accounting and Multinational Enterprises*", John Wiley, New York.
2. Choi, Frederick D S and Mueller Gerhard G., (1984). "*International Accounting*", Englewood Cliffs, Prentice Hall Inc. New Jersey.
3. Evans, Thomas G., (1985), "*International Accounting & Reporting*" Macmillan, London.
4. Gray, S J., (1983), "*International Accounting and Transnational Decisions*", Butterworth, London.
5. Holzer, H Peter, (1984), "*International Accounting*", Harper & Row, New York.
6. Prodhan, Bimal. (1986), "*Multinational Accounting*", Croom – Helm, London.
7. Rathore, Shirin. (2002), "*International Accounting*", Prentice Hall of India, New Delhi.

MBA IB – 4102
INTERNATIONAL FINANCIAL MANAGEMENT

Objectives:

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

Course Contents:

Multinational Financial Management: An Overview; Evolution of the International Monetary and Financial System; Long-run Investment Decision: The Foreign Investment Decision; Political Risk Management; Multinational Capital Budgeting, Application and Interpretation; Cost of Capital and Capital Structure of the Multinational Firm; Dividend Policy of the Multinational Firm; Taxation of the Multinational Firm; Country Risk Analysis; Long term Financing.

Suggested Readings:

1. Abdullah, F.A., (1987), "*Financial Management of the Multinational Firm*", Englewood Cliffs, Prentice Hall Inc. New Jersey.
2. Bhalla, V.K., (2001), "*International Financial Management*", 2nd Ed. Anmol, New Delhi.
3. Buckley, Adrian., (1986), "*Multinational Finance*", Prentice Hall Inc, New York
4. Kim, Suk and Kim, Seung, (1993), "*Global Corporate Finance: Text and Cases*", 2nd Ed. Miami Florida, Kolb.
5. Shapiro, Alan C., (2002), "*Multinational Financial Management*", Prentice Hall of India, New Delhi.

MBA IB – 4103
INTERNATIONAL FINANCIAL MARKETS

Objectives:

The objective of this course is to give students an in-depth knowledge of the working of international financial markets.

Course Contents:

History of the International Financial System –The Rise and Fall of Bretton Woods, Globalization and the Growth of Derivatives, The Crash of 1994-96 and Beyond, Euro – currency Market, Euro-banking and Euro-currency Centers, Deposit Dealing and the Term Structure of Euro-currency Rate, Euro-currency Futures and Options, Syndicated Euro-credits, International Bond Markets – Introduction, New Issue Procedures in the Eurobond Markets, Eurobond Valuation and Hedging, Interest Rates and Currency Swaps, Pricing Option, Features of International Bonds, Forecasting and the Image of the Future – Central Bank and the Balance of Payment, The European Monetary System and Other Regional Artificial Currency Areas, New Instruments in International Capital Markets, International Banking and Country Risk, International Portfolio Diversification, International Transfer Pricing.

Suggested Readings:

1. Bhalla, V.K., (2001), "*International Financial Management*", 2nd Ed. Anmol, New Delhi.
2. Bhalla, V.K., (1997), "*Managing International Investment and Finance*", Anmol, New Delhi.
3. Buckley, Adrian, (1996), "*Multinational Finance*", 3rd Ed. Prentice Hall Inc; Englewood Cliffs.
4. Eiteman, David K and Stonehill, Arthur I., (1988), "*Multinational Business Finance*", Addison – Wesley, California.
5. Johnson and Giaccotto, (1995), "*Options and Futures*", St. Paul, West.
6. Kim, Suk and Kim, Seung, (1993), "*Global Corporate Finance: Text and Cases*", 2nd Ed. Miami, Florida.
7. Shapiro, Alan C., (1995), "*Multinational Financial Management*", Prentice Hall of India, New Delhi.

MBA IB 4104
FOREIGN EXCHANGE MANGEMENT

Objectives:

To acquaint the participants with the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure, and hedging against exposure risk.

Course Contents:

Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates; Organization of the Foreign Exchange Markets; Currency; Currency Options; Currency Swaps; Corporate Exposure Management: Alternative Definitions of Foreign Exchange Risk, Exposure Information System, Alternative Strategies for Exposure Management, Exposure Management Techniques, Organization of the Exposure Management Function; Parameters and Constraints on Exposure Management: Theory and practice of Forecasting Exchange Rates – Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis; Tax Treatment of Foreign Exchange Gains and Losses; FEMA.

Suggested Readings:

1. Aliber, R.Z., (1978), *“Exchange Risk and Corporate International Finance”*, Macmillan, London.
2. Bhalla, V.K., (2001), *“International Financial Management”*, 2nd Ed. Anmol, New Delhi.
3. Luca Cornelius, (1995), *“Trading in the global currency Markets”*, Prentice Hall, NJ.
4. Shapiro, A.C., (1979), *“International Financial Management”*, Allyn and Bacon, Boston.
5. Sutton, W.H., (1987), *“Trading in Currency Options”*, New York Institute of Finance.

**MBA IB – 4105
INTERNATIONAL MARKETING**

Objectives:

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

Course Contents:

International Marketing – Definition, Concept and Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions – World Bank, IMF, INCTAD, GATT, Customs Union, Common Markets, Free Trade Zones, Economic Communities; Constraints on International Marketing – Fiscal and Non-Fiscal Barriers, Non tariff Barriers; Trading Partners – Bilateral Trade Agreements, Commodity Agreements and GSP; India and World Trade, Import And Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc; Procedure and Documents – Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents; Instruments of Payment Mix – Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy; Pricing Strategy and Distribution Strategy; Various Forms of International Business; Marketing of Joint Ventures and Turnkey Projects.

Suggested Readings:

1. Bhattacharya, B., (1991), "*Export Marketing: Strategies for Success*", Global Business Press, New Delhi.
2. Johri, Lalit M., (1980), "*International Marketing: Strategies for Success*", University of Delhi, Faculty of Management Studies.
3. Keegan, Warren, (2002), "*Global Marketing Management*", Prentice Hall of India.
4. Onkvisit, Sak and Shaw, J.J., (2002), "*International Marketing: Analysis and Strategy*", Prentice Hall of India, New Delhi.
5. Srinivasan, (2003), "*International Marketing*", Prentice Hall of India.
6. Terpstra, Vern and Sarathy, R., (1991), "*International Marketing. Orlando*", Dryden Press.
7. Walter, I and Murry, T., (1988), "*Handbook of International Business*", John Wiley, New York.

MBA IB-4106
EXPORT-IMPORT PROCEDURES, DOCUMENTATION AND LOGISTICS

Objectives:

The aim of the course is to acquaint the students with the export – import procedures, documentation and logistics.

Course Contents:

Documentation Framework – Exim Documentation; International Business Contracts: Types, Formation, Elements, Legal Dimensions, Dispute Settlement; Instruments and methods of Financing Exports including credit and collections, Uniform custom and practices (UCP); Business Risk Coverage-Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance, Foreign Exchange Regulations and Formalities; Quality Control and Pre-shipment; Inspection Concept Scheme and Procedures; Role Clearing and Forward Agents; Excise clearance of cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo; Custom Clearance of Import Cargo; Negotiations of Documents with Banks; Procedures and Documentation for Availing Export Incentives – Duty Draw Backs, Import Licensing and other Incentives; Processing of an Export Order; World Shipping: Structure, Liners, and Tramps, Conference System; Freight and Structure. Containerization and other Developments, International Agreements and Conferences on Sea Transport; India Shipping: Trends, Structure, Concepts of Dry Port, Containerization, Machinery for Consultation; Air Transport: International set – up Freight Rate Structure.

Suggested Readings:

1. "Government of India Handbook of Import – Export Procedures".
2. Bhalla, V.K. and S. Ramu, (2001), "International Business Environment and Management", 5th Ed. Anmol, Delhi.
3. Desai, H.B., "Indian Shipping Perspectives", Delhi – Export Procedures.
4. Paras Ram Export: ; (1995), "What, Where and How", Delhi, Anupam Pub.

**MBA IB-4107
REGIONAL BLOCKS**

Objectives:

The objective of the course is to familiarize the students with the theoretical framework of the theory of economic integration and its impact on trade and investment flows among the region and on the global economy.

Course Contents:

Theory of Economic Integration; Economic Integration and endogenous growth; Selected Regional Blocks – NAFTA, EU, ASEAN, SAARC; Globalization Vs. Rationalization; Regional Blocks, Building Blocks or Stumbling Blocks: Ongoing Challenges – Environment Volatility, Risk of Global Mania; Regional Alternatives; Regional Competition; New Organizational Challenges;

Suggested Readings:

1. Balassa, Bela, (1961), "*Theory of Economic Integration*", George Allen & Unwin Ltd, London.
2. Bhalla, V.K., (1990), "*World Economy in 90s: A Portfolio Approach*", Anmol Pub. Pvt. Ltd, Delhi.
3. Dreze, Jean and Sen, (1997), "*Aamrtya Indian Development: Selected Regional Perspective*", Oxfoed University Press, Delhi.
4. Jackson, J., (1994), "*The World Trading System*", Mass: MIT Press, Cambridge.
5. Krugman, Paul R. and Obstfeld, M., (1994), "*International Economics*", 3rd Ed. Harper Collins Pub; USA.
6. Machlup, F. A., (1977), "*History of Thought on Economic Integration*", Macmillan, London.

MBA IB-4108
INTERNATIONAL ECONOMIC ORGANISATIONS

Objectives:

To familiarize the students with the functioning of the international economic organizations and their changing role in the context of globalization of the world economy

Course Contents:

Regimes, International Economic Organisations and Development Diplomacy: Regimes and Regimes Theory, International Organisations as International Institutions; International Monetary Fund (IMF); World Bank Group – International Bank For Reconstruction and Development (IBRD), International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA); General Agreement on Tariffs and Trade (GATT); World Trade Organisation (WTO), United Nations Conference on Trade and Development (UNCTAD); International Labour Organisation (ILO).

Suggested Readings:

1. Bhalla, V. K., (1992), "*International Monetary Cooperation*", Anmol, Delhi.
2. Hunt, (1989), "*Diana Economic Theories of Development: An Analysis of Competing Paradigms*", Hemel Hempstead: Harvester Wheatsheaf.
3. Keohane, Robert O., (1989), "*International Institutions and State Power: Essays in International Relations Theory Boulder*", Westview.
4. Krasner, Stephen D., (1985), "*Structural Conflict: The Third World Against Global Liberalism*", University of California Press, Berkley.
5. Sidell, Scott., (1988), "*The IMF and Third World Political Instability*", Macmillan, London.
6. Simai, Mihaly, (1994), "*The Future of Global Governance*", United States Institute of Peace Process, Washington, D. C.

MBA IB-4109
INDIA'S FOREIGN TRADE POLICY

Objectives:

To acquaint the students with recent trends in India's foreign trade, and management and policy related issues in foreign trade in the global context.

Course Contents:

India's Foreign Trade in the Global Context, Structure and Equilibrium of India's Balance of Payments, Recent Trends in India's Foreign trade; Directional Pattern: Major Export Commodities – Thrust Area Commodities – their Trend, Problems and Prospects; Major Competitors; Major Import Commodity Groups; Trade Control in India; Foreign Trade (Development and Regulation) act, Import and Export Control Orders; Import and Export Licensing System; Exchange Control in India; Blanket Permit System; Import Substitution and Export Promotion Policies; Export Incentives: Financial and Fiscal; Deferred Payment System and the Role of EXIM Bank of India; Export Credit Insurance; Infrastructure Support for Export Promotion; Export Promotion Councils; Commodity Boards/ Product Export Development Authorities; Specific Service Institutions; Role of State Trading Organisations in Foreign Trade, Export Processing Zones; Export Oriented Units and Export and Trading House Schemes; Multilateralism and Bilateralism in India's International Business.

Suggested Readings:

1. Bhalla, V.K., (2001), "*International Business Environment and Management*", 8th Ed. Anmol, Delhi.
2. Bhashyam, S., (1988), "*Export Promotion in India: The Infrastructure*", Commonwealth Pub; Delhi.
3. Jain, S.K. (1988), "*Export Performance and Export Marketing Strategies*", Common wealth Pub, Delhi.
4. Khanna, (1986), "*Sri Ram Export Marketing in India's New Manufacturers*", University of Delhi, Delhi.
5. Nayyar, (1976), "*Deepak India's Export and Policies in the 1960s*", Cambridge University Press.

MBA IB-4110
GLOBAL HUMAN RESOURCE MANAGEMENT

Objectives:

The objective of this course is to develop a diagnostic and conceptual Understanding of the cultural and related behavioral variables in the management of global organizations.

Course Contents:

Global Business; Growth and Evolution; Environmental Variables in Global Business; Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organisations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation; Human Resource Management in Global Organisations; Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context.

Suggested Readings:

1. Adler, N J., (1991), '*International Dimensions of Organizational Behavior*', Kent Publishing, Boston.
2. Bartlett, C and Ghoshal, S., (1995), "*Transnational Management: Text. Cases and Readings in Cross Border Management*", Irwin, Chicago.
3. Dowling, P J. etc. (1994), "*International Dimensions of Human Resource Management*", 2nd Ed. Wadsworth, California.
4. Hofstede, G., (1984), "*Cultures Consequence: International Differences in Work Related Value*", Sage, London.
5. Marcic, D and Puffer, S M., (1994), "*Management International: Cases, Exercises and Readings*", West Publishing, St. Paul.
6. Mead, R., (1994), "*International Management: Cross Cultural Dimensions*", Camb, Mass, Blackwell.
7. Ronen, S., (1986), "*Comparative and Multinational Management*", John Wiley, New Yoek.