

CIRCULAR:-

A reference is invited to the Ordinances, Regulations and syllabi relating to the Master of Management Studies (M.M.S.) degree course vide Pamphlet No.126 and to this office Circular No.UG/346 of 2000 dated 25th September, 2000 and No.UG/362 of 2000 dated 4th October, 2000 and the Director, Jamanalal Bajaj Institute of Management Studies and the Directors of the recognized Management Institutions concerned are hereby informed that the recommendation made by the Academic Council at its meeting held on 12th May, 2006 vide item No.4.4 has been accepted and that in accordance therewith the syllabus for the M.M.S. degree course (Sem.I to IV) is revised as per the Appendix and that the same has been brought into force with effect from the academic year 2007-2008.

MUMBAI-400 032
21st April, 2007

for I/c REGISTRAR

To,
The Director, Jamanalal Bajaj Institute of Management Studies and the Directors of the recognized Management Institutions concerned

No.A.C/4.4/12.05.2006

No.UG/168-A of 2007

21st April, 2007.

Copy to the Chairman of the Board of Studies in Management Studies
(Under Graduate/ Post Graduate) for information.

for I/c REGISTRAR

Copy to :-

The Director, Board of College and University Development, the Deputy Registrar (Eligibility and Migration Section), the Director of Students Welfare, the Executive Secretary to the Vice-Chancellor, P.A. to the Pro-Vice-Chancellor, and P.A. to the Registrar and the Assistant Registrar, Administrative sub-center, Ratnagiri for information.

The Officer on Special Duty and Controller of Examinations (10 copies), the Finance and Accounts Officer (2 copies), Record Section (5 copies), Publications Section (5 copies), the Deputy Registrar, Enrolment, Eligibility and Migration Section (3 copies), the Deputy Registrar, Statistical Unit (2 copies), the Deputy Registrar (Accounts Section), Vidyanagari (2 copies), the Deputy Registrar, Affiliation Section (2 copies), the Director, Institute of Distance Education, (10 copies) the Director University Computer Center (IDE Building), Vidyanagari, (2 copies) the Deputy Registrar (Special Cell), the Deputy Registrar, (PRO), the Assistant Registrar, Academic Authorities Unit (2 copies) and the Assistant Registrar, Executive Authorities Unit (2 copies). They are requested to treat this as action taken report on the concerned resolution adopted by the Academic Council referred to in the above Circular and that no separate Action Taken Report will be sent in this connection. the Assistant Registrar Constituent Colleges Unit (2 copies), BUCT(1 copy), the Deputy Account. Unit V(1 copy), the In-charge Director, Centralize Computing Facility (1 copy), the Receptionist (1 copy), the Telephone Operator (1 copy), the Secretary MIIASA (1 copy), the Superintendent Post Graduate Section (2 copies), the Superintendent Post Graduate Section (2 copies).

UNIVERSITY OF MUMBAI



Revised Syllabus for

The Master of Management Studies (MMS) 2 years full-time Degree course

(With effect from the academic year 2007-2008)

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1. Background for new curriculum

- MMS (Master of Management Studies) is a 2 year Full time Degree course of University of Mumbai.
 - Admission to MMS course is through MH-CET (Maharashtra Common Entrance Test).
 - 30 colleges are running this course in Mumbai with in take capacity of students every year.
 - University of Mumbai also runs BMS as a 3 year full time undergraduate course in management.
 - Students pursuing this course are competing with students from other autonomous management programs run with approval of AICTE.
- Course was last revised in 2000 and there is a need for up gradation of curriculum in line with expectations of students, industry and faculty

2. Gaps in Current Curriculum

2.1 Students & Faculty Feedback

Students, in view of a highly competitive job market tends to benchmark university courses with other leading management institutes of India and abroad and prefer to have flexibility in choice of courses for their MBA program.

Faculty, who are teaching these courses are also drawn from industry, would like to bring in current management practices included in the curriculum to make it more contemporary.

2.2 Industry Feedback

Leading management practitioners have expressed some common concerns about MMS curriculum which are enumerated below:

- Big perceptible gaps in soft skills – Analysis, Judgments and Creativity
- Cross-functional skills and holistic thinking (lack of big picture!)
- Business Communication skills (both oral and written)
- Lack of understanding/ appreciation of ethical behavior and corporate governance
- Lack of prior industry experience of teaching faculty and students
- Lack of appreciation of Indian ethos in management
- Course delivery needs to be balanced between theoretical principles and management practices
- Lack of feel for financial figures across all functions (Marketing, HR, Operations etc)
- Standardization of examinations (in internal assessment of core subjects) to lend credibility to degree offered by university.
- Lack of understanding principles of change management.

3. Goals & Objectives for new Curriculum

3.1 Goals of New Curriculum

- Academically challenging curriculum
- Concentrations tailored to career goals.
- Numerous opportunities for experiential learning.
- With the breadth and depth of our **core**, **majors** and **electives**, students can take a multidisciplinary approach or delve deeply into a single area.

3.2 Objectives of New Curriculum

- Incorporate some flexibility for institutes to teach new and contemporary curriculum for greater employability of their students.
- To provide opportunity for institutes to **innovate, design and deliver** new curriculums
- Updating syllabus in line with expectations of stakeholders – corporate and students
- Need to benchmark with curriculum of leading management institutions fitting with reputation of University of Mumbai
- Need to create a clear differentiator from BMS and a logical progression.
- Remove major overlaps in curriculum to avoid repetition
- Need to have a new syllabus ready for implementation from Academic year 2007 – 09.
- Make the course attractive for more no of students to specialize in systems and operations stream.

4.1 Suggested structure for a "Revised" MMS Course

First Year: Semester I

Subject/Paper	Maximum Marks	Number of sessions of 90 minutes.
1.1. Perspective Management	50	14
1.2. Financial Accounting	100	26
1.3. Managerial Economics	100	26
1.4. Operations Management	100	26
1.5. Organisational Behavior	100	26
1.6. Business Mathematics	100	26
1.7. Information Technology for Management	50	14
1.8. Communication Skills	100	26
1.9. Marketing Management	100	26
1.10 Elective 1	100	26
To Elective 2	100	26
1.13		
Total	1000	262

Electives:

(Students need to opt 2 electives.)

1.10 Selling & Negotiation Skills	100 Marks
1.11 High Performance Leadership	100 marks
1.12 Indian Ethos in Management	100 Marks
1.13 Corporate social Responsibility projects	100 marks

Note 1: All subjects/papers for semester I will be internally assessed by the institute.

Note 2: All new electives proposed to be introduced by the institute, apart from electives listed in the new syllabus, need to inform University in writing outlining the details of the course with learning objectives, learning outcomes, detail syllabus, teaching learning plan and course evaluation procedures at least one semester in advance.

Master of Management Studies
First Year Semester I

Sr. No.	Code	Subject	No. of Periods per week	Duration of theory papers	Marks		
			(90mins. Each)	Hrs.	Examination	Continuous Assessment	Total
1	1.1	Perspective Management	2	2	30	20	50
2	1.2	Financial Accounting	2	3	60	40	100
3	1.3	Managerial Economics	2	3	60	40	100
4	1.4	Operations Management	2	3	60	40	100
5	1.5	Organisational Behavior	2	3	60	40	100
6	1.6	Business Mathematics	2	3	60	40	100
7	1.7	Information Technology for Management	2	2	30	20	50
8	1.8	Communication Skills	2	3	60	40	100
9	1.9	Marketing Management	2	3	60	40	100
10	1.10 To 1.13	Elective 1	2	3	60	40	100
11		Elective 2	2	3	60	40	100
Total			22		600	400	1000

First Year: Semester II

Subject/Paper	Maximum Marks	Number of sessions of 90 minutes.
2.1 Legal & Tax aspects of Business	100	26
2.2 Cost & Management Accounting	100	26
2.3 Economic Environment of Business	50	14
2.4 Operations Research	100	26
2.5 Human Resources Management	100	26
2.6 Research Methodology & Fundamentals of MR	100	26
2.7 MIS	50	14
2.8 Financial Management	100	26
2.9 Market Applications & Practices	100	26
2.10 Elective 1	100	26
2.11 Elective 2	100	26
Total	1000	262

Electives:

(Students need to opt 2 electives.)

2.10 Decision Science	100 Marks
2.11 Managerial Process Skills	100 marks
2.12 Analysis of financial statements	100 Marks
2.13 Foreign languages (German, French, Japanese)	100 marks

Note 1: All subjects/papers for semester II will be internally assessed by the institute.

Note 2: All new electives proposed to be introduced by the institute, apart from electives listed in the new syllabus, need to inform University in writing outlining the details of the course with learning objectives, learning outcomes, detail syllabus, teaching learning plan and course evaluation procedures at least one semester in advance.

Master of Management Studies
First Year Semester II

Sr. No.	Code	Subject	No. of Periods per week	Duration of theory papers	Marks		
			(90mins. Each)	Hrs.	Examination	Internal Assessment	Total
1	2.1	Legal & Tax aspects of Business	2	3	60	40	100
2	2.2	Cost & Management Accounting	2	3	60	40	100
3	2.3	Economic Environment of Business	2	2	30	20	50
4	2.4	Operations Research	2	3	60	40	100
5	2.5	Human Resources Management	2	3	60	40	100
6	2.6	Research Methodology & Fundamentals of MR	2	3	60	40	100
7	2.7	Management Information Systems	2	2	30	20	50
8	2.8	Financial Management	2	3	60	40	100
9	2.9	Market Applications & Practices	2	3	60	40	100
10	2.10	Elective 1	2	3	60	40	100
11	2.13	Elective 2	2	3	60	40	100
Total			22		600	400	1000

(A) Core Papers

Subject/Paper	Assessment %		Maximum Marks	Number of sessions of 90 minutes
	University	Internal		
3.0.1 International Business	60	40	100	26
3.0.2 Strategic management		100	100	26
3.0.3 Summer Internship Report		100	100	

(B) Specialization Subjects:

1. MARKETING

Subject/Paper	Assessment %		Maximum Marks	Number of sessions of 90 minutes
	University	Internal		
3.1.1 Marketing Strategy	60	40	100	26
3.1.2 Integrated Market Communications		100	100	26
3.1.3A. Consumer Buying Behavior		100	50	14
3.1.3B. Market Research Applications		100	50	14
3.1.4A Sales Management & Sales Promotion		100	50	14
3.1.4B Distribution & Supply Chain Management		100	50	14
3.1.5A Product & Brand Management		100	50	14
3.1.5B Marketing Finance		100	50	14

Marketing Electives: (Students need to choose electives for 300 marks.)

3.1.6 International marketing	100	100	26
3.1.7 Retail management	100	100	26
3.1.8 B2B Marketing & CRM	100	100	26
3.1.9 Rural marketing	100	50	14
3.1.10 Marketing of nonprofit organisations	100	50	14
3.1.11 Quantitative models in marketing	100	50	14
3.1.12 Marketing audit	100	50	14

2. FINANCE:

3.2.1 Advanced Financial Management	60	40	100	26
3.2.2 Corporate Law		100	100	26
3.2.3 Financial Markets and Institutions		100	100	26
3.2.4 International Finance		100	100	26
3.2.5 Mergers, Acquisitions & Corporate Restructuring		100	100	26

Finance Electives: (Students need to choose electives for 300 marks.)

3.2.6 Portfolio Management and Security analysis	100	100	26
3.2.7 Strategic cost management	100	100	26
3.2.8 Fiscal policy & Corporate tax Planning	100	100	26
3.2.9 Banking & Insurance	100	100	26
3.2.10 Derivatives & Risk management	100	100	26
3.2.11 Wealth management	100	50	14
3.2.12 Quantitative models in finance	100	100	26
3.2.13 Corporate valuation	100	50	14
3.2.14 Marketing finance	100	100	26
3.2.15 Fixed Income			

3. - Human Resources: Subject/Paper	University	Assessment % Internal	Maximum Marks	Number of sessions of 90 minutes
3.3.1 Organizational Theories and Structure Designs	60	40	100	26
3.3.2 Training & Development		100	100	26
3.3.3 Introduction to Industrial Relation & Labor Welfare		100	100	26
3.3.4 Competency and Performance Management		100	100	26
3.3.5 Human Resource Planning And Human Resource Audit		100	100	26

Human Resources Electives: (Students need to choose electives for 300 marks.)

3.3.6 Labor legislation		100	100	26
3.3.7 Compensation & Benefits		100	100	26
3.3.8 Organization Development		100	100	26
3.3.9 Quantitative techniques in HR		100	50	14
3.3.10 Building a learning organization		100	50	14
3.3.11 Stress management		100	50	14

4. Operations:

3.4.1 Operations Planning & Control (OPC)	60	40	100	26
3.4.2 Logistics & Supply Chain Management		100	100	26
3.4.3 Materials Management		100	100	26
3.4.4 Technology Management including Manufacturing Strategy		100	100	26
3.4.5 Business Process Re-engineering & Benchmarking		100	100	26

Operations Electives: (Students need to choose electives for 300 marks.)

3.4.6 Quantitative methods in operations		100	100	26
3.4.7 World class manufacturing practices		100	100	26
3.4.8 Advanced supply chain management		100	100	26
3.4.9 Materials handling & Transportation		100	50	14
3.4.10 New product development & concurrent engineering		100	50	14
3.4.11 Industrial engineering applications & Management		100	50	14

5. Information Technology

3.5.1 Software Engineering	60	40	100	26
3.5.2 Technology Platforms		100	100	26
3.5.3 Enterprise Applications		100	100	26
3.5.4 Networking and Communications		100	100	26
3.5.5 Data base Management Systems		100	100	26

Information Technology Electives: (Students need to choose electives for 300 marks.)

3.5.6 Managing Technology business		100	100	26
3.5.7 IT governance & compliances		100	100	26
3.5.8 E – Commerce		100	50	14
3.5.9 IT Quality management		100	50	14
3.5.10 Information security & audit		100	50	14
3.5.11 Software architecture		100	50	14

Note: All new electives proposed to be introduced by the institute, apart from electives listed in the new syllabus, need to inform University in writing outlining the details of the course with learning objectives, learning outcomes, detail syllabus, teaching learning plan and course evaluation procedures at least one semester in advance

Sr. No.	Code	Subject	No. of Periods per week	Duration of theory papers	Marks		
			(90mins. Each)	Hrs.	Examination	Internal Assessment	Total
		Core Subjects					
1	3.0.1	International Business	2	3	60	40	100
2	3.0.2	Strategic management	2	3	60	40	100
3	3.0.3	Summer Internship Report					100
		Marketing Specialisation					
4	3.1.1	Marketing Strategy	2	3	60	40	100
5	3.1.2	Integrated marketing communications	2	3	60	40	100
6	3.1.3A	Consumer Buying Behavior	2	2	30	20	50
7	3.1.3B	Market Research Applications	2	2	30	20	50
8	3.1.4A	Sales Management & Sales Promotion	2	2	30	20	50
9	3.1.4B	Distribution & Supply Chain Management	2	2	30	20	50
10	3.1.5A	Product & Brand Management	2	2	30	20	50
11	3.1.5B	Marketing Finance	2	2	30	20	50
12	3.1.6 To 3.1.12	Elective 1	2	3	60	40	100
13		Elective 2	2	3	60	40	100
14		Elective 3	2	3	60	40	100
		Finance Specialisation					
15	3.2.1	Advanced Financial Management	2	3	60	40	100
16	3.2.2	Corporate Law	2	3	60	40	100
17	3.2.3	Financial Markets and Institutions	2	3	60	40	100
18	3.2.4	International Finance	2	3	60	40	100
19	3.2.5	Mergers, Acquisitions & Corporate Restructuring	2	3	60	40	100
20	3.2.6 To 3.2.15	Elective 1	2	3	60	40	100
21		Elective 2	2	3	60	40	100
22		Elective 3	2	3	60	40	100

Human Resources Specialisation							
23	3.3.1	Organizational Theories and Structure Designs	2	3	60	40	100
24	3.3.2	Training & Development	2	3	60	40	100
25	3.3.3	Introduction to Industrial Relation & Labor Welfare	2	3	60	40	100
26	3.3.4	Competency and Performance Management	2	3	60	40	100
27	3.3.5	Human Resource Planning And Human Resource Audit	2	3	60	40	100
28	3.3.6 To 3.3.11	Elective 1	2	3	60	40	100
29		Elective 2	2	3	60	40	100
30		Elective 3	2	3	60	40	100
		Operations Specialisation					
31	3.4.1	Operations Planning & Control (OPC)	2	3	60	40	100
32	3.4.2	Logistics & Supply Chain Management	2	3	60	40	100
33	3.4.3	Materials Management	2	3	60	40	100
34	3.4.4	Technology Management including Manufacturing Strategy	2	3	60	40	100
35	3.4.5	Business Process Re-engineering & Benchmarking	2	3	60	40	100
36	3.4.6 to 3.4.11	Elective 1	2	3	60	40	100
37		Elective 2	2	3	60	40	100
38		Elective 3	2	3	60	40	100
		Information Technology Specialisation					
39	3.5.1	Software Engineering	2	3	60	40	100
40	3.5.2	Technology Platforms	2	3	60	40	100
41	3.5.3	Enterprise Applications	2	3	60	40	100
42	3.5.4	Networking and Communications	2	3	60	40	100
43	3.5.5	Data base Management Systems	2	3	60	40	100
44	3.5.6 To 3.5.11	Elective 1	2	3	60	40	100
45		Elective 2	2	3	60	40	100
46		Elective 3	2	3	60	40	100
Total			20		660	440	1100

University Assessment

SECOND YEAR: Semester IV

(A) Core Papers:

4.1	Management Control System	60	40	100	26
4.2	Business Ethics and Corporate Governance.		100	100	26
4.3	Entrepreneurship Management		100	100	26
4.4	Services Management		100	100	26
4.5	Environment Management		100	100	26
4.6	Productivity Techniques		100	100	26
	OR				
	Total quality management		100	100	26
	OR				
	Project management		100	100	26
4.7	Specialisation Project		100	100	

c) Specialisation Project.

Internal Assessment 100 Marks

(Assessment to be made as given in the NOTES below)

- (a) The Project work in the area of specialization will carry 100 marks, to be allocated as under:

Situation Analysis & Problem Definition	10
Literature Review (Secondary Data)	10
Methodology of Study	20
Data Analysis	20
Conclusions & Recommendations	15
Guide's assessment of project progress by student.	10
Viva	15

Total	100
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- (b) Student must identify the topic for the project work by end of August Semester III
(c) Guides will be assigned by Mid September of Semester III
(d) Guide will have continuous monitoring of the progress made by the student in project.
(e) Last date for the submission of the project reports is 15th March of Semester IV.

Master of Management Studies.
Second Year Semester IV

Sr. No.	Code	Subject	No. of Periods per week	Duration of theory papers	Marks		
			(90mins. Each)	Hrs.	Examination	Internal Assessment	Total
1	4.1	Management Control System *	2	2	60	40	100
2	4.2	Business Ethics and Corporate Governance	2	3	60	40	100
3	4.3	Entrepreneurship Management	2	3	60	40	100
4	4.4	Services Management	2	3	60	40	100
5	4.5	Environment Management	2	3	60	40	100
6	4.6	Elective	2	3	60	40	100
7	4.7	Specialisation Project.	--	--	--	--	100
Total			12		360	240	700

*University Assessment

4.2 Highlights of new curriculum design

- While maintaining the current structure, all the current courses of existing curriculum fall under three categories of **Core** (common for all specializations), **Majors** (compulsory for specializations) and **Electives** (choice for students within specializations)
- Electives provide the flexibility for institutes within the curriculum to the extent of 20% for first three semesters and 15 % for last semester.
- The electives component will allow the institutes to provide some initiatives in new courses, coaching and mentoring process to nurture professional competencies. List of elective courses allows flexibility for institutes to teach courses of their choice and will also enable them to position themselves based on their areas of expertise.
- University assessment will be for 300 marks instead of 500 marks with two papers (one in general management and a capstone course for specialization) in semester 3 and one paper in semester 4 (general management).
- Changes in nomenclature of two specializations : Personnel to **Human resource management** and Systems to **Information technology**.
- Total overall marks for each semester remain the same.
- Foundation courses are offered in first two weeks of the commencement of the course as a bridge courses (for students not exposed to subjects earlier). All students will be evaluated at the end of each foundation course (objective on line testing). Foundation courses will focus on core competence courses – Statistics, Financial Accounting, Communication and Basic computer literacy. For the year 2007 , foundation course will be for one week on account of delays in selection process.

4.3 Changes Proposed:

Modified courses:

Semester 1

- Business maths in place of statistics for management will include Differentiation, Integration Matrix algebra and Determinants in Semester 1 which are essential for all quantitative subjects.
- Perspective management, Information technology for management covered currently in Semester 1 will be half credit papers (IA for 50 marks each)
- Managerial economics and Business environment (Economic environment of business) currently covered in Semesters 1 & 2 will be interchanged i.e. Managerial economics in Semester 1 and Business environment in Semester 2 (Half credit)
- Production management will be covered under Operations management with a new syllabus
- Organization Behavior a new course (IA for 100 marks) will cover both individuals & Organization (sem 1) and Group and Organizational effectiveness (Sem2). This will take care of the overlaps in subject coverage in the old syllabus of Perspective management, Individuals & Organisation and Group and organizational effectiveness.

Semester 2

- Research methodology will be half credit paper (IA – 50 marks) and Fundamentals of Market Research will be done along with this subject across all specializations in Semester 2 to prepare them for Summer internships, where majority of students are engaged in field survey/research projects.
- Managerial accounting, and Costing will be covered together for a full credit
- Marketing applications & Practices will be covered with a modified syllabus and a field project.
- legal and tax aspects of business will be covered together in semester 2 (100 marks)

Second year

Semester 3

Core courses – 300 marks

- Strategic management a capstone course for General management (hitherto covered in final semester as Business policy). will be a core subject for this semester with internal assessment for 100 marks in place of Perspective management II
- Summer internship / global internship gets formalized in to the curriculum with due weightage and recognition for the practical work carried out by students for two months. The assessment will be based on project report and viva carried out by corporate and faculty of the institute. Students in lieu of summer projects can also involve themselves into projects commissioned by institute in social/ rural areas for two months.
- International Business has been advanced in to semester 3 from semester 4 (UA- 100 marks)

5. Guidelines for implementation:

- All university assessment courses will also have weight age to the extent of 40% for continuous assessment of students. This is already being done for all internal assessment courses.
- All new electives proposed to be introduced by institutes need to inform university in writing, the details of the course with learning objectives, learning outcomes, syllabus and teaching learning plans for course delivery at least one semester in advance.
- Full credit course (100 marks) will be taught for 39 hrs and half credit course (50 marks) for 20 hrs.
- Keeping in mind the pressure on the university for timely declaration of the results for all courses, individual institutes should be allowed to issue mark lists for internal papers and university for all university examinations. This will reduce the workload on examination department of university for each semester.
- University should ascertain the standards maintained for academic deliverables by institutes offering MMS courses once in 2 yrs,

1.1. Perspective Management – 50 marks

Course Content

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

Reference Text

1. Management – A competency building approach – Heil Reigel / Jackson/ Slocum
2. Principles of Management – Davar
3. Good to Great – Jim Collins
4. Stoner, Freeman & Gulbert: Management (Prentice Hall India)
5. V.S.P. Rao & V. Hari Krishna: Management Text & Cases (Excel Books)
6. Heinz Weirich: Management (Tata McGraw Hill)
7. Certo: Modern Management (Prentice Hall India)

1.2. Financial Accounting 100 marks

Course Content

1. Introduction to Accounting : Concept and necessity of Accounting; An Overview of Income Statement and Balance Sheet.
2. Introduction and Meaning of GAAP; Concepts of Accounting; Impact of Accounting Concepts on Income Statement and Balance Sheet.
3. Accounting Mechanics : Process leading to preparation of Trial Balance and Financial Statements; Preparation of Financial Statements with Adjustment Entries.
4. Revenue Recognition and Measurement; Capital and Revenue Items; Treatment of R & D Expenses, Preproduction Cost, Deferred Revenue Expenditure etc.
5. Fixed Assets and Depreciation Accounting.
6. Evaluation and Accounting of Inventory.
7. Preparation and Complete Understanding of Corporate Financial Statements; 'T' Form and Vertical Form of Financial Statements.
8. Important Accounting Standards..
9. Corporate Financial Reporting – Analysis of Interpretation thereof with reference to Ratio Analysis. Fund Flow, Cash Flow.
10. Inflation Accounting
11. Ethical Issue in Accounting.

Reference text:

1. Financial Accounting: Text & Case: Deardon & Bhattacharya
2. Financial Accounting for Managers – T.P.Ghosh
3. Financial Accounting – Reporting & Analysis – Stice & Diamond
4. Financial Accounting: R.Narayanaswamy
5. Full Text of Indian Accounting standard – Taxman Publication

1.3. Managerial Economics 100 Marks

Course Content

a) The Meaning, Scope & Methods of Managerial Economics

b) Economics Concepts relevant to Business, Demand & Supply, Production, Distribution, Consumption & Consumption Function, Cost, Price, Competition, Monopoly, Profit, Optimisation, Margin & Average, Elasticity, Macro & Micro Analysis.

c) Demand Analysis & Business Forecasting, Market Structures, Factors Influencing Demand, Elasticities & Demand Levels, Demand Analysis for various Products & Situations, Determinants of Demands, Durable & Non-durable Goods, Long Run & Short Run Demand & Autonomous Demand Industry and Firm Demand..

d) Cost & Production Analysis, Cost Concepts, Short Term and Long Term, Cost Output Relationship, Cost of Multiple Products, Economies of Scale Production Functions, Cost & Profit Forecasting, Breakeven Analysis.

e) Market Analysis, Competition, Kinds of Competitive Situations, Oligopoly and Monopoly, Measuring Concentration of Economic Power.

f) Pricing Decisions, Policies & practices, Pricing & Output Decisions under Perfect & Imperfect Competition, Oligopoly & Monopoly, Pricing Methods, Product-line Pricing, Specific Pricing Problem, Price Dissemination, Price Forecasting.

g) Profit Management, Role of Profit in the Economy, Nature & Measurement of Profit, Profit Policies, Policies on Profit, Maximisation, Profits & Control, Profit Planning & Control.

h) Capital Budgeting, Demand for Capital, Supply of Capital, Capital Rationing, Cost of Capital, Appraising of Profitability of a Project Risk & Uncertainty, Economics & probability Analysis.

i) Macro Economics and Business, Business Cycle & Business Policies, Economic Indication, Forecasting for Business, Input-Output Analysis.

Reference Text

1. Managerial Economics – Joel Dean
2. Managerial Economics: Concepts & Cases – Mote, Paul & Gupta.
3. Fundamentals of Managerial Economics – James Pappas & Mark Hershey.
4. Managerial Economics – Milton Spencer & Louis Siegleman.
5. Economics - Samuelson

1.4. Operations Management 100 Marks

Course Content

- a) Introduction / Operations Strategy / Competitive Advantage / Time Based Competition
- b) Product Decision and Analysis / Product Development
- c) Process Selection / Process Design / Process Analysis
- d) Facility Location
- e) Facility Layout
- f) Capacity Planning / Capacity Decisions / Waiting Lines
- g) Aggregate Planning
- h) Basics of MRP / ERP
- i) Basics of Scheduling
- j) Basics of Project Management
- k) Basics of Work Study / Job Design / Work Measurement
- l) Basics of Quality Control / Statistical Quality Control / Total Quality Management
- m) Basics of Environmental Management and ISO 14000 / 9000
- n) Value Engineering & Analysis

Reference text

1. Production & Operations Management -S. N. Chary
2. Production & Operations Management -James. B. Dilworth
3. Modern Production Management -By E. S. BUFFA
4. Production and Operations Management -By Norman Gaither
5. Theory and problem in Production and operations Management -By S. N. Chary
6. Production and operation Management - By Chunawalla Patel
7. Production & operation Management – Kanishka Bedi – Oxford
8. Production & operation Management – R.C. Manocha
9. Production & operation Management - Muhlemann

Course Content

1. Introduction to OB: Origin, Nature and Scope of Organisational Behaviour and its relevance to Organisational Effectiveness and Contemporary Issues.
2. Personality : Meaning and Determinants of Personality; Process of Personality Formation; Personality Types; Assessment of Personality Traits for Increasing Self Awareness.
3. Perception, Attitude and Value.: Perceptual Processes, Effect of perception on Individual Decision-Making, Attitude and Behaviour. Sources of Value, Effect of Values on Attitudes and Behaviour. Effects of Perception, Attitude and Values on Work Performance.
4. Motivation Concepts : Motives, Theories of Motivation and their Applications for Behavioural Change.
5. Group Behaviour and Group Dynamics : Work groups formal and informal groups and stages of group development. : Concepts of Group Dynamics, group conflicts and group decision making. Team Effectiveness : High performing teams, Team Roles, cross functional and self directed teams
6. Organisational Design: Structure, size, technology, environment of organisation; Organizational Roles : Concept of roles; role dynamics; role conflicts and stress. organisational conflicts
7. Leadership: Concepts and skills of leadership; leadership and managerial roles, leadership style and effectiveness; contemporary issues in leadership. Power and Politics: sources and uses of power; politics at workplace; tactics and strategies.
8. Organisation Development: Organisational Change and Culture, Environment, organisational culture and climate; contemporary issues relating to business situations. Process of change and Organizational Development

Reference Text

1. Understanding Organizational Behavior – Udai Pareek
2. Organizational Behavior – Stephen Robbins
3. Organizational Behavior – Fred Luthans
4. Organizational Behavior – L. M. Prasad (Sultan Chand)

1.6. Business Mathematics 100 Marks

Course Content

1. Basic Statistical Concepts
2. Summarisation of Data
 - Frequency Distribution
 - Measures of Central Tendency
 - Measures of Dispersion
 - Relative Dispersion, Skewness
3. Elementary Probability Theory :
 - Relative Frequency Approach
 - Axiomatic Approach
 - Subjective Probability
 - Marginal & Conditional Probability
 - Independence/Dependence of Events
 - Bayes' Theorem
 - Chebyseheff's Lemma
4. Elementary Statistical Distributions
 - Binomial, Poisson, Hypergeometric
 - Negative Exponential, Normal, Uniform
5. Sampling distributions
 - For Mean, Proportion, Variance
 - From Random Samples
 - Standard Normal (3); Student's; Chi-Square And Variance ratio (F) Distribution
6. Statistical Estimation
 - Point & Interval estimation & confidence interval for Mean, Proportion & Variance
7. Test of Hypothesis
 - Tests for specified values of Mean, Proportion & Standard Deviation
 - Testing equality of two Means, Proportion & Standard Deviation
 - Test of goodness of fit
8. Simple Correlation & Regression/Multiple Correlation & Regression
 - Spearman's rank Correlation
9. Analysis of Variance
 - One-way & Two-way Classification (for Equal Class)
10. Elements of Integration & Differentiation
11. Elements of Determinants
12. Elements of Matrix algebra

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

Reference Text

1. Statistics for Management – Richard L Levin
2. Statistics a fresh approach – D.H.Sanders
3. Statistics concepts & applications – H.C.Scheffler
4. Practical Business Statistics – Andrew F. Siegel
5. Statistics for Business with Computer applications – Edward Minieka & Z.D.Kurzeja
6. Basic Statistics for Business & Economics – Mason, Marehas
7. An Introduction to statistical methods – C. B. Gupta & Vyay Gupta (Vikas)
8. R.S. Bhardway: Business Statistics(Excel Books)
9. Sharma : Business Statistics (Pearson)
10. Beri: Statistics for Management (TMH)

1.7 Information Technology for Management 50 Marks

Course Content

Basic IT skills : such as use of MS-Office and other office automation tools should be covered during the foundation week. This course will focus on conceptual knowledge about IT.

1. Historical Perspective of Computer and Information Technology
2. How a Computer works – Hardware and Software components and their characteristics from a user/buyers perspective
3. Basics of Networking – Need for, Components of networks, LAN/WAN/MAN, various options for Networking for a business – Dial Up, Leased Lines, DSL Lines, VSAT. Various medium for communication – terrestrial, satellite, copper, fiber optic etc
4. Basics of Internet – how internet works – Familiarity with various components of the internet – Browser, Web Server, DNS Server, Search Engine – Applications of Internet – Websites, Blogs, email, FTP, Voice over Internet
5. Impact of IT on business and society
6. Role of IT – Overview of concepts such as ERP, SCM, CRM, Data Warehousing and Business Intelligence, e-commerce, e-Business, Knowledge management etc

Reference Text

1. e-Business: Roadmap for Success: Ravi Kalakota and Marcia Robinson
2. The Seven Steps to Nirvana: Strategic Insights into eBusiness Transformation: Mohanbir Sawhney
3. Competitive Strategy by Michael Porter
4. Knowledge Management by Ganesh Natarajan and Sandhya Shekhar
5. Business @ The Speed of Thought by Bill Gates
6. TechVenture: New Rules on Value and Profit from Silicon Valley by Mohanbir Sawhney
7. Alex Leon & Mathews Leon: Introduction to computers (Vikas)
8. Rajaraman: Introduction to Information Technology (Prentice Hall India)
9. Sanders, D. H. : Computers in Business: An Introduction (McGraw Hill)
10. Articles from HBR, Journal of Marketing

1.8. Communication Skills 100 Marks

Course Content

- 1) Process of Communication
- 2) Communication in Organisation Nature, Function & Scope.
- 3) Management of Written & Oral Communication
- 4) Barriers to Effective Communication
- 5) Report Writing
- 6) Communication Technology & its Impact on Office Procedures and Automation.

Reference Text

1. Cottrell, S. (2003) The study skills handbook – 2nd Ed Macmillan
2. Payne, E. & Whittaker L. (2000) Developing essential study skills, Financial Times – Prentice Hall
3. Turner, J. (2002) How to study: a short introduction – Sage
4. Northledge, A. (1990) The good study guide The Open University
5. Giles, K. & Hedge, N. (1995) The manager's good study guide The Open University
6. Drew, S. & Bingham, R. (2001) The student skills guide Gower
7. O'Hara, S. (1998) Studying @ university and college Kogan Page
8. Buzan, T. & Buzan, B. (2000) The Mind Map Book BBC Books
9. Svantesson, I. (1998) Learning maps and memory skills, Kogan Page
10. Theosarus – Merrilium – Oxford
11. Sen: Communication Skills (Prentice Hall India)
12. J. V. Vilanilam: More effective Communication(Sage)
13. Mohan: Developing Communication Skills(MacMillan)

1.9 Marketing Management 100 Marks

Course Content

1. Introduction to Marketing concept, Evolution of marketing & Customer orientation
2. Marketing Environment and Evaluation of Market opportunities,
3. Market research & Marketing Information Systems
4. Demand forecasting and Market potential analysis
5. Consumer buying process & Organizational buying behavior
6. Pillars of Marketing - Market segmentation, Target marketing Positioning & Differentiation
7. Marketing Mix
8. Product decisions – Product Life cycle
9. New Product development process
10. Distribution decisions – Logistics & Channel decisions
11. Promotion decisions – Integrated Marketing communications concept, communication tools
12. Personal selling & Sales management
13. Pricing decisions

Reference Text

1. Marketing Management - Kotler, Keller, Koshy & Jha – 14th edition,
2. Basic Marketing, 13th edition, Perrault and McCarthy
3. Marketing management – Indian context Dr.Rajan Saxena
4. Marketing Management – Ramaswamy & Namkumari
5. R. L. Varshuey & S.L.Gupta: Marketing Management An Indian Perspective (Sultan Chand)
6. Adrich Palmer: Introduction to Marketing (Oxford)

1.10 To 1.13 Electives 200 Marks.

First Year - Second Semester

2.1. Legal & Tax Aspects of Business 100 Marks

Course Content

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

Reference Text:

1. Business Law – N.D.Kapoor
2. Business Law – Bulchandani
3. Company Law – Avtar Singh
4. Income Tax -- Dr. Singhania
5. Indian Taxes – V.S.Datey
6. S. S. Gulshan: Mercantile Law (Excel Books)
7. A. K. Majumdar & G.K. Kapoor: Students guide to Company Law(Taxmann)
8. S. K. Tuteja: Business Law for Managers (Sultan Chand)

2.2. Cost & Management : Accounting 100 Marks

Course Content

1. Terminology of cost – Cost classification by elements, variability, cash flow etc.
2. Preparation of cost sheet
3. Methods of costing – with special reference to job costing, process costing, services costing
4. Distinction & relationship among Financial Accounting, Cost accounting & Management Accounting
5. Marginal costing (Break – even analysis)
 - a) computation of break even point, margin of safety
 - b) Applications of Break even analysis to export pricing profit planning, Make v/s buy, operate v/s shut down.
6. Budgetary Control – Functional Budgets, Cash Budgets, Master Budgets – Flexible Budgeting – Zero based Budgeting – Responsibility & Performance Budgeting.
7. Responsibility Accounting – cost centers , profit centers & investment centers Transfer pricing, Use of responsibility accounting in performance evaluation

Reference Text:

1. Management Accounting for profit control – Keller & Ferrara
2. Cost Accounting for Managerial Emphasis – Horngreen
3. T. P. Ghosh: Financial Accounting for managers(Taxmann).

2.3. Economic Environment of Business 50 Marks

Course Content

PART I: The Fundamentals

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

PART II: The Economic Markets

1. The Product Market & How it Affects India's Growth Potential
2. The Money Market & How it Behaves
3. The Capital Market & its Variability
4. The Money Market & the Role of Central Banking
5. How does Commercial Banking Effect Industry & Business
6. The Indian Labor Market & Levels of Unemployment & Inflation since 1990

PART III : Federal Budget

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

PART IV: India & the World

1. The capitalist world economy and India's position therein since 1990
2. The World Bank, and IMF conditionalities leading to the liberalisation - privatisation - globalisation exercise and beyond
3. India's balance of trade and fluctuations since 1990. How do they figure in the world order.
4. India's balance of payments and how its study can assist corporate decision making. What is needed to improve the situation, if at all it is poor.
5. The Business Cycle and how it is perceived to behave in the immediate future. What business decision hinge on this analysis.

Reference Text:

1. Economic Environment of Business, S.K.Misra and V.K.Puri, Himalaya Publishing House, 2005
2. Business Environment, Francis Cherunilam, Himalaya Publishing House, 2005
3. Business Environment – Aswathappa, HPH
4. Raj Aggrawal: Business Environment (Exel)
5. Adhikary, M: Economic Environment of Business in India(Sultan Chand)

Course Content

1. Introduction to OR : Concepts, Genesis, Application Potential to Diverse Problems in Business & Industry, Scope and Limitations.
2. Assignment Problem ; (AP) - Concepts, Formulation of Model, Hungarian Method of Solution - Maximisation / Minimisation - Balanced / Unbalanced - Prohibited Assignments - Problems.
3. Transportation Problem (TP) :- Concepts, Formulation of Model - Solution Procedures for IFS and Optimality Check - Balanced / Unbalanced - Maximization / Minimization - Case of Degeneracy - Prohibited Routing Problems - Post-Optimal Sensitivity Analysis.
4. Linear Programming (LP) :- Concepts, Formulation of Models, Diverse Problems - Graphical Explanation of Solution - Maximisation / Minimisation - Simplex Algorithm - Use of Slack / Surplus / Artificial Variables - Big M Method/Two-Phase Method - Interpretation of the Optimal Tableau - (Unique Optimum, Multiple Optimum, Unboundedness, Infeasibility & Redundancy Problems.)
5. Linear Programming (LP) :- Duality Principle - Primal /Dual Inter-relation Post-Optimal Sensitivity Analysis for changes in b-vector, c-vector, Addition/Deletion of Variables /Constraints - Dual Simplex Method - Problems Limitations of LP vis-a-vis - Non-linear Programming Problems. Brief introduction to Non-LP models and associated problems.
6. Network Analysis : - Minimal Spanning Tree Problem - Shortest Route Problem - Maximal Flow in Capacitated Network - Concepts and Solution Algorithm as Applied to Problems - Project Planning & Control by use of CPM/PERT - Concepts -
7. Definitions of Project, Jobs, Events - Arrow Diagrams - Time Analysis and Derivation of the Critical Path - Concepts of Floats (total, free, interfering, independent) - Crashing of a CPM Network - Probability Assessment in PERT Network.
8. Queuing (Waiting-line) Models :- Concepts - Types of Queuing Systems (use of 6 Character Code) - Queues in Series and Parallel - Problems based on the results of following models (M/M/1) Single Channel Queue with Poisson Arrival Rate, and Negative Exponential Service Time, With and Without Limitations of Queue Size (M/G/1) Single Channel with Poisson Arrival Rate, and General Service Time, PK-Formulae.
9. Inventory Models :- Types of Inventory Situations : Fixed Quantity/Fixed Review Period - Costs Involved - Deterministic Probability Models - Economic-Order-Quantity (EOQ) and EBQ for Finite Production Rate - Sensitivity Analysis of EOQ-EOQ Under Price Break - Determination of Safety Stock and Reorder Levels - Static Inventory Model - (Insurance Spares).
10. Digital Simulation : Concepts - Areas of Application - Random Digits and Methods of Generating Probability Distributions - Application to Problems in Queueing, Inventory, New Product, Profitability, Maintenance etc.

11. Replacement and Maintenance Models :- Replacement of Items Subject to Deterioration and Items Subject Random Total Failure - Group vs Individual Replacement Policies.
12. Game Theory - Concepts - 2 - person, n-person games - Zero - sum and Non-zero-sum games - Solution Procedures to 2-person zero sum games - Saddle point Mixed Strategy, Sub-games Method for $m \times 2$ or $2 \times n$ games - Graphical Methods -
13. Equivalence of Game Theory and Linear Programming Models - Solution of 3×3 Games by LP Simplex including Duality - Application for Maximising / Minimising Players' Strategy.

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

Reference Text

1. Operation Research - Taha
2. Quantitative Techniques in Management – N.D.Vohra
3. Quantitative Techniques in Management – J.K.Sharma
4. Operations Research, Methods & Problems – Sasieni M. & others
5. Principles of Operations Research – N.M. Wagher
6. Operation Research – V.K.Kapoor
7. C. R. Kothari: Introduction to Operations Research (Vikas)
8. Gupta & Khanna: Quantitative Techniques for decision making (Prentice Hall India)

Course Content

1. Human Resource Management - Its Scope, Relationship with other Social Sciences - Approaches to Human Resource Management / Inter-Disciplinary Approach
2. Organization of Personnel Functions - Personnel Department, Its Organization, Policies, Responsibilities and Place in the Organization.
3. Manpower Planning, Job Analysis, Job Description, Scientific Recruitment and Selection Methods.
4. Motivating Employees - Motivational Strategies, Incentives Schemes, Job-enrichment, Empowerment - Job-Satisfaction, Morale, Personnel Turnover.
5. Performance Appraisal Systems - MBO Approach, Performance Counselling, Career Planning.
6. Training & Development - Identification of Training Needs, Training Methods, Management Development Programmes.
7. Organisation Development - Organisation Structures - Re-engineering, Multi-Skilling, BPR.
8. Management of Organizational Change.
9. HRD Strategies for Long Term Planning & Growth.
Productivity and Human Resource Management

Reference Text

1. Human Resource Management – P.Subba Rao
2. Personnel Management – C.B. Mammoria
3. Dessler: Human Resource Management(Prentice Hall India)
4. Personnel/Human Resource Management: DeCenzo & Robbins (Prentice Hall India)
5. D. K. Bhattacharya: Human Resource Management (Excel)
6. VSP Rao – Human Resource Management(Excel)
7. Gomez: Managing Human Resource (Prentice Hall India)

2.6. Research Methodology & Fundamentals of MR. 100 Marks

Course Content

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

Reference Text

1. Business Research Methods – Cooper Schindler
2. Research Methodology Methods & Techniques – C.R.Kothari
3. D. K. Bhattacharya: Research Methodology (Excel)
4. P. C. Tripathy: A text book of Research Methodology in Social Science (Sultan Chand)
5. Saunder: Research Methods for business students (Pearson)
6. Marketing Research – Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
7. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
8. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
9. Marketing Research – Aaker, Kumar, Day (7th edition John Wiley & Sons)

Course Content

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

Reference Text:

1. MIS a Conceptual Framework by Davis and Olson
2. Analysis and Design of Information Systems by James Senn
3. Case Studies :
 - Case on ABC Industrial Gases – Author : Prof Pradeep Pendse
 - Mrs Fields Cookies – Harvard Case Study
 - Select Business Cases identified by each Group of Students for work thru the entire subject
 - 2-3 Cases on Requirements Management – Author : Prof Pradeep Pendse
4. O'brien: MIS (TMH)
5. Ashok Arora & Bhatia: Management Information Systems (Excel)
6. Jessup & Valacich: Information Systems Today (Prentice Hall India)
7. L. M. Prasad : Management Information Systems (Sultan Chand)

Course Content

1. Objective of Financial Management
2. Financial Performance Appraisal using Ratio Analysis, Funds Flow Analysis & Cash Flow Analysis
3. Sources of Finance - Short Term / Long Term, Domestic / Foreign, Equity / Borrowings / Mixed etc.
4. Cost of Capital & Capital - Structure Planning, Capital Budgeting & Investment Decision Analysis (using Time Value for Money Theory)
5. Working Capital Management - Estimation & Financing
 - a) Inventory Management
 - b) Receivable Management
 - c) Cash Management
6. Dividend Policy / Bonus - Theory & Practice

Reference Text:

1. Financial Management - Brigham
2. Financial Management - Khan & Jain
3. Financial Management - Prasanna Chandra
4. Financial Management - Maheshwari
5. Financial Management - S.C.Pandey
6. Van Horne & Wachowicz: Fundamentals of Financial Management (Prentice Hall India)
7. Sharan: Fundamentals of Financial Management (Pearson)

Course Content

1. Strategic marketing principles
2. Preparation of marketing and business plans
3. B2B marketing
4. Fast moving consumer goods marketing
5. Consumer Durables marketing
6. Services marketing
7. Rural marketing
8. Retail management
9. Internet marketing
10. Direct marketing
11. Event & Media marketing
12. Field project involving preparation of marketing / business plan in any industry verticals.

Reference Text

1. Marketing Management Kotler, Keller, Koshi & Jha – 14th edition - Pearson
2. Basic Marketing, 13th edition, Perrault and McCarthy – McGraw Hill India
3. Marketing management – Indian context Dr. Rajan Saxena – McGraw Hill India
4. Marketing Management – Ramaswamy & Namkumari - McMillan

2.10 To 2.13. Electives – 200 Marks.

1.10 Selling & Negotiation Skills 100 Marks

Course content:

1. Types of Negotiation
2. Negotiation Strategies
3. Selling skills – Selling to customers
4. Selling to Superiors
5. Selling to peer groups, team mates & subordinates
6. Conceptual selling, Strategic selling
7. Selling skills – Body language

ReferenceText

- Organisational Behaviour by Fred Luthans (9th edition)
- The Essentials of Negotiation – Harvard Business School Press
- Getting to Yes by Roger Fisher & William Ury

Course Content

1. Leadership – Theories of Leadership, Leadership Styles
2. Leadership – Leadership Styles, Leadership Skills
3. Leadership Skills
4. Leadership Lessons through Literature
5. Team work & Team building
6. Interpersonal skills – Conversation, Feedback, Feed forward
7. Interpersonal skills – Delegation, Humor, Trust, Expectations, Values, Status, Compatibility
8. Conflict Management – Types of conflicts
9. Conflict Management – Coping strategies
10. Conflict Management – Conflict Management Styles
11. Positive thinking – Attitudes, Beliefs
12. Positive thinking – Martin Seligman's theory of Learned Helplessness, Learned Optimism

Reference Text

1. Organizational Behavior by Fred Luthans (9th edition)
2. How to Manage Conflict by Peg Pickering

1.12 Indian Ethics in Management 100 Marks

Objectives:

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

Reference Text

1. Management and the Indian Ethes : G.D.Sharma
2. Indian Ethes for Modern Management : G.R.Krishna
3. Towards the optimal organizations (Indian Culture and Management) : Rayen. K.Gupta (Excel Books)
4. The seven spiritual Laws of Success: Deepak Chopra (Excel Books)
5. Blending the best of the East and the West in Management education: Subhir Chowdhury.
6. India's contribution to Management: Pravir Malik (Sri Aurobinds Institute of Research in Social Sciences, pondicherry)
7. Management Concepts from the Mahabarata: N.M.Khandelwar (New Century Publications, New Delhi)
8. Vedic management: Krishna Saigal (gyan Publishing House, New Delhi)

Course Content

1. Decision making under certainty, risk and under uncertainty situations
 - Decision tree for decision making
 - Bayesian approach in decision making
 - Breakeven analysis under uncertainty
 - Investment analysis under uncertainty
2. Competitive strategies
3. Single equations models with one and two explanatory variables plus ANOVA in regression analysis.
4. Statistical forecasting techniques
5. Auto correlation, Heteroscedasticity multicollinearity & distributed lag models, Simultaneous equations models
6. Identification problems; Estimation of structural parameters by ILS, 2SLS & IV.

Reference Text

- Quantitative Techniques in Management – N.D.Vora
- Quantitative Techniques in Management – J.K.Sharma
- Econometrics – By Damodar Gujarathi
- Koutynuous.

2.11 Managerial Process Skills – 100 marks

Course Content

1. Dynamics of Entrepreneurship – Commitment & Determination; Leadership
2. Dynamics of Entrepreneurship – Opportunity Obsession; Tolerance of Risk
3. Dynamics of Entrepreneurship – Ambiguity & Uncertainty; Creativity, Self-Reliance & Ability to Adapt
4. Dynamics of Entrepreneurship – Support from Significant Others; Motivation to Excel
5. Intrapreneurship, Entrepreneurship Project
6. Entrepreneurship Project
7. Methods for generating ideas
8. Creative Problem Solving Techniques
9. Lateral thinking
10. Analytical skills

Reference Text

1. Organisational Behaviour by Fred Luthans (9th edition)
2. The Essentials of Managing Change and Transition – Harvard Business School Press

Course Content

1. Revision of Balance Sheet and P&L statement fundamentals.
 - Indian Accounting Standards
 - Indian Accounting Standard vs US GAAP

(This would also cover the manipulations often done by companies to show higher profits)
2. Cash Flow Analysis
 - Measuring operating / financing and investing Cash flows.
 - Cash flows and life cycle state of a company
 - Cash flows and financial flexibility (linkages to dividend policy and over retention of profits)
3. Assessing Business Performance
 - Operational efficiency ratios (Gross profit, net profit margins and various turnover ratios)
 - Liquidity ratios – Current Ratio / Acid test
 - Profitability ratios, Valuation Ratios
 - EPS/ ROE/ ROCE/ Total Shareholder returns, Linkages between ROE & ROCE & optimal capital structure and determinants of PE multiple, Price to book value, EV/EBDITA multiple.
 - Capitalization ratios- Debt Equity, Debt to Assets.
 - Du-pont Analysis
 - Coverage ratios and credit analysis and ratings

(The emphasis will be on correct interpretation and correct measurement i.e. with necessary accounting adjustments for these ratios).
4. Free Cash flows to Equity / Firm
 - From earnings to free cash flows
 - Adjustment from standard accounting to correctly measure free cash flow.
 - Capitalisation leasing expense and R&D expenditure, correct treatment for amortization expense and deferred taxes
 - Measuring correct ROE & ROC after adjusting for inter-corporate investments.
 - Implication of the above mentioned adjustments on fundamental valuations / company and PE or Price / Book Value or EBDITA multiple.
5. Introduction to Advance Accounting Concepts
 - Merger and acquisition
 - Consolidation of balance sheets
 - Deferred taxes, minority interest
 - NOPAT and adjustments to NOPAT from EVA perspective to measure correct economic cash flows.
 - Economic value added (EVA) and linkages between value of a company and EVA.
 - Equity Analysis, Stock Splits and Buy back
 - Managing Productivity of Corporate Capital
 - Composite Index for measuring productivity
6. Forecasting FCFE / FCFF and Security Valuation

Reference Text

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

Second Year Third Semester Core Courses

3.0.1 International Business UA - 100
3.0.2 Strategic management IA - 100

3.0.3 Summer internship/ global internship / Social, Rural institute led project – IA – 100
Marks

Specialization Majors :

Marketing	Finance	Human resource management	Operations	Information technology
3.1.1 Marketing Strategy UA – 100 marks	3.2.1. Advanced Financial Management UA – 100 marks	3.3.1. Organizational Theories Structure & Design UA – 100 marks	3.4.1. Operations planning & control UA – 100 marks	3.5.1 Software Engineering IA – 100 marks
3.1.2. Integrated marketing communications IA – 100 marks	3.2.2. Corporate Laws IA – 100 marks	3.3.2. Training & Development IA – 100 marks	3.4.2. Logistics & Supply chain management IA – 100 marks	3.5.2. Technology Platforms IA – 100 marks
3.1.3. a) Consumer/ Industrial Buyer Behavior -50 marks b) Marketing research applications – – 50 marks	3.2.3. Financial markets & institutions IA – 100 marks	3.3.3. Introduction to Industrial Relation & Labour welfare IA – 100marks	3.4.3 Materials management IA – 100 marks	3.5.3. Enterprise Applications UA – 100 marks
3.1.4 a). Sales & Sales promotion management - 50 marks b) Distribution and SCM – 50 marks	3.2.4 International finance IA – 100 marks	3.3.4. Competency & Performance management – 100 marks	3.4.4. Technology management including Manufacturing strategy IA – 100 marks	3.5.4. Networking & Communications IA – 100 marks
3.1.5.a) Product / Brand Management – 50 marks b). Marketing Finance IA – 50 marks	3.2.5. Corporate restructuring incl. M&A IA – 100 marks	3.3.5. Human Resource planning – 100 marks	3.4.5 Business process Reengineering & Benchmarking IA – 100 marks	3.5.5. Data & Database Management IA – 100 marks
3.1.6 To 3.1.12 electives (300 Marks)	3.2.6 To 3.2.15 electives (300 Marks)	3.3.6 To 3.3.11 electives (300 Marks)	3.4.6 To 3.4.11 electives (300 Marks)	3.5.6 To 3.5.11 electives (300 Marks)
Total 1100 marks	Total 1100 marks	Total 1100 marks	Total 1100 marks	Total 1100 marks

Second Year - Third Semester

3.0.1 International Business - University Assessment 100 Marks

Course Content

1. Overview of the International Business Process
2. PEST factors affecting International Business
3. Government influence on trade
4. International Trade Theories
5. FDI
6. Country Evaluation and Selection
7. Collaborative Strategies
8. International Marketing
9. International Trade Agreements
10. International Trade Organizations
11. Forex
12. International HR Strategies
13. International Diplomacy

Reference Text

1. International Business – Daniels and Radebough
2. International Business – Sundaram and Black
3. International Business – Roebuck and Simon
4. International Business – Charles Hill
5. International Business – Subba Rao

Course Content

1. Strategic Management Process: Vision, Mission, Goal, Philosophy, Policies of an Organization.
2. Strategy, Strategy as planned action, Its importance, Process and advantages of planning Strategic v/s Operational Planning.
3. Decision making and problem solving, Categories of problems, Problem solving skill, Group decision making, Phases indecision making.
4. Communication, Commitment and performance, Role of the leader, Manager v/s Leader, Leadership styles.
5. Conventional Strategic Management v/s Unconventional Strategic Management, The differences, Changed Circumstance
6. Growth Accelerators: Business Web, Market Power, Learning based.
7. Management Control, Elements, Components of Management Information Systems
8. Mckinsay's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.
9. Group Project

Reference Text

1. Strategic Management – Thompson & Striekland McGraw Hill Irwin
2. Competitive advantage – Michael Porter
3. Competitive strategy – Michael Porter

Optional Group – Marketing

3.1.1 Marketing Strategy – University Assessment – 100 marks

Course Content

1. Marketing strategy – Overview
2. Pillars of Marketing – STPD strategies
3. Market situation strategy - Leaders, challengers, followers, nichers
4. Competition analysis – Porter's 5 forces model for competitive environment, Benchmarking exercise, understanding competitive moves and postures
5. Sustainable competitive advantage – Porter's generic strategys
6. Portfolio models – BCG and GE McKinsey matrix
7. New product strategies – Innovation, Market entry, Product line extension
8. Communications strategy – Managing communications mix for products, brands
9. Advertising and sales promotion strategy - campaigns
10. Brand building – FMCG, Consumer durables & Services cases
11. Distribution strategy – Designing of channel systems, Managing multichannel systems
12. Pricing strategy – Value pricing, Optimisation of pricing
13. Marketing Planning - Introduction, growth and mature markets, Pruning of products

Reference Text

1. Marketing Strategy – Boyd, Walker and Larreche McGraw Hill Irwin
2. Marketing strategy – Stephen Schnaars Free Press
3. Strategic Market management – David Aaker John wiley & sons
4. Strategic marketing text & cases - Craverns

3.1.2 Integrated Market Communications 100 marks

Course Contents:

1. Communication Process – Communication models for urban and rural Communication, Integrated Market Communications
2. Advertising – Organizational structure of advertising agency and its function. Evaluation of agency functioning.
3. Advertising objectives with specific reference to DAGMAR, Brand objectives, Consumer attitude and market structure
4. Brand position and brand image strategy development.
5. Persuasion and attitudinal change through appropriate copy development.
6. Creative decisions
7. Copy decision – Creation and production of the Copy
8. Advertising budget, Media planning and Media research
9. Advertising Research,
10. Public relations & Publicity campaigns
11. Event management
12. Role of advertising manager in firms, advertising briefs, Agency coordination activities, managing advertising campaigns

Reference Text

1. Advertising and Promotion: An Integrated Marketing Communications Perspective, George Belch, San Diego University Michael Belch, San Diego University
2. Advertising Management: Rajeev Batra, John G. Myers, David A. Aaker
3. Logo – Naomi Klein
4. Brand Reporter fortnightly
5. Other Guy Blinked , The - Jesse Kornbluth
6. Belch: Advertising & Promotions (TMH)
7. J. V. Vilanilam & A. K. Verghese: Advertising Basics (Sage)

Course Content

1. Diversity of consumer behavior; Role of consumer behavior in marketing strategy.
2. Individual aspects of consumer behavior: Perception, Learning & Information processing,
3. Motivation and involvement, Attitudes and Personality.
4. External influences: Group behavior; Social class; Opinion leaders; Reference groups
5. Role of Culture and subcultures; Family;
6. Consumer decision process: Problem recognition; Search and evaluation of alternatives; Purchase process; Post purchase behavior and cognitive dissonance.
7. Consumer adoption process and diffusion of innovation; Situational influences.
8. Organization buying process: Roles of buying centers/ Decision making units.
9. Application of consumer behavior studies in Consumerism in India and global markets.

Reference Text

1. Consumer Behavior Schiffman & Kanuk 6th edition Prentice Hall India
2. Consumer Behavior Loudon & Della Bitta 4th edition Tata McGraw Hill
3. Consumer Behavior building marketing strategy: Hawkins Best & Coney 7th edition McGraw Hill International edition
4. Consumer Behavior in Marketing strategy : Howard Prentice Hall International
5. Consumer behavior , a strategic approach -Hendry Assael - Biztantra
6. M.S. Raja & Dominique Xardel: Consumer Behavior, Concepts, Application & Cases (Vikas)
7. Satish Batra & S. H. H. Kazmi: Consumer Behavior Text & Cases (Excel)

Course Content

1. Role and value of market research in marketing framework
2. Data analysis – Tabulation, SPSS applications data base, testing for association
3. Multivariate techniques – Interdependence techniques: Factor / cluster analysis; dependence analysis: discriminate analysis; combination with cluster analysis; conjoint analysis.
4. Perceptual mapping applications in market research
5. Applications of MR in consumer research, advertising, test marketing, Usage attitude studies, Television viewer ship surveys; Media effectiveness study; Annual readership survey of print media etc.
6. Report preparation and presentation; interpretation of MR reports; how to read ORG-Nielson's store audit report.
7. Brand tracking study
8. Field project on market research on any functional / industry verticals.

Reference Text

1. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
2. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
3. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
4. Marketing Research – Aaker, Kumar, Day (7th edition John Wiley & Sons)
5. Marketing Research – Burns , Alvin, Bush, Ronald (3rd edition Prentice Hall)
6. Rajendra Nargundkar: Marketing Research (Macmillan)
7. S. L. Gupta: Marketing Research (Excel Books)

Course Content

1. Sales Organization and its evaluation - Job and role of Sales Management in Organizations, The Selling functions – The importance of systems selling in contemporary environment, selling of services as opposed to selling of tangible products – selling process.
2. Sales management Planning – Sales Management Information Systems, Sales Management Planning – Forecasting, Sales Budgeting and Planning quotas
3. Manpower Planning for the sales organization for and development of sales organization
4. Recruitment, selection, training, and development of sales Personnel.
5. Time and Territory Management – Territory Planning, establishing and revising territories, bases of territory design, methods of territory design including computer models, assigning sales people to territories route planning and territory coverage.
6. Sales incentives and sales compensation, Sales Force Performance evaluation and control
7. Identify the roles of consumer and trade promotion activities in terms of differences, characteristics and application
8. Sales promotion strategies to integrate below the line promotion into the communication mix. – process of researching, planning and setting goals, to measure and test the effectiveness of
9. Planning and designing sales promotion Programme with specific reference to sales contests, trade-in discounts, coupons etc.

Reference Text

1. Sales management – Still, Cundiff & Govani Prentice Hall India
2. Professional Sales Management – Anderson, Hair & Bush Tata McGraw Hill
3. Management of sales force – Stanton & Spiro McGraw Hill International
4. Sales Management – Futrell 6th edition Thomson South western

Course Content

1. The roles of distribution function in the marketing mix and the meaning of distribution equity.
2. Channel design and management for consumer, industrial products, rural markets and services.
3. Tasks and responsibilities of channel members.
4. Channel selection, training, development and motivation and performance appraisal of channel members.
5. Financial dimensions of dealer management.
6. Management issues in distribution viz. channel conflict, use of power bases, disputes etc.
7. Supply chain management – issues, opportunities and strategies.
8. ERP solutions – opportunities and challenges.
9. Distribution Budgeting and control systems: Cost of distribution: inventory, warehousing, material handling, order processing, packing and transportation.
10. Fiscal levies / regulations in distribution – CST , LST , Octroi , Excise duties etc

Reference Text

1. Logistical Management Donald J Bowersox
2. Logistics Management Bowersox & Closs
3. Physical Distribution Management Logistical Approach Dr.K.Khanna
4. S. L. Gupta: Sales and Distribution Management (Excel)

Course Content

1. Introduction to product management.
2. Role and operation of Product management in marketing
3. Product analysis: category/competitor/customer/ demand
4. New product development process and role of product managers
5. Brand vs. product, Brand elements
6. Brand extension / Brand relationships spectrum
7. Brand identity
8. Brand Equity
9. Brand building strategies

Reference Text

1. Product Management - Lehmann
2. Strategic Brand Management – David Aaker
3. Strategic Brand Management – Noel Kapferer
4. Building strong brands – Keller

a) SALES REVENUE as an Integral Elements of Cost - revenue - Investment Framework by ROI - Management of Sales Revenue Analysis, of Revenue by Products, Territories, Channel, Customers Orders etc. Analysis of Marketing Costs in terms of Engineered Costs, Capacity (fixed) Costs and Managed Costs - Classification of Marketing Costs by Function - Marketing Cost allocations and its limitations for Managerial Decisions.

b) MARKETING INVESTMENT : Management of Accounts Receivables and Inventories - Credit decisions and Credit Policy - Special Promotion and Marketing Research Expenditure its Marketing Investment and their Evaluation using the Probability Theory and Decisions Trees - Evaluating Return on Marketing Investment - Developing and Launching New Products and the Concept of Investment in Life Cycle of Product - Application of DCF to Evaluations of Investment in Product Development Marketing Product Mix and Linear Programming.

c) Policy Decisions and Marketing Finance - Pricing of Joint Product and Application of Linear Programming - Pricing of New Products under ROI Concept - Bayesian Decision Theory and Pricing - Government Price Control - Dual Pricing - Approaches of Government Bodies to Development "Fair Price" - Submitting Tenders - Applications of DCF Technique. Export Marketing and Finance - Financial Incentives, Export Costs and Export Pricing - Export Credit - Tax Concessions. Applications and Forecasting Techniques to Developing Marketing Budgeting - Developing Sub-budgets by Marketing Segments - Advertising Budget- Budgeting Sales fore Efforts - Optimum Level and Allocation for Selling Efforts among Dealers Developing Comparison Plans for Sales Force - budgeting Samples. Warehousing decisions - Transportation Decision - Deliver Route Decisions - Cost Analysis for Distribution alternatives Financial Analysis for switching over form. Soul selling agency to Direct selling to Trade Channels - Economics of directs rating by manufacturer. Impact of marketing strategies on organization structure design and consequent financial implications. The Concept of Marketing Cost & Value - Measuring Marketing Value - "Value Added" by marketing effort Productivity Marketing and its social justification.

d) Target Pricing - Pricing of Turn Key Project - Notional Pricing - Brand Valuation - Financial Aspects of Brand Management - Impact of Transfer Pricing - Mechanism on Marketing Performance - Value Chain Analysis & relevant decisions about Marketing Costs & Marketing Investments.

Reference Text:

1. Marketing Finance – Dr. B.K.Chatterjee

Marketing Electives:

3.1.6 International Marketing 100 marks

Course Content

1. Financial transactions between exporter & importer open account D/P, D/A, Letters of credit etc. – Exchange control regulations regarding export and foreign exchange expenditure on export promotion, pre-shipment and post-shipment finance from banks - policies of ECGC.
2. Decision and need to enter into International marketing organization problems – International marketing environment – Institutions in world economy, GATT / UNCTAD – Trade Groups in different countries – legal environment of international marketing – Political environment – cultural environment - economic environment – India's trade relations with other countries – government assistance for export.
3. International marketing intelligence and task – Appraising opportunities and risks – product planning and development – managing channels of distributions, foreign market channels & global logistics – study of U.S.A. Canada, Latin America, Middle East, Africa, South East Asia and Europe for export potential – marketing research and export promotion – international marketing operations and communications – export pricing and costing – case studies.
5. Export procedures and documentation – registration with various agencies – compulsory quality control and pre-shipment with inspection – processing export orders – export production and packing – procedure for claim of central excise duty on export goods – customs and shipment procedure – duty drawback – procedures to claim REI³ license and cash assistance – export houses etc.

Reference Text

1. International Marketing – Onkvisit and Shaw
2. International Marketing – Keegan
3. International Marketing – Cotera
4. International Marketing – Bhattacharya

3.1.7 Retail Management 100 Marks

Course Content

1. Place of Retailing in the Marketing Mix.
2. Trends in retailing
3. Retail Economics
4. Retail Merchandising and Shop Displays
5. Retail Advertising and Sales Promotions
6. Managing People at Work - Recruitment and Motivation
7. Communication and Customer Relations.
8. Inventory control and Financial Management
9. Retail Strategies
10. Retail Marketing
11. Retail Management Information Systems :- Use of New Technology
12. Super Market / Departmental Stores /Chain store Management
13. Comparative retailing across the World.
14. Role of personal selling in retailing.
15. Store layout.
16. Relationship Marketing
17. Supply Chain Management
18. Retail Research including Retail Audits and Consumer Research at the point of purchase
19. On-line retailing
20. Trends in retailing should include the Indian as well as the international context.

Reference Text:

1. Retailing Management – Michael Levy
2. Retail Management – Barry Berman & Joel Evans
3. Retailing Management – Text & Cases – Swapna Pradhan
4. Retail Management – Lusch, Dunne
5. Retail Management – Gibson Vedamani

Course Content

1. Introduction to Industrial Marketing, Differences between Industrial & Consumer Marketing
2. Industrial Marketing Environment, Types of Customers, Types of buying situations, Segmentation
3. Derived demand concepts, Industrial Buyer Behavior & Industrial Marketing Research,
4. Industrial Advertising & Promotions, Branding of Industrial, High Technology & Commodities
5. B2B Product Decisions, New Product Development,
6. Industrial Pricing Decisions.
7. Role of After sales services in Industrial Marketing
8. Industrial Distribution
9. B2B selling & Sales management , key account management concepts, Negotiated selling, Bidding for contracts, selling to Govt. customers
10. Concept & context of CRM: CRM as an integral business strategy
11. Customer Loyalty Program : A brief discussion from Technology point of View
12. Customer knowledge: The individualized customer proposition
13. The relationship policy: Relationship data management:

Reference Text

1. Industrial Marketing – Analysis, Planning and Control By Robert Reeder, Edward G. Briety and Betty Reeder – Prentice Hall of India.
2. Industrial Marketing Management – By Michael D. Hutt [Arizona State University]. Thomas W. Speh [Miami University] – Published by Holt Sarenders
3. Industrial Marketing – By Krishna K. Havaladar – Tata McGraw Hill
4. Customer Relationship Management, Jagdish Sheth & G shainesh
5. CRM : Emerging Concepts, Tools and Applications : Jagdish Seth & Parvatiyar
6. CRM Essentials, J W Gosney

Course content:

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

Reference Text:

1. Rural Marketing – T P Gopalaswamy – Vikas Publishing House
2. Rural Marketing – R V Badi, N V Badi – HPH, 2 /e, 2005
3. The Rural Marketing Text Book – Pradeep Kashyap, Siddhartha Rant – Biztantra, 2005

Additional readings :

1. Rural Marketing – Habeeb Ur Rahman – HPH, 1 /e, 2004
2. Rural Marketing – Sukhpal Singh – Vikas Publishers
3. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
4. Agricultural Marketing In India – Acharya – Oxford I B H

3.1.10 Marketing in Non-profit Organizations –50 marks

Course content

1. Rational of Social Issues on the Indian Context.
2. Attitude Formation and Change
3. Marketing of family Planning.
4. Marketing of literacy, health management, Small savings, afforestation.
5. Measurement of effectiveness of social marketing Programs.
6. Marketing of NGO's

Reference Text

1. Jha, S. M. - Social marketing
2. Quraishi, S. Y. - Social marketing for social change
3. Lazer, William - Social marketing perspectives and viewpoints
4. Weinreich, Nedra Kline - Hands on social marketing: a step by step guide.
5. Kotler, Philip - Social marketing.

3.1.11 Quantitative Models In Marketing 50 Marks

Course Content

1. The Place of Models in Marketing
2. Decision Making Theories like the Bayesian Decision Theory.
3. Consumer Behaviour Models: Attitude, Perception & Brand Switch.
4. Organizational Buying Models
5. New Product Design
6. Pricing Models : Pricing a New Product, Price-elasticity of Demand, Cross-elasticity
7. Distribution / Location Decision
8. Communication Models: Objective Setting Promotion - mix, Budget Allocation
9. Media Models
10. Models to Measure the Effects of Advertising
11. Forecasting
12. Sales - force Devisions

Reference Text

Quantitative models in marketing – By William King

3.1.12 Marketing Audit – 50 Marks

Course Content

1. Marketing Audit Process
2. Marketing segment cost analysis
3. Marketing cost variance audit
4. Environment audit
5. New product launch audit
6. Company internal analysis
7. Competitive capability analysis
8. Brand audit
9. Distribution audit
10. Strategic audit

Reference Text

1. HBR articles
2. HBR and Ivey league cases

6

5. RUTP ACT
RESTRICTIVE AND UNFAIR TRADE PRACTICES ACT: Investigation by Commission -
Registration of agreements relating to restrictive trade practice presumption as or public interest -
resale price maintenance O-Offences and penalties under the Act - Procedures to be complied with
- Unfair Trade Practices.
FENA
Provisions relating to FENA Companies
Regulations Concerning Import and Export
Acquisitions and Sales of Immovable properties
Overview of Exchange Control Regulations

SEBI, SEBI Act, SEBI Rules, SEBI Regulations, SEBI Guidelines, SEBI Procedures Book

Reference:

COMPANIES ACT:

1. Lectures on Company Law by S.M.Shah
2. Company Law by Avtar Singh
3. Guide to Companies Act by Ramaiah

RUTP ACT:

MRTP Act by A.M.Chakravorty

LEVEL OF KNOWLEDGE:

1. Expert knowledge of Company law.
2. Basic knowledge of RUTP, FENA and SEBI

Reference Text

1. S.M SHAH Company law
2. Avatar Singh Company Law
3. Ramaiya's company law

3.2.3 Financial Markets and Institutions 100 Marks

Course Content

1. Introduction to Financial Markets

- Money Markets
- Capital Markets
- Advantages of Financial Markets to investors / corporates

2. Determinants of Interest Rate

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

3. Money Markets

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

4. Bonds

- Bonds mathematics (YTM, Currency yield, duration, convexity, zero coupon yield etc). Application of Duration in Risk Management
- Term Structure & Theories Behind term Structure
- Determinants of interest rates – (Role played by Central Bank Monetary & Credit Policy, Effect of Globalisation (Fed watching) etc.
- Government bonds & Corporate bonds (Credits Rating, Default Risk)
- Interest Rate Risk Management
- Introduction to FRA's / SWAPS
- Introduction to Mortgage Mathematics

5. Stock Markets

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

6. Mutual Funds

- Structure & Important regulations w.r.t. MFs
- Advantages of Investments through MFs
- Types of MFs & Investment options
- Accounting (NAV Computation) & Intermediaries associated with MFs
- The present status of MF industry in India and its potential.
- Comparison of Indian MF industry with US Mutual fund industry.
- Styles of Investment
- Evaluating Fund performance on the basis of
 - (Sharpe, Treynor, Information ratio) etc
 - Style (Value / Growth – Momentum)
 - Fund Manager's past performance, AMC's Reputation etc
- Actual Performance of Indian MF. (Returns delivered by Indian Mutual Funds)

1. **Foreign Exchange Markets**
 - Purpose served by Markets
 - Spot Rates / Forward Rate – Foreign Exchange Mathematic
 - Floating / Fixed rate – Advantages / Disadvantages
 - Determinants of Currency Movements or Exchange rate
 - Real & Nominal Exchange Rates
 - Covered Interest Parity
8. **Derivatives & Risk Management**
 - Understanding Basic Purpose of Derivatives – Risk Management / Speculation
 - Basic features of Futures and Options
 - Difference between Forward and Future markets
 - Introduction to Arbitrage & Risk Neutral Valuation
9. **Commercial Banks**
 - Understanding the Balance Sheet, Capital Adequacy ratio
 - Understanding various Risks fixed by banks and how banks manager these risks
 - Understanding the profitability drivers of the Banks.
10. **Investment Banking:**
 - Role Of Merchant Bankers
 - Capital Structuring
 - Buy Back and its rationale
 - IPO/Rights Issue Process
 - ADR/GDR Issue
 - Important SEBI Regulations

Reference Text:

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

3.2.4 International Finance 100 Marks

Course Content

1. Fundamental equilibrium relationships covered interest parity, purchasing power parity & Fisher open theorem.
 - Foreign Exchange exposure; transaction & operating.
 - Derivatives Pricing & Analysis; foreign exchange arithmetic, foreign exchange swaps, forward contracts, financial futures & financial swaps.
 - Currency options fixed income analytic & interest rate options.
 - Capital Budgeting for international projects, international cash management, international asset pricing theories, Financial Aspects of International Negotiations.
2. Operations of foreign exchange markets, modes & mechanism of spot & forward exchange contracts.
 - Exchange trading & position.
 - Syndication, Swaps, Options, Offshore banking, International Money, Capital & Foreign Exchange Markets with reference to New York, London, Tokyo, Hong Kong & Singapore.
3. Theories of exchange rates.
 - Purchasing power parity theory.
 - Demand supply & elasticity in foreign exchange rate determination.
 - Balance of Payments theory. Historical perspective on exchange rate, Gold Standard.
 - Inter-war instability, Bretton woods, fixed exchange rates, fluctuating exchange rates Case for fixed or fluctuating exchange rates. The changing nature of world money.
 - The rise of private world money.
 - Euro-currencies, Euro-dollars, European Currency Unit,
 - C.R.U., their mechanics & impact.
 - International capital-flows & shocks.
 - International debt problem - its origin, history & status.
 - International liquidity & SDRs.
4. Innovative International Financial Products.
 - Socio-Political Issues in Strategic International Financial Management (with special reference to multi-national corporations)

ReferenceText:

1. International Finance – Avadhani
2. Foreign Exchange Management – A.V. Rajwade

3.2.5 Mergers, Acquisitions & Corporate Restructuring 100 Marks

Course Content

1. Need for restructuring
2. Various forms of Restructuring, viz Mergers, Acquisitions, Amalgamation, Stump Sales, De-, Take Overs, Spin-off etc. and implications thereof vis-à-vis strategic.
3. Valuation of business brands, human resource capital, intangible assets etc.
4. Statutory regulations under Companies Act, SEBI Regulations Listing agreements allied bodies vis-à-vis compliance therewith.
5. Taxation aspects of restructuring, mergers etc..
6. Leveraged buy-outs
7. Doctrine of due diligence
8. Other implications of take-overs mergers etc.
9. Case studies of specific instances of Mergers, De-mergers etc.

Reference Text:

1. Valuation – Capeland
2. Valuation - Damodaran

FINANCE ELECTIVES

3.2.6 Security Analysis And Portfolio Management 100 Marks

Course content

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

Reference Text:

1. Security Analysis and Portfolio Management (6th Edn.) By Donald Fischer and Ronald Jordan, Prentice Hall of India (1995)
2. Securities Analysis and Portfolio Management, Prasanna Chandra, Tata McGraw Hill (2002)

3.2.7 Strategic Cost Management 100 Marks

Course Content

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

Reference Text:

1. Strategic Cost Management – Dr. Govindaraja
2. Strategic Financial Management – Dr. Girish Jakhotiya

69

3.2.6 Fiscal Policy and Corporate Tax Planning 100 Marks

Course content

Fiscal Tax Planning

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

Corporate Tax Planning

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

Reference Text:

Corporate Tax Planning – Dr.Singhania
Indian Economy – Prof Agarwal (Chapters pertaining to Fiscal Policy)

70

3.2.9 Banking and Insurance 100 Marks

Course content

1. Introduction to Banking
2. Role of banks in an economy
3. structure, growth and development of banking in India
4. Study of bank balance sheet and profit and loss account
5. Treasury and funds management in banks
6. Risk management in Banks
7. assets liability management in banks
8. Regulatory role of RBI and its monetary policy
9. cooperative banks, RRB's and rural banking in India
10. Special issues in Indian banking sector
 - Narasimham committee report
 - Basel II
 - Assets Reconstruction Companies
 - Securitization Act
 - Consolidation In Indian banking sector
11. Introduction to insurance
12. Growth and Development of Insurance in India
13. Range of products and services of insurance
14. Fund management in insurance sector
15. Opening up of sector in India and challenges
16. Regulation and reforms in Indian insurance sector

Reference Text:

1. Banking in the new Millennium by ICAI University banking series edited by N Rajashekar, Year 2001.
2. Banking Strategy by ICAI University banking series edited by Katuri Nageshwara Rao, Year 2002.
3. Central Banking by Charles Goodhart
4. International Corporate and Investment Banking : Practice and Law by Langan Mark, UK/Institute of Financial Services/2003
5. European Banking and Financial Services Law by Gerster /Schwander, Netherland/Kluwer Law Int/2004
6. Banking Supervision and Systemic Bank Restructuring : An International and Comparative Legal Perspective - By Mwenda Kenneeth Kaoma, London/Cavendis Pub/2000.
7. Risk Management in Banking- 2nd ,By Bessis Joel, Chichester/John Wiley/2004
8. Commercial Banking : The Management of Risk-2nd By Frster Donald R/Gap Benton E/Kolari James W, Australia/South-Western/2001.
9. Strategic Business Management and Banking, By Sarkar A N, New Delhi/Deep & Deep/2005.

3.2.10 Derivatives and Risk Management 100 Marks

Course Content

1. Introduction to Derivatives
 - Application of Derivatives – for Risk Management & Speculation (Leveraging)
 - Basic Terms & properties of Options / Futures / Forwards
2. Futures & Forwards
 - Pricing & Valuation of Futures/Forwards
 - Risk Management using Futures
 - Basis Risk
 - Introduction to Currencies /Commodity/Interest rate futures
3. Mechanics & Properties of Options
 - Boundry Conditions for options
 - Put-call parity and its interpretation
 - Options sensitivity to the
 - Underlying
 - Volatility
 - Strike price
 - Interest rate
 - Time to expiration
4. Basic Option strategies

Trading

1. Directional Strategies (A naked Call/Put/Bull Call/Spread etc.
2. Volatility based strategies (Straddle/Strangle /Calendar Spread)
3. Economic Rationale behind spreading

Risk Management

- Protective Put
- Covered Call

1. Introduction to Option Valuation
 - Binomial Model for Valuation
 - Risk Neutral probabilities and their interpretation
 - Binomial Model's application for American options where the underlying pays the dividend
 - Black & Scholes Model
 - Understanding Weiner& Markov processes
 - Log – Normal distribution
 - ITO – LEMMA & its application in Stochastic proccesses
 - Using ITO – LEMMA – to derive Black & Scholes Model for stock /currency options
 - Interpreting the B & S formula

2. Understanding Options Greeks
 - Delta/Theta/Vega & Gamma risks of options
 - Understanding option Greeks for various trading strategies (volatility & Directional Spreads)
 - Delta /Dynamic Hedging and relating the cost of Delta hedging with the option price determined by Black & Scholes – Model.
 - Elasticity (Beta) of an option in the CAPM framework. This would "clarify" the "risk return" profile (which is often misunderstood for various options trading strategies)

3. Options Volatility
 - Historical & Implied Volatility
 - Volatility Smile
 - Term Structure of Volatility
 - Some advance Models of volatility estimation
 - Value At Risk
 - Historical Simulation
 - Model Building Approach
 - Stress Testing & Back Testing

Reference Text:

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

FINANCE

Risk & Return from various asset classes

STOCKS

- Introduction to portfolio management theory
- Market Efficiency
- Historical returns from US Markets
- Historical returns from Indian Markets
- Fundamental drivers of Value of Stocks / Market (Index)
- Understanding the Power of Compounding

BONDS

- Bonds mathematics (YTM, Currency yield, duration, convexity, zero coupon yield etc)
- Term Structure & Theories Behind term Structure
- Determinants of interest rates –(Role played by Central Bank Monetary & Credit Policy, Effect of Globalisation (Fed watching) etc.
- Government bonds & Corporate bonds (Credits Rating, Default Risk)

MUTUAL FUNDS

- ◻ Structure & Important regulations w.r.t. MFs
- Advantages of Investments through MFs
- Types of MFs & Investment options
- Accounting (NAV Computation) & Intermediaries associated with MFs
- The present status of MF industry in India and its potential.
- Comparison of Indian MF industry with US Mutual fund industry.
- Styles Investment of
 - Evaluating Fund performance on the basis of
 - (Sharpe, Treynor, Information ratio)etc
 - Style (Value / Growth – Momentum)
 - Fund Manager's past performance, AMC's Reputation etc
- Actual Performance of Indian MF. (Returns delivered by Indian Mutual Funds)

- FINANCIAL PLANNING / WEALTH MANAGEMENT
- Introduction and advantages of Financial Planning
- Life cycle Networth & Strategies
- Life Cycle Investment Goals
- Asset Allocation & Risk Tolerance (Expected Utility) etc.
- Various Asset allocation strategies
- CRITERION FOR FUND SELECTION (Equity / Bond)
- Preparation of a Financial Plan Which would require
 - Tax planning
 - (5 year cash flows (with)
 - Existing Asset Allocation
 - Revised Asset Allocation
 - Maximum Downside Risk.

MARKETING & BEHAVIOURAL

- Wealth Creation Cycle, Role of Banks & Private Banking
- Environment, Wealth management Future & Vision
- Role of marketing in Wealth Management
- Technology
- Process of Marketing & HNIs
- Client Segmentation
- Profiling the Prospects & Approach
- Expose & Strategise
- Execute, Monitor & Review
- Dev. Of Interpersonal, Negotiation, Time Mgmt. Skills & Assertiveness
- Qualities of Relationship Manager and CRM
- Selling Process & Role plays in prospecting, closing etc.
- Case Studies

Reference Text:

ICICI Notes on Wealth Management

Course Content

1. Cost analysis for profit planning

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

2. Profit planning and budgeting :

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

Costing And Pricing

- Role of Cost in Pricing Joint Product.
- Multiple Product Costing and Multiple Correlating Analysis.
- Application of L P to Determine Profitability of Products Involving Joint Costs.

Cost Of Control

5. Evaluation of Training Expenses
6. Management Accounting for Research and Development Applying Linear Programming to Pay Structure
7. Model for Human Resources Utilization.
8. Controlling Inventory - A Practical Approach.
9. Application of Probability to Cost Control, Reports.
10. Linear Programming and Accounting Information Model.
11. Productivity Costing and Management.
12. Application of Learning Curve Models to Profit Planning. Volume - Cost Analysis - The Multiple Regression Analysis Approach.
13. Profit Measurement through Statistical Correlating.
14. Capacity Utilization and Contribution Margin.
15. Opportunity cost - An Application of Mathematical Programming.

Profit Planning And Budgeting

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

Costing And Pricing

- Role of Cost in Pricing Joint Product.
- Multiple Product Costing and Multiple Correlating Analysis.
- Application of L P to Determine Profitability of Products Involving Joint Costs.

7. Cost Of Control:

- Evaluation of Training Expenses
- Management Accounting for Research and Development Applying Linear Programming to Pay Structure
- Model for Human Resources Utilization.
- Controlling Inventory - A Practical Approach.
- Application of Probability to Cost Control, Reports.
- Linear Programming and Accounting Information Model.
- Productivity Costing and Management.

Reference Text:

Economic Times/ Business Standard (Daily) for news related to managerial accounting practices and accounting frauds

Course Outline

1. Approaches to Valuation
2. Discounted Cash Flow Valuation
 - a. Basics
 - b. Estimating Inputs
 - Discount Rates
 - Growth flows
 - Growth
 - Growth Patterns
 - c. Choosing the Right Model
 - d. Loose Ends
 - Dealing with Cash and Cross Holdings
 - Dealing with Management Options/ Warrants/ Convertibles
 - e. Examples of Valuation
3. Relative Valuation
 - a. Basics and Tests
 - b. Multiples
 - PE Ratio
 - PEG Ratios
 - Relative PE Ratios
 - EV/EBIT Multiples
 - Book Value Ratios
 - Sales Multiples
 - Choosing the right multiple
4. Brand Name Valuation
5. Valuing Private Companies
6. Option Pricing Applications in Valuation
7. Valuation in Acquisitions
8. Value Enhancement : DCF, EVA, and CFROI

Reference Text:

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

Course Content

1. SALES REVENUE as an Integral Elements of Cost

- Revenue-Investment Framework by ROI Management of Sales Revenue Analysis, of Revenue by Products, Territories, Channel, Customers Orders etc.
- Analysis of Marketing Costs in terms of Engineered Costs, Capacity (fixed) Costs and Managed Costs
- Classification of Marketing Costs by Function
- Marketing Cost allocations and its limitations for Managerial Decisions.

2. MARKETING INVESTMENT

- Management of Accounts Receivables and Inventories
- Credit decisions and Credit Policy
- Special Promotion and Marketing Research Expenditure its Marketing Investment and their Evaluation using the probability theory and decisions Trees
- Evaluating Return on Marketing Investment - Developing and Launching New Products and the Concept of Investment in Life Cycle of Product
- Application of DCF to Evaluations of Investment in Product Development Marketing Product Mix and Linear Programming.

3. Policy Decisions and Marketing Finance

- Pricing of Joint Product and Application of Linear Programming
- Pricing of New Products under ROI Concept
- Bayesian Decision Theory and Pricing
- Government Price Control - Dual Pricing
- Approaches of Government Bodies to Development "Fair Price" -Submitting Tenders
- Applications of DCF Technique.
- Export Marketing and Finance
- Financial Incentives, Export Costs and Export Pricing

- Export Credit - Tax Concessions.
- Applications and Forecasting Techniques to Developing Marketing Budgeting
- Developing Sub-budgets by Marketing Segments
- Advertising Budget - Budgeting Sales force Efforts
- Optimum Level and Allocation of Selling Efforts among Dealers Developing Companion Plans for Sales Force
- budgeting Samples.
- Warehousing decisions
- Transportation Decision - Deliver Route Decisions
- Cost Analysis for Distribution alternatives Financial Analysis for switching over form.
- Soul selling agency to Direct Selling to Trade Channels
- Economics of directs rating by manufacturer.
- Impact of marketing strategies on organization structure design and consequent financial implications.
- The concept of Marketing Cost & Value Measuring Marketing Value - "Value Added" by marketing effort Productivity Marketing and its social justification.

4. Target Pricing

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

Reference Text:

- Marketing Management A Finance Emphasis B.K.Chatterjee
- Finance Sense Prasanna Chandra
- Marketing Models (Chapter on Pricing) Gary L Lilian, P.Kotler, KS Moorthy
- Managing Brand Equity D A Aaker

Course Content

1. Understanding Basics Of Bonds Mathematics:
 - Yield to Maturity/Yield to Call
 - Spot Rates/Forward Rates and Par Yield
 - Bootstrapping Process for Zero Curve
 - Yield Curve slope and the theory
2. Understanding Duration and Convexity
 - Measuring Duration and Convexity
 - Duration of Par /Discount /Premium Bonds
 - Duration as a Risk Measure
 - M Square & Key Rate Duration
 - Barbelle, Ladder & Bullet Strategy
3. Bond Management Strategies
 - Active and Passive Management Strategies
 - Classical and Contingent Immunisation
 - Duration Based Asset Liability Risk Management
4. Mortgage Backed Securities
 - Mortgage Mathematics
 - MBS & Asset Securitisation
 - Securitisation Structures
5. Interest Rate Futures
 - T-bill & T-bond Futures
 - Duration Based hedging using Futures
6. Interest Rate Options
 - Forward Rate Agreement
 - Caps/Floor/Collar
 - Black's model of Interest Option Valuation
 - Caplet –Floorlet-Swaplet Parity
7. Interest Rate Swaps
 - Basics Of Swaps
 - Valuation of Swaps (Fixed Side)
 - Forward/Amortising/Asset Swaps
 - Valuing a Swap during its Life

Reference Text:

1. The Hand Book of Fixed Income Securities- Fabozzi Frank McGraw Hill International.
2. Fixed Income Markets & Their Derivatives: Suresh Sunderasan –Thomson Learning.
3. Swaps : Richard Flavell – John Wiley Publications.

OPTIONAL GROUP – Human Resources Management
3.3.1 Organizational Theories and Structure Designs – UA 100 Marks

Course Content

1. Evolution of organizational theories
2. Organizational design & effectiveness
3. Determinants of organizational structure – strategy, technology, size, life cycle, environment and culture
4. Impact of mergers, acquisitions & globalization on organizational structures and effectiveness
5. Managing dynamic processes – decision making, conflict, power & politics
6. Learning organizations, virtual organizations, boundaryless organizations, network organizations, organizational design for change and innovation

Reference Text:

1. Daft, R. L. Organization Theory and Design, Current Edition. Thomson Southwestern
2. Robins Khandwalla, P. N. Organizational design for excellence, New Delhi, Tata McGraw Hill, 1992

Course Contents:

1. Introduction to human resource development
2. Overview of Training in Organizations (Role of training, structure of training)
3. Learning organization
4. Principles of Adult Learning, Motivation & Performance
5. Training Administration. (training budget, budget training programmes, design training calendar schedules)
6. Training Need assessment.
7. Competency modeling and mapping
8. Designing Training Modules
9. Implementation of Training
10. Traditional training methods
11. E-learning and use of technology in training
12. Training evaluation, Cost Benefit Analysis and ROI
13. Management Development.
14. Planning & Organising conferences, seminar etc
15. Training Audit.

Reference Text

1. Effective Training Systems, Strategies and Practices
2. P. Nick Blanchard, James W Thacker second edition Pearson Education
3. Employee Training and Development by Raymond A Noe, 3ed. McGraw Hill Publication (International Edition)

3.3.3 Introduction to Industrial Relation & Labor Welfare 100 Marks

Course Content

Introduction to Industrial Relations & Labour Welfare

1. Growth & development of IR
 - History & development of IR
 - Pre independence
 - Post independence.
 - Post Liberalization.
2. IR issues in Organizations
 - IR Definitions
 - Different approaches to IR
 - Functional approach
 - Systems approach & Dunlops Contribution.
 - Oxford Model.
 - HR approach.
 - Comprehensive IR model of internalist & externalist approach.
3. Management of Conflicts as related to IR and different methods of resolving conflicts.
 - Union recognition.
 - Conditions for effective Collective Bargaining and process of CB.
 - Adjudicating & Proceedings under ID Act & the role of Govt.
4. Workers Participation in Management.
 - Experiences of Germany, France & Britain.
 - Indian experience.
 - Suggestion schemes.
 - Kaizen, Quality circles, TQM.
 - ISO.
5. Trade Union
 - History & Development of TU.
 - TU politics.
 - Inter Union Rivalry.
 - Intra Union Rivalry.
 - Multiplicity of Trade Unions & implications of MRTU.
6. Contemporary issues in IR
 - Rightsizing & VRS.
 - Business Process Re-engineering
 - Productivity & union.
8. Social Welfare
 - Concepts of economics & social welfare.
 - Role of TU.
 - Role of state.
 - 4. Role of management and corporate social responsibility.
 - 5. Labour welfare in organized sector.
 - 6. Gender Equality.

Reference Text:

1. Mamoria, C. B. & Mamoria, S. Dynamics of Industrial Relations in India. Himalaya Publishing House
2. Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
3. Mamoria, C. B., Mamoria, S. & S. V. Gankar. Dynamics of Industrial Relations in India. Himalaya Publishing House
4. Venkata Ratnam, C. S. Industrial Relations. Oxford University Press

3.3.4 Competency and Performance Management 100 Marks

Managerial Competence and Performance Management

Course Content

A) Competence at work:

1. Concepts of competence, competency at work
2. Types of competencies---Behavioural and Technical
3. Competency Description
4. Competency Levels
5. Designing competencies Dictionary
6. Measuring or Mapping Competencies
7. BEI
8. Assessment Centre
9. Conducting and Operating Assessment Centre
10. Role of Assessors in an Assessment Centre
11. Designing tools in an Assessment Centre
12. Feedback Mechanism

B) Performance Management

1. Objective of Performance Management
2. Process of Performance Management
3. PA—Objectives, issues and problems
4. JD and PA
5. Methods of Performance Appraisal
6. Appraisal forms and formats
7. Measurement in PA
8. Process and Documentation of PA
9. Appraisal Communication
10. Appraisal Interview
11. Performance Feedback and Counselling
12. Career Development
13. Legal and Ethical Perspectives in PA

Reference Text:

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

Course Content

Human Resource Planning

1. The Pre-requisite for manpower planning; Manpower planning as an integrated part of business planning; setting manpower standard; Manpower forecasting for managerial staff, technical labor, Integrated Budget for manpower management, Controlling manpower costs.
2. Quantitative and qualitative approaches to manpower economy. Mathematical models and manpower planning; An econometric model for national manpower planning; Demographic and ecological models for manpower planning; Mathematical models for staff structure evaluation; Management Science and manpower analysis; Markov Chain models for manpower system; Network models for training and recruiting decision in manpower planning; A stochastic programming model for manpower planning; A simulation model for manpower planning.
3. Planning careers: Managing career structures and evaluating maintainable career policies.
4. Developing manpower strategies.

Human Resource Audit

1. Audits of Business Goals and Plans
2. Audits of Business Assumptions
3. Audits of Business Personnel Practices
4. Audit of Business Human Resource Utilization
5. Audit of Business Productivity norms
6. Audits of Business Personnel Budgeting
7. Human Resource Accounting
8. Audit of executive Turnover
9. Auditing of Industrial Relation
10. Auditing of Industrial Committee Management Costs involved
11. Recruitment, Initiation and Training Job-evaluation Compensation Planning
12. HRD audit methodology and issues - Interviews, observation, questionnaire; The HRD
13. Score card and writing the HRD Audit report.

Reference Text

1. Personnel & Human Resource Management – P. Subha Rao.
2. Human Resource and Audit – T.V.Rao
3. Human Resource System – T.V.Rao & Udai Pareek

Human Resource Electives

3.3.6 Labour Legislation 100 Marks

Course Content

Labour Legislation

1. Factories Act.
2. Shops & Establishment Act.
3. Payment of Wages Act.
4. Minimum Wages Act.
5. ESI Act.
6. Workmen's Compensation Act.
7. Payment of Bonus Act
8. Gratuity Act.
9. Provident Fund Act & Misc Provision Act.
10. Industrial Dispute Act.
11. Industrial Employment Standing Orders.
12. Contract Labour (Regulation & Abolishing)
13. MRTU & PULP.
14. Apprenticeship Act.

Reference Text:

Bare Acts.



Course Content

1. Human Resources Philosophy and Approach for an Organisation
2. Reward Strategies – Articulating and understanding business context for reward strategies
3. Elements of Reward Strategy – Understanding Reward Management
4. Compensation / Remuneration place in Reward Strategy
5. Understanding Elements of Compensation Structure – Fixed , Cash, Benefits, Retirals and Social Security, Variable Pay / Incentives / Stock Options
6. Costing the CTC of each element of Compensation Structure (excluding stock options)
7. Understanding Inflation – Neutralization of Inflation – Dearness Allowance , Consumer Price Indices
8. Understanding Provident Fund, ESIC, Gratuity, Superannuation, Bonus under Payment of Bonus Act
9. Types of Variable Pay
10. Understanding Income Tax
11. Arriving at the CTC of an employee/ candidate – costing elements, designing a salary offer template
12. Making a salary offer to a candidate – understanding salary ranges
13. Remuneration Survey- choosing a partner, conducting a survey, benchmarking, arriving at a comparator, target position, understanding median , percentile, ageing of market data
14. Converting Remuneration Survey results into a Salary Proposal
15. Equity Compensation Plans – objective of equity compensation, types of Stock Plans, valuing stock grants, SEBI Guidelines, taxability of stock options

Reference Text:

1. Textbook of HRM – P. Subha Rao.
2. Managing Human Resources – Bohlander, Snell, Sherman

Course Content

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

Reference Text:

Cummings, Thomas G, Worley, Christopher G. *Essentials of Organizational Development and Change...*

3.3.9 Quantitative Techniques In Human Resources Management 50 Marks

Course Content

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

Reference Text:

- Quantitative Techniques in Management – N.D.Vora
- Quantitative Techniques in Management – J.K.Sharma

3.3.10 Building Learning Organizations 50 Marks

Course Content

1. Emerging Business Realities
2. Why Organisations need to Learn
3. Organisational Learning : A Capabilities-Based View
4. Learning Tools and Techniques
 - System Thinking
 - Benchmarking and Process Mapping
5. Knowledge-based Competition
6. Knowledge-Creation and Acquisition Processes
7. Measuring Learning: The Intellectual Capital
8. Architecting a Learning Organisation

Reference Text:

Developing the Learning Organization by Peter Lassey.

3.3.11 Stress Management 50 Marks

Course Content

1. Nature of stress
2. Occupational Stress
3. Role stress
4. Source of managerial stress
5. Stress & thought process learning
6. Stress & personality
7. Stress & motivation
8. Verbal & non-verbal indications of stress
9. Assessment of stress
10. Stress & management of change
11. Stress & conflict
12. Leadership styles in stressful & non-stressful situations

Reference Text

1. I'm ok-You're ok – Thomas Harris.M.D.
2. You Can Win – Shiv Khera
3. Notes complied and given by Faculty

Optional Group – Operations

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

Course Content

1. Production Systems-operations, processes, manufacturing, services- types, models
2. Product-Process Technologies
3. Process-Product Matrix , Evolution of Production Systems.
4. Evaluation-Selection of Equipment Requirements-optimization
5. Layout-models-optimization
6. Line Balancing-models-optimization
7. Production Plans-an overview, types
8. Demand Management-models
9. Capacity Planning –models
10. Resource Planning-models
11. Aggregate Planning-models
12. Batch Sizing-models-optimization
13. Batch Scheduling-models-optimization
14. ERP/SAP-PPC Module, reports-interpretation-variance analysis-use in decision making
15. Advanced Concepts like JIT, FMS, GT, MRP-II, CIM, Robotics, KANBAN, Agile Manufacturing

Reference Text

1. Production Planning & Inventory Control - John F Magee
2. Production Planning & Control - L. C. Jhamb
3. Elements of PPC - By Samuel Eilon
4. PP & Inventory Control - By Seetharama L Narasimhan, Dennis W. Mc Leavey, Peter J. Billington
5. Manufacturing Planning & Control - By Vollman , Bery , Why bark, Jacobs

3.4.2 Logistics & Supply Chain Management 100 Marks

Course Content

1. Basics of Logistics
2. Forecasting
3. Transportation
4. Warehousing
5. DRP / MRP
6. Application of IT in LSCM
7. Inventory Planning / Inventory Control
8. Logistics Organisation
9. Logistics Measurement
10. Logistic Costing (Activity Based Costing)
11. Basics of Supply Chain Management
12. Integrated Supply Chain Management
13. Barriers to integration
14. Outsourcing

Reference Text

1. SCM by Rahul Altekar
2. Logistics Management by S.C.Ailawadi & Rakesh Singh
3. Logistics Management by K.Sridhara Bhatt
4. Supply Chain Management - Sahay

3.4.3 Materials Management 100 Marks

Course Content

- 1) Materials Management an overview
 - a) Introduction,
 - b) Importance of Materials Management
 - c) Objectives of Materials Management
 - d) Costs involved in the Management of Materials
 - e) Integrated approach to Materials Management
 - f) Organizing Materials Management.
 - g) Organization based on Commodities.
 - h) Organization based on Location.
 - i) Organization based on function
 - j) Inter-departmental relationships
 - k) Centralized versus Decentralized materials management.
- 2) Materials Planning
 - a) Introduction and factors influencing materials planning
 - b) Techniques of materials planning
 - c) Bill-of-Materials
 - d) Materials Requirement Planning (MRP).
 - e) Past Consumption Analysis Technique
 - f) Moving Average method.
 - g) Exponential Smoothing
 - h)
- 3) Purchasing
 - a) Purchasing principles, policies, procedures and practices
 - b) Objectives, scope, responsibility and limitations
 - c) Sources of supply and Supplier selection.
 - d) Vendor development-evaluation and rating.
 - e) Price forecasting
 - f) Price-cost analysis
 - g) Negotiations
 - h) Reciprocity
 - i) Legal aspects of purchasing
 - j) Purchase orders/ contracts
 - k) Method of buying- under certainty, under risk, and under uncertainty.
- 4) Purchasing and Procurement Activities under Materials Management.
 - a) Supplier Quality Assurance Programme
 - b) Buyer Supplier Relationship
 - c) Self certified suppliers.
 - d) Elements of procurement cycle.
- 5) Purchasing of Capital Equipment
 - a) Significant differences
 - b) Considerations in evaluation of bids
 - c) Purchase of used equipment
 - d) Sources of used equipments
 - e) Purchase versus lease.
 - f) Role of Purchasing Committees/ Purchase Managers.

- 6) International procurement-Imports.
 - a) International commercial terms.
 - b) Import procedures and documentation.
 - c) Categories of importers.
 - d) Identification of foreign sources.
 - e) Payment terms including Letter of credit.
 - f) Types of L/Cs.
 - g) Custom tariff
 - h) Custom clearance.
 - i) Bill of Lading and other documents.
- 7) Classification of Materials
 - a) Introduction and objectives of classification.
 - b) Basis of classification.
 - c) Classification on the basis of stage of conversion process
 - d) Classification on the basis of nature of materials.
 - e) Classification on the basis of usability of materials.
 - f) Types of inventories.
- 8) Internal assessment test/projects and presentations.
- 9) Materials receipt and stores
 - a) Introduction and functions of scientific store management.
 - b) Types of stores and benefits of scientific storekeeping.
 - c) Store location and layout.
 - d) Typical layout plans
 - e) Storing practices and identification of materials.
 - f) Centralization and Decentralization of stores.
 - g) Preservation of stores.
 - h) Issue control.
- 10) Codification
 - a) Introduction
 - b) Benefits of codification.
 - c) Stages of scientific codification.
 - d) Systems of codification.
 - e) Colour coding.
- 11) Standardization
 - a) Introduction and different levels of standards
 - b) Various Foreign Standards in use in India.
 - c) How is an Indian standard evolved?
 - d) Advantages of Standardization.
 - e) Standardization as a tool for variety reduction
 - f) The Role of Materials Management (Purchase/Stores) in Standardization/ Variety Reduction.
- 12) Obsolete, Surplus and Scrap Management
 - a) Definition
 - b) Need for Scrap yard
 - c) Identification and control.
 - d) Categorization of obsolete/ surplus.
 - e) Control of scrap/ obsolescence.
 - f) Responsibility for disposal.
 - g) Procedures and documentation for disposal of scrap/ obsolete/ surplus.

- 13) Stores Accounting and Stock verification
- a) Costing of Receipt of Materials.
 - b) Costing of Issues to Production.
 - c) Stock verification
 - d) Periodic Verification.
 - e) Perpetual Verification.
 - f) Process of Verification.

- 14) Computers in Materials Management
- a) Steps in computerization.
 - b) Database for Materials Management Systems.
 - c) Activities of Materials Management covered by Computerization.
 - d) Management reports on Materials.
 - e) Benefits of Computerization.

- 15) Ethics in Materials Management
- a) Importance of Ethics
 - b) Business Ethics
 - c) Ethics in buying
 - d) Code of ethics
 - e) Problems in Ethics
 - f) Backdoor selling

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

Reference Text

1. Materials and Logistics Management By Prof. L.C. Jhamb (Everest Publishing House, Pune).
2. Purchasing and Materials Management By P.Gopalkrishnan (Tata McGraw Hill, New Delhi).
3. Materials Management –An integrated approach By P.Gopalkrishnan and M. Sundaresan (Prentice-Hall India, New Delhi).
4. Materials Management-Procedures, Text and Cases By A.K. Datta (Prentice-Hall India, New Delhi).
5. Introduction to Materials Management By JR Tony Arnold and Stephan Chapman (Pearson Education, New Delhi) 2004 Fifth Edition.
6. Purchasing and Materials Management By N.K.Nair (Vikas Publishing House, New Delhi)

3.4.4 Technology Management Including Manufacturing Strategy 100 Marks

Course Content

1. Corporate Strategy and manufacturing
 - Pitfalls of functional based strategies
 - Strategic Integration of Manufacturing and Marketing
 - Concept of Order Winners and Qualifiers
2. Technology Management and New Product Development (NPD)
 - Corporate Strategy and New Product Development
 - Organization for NPD
3. Technology management and Idea Generation for NPD
 - Discovering customer needs
 - Sources for new product ideas
 - Market assessment and value analysis
 - Evaluation of new product ideas
4. Technology management and NPD project selection
 - Assessment of product concept
 - Assessment of competitors
 - Concept testing
 - Financial analysis of projects
5. Technology Management and Product design
 - Integrated product design
 - Design for Quality using Quality Function Deployment
 - Design for Reliability
 - Design for Manufacturability
6. Order Winners and Qualifiers
 - Dimensions of Order-winners and qualifiers – manufacturing-specific, not Manufacturing-specific, not manufacturing related
 - Determining order winners and qualifiers
 - Relating Manufacturing and markets – price, quality, reliability, speed
7. Process Choice
 - Business Implication of process choice – project, jobbing, line, batch, continuous
 - Hybrid processes – batch related, line related
 - Technology Strategy – flexibility, push vs pull, technological opportunities
8. Product Profiling and Manufacturing
 - Manufacturing and product life cycle stages
 - Manufacturing for multiple markets
 - Manufacturing and incremental marketing changes
9. Focused manufacturing and Group Technology
 - Principles and concepts
 - Methodology
10. Make or Buy
 - Core elements of the business and strategic considerations
 - Span of process and product technology
 - Product volumes, costs
 - Investment decisions

11. Manufacturing Infrastructure
Organizational structure – specialists, generalists
Operational control – quality, inventory, manufacturing

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

13. Just-in-Time Manufacturing
Principles
Practices

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

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

16. Theory of Constraints (TOC)
Basics of TOC
Drum-Buffer-Rope solutions to manufacturing
TOC in project management and supply chain management

Reference Text

Operation management for competitive Advantage by Chase-Jacobs - Aquilano

3.4.5 Business Process Re-engineering & Benchmarking 100 Marks

Course Content

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

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

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

4. Types of re-engineering
Process Improvement with cost reductions
Achieving best-in-class with competitive focus
Radical change by re-writing the rules

5. Organizing for Process Improvements
Setting up teams, choosing team leaders
Training teams for process improvements

6. Benchmarking
Origins of benchmarking – Xerox approach
Definition of benchmarking

7. Internal benchmarking
Benchmarking against the best in the unit
Benchmarking against the best in the group.

8. External benchmarking
Benchmarking the best in the industry
Benchmarking the best in any industry

9. Re-engineering and Information technology
Flowcharting information flows
Using IT to speed up processes

10. Organizing for re-engineering
Obtaining top management commitment
Creating cross-functional teams
Supporting teams with resources

11. Re-engineering – focus phase
Identification of key processes
Identification of key people and getting their support
Identification of benefits possible and resources required

12. Re-engineering – design phase
Selection of processes to be re-engineered
Setting time frames, targets

13. Re-engineering – implementation phase
Communicating the benefits for the organization
Communicating the benefits for the individuals
Monitoring progress
Consolidating the gains

Reference Text

1. Re-engineering the Corporation - Michael Hammer & James Champy
2. Beyond Re-engineering - Michael Hammer
3. Business process Bench marking - By Robert C. Camp
4. Process Re-engineering - By I on Roberts
5. Business process Orientation - By Kevin Mc Cormack, By William C Johnson

Operations Electives.

3.4.6 Quantitative Methods For Operations 100 Marks

Course content

1. Linear Programming - Sensitivity Analysis - Parametric Programming - Industrial Applications Transshipment Model and Generalized Transportation Model - Capacitated Transportation Model. (3 sessions)
2. Goal Programming Concepts - Formulation of Multiple Goal Model - Goals Equality Ranked, Priority Ranking of Goals (non - conflicting Goals - Conflicting Goals) Weighted priority ranking of Goals - Computational approaches to Goal Programming, Applications of Goal Programming. (2 sessions)
3. Waiting Line Models - Single server queues in series and parallel for Erlang Services Time Distributions - Multi Server queues in series and parallel for negative exponential service time distributions - machine Interference - Case Examples - Use of Finite queuing tables for practical problems - Non - Poisson inputs and outputs and time dependent queues - Case Studies. (2 sessions)
4. Advanced Inventory Models - EOQ models with non instantaneous replacement and shortages, EOQ for multiple items with space, investment and quantity constraints (1 session)
5. Probabilistic inventory models - Continuous review model, Single period model, multi period model (1 session)
6. PERT / CPM - Distribution of job duration - Basics for the formula used in estimation of job duration and finding variance of the estimates - Uncertain duration and PERT Analysis - Resource allocation and least cost planning Installation of network system - case Studies. (1 session)
7. Integer programming - Formulations of I P Models - Gomory's algorithm for the all integer problem - Algorithm for mixed inter contiguous variables - Zero - one problems - Implicit Enumeration algorithm - Applications. (2 sessions)
8. Dynamic Programming - Dynamic versus linear Programming, Applications - Knapsack model, Workforce size model, Equipment replacement model, Investment model, Inventory models - Working and Cases. (1 session)
9. Use of Computer in OR Studies - Standard available packages - Interpretation of computer outputs - Organizing for OR in an establish merit - OR in corporate planning. (1 session)

Reference Text

1. Operations Research - An Introduction by Hamdy Taha, Prentive Hall
2. Quantitative techniques in Management by N. D. Vohra, Tata McGraw Hill
3. Quantitative Methods/Operations Research by Banerjee
4. Quantitative Methods/Operations Research by Hira Gupta
5. Quantitative Methods/Operations Research by V. Kapoor

3.4.7 World Class Manufacturing Practices 100 Marks

Course content:

1. Principles of Japanese manufacturing philosophy
2. Total productivity through such practices
 - a. Kaizen
 - b. T.P.M.
 - c. S.M.E.D.
 - d. 5-S Principles
 - e. Housekeeping
3. Getting the employee involved in above
4. Problem solving tools such as
 - a. TQC Tools – problem solving
 - b. TQC Tools – Management
5. Indian examples of successful Japanese Manufacturing Practices & benchmarking.

Reference Text

1. Toyota Production Systems - Taiichi Ohno, Kaizen , Masaki Imai
2. Chronicles of a Quality Detective - Dr Shrinivas Gondhalekar, Payal Sheth
3. Beyond T.Q.M - By Robert L. Flood
4. T.Q.M Process - By Gopal Kanji, Mike Asher
5. Publications of JMAM, viz
 - i(Gemba Kaizen, ii)5-S, iii) Total Production Maintenance

3.4.8 Advanced Supply Chain Management 100 Marks

Course content:

- 1) Understanding the supply chain
 - a) What is a supply chain?
 - b) Decision phases in a supply chain.
 - c) Process view of a supply chain.
 - d) The importance of supply chain flows.
 - e) Competitive Supply Chain Strategies.
 - f) Achieving strategic fit.
- 2) Network design in the Supply Chain.
 - a) The role of network design in the supply chain.
 - b) Factors influencing network design decisions.
 - c) A framework for network design decisions
 - d) Models for facility location and capacity allocation.
 - e) Making network design decisions in practice.
- 3) Designing distribution network in a supply chain
 - a) The role of distribution in the supply chain.
 - b) Factors influencing distribution network design.
 - c) Design option for a distribution network.
 - d) Distribution network in practice.
- 4) Inventory Management and risk pooling
 - a) Introduction
 - b) A single warehouse inventory example
 - c) The economic lot size model.
 - d) The effect of demand uncertainty
 - e) Risk pooling
 - f) Centralized versus decentralized systems.
 - g) Managing inventory in the supply chain
- 5) The value of Information
 - a) Introduction
 - b) Bullwhip effect
 - c) Effective forecasts
 - d) Information for the coordination of systems.
 - e) Locating desired products.
 - f) Lead time reduction
 - g) Information and supply chain trade-off.
 - h) Designing the supply chain for conflicting goals.
- 3) Supply chain integration
 - a) Introduction
 - b) Push, Pull, and Push-Pull systems
 - c) Demand driven strategies, Collaborative Planning Forecasting Replenishment (CPFR) concept.
 - d) Impact of Internet on supply chain strategies. (E-business)
 - e) Distribution strategies- Direct shipment, Cross-docking, Milk run, transshipment.

7) Internal assessment test/projects and presentations.

8) Strategic Alliances

- a) Introduction
- b) A framework for strategic alliances.
- c) Third party / fourth party logistics
- d) What are 3PL/4PL, Advantages and disadvantages of 3PL, 3PL issues and requirements?
- e) Retailer supplier partnership
- f) Types of RSP, Requirements of RSP, Inventory ownership in RSP, Issues and steps in RSP implementation, Advantages and disadvantages of RSP.
- g) Distribution Integration, Types of and issues in Distribution integration.

9) E-procurement and outsourcing

- a) Introduction
- b) Outsourcing benefits and risks.
- c) A framework for Buy/Make decisions.
- d) E-procurement
- e) A framework of E-procurement.

10) International Issues in Supply Chain Management

- a) Global market / Technological/ Cost/ Political and Economic Forces.
- b) Risks and advantages of international supply chain.
- c) International versus Regional products.
- d) Local autonomy versus central control.
- e) Regional differences in Logistics- Cultural differences/ infrastructure/ performance expectation and evaluation, Information systems availability, human resources.
- f) Global business logistics

11) Lean Manufacturing and SCM

- a) Basic elements of lean manufacturing
- b) Benefits of lean manufacturing
- c) Integration of lean manufacturing and SCM.
- d) Mass customization, characteristics of mass customization.
- e) Implications and benefits of mass customization.
- f) SCM for mass customization.

12) Procurement Management in Supply Chain

- a) New Paradigms in Inventory and purchase management
- b) Just in time, Elements and benefits of JIT systems.
- c) Vendor Managed Inventory (VMI)
- d) VMI Business Model.
- e) Steps in setting up VMI, Benefits, challenges and limitations of VMI.
- f) Overcoming limitations of VMI.

13) Customer Value and SCM.

- a) Introduction
- b) The dimensions of Customer Value.
- c) Conformance to requirements, product election, price and brand, Value-added services, Relationships and experiences.
- d) Strategic pricing

- 4) Performance Measurement and Controls in Supply Chain Management
 - a) Introduction and concept of Benchmarking
 - b) Gap Analysis
 - c) Key actions in benchmarking for best practices.
 - d) Overview of Supply Chain Operations Reference (SCOR) Modeling
 - e) Balance scorecard for SCM.

5) Ethical issues in SCM

- a) Supply chain vulnerability
- b) Conformance to applicable laws such as Contract and commercial laws, trade regulation, government procurement regulations, patents, copyrights, trademark laws, transportation and logistics laws and regulations, environmental laws.
- c) International practices.
- d) Confidentiality and proprietary information.

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

Reference Text

1. Supply Chain Management-Strategy, Planning and Operation By Sunil Chopra and Peter Meindi (Pearson Education, New Delhi)
2. Supply Chain Management- Concepts and Cases By Rahul V. Altekar (Prentice Hall India, New Delhi)

3.4.9 Material Handling and Transportation. 50 Marks

Course Content

1. 20 Principles of Material Handling
2. Palletisation
3. Containerization
4. Transportation Modes / Attributes
5. Transportation mix in Economy
6. Total cost concept in Material Handling and Transportation.

Reference Text

- Integrated Material Management – P. Gopalakrishnan
- Stores Inventory Control – K.S. Menon.
- Machinery Handbook.

3.4.10 New product development and concurrent Engineering 50 Marks

Course content:

1. Defining for business goals
2. Time bound Research and development and prototype manufacturing
3. Concurrent Engineering concepts and practices for easier and quicker delivery of prototypes
4. Applications of VAVE at design stage.
5. Successful pilot run and productionising

Reference Text

1. Operations and Industrial Management – Donald Deimar
2. Operations Management – Decision Making in the operations function – Roger Schvoeder
3. Operations Management for Competitive Advantage - Chase – Jacobs -Acquilanc

Course content:

1. Industrial Engineering definition & applications
2. I.L.O. book of Industrial Engineering Standards.
3. Industrial Engineering and productivity
4. P,Q,R,S,T concepts in plant / shop layouts and selection of materials handling equipment and storage systems
5. Pre determined methods & time systems (PMTS) & application of low cost automation.
6. Ergonomics – Definition and applications
7. Organisation Methods Applications in office and white collar productivity

Reference Text

- Industrial Engineering Applications and Management – Philip Hicks
- Mathematical Techniques in Industrial Engineering – Shone K. J.
- Handbook of Industrial Engineering & Management – Ireson W. G. and Grand E. L.
- Quality Detectives – Dr. Gondhalekar & Payal Shetty.

Optional Group – Information Technology

3.5.1 Software Engineering - UA 100 Marks

Course content:

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

Reference Text

- Systems Analysis and Design by James Senn
- Software Engineering by
- OOAD – Buch and Rumbaugh
- UML by Wrox Publication
- OOAD & UML by Rumbaugh
- Software Metrics
- Nasscom Reports and Nasscom website for Industry Perspective
- Structured systems analysis and design: concise study Ed: 1 : Kelkar SA.

Course content:

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

Reference Text

1. Godbole A.S. – Operating Systems
2. Steven Holzner – Visual Basic 6 Programming
3. Doanld Leach, Albert Malvino - Digital Principles and Applications Ed:5

3.5.3 Enterprise Applications 100 Marks

Course content:

- Overview of IT applications in a common manufacturing cum marketing organizations.
- Overview of Applications in various Industry verticals such as Banking and Finance, Retail, Telecom, Healthcare etc
- Enterprise Resource Planning (ERP) - Functional view of business processes and how they are integrated using an ERP. Benefits of ERP.
- Supply Chain Management – Need for Supply chain integration, Application overview of supply chain solution, advanced concepts such as Demand planning and Supplier Relationship management – functional and product perspective
- Customer Relationship management – Concept of CRM, modules of a CRM product and what they do – such as sales force automation, forecasting, contact management etc
- Business Intelligence and Data Warehousing –
 - Purpose of Data Warehousing, difference between data warehouse and a conventional Database , Data warehousing products, Steps in building a data warehouse – Extraction, Transformation and Loading (ETL) etc Data marts v/s Data Warehouse
 - Multidimensional Analysis tools
 - Data Mining – Concept of Data Mining, Various models and algorithms for mining, technology tools used for data mining
- Knowledge Management - Need for KM, Types of Knowledge, Capturing , storing, reusing Knowledge , Implementing a KM initiative – application of KM in various industries.
- Enterprise Content Management – role of content management – ERP and other transaction related records, web content, and other unstructured content. Integrating Content management in organizational workflows and ERP systems etc Examples of content management tools and applications in various businesses
- Enterprise Portals – Concept of an enterprise portal, benefits to an organization, technologies available for building such portals
- Enterprise Application Integration- Challenges in integrating various enterprise applications – evolution of platform neutral concepts such as XML to achieve integration. – other modern technologies for application integration

Reference Text

Demos/Screen Shots of ERP Software such as SAP, CRM and SCM products

Course content:

- Need for networking, historical perspective
- Various Classifications of Networks the basic principle of working and overview of technologies associated with each :
 - Geographical spread – LAN/MAN/WAN
 - Topology – Star, mesh etc
 - Medium of communication used – air, copper, fibre etc
 - Switching technologies – Circuit and packet
 - Protocols used – IP etc
- Networking components – hub, switch, routers etc
- Understanding Protocol Layers – ISO OSI Framework
- Understanding the TCP/IP protocol
- Understanding Domain Addresses
- Other protocols required for a local area as well as wide area network - SLIP PPP, ICMP etc
- Communications technologies such as Mobile technologies (CDMA/ GPRS), other Wireless technologies (802.11a/b/g), Wi Max etc technologies and protocols used in VSATS such as DAMA, TDMA etc
- Comparing the OSI model with the Internet protocol Stack
- Telecom Technologies and services offered in the market place
- Taking an integrated view of Networking in a large Corporate – Understanding how multiple technologies and protocols are used to create a large scale business Network and telecom infrastructure – the student should be able to work out a broad LAN /WAN/Telecom solution for a given organizational context. Understanding of the related economics is also included in the recommended solution.

Reference Text

1. Data and computer education By William Sterling
2. Principle of Communication By Kennedy
3. Data Communication By Tanunbum

3.5.5 Data base Management Systems 100 Marks

Course content:

- What is a Database, Need and Objectives of a database and a DBMS
- Historical perspective – evolution of DBMS – flat files, hierarchical, network and relational DBMS
- Understanding the Relational DBMS model – entities, tuples etc
- Concept of Normalization – 1st, 2nd and 3rd normal forms
- Use of E-R model or Object Relation model for Conceptual database Design
- Structured Query Language – Writing SQL queries for typical business situations – developing an understanding of complex query situations such as joins, inner and outer joins nested queries and tree structured queries. Operations such as Union etc
- Hands on sessions on any DBMS would be required for this module so as to develop an understanding of design issues as well as SQL

Reference Text

1. Database Management Systems by C. J Date
2. Database Concepts by Korth and Silberschatz
3. Database Concepts by David Lockman
4. Database Management System by James Martin

Systems - Electives :

3.5.6 Managing Technology Businesses 100 marks

Course content:

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

Reference Text

- A Guide to PMBok – Project Management Institute
- Various Cases on the subject – Prof Pradeep Pendse
- Managing IT Infrastructure – TMI

3.5.7 IT Governance and Compliances 100 Marks

Course content:

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

Reference Text

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

3.5.8 E-commerce 100 Marks

Course content:

1. E-Business evolution
2. E-business infrastructure
3. E-Business – traditional business models- B2B, B2C
4. E-business- Brick and click model
5. E-governance
6. Internet and Marketing
7. Emerging Trends in Telecom- Wireless Broadband, VoIP, Convergence
8. Emerging Trends in E-Business- Services trading, User generated content, Peer to peer, Social Networking

Reference Text

1. Introduction to E-business- Ravi Kalakota
2. The World is Flat- Thomas Freidman
3. The Economist- www.economist.com
4. McKinsey Quarterly- www.mckinseyquarterly.com
5. CIO magazine- www.cio.com
6. Technology Forecast- Price Waterhouse Coopers

Course content:

- Definition of Quality in general and specifically in the context of Software
- Understanding the importance of a formal process for software development
- Understanding the nature of defects in a software lifecycle
- Quality at different phases in the software life cycle
- Role of Metrics in Software – understanding of various metrics used at different stages in a software lifecycle
- Process approach to quality – overview of process standards such as the tick IT , CMM, PCMM standards – the various levels in the certifications, the quality related documents used the key process areas at each stage of a certification.
- Role of Validation and Verification

Reference Text :

- Any basic text related to Quality Management
- Standards in the area of ISO 9000
- BPB publication – Understanding CMM
- Manuals /Implementation guidelines for CMM, CMMI, Six Sigma

3.5.10 Information Security and Audit 50 Marks

Course content:

- Need for Information Security in an organization
- Identifying Information Assets in an organization
- Threats and risks to Information
- Broad Strategies for managing Information Security risks
- Discussion on technical controls in the area of :
 - Operating system
 - Data base
 - Software Development process
 - Network controls
 - Access control
 - Physical Controls
 - Controls for remote access
 - Internet related controls – including spam, phishing, viruses, malware etc
 - Controls for Wire less set ups
 - Controls in the context of Mobile and portable devices
 - Hardware related controls
- Considerations for deciding appropriate choice of controls
- Basic Principles of Audit in the context of Information Security
- A process view of Information security – overview of the BS-7799/ISO27000 standard.

Reference Text

- IT Security Governance by IT Governance Institute (ITGI)
- BS.7799/ISO/IEC:17799
- Business Application (System & Web) Process Flow and Security
- Database Security
- Network and Communication Security
- Business Continuity Management

3.5.11 Software Architecture 50 Marks

Course content:

- What is architecture ?
- Why Software Architecture ? – goals and purpose of architecture
- Types of Architectural views of software – Project Managers view, The Engineering view, the Usecase view etc 4+1 view of architecture
- Layers of architecture – organizational Architecture, Information Architecture, IT Architecture , Application Architecture etc
- What is a Pattern ? Application to software design , benefits of using design patterns
- Explanation of key Design patterns – GRASP Patterns etc
- Explanation of key Architectural patterns
- Overview of Enterprise Architectural Framework – The Zachmanns Framework

Reference Text

- Art of Software Architecture – Albin Stepehn.

Second Year - Fourth Semester

4.1 Management Control System – UA 100 Marks

Course content:

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

Reference Text

- Anthony & Govindrajn - Management Control Systems (TATA McGraw Hill)
- Maciarillo & Kirby - Management Control Systems (Prentice Hall India)
- Management Control Systems – N. Ghosh (Prentice Hall India)

Course content:

1. Evaluation of ethics in business – Culture and ethics – Overview of ethics value system, Attitude, Belief, Life patterns – Social Economics values and responsibility – trusteeship management – Gandhi's Philosophy of wealth management Ethics and Indian management . Basic framework of Normative ethics Ethics and decision – Making, Social responsibility of business – Ethical aspects of corporate policy, morality and rationality in Focal Organization – Moral Relationship between Individual and Organizations.
2. Relationship between ethics and Corporation Excellence – Approaches for Developing Various Orientation towards Ethical business Behavior
3. Corporate Governance – including suggestions of the Adrian Cadbury report, the Kumarmangalam report and their ethical ramifications.
4. Ethics in International scenario – focusing on the unique nature of ethical dilemmas in a cross – cultural setup, guidelines for resolving and examples of corporate transgressions as well as corporate courage and ingenuity.
5. Moral Evolution of the firm – dealing with the stages of Ethical growth and Organizations and categorization of Indian firms – national corporate at various stages of growth.

Reference Text

1. Ethics of Management by Hosmer
2. Ethics of Management by Chakraborty
3. Ethics by Chandra Sekhar
4. What is Ethical in Ethics by John Henderson

4.3. Entrepreneurship Management 100 Marks

Course content:

(A) Entrepreneurial Perspective:

Concept of Entrepreneur, Entrepreneurship and Enterprise ; advantages Entrepreneur

- 1) Nature and Development of Entrepreneurship ; Gender issues in Entrepreneurship.
- 2) The dynamic role of Small Business / Industry in Economic Development
- 3) Personality of an Entrepreneur / Entrepreneur
- 4) Innovation and Entrepreneurship

(B) The Entrepreneurial Environment:

- 1) Policy Perspectives in India to promote Entrepreneurship
- 2) Analysis of Business Opportunities in different sectors of economy at National and Global levels.
- 3) Quick - start Routes to establish an Enterprises (Franchising, Ancilliarising &

Acquisitioning)

- 4) Support Organizations for an Entrepreneur and their Role
- 5) Legal framework for starting a Business / Industry in India.

(C) The Enterprise Launching :

Product / Project Identification

Developing a Project Report / Business Plan

Business Financing including venture Capital Finance

Managing early growth of a Business, Incubation Program.

New Venture expansion - strategies and issues.

Reference Text

1. Beyond Entrepreneurship - By James C. Collins, William C. Lazier
2. Entrepreneurship Management - By P. N. Singh, By J. C. Saboo
3. Dynamics of Entrepreneurial - By Vasant Desai
4. Entrepreneurship Development in India - By Bishwanath Ghosh
5. Literature Published by Support Institutions, viz
i) SIICOM, ii) SIDBI, iii) MSSIDC iv) NSIC

4.4 Services Management – 100 marks

Course content:

1. Introduction – Nature of services
2. Market positioning
3. Service delivery system
4. New service development
5. Services marketing mix decisions
6. Managing demand, capacity and service assets
7. Service processes – managing service encounter
8. Customer satisfaction and service quality
9. Customer complaints and service recovery
10. Managing service profit chain
11. Managing customer relationships
12. Managing people in service organisations

Reference Text

1. Zeithaml, V, M.J. Bitner, and D. Gremler (2006), *Services Marketing*, 4th Ed. McGraw Hill
2. Lovelock, C., P. Patterson, and R. Walker (2004), *Services Marketing: An Asia-Pacific and Australian Perspective*, 3rd Ed. Pearson Education Australia

Course content:

1. Significance of environment management - Broad outline of National Environment - Policy Definition of Environment with particular reference to management.
2. Environmental issues relevant to India.
3. Present status of Environment Management
4. Major Issues Scope of Environment Management, Role and Functions of the government as a planning, organizing, directing, implementing and controlling agency. Managerial aspects involved in Environment management.
5. Environment Quality Management - Overview of the role and responsibility of the industries.
6. Total Quality Environmental Management, ISO 14000 EMS certification.
7. Major Legislation like air (P & C.P.) Act, Water (P & C.P.) Act. Environment Protection. Act 1986. Wild life Protection Act etc.

Reference Text

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

Electives

4.6 Productivity Techniques 100 Marks

Course content:

1. Concept of Productivity - application in manufacturing and service industries, application in different functional areas.
2. Measurement of Productivity - partial, Multi factor and Total Factor Models, Sumath's Total Productivity Model.
3. Approach to Productivity Improvement - Classic ILO approach, Imai's KAIZEN approach elimination of 3 M's (Muda, Mura, Muri).
4. Value Analysis and Value engineering - Functional Analysis - Brain Storming - Evaluation and Implementation Phases, Practical application for product and process development and cost reduction.
5. Learning Curves - the concept of learning curve, its applicability, barriers to its application, quantitative estimation and implication of the learning curve, practical applications in industry.
6. Job Evaluation - Objectives and need for job evaluation, techniques - point rating and job classification, Relation between job evaluation, wage structure and Modern approach through multi skilling.
7. Wage Incentives - Financial Motivation techniques, piece rate and time saved based systems, Profit Sharing Systems, Scanlon Plan.
8. Work Measurement - objectives, methods - time study, work sampling, Pre-determined motion time systems - applicability and limitations. Process observations determination and improvement of value adding ratio through reduction of Muda (waste).
9. Diagnostic Techniques - Kepner - Tregre Problem Analysis, Decision Analysis and Potential Analysis, Practical applications with case studies. Shirose's phenomena Mechanism Analysis & Concept of Mura (inconsistencies and its elimination).
10. Quality Circles - Relationship with total quality Management objectives, seven tools - Pareto Analysis, Scatter diagrams, - use in solving chronic problems. Organizing for Quality Circles, Structure, method of implementation of Quality Circles.
11. Creativity Based Techniques - Brain Storming, Whole Brain Thinking Nominal Group Techniques. Use in Creative problem solving with practical applications.
12. Ergonomics - Concepts, design of workplace to suit the human being, use of anthropometric data, principles of motion economy, effect of environment of productivity - Hawthorne experiment, Design of work station, use in conjunction with process observation. concept of Muri (non value adding strain) and its elimination.

Reference Text

1. Productivity Techniques – P.S.Shrike
2. Introduction to work study – A Hand book --- ILO
3. Quality Circle in Action –Mike Robson
4. Productivity Journals Handouts

OR

4.6 Total Quality Management 100 Marks

Course content:

1. Introduction and evolution of quality movement
2. Contributions of Shewhart, Deming, Juran, Feigenbaum, Crosby
3. Contributions of Japanese pioneers Ishikawa, Taguchi, Taichi Ohno, Shigeo Shingo
4. Statistical quality control basics
5. Basics of sampling & reliability
6. Quality tools and techniques
7. Quality Improvement and Total Employee Involvement
8. JIT manufacturing and Lean manufacturing through waste elimination
9. Six Sigma tools, quality circles
10. Statistical Process control, process capability studies
11. Cost of quality – Juran / Crosby
12. CMM / PCMM
13. Quality Management in services – the SERVQUAL Model

Reference Text

1. TQM in this Service – By R.P.Murthy, R.R.Lakhe
2. Total Quality – By Institute of Directors
3. 100 TQM Tools – By Mike Asher, Gopal Kanji
Beyond TQM – By R.L.Flood

4.6 Project Management 100 Marks

Course content:

1. Introduction :- Concept of Project Management, Scope & Coverage, Project Function in an organization – Layout of Project Department, Role of Consultants in Project Management.
2. Project Identification :- Selection of product identification of market preparation of feasibility study/report Project formulation – Evaluation of risks preparation of Project report.
3. Selection of location & site of the project – Factors affecting location – policies of Central – State Government towards location – Legal aspects of project management.
4. Financial Analysis :- Profitability Analysis – Social cost Benefit Analysis preparation of Budget and Cash Flows.
- 4a) Materials Management in Project Planning – Procurement – storage – disposal.
5. Financing of the Project :- Source of Finance – Cost implications thereof Financial Institutions – Guidelines for funding projects, Risk Analysis – Sensitivity Analysis.
6. Quantitative Aspects of projects :- PERT/CPM Network Analysis for monitoring of the project – Other quantitative techniques for monitoring and Control of project
7. Computer Applications :- Selection of software packages for application to Project management.

Reference Text

1. PMP - Project Management Professional - "Study Guide" - By Kimi Heldman
2. Project Management - By S. Choudhary
3. Text Book of Project Management - By P Gopalakrishnan, V. E. Ramamoorthy
4. Project Management - By Prasanna Chandra
5. Project Appraisal - By P. K. Mattoo
6. Project Management - By Vasant Desai

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