

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERISTY
Kukatpally, Hyderabad – 500 0072, Phone No.: 23057111
Course Structure for MBA (2005 Batch Onwards)

Note: All Papers are for 100 marks with 40% for midterm and 60% for end examination. Project Synopsis Report is a Seminar Paper for 50 marks. The degree will be awarded after successful completion of all the papers and submission of project report followed by viva.

Semester-I

1. Management Theory and Practice
2. Managerial Economics
3. Statistics for Management
4. Financial Accounting and Analysis
5. Business Law and Regulation
6. Business Communication & Soft Skills
7. Business Environment
8. Information Technology Lab-1(100% LAB)

Semester-II

9. Human Resource Management
10. Financial Management
11. Quantitative Analysis for Business Decisions
12. Production and Operations Management
13. Marketing Management
14. Management Information Systems
15. Organizational Behavior
16. Information Technology Lab-2(100% LAB)

Semester - III

17. Logistics and Supply Chain Management
18. Costs and Management Accounting
19. Research Methodology
20. Enterprise Resource Planning
21. Retailing Management
- Elective I
- Elective II
24. Project Synopsis Report (Seminar Paper 50 marks)

Semester - IV

25. Strategic Management
26. Management of Technology
- Elective III
- Elective IV
27. Project Work and Viva-Voce.

Electives

The elective papers will be offered in the areas of Marketing, Finance, Human Resources (HR), and Systems. The students should take **one** of the following **elective areas** in the beginning of the third semester of MBA.

Elective - I

Services Marketing

Consumer Behavior

International Marketing

Advertising, Sales Promotion and Distribution

Elective - II

Security Analysis and Portfolio Management

Financial Institutions and Services

International Financial Management

Strategic Investment and Financing Decisions

Elective - III

Data Warehousing and Data Mining

e-Commerce.

Systems Audit

Decision Support Systems

Elective - IV

Strategic HRM

Management of Industrial Relations

Performance Management

Management of Change

Syllabus In detail Semester I

Management Theory and Practice

1. Introduction: Management – definitions, types of managers; managerial roles and functions; Science or Art? - Administration vs Management, External environment – Managing people and organizations in the context of New Era- Managing for competitive advantage - the Challenges of Management - Corporate Social responsibility- Managerial Ethics.
2. Perspectives on Management: Scientific Management (Fredrick W.Taylor, Frank and Lillian Gilbreth), Human Relations (Elton Mayo, Douglas Mc Gregor's Theory X and Theory Y, William Ouchi's Theory Z), the Systems Approach, the Contingency Approach, the Mckinsey 7-S Framework.
3. Planning: Nature of planning, Steps in planning, types of planning, Levels of planning - The Planning Process. – Planning practices in USA, Japan and China.
4. Decision Making: Problem and Opportunity finding, the nature of Managerial Decision Making, the Rational Model of Decision Making, Challenges to the Rational Model, Improving the Effectiveness of Decision Making Tools and Techniques, Role of Boards and Committees in Decision Making - Decision making practices abroad.
5. Organising: Nature of organizing, organization levels and span of management – Factors determining span - Organisational design and structure –departmentation, line and staff concepts, staffing – delegation, decentralization and recentralisation of authority - responsive organizations –Global organizing.
6. Leading: Leading Vs Managing – Trait approach and Contingency approaches to leadership - Dimensions of Leadership - Leadership Behavior and styles – developing leadership skills – transformational leaders - Leadership in Cross-cultural environment - Evaluating Leader-Women and Corporate leadership –Motivational theories- Building Groups into Teams, Intergroup Behavior, conflict and negotiation – Global leading.
7. Communication: Importance of Communication, Interpersonal communication Barriers to Effective communication, Communication in Organizations, Using Communication Skills to manage Conflicts. Communicating for understanding and results, creating productive interpersonal relationships, Guidelines to improve written and oral communication- communication practices in India and abroad.
8. Controlling: Basic control process- control as a feedback system – Feed Forward Control – Requirements for effective control – control techniques – Overall controls and preventive controls – Global controlling.

References

1. Bateman and Snell, *Management: Competing in the New Era*, 5/e, TMH, 2003.
2. Samuel C. Certo, *Modern Management*, 9/e, PHI, 2003..
3. Heinz Wehrich, Harold Koontz: *Management A Global Perspective*, 10/e, Tata McGraw Hill, 2002.
4. Stoner, Freeman and Gilbert, Jr. *Management*, Pearson Education, New Delhi, 2002.
5. Koontz, Wehrich & Aryasri, *Principles of Management*, TMH, New Delhi, 2004.
6. Daft, *Management*, Thompson, New Delhi, 2003.
7. Prem Vrat, K K Ahuja, P K Jain, *Case Studies in Management*, Vikas Publishing House Pvt. Ltd., 2002.
8. Peter G Northouse , *Leadership Theory & Practice* , Response Books ,New Delhi, 2003.
9. Mrityanjay Kumar Srivastava, *Transformational Leadership*, Macmillan India Ltd.,2003.
10. Robbins : *Management* 7/e Pearson Education, 2003.

Managerial Economics

1. Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist.
2. Objectives of the firm: Managerial theories of firm, Behavioural theories of firm, optimization techniques, optimization with calculus, New management tools of optimization.
3. Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.
4. Theory of Demand: Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand.. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – supply function, the Law of Supply, Elasticity of Supply.
5. Production Analysis: Production function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.
6. Cost theory and estimation: Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership.
7. Market Structure and Pricing practices: Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. Pricing philosophy – Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products.
8. Profit Management: Nature, scope, Theories of profit, Measurement policies, Cost – Volume-Profit Analysis.

References

1. M.L.Trivedi, *Managerial Economics*, Tata Mc-Graw Hill, New Delhi 2004.
2. Dominic Salvatore, *Managerial Economics in a Global Economy*, Thomson Asia, 2002
3. Petersen and Lewis: *Managerial Economics*, 4/e, Pearson, 2002
4. James L.Pappas and Engene F.Brigham: *Managerial Economics*, Pearson Education, New Delhi, 2001.
5. Mehta,P.L., *Managerial Economics - Analysis, Problems, Cases*, Sultan Chand and Sons, New Delhi, 2001.
6. Varshney, R.L and Maheswari, K.L.,*Managerial Economics*, Sultan Chand and Sons, New Delhi, 2002.
7. A.R.Aryasri and V.V.Ramanamurthy, *Business Economics*, TMH, 2003.
8. Bhattacharya & Chakraverti: *Fundamentals of Business Economics*, BS Publications, 2002.
9. Keat, *Managerial Economics : Economic Tools for Today's Decision Makers* Pearson Education, 2003

Statistics for Management

1. Introduction to statistics, origin and growth of statistics. Government and Business Statistics, statistics and research, limitations of statistics, statistics and computers. Data: types of data-Raw data and frequency distributions. Functions of statistics and application of statistics.
2. Collection of data, types of data, census vs. sampling methods, types of sampling, classification, types of classification, classification and tabulation of data. Role of tabulation in organization of statistical data and general rules of tabulation. Questionnaire and schedule of questions.
3. Measures of Central Tendency, Measures of Dispersion, Measures of Variation, Measures of Central tendency vs. Measures of Dispersion, Normal distribution, Measures of Skewness and Interpretation.
4. Time series, utility of time series, components of time series, secular trend, seasonal variations, cyclical variations, irregular variations, measurement of trend, moving averages and measurement of seasonal variations.
5. Correlation and Regression Analysis, method of least squares, regression vs. correlation, correlation vs. determination. Types of correlation and their specific applications.
6. Index Numbers- basic requirements of an index number, constructing index number-using relatives and using aggregates, tests for an ideal index number, general index number, problem in using index number and specific use of index numbers.
7. Statistical Inference: Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, ANOVA – one way and two way classifications and Chi-square test, Association of attributes and inferences.
- 8 Data Presentation techniques (Tables, graphs, pie-diagram, histogram and frequency curves, bar diagrams and trend graphs, pictographs and cartograms). Choice of suitable diagram for the data inference.

References

1. Beri,G.C: *Statistics for Management*, 2/e, TMH, New Delhi, 2003.
2. Murray R. Spiegel, Larry J. Stephens, *Statistics*, 3/e, Tata McGraw-Hill Co. Ltd., 2003.
3. Richard I Levin & David S.Rubin, *Statistics for Management*, 7/e. Pearson Education, 2004.
4. Donald R. Cooper, Pamela S. Schindler, *Business Research Methods*, 8/e, Tata McGraw-Hill Co. Ltd., 2003.
5. Gupta S.P. – *Statistical Methods*, Sultan Chand and Sons, New Delhi.2003.
6. Foster, Basic Business Statistics, BS Publications, 2003
7. Amir D.Aczel & Jayavel Sounderpandian: *Business Statistics*, 4/e, TMH, 2002
8. U.K. Srivastava, G.V. Shenoy and S.C. Sharma – *Quantitative Techniques for managerial decisions*, New Age International, Mumbai, 2001
9. Siegal, Sidney: *Non-parametric Statistics for Behavioural science*, McGraw-Hill Ltd., London.
10. C.R . Kothari, *Research Methodology Methods & Techniques*, 2/e, Vishwa Prakashan, 2003.

Financial Accounting and Analysis

1. Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), Accounting Standards issued by Institute of Chartered Accountants of India.
2. The Accounting Process: Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments.
3. Valuation of fixed assets : Tangible vs Intangible assets, depreciation of fixed assets and methods of depreciation.
4. Inventory Valuation: Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill.
5. Issue of Shares and Debentures: Entries for Issue of shares, forfeiture and re-issue of forfeited shares. Issue of shares at Discount and premium. Alteration of share capital and reduction of share capital, Issue and Redemption of Debentures: Meaning, issue of debentures for cash and other than cash, treatment of discounts and losses on issue, meaning of redemption, redemption out of capital and profits.
6. Accounting for Amalgamation, Absorption and Reconstruction: Accounting treatment in the books of transferor and transferee. Simple problems.
7. Financial Analysis-I: Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.
8. Financial Analysis -II Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios – Du Pont Chart -A Case study on Ratio Analysis.

References

1. Robert N. Anthony, David F. Hawkins and Kenneth A. Merchant, *Accounting –Text and Cases*, TMH, 2003.
2. Samuel C. Weaver, J. Fred Weston, *Finance and Accounting for Non-financial Managers*, Tata McGraw-Hill Publishing Co. Ltd., 2002.
3. Horngreen : *Financial Accounting* 8/e Pearson Education, 2003.
4. P.C. Tulsian, *Financial Accounting-1*, Tata McGraw-Hill New Delhi, 2002.
5. Belverd E. Needles, Jr., *Financial Accounting*, 5/e, Houghton Mifflin Company, 1997.
6. RK Mishra & Naveen, *Readings in Managerial Economics, Accounting and Financial Analysis*, BS Publications, Hyderabad, 2004.
7. Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, *Financial Accounting*, Vikas Publishing House Pvt. Ltd., 2002.
8. S. Venkatesh, *Accounting for Management Text & Cases*, 3/e, Vikas Publishing House Pvt. Ltd., 2003.
9. S.N. Maheshwari, *Financial Accounting, Vol. I, II and III*, Vikas Publishing House Pvt. Ltd., 2002.
10. Foster : *Financial Statement Analysis* 2/e Pearson Education.

Business Law & Regulation

1. Law of Contract (Part-I): Nature of contract and essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and free consent, Legality of object.

2. Law of Contract (Part-II): Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract.
3. Special contracts: Indemnity and guarantee, Contract of Agency, Sale of goods- Rights of unpaid seller, Rights of seller.
4. Indian Partnership Act: Constitution of partnership,- Rights, duties and Liabilities of partners, Dissolution of partnership.
5. Negotiable Instruments Act: a) Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties.
6. Indian Companies Act, 1956: Steps and procedure for incorporation of the company, Company Management–Appointment of Directors, Powers, duties, & liabilities of Directors.-Board Meetings-Resolutions, Dissolution of a company.
7. Tax legislations: Important provisions of Income Tax Act: Assessment year –Assesee-gross total income, procedure for advance payment of tax and tax deducted at source. Assessment procedure.
8. Central Excise Act, 1944 and Central Excise Tariff Act, 1985.Basic concepts related to excisable goods, classification of goods, assessable value, VAT. Central Sales Tax Act, 1956, Inter-state sales, Registration, sale and purchase in the course of import and export.

References

1. N.D.Kapoor, *Business Law*, Sultan Chand & Sons, 2003.
2. S.S. Gulshan, *Mercantile Law*, Excel Books, 2001.
3. M.C.Kuchhal, *Mercantile Law*, Vikas Publishing Pvt. Ltd., 2003.
4. P.R.Chadha, *Business Law*, 2/e, Galgotia Publishing, 2002.
5. S.K.Aggarwal, *Business Law*, Galgotia Publishing Company, 2002.
6. S.N.Maheshwari & Maheshwari, *Business Regulatory Framework*, Himalaya Publishing House.2002
7. Income Tax Act with latest amendments.
8. Taxman series on Fundamentals of Income Tax (Latest).

Business Communication & Soft Skills

1. Grammar, the backbone of communication: Using correctly the nouns, pronouns, verbs (including tenses, voice) adjectives (degrees of comparison, hyphenated adjectives) adverbs, prepositions, conjunctions, articles and interjections, sentences, punctuation – Adaptation of clear sentences and paragraphs – construction of clear sentences and paragraphs – Writing for Effect.
2. Business Messages: Basic patterns of Business Messages- Introduction to messages and the writing process – directness in good news and neutral messages – indirectness in bad news messages – indirectness in persuasion and sales messages.
3. Report writing: Basics of report writing – report structure - Business and Technical Reports – Use of Visuals - Analysis of Sample Reports from Industry- Synopsis Writing, Recording of Minutes of Board Meetings – team presentations – Format and Layout of Business Documents.
4. Oral Communication: Formal and informal oral communication - Talking and elements of Good Talking - Public Speaking – The barriers to effective public speaking – Strategies to overcome the barriers – Conducting and participating in meetings, Voice training in terms of pitch variation, speaking speed, vocal emphasis, vocal quality.
5. Listening Process- Improving ability to listen. – Types of nonverbal communication - Reading skills Rapid vs Intensive Reading.
6. Written Communication: Differences Between Speaking and Writing, Features of Effective Writing Such as Clarity, Brevity, Appropriate Tone.

7. Cross Cultural Communication: Problems of cultural differences – Body position and movements - Factors of Human Relationships - Problems of language - Techniques of communicating across cultures.
8. Technology enabled communication – Computer tools for planning, gathering and collecting information, analysis and organizing, writing, presentation and transmission.

References

1. Raymond V. Lesikar, Marie E. Flatley, *Basic Business Communication*, 9/e, Tata McGraw-Hill Publishing Co. Ltd., 2002.
2. Courtland L. Bovee, John V. Thill, Barbara E. Schatzman, *Business Communication Today*, 7/E, Pearson Education, 2003.
3. Matthukutty M. Monipally, *Business Communication Strategies*, Tata McGraw-Hill, New Delhi, 2003.
4. Mary Ellen Guffey, *Business Communication Process and Product*, 3/e, Thomson South-Western, 2002.
5. Scot Ober, *Contemporary Business Communication*, 3/e, Houghton Mifflin Company, 2000.
6. Krishna Mohan, Meera Banerji: *Developing Communication Skills*, Macmillan India Ltd., 2002.
7. John M. Penrose, Robert W. Rasberry & Robert J. Myers, *Advanced Business Communication*, 4/e, Thomson, New Delhi, 2002.
8. M.K. Rampal, S.L. Gupta, *Project Report Writing Organising and Writing a Project Report in an Appropriate Style*, Galgotia, New Delhi, 2001.
9. Taylor : *Communication for Business* 3/e Pearson Education.

Business Environment

1. Industrial Policies: A brief review of industrial policies since independence, Industrial policy of 1991 and recent developments, Policy on foreign direct investment in Indian industry.
2. Fiscal Policy: Public revenues, public expenditure, public debt, development activities financed by public expenditure, An evaluation of recent fiscal policy of Government of India – Highlights of Budget.
3. Monetary Policy: Demand for and supply of money, Objectives of monetary and credit policy, Recent trends- Role of Finance Commission.
4. Balance of Payments: Structure, Major components, Causes for disequilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments, Recent trends.
5. India's Trade Policy – Magnitude and direction of Indian International trade, bilateral and multilateral trade agreements, EXIM Policy, Role of EXIM Bank.
6. WTO: Nature and scope - Organisation and structure – trading blocks – role and functions of WTO in promoting world trade – Principles followed- Agreements reached in the Uruguay round including TRIPS, TRIMS and GATS, Disputes settlement mechanism- Dumping and Anti-dumping measures – Critical review of WTO functioning.
7. Money and Capital market: Features and components of Indian Financial system, objectives, features and structure of Money market and capital market, recent developments- Stock Exchanges, Investor Protection and SEBI.
8. Legal Framework: Special features of The SICA (Special Provisions) 1985, BIFR, Consumer Protection Act, 1986, Environmental Laws (pertaining to the control and prevention of Air and Water Pollution) and The Essential Commodities Act, 1955.

References

1. Recent *Economic Survey Report* of Government of India
2. Misra and Puri: *Economic Environment of Business*, Himalaya, 2004.
3. Dutt and Sundaram , *Indian Economy*, S. Chand, New Delhi, 2004.
4. K.Aswathappa, *Business Environment*, TMH, 2004.
5. K.Aswathappa, *Essentials of Business Environment*, 7/e Himalaya, 2003.
6. Aryasri and Ramana Murthy, *Business Economics*, TMH, New Delhi 2003.
7. Aryasri and Ramana Murthy, *Banking and Financial Systems*, TMH, New Delhi, 2003
8. Francis Cherunilam: *Business Environment and Policy*, Himalaya Publishing House, Mumbai, 2003.
9. N.D.Kapoor, *Business Law*, Sultan Chand & Sons, New Delhi, 2003.

Information Technology Lab-1 (100% Lab)

1. MS Office
2. CMIE's Prowess - Corporate Database*
3. SQL
4. PL SQL

References

1. Courter, *Mastering Microsoft Office for Business Professional*, Techmedia, 2003.
2. Alexis Leon, *Introduction to Computers with MS Office 2000*, TMH, New Delhi, 2000.
3. Mansfield, *MS Office*, TMH, New Delhi 1999.
4. * Prowess- Corporate Database, Centre for Monitoring Indian Economy(CMIE), Ph.No.040-55466091-6,email-cmie.hyd@cmie.com www.cmie.com/products/prowess
5. Groff, *SQL 2/e*, The Complete Reference, TMH, 2003.
6. Sanders, D.H. *Computers In Business--An Introduction* Mc-Graw-Hill, Tokyo, 1983
7. Efraim Turban, R. Kelly Rainer, Jr., Richard E. Potter, *Introduction to Information Technology*, Second Edition, John Wiley & Sons, Inc., 2003.
8. Bayross, *PL SQL the Programming Language of Oracle*, BPB, 2002.
9. Bayross, *Oracle Teach Yourself SQL / PL SQL using Oracle 8i and 9i with SQLj*, BPB, 2002.

Semester II

Human Resource Management

1. Introduction to HRM, Objectives of HRM, HR activities, Challenges of HRM.
HR Planning: Strategic and Human Resource Planning, The HR Planning process, HR Information systems, Assessment of HR requirements.
2. Job Analysis and Design: Uses of Job analysis, methods of data collection, Job Description and Specifications. Job design, Job redesign, Job Rotation, Job enlargement, Job enrichment.
3. Recruitment and Selection: Methods of recruiting, realistic job preview, developing and using Application Blanks, Challenges of recruiting. The selection process, type of tests, basic features of interviews, types of interviews, interview errors and bias, designing and conducting the effective interview, Co-operative counseling, reference and background verification, medical evaluation, Technical, HR interview, Job offer, Induction and Placement.
4. Training and Development: Introduction to training, The training process, training methods, Management development – individual, group, organizational techniques, evaluation of training and development.

5. Appraising and Managing Performance: The appraisal process, methods, and potential problems in performance evaluations. The appraisal interview, the feedback interview. The role of appraisal in managing performance.
6. Compensation: Objectives, Influences on compensation, Compensation and motivation, job evaluation system – simple ranking, job grading, point systems, and factor–comparison system, Human relations effects of Job evaluation, compensation trends.
7. Integration: Quality of work life, Quality circles, Industrial Relations, Industrial Disputes and causes, remedial measures, Collective Bargaining. The management of conflict: Sources of grievances, the grievance procedure, Guidelines for handling grievances.
8. Maintenance of HR:
 - a) Benefits and services, security, safety, health and welfare services.
 - b) Separation, Corporate social responsibility, Global HRM.

References

1. John M. Ivancevich, Human Resource Management, 9/e, Tata McGraw- Hill, 2003.
2. Edwin B.Flippo, Personnel Management, 6/e, McGraw Hill, 2003.
3. K.Aswhappa, Human Resource and Personnel Management, 3/e, Tata McGraw Hill, 2003
4. Gary Dessler, Human Resource Management, 9/e, Prentice Hall India, 2003.
5. Robert L.Mathis and John H.Jackson, Human Resource Management, Thomson, 2003.
6. Arun Monappa, Human Resource Management, TMH, New Delhi, 2004
7. R.S.Dwivedi, Managing Human Resources: Industrial Relations in Indian Enterprises, Galogotia Publishing Company, Mumbai, 2002.
8. C.B.Memoria and S.V.Gankar, Personnel Management: Text and Cases, Himalaya, Bombay, 2003.
9. Gomez-Mejia : Managing Human Resources 3/e Pearson Education.

Financial Management

1. The Finance Function – Objective: Profit or Wealth Maximization and EPS Maximization, An overview of Managerial Finance functions- Time value of money. present value, future value of money and the basic valuation models.
2. Investment decisions: Nature of Capital Budgeting decisions - techniques of capital budgeting: Payback method, Average rate of return and Time-Adjusted methods: IRR and NPV, profitability index, and excess present value index. Advanced problems and cases in capital budgeting.
3. Cost of Capital: Concept and measurement of cost of capital, Debt vs.Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.
4. Capital structure Decisions: Capital structure vs financial structure - Capitalisation, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure theories –The Modigliani Miller Theory –A critical appraisal.
5. Dividend Decisions: Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy-dividends and valuation of the firm-the basic models. Declaration and payment of dividends. Bonus shares. Rights issue, share-splits, Walter Model and Gordon Model.
6. Working Capital Management, components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Planning of working capital, .Financing of working capital through Bank finance and Trade Credit.

7. Management of current assets –I: Management of cash,– Basic strategies for cash management, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Marketable security alternatives.
8. Management of current assets –II: Management of receivables: Objectives, credit policies, credit terms, collection policies. Management of inventory: objectives, techniques of inventory management. The importance of current assets management in working capital planning.

References

1. MY Khan and PK Jain: *Financial Management--Text and Problems*, Tata McGraw- Hill, New Delhi.2003.
 2. James C. Van Horne: *Financial Management and Policy*, Pearson Education, 2004.
 3. Weston and Brigham: *Essentials of Managerial Finance*, Pearson Education, 2001
 4. V.K. Bhalla - *Financial Management and Policy*, Anmol publications Pvt. Ltd., New Delhi.
 5. I. M. Pandey- *Financial Management*, 9/e Vikas Publishing, 2004
 6. Chakraborty, Bhattacharya, Rao and Sen – *Financial Management and control*. Macmillan India Ltd, 2003
 7. John J. Hampton -*Financial Decision Making-Concepts, Problems and Cases*, Prentice Hall. 2003.
 8. S.N.Maheswari, *Financial Management*, Vikas Publishers, New Delhi, 2003.
- Quantitative Analysis for Business Decisions
1. Quantitative Analysis: Nature and Scope – Quantitative Analysis as A frame work for Managerial Decisions; Analysing and Defining the Problem, Developing A Model, Selecting the Inputs, Coming Up With A Solution, Quantifying the Model and the Solution, Putting the Model to Work, Relationship Between the Quantitative Specialist and the Manager, Introduction to Goal (Multi-objective) and dynamic programming(Emphasis on conceptual framework – no numerical problems), Typical Applications of Operations Research .
 2. Decision Making: Using Probabilities Introduction to Decision Theory, Steps In the Decision Making, the Different environments In Which Decisions Are Made, Criteria For Decision Making Under Uncertainty, Decision Making Under conditions of Risk, Discrete Random Variables Using the Expected Value Criterion With Continuously Distributed Random Variables, Utility as A Decision Criterion, Decision Trees, Graphic Displays of the Decision Making Process, Decision Making With an Active Opponent.
 3. Linear Programming: Introduction to Maximization and Using Graphic Methods, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, the Simplex Solution to A Minimizing Problem -Duality and Sensitivity Analysis: Definition of the Dual Problem, Primal, Dual Relationships, Economic Interpretation of Duality, Dual Simplex Method, Sensitivity Or Post-optimality Analysis.
 4. Transportation Models: Definition and Application of the Transportation Model, Solution of the Transportation Problem, the Assignment Model, Traveling Salesman Problem.
 5. Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.
 6. Queuing Theory: Basic Elements of the Queuing Model, of the Poisson and Exponential Distributions, Queuing With Combined Arrivals and Departures, Queues With Priorities For Service, Tandem Or Series Queues, Obstacles In Modeling Queuing Systems, Data Gathering and Testing, Queuing Decision Models

7. Simulation: Nature and Scope, Applications, Types of simulation, Discrete Simulation Approaches, Role of Random Numbers, Gathering Observations In Simulation, Inventory Example, Queuing Examples, Simulation Languages.
8. P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration. Replacement models comprising single replacement and group replacement.

References

1. N.D.Vohra: *Quantitative Techniques in Management*, TMH, New Delhi, 2003
2. Hamdy, A.Taha: *Operations Research: An Introduction, Prentice-Hall of India*; New Delhi 2003.
3. Harvey M. Wagner: *Principles Of Operations Research*, PHI, New Delhi, 2003.
4. Barry Render; Ralph M.Stair,Jr.;Michael E.Hanna, *Quantitative Analysis for Management*, Pearson Education (Singapore) Pvt. Ltd , Delhi, 2003.
5. Hillier/Lieberman: *Introduction To Operations Research*; Tata Mc-Graw Hill, New Delhi ,2001.
6. J. K. Sharma, *Operations Research: Theory and Applications*, Macmillan India, 2001.
7. Bill E Gillett: *Introduction To Operations Research: A Computer-Oriented Algorithmic Approach*, Tata Mc-Graw Hill, New Delhi, 2002.
8. L.S.Srinath: *PERT/CPM*, East-West Publishers, Mumbai, 2003.

Production and Operations Management

1. Introduction: Overview of Production and Operations Management (POM) Function, Historical Development of POM, POM scenario Today.
2. Product and Process Design: Product and Process Development, Manufacturing Process Technology, CAD/CAM, Value Analysis.
3. Facilities Management: Location of Facilities, Layout of Facilities, Optimisation of Product/Process Layout, Flexible Manufacturing and Group Technology.
4. Aggregate Planning: Preparation of aggregate demand Forecast, Specification of Organisational Policies For Smoothing Capacity Utilization, Determination of feasible Production Alternatives and Determination of Optimal Production Strategy.
5. Scheduling: Scheduling In Job, Shop Type Production, Shop- Loading, Assignment and Sequencing, Scheduling In Mass, Continuous and Project Type Production, Line balancing Lob, Methods of Production Control.
6. Work Study : Method Study, Work measurement, Work Design, Job Design, Work Sampling, Industrial Engineering Techniques.
7. Productivity: Basic Concepts, Productivity Cycle, Productivity Engineering and Management, Total Productivity Model.
8. Quality management: Economics of Quality Assurance Inspection and Quality Control, Acceptance Sampling, Theory of control charts, control charts for variables and control charts for attributes total quality management and ISO 9000 series standards, Six Sigma

References:

1. Chase, Aquilano, Jacobs, *Operations Management for Competitive Advantage*, 9/e, TMH, 2002.
2. S.N. Chary, *Theory and Problems in Production and Operations Management*, TMH, 2002.
3. Joseph S. Martinich, *Production and Operations Management*, Willey, 2002.
4. Elwood S. Buffa, Rakesh K. Sarin, *Modern Production and Operations Management*, Wiley, 2003.
5. S.N. Chary, *Production and Operations Management*, 2/e, TMH, 2002.
6. Everett E. Adam, Jr., Ronald J. Ebert, *Production and Operations Management Concepts, Models, Behaviour*, PHI, 2002.

7. R. Panneeselvam, *Production and Operations Management*, PHI, 2003.
8. Thomas E. Morton, *Production Operations Management*, Vikas Publishing House, 2002.

Marketing Management

1. Introduction to Marketing: Needs, Wants, Demands, Products, Exchange, Transactions, Market, Marketing, Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Marketing Concept, Indian Marketing Environment.
2. Demand analysis: The Major Concepts in Demand Measurement, the Components of Modern Marketing Information System, the Marketing Intelligence system, Marketing decision system, Forecasting and Demand Measurement.
3. Market Segmentation and Targeting: Identification of Market Segments, - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets, Segmentation Basis, Selecting Target Markets, Segmentation and Targeting as a Basis for Strategy Formulation. Developing and Communicating a Positioning Strategy.
4. Product Management: Product Life Cycle, PLC as a tool for Marketing Strategy, Constituents of a Product, , Core Product, Augmented Product, Differentiated Products, Potential Product, Product Line, Product Mix , Product-line decisions, Brand decisions, classification of new products, New Product Development, Idea Generation, Idea Screening, Concept Testing, Business Analysis, Market Testing, Commercialization.
5. Pricing Strategy: Objectives of Pricing, Methods of Pricing, Selecting the final price, Adopting price, initiating the price cuts, imitating price increases, Responding to Competitor's price changes.
6. Sales and Distribution Management: Sales Techniques for Consumer/Industrial clientele-Channel Function and Flows, Channel Levels, Channel Management Decisions, types of retailers, trends in retailing, The growth and trends in Wholesaling. Sales force and sales Agency- Advantages and disadvantages.
7. Marketing Communication: the communication process , Communication mix, Managing advertising sales promotion , Public relations and Direct Marketing. Sales force Objectives, Sales force structure and size, Sales force Compensation.
8. Marketing Organisation and Control: Evolution of Marketing Department, Organizing the Marketing Department, Marketing Implementation, Control of Marketing Performance, Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control.

References :

1. Rajan Saxena: Marketing Management, 2/e, TMH, 2002.
2. Kerin, Hartley & Rudelius: Marketing—The Core, McGraw-Hill, Irwin, 2004.
3. Phillip Kotler: Marketing Management, 11/e, Pearson Publishers, 2003.
4. Lamb, Hair, Mac Daniel: Marketing, 7/e Thomson Publishers, 2004.
5. K. Douglar, Hoffman & Michael Czinkota: Marketing, The Best practices 2/e, Thomson Publishers, 2004.
6. V.S. Ramaswamy , S. Namakumari: Marketing Management, 3/e, Macmillan, 2003.
7. William D. Perreault, Jr. E. Jerome Mc Carthy, Basic marketing, 14/e, TMH. 2002.
8. Czinkota and Kotabe: Marketing Management, 2/e, Thomson, 2002.
9. Joel R. Evans, Borry Berman: Marketing in the 21st Century, 8/e, Biztantra, 2003.

Management Information Systems

1. Foundations of IS in Business – Managing the digital firm, Conceptual foundations, Perspectives on IS, Phases in building and maintaining IS, obstacles of applying IT.

2. Business processes – Viewing business as system, information systems and work systems, perspectives of work systems, Work centered analysis, Business processes, Architectural characteristics of business processes, Evaluating business process performance.
3. Types of IS – Office Automation System, Communication systems, Transaction processing systems, knowledge work systems, Management and Executive information systems, Decision support systems(Artificial intelligence, and intelligent techniques – neural networks, fuzzy logic, genetic algorithms, intelligent agents), Group Decision Support Systems (GDSS), Expert systems, Systems from a functional perspective-sales and marketing systems, manufacturing and production systems, finance and accounting systems, human resource systems.
4. IS Models – Nolan Stage Hypothesis, IS Strategic Grid, Wards Model, Earl’s Multiple Methodology, CSFs, Soft Systems Methodology, Socio-Technical Systems Approach (Mumford).
5. IS Planning - The process of IS planning, Strategic alignment of business and IT, Selecting systems to Invest – Cost / Benefit Analysis, risks, financial comparisons, Project management issues – Division of labour between the IS Department and users, Keeping the project on schedule, information sources for analyzing systems, performing interviews.
6. Building and maintaining IS – Alternative approaches for building information systems – Traditional systems life cycle, Prototypes, Application packages, end user development, Outsourcing, Deciding combination of methods.
7. IS Security, Control and Audit– System vulnerability and abuse, business value of security and control, threat of project failure, threat of accidents and malfunctions, threat of computer crime, factors that increase the risks, methods of minimizing risks, creating a control environment, IS Audit, ensuring system quality, establishing a management framework for security and control, technologies and tools for security and control.
8. Managing Information Systems – Redesigning the organization with information systems, Understanding the business value of systems and managing change, Managing International Information Systems.

References

1. Kenneth C Laudon and Jane P.Laudon, et al: Management Information Systems, 9/e, Pearson Education, 2005.
2. Steven Alter: Information Systems, Pearson, 3/e, 2002.
3. Gordon B. Davis & Margrethe H.Olson: Management Information Systems, TMH, 2002.
4. W S Jawadekar: Management Information Systems, 2/e, TMH, New Delhi, 2002
5. James A. Obrein: Management Information Systems, TMH, 10/e, 2004.
6. Gerald V.Post, David L Anderson: *Management Information Systems*, Irvin McGraw Hill, 2003.
7. C.S.V.Murthy: *Management Information System*, Himalaya ,2003
8. Suresh K Basandra: *Management Information Systems*, Wheeler, 1999.

Organizational Behavior

1. Introduction - Nature and scope – linkages with other social sciences – An overview of Environmental and organizational context - Individual Roles and Organizational Goals - Perspectives of Human Behavior, Behavioral Approach to Organizations, Variables in Human Behavior, Behavioral Analysis and Causal Models.
2. Perceptual Process: Selective Perception, Social Perception, Basic Motivational Processes, Needs and Motives, Leadership and Motivating People, Leadership Theories, Attitudes and Values, Concept of Job, Self and Awareness of Self, Conceptual Understanding of Personality.
3. Personality Development: Stages, Maturity and Immaturity Continuum, Major Determinants of Personality, Transactional Analysis, Learning Processes, Creativity and Creative Thinking.

4. Decision Making Process: Behavioral Dimensions, Groups and Group Dynamics, Informa Organizations, Group Versus Individual Interaction.
5. Inter-Personal Communication: Listening, Feedback , Collaborative Processes in Work Groups Team Building, Team Decision Making, Conflict Resolution in Groups and Problem Solving Techniques.
6. Organizations: Taxonomy, Elements of Structure, Determinants of Structure, Functional Aspects o Structure, Role Impingement, Stress in Organization. Principles Underlying the Design o Organizations, Organizational Culture, Power and Authority.
7. Management of Conflict and Change: Changing Processes and Resistance to Change Management of Motivation and Management of Learning.
8. Organizational Development: Goals, processes, models of interventions, OD techniques and OL applications.

References

1. Luthans, Fred: Organisational Behaviour 9/E, McGraw-Hill, 2002.
2. Saiydaian, Orgaisational Behaviour, TMH, New Delhi, 2003
3. Newstrom W.John & Davis Keith, Organisational Behaviour-- Human Behaviour at Work, 11/E, TMH New Delhi, 2003.
4. McShane L.Steven &Glinow A.A.V, Organisational Behaviour 2/e, Tata McGraw-Hill, New Delhi 2003.
5. Hellriegel, Slocum & Woodman, Organisational Behaviour, 9/e, South Western Thomson Learning Singapore, 2001.
6. Robbins, P.Stephen, Organisational Behaviour, 10/e, Pearson Education, New Delhi, 2004.
7. Buchanan David & Huczynski Andrzej: Organisational Behaviour: An Introductory Text, 3/e, Prentice Hall, Europe, 1997.
8. Khandwala, P. The Fourth Eye, Wheeler, New Delhi, 2003.
9. Pareek Udai: Behavioural Procees at Work, Oxford &IBH, New Delhi, 2003.

IT Lab-2 (100 % Lab)

1. Oracle 8i
2. SPSS
3. MS Projects

References

1. Scott Urman, *Oracle 8i-PL SQL Programming*, TMH, 2000.
2. Loney, *Oracle 8i—The Complete Reference*, TMH, 2000.
3. Loney, *Oracle 9i—The Complete Reference*, TMH, 2002.
4. Bayross, *Oracle Teach Yourself SQL / PL SQL using Oracle 8i and 9i with SQLj*, BPB, 2002.
5. Abbey, *Oracle 8i—A beginner's Guide*, TMH, 2000.
6. Courter, *Mastering Microsoft Project*, BPB, 2002.
7. Pyron, *Using MS Project*, Techmedia, 2002.
8. Bayross, *PL SQL the Programming Language of Oracle*, BPB, 2002.

Semester III

Logistics and Supply Chain Management

1. Logistics and Competitive strategy: Competitive advantage – Gaining Competitive advantage through logistics – The Mission of Logistics Management - Integrated supply chains - Supply Chain and Competitive performance - The changing logistics environment - Models in Logistics

Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management.- Performance Measures for SCM.

2. Customer Service Dimension: The marketing and logistics interface – Customer service and customer retention – Service-driven logistics systems – Basic service capability – Increasing customer expectations - Value added services – Customer satisfaction and success – Time based logistics - Case studies.
3. Logistics system design: logistics positioning - Logistics reengineering – reengineering procedure – logistics environmental assessment – time based logistics - alternative logistics strategies – strategic integration - logistics time-based control techniques.
4. Measuring logistics costs and performance: The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottomline – Impact of Logistics on shareholder value - customer profitability analysis –direct product profitability – cost drivers and activity-based costing.
5. Logistics and Supply chain relationships: Benchmarking the logistics process and SCM operations –Mapping the supply chain processes – Supplier and distributor benchmarking –setting benchmarking priorities –identifying logistics performance indicators –Channel structure – Economics of distribution –channel relationships –logistics service alliances.
6. Sourcing, transporting and pricing products: sourcing decisions in supply chain – transportation in the supply chain – transportation infrastructure – suppliers of transport services – basic transportation economics and pricing – transportation documentation - pricing and revenue management in the supply chain -Cordination in the supply chain- pricing and revenue management in supply chains.
7. Coordination and Technology in Supply chain: Lack of coordination and Bullwhip Effect - Impact of lack of coordination – obstacles to coordination - managerial levers to achieve coordination – Building strategic partners and trust within a supply chain. Role of IT in the supply chain – Customer Relationship Management –Internal supply chain management - Supply chain IT in practice - Information technology and the supply chain – E-business and the supply chain – E-business Framework - case studies.
8. Managing global logistics and global supply chains: Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – The global supply chains - Global supply chain business processes –Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management – case studies.

References

1. Donald J.Bowersox and David J.Closs, *Logistical Management: The Integrated Supply Chain Process*, TMH, 2003.
2. Martin Christopher, *Logistics and Supply Chain Management*, Pitman, London 1993.
3. Sunil Chopra and Peter Meindl: *Supply chain Management: Strategy, Planning and Operation*, 2/e, Pearson Education, New Delhi 2002.
4. B.S.Sahay, *Supply Chain Management for Global Competitiveness*, Macmillan, New Delhi.2003.
5. Philip B.Schary, Tage Skjott-Larsen: *Managing the Global Supply Chain*, Viva, Mumbai, 2000.
6. Arjan J Van Weele: *Purchasing and Supply Chain Management—Analysis, Planning and Practice*. 2/e Thomson Learning, 2000.
7. Ballou, *Business Logistics/Supply chain Management*5/e Pearson Education.

Cost and Management Accounting

1. Introduction to management accounting: Management accounting vs Cost accounting vs. financial accounting, role of accounting information in planning and control, cost concepts and managerial use of classification of costs. The management process and accounting.
2. Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate and labour hour rate.
3. Costing for specific industries: Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production.
4. Marginal Costing: Introduction, Application of Marginal costing in terms of cost control, profit planning, evaluation of performance, decision making, fixation of selling price, make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning.
5. Break-even-analysis: concept of cost-volume-profit relationship, mechanics of B.E. analysis, Determination of Break even point, Break-even-graph and assumptions of BEP, importance, Margin of safety and angle of incidence. Application of BEP for various business problems.
6. Budgetary Control: Budget, budgetary control, steps in budgetary control, Fixed vs Flexible budgets, different types of budgets: sales budget, , cash budget, production budget, master budget, budget reports for management control. Zero based budgeting.
7. Standard Costing: Standard Cost and Standard Costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing, analysis of variance, material variance, labour variance and sales variance.
8. Inter-firm comparison : Need for inter-firm comparison, types of comparisons, advantages. An introduction to cost audit and management audit.

References

1. M.Y. Khan, P.K. Jain, Management and Cost Accounting: Theory and Problems, Tata McGraw-Hill, New Delhi, 2003.
2. Charles T. Horngren: Cost Accounting –A Managerial Emphasis, Prentice Hall of India, New Delhi, 2003
3. Horngren, Charles: Introduction to Management Accounting, Prentice Hall of India, 2003.
4. P.C. Tulsian, Practical Costing, Vikas Publishing House Pvt. Ltd., 2002.
5. Hrishikesh Chakraborty, Srijit Chakraborty, Management Accountancy, 1997.
6. M.Y. Khan, P.K. Jain, Management Accounting and financial Analysis, Tata McGraw-Hill Publishing Co. Pvt. Ltd., 2000.
7. M.E. Thukaram Rao, Management Accounting, New Age International (P) Ltd, Publishers, 2003.
8. R.P. Rustagi, Management Accounting, Galgotia Publishing Company, 2003.
9. James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc., 2001.

Research Methodology

1. Introduction : Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research.
2. Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design.

3. Measurement concepts : Measurement and Scaling concepts, attitude measurement, questionnaire design, Psychometric, psychological and social instruments used in management research. Levels of measurement and types of scales. Criteria for good measurement.
4. Research Design: Meaning of Research Design. Functions and goals of Research Design, characteristics, phases, design for different types of research, outlining a research proposal, pilot study and developing a case study
5. Data Analysis : Editing and coding, transform raw data into information, basic data analysis, descriptive statistics. *Univariate Statistics* – stating a hypothesis, hypothesis testing, choosing the appropriate statistical technique, discriminant analysis, factor analysis, cluster analysis, conjoint analysis and content analysis.
6. Survey research and field work: media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management.
7. Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bivariate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.
8. SPSS and Report Presentation: Use of Statistical Package for Social Sciences, report writing - Mechanics of report writing, preliminary pages, main body and appendices including bibliography, oral presentation, communicating research results for publication in business news papers, magazines and journals.

References

1. Donald R. Cooper, Pamela S. Schindler, *Business Research Methods*, TMH, 2003.
2. William G. Zikmund, *Business Research Methods*, Thomson, South-western, 2003.
3. C.R.Kothari, *Research Methodology*, Wishwa Prakashan, 2003.
4. D.M.Pestonjee, (Ed.) *Second Handbook of Psychological and Social Instruments*, Concept Publishing, New Delhi, 2001.

Enterprise Resource Planning

1. Introduction to ERP: Overview of ERP – Introduction and Evaluation of ERP, Reasons for the growth of the ERP-Market, Advantages and Disadvantages of ERP, Overview of Enterprise – Integrated Management Systems, Business Modeling, Integrated Data Model.
2. ERP-and Related Technologies: Business Process Re-engineering (BPR) – Best Practices in ERP, Re-engineering Options – Clean State Re-engineering, Technology Enabled Re-engineering, Business Intelligence Systems-Data Mining, Data Warehousing, On-Line Analytical Processing (OLAP), Supply Chain Management.
3. Benefits of ERP: Reduction of Lead Time, On-Time Shipment, Reduction in Cycle Time, Improved Resource Utilisation, Better Customer Satisfaction, Improved Supplier Performance, Increased Flexibility, Reduced Quality Costs, Improved Information Accuracy and Design Making Capabilities (Case Studies)
4. ERP System Options and Selection Methods: Optimal Means of Developing an ERP, Measurement of Project Impact, IT Selection and Project Approval, ERP proposal Evaluation, Project Evaluation Techniques, Testing.
5. ERP Implementation and Maintenance: Implementation Strategy Options, Features of Successful ERP Implementation, and Strategies to Attain Success, User Training , ERP Maintenance.

6. ERP – The Business Modules: Introduction: – Finance, Manufacturing (Production), Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution.
7. ERP – The Market: Introduction to ERP Market – SAP AG, PeopleSoft, Baan Company, Oracle Corporation, JD Edwards World Solutions Company, QAD, System Software Associates, Inc. (SSA) – *Case Studies*.
8. Future Directions in ERP: Introduction – New Markets, New Technologies, Faster Implementation Methodologies, New Business Segments, Trends in Security.

References

1. Alexis Leon, Enterprise Resource Planning, 10/E, TMH, 2004.
2. Alexis Leon, ERP (Demystified), 5/E, TMH, 2002.
3. David L Olson, Managerial Issues of Enterprise Resource Planning Systems, McGraw Hill, International Edition-2004.

Retailing Management

1. Introduction to the world of Retailing: Advent of retailing -Functions of retailing - Types of retailing -Customer buying behavior.
2. Retailing Strategy: Target market & Retail format - Growth strategies - Strategic retail planning process - Factors to be considered for retail planning.
3. Human resources & Administrative Strategy: Designing the organizational structure for retail firm - Retail organization structures.
4. Merchandize Management: Merchandize planning - Sources of merchandize -Category Management - Buying systems to stores - Allocation of merchandize.
5. Pricing and Communication Strategies in Retailing: Retail pricing strategies –Approaches for setting pricing – Pricing adjustments – Using price to stimulate retail sales – Promoting the merchandise – Implementing an advertising plan.
6. Store Management :Objectives of a good store design –Store design – Store layout – Space planning – Merchandise presentation techniques and atmospherics.
7. Location strategies: Shopping centers –Freestanding sites – Location and retail strategies- Factors affecting the demand for a region or trade area –Factors affecting the attractiveness of a site.
8. Retailing in India: The present Indian retail scenario – Factors affecting retailing in India – Region wise analysis of Indian retailing – Retailing opportunities in India. CRM in retail management, prompt delivery, customer satisfaction after sales service etc.

References

1. Levy & Weitz, Retailing Management ,5th Ed, TMH, 2003.
2. A.J.Lamba, The art of Retailing,1st Ed, TMH, 2003.
3. Andrew J Newmann & Petes cullen, 1st Ed, Thomson Learning, 2003.
4. George H Lucas, Robert P Bugh & Larry G. Gresham 1997 1st, AIPD.
5. Barry Berman Joel &R Evans, Retailing Management-A Strategic Approach,8th Ed, Pearson Education,2002.
6. Gilbert : Retail Marketing Management, Pearson Education.

Project Synopsis Report (Seminar Paper 50 marks)

Semester IV

Strategic Management

1. Introduction- Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy – Concepts of Core Competence, Crafting a strategy.
2. Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Strategy and Competitive advantage.
3. Strategic Analysis and Choice: Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model, Market Life Cycle Model - Capability Maturity Model (CMM) and Organisational Learning, Impact Matrix and the Experience Curve, Generic Strategies.
4. Strategy Formulation : Strategy Framework For Analysing Competition, Porter's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies : Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations.
5. Strategy Implementation : Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalising and institutionalizing strategy - Strategies for competing in Globalising markets and internet economy - Organisational Values and Their Impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.
6. Turnaround Strategy, Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures.
7. Diversification Strategy : Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.
8. Strategy Evaluation and control – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

References

1. Thompson & Strickland: Strategic Management, Concepts and Cases. Tata McGraw-Hill, 12/e, New Delhi, 2003.
2. Gregory Dess and G.T. Lumpkin, Strategic Management – Creating Competitive Advantage, McGraw Hill International, 2003.
3. Lawrence R Jauch, R.Gupta & William F.Glueck: Business Policy and Strategic Management, Frank Bros. Delhi, 2003..
4. Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, TMH, New Delhi, 2003.
5. Hitt, Ireland & Hoskisson:Strategic Management: Competitiveness and Globalisation, 4/E, Southwestern Thomson Learning, Singapore, 2001.
6. Saloner, Shepard & Podolny, Strategic Management, John Wiley, New York, 2001.
7. Allan Afuah, Business Models: A Strategic Management Approach, TMH, 2004
8. Wheelen & Hunger, Concepts in Strategic Management and Business Policy, 9/E Pearson Education, New Delhi, 2004.
9. John A.Pearce II & Richard B.Robinson, Jr. Strategic Management: Strategic Formulation and Implementation, AITBS Publishers & Distributors, Delhi, 2003

10. Charles W.L.Hill & Gareth R.Jones: Strategic Management Theory: An Integrated Approach, Houghton Mifflin, Boston, 2001.

Management of Technology

1. The Process of Technological Innovation: The Need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation.
2. Strategies For Research and Development: R&D as A Business, Resource Allocation to R&D, R&D Strategy In the Decision Making Process, Selection and Implementation of R&D Strategy, R and D and Competitive Advantage, New Product Development.
3. Creativity and Problem Solving: The Creative Process, Creative Individuals, Main Characteristics, Techniques For Creative Problem Solving.
4. Financial Evaluation of Research and Development Projects: The Need For Cost Effectiveness, R&D Financial Forecasts, Risk as a Factor In Financial Analysis, Project Selection Formulae, Allocation of Resources, DCF and Other Techniques of evaluating R&D ventures.
5. Research and Development: Programme Planning and Control, Portfolio Planning, Project Planning and Control, Project Termination, Resource Allocation and Management.
6. New Product Development: New Product Development as a Competitive Strategy, Market Research For Developing New Products, Commercialisation of Research Outcomes, Industrial Design, Product Architecture and Design For Manufacture, Developing Indigenous Substitute For Raw Materials.
7. Technological Forecasting For Decision Making: The Definition of Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organisation For Technological Forecasting, Current Status.
8. Transfer of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

References

1. Tarek Khalil, Management of Technology—The Key to Competitiveness and Wealth Creation, McGraw Hill, Boston, 2000.
2. V.K.Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2003.
3. Norma Harrison & Danny Samson, Technology Management—Text and International Cases, McGraw-Hill Internationa, 2001.
4. IGNOU Course material on Technology Management.
5. P.N.Rastogi, Managing Creativity, Macmillan India Ltd, 2003.
6. William L Miller and Longdon, Morris, Fourth Generation R & D, John Wiley & Sons Inc.
7. Pradip N Khandwalla: Lifelong Creativity—An Unending Fest, TMH, 2004.
8. Pradip N Khandwalla: Corporate Creativity, TMH, 2003.

ELECTIVES-I

Services Marketing (Elective-I)

1. Understanding services marketing: Introduction, services in the modern economy, Classification of services, marketing services Vs. Physical services, services as a system.
2. Customer Relationship Marketing: Relationship Marketing, the nature of service consumption, understanding customer needs and expectations, Strategic responses to the intangibility of service performances.
3. Services market segmentations: The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations, customer loyalty.
4. Creating value in a competitive market: Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.
5. Pricing strategies for services: Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice.
6. Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.
7. Planning and managing service delivery: Creating delivery systems in price, cyberspace and time. The physical evidence of the service space. The role of intermediaries, enhancing value by improving quality and productivity.
8. Marketing plans for services: The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitoring marketing planning and services.

References

1. Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing—Integrating Customer Focus Across the Firm, 3/e, TMH, 2003.
2. Thomas J. DeLong & Asish Nanda: Managing Professional Services—Text and Cases, McGraw-Hill International, 2002.
3. Christopher Lovelock: Services Marketing People, Technology, Strategy, Fourth Edition, Pearson Education, 2002.
4. Mark Davis, Managing Services People and Technology, McGraw-Hill International, 2002
5. Adrian Payne, The Essence of Services Marketing, Prentice-Hall of India Pvt. Ltd., 2002.
6. Roland T. Rust and P.K. Kannan, e-Service New Directions in Theory and Practice, Prentice-Hall of India Pvt. Ltd., 2002.
7. James A. Fitzsimmons, Services Management—Operations, Strategy and Information Technology, 3/e, McGraw-Hill International, 2003.
8. Rao, Services Marketing, Pearson Education.

Consumer Behavior (Elective-1)

- 1 Introduction to Consumer Behaviour- Consumer Behaviour and Marketing Strategy, Understanding consumers and market segments. Evolution of Consumer Behaviour, Consumer analysis and business strategy.
- 2 Psychological Foundations of Consumer Behaviour - Consumer Motivation, Consumer Perception, Personality and Consumer Behaviour, Learning and Behaviour Modification, Information Processing, Memory Organisation and Function, Attitude Formation and Attitude Change.

- 3 Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Social Stratification, Reference Groups and Family Influences, Personal influence.
- 4 Communication and Consumer Behaviour – Components of communications process, designing persuasive communication and Diffusion of Innovations.
- 5 Consumer Decision Processes - High and Low Involvement, Pre-purchase Processes, Purchase, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behaviour.
- 6 Models of Buyer Behavior, Howard Model, Howard-Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behaviour Model.
- 7 Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.
- 8 Consumer Protection : Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National Consumer Disputes Redressal Commission.

References

1. Hawkins, Best, Coney, Consumer Behaviour, 8/e, TMH, New Delhi, 2002.
2. Kumar: Conceptual Issues in Consumer Behavior : The Indian Context, Pearson Education, New Delhi, 2003
3. Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, Second Edition, Bizttantra, New Delhi, 2003.
4. David L Loudon and Albert J Della Bitta, Consumer Behaviour, 4/e, TMH, New Delhi, 2002.
5. Schiffman, L.G and Kanuk L.L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2003.
6. Roger D. Black Well et al, Consumer Behaviour, 9/e Thomson, New Delhi, 2002
7. K.K.Srivastava, Consumer Behaviour, Galgotia Publishing Co. New Delhi, 2003.
8. Henry Assael, Consumer Behaviour, 6/e, Thomson, New Delhi, 2001
9. Michael R. Solomon, Consumer Behaviour, 5/e, PHI, New Delhi, 2003

International Marketing (Elective-I)

1. International Marketing Scope and Significance of International Marketing, the strategic importance of international marketing , Differences between international and domestic marketing . Need for international trade, trends in foreign trade.
2. International market environment: International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment ,Business Customs in International Market.
3. Canalising and targeting international market opportunities: regional market Characteristics, Marketing in transitional economies and third world countries, international market segmentation and targeting .
4. International Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting , Foreign Manufacturing Strategies Without Direct Investment, Foreign Manufacturing Strategies With Direct Investment. Entry Strategies of Indian Firms.
5. International product management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion–Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market.
6. International Marketing Channels: channels –Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing An international Distribution

Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods.

7. Pricing and Promotion for international Markets: Environmental influences on Pricing Decisions , Grey Market goods, Transfer pricing, Global Pricing – Policy Alternatives. Global Advertising and brandy, selecting an advertising agency. Personal selling, Sales Promotion, Public Relations and Publicity, Sponsorship Promotion.
8. Export Marketing: Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

References

1. Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
2. Sak Onkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice-Hall of India Pvt. Ltd., 2000.
3. Isobel Doole and Robin Lowe, International Marketing Strategy, 2/e, Thomson Learning, 2003.
4. Subhash C. Jain, International Marketing, 6/e, South-Western, 2001.
5. Vern Terpstra, Ravi Sarathy, International Marketing, 8/e, Harcourt Asia Pvt. Ltd., 2001.
6. Keegan: Global marketing Management 7/e Pearson Education, Delhi, 2003.

Advertising,Sales Promotion and Distribution(Elective-I)

1. Advertising: Changing concept, role of advertising in a developing economy, a critical appraisal, types of advertisement consumer, industrial, institutional, retail, trade and professional, advertisement in marketing mix.
2. Organising for Advertising: Advertising department and advertisement manager, objectives and functions - Role of advertisement agencies functioning of advertisement agencies. Advertising agency skills and service, client agency relationship.
3. Advertisement budgets: Types, determining optimal expenditure, decision models, sales response and decay, communication, state, competitive share.
4. Ad media: Characteristics, media selection, optimizing and non optimizing approaches, media scheduling, media research- Sources of themes: Adapting presentation to medium campaign, USP, brand image, positioning, purchase proposition and creative interpretation, insertions, contract.
5. Advertisement: Visual layout, art work, production traffic copy, effective use of words, devices to get greater readership interrelation.
6. Advertisement effectiveness: Pre-testing, post testing, experimental designs.
7. Sales Promotion: Definition, role, types, consumer sales promotion, dealer display contests, discounts, bonus offers, retail merchandising techniques. Publicity: Public relations campaign, use of press, radio and TV, opinion building, customer service and community service.
8. Public Relations, Publicity and corporate advertising. Process of PR, Publicity, power of publicity, control and dissemination of publicity, advantages and disadvantages.

References

1. Spiro, Stanton & Rich: Management of Sales Force, TMH, 2003.
2. George E Belch and Michael A Belch, Advertising and Promotion, 6th Edition, TMH, 2003.
3. Batra : Advertising Management 5/e Pearson Education, 2003.
4. Jobber : Selling and Sales Management 6/e Pearson Education.
5. Clow : Integrated Advertising, Promotion and Marketing Communications Pearson Education, 2002.
6. Wells : Advertising :Principles and Practice 6/e Pearson Education

Elective-II

Security Analysis and Portfolio Management(Elective-II)

1. Investments: The investment environment, classification and functions of financial markets and financial instruments. Securities trading – types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets.
2. Portfolio Theory: Concept of Risk, measuring risk and returns, Portfolio risk – measurement and analysis, mean – variance approach, business risk and financial risk and treatment in portfolio management.
3. Equilibrium in Capital Market: The Capital Asset Pricing Model, Single-index model, Arbitrage Pricing theory, Market Efficiency.
4. Bond Analysis: Bond Pricing Theorems, Convexity, duration, bond immunization, active bond management and passive bond management.
5. Equity Valuation Model: Discounted Cash-flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA).
6. Security Analysis: Macroeconomic and industry analysis and company analysis..
7. Derivatives: Option markets, option strategies and option valuation, Futures markets, strategies and pricing. Stock index futures, interest rate futures, Swaps using caps and floors in investment management.
8. Active Portfolio Management: Mutual Funds Growth of mutual funds in India, Structure. Performance evaluation of mutual funds, conventional theory, performance measurement with changing portfolio composition.

References

1. Stephen H.Penman: Financial Statement Analysis and Security Valuation, TMH, 2004.
2. William F. Sharpe, Gordon J.Alexander and Jeffery V.Bailey: Investments, Prentice Hall, 2002.
3. Donald E. Fischer and Ronald J.Jordan: Security Analysis and Portfolio Management, Pearson Education, 2004.
4. Charles P. Jones, Investments Analysis and Management, eighth Edition, John Wiley & Sons, 2001.
5. Prasanna Chandra, Investment Analysis and Portfolio Management, 3/e Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2003.
6. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, 5/e, John Wiley & Sons, 2001.
7. Sidney Cottle, Roger F. Murray, Frank E. Block, Graham and Dodd: Security Analysis, 5/e, Tata McGraw-Hill, New Delhi, 2002.
8. Ranganatham : Investment Analysis and Portfolio Management Pearson Education.

Financial Institutions and Services(Elective-II)

1. The basic Theoretical Framework: The financial system and its technology; The factors affecting the stability of the financial system; Development finance vs. universal banking; Financial intermediaries and Financial Innovation; RBI-Central Banking.
2. The Financial Institutions: A brief historical perspective. An update on the performance of IDBI, ICICI, IFCI and SFCs, LIC & GIC.

3. The banking Institutions: Commercial banks – the public and the private sectors – structure and comparative performance. The problems of competition; interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support.
4. The Non-banking financial institutions : Evolution, control by RBI and SEBI. A perspective on future role. Unit Trust of India and Mutual Funds. Reserve bank of India Framework for/Regulation of Bank Credit . Commercial paper: Features and advantages, Framework of Indian CP Market, effective cost/interest yield.
5. Insurance: The Economics of Insurance; Life Insurance; Reinsurance; The Insurance Industry and its regulation. Efficiency and the Structure of the Insurance Industry; Pension funds; Pension plans today.
6. Financial services: Asset/fund based Financial services – lease finance, consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing. Fee-based / Advisory services: Stock broking, credit rating.
7. Merchant Banking: Functions and activities, underwriting, bankers to an issue, debenture trustees, portfolio managers.
8. Operations: Financial Assets/ Instruments Rights issues, issue of Debentures, issue of Equity shares – pre-issue activity, post-issue activities. The regulatory framework: SEBI and Regulation of Primary and Secondary Markets, Company Law provisions.

References

1. M.Y.Khan , Financial Services, Tata McGraw-Hill, New Delhi, 2004.
2. Harsh V.Verma, Marketing of Services, Global Business Press, 2002
3. Sames L .Heskett, Managing In the Service Economy, Harvard Business School Press, Boston, 2001.
4. M.Y.Khan, Indian Financial System, 4/eTata Mc Graw-Hill, New Delhi, 2004
5. Frank.J.Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, 3/e, Pearson Education Asia, 2002.
6. H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd.2002.
7. Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi, 2003.
8. Pathak : Indian Financial Systems Pearson Education

International Financial Management(Elective-II)

1. International Financial Management: An overview, Importance, nature and scope, Theories of International business, International Business Methods, Recent changes and challenges in IFM.
2. International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows.
3. International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).
4. Foreign Exchange Market: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of arbitrage, speculation in the forward market.
5. Currency Futures and Options Markets: Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.
6. Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. International arbitrage and

interest rate parity . Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect.

7. Long term Asset –liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Financing: Equity, Bond financing, parallel loans.
8. Short–term Asset–Liability Management: International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

References

1. P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi, 2004.
2. Alan C.Shapiro, Multinational Financial Management, 4/e, Prentice Hall India Private Ltd, 2004
3. Jeff Madura, International Financial Management, 6th edition, Thomson Publications.
4. Maurice D.Levi, International Finance, 3rd edition, Tata Mc Graw-Hill, New Delhi, 2003.
5. S.Eun Choel and Risnick Bruce, International Financial Management, Tata Mc Graw Hill, 2001.
6. David K. Eiteman, Arthur I.Stonehill and Michael H.Moffeth, Multinational Business Finance, 10th edition, Pearson Education 2004.
7. P.K Jain, Josette Peyrard and Surendra S. Yadav, International Financial Management, Macmillan Publishers, 2001.
8. Prakash G. Apte, International Finance A Business Perspective, Tata McGraw-Hill Publishing Co. Ltd., 2003.
9. Adrian Buckley, Multinational finance, Third Edition, Prentice-Hall of India Pvt. Ltd., 2001.
10. Melvin : International Money and Finance 7/e Pearson Education.

Strategic Investment and Financing Decisions (Elective-II)

1. Investment decisions: Project Investment Management vs. project management-introduction to selection of profitable projects. Evaluation of investment opportunities, basic issues, replacement decisions, traditional methods of appraisal and discounted cash flow techniques, equivalence of NPV and IRR, The case of intangible benefits and costs. Profitability Index and Excess present value Index.
2. Investment decisions under conditions of uncertainty: Discussion on risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation..
3. Types of Investments and disinvestments: Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Techroin, Robichek and Mordalbasso (TRM) solution in dealing with pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.
4. Critical analysis of appraisal techniques: Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.
5. Investment Decisions under capital constraints: Capital Rationing Vs. Portfolio. Portfolio Risk and diversified projects.

6. Strategic Analysis of selected investment decisions: Lease Financing, Leasing Vs. Operating Risk, borrowing vs. procuring. Hire purchase and Instalment decisions. Mergers and acquisitions in Capital Budgeting, cash vs. equity for financial mergers.
7. Financing Decisions: International Capital Structure: Modigliani Miller Model: Hamada Model of Market Risk: The Miller Model: The Trade-Off Models and Agency Costs: Capital Structure Theory –the Signaling Model.
8. Financial Distress: Consequences, Issues, bankruptcy, settlements, reorganization and Liquidation in Bankruptcy.

References

1. Prasanna Chandra, Financial Management, 5/e, Tata McGraw-Hill, 2003
2. Prasanna Chandra , Projects: Planning, Analysis, Financing Implementation and Review, 5/e TMH, New Delhi, 2003
3. Bodie, Kane, Warcus: Investments Tata McGraw-Hill, New Delhi, 2002,
4. Brigham E.F & Houston J.F., Financial Management, Thomson Publications, 2003.
5. V.K. Bhalla, Financial Management and policy., Anmol Publications Pvt. Ltd.,
6. I.M. Pandey, Financial Management, Vikas Publishing House,2003.
7. MY Khan and PK Jain, Financial Management: Text and Problems, Tata Mc Graw-Hill Publishing Co, 2003.
8. V. K. Kapoor, Operations Research, Sultan Chand & Sons, New Delhi, 2003.
9. Richard Pike & Bill Neale: Corporate Finance & Investment—Decisions and Strategies, 2/e, PHI, New Delhi, 2002.
10. Alexander : Fundamentals of Investment 3/e Pearson Education

Elective-III

Data Warehousing And Data Mining(Elective-III)

1. Managing Data: Individual Data Management, Organisational Data Management, Components of Organisational Memory, Evaluation of Database Technology
2. File-Oriented Systems: Meeting the Need for Random Access Processing Information as Resource, Other Limitations of Traditional File Systems, Data Base Systems, Hierarchical Network Model Systems, Relational Database Systems - Database Systems: Hardware, Software, Data, People and Relationship of the four System Components.
3. Database Systems in the Organisations: Data Sharing and Data Bases – Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations, The Role of the Data Base, Strategic Data Base Planning – The Need for Data Base Planning, The Data Base Project, The Data Base Development Life Cycle (DDLDC)
4. Risks and Costs of Database: Organizational Conflicts – Development Project Failures – System Failure – Overhead costs – Need for Sophisticated Personnel – Separating Physical and Logical Data Representation – Client / Server Data Base Architecture, Three-Level Data Base Architecture
5. Data warehousing Introduction: What is a Data warehouse, Who uses Data warehouse, Need for Data warehouse, Applications of Data warehouse Concepts.
6. The Data warehouse Data Base: Context of Data warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure, Getting Data into the Data warehouse – Extraction, Transformation, Cleaning, Loading and Summarization, Meta Data – Human Meta Data, Computer Based Meta Data for people to use, Computer-based Meta Data for the computer to use.
7. Analyzing the Contexts of the Data warehouse: Active Analysis, User Queries – OLAP, OLAP Software Architecture – Web Based OLAP, General OLAP Product Characteristics, Automated

Analysis – Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbour Approaches, Putting the Results to Use.

8. Constructing A Data warehouse System: Stages of the Project - The Planning Stage – Justifying the Data warehouse – Obtaining User Buy-in – Overcoming Resistance to the Data warehouse – Developing a Project Plan, Data warehousing Design Approaches – The Architecture Stage – The Data warehouse Data Base – The Analysis Architecture – Data warehouse Hard Ware.

References

1. McLaren & McLaren: Data Warehousing and Data Mining, Tata McGraw-Hill, New Delhi, 2003.
2. Alex Berson, Stephen Smith & Kurt Thearling: Building Data Mining Applications for CRM, TMH, 2004.
3. Richard T Watson: Data Management Data Bases and Organisations, 3/E John Wiley & Sons, Inc. – 2002
4. Gary W Hansen, James V Hansen: Data Base Management and Design, 2/E, PHI – 2000 New Delhi.
5. Hector Garcia, Molina, Jeffrey D. Ullman, Jennifer Widom: Data Base System Implementation, Pearson Education, 2001.
6. Arun K Majumdar, Primitimoy Bhattacharyya: Data Base Management Systems, Tata McGraw-Hill, New Delhi, 2003.
7. Efrem G Mallach: Decision Support and Data Warehouse Systems, Tata McGraw-Hill, New Delhi, 2003.
8. Michael J. A. Berry, Gordon S. Linoff, Mastering Data Mining, John Wiley and Sons, Inc. – 2000.
9. Marakas : Modern Data Warehousing, Mining, and Visualization Core Concepts Pearson Education
10. Richard Pike & Bill Neale: Corporate Finance & Investment—Decisions and Strategies, 2/e, PHI, 2002.
11. Dunham : Data Mining : Introductory and Advance Topics, Pearson Education.

e-Commerce (Elective-III)

1. Introduction to e-Commerce: Framework, Architecture, Benefits and Impact of e-Commerce, The Anatomy of e-Commerce applications, e-Commerce Consumer applications, e-Commerce Organisation Applications, e-commerce in India, Prospects of e-commerce.
2. Network Infrastructure for e-commerce: Intranet, Extranet, & Internet, Internet Backbone in India, ISP and services in India, OSI Model, Standards & Overview of TCP/IP, Internet Security, e-commerce & Internet.
3. E-commerce Models: Business-to-Business–Hubs, Market Places, Business-to-Business Exchange, Business-to-Consumer, Consumer-to-consumer, Business-to-Government, Government-to-Government.
4. e-Advertising & Marketing: The new age of information–based Marketing, Emergence of internet as a competitive advertising media, Market Research, Weakness in Internet Advertising, e-Advertising & Marketing in India.
5. Electronic Payment Systems: Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System, Requirements Metrics of a Payment System.
6. Electronic Data Exchange: EDI- Definitions & Applications, Standardisation and EDI, EDI- Legal Security and Privacy Issues, Advantages & Limitations of EDI.
7. E-Security: Securing the Business on Internet- Security Policy, Procedures and Practices, Transaction Security, Cryptology, Digital Signatures, Security Protocols for Web Commerce.

8. e-CRM: CRM, what is e-CRM , it's Applications, The e-CRM Marketing in India, Major Trends, Global Scenario for e-CRM , CRM utility in India.

References

1. Jeffrey F.Rayport & Bernard J.Jaworski: Introduction to E-commerce, TMH, 2003.
2. Kalakota & Winston: Frontiers of E-commerce, Pearson Education, Mumbai, 2002.
3. David Whiteley: E-Commerce- Strategy technologies and Applications, Tata Mac-Graw Hill, New Delhi, 2000.
4. C.S.V.Murthy: E-Commerce–Concepts, Models & Strategies, Himalaya Publishing house, Mumbai, 2003.
5. Kamallesh K Bajaj & Debjani Nag: E-Commerce, the Cutting Edge of Business- Tata McGraw-Hill, New Delhi, 2002.
6. Bharat Bhaskar: Electronic Commerce,Tata Mc-Graw-Hill, New Delhi, 2003.
7. Perry: E-Commerce, Thomson Publications, New Delhi,2003.
8. Elias M.Awad: Electronic Commerce,Prentice-Hall India, New Delhi,.2002.

Systems Audit(Elective-III)

1. Overview of Information System Auditing, Effect of Computers on Internal Controls, Effects of Computers on Auditing , Foundations of information Systems Auditing, Conducting an Information Systems Audit.
2. The management Control Framework-I: Introduction, Evaluating the planning Function, Evaluating the Leading Function, Evaluating the Controlling Function, Systems Development Management Controls, Approaches to Auditing Systems Development , Normative Models of the Systems Development Process, Evaluating the Major phases in the Systems Development Process, Programming Management Controls, Data Resource Management Controls.
3. The Management Control Framework-II: Security Management Controls, Operations management Controls Quality assurance Management Controls.
4. The Application Control Framework-I : Boundary Controls, Input Controls, Communication Controls.
5. The Application Control Framework-II: Processing Controls, Database Controls, output Controls.
6. Evidence Collection: Audit Software, Code Review, Test Data, and Code Comparison, Concurrent Auditing techniques, Interviews, Questionnaires ,and Control Flowcharts. Performance Management tools.
7. Evidence Evaluation: Evaluating Asset Safeguarding and Data Integrity, Evaluating System Effectiveness, Evaluating System Efficiency.
8. Information Systems Audit and Management: managing the Information Systems Audit Function, Introduction, Planning Function, Organising Function, Staffing Function, Leading Function, Controlling Function, Some Features of Information Systems Auditing.

References

1. M.Revathy Sriram , Systems Audit, TMH, New Delhi, 2001.
2. Ron Weber, Information Systems Control and Audit, Pearson Education,2002.
3. Jalote : Software Project Mangement in Practice, Pearson Education
4. Royce : Software Project Management, Pearson Education.

Decision Support Systems (Elective III)

1. M.I.S and Its Role In Organizations Open-Systems and Closed Systems
2. D.S.S Its Relation to M.I.S, Characteristic Role of D.S.S as Different From M.I.S in an Organization, Expert DSS and Its Role as an Aid to Management Decision Process.
3. Deterministic Models: Models Required to Cope With Uncertainty, Probabilistic Models and Fuzzy Sets, Fuzzy DSS and Fuzzy Expert DSS.
4. Application of DSS to Some Functional Areas of Management Like Finance, Marketing, Production Planning and Control Etc.
5. Non-Optimising Models of DSS, Simulation Techniques and Monte- Carlo Methods.
6. Application of DSS: Technical Feasibility and Financial Viability of DSS. Advantages and Limitations of DSS –Contemporary practices.
7. Introduction to Artificial Intelligence (AI): An Overview of AI– AI Technologies in Business, Domains in AI, Neural networks, Fuzzy logic systems in Business, Virtual Reality, Intelligent agents, expert system and its components, Applications of expert system, developing expert systems, value of expert systems.
8. Case Studies, .

References

- 1 Macllah: Decision Support Systems and Data Warehousing, TMH, 2003.
- 2 Turbon: DSS and Intelligent Systems, Pearson Education, 2001.
- 3 James A Obrien: Management Information systems—Managing information technology in the E-Business Enterprise, 5/e, TMH, New Delhi, 2002.
- 4 Janakiraman & Sarukesi: Decision Support Systems, PHI, New Delhi, 2002.
- 5 George M..Marakas: Decision Support Systems in the 21st Century, 2/e, Pearson Education, New Delhi, 2003.

Elective-IV

Strategic HRM (Elective-IV)

1. Strategic role of HRM, Planning and Implementing Strategic HR policies, HR Strategies to increase firm performance.
2. Investment perspectives of HR- investment Consideration, investments in Training and Development, investment Practices for improved Retention, investments job secure work courses, Nontraditional investment Approaches.
3. Managing Strategic Organizational renewal- Managing change and OD, instituting TQM Programmes, Creating Team based Organisations, HR and BPR, Flexible work arrangement.
4. Establishing Strategic pay plans, Determining periods, Establishing periods, Pricing Managerial and professional jobs, Compensation trends, Objectives of international Compensation, Approaches to international Compensation, Issues related to double taxation. Cases.
5. Managing Global Human Resources-HR and the internationalization of business, Improving international Assignments through selections, Training and maintaining international Employees, Developing international Staff and Multinational Teams.
6. Multinational, Global, and Transnational Strategies, Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers, Location of Production Facilities.
7. Repatriation Process.
8. Case studies.

References

1. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
2. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
3. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001.
4. Peter J. Dowling, Denise E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2002.

Management of Industrial Relations (Elective – IV)

1. Industrial Relations Management – Concept- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences.
2. Economic, Social and Political environments- Employment Structure –Social Partnership-Wider approaches to industrial relations- Labour Market.
3. Trade Unions- introduction-Definition and objectives-growth of Trade Unions in India-trade Unions Act , 1926 and Legal framework-Union recognition-Union Problems-Employees Association-introduction ,Objective Membership, Financial Status.
4. Quality of Work Life- Workers’ Participation in Management - Worker’s Participation in India, shop floor, Plant Level, Board Level- Workers’ Welfare in Indian scenario- Collective bargaining concepts & Characteristics –Promoting peace.
5. Wage and Salary administration – Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India.
6. Social Security: introduction and types –Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act and Employees’ State Insurance Act relating to social security – Workers’ education objectives -Rewarding.
7. Employee Grievances – Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline .
8. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.

References

1. Aswathappa: Human Resource Management , TMH, New Delhi ,2003..
2. Arun Monappa: Industrial Relations, TMH , New Delhi,2003
3. V.S.P.Rao, Human Resource Management: Text & Cases, Anurag Jain, New Delhi, 2002.
4. R.S.Dwivedi, Managing Human Resources/Personnel Management in Indian enterprises, Galgotia Publishing Company, New Delhi, 2002.
5. Biswajit Pottanayak, Human Resource Management, Prentice Hall of India Pvt.Ltd, 2003.
6. Sinha: Industrial Relations, Trade Unions and Labour Legislation Pearson Education

Performance Management (PfM) (Elective – IV)

1. Introduction – Definition, concerns and scope – Historical developments in Performance Management - Performance appraisal Vs performance management – performance management Vs Human resource management - processes for managing performance – Essence and Implications of Performance Management-critical appraisal.
2. PfM Theatre: PfM System – PfM Theatre – Planning Managee Performance and Development – Monitoring Managee Performance & Mentoring Managee Development- Annual Stock Taking.

3. Planning for Managee's performance and Development: Setting objectives – Organisational and individual performance plans - Components of Managee performance and development plan – setting mutual expectations and performance criteria.
4. Monitoring and Mentoring: introduction – Supervision – Objectives and Principles of Monitoring – monitoring process – periodic reviews – problem solving - engendering trust – role efficacy.
5. Annual stocktaking: Stock taking performance – process of Judgment vs process of analysis – stock taking discussions – Delivering efficient feedback – 360- Degree Feedback- stocktaking potential – Tools for stocktaking potential.
6. Appraising for Recognition & Reward: Purpose of Appraising – Methods of appraisal – appraisal system design – Implementing the appraisal system – Appraisals and HR decisions.
7. Organisational effectiveness: Role of Leadership and Change in organizational effectiveness – rules of thumb for change agents – performance management skills – Operationalising change through performance management.
8. High Performing Teams: Building and leading High performing teams – team oriented organizations – developing and leading high performing teams.

References

1. Prem Chadha: Performance Management, Macmillan India, New Delhi, 2003.
2. Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002.
3. T.V.Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003.
4. David Wade and Ronad Recardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
5. Henderson : Compensation Management in a Knowledge Based World 9/e Pearson Education.

Management of Change (Elective – IV)

1. Basics of Change Management: Meaning, nature and Types of Change – change programmes – change levers – change as growth – change as transformation – change as turnaround – value-based change.
2. Mapping change: The role of diagramming in system investigation – A review of basic flow diagramming techniques –systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach.
3. Systems approach to change: systems autonomy and behaviour – the intervention strategy model – cases in intervention – total project management model (TPMM).
4. Learning organization: The relevance of a learning organization -- kindling learning processes in organizations- strategies to build a learning organization
5. Organisation Development (OD): Meaning, Nature and scope of OD - Dynamics of planned change – Person-focussed and role-focussed OD interventions –Planning OD Strategy – OD interventions in Indian Organisations – Challenges to OD practioners.
6. Negotiated change: Change in the labour-management relations in the post-liberalised India - a review of the response of collective bargaining strategy to the challenges of Globalisation and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security.
7. Team Building: Nature and Importance of Teams – Team vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – role of managers as linking pins- team building skills – Perspectives on effectiveness of Team working.

8. Virtual teams: High performance teams – self managing teams – Building team relationships – empowered teams – leadership on teams – Managing cross –cultural diversity in teams – Group think as a decision making process – effective decision making techniques for teams and groups – role of change consultant-- contemporary issues in managing teams.

References

1. Mirza S.Saiyadan, Organisational Behaviour, TMH, 2003, New Delhi.
2. Robert A Paton and James McCalman, Change Management: A Guide to Effective Implementation 2/e. Response Books, New Delhi, 2000.
3. Sethi : Organisational Transformation Through Business Process Reengineering Pearson Education.
4. Art Horn: Gifts of Leadership: Team Building through Focus and Empathy, Macmillan India, 1998.
5. C.S.Venkataratnam: Negotiated Change –Collective Bargaining, Liberalisation and Restructuring in India, Response Books, New Delhi, 2003.
6. V.Nilakant and S.Ramnarayan: Managing Organisational Change, Response Books, New Delhi, 2003
7. S.Ramnarayan, TV Rao and Kuldeep Singh(Ed.): Organization Development, Response Books, New Delhi 2003.
8. Joseph W. Weiss: Organisational Behaviour and Change-- Managing Diversity, cross cultural dynamics and Ethics. Thomson Learning 2/e, New Delhi, 2001.
9. R.S.Dwivedi: Human Relations and Organisational Behaviour: A Global Perspective 5/e, Macmillan, New Delhi, 2001.