PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)
(Estd. under the Panjab University Act VII of 1947-enacted by the Govt. of India)

FACULITY OF BUSINESS MANAGEMENT AND COMMERCE

OUTLINES OF TESTS SYLLABI AND COURSES OF READING

FOR

UIAMS

MASTER OF BUSINESS ADMINISTRATION
(INFORMATION TECHNOLOGY AND TELECOMMUNICATION MANAGEMENT)

FOR THE EXAMINATION 2012-13
SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA) FOR THE EXAMINATION OF 2012-13

Note:
1. Examination in each subject will be of 3 hours duration.
2. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters:
IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.
IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

N.B: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

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<thead>
<tr>
<th>SUBJECT CODE</th>
<th>PAPER TITLE</th>
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<tr>
<td>MBAIT-1001</td>
<td>PRINCIPLES AND PRACTICES OF MANAGEMENT</td>
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<td>MBAIT-1002</td>
<td>MANAGERIAL ECONOMICS</td>
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<td>ACCOUNTING FOR MANAGEMENT</td>
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<td>BUSINESS STATISTICS</td>
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<td>ORGANIZATIONAL BEHAVIOUR</td>
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<td>LEGAL AND ETHICAL ASPECTS OF BUSINESS</td>
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SECOND SEMESTER

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<td>MBAIT-2006</td>
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<td>MBAIT-2009</td>
<td>SUMMER TRAINING AND VIVA-VOCE*</td>
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<td>MBAIT-2010</td>
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*At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.
**Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.
**Note:** - The student has to opt for two functional subjects in the 3rd Semester out of the papers offered.

**THIRD SEMESTER**

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**TOTAL** 28 700
Note: The student has to continue with the functional group opted by him/her in the 3rd Semester and opt for two papers out of the papers offered.

FOURTH SEMESTER

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TOTAL 36 900

*Research Project will start from 3rd Semester. However, marks for this project will be counted in the 4th Semester only.

** Comprehensive Viva-Voce in the 4th Semester will be based on papers taught in 3rd and 4th Semesters.
Objectives: The objective of the paper is to acquaint the students with the importance of management in our day to day life, help student to trace the evolution of Management thought and appreciate the various functions of management.

SECTION - A

Management: Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

SECTION - B


SECTION - C

Planning: Types of plans, process of planning, Management by Objectives, Nature and purpose of strategies and policies.
Decision-Making: Importance and steps in Decision Making, Decision making under certainty-programmed decisions, decision-making under uncertainty, non-programmed decisions, decision tree, group aided decisions, Brain storming.

Organizing: Concept of organization, process of organizing, bases of departmentation, Authority & Power, Line & Staff relationships
Delegation-authority, responsibility, accountability, Steps to make delegation effective
Decentralization-purpose and types of decentralization, Span of Management.

SECTION - D

Coordination: Need, factors which make coordination difficult, techniques to ensure effective coordination.
Control: planning-control relationship, process and techniques of control, Human response to control, Types of Control- Feed forward control concurrent Control (Real Time Information & Control), and Feedback Control.

Suggested Readings:
**Objectives:** To provide students with an understanding of basic economic principles of production & exchange—essential tools in making business decisions in today’s global economy. The object presents the foundation to understanding how the economy works, covering microeconomic description of business applications, including pricing for profit maximization, price elasticity, market structures and modeling of business in varying economic climates.

**SECTION – A**

**Introduction to Managerial Economics:** Nature Scope and Importance of Managerial Economics.

**Basic Concepts in decision making:** Opportunity cost principle, incremental principle, time element in decision making.

**Distinction between micro and macroeconomics.**

**SECTION – B**

**Demand Concepts and Analysis:** Individual Demand, Market Demand, Kinds of Demand, Determinants of Demand, Demand Functions, Demand Schedule and Law of Demand.

**Theory of Consumer Behavior:** Cardinal Utility Approach and Ordinal Utility (Indifference Curves) Approach.

**Elasticity of Demand:** Concept, Types, Measurement and importance.

**Demand Forecasting:** Sources of Data Forecasting—Expert Opinions, Surveys and Market Experiments, Time Series Analysis-Trend Projection, Barometric Forecasting, Leading Indicators, Composite and diffusion Indices.

**SECTION – C**

**Production Function:** Concept, types: Cobb Douglas and CES Production Function, Returns to Factor and Returns to Scale.

**Cost concepts and Analysis:** Concept of Cost, Short run and Lung-run Cost Curves, Relationships among various costs, Break-even Analysis.

**Revenue Curves:** Concept and Types.

**SECTION – D**

**Perfect Competition:** Characteristics, Equilibrium Price, Profit Maximizing output in Short Run and Long Run.

**Monopoly:** Characteristics, Equilibrium Price, Profit Maximizing output in Short Run and Lung Run, Price Discrimination.

**Imperfect Competition:** Monopolistic Competition – Price output determination in short and long run, Product variation and selling expenses behavior, Oligopoly – Characteristics, Price Rigidity, Interdependence, the Cournot Model, Cartels and Collision, Price leadership, Behavioural theory of the firm, Managerial Theory of the firm.

**Suggested Readings:**

1. Craig Peterson, Lewis and Jain: Managerial Economics, Pearson Education
2. Mark Hirshey: Managerial Economics, Thomson
3. V. Panduranga Rao: Microeconomics-IBS Publication
6. K.K. Dewett: Modern Economic Theory, Sultan Chand and Sons
7. Mote, Paul Gupta: Managerial Economics, Vikas Publisher
8. A. Koutsoyiannis: Modern Microeconomics, McMillan
9. R.L. Varshney & K. L. Maheshwari: Managerial Economics, Sultan Chand and Sons
Objectives: The objective of this course is to develop acquaintance with basic techniques of accountancy. The course attempts to build potential to use appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analyzing financial statements.

SECTION – A
Accounting: Accounting and its functions, Accounting as an information system, Basic Accounting Concepts and Accounting Conventions, Accounting Principles, Generally Accepted Accounting Policies (GAAP), Accounting Standards.
Branches of Accounting: Financial Accounting, Cost Accounting, Management Accounting, Accounting Equation, Accounting Structure, Types of Accounts.

SECTION – B
Tools of financial analysis: Ratio analysis, Common size statements, Trend analysis, Fund flow and cash flow statement.

SECTION – C
Cost Accounting: Meaning, scope and classification of costs, Absorption costing, Marginal costing and break even analysis, Use of cost data in managerial decision making.
Cost Control Techniques: Preparation of budgets and their control, Zero base budgeting, Standard costing and variance analysis, Responsibility Accounting, Target costing, Kaizen costing, Activity based costing.
Responsibility Accounting: Meaning, Steps involved in Responsibility Accounting, Responsibility Centre, Advantages of Responsibility Accounting.

SECTION – D
Price Level Accounting: Meaning, Methods or Techniques of Price Level Accounting, Advantages, Disadvantages.
Social Accounting: Concept of Social Cost Benefit Analysis, Meaning of Social Accounting, Need, Social Accounting Approaches.
Human Resource Accounting: Meaning, Need, Methods of Human Resource Accounting, Objections Against Human Resource Accounting, HRA in India.

Suggested Readings:
Objectives: Decision Making is a simple function of Management. Data need to be analyzed, classified and interpreted to facilitate decision making. Statistical Analysis is a fundamental method of quantitative reasoning for managerial decision making. The objective of the course is to equip the students with techniques for data analysis.

SECTION - A
Classification of data and construction of Frequency Distribution: Graphic Presentation of Data.
Index Numbers: Definition and Methods of Construction of Index Numbers, Tests of Consistency, Base shifting, Splicing and Deflation, Problems in Construction, Importance of Index Numbers in Managerial Decision Making.

SECTION - B
Theoretical Distributions: Binomial, Poisson and Normal Distribution.

SECTION - C
Statistical Inference: Concept of Sampling Distribution, Parameter & Statistics, Standard Error.
Theory of Estimation: Point and Interval Estimation, Construction of Confidence Limits for Mean.
Testing of Hypothesis: Large Sample Tests, Small Sample Test (t-test: single sample mean and difference of means tests, F test-Variance Ratio test, Z test-single proportion, difference of proportions, single sample mean and Difference of Means), \( \chi^2 \) - (chi square) test: Independence of Attributes, Goodness of Fit and Test of Homogeneity.

SECTION - D
Correlation Analysis: Rank Method and Karl Pearson’s Coefficient of Correlation and Properties of Correlation.
Regression Analysis: Simple Linear Regression Model, Specification of the Model, Assumptions, Least Square Estimates of Parameters and their properties, Coefficient of Determination and Interpretation of Coefficients.

Suggested Readings:
3. Levin & Kapoor: Statistics For Management, Prentice Hall India
5. P.N. Arora & S. Arora: Statistics for Management, Sultan Chand and Sons
8. S.P. Gupta: Statistical Methods, Sultan Chand and Sons.
Objective: The objective of studying Organizational Behaviour (OB) is to understand what are the underlying assumptions and causation of behavior of the individuals in the organization and its impact on the achievement of the organizational goals.

SECTION – A
Introduction to OB: Contributing fields to OB, OB in the context of globalization.
Learning and Behavior Management: Biographical characteristic, ability, job fit, learning theories, process of behavior modification.
Values, Attitudes and Job Satisfaction: The Nature and Dimensions of Attitudes, Components of Attitude, Sources and types, Cognitive dissonance theory, Values, Job satisfaction.

SECTION – B
Personality: The meaning of Personality, Personality Determinants, Personality Traits, The big five model, Emotional Intelligence.
Motivation: Meaning of Motivation, Primary, General Motives and Secondary Motives, Motivation and Productivity, Content and process theories of Motivation.
Communication: Role of Communication, Objectives, Barriers to Effective Communication, Communication Processes, Types of communication, Interactive Communication in Organizations.

SECTION – C
Leadership: Understanding Leadership, Leadership Theories - Trait Theories, Behavioral Theories, Contingency Theories, Leadership Styles - Level 5 leadership, Transactional and Transformational Leadership.
Conflict & Collaboration: Sources of Conflict, Types of conflict, Process of Conflict, Individual, Interpersonal, group level conflict, Organizational Conflict, Approaches to Conflict Management.

SECTION – D
Stress Management: Concept of stress, Sources of stress, Effects of stress on humans, Management of Stress.
Management of Change: Importance, Forces responsible for change, Resistance to change, Overcoming resistance to change, Introduction of change in the organization, Organizational Development as a toll for introduction of change.
Organizational Design: Various organizational structures and their effects on human behavior, Organizational Climate, Organizational Culture, Organizational Effectiveness.

Suggested Readings:
3. Hersey Blanchard: Management of Organizational Behaviour, Prentice Hall India
**Objectives:** The objective of the paper is to create Legal Awareness, to give exposure to various laws and acts which have impact on business and industry, to give inputs relating to procedure of starting a new company. The paper also aims to make the students understand the concept of Ethics and its role in business life for corporate growth.

**SECTION – A**


**SECTION – B**

**Indian Companies Act, 1956:** Definition and nature of Company, Kinds of Companies, Formation of Company, Memorandum of Association, Articles of Association, Prospectus, Share and share capital, Membership in a Company, Transfer and Transmission of shares, Company meetings, Directors of a Company, Dividends and Interest, Accounts and Audit, Borrowing Powers, Majority Powers and Minority Rights, Winding up.


**SECTION – C**

**Business Ethics:** Definition, Concepts and Rationale underlying Business Ethics, Ethical Theories in relation to Business, Ethical Dilemmas, Sources and their resolution, Ethical Decision making in business.

**SECTION – D**

Changing dimensions of Ethics in relation to liberalization and globalization, Creating and Sustaining an Ethical Organization, Corporate Ethics and responsibility towards stakeholders, Environmental Protection, Ethics in Functional Areas of Management.

**Suggested Readings:**
1. A.C. Fernando : Business Ethics, An Indian Perspective, Pearson Education.
2. S. Rinku and P. Khanna: Ethics and Values in Business Management, Ane Books India
3. B.S. Moshal: Business & Industrial Law, Ane Books
**Objectives:** This course offers a good understanding of basics of Information Technology. The students will develop proficiency in the use of personal computers. The curriculum designed to provide required expertise in the use of personal computer.

**SECTION – A**

**Introduction to Computers:** Classification of computers, Components of Computer System, Introduction to High level and low level languages. Software: System Software and Application Software, Networking concepts and Classification, Internet and intranet, Practical on Internet using emails, Use of search engines.

**SECTION – B**

**MS Word:** Introduction to MS Word, Basic Formatting, Legal Numbering, Understanding Styles, Sections, Section Breaks, Headers and Footers, Complex Legal Documents, Tables in the Legal Environment, Track Changes, Compare & Merge Documents, Send for Review and Comments, Troubleshooting Track Changes, Mail Merge Tool.

**SECTION – C**

**MS Excel:** Spreadsheets and their uses in business, Excel basics, Rearranging, Worksheets, Excel formatting techniques, using formulas and functions.

**Data Structures and Descriptive Statistics:** Data Tables, Built-In Functions available from the AutoSum Tool, Additional Statistical Functions, The Analysis ToolPack, Frequency Distributions, Charts, Graphs, and Tables, Pivot Tables and Charts, One-Sample \( t \)-Test, One-Way Between-Groups ANOVA, Correlation and Regression, Chi-Square Tests

**SECTION – D**

**MS Power Point:** Introduction to MS Power Point, Navigation, Views, Design Templates, Clip art, images, diagrams, Charts and Graphs, Drawing Tools, Layouts, Color Palettes, Multimedia Elements, Slide Transitions, Animations.

**Computer Security:** Introduction, Malicious Programs, Cryptography, Digital Signature, Firewall, Users Identification and Authentication, Security Awareness and Policies

**Suggested Readings:**

Objective: To encourage the all round development of students by focusing on soft skills and to make student aware about the importance, the role and the content of soft skills through instruction, knowledge acquisition and practice.

SECTION – A
Meaning and importance of communication in business: Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication.
Presentations, Book Reviews and Summaries

SECTION – B
Listening Skills: Listening to Specific Information, Identifying Main Issues, Seeing Beyond the Surface.
Team Assignment: Effects of Competition on Individual and Group Behaviour, Competitive and Collaborative Team Behaviour, Team/ Group Dynamics, Team Assignment.

SECTION – C
Stress Management: Symptoms of Stress, Coping Approaches.
Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

SECTION – D
Interpersonal Skills: Negotiations, social skills, assertive skills, cross-cultural communications.
Leadership Skills: Concepts of leadership, leadership styles, insights from great leaders.

Suggested Readings:
2. Poe & Fruchling: Basic Communication, AITBS.
5. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books.
Objectives: The objective of the subject is to provide an insight to the students about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another major aim of this subject is to help the management students identify economic trends and business currents that affect individual firms and the wider industry.

SECTION – A


SECTION – B


SECTION – C

Economic Policies in India: Monetary Policy as an instrument of growth, Fiscal Policy and Indian business, Industrial Policy and Industrial Licensing in India, EXIM Policy, MRTP Act, FERA and FEMA.

SECTION – D

International Economic Environment: Globalization - concept and emergence of globalization, Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India, Devaluation of Rupee

Suggested Readings:
1. Ruddar Datt & K.P.M. Sundaram: Indian Economy, Sultan Chand and Sons.
Objectives: The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

SECTION - A
Sources of Finance: Features, Advantages and Limitations of Equity Shares, Preference Shares, Debentures, Term-Loans, Right Issue, Venture Capital, Private Equity GDR, ADR.

SECTION - B

SECTION - C
Cash Management: Meaning, Facets of Cash Management, Motives for Holding Cash, Optimal Cash Balance, Short-Term and Long-Term Cash Forecasting.
Receivable Management: Meaning, Credit Policy Variable, Credit Evaluation, Credit Decisions, Control of Account Receivable.
Inventory Management: Meaning, Need to hold Inventory, Objective of Inventory Management, Inventory Investment Analysis, Inventory Control System.

SECTION - D
Corporate Restructuring: Meaning and forms of corporate restructuring, merger and amalgamation, takeover and acquisition, types or forms of mergers and takeovers, their benefits and motives.

Suggested Readings:
Objectives: The main aim of the paper is to understand the nature, tasks and the environment under which marketing operates, to study the theory, principles and practical aspects of various marketing functions, and to learn to take marketing decisions.

SECTION – A
Introduction to Marketing: Definition, Scope and Importance of Marketing, Key Customer Markets, Concepts/Philosophies of Marketing, Holistic Marketing Concept, Marketing Tasks, Marketing Mix

SECTION – B

SECTION – C
Pricing Strategies: Understanding Pricing, Setting the Price, Initiating and Responding to Price Changes, Reactions to Competitor’s Price Changes.

SECTION – D
Marketing Channels: Marketing Channels, Role of Marketing Channels, Identifying Major Channel Alternatives, Types of Intermediaries, Channel-Management Decisions, Retailing, Wholesaling.
Marketing Communication: The Role of Marketing Communications, Communications Mix-Advertising, Sales Promotion, Public Relations and Publicity, Events and Experiences, Direct and Interactive Marketing, Personal Selling.

Suggested Readings:
5. P. Kotler and Armstrong: Principles of Marketing, Prentice Hall India
Objectives: The objective of the paper is to make students aware of the various functions and importance of the Human Resource department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization, which is the most challenging and daunting task for any organization today.

SECTION – A
Introduction to HRM: Meaning, Function, Scope of HRM, Importance of HRM, HRM and HRD a comparative analysis, Line vs. staff authority, Challenges of Human Resource Management.
Human Resource Planning (HRP): Definition, Need and Importance of HRP, Process of HRP, Levels of HRP, Forecasting Demand for employees, Forecasting supply for employees.

SECTION – B
Recruitment: Definition and concept of Recruitment, Factors Affecting Recruitment, Sources of recruitment, Internal and External.
Managing Careers: Concept, Career stages, Career Anchors, Career Development Cycle, Benefits of career planning to individual as well as organization, Internal mobility- promotions, demotions, transfers, Separation and Succession planning.
Employee Training and Management Development: Importance and objectives, Distinction between Training and Development, Methods of training and development, Training need analysis, Evaluation of Training.

SECTION – C

SECTION – D
Industrial Relations: Concept and purpose of Industrial Relations, Collective Bargaining, Types, Process, Pre-requisites, Issues Involved: Industrial Disputes, Worker Participation in Management, Trade Unions.
Grievance Handling: Grievance - Causes/Sources of Grievances, Grievance Redressal Machinery, Legislative Aspects of the Grievance Redressal Procedure in India, Domestic enquiry, Discipline and disciplinary actions, Dismissal and Discharge of an employee.
Quality of Work Life: The Concept of Quality of Work Life (QWL), Strategies for Improving QWL, Family integration processes.

Suggested Readings:
1. V.S.P. Rao: Resources Management, Excel Publishing
Objectives: This course offers a good understanding of basics of Information Systems. It has been designed to acquaint the students about the evolution of computer-based information systems, basic computer software, types of information systems that are needed to support the various levels of a business enterprise and how IT is helpful in Business.

SECTION – A


SECTION – B

Microsoft Access: Creating and opening database, Importing data, Tables, keys, Field names, Data types, Relationships, Normalization, Basic Queries Using QBE, ampersand (&) operator, Forms and Subforms, adding bound text boxes, Linking the main form and subform. Combo Box Controls, aggregate function, hiding the text box, Parameter Queries: Dynamic queries, parameter queries, using parameters to generate prompts, Values on forms as parameters, Action Queries.

SECTION – C


SECTION – D


Suggested Readings:
Objectives: The main objective of this subject is to help the students to understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills to underpin the approach taken to a work integrated project.

SECTION – A

Introduction: Meaning, Features, Objectives/Motives & types of Research, Defining the Research problem, Research Process, Significance of Research in Managerial decision making.


SECTION – B

Data Collection: Sources of Data-Primary/Secondary Methods of collecting data, direct personal interview, indirect oral interview, information through local agencies, mailed questionnaire method, schedule sent through enumerators, questionnaire and its designing and characteristics of a good questionnaire.

Sampling Design: Meaning and need of Sampling and review of Sampling Methods.

Measurement and Scaling Techniques.

Formulation of Hypothesis.

SECTION – C

Data Analysis & Interpretation: Introduction to Multivariate analysis- Multiple and partial correlation, multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results. Analysis of Variance (ANOVA)-One way and Two way ANOVA.

SECTION – D

Report writing: Style/format, contents and essential steps for report writing.

Role of Computer in Research.

Suggested Readings:
2. Ranjit Kumar: Research Methodology, Pearson Education.
5. R. Pannerselvam: Research Methodology, Prentice Hall India.
Objectives: This course offers a good understanding of basics of Information Technology, Computer Networks and recent trends in the area. It outlines the areas of traditional transmission India, IP Services, Optical Networking and highlights the next generation networks as well.

SECTION – A

Telecommunication Technology Fundamentals: Transmission Lines, Types of Network Connections, Electromagnetic Spectrum and Bandwidth, Analog and Digital Transmission, Multiplexing, Political and Regulatory Forces in telecommunications

SECTION – B

Traditional transmission media: - Twisted Pair, Coaxial Cable, Microwave, Satellite, Fiber optics

SECTION – C

IP Services: Evolution, IPT, IPTV, VPNs
Next Generation Networks: The Broadband Evolution, Multimedia Networking Requirements, Broadband Infrastructure, Next-Generation Networks and Convergence, Next-Generation Networks Infrastructure.

SECTION – D

Optical Networking: Optical Networking Today and Tomorrow, End-to-End Optical Networking, Optical Edge, Optical Core, Broadband Access Alternatives.

Suggested Readings:
**Objectives:** This course aims to give students a theoretical foundation in data communications and network security. It outlines certain important aspects like network layer, transport layer and application layer of data communications. Certain network security issues are also dealt with in this subject apart from discussing the number theory and other security related issues.

**SECTION – A**

**Introduction:** Data Flow, Network Categories; Reference Model: OSI, TCP/IP and their comparison.

**Physical Layer:** Concept of Analog & Digital Signal; Data rate limits: Nyquist formula, Shannon Formula; Multiplexing; Transmission media, wireless transmission, Switching.

**Data Link Layer:** Error correction & Detection, Medium Access Sub layer: Channel Allocation; Random Access: ALOHA, CSMA protocols; Controlled Access: Polling, Reservation, Token Passing; Examples of IEEE 802.3, 802.11 standards.

**SECTION – B**

**Network Layer:** Logical Addressing: IPv4 and IPv6; Routing algorithms; Congestion Control

**Transport Layer:** Addressing, flow control & buffering, multiplexing & de-multiplexing, crush recovery; transport service, elements of transport protocols; Example transport protocols: TCP and UDP.

**Application Layer:** World wide Web; Domain Name System; Simple Network Management Protocol; Electronic Mail.

**SECTION – C**


**SECTION – D**

**Number theory:** prime numbers, Chinese remainder theorem, discrete logarithms; RSA, key management; Public-key cryptography principles; Authentication requirements, message authentication functions and secure hash algorithm, Diffie Hellman.

Intruders and intrusion detection, password management; Malicious software, viruses, worms and related threats; Firewalls and their design principles, trusted systems

**Suggested Readings:**
1. Andrew S. Tanenbaum: Computer Networks, Pearson Education
Objectives: Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing the understanding of project activities and relevant skills.

SECTION – A

SECTION – B
Market Analysis: Market and Demand Analysis, Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting.
Methods of Demand forecasting: Time series projection methods & causal methods.

SECTION – C
Risk Analysis: Measures of Risk, Sensitivity Analysis, Scenario analysis, Break-even method, Simulation Analysis, Decision Tree Analysis, Application of project appraisal techniques in current environment.

SECTION – D
Project Scheduling/Network Techniques in Project Management: Concept of EOT, LOT, CPM and PERT Analysis, Float times, Crashing of Activities, Contraction of Network for Cost Optimization.

Suggested Readings:
Objective: To understand the basic concepts of operations research and its usage for business managers. The paper also deals with understanding Total Quality Management concept and principles and the various tools available to achieve Total Quality Management and to create awareness about the ISO and QS certification process and its need for the industries.

SECTION – A

Operations Research: Introduction to OR- Definition, Characteristics, Scope and Necessity of OR Models- Principles and Types.

Decision making: Decision making environment, Decision making under certainty, Decision making under uncertainty, Decision making under risk, Decision Tree Analysis.

Modelling with Linear Programming: Two variable LP Model, Graphical LP solution, Simplex Method and Duality.

SECTION – B


Network Models: Scope and Definition of Network Models, PERT, CPM, Phases of a Project, Network Arrow Diagrams, Slack, Critical Path, Float, Crashing the Network.

SECTION – C


SECTION – D


Suggested Readings:
Objectives: The objective of this subject is to understand various IT & Telecommunication Policies in India and globally. It also covers regulations followed by Governments all over.

SECTION – A
Information Technology/Information Systems: Role of IT/IS manager, CEO, CIO & CTO, Role of System Analysts in a business organization.
IT & Telecom in India: Evolution of telecommunications in India, History & Milestones, Present Scenario, Strategies and Targets for the future, IT & BPO Sector in India.
Global IT & Telecom: Global and Indian IT Industry, Global and Indian BPO Sector.

SECTION – B
Policies: National Telecom Reforms, National Telecom Policies NTPs.
Internet and E-commerce issues: privacy, security, domain names, etc.
Wireless: frequency auctions, standards, competition.

SECTION – C
e-Governance and Cyber Security: Legal Framework enabling e-Governance, Infrastructure Requirements, Affordability of e-Governance Infrastructures, Allied Issues in e-Governance, Digital signatures, Cyber crimes, right to information, commercial transactions and security of online payments, issues of authentication, security standards and transparency, restructure government organizations and promotion of result oriented management practices in government offices.

SECTION – D
E Governance in Public Domain, Partnership between developed and developing countries, between central government, state government and local governments, between stakeholders.

Suggested Readings:
1. Vikram Raghavan: Communication Law in India-Legal Aspects of Telecom, Broadcasting, and Cable Services, LexisNexis Butterworths.
4. Rafiq Dossani: Telecommunications Reforms in India, Quorum Books
6. K.N. Agarwala: IT and e-governance in India, Mac Millan India
Objectives: This course offers a good understanding of .NET architecture, Visual Basic programming language, object-oriented applications using Visual Basic.NET, Windows desktop applications using Windows Forms.

SECTION – A
Introduction to .NET and VB.NET: Definition of Microsoft .NET, .NET Framework Overview, Common Language Runtime, Overview of Visual Studio .NET, Creating Console Applications, Debugging Applications, Program Structure, Namespaces, Data Types, Variables, Conversions, Operators and Expressions, Console I/O.
Control Structures: If Statement, Select Case Statement, Do/Loop Statement, For/Next Statement.

SECTION – B
Exception Handling: Error Detection, Exception Handling.

SECTION – C
Object-Oriented Programming: Object Oriented Concepts, Defining Classes, Methods and Properties, Shared Data and Methods, Constructors.
Inheritance: Inheritance, Controlling Base Class Construction, Access Control, Polymorphism, Events, Abstract and Not Inheritable Classes, Type Conversion in Inheritance.
Interfaces: Interface Fundamentals, Programming with Interfaces, Using Interfaces at Runtime, Resolving Ambiguities.

SECTION – D
Introduction to Windows Programming – II: Dialog Boxes, Menus, Status Bars, Toolbars.
Interacting with Databases Using Windows Forms: ADO.NET, Building Commands and Adapters with Wizards, Dataset, Binding a Control to a Dataset.

Suggested Readings:
5. Keith Franklin: VB .NET for Developers, Pearson Publisher.
Objectives: This course offers a good understanding of database systems concepts and prepares the student to be in a position to use and design databases for different applications.

SECTION – A
Physical Data Organization: File Organization and Indexing, Index Data Structures, Hashing, B-trees, Clustered Index, Sparse Index, Dense Index, Fixed length and Variable Length Records.

SECTION – B
The Relational Model: Introduction to the Relational Model, ER to Relational Model Conversion, Integrity Constraints over Relations, Enforcing Integrity Constraints, Relational Algebra, Relational Calculus, Querying Relational Data.

SECTION – C
Relational Query Languages: SQL: Basic SQL Query, Creating Table and Views, SQL as DML, DDL and DCL, SQL Algebraic Operations, Nested Queries, Aggregate Operations, Cursors, Dynamic SQL, Integrity Constraints in SQL, Triggers and Active Database, Relational Completeness, Basic Query Optimization Strategies, Algebraic Manipulation and Equivalences.

SECTION – D
Transaction Management: ACID Properties, Serializability, Two-phase Commit Protocol, Concurrency Control, Lock Management, Lost Update Problem, Inconsistent Read Problem, Read-Write Locks, Deadlocks Handling, 2PL protocol.

Suggested Readings:
Objectives: The course is intended to help students planning to become marketing executives to develop their thinking about the nature of research in marketing to get acquainted with various research concepts, techniques and procedures and to develop their ability to conduct, evaluate, use and present research findings. The course will also help students to understand the various factors effecting consumer behavior and to understand the process of consumer buying.

SECTION – A

Introduction to Consumer Behavior: Introduction, Applications of consumer behavior, Consumer behavior and marketing strategy, Consumer decision process, Situational characteristics and consumption behavior, Consumer decision making process, Post purchase behavior.

SECTION – B

Factors Influencing Consumer Behavior: Consumer specific factors influencing buying behavior, psychological processes (motivation, perception, learning and memory) affecting consumer behavior, the buying motive, high involvement and low involvement buying situations, Consumer behavior in adapting new products, participants in buying decisions, Group influence- Definition, types of group (primary, secondary, formal etc.), Family influence, roles, FLC application.

SECTION – C

Introduction to Marketing Research: Meaning, scope and importance of marketing research, Defining the market research problem and developing an approach, Research design formulation, Rating Scales Juster, Likert, Semantic Differential, Thurston, Attitude Scales, Preparing a written research report, organization of the report, Ethical issues in marketing research.

SECTION – D

Applications of marketing research: Research design classification, Product research- developing products, Specifications and attributes, Concept of test marketing, Advertising research, Market and sale analysis research, Sales forecasting, Demand measurement.

Suggested Readings:-
7. A. Parasuraman et.al.: Marketing Research, Biztantra.
Objectives: The course has been designed to develop understanding of different concepts relating to analysis of investment and portfolio management and to provide exposure to derivatives market, its working and inputs on strategies used in derivatives market.

SECTION-A
Risk and Return: Concept of Risk, Components of Investment Risk, Measurement of Risk through Standard Deviation, Regression Equation, Covariance, Concept of Return, Expected Yield, Actual Yield, Holding Period Yield, Relationship between Risk and Return

SECTION-B
Efficient Market Theory: Random walk, Weak form, semi-strong and strong form of market, Empirical tests, Comparison between random walk.

SECTION-C

SECTION-D

Suggested Readings:-
2. Frank J Fabozzi.: Investment Management, Prentice Hall - Gale
8. V. K. Bhalia: Investment Management, Sultan Chand and Sons.
Objective: The objective of this course is to give students a complete exposure to all aspects of International HRM. The course emphasizes importance of Human Capital in the organizations of today. It also provides a comprehensive overview of International Human Resource Management (IHRM) practices being used by IHRM practitioners in multinational enterprises.

Section A

International HRM: Concept, Defining International HRM, Differences between domestic and international HRM, Variables moderating the difference between domestic and International HRM, Developments leading to global HRM, Issues in global organizations, Management of external environment, Relevance and importance of IHRM.

Sustaining International Business Operations: Approaches to staffing- ethnocentric, polycentric, geocentric, regiocentric, reasons and types of international assignments, role of expatriates, role of non expatriates.

Recruiting and selecting staff for international assignments: issues in staff selection, reasons for expatriate failure, factors moderating performance, selection criteria.

Section B

Training and development: Role of expatriate training, effective pre-departure training programmes, effectiveness of pre departure training, developing staff through international assignments.

Compensation: Objectives of International compensation, Key components of international compensation programme, Approaches to international compensation.

Re-entry and Career Issues: Repatriation Process, Individual reactions to re-entry, Multinational responses, Designing repatriation programme.

Section C

HRM in host country context: standardisation and adaptation of work practices, retaining, developing and retrenching staff.

Industrial Relations: Key issues in international Industrial relations, trade unions and international industrial relations, response of trade unions to multinationals.

Performance Management: Multinational performance management, performance management of international employees, Performance appraisal of international employees, Appraisal of HCNs.

Section D

Culture and IHRM: Concept of Culture, Cross Cultural Studies, Hofstede’s Model of National Culture

Cross Cultural Communication: Cultural Variables Affecting Communication, Managing Cross-Cultural Communication.

IHRM Trends and future challenges: International business ethics and HRM, research issues and theoretical developments in international HRM.

GHRM in Select Countries: America, Japan, China, Korea, Africa, Europe, India.

Suggested Readings:-
Objectives: This Module offers better and more practical understanding of Supply Chain Management.

SECTION – A

Introduction to Supply Chain Management: Definition, Scope & Importance of Supply Chain Management, Key drivers Of the SCM, Features of Supply Chain Management, Supply Chain Network – 1st Tier, 2nd Tier, Network decisions in SCM, Suppliers and Customers, Customer Service Dimension (Seven “R” Principles, Service after sale, Customer delight)

SECTION – B

Role of Logistics in Supply Chains: Definition of Logistics Management, Scope and role of Transportation, Traffic & transportation, Relationship between transportation and other business functions, Transport Economics: Distance – volume-density, Freight Cost, Handling, Liability, Market factors, Third party logistics (3 PL) & fourth party logistics service provider (4 PL), Logistics equipment, Reverse Logistics, Government rule & regulations related to Logistics, Purchase Cycle, Make or Buy, Price analysis, Negotiations.

SECTION – C

Inventory Management: Inventory Control, Planning & Managing Inventories, Warehouse Management (Receipt, issue, storage and preservation, stock verification, In bound and out bound distribution operations), Order Management, Competitive advantage through logistics and supply chain management, Responsive Supply Chain, Supply chain process integration, performance measurement, Value Chain, Value System and Supply Chain.

SECTION – D

Planning demand and supply: Planning & Sourcing in Supply Chain, Demand forecasting, Type and Time horizon of forecast and category of forecasting, aggregate planning, Financial issues in Supply Chain - Macro and micro view, Asset management, Du Pont Model, Supply Chain Costing, Decision environment in SCM, Global supply chain perspectives - New business models, Role of IT in SCM.

Suggested Readings:
4. RP Mohanty: Supply Chain Management-Theories and Practice, Biztantra.
5. Robert B. Handfield, Ernest L. Nicholas, Jr.: Introduction to Supply Chain Management,Pearson Education.
Objectives: The course is designed with an aim to develop an understanding of the decision processes in advertising from a marketer’s point of view and to understand the concept, methods and strategies of sales management.

SECTION – A
Introduction to Advertising: Advertising- an element in Marketing Mix, Role and Importance, Difference between advertisement and publicity, Advertising as a means of communication, Setting Advertising Objectives, DAGMAR approach to setting objectives, Media, selection, measurement of effectiveness of Media, Preparing advertising plan, Developing message, writing copy, advertising appeals and per-testing and post teaching copy Media decisions, media strategy and scheduling decisions, Planning and managing advertising campaigns.

SECTION – B
Integrated marketing Communications: Different types of advertising, public relations, advertising budget and relevant decisions, Advertising agencies, their role and importance, management problems of agencies, client-agency relations, advertising in India, Problems and Prospects. Role of Integrated Marketing Communications (IMC), Designing, Objectives Setting and Budgeting for IMC programs, Developing effective communications, Managing Mass Communications: Events, Experiences and public relations, Measuring media.

SECTION – C
Sales Management: Sales organization, Sales Functions and its relationship with other marketing functions, External relationship of the Sales Department e.g. with distributors, Government and Public, Functions and qualities of a Sales Executive, Environment Routing and Scheduling, International Sales Management.

SECTION – D
Salesmanship: Theoretical aspects of Salesmanship, the process of selling, Sales forecasting methods, Sales budget, Sales force management, Recruitment, Selection, Training, Motivation and Compensation of the fields sales force and sales executive, Evaluation and control of sales force, Sales Territories, Sales Quotas.

Suggested Readings:
2. Raghuvir Singh: Advertising-Planning and Implementation, Prentice Hall India.
Objective: To enable the students to understand cost management system and develop an insight into application of cost analysis from strategic perspective.

SECTION – A


SECTION – B

Value Analysis: Meaning of Value Analysis and value addition, Strategic Application of Value Chain Analysis.

Strategic Positioning Analysis: Critical Success Factors and SWOT Analysis.


SECTION – C


SECTION – D

Responsibility Accounting: Activity based Responsibility Accounting, Behavioural aspects of responsibility accounting, Transfer Pricing.


Productivity improvement: Various tools and techniques including Kaizen and Six Sigma.

Suggested Readings:
Objective: The aim of this course is to provide valuable insight in managing change in such a way that knowledge and skills are transferred to build the organization’s capability to achieve goals and solve problems. It provides a critical assessment of the symptoms, mechanisms and dynamics of Organizational Development (OD) and evaluate the range of OD Interventions.

SECTION – A

Introduction to OD: Definitions of Organizational Development (OD), Growth and Relevance of OD.

History of OD: The Laboratory Training, Survey Research and Feedback, Action Research, Socio-technical and Socio-clinical Parallels, Second Generation OD.

Underlying Assumptions and Values: Assumptions about people as individuals, Assumptions about people in groups and about leadership, Assumptions about people in organizational systems, Assumptions that relate to values in the client organization, Values and belief system of behavioral scientist change agents.


SECTION – B

OD Interventions - An Overview: A definition of OD interventions, nature of OD interventions, the major families of OD interventions, classification schemata for OD interventions.

Team Interventions: Teams and Work Groups - Strategic Units of Organizations, Team Building Interventions, the Family Group Diagnostic Meeting, The Family Group Team-Building Meeting, Role Analysis Technique Intervention, Role Negotiation Technique, Responsibility Charting, the Force Field Analysis Technique, Gestalt Orientation to Team Building.


SECTION – C


SECTION – D

Structural Interventions and OD: Suggested Criteria for Congruency-incongruency with OD, Job Design, Quality Circles, MBO and Appraisal, Socio technical Systems and Work Restructuring, Quality of Work Life Projects.

The Collateral Organization: A Task Force with a Difference, Physical Settings and OD, Similarities and Differences between OD and selected structural interventions.

The Role and Style of the OD Practitioner: External and Internal Practitioner, Competencies of an OD Practitioner, OD Practitioner Styles, the OD Practitioner and his role in Intervention Process, Forming the practitioner-client relationship, Professional Values and Ethics for OD professionals, Ethical Guidelines and Dilemmas.

Suggested Readings:
5. D.R. Brown and D. Harvey: An Experiential Approach to OD, Pearson Education.
Objectives: The paper aims to make the students understand a systems view of operations and to understand the conversion of inputs into outputs with various technologies.

SECTION – A

Operations Management: Concepts and Functions.

SECTION – B

Facility Location: Importance, Factors in Location Analysis, Location Analysis Techniques.
Facility Layout: Objectives, Advantages, Basic Types of Layouts.
Production Planning & Control (PPC): Concepts, Objectives, Functions.

SECTION – C

Materials Management: Concepts and Objectives.
Introduction to modern Productivity techniques: Just in time, Kanban System, Total quality management & Six Sigma.
Functions Purchasing Management: Objectives, Functions, Methods, Procedure.

SECTION – D

Stores Management: Types of Stores, Functions, Coding Methods
Value Analysis: Concepts.
Inventory Management: Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order Level, ABC Analysis.
Maintenance Management: Concepts, Objectives, Functions, Types of Maintenance.

Suggested Readings:
1. N.G. Nair: Production & Operation Management, Tata McGraw Hill
2. Everett E. Adam & Ronald J. Ebert: Production & Operation Management, Prentice Hall India
3. Ritzman Krajewski: Operations Management, Pearson Education Asia
6. Gaither: Operations Management, Thomas Learning
8. M.M. Verma: Materials Management, Sultan Chand and Sons
Objective: The objective of this course is to create in-depth understanding of various corporate strategies, their formulation, implementation and process of change in strategies. Further the course will enable students to appraise various strategies issues.

SECTION – A
Introduction: Conceptual framework of strategic management, Strategic formation process, Approaches to strategies decision making, Pitfalls, Techniques for improvement, Mission.
Objectives and Goals: Significance, Characteristics and formation of Missions, Objectives and Goals, Porter’s five force model and strategies groups, Competitive advantage, Distinctive Competencies.
Organizational Analysis through Internal Scanning: Value chain analysis, Organization structure and culture, Various strategies issues.

SECTION – B

SECTION – C
Building and Restructuring Business: Start up route, Acquisition, Joint venture, Merger, Takeover, Restructuring, Retrenchment, Divestment, Harvest, Liquidation, Turnaround strategy.
Implementation of Strategy: Designing of structure, Designing of effective control system, ISO 9000, Strategic system, Strategic change process.

SECTION – D

Suggested Readings:
Objectives: The subject would enable the students to understand the parameters of accountability, control and reporting system by the corporate board and also help the students to have an insight into the interactive relationship among various corporate and related constituents in determining directions and performance of business organisations.

SECTION – A
Corporate Governance: Introduction and Overview.
Corporate Board: Attributes, Duties, Responsibilities, Liabilities, Shaping Directorial Competence and Board Effectiveness, Financial Institutions and Nominee Directors.

SECTION – B
Corporate Governance and Security: Corporate Disclosure and Investor Protection, Corporate Restructuring and Revival of Sick Units, Corporate Reputation, Corporate Legitimacy and Corporate Crime.

SECTION – C
Culture: An introduction, organization culture - Building and maintaining, Managing cultural diversity in organization, Indian culture characteristics.

SECTION – D
General Issues regarding Corporate Governance: Takeover Codes, Corporate Board Committees, Globalisation and Corporate Governance, Emerging Trends in Corporate Governance.

Suggested Readings:
2. C.V. Baxi: Corporate Governance, Excel books.
4. Dr. S. Singh: Corporate Governance, Excel books.
5. Swami (Dr.) Parthasarathy: Corporate Governance, biz tantra.
7. Jill Solomon: Corporate Governance & Accountability, Wiley India.
10. Subhash Chandra Das: Corporate Governance in India, Prentice Hall India.
Objective: The prime focus of this workshop is on developing entrepreneurship skills in participants by sensitizing them of the competencies required and institutional framework promoting entrepreneurial spirits in India. The course also aims at giving insights into the Management of Small Family Business.

SECTION – A


SECTION – B

Identification and Product Selection: Entrepreneurial Opportunity Search and Identification, Criteria to Select a Product, Conducting Feasibility Studies, Project Finalization, Sources of Information.

SECTION – C

Small Enterprises and Enterprise Launching Formalities: Definition of Small Scale, Rationale, Objective, Scope, Role of SME in Economic Development of India, SME, Registration, NOC from Pollution Board, Machinery and Equipment Selection, Project Report Preparation, Preparing Project Report, Project Planning and Scheduling.

SECTION – D


Suggested Readings:
Objectives: The objective of the course is to enable the students to understand wireless technologies, policies and their implementation in the industry.

SECTION – A
Introduction to VoIP: Transition to Digital, Codes and Bits, Speed and Capacity, Improving utilization, Interoperability, Types of Networks.

SECTION – B

SECTION – C
Advanced Technologies, Cable TV Networks, and the Internet: MSOs, Direct Broadcast Satellite TV, PON, Internet, Spam, Portals, Search Engines, and E-Commerce, Intranets and Extranets.

SECTION – D

Suggested Readings:
2. Savo Glisic, Beatriz Lorenzo: Advanced Wireless Networks (Cognitive, Cooperative and Opportunistic 4G Technology), Wiley Publisher.
**Objectives:** The objective of this subject is to give insight out information about IT Project Management and Change Management in industry. The subject would help students to enhance their technical as well as managerial skills to handle the difficulties in handling software projects in industry.

**SECTION – A**

**Introduction:** Project Management, SDLC, Project management and the development life cycle, Elements of Project management, Development process models, project plan.

**SECTION – B**

**Planning & Execution:** Approaches to planning, Product flow diagram, activity planning, resource allocation, using software tools for planning, project control life cycle, monitoring progress, applying control, purpose and types of reporting meetings.

**SECTION – C**

**Change control, configuration and Quality management:** change management roles and responsibilities, change management process, configuration management, quality criteria, quality characteristics, quality assurance, quality plan, detecting defects, dynamic testing.

**SECTION – D**

**Cost evaluation, Risk management and Project Organization:** Estimation, expert judgement, approaches to estimation, parametric approach, estimating by analogy, programmes and projects, identifying stakeholders and their concerns, organizational framework, characteristics of a project manager, project support office, project team, matrix management, team building and dynamics.

**Suggested Readings:**

3. Eric Verzuh: The fast forward MBA in Project Management, Wiley Publisher.
Objectives: The objective of the subject is to impart knowledge of mobile and wireless computing systems and techniques. This paper outlines various issues like GPRS, Mobile Adhoc Networks, Mobile Internet and WAP as well as mobile agents.

SECTION – A
Mobile Communication: Issues, challenges, and benefits; Review of mobile and cellular communication technology; Review of distributed/network operating systems, ubiquitous computing.
Global System for Mobile Communication (GSM) System Overview: GSM Architecture, Mobility Management, Network Signaling.

SECTION – B
Mobile Computing: Physical mobility, challenges, limits and connectivity, mobile IP and cellular IP in mobile computing.

SECTION – C
Wireless LANs: Introduction to IEEE 802.11, Bluetooth technologies and standards.
Mobile Adhoc Networks: Hidden and exposed terminal problems; Routing protocols: DSDV, DSR, and AODV.

SECTION – D
Handheld Devices and OS: Palm, HP; PalmOS, WindowsCE, Windows Mobile.
Mobile Internet and WAP: WWW programming model, WAP programming model, gateways.
Mobile agents: Aglets, Tcl, PMADE.

Suggested Readings:
5. D.B. Lange and M. Oshima: Programming and Deploying Java Mobile Agents with Aglets, Addison Wesley.
Objective: To enlighten the students on International Business Environment, which includes international Marketing and to study the impact of globalization on Indian Industry.

SECTION – A


SECTION – B


SECTION – C


SECTION – D


Suggested Readings:
Objective: The objective of the course is to acquaint the students with the opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. The course is designed to develop the basic understanding of the various tools, techniques and processes of International Financial Management.

SECTION – A
Foreign Exchange Risk: Foreign exchange market, Foreign exchange risk and Exposure, exposure information system, Strategies for exposure management and techniques for foreign exchange rate projections, Devices for foreign exchange risk and Exposure devices.

SECTION – B
Managing Short-term Assets and Liabilities: International working capital management, Investment of international money market, Euro currency and other important international money market, International ranking and Payment Settlement Mechanism.

SECTION – C

SECTION – D
Emerging Issues in International Finance: Charges in international business & trade, its impact on international finance, Recent changes in international money and capital markets, Impact of international tax on international finance.

Suggested Readings:-
Objectives: The Management of employees, both individually and collectively, remains a central feature of organizational life. This course is an attempt to understand the conceptual and legal aspects of employee relations at the macro and micro levels.

SECTION – A

Overview of Industrial Relations: Concept of IR, Nature of IR, Objectives of IR, Evolution of IR in India, Theories of IR, Systems approach to IR.

Trade Unionism: Concept of Trade Unions, Functions of Trade Unions, Approaches, Structures of Trade Unions.

The Trade Unions Act, 1926: Trade Union, Registration of Trade Unions, Rights and Liabilities of registered trade unions.

SECTION – B

Grievance Handling: Grievance, Causes/Sources of Grievances, Grievance Redressal Machinery, Legislative Aspects of the Grievance Redressal Procedure in India, Domestic enquiry.


SECTION – C

The Workmen's Compensation Act, 1923: Workman, Employer’s liability to pay compensation, Disablement, Amount of compensation.

Tripartite and bipartite bodies: Workers Participation in Management.


SECTION – D

Industrial Relations and emerging scenario: Industrial Relations and technological change, International Labour Organisation (ILO): Objectives and Structure, Future of Industrial Relations

Standing Orders Act, 1948: Standing orders, Certification of draft standing orders, Duration and Modification of certified orders.

Employee’s State Insurance Act, 1948: Contribution, Principle employer, Immediate employer, Different benefits.

Suggested Readings:
6. S.N. Dhayani: Industrial Relations System, Sultan Chand and Sons
Objectives: The subject aims at providing a comprehensive overview of applications of Enterprise Resource Planning for business managers. It would also acquaint the students with the knowledge of computerized production, material distribution system of a manufacturing organization and analyse the future prospects regarding ERP markets.

SECTION – A

SECTION – B
Issues, Concerns and Purchasing: Disadvantages of ERP Solutions, Users, Developers, Customers of ERP, Purchasing or Outsourcing, Planning, Purchasing and Selection of ERP, Managing implementation partners, ERP strategy options and risk mitigation.

SECTION – C
Implementation of ERP: Implementation plan of ERP, Methods and tools, Business process mapping, Gap analysis, risks and dependencies, Project timeline plan, Project organization plan, Structure and coding, Data migration and historical record, Prototype testing, User training program, Knowledge management, Disaster recovery plan, RDBMS, Data communication system, Hardware requirements, Sample system architecture.

SECTION – D
ERP Project Success and failure: Introduction to ERP Project success and failure with case studies, Current and future ERP market, Key Players and Market Shares, Market Issues, Continuous business improvement in ERP.

Suggested Readings:
Objectives: The objectives of the course are to acquaint the students with the entire range of concept fundamentals and practicalities of Industrial Marketing and rural marketing. The course aims at imparting the knowledge about industrial marketing and also to orient students to the realities of rural marketing in India, its strengths, weaknesses, opportunities and threats in the changing global context. It would enable the learners to understand as to how the marketing strategies are different in industrial markets as compared to consumer markets.

SECTION – A


SECTION – B


SECTION – C


SECTION – D


Suggested Readings:
2. Francis Cherunilam: Industrial Marketing Text and Cases, Himalaya Publishing House
Objective: The objective of the course is to acquaint the students with the various Financial Services and Techniques to manage them.

SECTION – A

SECTION – B
Depository Services: Introduction to Depository Services, Depository Participants in India, Role of NSDL and CDSL, Difference Between NSDL and Bank, Services offered by Depository Participants, Products offered by Depository Participants, Process of Dematerialisation, Difference Between Physical and Electronic Holding of Securities.
Broking: Broking Services and Trading in Equity Broking and Trading in Debt.
Mutual Funds: Concept of Mutual Funds, Types of Mutual Funds, Advantages, Structure of Mutual Funds and tax treatment, SEBI and Mutual Funds Regulations.
Insurance Services: Introduction, Types of Insurance, Life Products, Non-Life Products.

SECTION – C
Debt Securitisation and Corporate Advisory Services: Introduction, Securitisation as a funding Mechanism, Securitisation of Mortgaged and Non- Mortgaged Assets Issue Management;
Credit Rating: Meaning of Credit Rating, Process of Credit Rating, and Factors affecting Rating, Types of Rating, Advantages and Disadvantages of Credit Rating, Methodology of Credit Rating, Credit Rating Agency Regulation Act 1974, Credit Rating in India.

SECTION – D
Leasing: Definition, Types of Leases, Advantages, Disadvantages, Leasing and Commercial Banking Sector, Risk in Leasing, Lease Proposal Analysis, Comparison Between Lease and Hire Purchase, Legal Aspects of leasing, Taxation Aspects of leasing, Lease Accounting and Reporting.
Housing Finance: Introduction to Housing Finance, Housing Finance Schemes, Procedure of Loan-disbursement, Legal Framework of Housing Finance, Credit Cards, Types, Settlement Process Mechanism, Member Establishment, Member Affiliates.
Factoring: Meaning, Forms, Functions, Legal Aspects and Evaluation.

Suggested Readings:
7. Satish K. Matta: Management of Financial Institutions and Services, Vrinda Publications
Objectives: This course integrates concepts and current day practices to provide insight into Performance Management systems and models and to understand and appreciate the intricacies of Reward Management in organizations.

SECTION – A
Performance Management: Definition, Disadvantages of poorly implemented Performance Management (PM) Systems, aims and role of PM Systems, Characteristics of ideal PM Systems.
Performance Management Theatre: Concept, pillars of Performance management theatre, Planning manager Performance and development, Monitoring manager performance and development, Annual stocktaking.

SECTION – B
Planning Manager Performance and Development: Setting objectives, Organisational and individual performance plans, Components of Manager performance and development plan, Setting Mutual Expectations and Performance Criteria
Monitoring and Mentoring Manager Performance and Development: Introduction, Supervision, Objectives and Principles of Monitoring, Monitoring process, Periodic Reviews, Problem solving, process and Principles of manager development, Role efficacy.

SECTION – C
Annual Stocktaking: Stock taking performance, stock taking discussions, Stocktaking potential, Tools for stocktaking potential (assessment centres, 360 degree feedback, manager career development window).
Appraising for Recognition and Rewards: Pros and cons of appraising, appraiser and appraisee concerns, common rating errors, Purposes for appraising, Methods of appraisal, Implementing the appraisal system

SECTION – D
Pay Structures: Fixed vs variable pay, graded pay structures, Broadbanding, Developing pay structures.

Suggested Readings:
Objectives: This course aims at providing the understanding of concepts, techniques and attitude required for effective management of productivity in modern organizations.

SECTION – A

Introduction: The concept of productivity, Needs for productivity culture, Management and productivity, Factors affecting productivity, Efforts in productivity management, Organizational effectiveness and productivity.

Sources of productivity: Labor, capital, efficiency in use of labor and capital, productivity and standard of living.

SECTION – B

Measurement of Productivity: Productivity cycle, Productivity measurement and its need, Total productivity mode, Limitations of partial measures of productivity, Productivity evaluation in organizations, Productivity and industrial relations.

Productivity and business cycles: Cyclical pattern of labor productivity, market impact on productivity.

SECTION – C

Productivity and Planning: Productivity planning and improvement concepts, Strategies for productivity, International productivity management and experience, Indian experience in productivity.

Productivity and price trends: Factors influencing relative price, relationship of price and output.

SECTION – D


Productivity differences among countries: International differences in labor productivity, role of central planning errors and business cycles on productivity.

Suggested Readings:
3. Chandra: Dynamics of Productivity, South Publisher.
5. Prokopenko: Productivity Management, Oxford & IBH.