

Course Details at a glance

Semester I

- | | |
|---|------------------|
| 1. CP-101-Management Process and Organisational Behaviour | : 4 Credit Point |
| 2. CP-102-Quantitative Methods | - 4 Credit Point |
| 3. CP-103-Managerial Economics | - 4 Credit Point |
| 4. CP-104-Environment and Management | - 4 Credit Point |
| 5. CP-105-Managerial Skill Development | - 4 Credit Point |
| 6. CP-106-Indian Ethos & Values | - 4 Credit Point |
| 7. CP-107-Accounting for Managers | - 4 Credit Point |
| 8. CP-108-Management Information System | - 4 Credit Point |

Semester II

- | | |
|--|------------------|
| 1. CP-201-Business Legislation | - 4 Credit Point |
| 2. CP-202-Management Science | - 4 Credit Point |
| 3. CP-203-Human Resource Management | - 4 Credit Point |
| 4. CP-204-Financial Management | - 4 Credit Point |
| 5. CP-205-Marketing Management | - 4 Credit Point |
| 6. CP-206-Production and Operation Management | - 4 Credit Point |
| 7. CP-207-Research Methodology | - 4 Credit Point |
| 8. CP-208-International Environment and Management | - 4 Credit Point |

Semester III

- | | |
|---|------------------|
| 1. CP-301-Business Policy and Strategic Management | - 4 Credit Point |
| 2. CP-302-Organisational Effectiveness and Change | - 4 Credit Point |
| 3. CP-303-Summer Training, Project Report & Viva-voce | - 4 Credit Point |

Finance (Major Specialisation)

- | | |
|---|------------------|
| 1. F-304-Security Analysis and Portfolio Management | - 4 Credit Point |
| 2. F-305-International Financial Management | - 4 Credit Point |
| 3. F-306-International Accounting | - 4 Credit Point |
| 4. F-307-Financial Derivatives | - 4 Credit Point |
| 5. F-308-Project Planning Analysis & Management | - 4 Credit Point |
| 6. F-309-Corporate Restructuring | - 4 Credit Point |

Marketing (Major Specialisation)

- | | |
|--|------------------|
| 1. M-304-Consumer Behaviour | - 4 Credit Point |
| 2. M-305-Advertising Management | - 4 Credit Point |
| 3. M-306-Strategic Management | - 4 Credit Point |
| 4. M-307-International Marketing | - 4 Credit Point |
| 5. M-308-Sales & Distribution Management | - 4 Credit Point |
| 6. M.309-Planning & Managing Retail Management | - 4 Credit Point |

Human Resource (Major Specialisation)

- | | |
|---|------------------|
| 1. HR-304-Management of Industrial Relations | - 4 Credit Point |
| 2. HR-305-Manpower Development for Technological Change | - 4 Credit Point |
| 3. HR-306-Legal Framework Governing Human Relations | - 4 Credit Point |
| 4. HR-307-Management Training & Development | - 4 Credit Point |
| 5. HR-308-Human Resource Development-Strategies & Systems | - 4 Credit Point |
| 6. HR-309-Human Resource Planning & Development | - 4 Credit Point |

Information Technology (Major Specialisation)

- | | |
|--------------------------------------|------------------|
| 1. IT-304-Database Management System | - 4 Credit Point |
| 2. IT-305-Data Communication | - 4 Credit Point |
| 3. IT-306-Software Engineering | - 4 Credit Point |
| 4. IT-307-System Analysis and Design | - 4 Credit Point |
| 5. IT-308-Information Security | - 4 Credit Point |
| 6. IT-309-E-Commerce and Cyber Law | - 4 Credit Point |

Production & Operations (Major Specialisation)

1. PO-304-Purchasing & Materials Management : 4 Credit Point
2. PO-305-Total Quality Management : 4 Credit Point
3. PO-306-Production Planning & Control : 4 Credit Point
4. PO-307-Applied Operations Research : 4 Credit Point
5. PO-308-Logistics Management : 4 Credit Point
6. PO-309-Goal Programming in Management : 4 Credit Point

Insurance & Risk Management (Major Specialisation)

1. IR-304-Principles & Practices of Life & General Insurance : 4 Credit Point
2. IR-305-Finance for Insurance : 4 Credit Point
3. IR-306-Health and Personal Accident Insurance : 4 Credit Point
4. IR-307-Data Mining Technique : 4 Credit Point
5. IR-308-Actuarial Mathematics : 4 Credit Point
6. IR-309-Risk Management & Life Insurance Underwriting : 4 Credit Point

Semester IV

1. CP-401-Corporate Governance : 4 Credit Point
2. CP-402-Enterprise Resource Planning : 4 Credit Point
3. Dissertation and Viva-voce : 4 Credit Point

Finance (Minor Specialisation)

1. F-404-Security Analysis & Portfolio Management : 4 Credit Point
2. F-405-International Accounting : 4 Credit Point
3. F-406-Project Planning Analysis & Management : 4 Credit Point

Marketing (Minor Specialisation)

1. M-404-Advertising Management : 4 Credit Point
2. M-405-International Marketing : 4 Credit Point
3. M-406-Planning & Managing Retail Business : 4 Credit Point

Human Resource (Minor Specialisation)

1. HR-404-Manpower Development for Technological Change : 4 Credit Point
2. HR-405-Legal Framework Governing Human Relations : 4 Credit Point
3. HR-406-Human Resource Development: Strategies & Systems : 4 Credit Point

Information Technology (Minor Specialisation)

1. IT-404-System Analysis & Design : 4 Credit Point
2. IT-405-Information Security : 4 Credit Point
3. IT-406-E-Commerce & Cyber Law : 4 Credit Point

Production & Operations (Minor Specialisation)

1. PO-404-Purchasing & Materials Management : 4 Credit Point
2. PO-405-Total Quality Management : 4 Credit Point
3. PO-406-Logistics Management : 4 Credit Point

Insurance & Risk Management (Minor Specialisation)

1. IRM-404-Principles & Practices of Life & General Insurance : 4 Credit Point
2. IRM-405-Finance for Insurance : 4 Credit Point
3. IRM-406-Health and Personal Accident Insurance : 4 Credit Point

The weightage distribution for evaluation shall be as follows:

A.

	Mid Term Test-I	Mid Term Test-II	End Term Semester Test	Total
Subjects without Practical	10	10	80	100

B. Dissertation/Project

Identification of Problem	Literature Review	Methodology	Finding and Analysis	Project Report or Thesis	Viva-voce	Total
10	10	10	40	10	20	100

GUIDELINE FOR CONDUCT OF EXAMINATION AND QUESTION PATTERN

The end semester examination will be of three hours irrespective of marks.

For subject without having practical full marks are 100 per paper out of which 20 marks allotted for Mid-Semester Examination (Internal) and 80 marks for end Semester Examination.

The question papers shall be divided into two parts such as Group-A & Group-B.

- i. Group-A will carry 10 short questions (two short questions from each units⁰ of two marks each.
- ii. Group-B shall have 5 long type questions of twelve marks each and there shall be one question from each unit with one alternative.

Further, the committee considered the introduction of courses of skill enhancement for employability and resolved that, the following four add-on courses shall be introduced in PG Level which shall be over and above credit hours.

- i) Soft and IT skills
- ii) Leadership / Personality Development
- iii) Communicative English
- iv) Entrepreneurship and Development

DETAIL SYLLABUS (M.B.A.)***(SEMESTER – I)*****☉CP-101: (MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR)****Objectives**

The objective of this paper is to familiarize the student with basic management concepts and behavioural processes in the organization.

Course Contents

Unit – I: Evolution of management thought, systems and contingency approach for understanding organizations, managerial processes, functions, skills and roles in an organization.

Unit – II: Social responsibility of business, communication.

Unit – III: Understanding and managing individual behaviour – personality, perceptions, values, attitudes, learning, work motivation, individual decision making and problem solving.

Unit – IV: Understanding and managing group processes – interpersonal and group dynamics, applications of emotional intelligence in organizations, group decision making, leadership and influence process.

Unit – V: Understanding and managing organizational system – organizational decision and structure, work stress.

Suggested Reading:

1. Koontz, H and Wehrich, H. Management, 10th ed., New York, McGraw Hill, 1995.
2. Luthans, F. Organizational Behaviour, 7th ed., New York, McGraw Hill, 1995.
3. Robbins, S.P. Management, 5th ed., New Jersey, Englewood Cliffs, prentice Hall Inc, 1996.
4. Robbins, S.P. Organizational Behaviour, 7th ed., New Delhi, Prentice Hall of India, 1996.
5. Singh, Dalip Emotional Intelligence at Work, Response Books, Sage Publications, Delhi, 2001.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉CP-102: QUANTITATIVE METHODS**Objectives**

The objective of the course is to make the students familiar with basic statistical and linear programming techniques. The main focus, however, is in their applications in business decision making.

Expected Outcome: A thorough understanding of different statistical methods and their managerial applications.

Course Contents

Unit – I: Basic of Statistics: Definition, scope, data representation, measure of central tendency, dispersion, skewness, moments, kurtosis

Unit – II: Correlation and regression analysis, time series analysis and forecasting.

Unit – III: Probability theory and probability distributions like Binomial, Poisson, Normal and Exponential.

Unit – IV: Statistical Inference- test of significance: testing of hypothesis, t test, z test

Unit – V: Linear programming: Basic concepts, model formulation, solution method and duality

Suggested Readings

1. P N Arora , Sumeet arora, s Aarora Comprehensive Statistics, S Chand, new Delhi
2. Gupta, S.P. and Gupta M.P. Business Statistics, New Delhi, Sultan Chand, 1997.
3. Kazmier, L.J. and Phhl, N.F. Basic Statistics for Business and Economics, New York, McGraw Hill, 1988.
4. Levin Richard I and Rubin David S. Statistics for Management, New Jersey, Prentice Hall Inc., 1995.
5. Narag, A.S. Linear Programming and Decision Making, New Delhi, sultan Chand, 1995.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉CP-103: MANAGERIAL ECONIMICS

Objectives

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

Course contents

Unit – I: Nature of Business Decision Making- Concepts and Techniques, Marginal Concept and Optimization, Theory of Demand, Demand Functions, Indifference Curve Theory, Income and Substitution effects, Revealed Preference Approach and Demand Forecasting.

Unit – II: Production: Production Function, Stages of Production, Laws of Variable Proportions, Returns to scale, Cost curves: Short-run & Long-run Cost Curves; Economies of Scale

Unit – III: Maximisation of profit, Market structure: Types of Markets, Perfect Competition, Monopoly, Discriminating Monopoly, Oligopoly

Unit – IV: Macro economics aggregates and concepts – GNP and GDP – Concept and measurement of national income; Determination of national income, Inflation: Causes and Effects of Inflation; Monetary Policy & Fiscal Policy.

Unit – V: Aggregate Demand, Aggregate Supply, Aggregate Consumption, Keynes Psychological Law of Consumption, Consumption function, Investment, Marginal Efficiency of Capital, Interest

Suggested Readings

1. Adhikary, M. Business Economics, New Delhi, Excel Books, 2000.
2. Baumal, W.J. Economic Theory and Operations Analysis, New Delhi, Prentice Hall Inc., 1996.
3. Chopra, O.P. Managerial Economics, New Delhi Tata McGraw Hill, 1995.
4. Keat, Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey, 1996.
5. Koutsoyiannis, A. Modern Micro Economics, New York, Macmillian, 1991.
6. Shapiro, Edward J. Macro Economic Analysis, Galgotia Publication, 2013.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉CP-104: ENVIRONMENT MANAGEMENT

Course Contents:

Unit – I: Environment Management: fundamentals-sustainable development, implication of human population growth, limits to growth, environment and business schools: energy management: fundamentals – Fossil fuels use, energy production and trade, energy balance.

Unit – II: Ecosystem Concepts: Basic concepts and their application in business, industrial ecology and recycling industry; environment management system: EMS standards, ISO 14000.

Unit – III: Environmental auditing, clearance / permissions for establishing industry; environmental management and valuation: environmental accounting, economics – environmental taxes shifts, green funding, corporate mergers, environmental ethics; environmental management trade and environmental management, debt and environment, GATT / WTO provisions.

Unit – IV: Environmental Laws: Acts, Patents, IPRS, role of NGO'S PIL; pollution and waste management – air, water, land pollution, trade in wastes.

Unit – V: Water, forest and biodiversity management: water resources, dams and their role; forest products and trade, role of biodiversity in international trade; approaches to corporate ethics: Bio-ethics.

Suggested Readings:

1. Uberoi, N.K. Environmental Management, Excel Books, A-15, Naraina Phase-1, New Delhi, 2000.
2. Pandey, G.N. Environmental Management, Vikas Publishing House New Delhi, 1997.
3. Gupta, N. Dass: Environmental Accounting, Wheeler Publishing, 19, K.G. Marg, New Delhi, 1997.
4. Mohanty, S.K. Environment & Pollution Law Maunal, Universal Law Publishing, G.T. Karnal Road, New Delhi, 1996.
5. Harley, Nick: Environmental Economics, MacMillan India Ltd., Ansari Road, New Delhi, 1997.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-105: MANAGERIAL SKILL DEVELOPMENT

Objectives

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

Course Contents

Unit - I: INTRODUCTION: Definition and classification of communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication, Impact of cross cultural communication.

Unit – II: EMPLOYMENT COMMUNICATION: Writing CVs & Application Letter, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, teleconferencing, videoconferencing

ORAL COMMUNICATION: What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

Unit - III: WRITTEN COMMUNICATION: Purpose of writing, pros & cons of written communication, clarity in writing, principles of effective writing, writing technique.

BUSINESS LETTERS AND REPORTS: Introduction to business letters, Types of business letter, Layout of business letter, Reports: definition & purpose, types of business reports, reports writing.

Unit - IV: GROUP COMMUNICATION- Meetings: need, importance & planning of Meetings, drafting of notice, agenda, minutes & resolutions of Meeting, writing memorandum, press release, press conference, Business etiquettes – netiquettes, telephonic & table etiquettes.

PRESENTATION SKILLS: What is a presentation: elements of presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, appearance & posture, practicing delivery of presentation.

Unit - V: CORPORATE COMMUNICATION : Definition, scope, importance & components of corporate communication, professional communicator responsibilities, corporate communication & Public Relation, role of social media in communication. Case Study.

Suggested Readings:

1. Bowman, Joel P and Branchaw, Bernadine P. "Business Communication: From process to Product", 1987, Dryden Press, Chicago.
2. Hatch, Richard, "Communicating in Business", 1977, Science Research Associates, Chicago.
3. Murphy, Herta A and Peck, Charrles E. "Effective Business Communications", 2nd ed. 1976, Tata McGraw Hill, New Delhi.
4. Pearce, C Glenn etc. "Business Communications: Principles and Applications", 2nd ed. 1988, John Wiley, New York.

Treece, Maira, "Successful Business Communications", 3rd ed. 1987, Allyn and Bacon Boston.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-106: INDIAN ETHOS AND VALUES

Objectives

To acquaint the students with the Indian Ethos & Values for taking better managerial decisions.

Expected Outcome: After being exposed to the contents of the paper like work ethos, Indian heritage, human values, holistic principles, spiritualism etc. there shall be real positive transformation in the behaviour of the students and the students shall be able to act ethically and morally in their day to day activities with a sense of piousness in taking crucial decisions in their lives.

Course Contents

Unit – I: Model of management in the Indian socio-political environment; work ethos.

Unit – II: Indian heritage in production and consumption; Indian insight into TQM.

Unit – III: Problems relating to stress in corporate management – Indian perspective.

Unit – IV: Teaching Ethics; trans-cultural human values in management education; relevance of values in management; need for values in global change – Indian perspective.

Unit – V: Values for managers; holistic approach for managers in decision making; secular versus spiritual values in management; personal growth and lessons from ancient Indian educational system; science and human values.

Suggested Readings

1. Chakraborty, S.K.: Foundations of Managerial Work – Contributions from Indian Thought, Himalaya Publishing House Delhi 1998.
2. Drucker, P: Managing in Turbulent Times, Pan Books London 1983.
3. Kumar, S and N.K. Uberoi: Managing secularism in the New Millennium, Excel Books 2000.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-107: ACCOUNTING FOR MANAGERS**Objectives**

To acquaint the students with the basic concept and techniques of accounting for managerial decision making.

Course contents**Unit – I: Introduction to Accounting**

Accounting – meaning, scope, objectives, accounting as information system, accounting principles, overview of accounting cycle; accounting standards-Indian and International, IFRS; Cost and Management Accounting-Concept and Importance; relationship between financial, cost and management accounting; classification of cost and cost sheet.

Unit – II: Accounting records and statements

Journal, Ledger, subsidiary books, bank reconciliation statement and trial balance; final accounts-Manufacturing Account, Trading Account, Profit & Loss Account, Balance Sheet, Income Statement.

Unit – III: Financial Statement Analysis - meaning, scope and importance, different techniques-funds flow statement analysis, cash flow statement analysis, ratio analysis; horizontal, vertical and multiple discriminate analysis, limitations of financial statement analysis.

Unit – IV: Accounting and Marginal Costing, Cost-volume Profit Analysis, Break-even Analysis, Standard Cost and Variance Analysis Material Cost Variance, Labour Cost Variance, Overhead Variance, Interpretation of Variances and Control of Variances, Inventory-Pricing, Control and Management

Unit – V: Responsibility Accounting and Reporting:

Responsibility Accounting, Cost Audit and Management Audit, Financial and Management Reporting-Segment and Interim Reporting and Disclosure.

Suggested Readings

1. Anthony, R.N. and Reece J.S. Accounting Principles, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.
2. Bhattacharya S.K. and Dearden J. Accounting for Management, Text and Cases, New Delhi, Vikas, 1996.
3. Heitger, L.E. and Matulich, Serge, Financial Accounting, New York, Mc-Graw Hill, 1990.
4. Hingorani, N.L. and Ramanathan, A.R. Management Accounting, 5th ed., New Delhi, Sultan Chand, 1992.
5. Homgren, Charles etc. Principles of Financial and Management Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-108: (MANAGEMENT INFORMATION SYSTEM)**Objectives**

The objective of this course is to develop the basic understanding of the Management information System and with latest development and use in the organization

Expected Outcome: An indepth working knowledge and applications of information technology in an organisation.

Course Contents

Unit – I: Management Information System: Introduction, Objective, Definition, Benefits, Characteristics case discussion on MIS, Information System Level, Types of Information System, Resistance to MIS, Implementing MIS, Features of MIS, Components of MIS.

Unit – II: Decision Support System: Introduction, Architecture, Components, Limitation, Development and Case Discussion.

Unit – III: Data Base and Modeling: Database Models, Objective of DBMS, use of database, database administrators, language, data modeling concepts, hierarchies model, network model, relational model, normalization, ER diagram.

Unit – IV: Introduction to Emerging trends technology, Expert System, Knowledge Management, A.I., Data Mining, Data Warehousing, ECRM, Software Development life cycle and models.

Unit – V: Software Security: Threats, Method of safety, Cryptography, Digital Signature, RSA algorithm.

Suggested Readings

1. C SV Murthy, Management Information System, Himalaya Publication, New Delhi
2. Theierauff, Robert J. Decision Support System for effective planning – Prentice Hall-1982.
3. Kroger, Donald W., and Hugh J. Watson Computer Based Information System New York, 1984.
4. Davis, Michael W. A Management Approach – Macmillan Publishing Company, Prentice Hall, New Jersey, 1988.
5. Andrew P. Decision Support System Engineering, Sage, John Wiley & Sons, New York, 1991.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

DETAIL SYLLABUS (M.B.A.)***(SEMESTER – II)*****CP-201: BUSINESS LEGISLATION****Objectives**

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

Course contents

Unit – I: The Indian contract act, 1972: essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, quasi-contracts.

Unit – II: The sale of goods act, 1930: formation of a contract, rights of an unpaid seller, the negotiable instruments act, 1981: nature and types, negotiation and assignment, holder-in-due course, dishonour and discharge of a negotiable instrument.

Unit – III: Arbitration; the companies act, 1956: nature and types of companies, formation, memorandum and articles of association, prospectus allotment of shares, shares and share capital, membership, borrowing powers.

Unit – IV: Companies Act 1956: management and meetings, accounts and audit, compromise arrangements and reconstruction, prevention of oppression and mismanagement, winding up.

Unit – V: Consumer protection act and cyber laws.

Suggested Readings

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

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-202 : MANAGEMENT SCIENCE**Objectives**

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

Expected Outcome: A thorough understanding on different quantitative techniques and their managerial applications.

Course Contents

Unit – I: Management science – Basic concepts and its role in decision making; transportation and assignment trans-shipment, sensitivity analysis.

Unit – II: Integer programming using branch and bound algorithm; goal programming, Markov Chain

Unit – III: Queuing theory; inventory management techniques.

Unit – IV: PERT/CPM; decision theory and decision trees.

Unit – V: Game theory; replacement theory, simulation.

Suggested Readings

1. Vohra, N D, Quantitative Techniques in Management, TMH publication
2. Patel S K, Mohanty P K, operations Research, Scientific Publisher, New Delhi
3. Mathur, K and Solow, D. Management Science, Englewood Cliffs, New Jersey, Prentice Hall of Inc., 1994.
4. Narag A.S. Liner Programming and Decision Making, New Delhi, Sultan Chand, 1995.
5. Sharma, J.K. Operations Research: Theory and Applications, New Delhi, Macmillan India Ltd., 1997.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉CP-203 : HUMAN RESOURCE MANAGEMENT

Objectives:

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

Course Contents

Unit – I: Concepts and perspectives on human resource management; human resource manager in a changing environment.

Unit – II: Corporate objectives and human resource planning; career succession planning; job analysis and role description.

Unit – III: Methods of manpower search; attracting and selecting human resources; introduction and socialization.

Unit – IV: Manpower training and development; performance appraisal and potential evaluation; job evaluation and wage determination; employee welfare.

Unit – V: Industrial relations and trade unions; dispute resolution and grievance management; employee empowerment.

Suggested Readings

1. Aswathappa, K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi, 1997.
2. De Cenzo, DA & Robbins SP. Human Resource Management, 5th ed., New York, John Wiley, 1994.
3. Guy, V & Mattock J. The New International Manager, London, Kogan Page, 1993.
4. Holloway, J. ed. Performance Measurement and Evaluation, New Delhi, Sage, 1995.
5. Monappa, A. & Saiyadain M. Personnel Management, 2nd ed., New Delhi, Tata McGraw Hill, 1996.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉CP-204 : FINANCIAL MANAGEMENT

Objectives

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

Expected Outcome: It will enable the students to evaluate the value of the firms; take an optimal decision in raising funds through both debt and equity issues; allocate capital among the profitable projects optimally so as to achieve capital rationing; take short-term investment decisions judiciously giving importance to both profitability and liquidity of the company and finally take decisions on retention of equity earnings and distribution of dividend among the share holders to optimise the value of the firms.

Course contents

Unit – I: Indian Financial System – Financial Markets, Instruments, Regulatory Authority. Scope and functions of finance; objective of financial management. Time value of money - interest, present and future value calculation. **Unit – II:** Corporate Cost of Capital – significance, estimation of components and weighted average cost of capital. Estimation of return and risk on a single security; portfolio return and risk; risk return relationship of two security portfolio. Valuation of Bonds; types of yield on bonds. Equity valuation by using dividend discount model. Bonus issue and equity valuation.

Unit – III: Capital budgeting decision significance, estimation cash flows, appraisal methods. NPV vs IRR method. Capital rationing, risk and uncertainty in capital budgeting decisions, decisions tree for sequential investment decision, simulation in capital budgeting decisions; management of working capital-cash, receivables and inventory management.

Unit – IV: Leverage-Business Risk vs Financial Risk; operating leverage-fixed operating expenses, degrees of operating leverage (DOL). Financial Leverage-Fixed Financial Charges, Degree of Financial Leverage (DFL), Financial break-even point and indifference point. Theory of Corporate Capital Structure-NI approach, NDI approach, Traditional approach and M-M hypothesis. Theories of dividend decision-Walter's Model, Gordon's model and M-M hypothesis.

Unit – V: Mergers and acquisitions – mergers, LOBs, divestitures, valuing the target company-DFC evaluation; international financial management; the foreign exchange market; international parity relationships; foreign exchange risk hedging; international capital investment analysis; financing international operations.

Suggested Readings

1. I.M. Pandey, Financial Management, Vikash Publishing House (P) Ltd., New Delhi.
2. Prasanna Chandra, Financial Management: Theory and Practice, Tata Mc Graw Publishing Company Ltd., New Delhi..
3. Brealey, Richard A. and Myers Stewart C. Principles of Corporate Finance, 5th ed., New Delhi, McGraw Hill, 1996.
4. Van Horne, James C. Financial Management and Policy, 10th ed., New Delhi, Prentice Hall of India, 1997.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-205 : MARKETING MANAGEMENT**Objectives**

The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Expected Outcome: This paper shall enrich the existing knowledge of the students regarding the field of marketing and shall strengthen them to understand the ways and means of marketing of the products, services and ideas after having a thorough knowledge on dynamic marketing environment, marketing mix decisions, marketing evaluation and control in the wider national and global context.

Course contents

Unit – I: Nature and scope of marketing, corporate orientations towards the marketplace, the marketing environment and environment scanning, marketing information system and marketing research.

Unit – II: Understanding consumer and industrial markets, market segmentation, targeting and positioning; product decisions – product mix, product life cycle, new product development, branding and packaging decisions, pricing methods and strategies.

Unit – III: Promotion decision – promotion mix, advertising, sales promotion, publicity and personal selling.

Unit – IV: Channel management – selection, cooperation and conflict management, Role of Wholesaler, Retailer and Physical Distribution System.

Unit – V: Evaluation and control of marketing efforts; new issues in marketing-globalization, consumerism, green marketing, legal issues.

Suggested Readings

1. Enis, B.M. Marketing Classics: A selection of Influential Articles, New York, McGraw Hill, 1991.
2. Kotler, Philip and Amstrong, G. Principles of Marketing, New Delhi, Prentice Hall of India, 1997.
3. Kotler, Philip, Marketing Management: analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India, 1994.
4. Ramaswamy, VS and Namakumari, S. Marketing Management: Planning, Control, New Delhi, MacMillan 1990.
5. Stanton, William, J. Fundamentals of Marketing, New York, McGraw Hill, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-206 : PRODUCTION AND OPERATIONS MANAGEMENT**Objectives**

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

Course Contents

Unit – I: Nature and scope of production and operations management; facility location; types of manufacturing systems and layouts; layout planning and analysis.

Unit – II: Material handling – principles – equipments, line balancing – problems; operation decisions – production planning and control - In mass production – in batch / job under manufacturing.

Unit – III: Capacity planning – models; process planning – aggregate planning – scheduling – maintenance management concept – work study, method study, work measurement, work sampling, work environment – industrial safety.

Unit – IV: Material management: an overview of material management, material planning budgeting and material requirement planning; purchase management; stores management.

Unit – V: Quality assurance – acceptance sampling, statistical process control, total quality management; ISO-9000; maintenance management; safety management.

Suggested Readings

1. Adam, E.E & Ebert, R.L. Production and Operations Management, 6th ed., New Delhi, Prentice Hall of India 1995.
2. Amrine Harold T. etc. manufacturing Organisation and Management., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Buffa, E.S. Modern Production Management. New York, John Wiley, 1987.
4. Chary, S.N. Production and Operations Management, New Delhi, Tata McGraw Hill, 1989.
5. Dobler, Donald W and Lee, Lamar, Purchasing and Materials Management, New York, McGraw Hill, 1984.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-207 : RESEARCH METHODOLOGY

Objectives

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Course contents

Unit – I: Nature and scope of research methodology; Meaning of Research, Problem Formulation and Statement of Research objectives, Types of Research, Research Approaches, Significance of Research, Criteria of Good Research

Unit – II: Organization structure of research; Research Methods Verses Methodology; Research Process; Research Designs – Exploratory, Descriptive and Experimental Research Designs.

Unit – III: Methods of data collection – observational and survey methods; questionnaire design; attitude measurement techniques; motivational research techniques; administration of surveys; sample design: Types of Sampling

Unit – IV: Selecting an appropriate Statistical Technique; Field work and Tabulation of Data; Analysis of Data; Scaling Techniques; Advanced Techniques for Data Analysis: Chi-Square Test, Analysis of Variance (ANOVA)

Unit – V: Multivariate Analysis Techniques: Discriminate Analysis, Principal Component Analysis, Factor Analysis and Cluster Analysis; Research Applications. Interpretation and Report Writing

Suggested Readings

1. Andrews, F.M. and S.B. Withey Social Indicators of Well Being, Plenum Press, NY, 1976.
2. Bennet, Roger: Management Research, ILO, 1983.
3. Fowler, Floyd J. Jr., Survey Methods, 2nd ed., Sage Pub., 1993.
4. Fox, J.A. and P.E. Tracy: Randomized Response: A Method of Sensitive Surveys, Sage Pub., 1986.
5. Gupta, S.P. Statistical Methods, 30th ed., Sultan Chand, New Delhi, 2001.
6. Kothari, C.R. Research Methodology: Methods & Techniques; Revised Second Edition, New Age International Publishers, New Delhi, 2004.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-208: INTERNATIONAL BUSINESS ENVIRONMENT AND MANAGEMENT

Objectives

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

Course Contents

Unit – I: International Business: an overview – Modes of International Business; The External Environment; Evolution of Strategy in International Business., Socio-Economic, Political, Legal, Cultural, Technological Environment and Strategic Needs in Internationalization Process

Unit – II: International Trade Theories, Government Influence on Trade Investment; World Financial Environment; Cross-National Cooperation and Agreements; Tariff and Non-Tariff Barriers, Balance of Payments Accounts and Macroeconomic Management. WTO, Regional Blocks. Influence on Trade and Investment Patterns; Recent World Trade and Foreign Investment Trends;

Unit – III: International Production & Operation Management, Marketing in the Internationalization Process, Export and Import strategies, Licensing; Joint Ventures Technology and Global Competition, Human Resource Management in Internationalization Process, Labour Market Differences in International Firms, International Development of Managers.

Unit – IV: World financial environment; Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-currency market; Offshore Financial Centres; International Banks; Non-Banking Financial Service Firms, Stock markets; Global Competitiveness; Globalization with Social Responsibility.

Unit – V: World Economic Growth and the Environment; Country Evaluation and Selection; International Business Diplomacy: Negotiating an International Business, Issues in Asset Protection; Multilateral Settlements; Consortium Approaches; External Relations Approach.

Suggested Readings

1. Alworth, Julian S. The Finance, Investment and Taxation Decisions of Multinationals, London, Basil Blackwell, 1988.
2. Bhalla, V.K. and s. Shivaramu, International Business Environment and Business, New Delhi, Anmol, 1995.
3. Bhalla, V.K. International Economy: Liberalisation Process, New Delhi, Anmol, 1993.
4. Daniel, John D and Radebangh, Lee H. International Business, 5th ed., New York, Addison Wesley, 1986.
5. Eiteman, D.K. and Stopnehill, Al. Multinational Business Finance, New York, Macmillan, 1983.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

DETAIL SYLLABUS (M.B.A.)***(SEMESTER – III)*****(FINANCE)****CP – 301-BUSINESS POLICY AND STRATEGIC ANALYSIS****Course Objective:**

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

Course Content:

Unit-I : Business Policy as a field of study; general management point of view; objectives of business policy; evolution of business policy; strategic intent-vision; mission, goals and objectives; strategic management-nature and scope.

Unit-II : Strategy formulation and choice

Environmental analysis, SWOT analysis, Experience curve, BCG matrix, GEC model, SPACE, Core competencies and organisational capabilities, power dynamics and organisational values.

Unit-III : Strategy Implementation

Strategy implementation-project, procedural, behavioural, structural and resource allocation.

Unit-IV : Strategy evaluation and control

Strategy evaluation and control – concept and techniques; management of strategic change; different issues.

Unit-V : Value Chain and competitive analysis

Framework for analysing competition, competitive advantage of a firm, value chain analysis, turnaround management; mergers and acquisitions; strategic management in an international firm.

Suggested Readings:

1. Ansoff, H Igor, *Implanting Strategic Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
2. Budhiraja, S.B. and Atheya, M.B. *Cases in Strategic Management*, Tata Mc Graw Hill, New Delhi, 1996.
3. Christensen, C.R. etc. *Business Policy: Text and Cases*, 6th ed., Homewood, Illinois, Richard D. Irwin, 1987.
4. Gluek William F. *Strategic Management and Business Policy*, 3rd ed., New York, Mc Graw Hill, 1988.
5. Hax, A.C. and Majluf, N.S. *Strategic Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
6. Kazmi, Azhar, *Business Policy and Strategic Management*, TMH, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

CP-302-ORGANISATION EFFECTIVENESS AND CHANGE (OEC)**Course Objective:**

The objective of this course is to familiarise the students with basic organisational process to bring about organisational effectiveness and change.

Course Contents:

Unit-I : An overview of concepts of organisational change effectiveness and development; skills of change agent.

Unit-II : Organisational climate and culture; power & politics; the process of empowerment.

Unit-III : Organisational learning; creativity and innovation; conflict and negotiation.

Unit-IV : Intergroup behaviour and collaboration.

Unit-V : Business Ethics and corporate governance; management of gender issues; cross-cultural dynamics.

Suggested Readings:

1. Anderson, A.H. and Barker D. *Effective Enterprise and Change Management*, Oxford Blackwell Publisher Ltd., 1996.
2. French, W.E. and Bell, C.H. *Organisation Development*, New Delhi, Prentice Hall of India, 1995.
3. Kao, S.R. etc., *Effective Organisation and Social values*, New Delhi, sage, 1994.
4. Khandwalla, P.N. *Organisation Design for Excellence*, New Delhi, Tata McGraw Hill, 1992.
5. Luthans, F. *Organisational Behaviour*, 7th ed., New York, McGraw Hill, 1995.

☉CP-303-SUMMER TRAINING, PROJECT REPORT AND VIVA-VOCE

At the end of second semester, all students will have to undergo summer training of 6 weeks duration with an industrial, business or service organisation by taking up a project study and would submit a project report as well as the training diary after the completion of training.

☉F-304-SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objectives

The objective of this course is to improve the skills for taking intelligent investment decisions and managing them in a rational and systematic manner. It also provides a sound intellectual framework for taking investment decisions and the ability to keep emotions from corroding that decision.

Expected Outcome: It will make the students capable of professionally managing the funds of the mutual funds by identifying and investing on optimal portfolio of various types of financial assets with the help of Lagrange-Multiplier technique. It will also help to identify the overvalued/undervalued securities traded in the capital market and thereby take sell/buy decision accordingly to maximise the profit of their organisation and in the process equilibrium prevails in the market.

Course Contents:

Unit-I : Investment attributes and avenues, sources of investment risk, portfolio management process, approaches to investment decision making, qualities for successful investing and errors in investment management. Computational finance-Return and risk from single security and portfolio of securities. Risk-return relationship when $\rho=+1, -1, 0, 0.5$.

Unit-II : Investment decision through fundamental analysis, bond valuation, types of bond yields, bond price theorem, term structure of interest rates, duration, equity valuation-DD model, P/F ratio, bonus issue and equity valuation.

Unit-III : Technical Analysis, Dow Theory and Elliot Wave Theory, Technique of technical analysis, moving average, oscillator, relative strength index, rate of change, moving average convergence and divergence, efficient market hypothesis-weak, semi and strong form of market efficiency.

Unit-IV : Portfolio selection through Markowitz Model, risky assets only out of owned fund for both risk and risk free assets out of owned funds; risk assets only when $LR=BR$ out of owned fund, risk assets only when $LR=BR$ out of both owned and borrowed funds, risk assets only when $BR>LR$, portfolio selection –use of Lagrange multiplier technique, capital asset pricing model, arbitrage pricing theory, portfolio selection through Sharpe model.

Unit-V : Portfolio Management and Performance Evaluation: Portfolio management – active management under portfolio proportion constant and portfolio beta constant; passive management. Portfolio performance evaluation – Sharpe's measure, Treynor's measure, Jensen's measure and diversification measure.

Suggested Readings:

1. Charles P. Jones, John Wiley and Sons Inc., New York Investments : Analysis and Management,
2. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata Mc Graw Hill, New Delhi.
3. John Willey, Modern Portfolio Theory and Investment Analysis, Singapore.
4. Geoffery A. Hirt and Stanley B. Block, Fundamentals of Investment Management, Irwin, Home Wood, Illionis.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉F-305-INTERNATIONAL FINANCIAL MANAGEMENT

Course Objectives: To acquaint the students with the concept of international finance and financing system.

Expected Outcome: This paper will make the students able to determine/forecast the exchange rate of one currency against any foreign currencies using International Parity theorems, International Fisher Open and also from supply and demand of the currencies. They can also manage the currency risks using currency derivatives such as currency options, currency futures and currency swaps. The currency exposures like transaction exposures and operating exposures are to be managed by them through participation in forwards, futures and optional market.

Course Contents:

Unit-I : Overview of International Financial Management: international finance-concepts and importance, international flow of fund-balance of payments (BOP), accounting principles in BOP, components of BOP, deficit and surplus in BOP, the international monetary system, exchange rate regimes, the international monetary fund, the European monetary system, economic and monetary union.

Unit-II : Exchange rate determination and forecasting, purchasing power parity and real exchange rates, interest rate parity and exchange rates, theories of exchange rate determination.

Unit-III : Markets for foreign exchange and derivatives, spot market and forward market of foreign exchange, currency futures and currency forward contracts, hedging in currency futures markets, currency options and hedging with it.

Unit-IV : Foreign exchange exposure and risk, transaction exposure and operating exposure, exchange rates, interest rates, inflation rates and exposure, hedging of transaction and operating exposure, managing transaction exposure.

Unit-V : Multinational capital budgeting decisions, multinational working capital management, measurement and management of political risk,

Suggested Readings:

1. Abdullah, F.A. Financial Management for the Multinational Firm, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
2. Buckley, Adrian, Multinational Finance, New York, Prentice Hall Inc., 1996.
3. Kim, Suck and Kim, Seung. Global Corporate Finance: Text and Cases, 2nd ed., Miami Florida, Kolb, 1993.
4. Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India, 1995.
5. International Accounting- Das Mohapatra, A.K. Prentice Hall of India, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☪☪F-306-INTERNATIONAL ACCOUNTING

Course Objectives:

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

Course Contents:

Unit-I : International dimensions of accounting:

International Accounting—concept, scope and importance of international accounting, harmonization of accounting practices, international accounting standards and IFRS, factors contributing to the development of international accounting, difficulties in international accounting, international efforts for harmonization.

Unit-II : Foreign Transactions-recording and translation:

International / foreign transactions and their recording under different methods, currency translations.

Unit-III : Foreign Inflation Accounting reporting:

International perspective on inflation accounting ; financial reporting and disclosure, managing international information systems.

Unit-IV : Foreign Financial System Analysis

Analyzing foreign financial statements, financial management of multinational entities.

Unit-V : Transfer pricing and international taxation

Transfer pricing-scope, importance and techniques, international taxation-various techniques including withholding taxes.

Suggested Readings:

1. International Accounting- Das Mohapatra, A.K., Prentice Hall of India, New Delhi.
2. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises, New York, John Wiley, 1985.
3. Choi, Frederick DS and Mueller Gerhard G. International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
4. Evans, Thomas G. International Accounting & Reporting, London, MacMillan, 1985.
5. Holzer, H Peter, International Accounting, New York, Harper & Row, 1984.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉F-307-FINANCIAL DERIVATIVES

Objectives: The aim of this paper is to set out the basic structure of exchange traded and the over the counter products of financial derivatives. It also focuses on pricing and valuation of such derivative instruments. The use of derivatives in transferring and hedging risk and the opportunities of Making profit through derivatives are systematically and scientifically analysed.

Expected Outcome: This paper will enable the students to professionally hedge the systematic role of the fully diversified portfolio by applying hedging techniques called stock futures/index futures. They can also transfer the risk of any security/indices using stock options and also reduce the cost of financing any projects through swaps of finance between two counter parties.

Course Contents :

Unit-I : Fundamentals of Derivative securities-Options, Futures, Forwards and Swaps, Trading, Orders and exchanges for Financial Derivatives.

Unit-II : Stock index futures and stock futures. Trading of future contracts, margins in future contracts, Pricing of forwards and future contract Hedging with futures contracts. The relation between futures prices and the expected future spot prices.

Unit-III : Stock index options, stock options and options on futures contract; Trading Strategies in options; option pricing-The Black and Scholes model and Binomial model. Transferring risk through options Delta, Theta, Gamma, Vega and Rho in options.

Unit-IV : SWAPS – Mechanics of interest rate swaps, Valuation of interest rate swaps, using swaps to reduce interest cost, currency swaps, valuation of currency swaps.

Unit-V : Legal aspects of derivatives in India, Accounting and Tax aspects of derives, operational system and technology issues in derives. Regulatory framework of Derivatives.

Suggested Readings:

1. Susan Thomas, Derivative Markets in India, Tata McGraw Hill series, New Delhi.
2. Satyajit Das, Swaps/Financial Derivatives-Products pricing, Applications and Risk Management, John Willy and Sons (Asia) Pte, Ltd.
3. John C. Hall, Options, Futures, New Jersey.
4. Keith Redhead, Financial Derivatives, PHI, New Delhi.
5. V.K. Bhalla, Financial Derivatives, Risk Management, S. Chand & Co. Ltd., New Delhi.
6. Ambar N Sengupta, Pricing Derivatives-The Financial Concepts underlying the Mathematics of pricing Derivatives, McGraw Hill, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉F-308-PROJECT PLANNING, ANALYSIS AND MANAGEMENT

Objectives:

The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

Course Contents:

Unit-I: Project and Economic Development, Project Management- An Overview, Capital Investment: Importance & Difficulties; Generation and Screening of project idea.

Unit-II: Capital expenditure; importance and difficulties; market & demand Analysis, Situational analysis, Technical Analysis; Financial Analysis.

Unit-III: Capital Budgeting Decisions; Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis; UNIDO Approach, Little-Mirrless Approach.

Unit-IV: Network techniques for project management; PERT Model, CPM Model, Project review and administrative aspects.

Unit-V: Multiple Projects and Constraints; Financing of Projects, Financing Infrastructure Projects, Project financing in India; Project Feasibility Report.

Suggested Readings:

1. Ahuja, G.K. & Gupta, Ravi, Systematic Approach to Income Tax, Allahabad, Bharat Law House, 1997.
2. Bhalla, V.K. Modern Working Capital Management, New Delhi, Anmol, 1997.
3. Bhalla, V.K. Financial Management and Policy, 2nd ed. New Delhi, Anmol, 1998.
4. Chandra, Prasanna, Project: Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill, 1987.
5. Dhankar, Raj S. Financial Management of Public Sector Undertakings, New Delhi, Westville, 1995.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CF-309-CORPORATE RESTRUCTURING

Objectives: To acquaint the students with the concept and process of corporate restructuring.

Course Contents:

Unit-I : Corporate restructuring – introduction, types of corporate restructuring, importance of corporate restructuring, reason for success of corporate restructuring, reason for failure of corporate restructuring.

Unit-II : Mergers and acquisitions, types of combinations, forms of merger, significance of merger, analysis of mergers and acquisitions.

Unit-III : Financial aspects of mergers and acquisitions, evaluation of merger through DCF technique, estimation of cash flow, estimation of cost of capital, estimation of terminal value, estimation of value per share.

Unit-IV : Financing a merger, cash offer, exchange of shares, impact on EPS, merger negotiations, significance of P/E ratio, leveraged buy outs, management buy outs, tender offer.

Unit-V : Regulations of mergers and acquisitions, legal measures against take overs, refusal to register the transfer of shares, protection of minority share holders' interest, guideline for takeovers, legal procedures, accounting principle for mergers and acquisitions.

Suggested Readings:

1. Pandey, I.M., Financial Management, Vikash, New Delhi.
2. Prasanna Chandra, Financial Management, TMH, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

(MARKETING)

CP – 301-BUSINESS POLICY AND STRATEGIC ANALYSIS

Course Objective:

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

Course Content:

Unit-I : Business Policy as a field of study; general management point of view; objectives of business policy; evolution of business policy; strategic intent-vision; mission, goals and objectives; strategic management-nature and scope.

Unit-II : Strategy formulation and choice

Environmental analysis, SWOT analysis, Experience curve, BCG matrix, GEC model, SPACE, Core competencies and organisational capabilities, power dynamics and organisational values.

Unit-III : Strategy Implementation

Strategy implementation-project, procedural, behavioural, structural and resource allocation.

Unit-IV : Strategy evaluation and control

Strategy evaluation and control – concept and techniques; management of strategic change; different issues.

Unit-V : Value Chain and competitive analysis

Framework for analysing competition, competitive advantage of a firm, value chain analysis, turnaround management; mergers and acquisitions; strategic management in an international firm.

Suggested Readings:

1. Ansoff, H Igor, Implanting Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
2. Budhiraja, S.B. and Atheya, M.B. Cases in Strategic Management, Tata Mc Graw Hill, New Delhi, 1996.
3. Christensen, C.R. etc. Business Policy: Text and Cases, 6th ed., Homewood, Illinois, Richard D. Irwin, 1987.
4. Gluek William F. Strategic Management and Business Policy, 3rd ed., New York, Mc Graw Hill, 1988.
5. Hax, A.C. and Majluf, N.S. Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
6. Kazmi, Azhar, Business Policy and Strategic Management, TMH, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

☉CP-302-ORGANISATION EFFECTIVENESS AND CHANGE (OEC)

Course Objective:

The objective of this course is to familiarise the students with basic organisational process to bring about organisational effectiveness and change.

Course Contents:

Unit-I : An overview of concepts of organisational change effectiveness and development; skills of change agent.

Unit-II : Organisational climate and culture; power & politics; the process of empowerment.

Unit-III : Organisational learning; creativity and innovation; conflict and negotiation.

Unit-IV : Intergroup behaviour and collaboration.

Unit-V : Business Ethics and corporate governance; management of gender issues; cross-cultural dynamics.

Suggested Readings:

1. Anderson, A.,H. and Barker D. Effective Enterprise and Change Management, Oxford Blackwell Publisher Ltd., 1996.
2. French, W.E. and Bell, C.H. Organisation Development, New Delhi, Prentice Hall of India, 1995.
3. Kao, S.R. etc., Effective Organisation and Social values, New Delhi, sage, 1994.
4. Khandwalla, P.N. Organisation Design for Excellence, New Delhi, Tata McGraw Hill, 1992.
5. Luthans, F. Organisational Behaviour, 7th ed., New York, McGraw Hill, 1995.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

☉CP-303-SUMMER TRAINING, PROJECT REPORT AND VIVA-VOCE

At the end of second semester, all students will have to undergo summer training of 6 weeks duration with an industrial, business or service organisation by taking up a project study and would submit a project report as well as the training diary after the completion of training.

☉M-304-CONSUMER BEHAVIOUR

Objectives: The basic objective of this course is to develop an understanding about the consumer decision-making procedure and its application in marketing of firms.

Expected Outcome: The confidence level of the students will be heightened after going through all the five units of the paper as the students shall have clarity in understanding the fast changing behaviour of consumers and the intricacies of their decision making process in a given market with regard to their degree of motivation, level of perception, type of attitude, characteristics of personality, change of life style etc.

Course Contents:

Unit-I: Introduction to consumer behaviour, consumer behaviour and marketing strategy, consumer involvement and decision making.

Unit-II : Information search process; evaluation criteria and decision rules; consumer motivation.

Unit-III : Information Processing and consumer perception; consumer attitudes and attitude change, influence of personality and self-concept on buying behaviour; psychographics and lifestyle; reference group influence.

Unit-IV : Diffusion of innovation and opinion leadership, family decision making.

Unit-V : Models of consumer behaviour, consumer behaviour audit; consumer behaviour studies in India.

Suggested Readings:

1. Assail, H. Consumer Behaviour and Marketing Action, Ohio, South Western, 1995.
2. Engle, J.F. Etc., Consumer Behaviour, Chicago, Dryden Press, 1993.
3. Howard, John A. Etc., Consumer Behaviour in Marketing, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
4. Hawkins, DI, etc., Consumer Behaviour: Implications for Marketing Strategy, Texas, Business, 1995.
5. Mowen, John C. Consumer Behaviour, New York, MacMillan, 1993

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

◉M-305-ADVERTISING MANAGEMENT

Objectives:

The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

Course Contents:

Unit – I: Advertising's role in the marketing process; legal ethical and social aspects of advertising.

Unit – II: Process of communication – Wilbur Schramm's model, two step flow of communication, theory of cognitive dissonance and clues for advertising strategists: stimulation of primary and selective demand – objective setting and market positioning; Dagmar approach – determination of target audience.

Unit – III: Building of advertising programme-message, headlines, copy, logo, illustration, appeal, layout; campaign planning; Media planning; budgeting.

Unit – IV: Advertising Effectiveness tests, recognition, recall, experimental designs, advertising organisation-selection compensation and appraisal of an agency, electronic media buying.

Unit – V: Advertising campaign – advertising Vs consumer behaviour; sales promotion – role of creative strategies; advertising – retail, national, cooperative, political, international, public service advertising.

Suggested Readings

1. Aaker, David A. etc. Advertising Management, 4th ed., New Delhi, Prentice Hall of India, 1985.
2. Beleh, George E and Beleh, Michael A. Introduction to Advertising and Promotion, 3rd ed. Chicago, Irwin, 1995.
3. Borden, William H. Advertising, New York, John Wiley, 1981.
4. Hard, Norman. The Practice of Advertising, Oxford, Butterworth Heinemann, 1986.
5. Kleppner, Otto, Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

◉M-306-STRATEGIC MARKETING

Objectives: The basic objective of this course is to develop skills for analysing market competition and design appropriate competitive marketing strategies for higher market share.

Course Contents:

Unit-I : Market situation analysis; analysis of competitor's strategies and estimating their reaction pattern and competitive position.

Unit-II : Market Leader strategies-expanding the total market, protecting market share, expanding market share, market challenger strategies-choosing and attack strategy, market follower strategies, market nicher strategies.

Unit-III : Competitive Market Customer and Competitor orientations, industry segmentation, and competitive advantage.

Unit-IV : Product differentiation and brand positioning, competitive pricing.

Unit-V : Competitive advertising, Role of sales promotion in competitive marketing.

Suggested Readings:

1. Cravens, D.W. Strategic Marketing, Homewood Illinois, Richard D. Irwin, 1987.
2. Kaynak, E and Savitt, R. Comparative Marketing Systems, New York, Praegar, 1984.
3. Kotler, Philip. Marketing Management: Analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India, 1997.
4. Porter, M.E. Coimpetitive advantage: Creating, Sustaining, Superior Performance, New York, Free Press, 1985.
5. Porter, M.E. Competitive Strategy: Techniques for Analysing Industries Compoetitors, New York, Free Press, 1980.

🌀 M-307-INTERNATIONAL MARKETING

Objectives:

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

Course contents:

Unit-I: Nature of International marketing: Definition, Concept and Setting; Distinctions between Domestic Marketing & International Marketing, Multinational Corporations (MNCs); Definition by Size, Structure, Performance & Behaviour, Benefits of International Marketing.

Unit-II: Trade Theories & Economic Development, Basis for International Trade, International Institutions: World Bank, IMF, UNCTAD, WTO, Common Markets, Free Trade Zones, Economic Communities;

Unit-III: Constraints on International Marketing; Trade Distortions & Marketing Barriers, Tariff Barriers, Non-tariff barriers; Trading partners; India and World trade.

Unit-IV: Consumer Behaviour in International Context: Psychological & Social Dimensions, Planning for International Marketing, Marketing Research & Information System, Market Analysis & Foreign Market Entry Strategies.

Unit-V : International Marketing Decisions; International Marketing Mix – Identification of Markets, Product Strategies, International Product Life Cycle, Promotion strategies, Pricing Strategy and Distribution Strategy; Various Forms of International Business;

Suggested Readings:

1. Bhattacharya, B. Export Marketing: Strategies for Success, New Delhi, Global Business Press, 1991.
2. Johri, Lalit M. International Marketing: Strategies for Success, University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw, John J., International Marketing: Analysis and Strategy, New Delhi, Prentice Hall of India, 1995.
5. Pripalomi, V.H.: International Marketing, Prentice Hall.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

🌀 M-308-SALES AND DISTRIBUTION MANAGEMENT

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

Course Contents:

Unit-I : Nature and scope of sales management; setting and formulating personal selling objectives, recruiting and selecting sales personnel; developing and conducting sales training programmes.

Unit-II : Designing and administering compensation plans; supervision of salesman; motivating sales personnel; sales meetings and sales contests; designing territories and allocating sales efforts; objectives and quotas for sales personnel,

Unit-III : Developing and Managing sales evaluation programme; sales cost and cost analysis.

Unit-IV : An overview of marketing channels, their structure, functions, and relationships; channel intermediaries-whole selling and retailing; logistics of distribution, channel planning, organisational patterns in marketing channels; managing marketing channels.

Unit-V : Marketing channel policies and legal issues; information system and channel management; assessing performance of marketing channels; international marketing channels.

Suggested Readings:

1. Anderson, R. Professional Sales Management, Englewood Cliffs, New Jersey, Prentice Hall of India, 1992.
2. Anderson, R. Professional Personal Selling, Englewood Cliffs, New Jersey, Prentice Hall Inc.,
3. Buskirk, RH and Stanton, WJ, Management of Sales Force, Homewood Illinois, Richard D. Irwin, 1983.
4. Dairymple, DJ. Sales Management: Concepts and VCases, New York, John Wiley, 1989
5. Johnson, EM etc., Sales Management: Concepts, Practices and Cases, New York, McGraw Hill, 1986

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉M-309-PLANNING AND MANAGING RETAIL BUSINESS

Objectives:

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

Course Contents:

Unit-I : An introduction to the retailing system, retailing mix – social forces – economic forces – technological force – competitive forces; retailing definition, structure, different formats – marketing concepts in retailing.

Unit-II : Consumer purchase behaviour – cultural and social group influence on consumer purchase behaviour; retail store location – traffic flow and analysis – population and its mobility – exteriors and layout – customer traffic flows and pattern – creative display.

Unit-III : Merchandise planning – stock turns, credit management, retail pricing, return on per sq. feet of space – retail promotions – staying ahead of competition.

Unit-IV : Supply chain management – warehousing – role of IT in supply chain management; franchising.

Unit-V : Direct marketing / direct selling – exclusive shops – destination stores – chain stores – discount stores – another current and emerging formats – issues and options; retail equity, technology in retailing – retailing through the internet.

Suggested Readings

1. Diamond Allen, Fashion Retailing, Delmar Pub., 1993.
2. Diamond, Jay and Gerald Pintel Retailing, Prentice Hall, NJ, 1996.
3. Drake, Mary Francis, J.H. Spooone and H. Greenwald Retail Fashion, Promotion, and Advertising, Macmillan, NY, 1992.
4. Levy, Michael & Barton a. Weitz Retailing Management, 2nd ed. Irwin, London, 1995.
5. Morgenstein, Melvin and Harriat Strongin Modern Retailing

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

(Human Resource)

☉CP – 301-BUSINESS POLICY AND STRATEGIC ANALYSIS

Course Objective:

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

Course Content:

Unit-I : Business Policy as a field of study; general management point of view; objectives of business policy; evolution of business policy; strategic intent-vision; mission, goals and objectives; strategic management-nature and scope.

Unit-II : Strategy formulation and choice

Environmental analysis, SWOT analysis, Experience curve, BCG matrix, GEC model, SPACE, Core competencies and organisational capabilities, power dynamics and organisational values.

Unit-III : Strategy Implementation

Strategy implementation-project, procedural, behavioural, structural and resource allocation.

Unit-IV : Strategy evaluation and control

Strategy evaluation and control – concept and techniques; management of strategic change; different issues.

Unit-V : Value Chain and competitive analysis

Framework for analysing competition, competitive advantage of a firm, value chain analysis, turnaround management; mergers and acquisitions; strategic management in an international firm.

Suggested Readings:

1. Ansoff, H Igor, Implanting Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
2. Budhiraja, S.B. and Atheya, M.B. Cases in Strategic Management, Tata Mc Graw Hill, New Delhi, 1996.
3. Christensen, C.R. etc. Business Policy: Text and Cases, 6th ed., Homewood, Illinois, Richard D. Irwin, 1987.
4. Gluek William F. Strategic Management and Business Policy, 3rd ed., New York, Mc Graw Hill, 1988.

5. Hax, A.C. and Majluf, N.S. Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
6. Kazmi, Azhar, Business Policy and Strategic Management, TMH, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

☉CP-302-ORGANISATION EFFECTIVENESS AND CHANGE (OEC)

Course Objective:

The objective of this course is to familiarise the students with basic organisational process to bring about organisational effectiveness and change.

Course Contents:

Unit-I : An overview of concepts of organisational change effectiveness and development; skills of change agent.

Unit-II : Organisational climate and culture; power & politics; the process of empowerment.

Unit-III : Organisational learning; creativity and innovation; conflict and negotiation.

Unit-IV : Intergroup behaviour and collaboration.

Unit-V : Business Ethics and corporate governance; management of gender issues; cross-cultural dynamics.

Suggested Readings:

1. Anderson, A.,H. and Barker D. Effective Enterprise and Change Management, Oxford Blackwell Publisher Ltd., 1996.
2. French, W.E. and Bell, C.H. Organisation Development, New Delhi, Prentice Hall of India, 1995.
3. Kao, S.R. etc., Effective Organisation and Social values, New Delhi, sage, 1994.
4. Khandwalla, P.N. Organisation Design for Excellence, New Delhi, Tata McGraw Hill, 1992.
5. Luthans, F. Organisational Behaviour, 7th ed., New York, McGraw Hill, 1995.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

☉CP-303-SUMMER TRAINING, PROJECT REPORT AND VIVA-VOCE

At the end of second semester, all students will have to undergo summer training of 6 weeks duration with an industrial, business or service organisation by taking up a project study and would submit a project report as well as the training diary after the completion of training.

☉HR-304-MANAGEMENT OF INDUSTRIAL RELATION

Objectives:

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

Course Contents:

Unit-I : Industrial relations perspectives; industrial relations and the merging socio-economic scenario; industrial relations and the state.

Unit-II : Legal framework of industrial relations; role and future of trade unions; trade union and the employee; trade union and the management.

Unit-III : Discipline and grievance management; negotiation and collective settlements.

Unit-IV : Participative Management and co-ownership; productive bargaining and Gain sharing.

Unit-V : Employee empowerment and quality management; industrial relations and technological change.

Suggested Readings:

1. Kochan, T.A. & Katz Henry, Collective Bargaining and industrial relations, 2nd ed., Homewood Illinois, Richard D Irish, 1988.
2. Mamkootam, K Trade Unionism, Myth and Reality, New Delhi, Oxford University Press, 1982.
3. Niland JR etc., The future of Industrial Relations. New Delhi, Sage, 1994.
4. Popola, TS & Rodgers, G. Labour Institutions and Economic Development in India, Geneva, ILO, 1992.
5. Ramaswamy, EA. The Rayon Spinners, The Strategic Management of Industrial Relations, New Delhi, Oxford University Press, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

☉HR-305-MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE

Objectives:

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

Course contents:

Unit-I : Manpower management in the 21st century; environmental context of human resource management; the emerging profile of human resources.

Unit-II : Special features of new technology; concept and process of technological innovation.

Unit-III : Organizational implications of technological change; human resource implications of technological change.

Unit-IV : Performance/potential evaluation in the context of new technology; technology Transfer with human face.

Unit-V : New issues in manpower training and career development.

Suggested Readings:

1. Clark, Jon. Managing Innovation and Change, University of Southampton, 1995.
2. Clark, Jon. Human Resource Management and Technological Change, London, Sage, 1993.
3. Campbell, A and Warner, M. New Technology, Skills and Management, London, Routledge, 1992.
4. Rastogi, PN. Management of Technology and Innovation, New Delhi, Sage, 1995.
5. Warner, M. New Technology and Manufacturing Management, London, Wiley, 1990.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉HR-306-LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Objectives:

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

Course Contents:

Unit-I : Emergence and objectives of labour laws and their socio-economic environment; industrial relations laws – laws relating to industrial disputes, trade unions, and standing orders.

Unit-II : Laws relating to discharge, misconduct, domestic enquiry, disciplinary action.

Unit-III : Social security laws – laws relating to workmen's compensation, employees' state insurance, provident fund, gratuity and maternity relief.

Unit-IV : Wages and bonus laws – the law of minimum wages, payment of wages, payment of bonus.

Unit-V : Law relating to working conditions – the laws relating to factories, establishment, and contract labour; interpretations of labour laws, their working, and implications for management, union, workmen; the economy and the industry.

Suggested Readings:

1. Ghaiye, BR. Law and Procedure of Departmental Enquiry in Private and Public Sector, Lucknow, Eastern Law Company, 1994.
2. Malhotra, O.P. The law of Industrial Disputes, Vol. I and II, Bombay, N.M. Tripathi, 1985.
3. Malik, PL. Handbook of Industrial Law, Lucknow, Eastern Book, 1995.
4. Saini, Debi S. Labour judiciary, Adjudication and Industrial Justice, New Delhi, Oxford, 1995.
5. Saini, Debi S. Redressal of Labour Grievances, Claims and Disputes, New Delhi, Oxford & IBH, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉HR-307-MANAGEMENT TRAINING AND DEVELOPMENT

Objectives:

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

Course Content:

Unit-I : Training process-an overview; role, responsibilities and challenges to train managers.

Unit-II : Organisation and management of training function; training need assessment and action research; instructional objectives and lesson planning; learning process.

Unit-III : Training climate and pedagogy; developing training modules.

Unit-IV : Training methods and techniques; facilities planning and training aids; training communication.

Unit-V : Training evaluation; training and development in India.

Suggested Readings:

1. Beunet, Roger ed. Improving Training Effectiveness, Aldershot, Gower, 1988.
2. Buckley, R & Caple, Jim. The Theory & Practice of Training, London, Kogan & Page, 1995.
3. Lynton, R Pareek, U. Training for Development, 2nd ed., New Delhi, Vistaar, 1990.
4. Pepper, Allan D. Managing the Training and Development Function, Aldershot Gower, 1984.
5. Rae, L. How to Measure Training Effectiveness, Aldershot, Gower, 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HR-308-HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEM

Objectives:

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

Course contents:

Unit-I : Field of HRD – Concepts, goals, challenges; HRD climate and practices in India.

Unit-II: Strategic HR Development: Strategies for HR Development, Controlling HR Development, Competence Management, Performance Management, Talent Management, Qualification Management, Retention Management, Culture Management

Unit-III: HRD system design principles, Competence Management, Leadership Development, Performance Management, Intellectual Capital Development

Unit-IV : HRD intervention. Change Management, HRD Process model, HRD and organizational learning, HRD Diversity and Ethics, Mentoring and Counselling, Perspective of learning in HRD

Unit-V : HRD Diversity and Ethics, Mentoring and Counselling,

Suggested Readings:

1. Dayal, Ishwar, Successful Applications of HRD, New Delhi, New Concepts, 1996.
2. Dayal, Ishwar, Designing HRD Systems, New Delhi, Concept, 1993.
3. Kohli, Uddesh & Sinha, Dhama P. HRD – Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 1995.
4. Maheshwari, BL & Sinha, Dhama P. Management of Change Through HRD, New Delhi, Tata McGraw Hill, 1991.
5. Pareek, U. etc. Managing Transitions: The HRD Response, New Delhi, Tata McGraw Hill, 1992.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HR-309-HUMAN RESOURCE PLANNING AND DEVELOPMENT

Objectives:

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

Expected Outcome: To understand various stages of Human Resource Planning and their execution for Human Resource Development in an Organisation.

Course Contents:

Unit-I : Human Resource Planning: Importance of HRP, Factor affecting HRP, Planning, Process, Requisites and Barriers to HRP.

Unit-II : Models and techniques of manpower demand and supply forecasting; behavioural factors in human resource planning-wastage analysis; retention; redeployment and exit strategies.

Unit-III : Career management and career planning; performance planning; performance appraisal and career development.

Unit-IV : HRD climate; culture; QWL and management of change; TQM; Strategic Human Resource Management.

Unit-V : Human resource information system; human resource valuation and accounting.

Suggested Readings:

1. Aswathappa, K. Human Resource and Personnel Management, McGraw Hill, New Delhi (2005)
2. Arthur, M. Career Theory Handbook, Englewood Cliff, Prentice Hall Inc., 1991.
3. Belkaoui, A.R. and Belkaoui, J.M. Human Resource Valuation: A Guide to Strategies and Techniques, Greenwood, Quorum Books, 1995.

4. Dale, B. Total Quality and Human Resources: An Executive Guide, Oxford , Blackwell, 1992.
5. Greenhaus, J.H. Career Management, New York, Dryden, 1987.
6. Kavanagh, M.J. etc., Human Resource Information System: Development and Applications, Boston, PWS-Kent, 1993.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

INFORMATION TECHNOLOGY

☉CP – 301-BUSINESS POLICY AND STRATEGIC ANALYSIS

Course Objective:

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

Course Content:

Unit-I : Business Policy as a field of study; general management point of view; objectives of business policy; evolution of business policy; strategic intent-vision; mission, goals and objectives; strategic management-nature and scope.

Unit-II : Strategy formulation and choice

Environmental analysis, SWOT analysis, Experience curve, BCG matrix, GEC model, SPACE, Core competencies and organisational capabilities, power dynamics and organisational values.

Unit-III : Strategy Implementation

Strategy implementation-project, procedural, behavioural, structural and resource allocation.

Unit-IV : Strategy evaluation and control

Strategy evaluation and control – concept and techniques; management of strategic change; different issues.

Unit-V : Value Chain and competitive analysis

Framework for analysing competition, competitive advantage of a firm, value chain analysis, turnaround management; mergers and acquisitions; strategic management in an international firm.

Suggested Readings:

7. Ansoff, H Igor, Implanting Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
8. Budhiraja, S.B. and Atheya, M.B. Cases in Strategic Management, Tata Mc Graw Hill, New Delhi, 1996.
9. Christensen, C.R. etc. Business Policy: Text and Cases, 6th ed., Homewood, Illinois, Richard D. Irwin, 1987.
10. Gluek William F. Strategic Management and Business Policy, 3rd ed., New York, Mc Graw Hill, 1988.
11. Hax, A.C. and Majluf, N.S. Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
12. Kazmi, Azhar, Business Policy and Strategic Management, TMH, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

☉CP-302-ORGANISATION EFFECTIVENESS AND CHANGE (OEC)

Course Objective:

The objective of this course is to familiarise the students with basic organisational process to bring about organisational effectiveness and change.

Course Contents:

Unit-I : An overview of concepts of organisational change effectiveness and development; skills of change agent.

Unit-II : Organisational climate and culture; power & politics; the process of empowerment.

Unit-III : Organisational learning; creativity and innovation; conflict and negotiation.

Unit-IV : Intergroup behaviour and collaboration.

Unit-V : Business Ethics and corporate governance; management of gender issues; cross-cultural dynamics.

Suggested Readings:

6. Anderson, A.,H. and Barker D. Effective Enterprise and Change Management, Oxford Blackwell Publisher Ltd., 1996.

7. French, W.E. and Bell, C.H. Organisation Development, New Delhi, Prentice Hall of India, 1995.
8. Kao, S.R. etc., Effective Organisation and Social values, New Delhi, sage, 1994.
9. Khandwalla, P.N. Organisation Design for Excellence, New Delhi, Tata McGraw Hill, 1992.
10. Luthans, F. Organisational Behaviour, 7th ed., New York, McGraw Hill, 1995.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

☉CP-303-SUMMER TRAINING, PROJECT REPORT AND VIVA-VOCE

At the end of second semester, all students will have to undergo summer training of 6 weeks duration with an industrial, business or service organisation by taking up a project study and would submit a project report as well as the training diary after the completion of training.

☉ IT-304-DATABASE MANAGEMENT SYSTEM

Objectives

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

Course contents

Unit-I: Introduction: view of data, data model, database layout, storage management, overall system structure. Model: designing of E-R database, relation of model, Hi-end model, network model.

Unit-II: Integrity constraints: domain constraints, referential integrity, assertions, triggers, functional dependency.

Unit-III: Storage and file strategy: overview, magnetic disc, RAID, territory storage, storage access, file organisations, data dictionary storage.

Unit-IV: Transaction: concept, transaction state, implementation of atomicity and unreliability, concurrency executions, serializability, recoverability, implementation of isolation.

Unit-V: Recovery system: overview, database architect overview, parallel database overview, distinction database overview.

Suggested Readings

1. Coad, Peter and Edward, Yourdon, Object-Oriented analysis, 2nd ed., Englewood Cliff, New Jersey, Yourdon Press, 1991.
2. Kroenke, David M. Database Processing: Fundamentals, Design, Implementation, 4th ed., New York, McMillan.
3. McFadden, Fred R and Hoffer, Jeffery, A. Database Management, 3rd ed., Redwood City, Benjamin-Cummings, 1991.
4. Pratt, Phillip J. A Guide to SQL, Boston, Boyd and Fraser, 1990.
5. Salemi, Joe Client/Server Data Bases, Emeryville, California, Ziff-Davis Press, 1993.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉IT-305: DATA COMMUNICATION

Objectives

The course has been designed to introduce the participants with the different communication technology and in particular Data Communication. It provides the participants an opportunity to study the hands on implementation of a Data Communication in real environment.

Course contents

Unit-I: Introduction, communication models, protocol architecture OSI, TCP-IP.

Unit-II: Data transmission concepts and terminology, analog and digital transmission, transmission impairment, guided and wireless transmission.

Unit-III: Data link control: Flow control, error detection, error control, high level data link control, other link control.

Unit-IV: Multiplexing: Frequency division, time division, asymmetric digital subscriber line, DXSL.

Unit-V: Circuit switching, packet switching ATM and Frame relay, LAN technology, Lan system.

Suggested Readings

1. Data and computer communication, William Stallings, sixth edition, PHI publication.
2. Computer network, Andrew S. Tanenbaum, Third Edition, PHI publication

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IT-306: SOFTWARE ENGINEERING

Objectives

The aim of the course is to acquaint the participants with the software engineering practices.

Course Contents

Unit-I: Introduction: SDLC, models of SD, process and project management.

Unit-II: Project Planning: Project planning infrastructure, process planning.

Unit-III: Effect estimates and scheduler: models, schedule, approach, Quality Planning: quality concept, CMM, quantitative quality management planning, defect portion planning.

Unit-IV: Risk Management: risk assessment, risk control.

Unit-V: Measurement and trolley planning: concept of measurement, S process control, measuring schedule, measuring size, project tracking, and configuration management: concept, configuration process and control.

Suggested Readings

1. Integrated approach to Software Engineering, 3rd ed., Pankaj Jolate, Narosa Publication

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IT-307: SYSTEM ANALYSIS AND DESIGN

Objectives

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

Course contents:

Unit-I: Introduction: system analysis overview, category of information system, feasibility study. SDCC, system development strategy, implementation and evaluation.

Unit-II: tools for determining system requirement: requirement determination, fact – finding technique, tools for documentation proceeding and decision.

Unit-III: Structure analysis development strategy: structure analysis, data flow strategy, elevation of DFD, recording data description.

Unit-IV: analysis to design transition: specific application requirement, elements of design, design of input and output, design of online dialogue.

Unit-V: Design for database integration: system development in a database, E-R diagram, data model, normalisation, database administration.

Suggested Readings

1. James A Senn, analysis & Design of Information System, Second Edition, McGraw-Hill International Editions, Computer Series.
2. Awad, Elias M. Systems analysis and Design, 2nd ed., New Delhi, Prentice Hall of India, 1990.
3. Coad, Peter and Edward, Yourdon, Object-Oriented Analysis, 2nd ed., Englewood Cliff, New Jersey, Yourdon Press, 1991.
4. Hawryskiewycz, IT, Introduction to Systems Analysis and Design, 2nd ed., New Delhi, Prentice Hall of India, 1991.
5. Macro, T.D. Structured Analysis & System Specification, New Delhi, Yourdon Press, 1989.
6. Rajaraman, V. Analysis and Design of Information systems, New Delhi, Prentice Hall of India, 1991.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IT-308: INFORMATION SECURITY

Objectives

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

Course contents

Unit-I: Introduction: need for security, security approaches, principle of security, risk to introduction system. Security: physical security, logical security, threats to security.

Unit-II: Cryptographic technique: plain text and Cipher text, substitution technique, transportation technique encryption and decryption, symmetric and asymmetric key, steganography, key length and key size, possible type attack.

Unit-III: Computer based Symmetric key cryptographic algorithms: Introduction algorithm types and model overview of symmetric key cryptography, data encryption standard, IDEA, RC4, Blowfish, AES.

Unit-IV: Computer based asymmetric key cryptographic algorithms: Introduction, RSA algorithm, digital signature, knapsack algorithm.

Unit-V: Public key infrastructure, digital certificate, private key management, PKCS, XML, PKI and security.

Suggested Readings

1. Cryptography and network security, Atil Khate, TMH.
2. PC and LAN Security by Stephen Cobb.
3. Enterprise Disaster Recovery Planning by Miora.
4. Computer Security for dummies.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IT-309: E-COMMERCE AND CYBER LAW

Objectives

The objective of the course is to familiarize the participants with the E-commerce features and Cyber Law in international scenario and India in particular.

Course Contents

Unit-I: E-commerce overview: Introduction, models of e-commerce, e-commerce status in India.

Unit-II: Technology for e-commerce: Electronic data interchange, internet protocols, security, internet security protocol, challenge in e-commerce.

Unit-III: Cyber crime: Building e-commerce infrastructure, Cyber crime in India and abroad, payment process fraud.

Unit-IV: Cyber Law: E-commerce legal framework, UNCITRAL model law, taxing issue

Unit-V: IT act 2000, TRAI, Indian Telegraph Act 1885, the Reserve Bank Act, 1934.

Suggested Readings

1. Enterprise Electronics and Mobile Commerce, VK Jain, Cyber Tech publications.
2. Cyber laws, K Kumar, dominant Publisher and Distributor.
3. Understanding Electronics Commerce, David Kosiur, Microsoft press.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PRODUCTION AND OPERATIONS

PO-304: PURCHASING AND MATERIALS MANAGEMENT

Objectives

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

Course contents

Unit-I: Role of purchasing and materials management – objectives, organisations and interrelationships, determination and description of material quality, material planning in push and pull system, MRP and JIT.

Unit-II: Determination and description of material quality – receiving and incoming quality inspection, acceptance sampling plans, vendor-process capability; cost-reduction techniques – standardization, simplification and variety reduction; value analysis and engineering.

Unit-III: Make or buy decisions, purchasing research, sources of supply, price determination and negotiation vendor rating, selection and development, legal aspects of purchasing, public purchasing and tendering; international purchasing – procedures and documentation.

Unit-IV: Purchasing of capital equipment – appraisal methods, evaluating suppliers' efficiency, stores layout, classification and codification; material logistics – warehousing management, material handling, traffic and transportation, disposal of scrap, surplus and obsolete materials.

Unit-V: Inventory control of spare parts, material information system.

Suggested Readings:

1. Ansari A and Modarress B. JIT Purchasing, New York, Free Press, 1990.
2. Baily P. etc. Purchasing Principles and Management, London, Pitman, 1994.
3. Burt, David N. Proactive Procurement, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
4. Dobler, D.W. etc. Purchasing and Materials Management, New York, McGraw Hill, 1990.
5. Dutta, A.K. Integrated materials Management, New Delhi, PHI, 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PO-305: TOTAL QUALITY MANAGEMENT**Objectives**

The objectives of the course is to acquaint the students with to make clear to candidates the basic concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification system – ISO 9000 and other standards and their applicability in design manufacturing quality control and services, to closely interlink management of quality, reliability and maintainability for total product assurance; to focus on quality of services in contemporary environment.

Course Contents

Unit-I: Basic concept of total quality (TQ); evolution of total quality management; components of TQ loop; conceptual approach to S.Q.C. acceptance sampling and inspection plans.

Unit-II: statistical process control; process capability studies; humanistic aspects of TQM; management of Q.C. and Z.D. programmes; quality improvement teams; Q-7 tools.

Unit-III: Quality costs, Taguchi loss function; functional linkage of quality with reliability and maintainability.

Unit-IV: Failure analysis; (ETA/FMEA) and optimum maintenance decisions; total productive maintenance (TPM).

Unit-V: Quality audits; lead assessment and ISO – 9000 standards; marketing aspects to T.Q.; total quality of services; total quality and safety; six sigma.

Suggested Readings

1. Carruba, Eugene R and Gorden, Ronald D. Product Assurance Principles: Integrating Design Assurance & quality Assurance, New York, McGraw Hill, 1991.
2. Grant, Eu-gene L and Leaveworth, Richards, Statistical Quality control, McGraw Hill, New York, 1991.
3. Ireson W.G. and Coombas, CP. Handbook of Reliability engineering & management, New York, McGraw Hill, 1988.
4. Lochner, Robert H. And Matar, Joseph E. Designing for Quality, London, chapman & Hill, 1990.
5. Pike, John and Barnes, Richard, TQM in Action, London, chapman & Hill, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PO-306: PRODUCTION PLANNING AND CONTROL**Objectives**

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

Course Contents

Unit-I: Production planning and control function; material requirement planning.

Unit-II: production – inventory systems; forecasting for inventory and production control.

Unit-III: Aggregate planning; job shop planning; scheduling and control; just-in-time production.

Unit-IV: Line balancing; planning for high volume standardized products; procedures and documentation in production planning and control.

Unit –V: Application for computers; ERP.

Suggested Readings:

1. Burbidge, John L. Principles of Production Control, London, Donald and Evans 1981.
2. Caubang, Ted C. Readings on Production Planning and Control, Geneva, ILO.
3. Greene, James H. Production and Inventory control Handbook, New York, McGraw Hill, 1987.
4. Mc Leavey, Dennis W and Narasimhan, SL. Production and Inventory Control, Boston, allyn and bacon, 1985.
5. Peterson, R and Silver, EA. Decision systems for Inventory Management and Production Planning, New York, John wiley, 1979.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉PO-307: APPLIED OPERATIONS RESEARCH

Objectives

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

Course Contents

Unit-I: Parametric and sensitivity analysis; inventory control models under uncertainty.

Unit-II: Applied queuing models; networks models.

Unit-III: Non-linear optimization techniques-quadratic programming.

Unit-IV: Portfolio management problem; replacement models and policies.

Unit-V: Dynamic programming; reliability models.

Suggested Readings

1. Ahuja A.K. etc. Network Flows, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
2. Gould, FJ. etc. Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Gupta, MP and Sharma J.K. Operations Research for Management, New Delhi, National, 1997.
4. Taha Harndy A. Operations Research: An Introductions, McMillan, New York, 192.
5. Mathur, K. And Solow D. Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 194.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉PO-309: LOGISTICS MANAGEMENT

Objectives

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

Course Contents

Unit-I: Introduction to Logistics and its interface with production and marketing; measures of logistics: physical distribution and logistics.

Unit-II: Logistics system analysis and design; warehousing and distributing centres; locations.

Unit-III: Transportation systems: facilities and services; dispatch and routing decisions and models.

Unit-IV: Inventory management decisions; logistics audit and control; packaging and materials handling.

Unit-V: International logistics management; logistics future directions.

Suggested Readings

1. Bhallau, Renald H. Business Logistis Management, Englewood Cliffs, New York, Prentice Hall Inc., 1992.
2. Beal K, A management Guide to Logistics Engineering, USA Institute of Production Engineering, 1990
3. Benjamin S.B. Logistics Engineering and Management, Englewood Cliffs, New York, Prentice Hall Inc., 1996
4. Bowersox, DJ and Closs, D.H. Logistics Management, A System Integration of Physical Distribution, New York, McMillan, 1986
5. Chirstopher, M. Logistics and Supply Chain Management: Strategies and Reducing Costs and Improving Services, London, Pitsman, 1992

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉PO-309 GOALS PROGRAMMING IN MANAGEMENT

Objectives

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

Course Contents

Unit-I: Goal Programming – basic concept, model formulation, graphical and simplex method

Unit-II: Integer goal programming, post-optimal sensitivity analysis

Unit-III: Parametric goal programming: goal programming under certainty

Unit-IV: Application of goal programming in functional areas of management; implementation of goal programming

Unit-V: Introduction to some application software such as – QSB, micro manager and LIGO

Suggested Readings

1. Cook, Thomas M and Russel, Robert A. Introduction to Management Science, 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985
2. Eppen, GD. Etc. Quantitative Concepts for Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994
3. Ignizio, JP. Goal Programming and Extensions, Lexington Books, 1976
4. Ijjer Y. Management Goals and Accounting for Control, Amsterdam, North Holland, 1965
5. Lee SM. Goal Programming for decision Analysis, Philadelphia, Auerbach, 1971

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

INSURANCE AND RISK MANAGEMENT

IR-304: PRINCIPLE AND PRACTICE OF LIFE AND GENERAL INSURANCE

Course Objective

The objective of this paper is to make the students aware of the various life and general insurance product and the provisions, benefits and services aspect of each product. It also provides the understanding on various practices with specific reference to underwriting, rating, claim settlement and allied service.

Course Contents

Unit-I: Origin and development of the concept of life insurance, principles of life insurance, products of life insurance and services

Unit-II: Elements in the computation of Assurance premium, selection and classification of risk and the basic principles of utmost good faith

Unit-III: Plans of life insurance, application and acceptance, insurance forms

Unit-IV: Origin and development of General insurance concepts, Basic principles of general insurance, general insurance markets, type of general insurance

Unit-V: Underwriting and Rating practices, claims practice and procedures

Suggested Readings

1. Gupta P.K. "Fundamental of Insurance", Himalaya Publishing House, Mumbai
2. Black, Kenneth and Harold Skipper, "Life and Health Insurance", Pearson Education, New Delhi
3. Ganguly, Anand. "Insurance Management", New Age International, New Delhi
4. Mothar, M., "Insurance Principles, Practices, Management and Salesmanship", Sarada Pustak Bhawan, Allahabad
5. IC-01, Principles of Insurance, Insurance Institute of India, Mumbai
6. IC-02, Practice of Life Insurance, Insurance Institute of India, Mumbai
7. IC-02, Practice of General Insurance, Insurance Institute of India, Mumbai

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IR-305: FINANCE FOR INSURANCE

Course Objective

The objective of this paper is to acquaint the students with the basic understanding of Indian Financial System that includes financial markets, instruments and regulation under which a financial corporate operates. It provides concepts on finance and its time value with the calculation of interest on various types of deposits and term structure of interest rates. The basic principles of valuation models are discussed for evaluation of different types of securities.

Course Contents

Unit-I: Indian financial system-financial markets, instruments and regulatory authority. Scope and functions of finance; objective of financial management. Time value of money-calculation of present and future value of money.

Unit-II: The measurement of interest-The nominal rate of interest, simple interest, compound interest, term structure of interest rates. Elementary annuities-Annuity immediate, annuity due, annuity values on any date, perpetuities

Unit-III: General annuities-annuities payable less frequently than interest is payable, continuous annuities-unknown time and unknown rate of interest, elementary varying annuities, more general varying annuities, continuous varying interest

Unit-IV: Amortization, schedule and sinking funds, determination of outstanding principal, amortization schedules-sinking fund, different payment periods and interest conversion periods-yield rates-reinvestment rates

Unit-V: Valuation of bonds and equity shares-types of securities, price of a pure bond-premium discount and par; convertible bonds and its valuation; callable basis and its valuation; determination of various types of yields; valuation of equity shares; Bonus issue and equity.

Suggested Readings

1. Pandey, I.M. Financial Management, 10th ed., Vikash Publishing House, New Delhi
2. Kelison, Stephen, G., (2009), The Theory of Interest (3rd ed.) McGraw Hill, New York
3. Parameter, Michael M., Theory of Interest and life Contingencies with Pension Application, Actex Publishers, Winsted, CT

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IR-306: HEALTH AND PERSONAL ACCIDENT INSURANCE

Course Objective

The objective of this paper is to acquaint the students with the knowledge of different type of health related insurance products. The Concept of underwriting in health insurance is also discussed.

Course Contents

Unit-I: Economics of health care-health care environment-health insurance providers in India-different levels of medical care-insurance principles as applicable to medical insurance

Unit-II: Individual health insurance policy coverage-disability insurance-long term care plans-taxation aspects

Unit-III: Accident insurance and related overseas travel insurance, issues related to critical illness, domiciliary treatment, hospitalisation

Unit-IV: Health Insurance underwriting-health insurance underwriting factors-principles of health insurance rate making –premium rate variables-individual policy underwriting-group policy underwriting-health insurance reserves and other liabilities

Unit-V: Health insurance proposal forms-claim forms-claims documentation-diferent methods of claims settlement-third party administration-IRDA regulations on health insurance

Suggested Readings

1. Black, Jr, Kenneth and Harrold Skipper Jr. (2005), Life and Health Insurance, (13th ed.) Pearson Education, New Delhi
2. Rejda, George. E. (2008), Principles of Risk Management and Insurance, International Edition, 10th ed., Pearson Education, New Delhi
3. IC-11: Practicce of General Insurance (2006), Insurance Institute of India, Mumbai

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IR-307: DATA MINING TECHNIQUE

Objective

The objective of this paper is to acquaint the students having anything to do with databases, neural networks, genetic algorithms, E-commerce, Artificial intelligence with the techniques of data mining and warehousing, developing business intelligence and Customer Relationship Management (CRM)

Course Contents

Unit-I: Data warehousing: introduction, what is a data warehouse, definition, multidimensional data model, OLAP operations, Warehouse Scheme, data warehousing architecture, warehouse server, metadata, OLAP engine, data warehouse backend process

Unit-II: data mining: introduction, what is data mining, definition, KDD vs. Data mining, DBMS vs. DM, Association Rules: Introduction, what is an association rule, method to discover association rules, priori algorithm, partition algorithm, Pincer-Search algorithm, dynamic itemset counting algorithm, FP-tree growth algorithm, Eclat and dEclat, rapid association rule mining, discussion on different algorithms, incremental algorithm, border algorithm, generalised association rule, association rules with item constraints

Unit-III: Cluster techniques, introduction, clustering paradigms, partitioning algorithms, k-Medoid algorithm, CLARA, CLARANS, hierarchical clustering, DBSCAN, BIRCH, CURE, categorical clustering algorithms, STIRR, ROCK, CACTUS

Unit-IV: Decision Trees: Introduction, what is a decision tree, tree construction principle, best split, splitting indices, splitting criteria, decision tree construction algorithms, CAR, ID3, C4.5, CHAID, decision tree construction with presorting, rain forest, approximate methods, CLOUDS, BOAT, pruning technique, integration of pruning and construction.

Unit-V: Other techniques: Introduction, what is neural network, learning in NN, unsupervised learning, data mining using NN, genetic algorithm, support vector machines.

Suggested Readings

1. Pujari, Arun K., Data Mining Techniques, Universities Press (India) Pvt. Ltd., Hyderabad, 2nd ed., 2010
2. Agrawal S., Agrawal R., Deshpande P.M., and Gupta A. On the computation of multidimensional aggregates. VLDB, 1998
3. Anahory S., and Murray D. Data warehousing in the Real world: A Practical guide for building decision support systems. Addison Wesley Longman, 1997
4. Nestorov S. and Tsur S. Integrating data mining with relational DBMS: A tightly coupled approach, www-db.stanford.edu/people/evitmov.html, 1998
5. Han J., Cheng H. Xin D., Yan X. Frequent pattern mining: Current status and future directions. Data Mining and Knowledge Discovery, 14(1), 2007

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☪ IR-308: ACTUARIAL MATHEMATICS

Course Objective

The objective of this course is to make the students aware about the concept, process, and application of actuarial science in the field of life and general insurance

Course Contents

Unit-I: Introduction to life insurance: life insurance contracts-annuity contracts-pension benefits-mutual and proprietary insurers. Survival models: future life time-survival function-force of mortality-actuarial notation-curator future life time. Life table and selection: life tables-fractional age assumptions-survival models for life insurance policy holders-life insurance underwriting-select and ultimate survival models

Unit-II: Benefits of insurance: valuation of insurance benefits-variable insurance benefits-function of select lives. Annuities: annuities certain-annual life annuities-continuous annuities-deferred annuities-guaranteed annuities-increasing annuities-evaluation of annuity functions. Calculation of premium-net premium-gross premium-profit-extra risks

Unit-III: Policy values: Policies with annual cash flows-policies with cash flows and discrete intervals-policy values with continuous cash flows-policy alterations-retrospective policy value-negative policy value. Multiple state models: examples of multiple state models –assumptions. Kolmogorov's forward equations-premiums-policy values, multiple decrement models-joint life and last survivor benefits-transitions at specified ages

Unit-IV: Pension mathematics-salary scale function-setting the contribution-defined contribution plan-the service table-valuation of benefits-withdrawal pension-funding plans. Interest rate risks: Yield curve-valuation of insurance and life annuities-risk: diversifiable and non-diversifiable-monte carlo simulation, cash flow analysis for traditional life insurance contracts: profit testing for traditional life insurance-profit measures

Unit-V: Emerging costs for equity-linked insurance: Equity-linked insurance (ELI)-Deterministic profit testing for ELI-stochastic profit testing-stochastic pricing-stochastic reserving. Option pricing: assumptions- European call options and put options-American options-Binomial option pricing-Black-Scholes-Merton model. Embedded option: guaranteed minimum maturity benefits-guaranteed minimum death benefit-pricing methods for embedded options-risk management-emerging costs

Suggested Readings

1. Bowers, N.L., Gerber H.U., Hickman J.C., Jones D,A, and Nesbitt C.J., Actuarial mathematics, 2nd ed., Society of Actuaries, istaca
2. Dickson D.C.M., Hardy M.R. and waters H.R. (2009) Actuarial Mathematics for life contingent risks, Cambridge University Press, Cambridge
3. Neili A., Life Contingencies, Heinemann, London

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IR-309: RISK MANAGEMENT & LIFE INSURANCE UNDERWRITING**Course Objective**

The objective of this course is to make the students aware about the various risk factors of lives and role of insurance

Course Contents

Unit-I: Introduction to concept of risk, hazard and peril, concept of tolerable limits and downside, concept of risk, process of risk management, risk perception, various tools used to perceive a risk, organisation charts, flow chart, accounting methods, exposure analysis, check lists, DOW index, fault tree, event tree, HAZOP studies, safety audit

Unit-II: Introduction to the process of risk, evaluation and concept of probability, what is PML (just the concept) decision, Marketing Criteria, importance of valuation of a risk, concept of Sum insured and how to fix the Sum insured

Unit-III: Introduction to the process of Risk Control, loss prevention, various methods/techniques of risk retention, captives and methods of self retention, risk transfer mechanisms

Unit-IV: Significance of pricing fundamental, underwriting basics, organisation of underwriting, underwriting philosophy & guidelines

Suggested Readings

1. Gupta P.K., Fundamental of Insurance, Himalaya Publishing House, Mumbai
2. Black, Kenneth and Harold Skipper, Life and Health Insurance, Pearson Education, New Delhi
3. Ganguly Anand, Insurance Management, New Age International, New Delhi

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

DETAIL SYLLABUS (M.B.A.)
(SEMESTER – IV)
(FINANCE)

CP – 401-CORPORATE GOVERNANCE

Course Objective:

This course has been designed to develop a concept of corporate governance. Its system and models along with the ethical and corporate social responsibility issues.

Course Content:

Unit-I : Corporate Governance-An Overview

Corporate Governance – Concept, Needs, Importance, Benefits, Issues and Concerns-National & International, Corporate Governance and Different Stakeholders.

Unit-II : Corporate Governance-Systems & Models

Corporate Governance Mechanism, Theory – Agency Theory, Stewardship Theory, Stakeholder Theory, Sociological Theory, Models – Anglo-American Model, German Model, Japanese Model, Indian Model, Code of Good Governance.

Unit-III : Emergence of Corporate Governance

Developments of Corporate Governance, corporate Governance Committees, World Bank and Corporate Governance, OECD Principles, Sarbanes-Oxley Act, 2002, Indian Committees, SEBI and Corporate Governance, Indian Companies Act and Corporate Governance.

Unit-IV : Ethics and Corporate Governance

Business Ethics and Corporate Governance, Importance and Needs, Unethical Issues, Indian and International Dimensions, Role and Responsibility of Auditors.

Unit-V : CSR and Corporate Governance

Corporate Social Responsibility (CSR), Concept, Issues and Models, CSR and Indian Industries, Corporate Governance and Environmental Issues.

Suggested Readings:

1. Fernando, Corporate Governance-Principles, Policies and Practices, Pearson, New Delhi.
2. Rajagopalan, Take Over, Restructuring and Corporate Governance, Company Law Institute of India, Chennai.
3. World Council for Corporate Governance website.
4. International Chamber of Commerce website.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

CP-402-ENTERPRISE RESOURCE PLANNING (ERP)

Course Objective:

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

Expected Outcome: In-depth knowledge on ERP softwares, concept and their application in an organisation.

Course Contents:

Unit-I : Introduction, ERP Overview, Benefit, Business Process Reengineering, Data ware housing and Data Mining,

Unit-II : ERP Implementation, Implementation Methodology, Organising the Implementation, Vendor, Consultant, User, Project Management.

Unit-III : Modules of ERP: Finance, Material Management, HR, Plant Management, Quality Management, Sales & Distribution.

Unit-IV : ERP Package Introduction, SAP, People Soft, Baan, Oracle, QAD, Microsoft, JD Edward

Unit-V : ERP Future, E-Commerce, E-Business

Suggested Readings:

1. Alexis Leon, ERP, Tata McGraw Hill.
2. mAshim Raj Singla, ERP, cengage learning, New Delhi
3. Marry Sumner, ERP Perrson Education, New Delhi
4. Champy, James, Re-engineering Management: The Mandate for New Leadership, London, Harper Collins.

5. Davenport, T.H. Process Innovation: Re-engineering Work through Information Technology, Boston, Harvard Business School Press.

☉CP-403-DISSERTATION AND VIVA-VOCE

A student shall have to do a dissertation of 200 marks / 08 credits under the supervision of a teacher/faculty of the Department and submit the dissertation report to the Department and there would be a Viva-voce examination.

☉F-404-SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objectives

The objective of this course is to improve the skills for taking intelligent investment decisions and managing them in a rational and systematic manner. It also provides a sound intellectual framework for taking investment decisions and the ability to keep emotions from corroding that decision.

Course Contents:

- Unit-I** : Investment attributes and avenues, sources of investment risk, portfolio management process, approaches to investment decision making, qualities for successful investing and errors in investment management. Computational finance-Return and risk from single security and portfolio of securities. Risk-return relationship when $p=+1, -1, 0, 0.5$.
- Unit-II** : Investment decision through fundamental analysis, bond valuation, types of bond yields, bond price theorem, term structure of interest rates, duration, equity valuation-DD model, P/F ratio, bonus issue and equity valuation.
- Unit-III** : Technical Analysis, Dow Theory and Elliot Wave Theory, Technique of technical analysis, moving average, oscillator, relative strength index, rate of change, moving average convergence and divergence, efficient market hypothesis-weak, semi and strong form of market efficiency.
- Unit-IV** : Portfolio selection through Markowitz Model, risky assets only out of owned fund for both risk and risk free assets out of owned funds; risk assets only when $LR=BR$ out of owned fund, risk assets only when $LR=BR$ out of both owned and borrowed funds, risk assets only when $BR>LR$, portfolio selection –use of Lagrangian multiplier technique, capital asset pricing model, arbitrage pricing theory, portfolio selection through Sharpe model.
- Unit-V** : Portfolio Management and Performance Evaluation: Portfolio management – active management under portfolio proportion constant and portfolio beta constant; passive management. Portfolio performance evaluation – Sharpe's measure, Trenor's measure, Jenson's measure and diversification measure.

Suggested Readings:

1. Charles P. Jones, John Wiley and Sons Inc., New York Investments : Analysis and Management,
2. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata Mc Graw Hill, New Delhi.
3. John Willey, Modern Portfolio Theory and Investment Analysis, Singapore.
4. Geoffery A. Hirt and Stanley B. Block, Fundamentals of Investment Management, Irwin, Home Wood, Illionis.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉F-405-INTERNATIONAL ACCOUNTING

Course Objectives:

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

Course Contents:

Unit-I : International dimensions of accounting:

International Accounting–concept, scope and importance of international accounting, harmonization of accounting practices, international accounting standards and IFRS, factors contributing to the development of international accounting, difficulties in international accounting, international efforts for harmonization.

Unit-II : Foreign Transactions-recording and translation:

International / foreign transactions and their recording under different methods, currency translations.

Unit-III : Foreign Inflation Accounting reporting:

International perspective on inflation accounting ; financial reporting and disclosure, managing international information systems.

Unit-IV : Foreign Financial System Analysis

Analyzing foreign financial statements, financial management of multinational entities.

Unit-V : Transfer pricing and international taxation

Transfer pricing-scope, importance and techniques, international taxation-various techniques including withholding taxes.

Suggested Readings:

1. International Accounting- Das Mohapatra, A.K., Prentice Hall of India, New Delhi.
2. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises, New York, John Wiley, 1985.
3. Choi, Frederick DS and Mueller Gerhard G. International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
4. Evans, Thomas G. International Accounting & Reporting, London, MacMillian, 1985.
5. Holzer, H Peter, International Accounting, New York, Harper & Row, 1984.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉ F-406-PROJECT PLANNING, ANALYSIS AND MANAGEMENT**Objectives:**

The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

Course Contents:

Unit-I: Project and Economic Development, Project Management- An Overview, Capital Investment: Importance & Difficulties; Generation and Screening of project idea.

Unit-II: Capital expenditure; importance and difficulties; market & demand Analysis, Situational analysis, Technical Analysis; Financial Analysis.

Unit-III: Capital Budgeting Decisions; Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis; UNIDO Approach, Little-Mirrless Approach.

Unit-IV: Network techniques for project management; PERT Model, CPM Model, Project review and administrative aspects.

Unit-V: Multiple Projects and Constraints; Financing of Projects, Financing Infrastructure Projects, Project financing in India; Project Feasibility Report.

Suggested Readings:

1. Ahuja, G.K. & Gupta, Ravi, Systematic Approach to Income Tax, Allahabad, Bharat Law House, 1997.
2. Bhalla, V.K. Modern Working Capital Management, New Delhi, Anmol, 1997.
3. Bhalla, V.K. Financial Management and Policy, 2nd ed. New Delhi, Anmol, 1998.
4. Chandra, Prasanna, Project: Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill, 1987.
5. Dhankar, Raj S. Financial Management of Public Sector Undertakings, New Delhi, Westville, 1995.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

(MARKETING)**☉CP – 401-CORPORATE GOVERNANCE****Course Objective:**

This course has been designed to develop a concept of corporate governance. Its system and models along with the ethical and corporate social responsibility issues.

Course Content:**Unit-I : Corporate Governance-An Overview**

Corporate Governance – Concept, Needs, Importance, Benefits, Issues and Concerns-National & International, Corporate Governance and Different Stakeholders.

Unit-II : Corporate Governance-Systems & Models

Corporate Governance Mechanism, Theory – Agency Theory, Stewardship Theory, Stakeholder Theory, Sociological Theory, Models – Anglo-American Model, German Model, Japanese Model, Indian Model, Code of Good Governance.

Unit-III : Emergence of Corporate Governance

Developments of Corporate Governance, corporate Governance Committees, World Bank and Corporate Governance, OECD Principles, Sarbanes-Oxley Act, 2002, Indian Committees, SEBI and Corporate Governance, Indian Companies Act and Corporate Governance.

Unit-IV : Ethics and Corporate Governance

Business Ethics and Corporate Governance, Importance and Needs, Unethical Issues, Indian and International Dimensions, Role and Responsibility of Auditors.

Unit-V : CSR and Corporate Governance

Corporate Social Responsibility (CSR), Concept, Issues and Models, CSR and Indian Industries, Corporate Governance and Environmental Issues.

Suggested Readings:

1. Fernando, Corporate Governance-Principles, Policies and Practices, Pearson, New Delhi.
2. Rajagopalan, Take Over, Restructuring and Corporate Governance, Company Law Institute of India, Chennai.
3. World Council for Corporate Governance website.
4. International Chamber of Commerce website.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

☉CP-402-ENTERPRISE RESOURCE PLANNING (ERP)**Course Objective:**

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

Course Contents:

Unit-I : Introduction, ERP Overview, Benefit, Business Process Reengineering, Data ware housing and Data Mining, OLAP.

Unit-II : Implementation, ERP Implementation, Implementation Methodology, Organising the Implementation, Vendor, Consultant, User, Project Management.

Unit-III : Modules of ERP, Finance, Material Management, HR, Plant Management, Quality Management, Sales & Distribution.

Unit-IV : ERP Package Introduction, SAP, People Soft, Baan, Oracle, QAD, SSA, JD Edward

Unit-V : ERP Present & Future, EAI, E-Commerce, E-Business

Suggested Readings:

1. Carr, DK and Johansson, HJ. Best Practices in Re-engineering, New York, McGH.
2. Champy, James, Re-engineering Management: The Mandate for New Leadership, London, Harper Collins.
3. Coulson-Thomas, C. Business Process Re-engineering: Myth & Reality, London, Kogan.
4. Davenport, T.H. Process Innovation: Re-engineering Work through Information Technology, Boston, Harvard Business School Press.
5. Hammer, Michael. Re-engineering the Corporation: A Manifesto for Business Revolution, London, Nicholas, Brealey.
6. Alexis Leon, ERP, Tata McGraw Hill.

☉CP-403-DISSERTATION AND VIVA-VOCE

A student shall have to do a dissertation of 200 marks / 08 credits under the supervision of a teacher/faculty of the Department and submit the dissertation report to the Department and there would be a Viva-voce examination.

☉M-404-ADVERTISING MANAGEMENT

Objectives:

The aim of the paper is to acquaint the students with the concepts and techniques of advertising management, to give an experience in the application of concepts for developing an effective advertising programme and to give an understanding of inter-disciplinary and cross-functional aspects of advertisement management with other areas of management education.

Expected Out-come

Students can apply the concepts of the course in their future organizations as promotion of service and goods and employees are essential in organizational development. The students can promote themselves in the job market by the understanding of this course. Students can make cross-functional research works in future as the advertisement / promotional programmes require a multidimensional knowledge.

Course Contents:

Unit – I: Advertising's role in the marketing process; legal ethical and social aspects of advertising.

Unit – II: Process of communication – Wilbur Schramm's model, two step flow of communication, theory of cognitive dissonance and clues for advertising strategists: stimulation of primary and selective demand – objective setting and market positioning; Dagmar approach – determination of target audience.

Unit – III: Building of advertising programme-message, headlines, copy, logo, illustration, appeal, layout; campaign planning; Media planning; budgeting.

Unit – IV: Advertising Effectiveness tests, recognition, recall, experimental designs, advertising organisation-selection compensation and appraisal of an agency, electronic media buying.

Unit – V: Advertising campaign – advertising Vs consumer behaviour; sales promotion – role of creative strategies; advertising – retail, national, cooperative, political, international, public service advertising.

Suggested Readings

1. Aaker, David A. etc. Advertising Management, 4th ed., New Delhi, Prentice Hall of India, 1985.
2. Belch, George E and Belch, Michael A. Introduction to Advertising and Promotion, 3rd ed. Chicago, Irwin, 1995.
3. Borden, William H. Advertising, New York, John Wiley, 1981.
4. Hard, Norman. The Practice of Advertising, Oxford, Butterworth Heinemann, 1986.
5. Kleppner, Otto, Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉ M-405-INTERNATIONAL MARKETING

Objectives:

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

Course contents:

Unit-I: Nature of International marketing: Definition, Concept and Setting; Distinctions between Domestic Marketing & International Marketing, Multinational Corporations (MNCs); Definition by Size, Structure, Performance & Behaviour, Benefits of International Marketing.

Unit-II: Trade Theories & Economic Development, Basis for International Trade, International Institutions: World Bank, IMF, UNCTAD, WTO, Common Markets, Free Trade Zones, Economic Communities;

Unit-III: Constraints on International Marketing; Trade Distortions & Marketing Barriers, Tariff Barriers, Non-tariff barriers; Trading partners; India and World trade.

Unit-IV: Consumer Behaviour in International Context: Psychological & Social Dimensions, Planning for International Marketing, Marketing Research & Information System, Market Analysis & Foreign Market Entry Strategies.

Unit-V : International Marketing Decisions; International Marketing Mix – Identification of Markets, Product Strategies, International Product Life Cycle, Promotion strategies, Pricing Strategy and Distribution Strategy; Various Forms of International Business;

Suggested Readings:

1. Bhattacharya, B. Export Marketing: Strategies for Success, New Delhi, Global Business Press, 1991.
2. Johri, Lalit M. International Marketing: Strategies for Success, University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.

4. Onkvisit, Sak and Shaw, John J., International Marketing: Analysis and Strategy, New Delhi, Prentice Hall of India, 1995.
5. Privalomi, V.H.: International Marketing, Prentice Hall.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉M-406-PLANNING AND MANAGING RETAIL BUSINESS

Objectives:

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

Course Contents:

Unit-I : An introduction to the retailing system, retailing mix – social forces – economic forces – technological force – competitive forces; retailing definition, structure, different formats – marketing concepts in retailing.

Unit-II : Consumer purchase behaviour – cultural and social group influence on consumer purchase behaviour; retail store location – traffic flow and analysis – population and its mobility – exteriors and layout – customer traffic flows and pattern – creative display.

Unit-III : Merchandise planning – stock turns, credit management, retail pricing, return on per sq. feet of space – retail promotions – staying ahead of competition.

Unit-IV : Supply chain management – warehousing – role of IT in supply chain management; franchising.

Unit-V : Direct marketing / direct selling – exclusive shops – destination stores – chain stores – discount stores – another current and emerging formats – issues and options; retail equity, technology in retailing – retailing through the internet.

Suggested Readings

1. Diamond Allen, Fashion Retailing, Delmar Pub., 1993.
2. Diamond, Jay and Gerald Pintel Retailing, Prentice Hall, NJ, 1996.
3. Drake, Mary Francis, J.H. Spooone and H. Greenwald Retail Fashion, Promotion, and Advertising, Macmillan, NY, 1992.
4. Levy, Michael & Barton a. Weitz Retailing Management, 2nd ed. Irwin, London, 1995.
5. Morgenstein, Melvin and Harriat Strongin Modern Retailing

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

(HR)

☉CP – 401-CORPORATE GOVERNANCE

Course Objective:

This course has been designed to develop a concept of corporate governance. Its system and models along with the ethical and corporate social responsibility issues.

Course Content:

Unit-I : Corporate Governance-An Overview

Corporate Governance – Concept, Needs, Importance, Benefits, Issues and Concerns-National & International, Corporate Governance and Different Stakeholders.

Unit-II : Corporate Governance-Systems & Models

Corporate Governance Mechanism, Theory – Agency Theory, Stewardship Theory, Stakeholder Theory, Sociological Theory, Models – Anglo-American Model, German Model, Japanese Model, Indian Model, Code of Good Governance.

Unit-III : Emergence of Corporate Governance

Developments of Corporate Governance, corporate Governance Committees, World Bank and Corporate Governance, OECD Principles, Sarbanes-Oxley Act, 2002, Indian Committees, SEBI and Corporate Governance, Indian Companies Act and Corporate Governance.

Unit-IV : Ethics and Corporate Governance

Business Ethics and Corporate Governance, Importance and Needs, Unethical Issues, Indian and International Dimensions, Role and Responsibility of Auditors.

Unit-V : CSR and Corporate Governance

Corporate Social Responsibility (CSR), Concept, Issues and Models, CSR and Indian Industries, Corporate Governance and Environmental Issues.

Suggested Readings:

1. Fernando, Corporate Governance-Principles, Policies and Practices, Pearson, New Delhi.
2. Rajagopalan, Take Over, Restructuring and Corporate Governance, Company Law Institute of India, Chennai.
3. World Council for Corporate Governance website.
4. International Chamber of Commerce website.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

☉CP-402-ENTERPRISE RESOURCE PLANNING (ERP)

Course Objective:

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

Course Contents:

Unit-I : Introduction, ERP Overview, Benefit, Business Process Reengineering, Data ware housing and Data Mining, OLAP.

Unit-II : Implementation, ERP Implementation, Implementation Methodology, Organising the Implementation, Vendor, Consultant, User, Project Management.

Unit-III : Modules of ERP, Finance, Material Management, HR, Plant Management, Quality Management, Sales & Distribution.

Unit-IV : ERP Package Introduction, SAP, People Soft, Baan, Oracle, QAD, SSA, JD Edward

Unit-V : ERP Present & Future, EAI, E-Commerce, E-Business

Suggested Readings:

1. Carr, DK and Johansson, HJ. Best Practices in Re-engineering, New York, McGH.
2. Champy, James, Re-engineering Management: The Mandate for New Leadership, London, Harper Collins.
3. Coulson-Thomas, C. Business Process Re-engineering: Myth & Reality, London, Kogan.
4. Davenport, T.H. Process Innovation: Re-engineering Work through Information Technology, Boston, Harvard Business School Press.
5. Hammer, Michael. Re-engineering the Corporation: A Manifesto for Business Revolution, London, Nicholas, Brealey.
6. Alexis Leon, ERP, Tata McGraw Hill.

☉CP-403-DISSERTATION AND VIVA-VOCE

A student shall have to do a dissertation of 200 marks / 08 credits under the supervision of a teacher/faculty of the Department and submit the dissertation report to the Department and there would be a Viva-voce examination.

☉HR-404-MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE

Objectives:

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

Course contents:

Unit-I : Manpower management in the 21st century; environmental context of human resource management; the emerging profile of human resources.

Unit-II : Special features of new technology; concept and process of technological innovation.

Unit-III : Organizational implications of technological change; human resource implications of technological change.

Unit-IV : Performance/potential evaluation in the context of new technology; technology Transfer with human face.

Unit-V : New issues in manpower training and career development.

Suggested Readings:

1. Clark, Jon. Managing Innovation and Change, University of Southampton, 1995.
2. Clark, Jon. Human Resource Management and Technological Change, London, Sage, 1993.

3. Campbell, A and Warner, M. New Technology, Skills and Management, London, Routledge, 1992.
4. Rastogi, PN. Management of Technology and Innovation, New Delhi, Sage, 1995.
5. Warner, M. New Technology and Manufacturing Management, London, Wiley, 1990.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HR-405-LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Objectives:

To make students understand the importance of legal framework in corporate affairs of India, to know, how efficient managerial decision making with respect to industrial relations can be made by the understanding of legal aspects and to provide an understanding, application and interpretation of the various labour laws and their implications for labour issues in the emerging social context of India.

Expected Out-comes

This course will develop an ability of the students specific to the legal aspects to be implemented in managerial decision making and other steps of their corporate life. It will make the students competent for the job market as the application of laws relating to employments and industrial relations in various organizations are realized while passing the course. It will enable the students to bring the social balance through the legal applications in the companies as the earning capabilities through the private organizations will be enhanced in future-India

Course Contents:

Unit-I : Emergence and objectives of labour laws and their socio-economic environment; industrial relations laws – laws relating to industrial disputes, trade unions, and standing orders.

Unit-II : Laws relating to discharge, misconduct, domestic enquiry, disciplinary action.

Unit-III : Social security laws – laws relating to workmen's compensation, employees' state insurance, provident fund, gratuity and maternity relief.

Unit-IV : Wages and bonus laws – the law of minimum wages, payment of wages, payment of bonus.

Unit-V : Law relating to working conditions – the laws relating to factories, establishment, and contract labour; interpretations of labour laws, their working, and implications for management, union, workmen; the economy and the industry.

Suggested Readings:

1. Ghaiye, BR. Law and Procedure of Departmental Enquiry in Private and Public Sector, Lucknow, Eastern Law Company, 1994.
2. Malhotra, O.P. The law of Industrial Disputes, Vol. I and II, Bombay, N.M. Tripathi, 1985.
3. Malik, PL. Handbook of Industrial Law, Lucknow, Eastern Book, 1995.
4. Saini, Debi S. Labour judiciary, Adjudication and Industrial Justice, New Delhi, Oxford, 1995.
5. Saini, Debi S. Redressal of Labour Grievances, Claims and Disputes, New Delhi, Oxford & IBH, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HR-406-HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEM

Objectives:

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

Course contents:

Unit-I : Field of HRD – Concepts, goals, challenges; HRD climate and practices in India.

Unit-II: Strategic HR Development: Strategies for HR Development, Controlling HR Development, Competence Management, Performance Management, Talent Management, Qualification Management, Retention Management, Culture Management

Unit-III: HRD system design principles, Competence Management, Leadership Development, Performance Management, Intellectual Capital Development

Unit-IV : HRD intervention. Change Management, HRD Process model, HRD and organizational learning, HRD Diversity and Ethics, Mentoring and Counselling, Perspective of learning in HRD

Unit-V : HRD Diversity and Ethics, Mentoring and Counselling,

Suggested Readings:

1. Dayal, Ishwar, Successful Applications of HRD, New Delhi, New Concepts, 1996.
2. Dayal, Ishwar, Designing HRD Systems, New Delhi, Concept, 1993.
3. Kohli, Uddesh & Sinha, Dhama P. HRD – Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 1995.

4. Maheshwari, BL & Sinha, Dhama P. Management of Change Through HRD, New Delhi, Tata McGraw Hill, 1991.
5. Pareek, U. etc. Managing Transitions: The HRD Response, New Delhi, Tata McGraw Hill, 1992.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

INFORMATION TECHNOLOGY

CP – 401-CORPORATE GOVERNANCE

Course Objective:

This course has been designed to develop a concept of corporate governance. Its system and models along with the ethical and corporate social responsibility issues.

Course Content:

Unit-I : Corporate Governance-An Overview

Corporate Governance – Concept, Needs, Importance, Benefits, Issues and Concerns-National & International, Corporate Governance and Different Stakeholders.

Unit-II : Corporate Governance-Systems & Models

Corporate Governance Mechanism, Theory – Agency Theory, Stewardship Theory, Stakeholder Theory, Sociological Theory, Models – Anglo-American Model, German Model, Japanese Model, Indian Model, Code of Good Governance.

Unit-III : Emergence of Corporate Governance

Developments of Corporate Governance, corporate Governance Committees, World Bank and Corporate Governance, OECD Principles, Sarbanes-Oxley Act, 2002, Indian Committees, SEBI and Corporate Governance, Indian Companies Act and Corporate Governance.

Unit-IV : Ethics and Corporate Governance

Business Ethics and Corporate Governance, Importance and Needs, Unethical Issues, Indian and International Dimensions, Role and Responsibility of Auditors.

Unit-V : CSR and Corporate Governance

Corporate Social Responsibility (CSR), Concept, Issues and Models, CSR and Indian Industries, Corporate Governance and Environmental Issues.

Suggested Readings:

5. Fernando, Corporate Governance-Principles, Policies and Practices, Pearson, New Delhi.
6. Rajagopalan, Take Over, Restructuring and Corporate Governance, Company Law Institute of India, Chennai.
7. World Council for Corporate Governance website.
8. International Chamber of Commerce website.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

CP-402-ENTERPRISE RESOURCE PLANNING (ERP)

Course Objective:

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

Course Contents:

Unit-I : Introduction, ERP Overview, Benefit, Business Process Reengineering, Data ware housing and Data Mining, OLAP.

Unit-II : Implementation, ERP Implementation, Implementation Methodology, Organising the Implementation, Vendor, Consultant, User, Project Management.

Unit-III : Modules of ERP, Finance, Material Management, HR, Plant Management, Quality Management, Sales & Distribution.

Unit-IV : ERP Package Introduction, SAP, People Soft, Baan, Oracle, QAD, SSA, JD Edward

Unit-V : ERP Present & Future, EAI, E-Commerce, E-Business

Suggested Readings:

7. Carr, DK and Johansson, HJ. Best Practices in Re-engineering, New York, McGH.
8. Champy, James, Re-engineering Management: The Mandate for New Leadership, London, Harper Collins.
9. Coulson-Thomas, C. Business Process Re-engineering: Myth & Reality, London, Kogan.
10. Davenport, T.H. Process Innovation: Re-engineering Work through Information Technology, Boston, Harvard Business School Press.
11. Hammer, Michael. Re-engineering the Corporation: A Manifesto for Business Revolution, London, Nicholas, Brealey.
12. Alexis Leon, ERP, Tata McGraw Hill.

☉CP-403-DISSERTATION AND VIVA-VOCE

A student shall have to do a dissertation of 200 marks / 08 credits under the supervision of a teacher/faculty of the Department and submit the dissertation report to the Department and there would be a Viva-voce examination.

☉IT-404: SYSTEM ANALYSIS AND DESIGN

Objectives

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

Course contents:

Unit-I: Introduction: system analysis overview, category of information system, feasibility study. SDCC, system development strategy, implementation and evaluation.

Unit-II: tools for determining system requirement: requirement determination, fact – finding technique, tools for documentation proceeding and decision.

Unit-III: Structure analysis development strategy: structure analysis, data flow strategy, elevation of DFD, recording data description.

Unit-IV: analysis to design transition: specific application requirement, elements of design, design of input and output, design of online dialogue.

Unit-V: Design for database integration: system development in a database, E-R diagram, data model, normalisation, database administration.

Suggested Readings

1. James A Senn, analysis & Design of Information System, Second Edition, McGraw-Hill International Editions, Computer Series.
2. Awad, Elias M. Systems analysis and Design, 2nd ed., New Delhi, Prentice Hall of India, 1990.
3. Coad, Peter and Edward, Yourdon, Object-Oriented Analysis, 2nd ed., Englewood Cliff, New Jersey, Yourdon Press, 1991.
4. Hawryszkiewycz, IT, Introduction to Systems Analysis and Design, 2nd ed., New Delhi, Prentice Hall of India, 1991.
5. Macro, T.D. Structured Analysis & System Specification, New Delhi, Yourdon Press, 1989.
6. Rajaraman, V. Analysis and Design of Information systems, New Delhi, Prentice Hall of India, 1991.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉IT-405: INFORMATION SECURITY

Objectives

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

Course contents

Unit-I: Introduction: need for security, security approaches, principle of security, risk to introduction system. Security: physical security, logical security, threats to security.

Unit-II: Cryptographic technique: plain text and Ciper text, substitution technique, transportation technique encryption and decryption, symmetric and assenter key, stegonography, key range and key size, possible type attack.

Unit-III: Computer based Symantec key cryptographic algorithms: Introduction algorithm types and model overview of symmetric key cryptography, data encryption standard, IDEA, RCS, blowfish, AES.

Unit-IV: Computer based asymmetric key cryptographic algorithms: Introduction, RSA algorithm, digital signature, knapsack algorithm.

Unit-V: Public key infrastructure, digital certificate, private key management, PKCS, XML, PKI and security.

Suggested Readings

1. Cryptography and network security, Atil Khate, TMH.
2. PC and LAN Security by Stephen Cobb.
3. Enterprise Disaster Recovery Planning by Miora.
4. Computer Security for dummies.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IT-406: E-COMMERCE AND CYBER LAW

Objectives

The objective of the course is to familiarize the participants with the E-commerce features and Cyber Law in international scenario and India in particular.

Course Contents

Unit-I: E-commerce overview: Introduction, models of e-commerce, e-commerce status in India.

Unit-II: Technology for e-commerce: Electronic data interchange, internet protocols, security, internet security protocol, challenge in e-commerce.

Unit-III: Cyber crime: Building e-commerce infrastructure, Cyber crime in India and abroad, payment process fraud.

Unit-IV: Cyber Law: E-commerce legal frame work, UNCITRAL model law, taxing issue

Unit-V: IT act 2000, TRAI, Indian Telegraph Act 1885, the Reserve Bank Act, 1934.

Suggested Readings

1. Enterprise Electronics and Mobile Commerce, VK Jain, Cyber Tech publications.
2. Cyber laws, K Kumar, dominant Publisher and Distributor.
3. Understanding Electronics Commerce, David Kosiur, Microsoft press.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PRODUCTION AND OPERATIONS

CP – 401-CORPORATE GOVERNANCE

Course Objective:

This course has been designed to develop a concept of corporate governance. Its system and models along with the ethical and corporate social responsibility issues.

Course Content:

Unit-I : Corporate Governance-An Overview

Corporate Governance – Concept, Needs, Importance, Benefits, Issues and Concerns-National & International, Corporate Governance and Different Stakeholders.

Unit-II : Corporate Governance-Systems & Models

Corporate Governance Mechanism, Theory – Agency Theory, Stewardship Theory, Stakeholder Theory, Sociological Theory, Models – Anglo-American Model, German Model, Japanese Model, Indian Model, Code of Good Governance.

Unit-III : Emergence of Corporate Governance

Developments of Corporate Governance, corporate Governance Committees, World Bank and Corporate Governance, OECD Principles, Sarbanes-Oxley Act, 2002, Indian Committees, SEBI and Corporate Governance, Indian Companies Act and Corporate Governance.

Unit-IV : Ethics and Corporate Governance

Business Ethics and Corporate Governance, Importance and Needs, Unethical Issues, Indian and International Dimensions, Role and Responsibility of Auditors.

Unit-V : CSR and Corporate Governance

Corporate Social Responsibility (CSR), Concept, Issues and Models, CSR and Indian Industries, Corporate Governance and Environmental Issues.

Suggested Readings:

9. Fernando, Corporate Governance-Principles, Policies and Practices, Pearson, New Delhi.
10. Rajagopalan, Take Over, Restructuring and Corporate Governance, Company Law Institute of India, Chennai.
11. World Council for Corporate Governance website.
12. International Chamber of Commerce website.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

☉CP-402-ENTERPRISE RESOURCE PLANNING (ERP)

Course Objective:

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

Course Contents:

Unit-I : Introduction, ERP Overview, Benefit, Business Process Reengineering, Data ware housing and Data Mining, OLAP.

Unit-II : Implementation, ERP Implementation, Implementation Methodology, Organising the Implementation, Vendor, Consultant, User, Project Management.

Unit-III : Modules of ERP, Finance, Material Management, HR, Plant Management, Quality Management, Sales & Distribution.

Unit-IV : ERP Package Introduction, SAP, People Soft, Baan, Oracle, QAD, SSA, JD Edward

Unit-V : ERP Present & Future, EAI, E-Commerce, E-Business

Suggested Readings:

13. Carr, DK and Johansson, HJ. Best Practices in Re-engineering, New York, McGH.
14. Champy, James, Re-engineering Management: The Mandate for New Leadership, London, Harper Collins.
15. Coulson-Thomas, C. Business Process Re-engineering: Myth & Reality, London, Kogan.
16. Davenport, T.H. Process Innovation: Re-engineering Work through Information Technology, Boston, Harvard Business School Press.
17. Hammer, Michael. Re-engineering the Corporation: A Manifesto for Business Revolution, London, Nicholas, Brealey.
18. Alexis Leon, ERP, Tata McGraw Hill.

☉CP-403-DISSERTATION AND VIVA-VOCE

A student shall have to do a dissertation of 200 marks / 08 credits under the supervision of a teacher/faculty of the Department and submit the dissertation report to the Department and there would be a Viva-voce examination.

☉PO-404: PURCHASING AND MATERIALS MANAGEMENT

Objectives

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

Course contents

Unit-I: Role of purchasing and materials management – objectives, organisations and interrelationships, determination and description of material quality, material planning in push and pull system, MRP and JIT.

Unit-II: Determination and description of material quality – receiving and incoming quality inspection, acceptance sampling plans, vendor-process capability; cost-reduction techniques – standardization, simplification and variety reduction; value analysis and engineering.

Unit-III: Make or buy decisions, purchasing research, sources of supply, price determination and negotiation vendor rating, selection and development, legal aspects of purchasing, public purchasing and tendering; international purchasing – procedures and documentation.

Unit-IV: Purchasing of capital equipment – appraisal methods, evaluating suppliers' efficiency, stores layout, classification and codification; material logistics – warehousing management, material handling, traffic and transportation, disposal of scrap, surplus and obsolete materials.

Unit-V: Inventory control of spare parts, material information system.

Suggested Readings:

1. Ansari A and Modarress B. JIT Purchasing, New York, Free Press, 1990.
2. Baily P. etc. Purchasing Principles and Management, London, Pitman, 1994.
3. Burt, David N. Proactive Procurement, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
4. Dobler, D.W. etc. Purchasing and Materials Management, New York, McGraw Hill, 1990.
5. Dutta, A.K. Integrated materials Management, New Delhi, PHI, 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PO-405: TOTAL QUALITY MANAGEMENT**Objectives**

The objectives of the course is to acquaint the students with to make clear to candidates the basic concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification system – ISO 9000 and other standards and their applicability in design manufacturing quality control and services, to closely interlink management of quality, reliability and maintainability for total product assurance; to focus on quality of services in contemporary environment.

Course Contents

Unit-I: Basic concept of total quality (TQ); evolution of total quality management; components of TQ loop; conceptual approach to S.Q.C. acceptance sampling and inspection plans.

Unit-II: statistical process control; process capability studies; humanistic aspects of TQM; management of Q.C. and Z.D. programmes; quality improvement teams; Q-7 tools.

Unit-III: Quality costs, Taguchi loss function; functional linkage of quality with reliability and maintainability.

Unit-IV: Failure analysis; (ETA/FMEA) and optimum maintenance decisions; total productive maintenance (TPM).

Unit-V: Quality audits; lead assessment and ISO – 9000 standards; marketing aspects to T.Q.; total quality of services; total quality and safety; six sigma.

Suggested Readings

1. Carruba, Eugene R and Gorden, Ronald D. Product Assurance Principles: Integrating Design Assurance & quality Assurance, New York, McGraw Hill, 1991.
2. Grant, Eu-gene L and Leaveworth, Richards, Statistical Quality control, McGraw Hill, New York, 1991.
3. Ireson W.G. and Coombas, CP. Handbook of Reliability engineering & management, New York, McGraw Hill, 1988.
4. Lochner, Robert H. And Matar, Joseph E. Designing for Quality, London, chapman & Hill, 1990.
5. Pike, John and Barnes, Richard, TQM in Action, London, chapman & Hill, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PO-406: LOGISTICS MANAGEMENT**Objectives**

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

Course Contents

Unit-I: Introduction to Logistics and its interface with production and marketing; measures of logistics: physical distribution and logistics.

Unit-II: Logistics system analysis and design; warehousing and distributing centres; locations.

Unit-III: Transportation systems: facilities and services; dispatch and routing decisions and models.

Unit-IV: Inventory management decisions; logistics audit and control; packaging and materials handling.

Unit-V: International logistics management; logistics future directions.

Suggested Readings

1. Bhallau, Renald H. Business Logistis Management, Englewood Cliffs, New York, Prentice Hall Inc., 1992.
2. Beal K, A management Guide to Logistics Engineering, USA Institute of Production Engineering, 1990

3. Benjamin S.B. Logistics Engineering and Management, Englewood Cliffs, New York, Prentice Hall Inc., 1996
4. Bowersox, DJ and Closs, D.H. Logistics Management, A System Integration of Physical Distribution, New York, McMillan, 1986
5. Christopher, M. Logistics and Supply Chain Management: Strategies and Reducing Costs and Improving Services, London, Pitsman, 1992

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

INSURANCE AND RISK MANAGEMENT

CP – 401-CORPORATE GOVERNANCE

Course Objective:

This course has been designed to develop a concept of corporate governance. Its system and models along with the ethical and corporate social responsibility issues.

Course Content:

Unit-I : Corporate Governance-An Overview

Corporate Governance – Concept, Needs, Importance, Benefits, Issues and Concerns-National & International, Corporate Governance and Different Stakeholders.

Unit-II : Corporate Governance-Systems & Models

Corporate Governance Mechanism, Theory – Agency Theory, Stewardship Theory, Stakeholder Theory, Sociological Theory, Models – Anglo-American Model, German Model, Japanese Model, Indian Model, Code of Good Governance.

Unit-III : Emergence of Corporate Governance

Developments of Corporate Governance, corporate Governance Committees, World Bank and Corporate Governance, OECD Principles, Sarbanes-Oxley Act, 2002, Indian Committees, SEBI and Corporate Governance, Indian Companies Act and Corporate Governance.

Unit-IV : Ethics and Corporate Governance

Business Ethics and Corporate Governance, Importance and Needs, Unethical Issues, Indian and International Dimensions, Role and Responsibility of Auditors.

Unit-V : CSR and Corporate Governance

Corporate Social Responsibility (CSR), Concept, Issues and Models, CSR and Indian Industries, Corporate Governance and Environmental Issues.

Suggested Readings:

13. Fernando, Corporate Governance-Principles, Policies and Practices, Pearson, New Delhi.
14. Rajagopalan, Take Over, Restructuring and Corporate Governance, Company Law Institute of India, Chennai.
15. World Council for Corporate Governance website.
16. International Chamber of Commerce website.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

CP-402-ENTERPRISE RESOURCE PLANNING (ERP)

Course Objective:

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

Course Contents:

Unit-I : Introduction, ERP Overview, Benefit, Business Process Reengineering, Data ware housing and Data Mining, OLAP.

Unit-II : Implementation, ERP Implementation, Implementation Methodology, Organising the Implementation, Vendor, Consultant, User, Project Management.

Unit-III : Modules of ERP, Finance, Material Management, HR, Plant Management, Quality Management, Sales & Distribution.

Unit-IV : ERP Package Introduction, SAP, People Soft, Baan, Oracle, QAD, SSA, JD Edward

Unit-V : ERP Present & Future, EAI, E-Commerce, E-Business

Suggested Readings:

19. Carr, DK and Johansson, HJ. Best Practices in Re-engineering, New York, McGH.

20. Champy, James, Re-engineering Management: The Mandate for New Leadership, London, Harper Collins.
21. Coulson-Thomas, C. Business Process Re-engineering: Myth & Reality, London, Kogan.
22. Davenport, T.H. Process Innovation: Re-engineering Work through Information Technology, Boston, Harvard Business School Press.
23. Hammer, Michael. Re-engineering the Corporation: A Manifesto for Business Revolution, London, Nicholas, Brealey.
24. Alexis Leon, ERP, Tata McGraw Hill.

☉CP-403-DISSERTATION AND VIVA-VOCE

A student shall have to do a dissertation of 200 marks / 08 credits under the supervision of a teacher/faculty of the Department and submit the dissertation report to the Department and there would be a Viva-voce examination.

☉IR-404: PRINCIPLE AND PRACTICE OF LIFE AND GENERAL INSURANCE

Course Objective

The objective of this paper is to make the students aware of the various life and general insurance product and the provisions, benefits and services aspect of each product. It also provides the understanding on various practices with specific reference to underwriting, rating, claim settlement and allied service.

Course Contents

Unit-I: Origin and development of the concept of life insurance, principles of life insurance, products of life insurance and services

Unit-II: Elements in the computation of Assurance premium, selection and classification of risk and the basic principles of utmost good faith

Unit-III: Plans of life insurance, application and acceptance, insurance forms

Unit-IV: Origin and development of General insurance concepts, Basic principles of general insurance, general insurance markets, type of general insurance

Unit-V: Underwriting and Rating practices, claims practice and procedures

Suggested Readings

1. Gupta P.K. "Fundamental of Insurance", Himalaya Publishing House, Mumbai
2. Black, Kenneth and Harold Skipper, "Life and Health Insurance", Pearson Education, New Delhi
3. Ganguly, Anand. "Insurance Management", New Age International, New Delhi
4. Mothhar, M., "Insurance Principles, Practices, Management and Salesmanship", Sarada Pustak Bhawan, Allahabad
5. IC-01, Principles of Insurance, Insurance Institute of India, Mumbai
6. IC-02, Practice of Life Insurance, Insurance Institute of India, Mumbai
7. IC-02, Practice of General Insurance, Insurance Institute of India, Mumbai

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

☉IR-405: FINANCE FOR INSURANCE

Course Objective

The objective of this paper is to acquaint the students with the basic understanding of Indian Financial System that includes financial markets, instruments and regulation under which a financial corporate operates. It provides concepts on finance and its time value with the calculation of interest on various types of deposits and term structure of interest rates. The basic principles of valuation models are discussed for evaluation of different types of securities.

Course Contents

Unit-I: Indian financial system-financial markets, instruments and regulatory authority. Scope and functions of finance; objective of financial management. Time value of money-calculation of present and future value of money.

Unit-II: The measurement of interest-The nominal rate of interest, simple interest, compound interest, term structure of interest rates. Elementary annuities-Annuity immediate, annuity due, annuity values on any date, perpetuities

Unit-III: General annuities-annuities payable less frequently than interest is payable, continuous annuities-unknown time and unknown rate of interest, elementary varying annuities, more general varying annuities, continuous varying interest

Unit-IV: Amortization, schedule and sinking funds, determination of outstanding principal, amortization schedules-sinking fund, different payment periods and interest conversion periods-yield rates-reinvestment rates

Unit-V: Valuation of bonds and equity shares-types of securities, price of a pure bond-premium discount and par; convertible bonds and its valuation; callable basis and its valuation; determination of various types of yields; valuation of equity shares; Bonus issue and equity.

Suggested Readings

1. Pandey, I.M. Financial Management, 10th ed., Vikash Publishing House, New Delhi
2. Kelison, Stephen, G., (2009), The Theory of Interest (3rd ed.) McGraw Hill, New York
3. Parameter, Michael M., Theory of Interest and life Contingencies with Pension Application, Actex Publishers, Winsted, CT

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IR-406: HEALTH AND PERSONAL ACCIDENT INSURANCE

Course Objective

The objective of this paper is to acquaint the students with the knowledge of different type of health related insurance products. The Concept of underwriting in health insurance is also discussed.

Course Contents

Unit-I: Economics of health care-health care environment-health insurance providers in India-different levels of medical care-insurance principles as applicable to medical insurance

Unit-II: Individual health insurance policy coverage-disability insurance-long term care plans-taxation aspects

Unit-III: Accident insurance and related overseas travel insurance, issues related to critical illness, domiciliary treatment, hospitalisation

Unit-IV: Health Insurance underwriting-health insurance underwriting factors-principles of health insurance rate making –premium rate variables-individual policy underwriting-group policy underwriting-health insurance reserves and other liabilities

Unit-V: Health insurance proposal forms-claim forms-claims documentation-different methods of claims settlement-third party administration-IRDA regulations on health insurance

Suggested Readings

1. Black, Jr, Kenneth and Harrold Skipper Jr. (2005), Life and Health Insurance, (13th ed.) Pearson Education, New Delhi
2. Rejda, George. E. (2008), Principles of Risk Management and Insurance, International Edition, 10th ed., Pearson Education, New Delhi
3. IC-11: Practice of General Insurance (2006), Insurance Institute of India, Mumbai

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.