

# PROGRAMME IN Executive M.B.A



(Effective from Session 2025-26)  
(Batch: 2025-2028)



**SAMBALPUR UNIVERSITY**  
JYOTI-VIHAR, BURLA, SAMBALPUR, ODISHA-768019



**SEMESTER-WISE COURSE STRUCTURE FOR THE TWO YEARS P.G PROGRAMME IN  
UNIVERSITY P.G DEPARTMENT AND COLLEGES UNDER SAMBALPUR UNIVERSITY**

**TO BE EFFECTIVE FROM 2025-2026**

**BATCH: 2025-27**

**(Ref: letter No: 4873/Acd.-I Dated 21.08.2023)**

For (Science/ Humanities/Social Sciences/ Commerce)				
Semester	Core Course Credit	Additional Course	Additional Course Credit	Total Credit
First	20	<b>AECC I:</b> Environmental Studies and Disaster management	2	22
Second	20	Inter Dept. Course (IDC) or open elective	3	23
Third	20	<b>AECC II:</b> Entrepreneurship Development	2	22
Fourth (including project of 4 credit)	20	MOOCs one paper	3	23
<b>TOTAL</b>	<b>80</b>		<b>10</b>	<b>90</b>
	<b>Total credit for 2 years course = 90 Credits</b>			
	Furthermore, following non - credit course will be taken by the students			
1. Yuva Sanskar		2. N.C.C/N.S. S/Sports/Performing Arts/Yoga (Of which one has to be opted)		

**THREE YEAR FULL TIME EXECUTIVE MBA 2025-28**

Semester	No. of papers						Marks
	Core papers	Special Papers	Project/Dissertation (8 Credit)	Mooc s (3 Credit)	IDC (2 Credit)	Total Credits	
I	5					20	500
II	5					20	500
III	5					20	500
IV	2	3				20	500
V	2	3				20	500
VI		6	1			32	800
<b>Total Credits and Marks</b>						132	3300

**COURSE DETAILS****Semester I****CORE COURSE**

- |   |                |
|---|----------------|
| 1. E-101-Principles and Practices of Management - | 4 Credit Point |
| 2. E-102-Business Statistics and Analysis         | 4 Credit Point |
| 3. E-103-Business Environment -                   | 4 Credit Point |
| 4. E-104-Financial Accounting for Managers -      | 4 Credit Point |
| 5. E-105-Computer Application in Management       | 4 Credit Point |

**Semester II****CORE COURSE**

- |   |                |
|---|----------------|
| 1. E-201-Quantitative Techniques for Managers - | 4 Credit Point |
| 2. E-202-Human Resource Management -            | 4 Credit Point |
| 3. E-203-Managerial Economics -                 | 4 Credit Point |
| 4. E-204- Organizational Behaviour -            | 4 Credit Point |
| 5. E-205-Human Values and Professional Ethics - | 4 Credit Point |

**Semester III****CORE COURSE:**

- |   |                |
|---|----------------|
| 1. E-301-Legal Aspects of Business -    | 4 Credit Point |
| 2. E-302-Corporate Financial Management | 4 Credit Point |
| 3. E-303-Marketing Management           | 4 Credit Point |
| 4. E-304-Business Research Methods -    | 4 Credit Point |
| 5. E-305-Entrepreneurship Development - | 4 Credit Point |

**Semester IV****CORE COURSE:**

- |                                 |                |
|---------------------------------|----------------|
| 1. E-401 Strategic Management - | 4 Credit Point |
| 2. E-402 Operations Management- | 4 Credit Point |

**SPECIALIZATION (MAJOR)**

- |                     |                |
|---------------------|----------------|
| 4. E-403 Elective 1 | 4 Credit Point |
| 5. E-404 Elective 2 | 4 Credit Point |
| 6. E-405 Elective 3 | 4 Credit Point |

**Semester V****CORE COURSE:**

- |                                  |                |
|----------------------------------|----------------|
| 1. E-501-International Business- | 4 Credit Point |
| 2. E-502-Project Management-     | 4 Credit Point |

**SPECIALIZATION (MAJOR)**

- |                     |                |
|---------------------|----------------|
| 3. E-503-Elective 1 | 4 Credit Point |
| 4. E-504-Elective 2 | 4 Credit Point |
| 5. E-505-Elective 3 | 4 Credit Point |

**Semester VI****CORE COURSE:**

- |  |                |
|--|----------------|
| 1 E-601-Dissertation Report & Viva-voce- | 8 Credit Point |
|--|----------------|

**SPECIALIZATION (DUAL)**

- |                     |                |
|---------------------|----------------|
| 2. E-602-Elective 1 | 4 Credit Point |
| 3. E-603-Elective 2 | 4 Credit Point |
| 4. E-604-Elective 3 | 4 Credit Point |
| 5. E-605-Elective 4 | 4 Credit Point |
| 6. E-606-Elective 5 | 4 Credit Point |
| 7. E-607-Elective 6 | 4 Credit Point |

## ELECTIVES FOR MAJOR SPECIALIZATION

### Finance (Major Specialization)

1. E-403-F-Security Analysis and Portfolio Management - 4 Credit Point
2. E-404-F-International Financial Management - 4 Credit Point
3. E-405-F-International Accounting - 4 Credit Point

### Finance (Major Specialization)

1. E-503-F-Financial Derivatives - 4 Credit Point
2. E-504-F-Project Planning Analysis & Management - 4 Credit Point
3. E-505-F-Corporate Restructuring - 4 Credit Point

### Marketing (Major Specialization)

1. E-403-M-Consumer Behaviour - 4 Credit Point
2. E-404-M-Advertising Management - 4 Credit Point
3. E-405-M-Strategic Marketing - 4 Credit Point

### Marketing (Major Specialization)

4. E-503-M-International Marketing - 4 Credit Point
5. E-504-M-Sales & Distribution Management - 4 Credit Point
6. E-505-M-Planning & Managing Retail Business - 4 Credit Point

### Human Resource (Major Specialization)

1. E-403-HR-Management of Industrial Relations - 4 Credit Point
2. E-404-HR-Performance and Reward Management - 4 Credit Point
3. E-405-HR-Legal Framework Governing Human Relations - 4 Credit Point

### Human Resource (Major Specialization)

4. E-503-HR-Management Training & Development - 4 Credit Point
5. E-504-HR-Human Resource Development-Strategies & Systems - 4 Credit Point
6. E-505-HR-Human Resource Planning & Development - 4 Credit Point

### Information Technology (Major Specialization)

1. E-403-IT-Database Management System - 4 Credit Point
2. E-404-IT-Data Communication - 4 Credit Point
3. E-405-IT-Software Engineering - 4 Credit Point

### Information Technology (Major Specialization)

4. E-503-IT-System Analysis and Design - 4 Credit Point
5. E-504-IT-Information Security - 4 Credit Point
6. E-505-IT-E-Commerce and Cyber Law - 4 Credit Point

### Production & Operations (Major Specialization)

1. E-403-PO-Purchasing & Materials Management: 4 Credit Point
2. E-404-PO-Total Quality Management: 4 Credit Point
3. E-405-PO-Production Planning & Control: 4 Credit Point

### Production & Operations (Major Specialization)

4. E-503-PO-Applied Operations Research: 4 Credit Point
5. E-504-PO-Logistics Management: 4 Credit Point
6. E-505-PO-Goal Programming in Management: 4 Credit Point

### Insurance & Risk Management (Major Specialization)

1. E-403-IR-Principles & Practices of Life & General Insurance: 4 Credit Point
2. E-404-IR-Finance for Insurance: 4 Credit Point
3. E-405-IR-Health and Personal Accident Insurance: 4 Credit Point

### Insurance & Risk Management (Major Specialization)

4. E-503-IR-Data Mining Technique: 4 Credit Point
5. E-504-IR-Actuarial Mathematics: 4 Credit Point
6. E-505-IR-Risk Management & Life Insurance Underwriting: 4 Credit Point

**ELECTIVE FOR DUAL SPECIALIZATION****Finance (Dual Specialization)**

- |   |                |
|---|----------------|
| 1. E-602-Security Analysis and Portfolio Management - | 4 Credit Point |
| 2. E-603-International Financial Management -         | 4 Credit Point |
| 3. E-604-International Accounting -                   | 4 Credit Point |
| 4. E-605-Financial Derivatives -                      | 4 Credit Point |
| 5. E-606-Project Planning Analysis & Management -     | 4 Credit Point |
| 6. E-607-Corporate Restructuring -                    | 4 Credit Point |

**Marketing (Dual Specialization)**

- |  |                |
|--|----------------|
| 1. E-602-Consumer Behavior -                   | 4 Credit Point |
| 2. E-603-Advertising Management -              | 4 Credit Point |
| 3. E-604-Product and Brand Management -        | 4 Credit Point |
| 4. E-605-International Marketing -             | 4 Credit Point |
| 5. E-606-Sales & Distribution Management -     | 4 Credit Point |
| 6. E-607-Planning & Managing Retail Business - | 4 Credit Point |

**Human Resource (Dual Specialization)**

- |  |                |
|--|----------------|
| 1. E-602-Management of Industrial Relations -              | 4 Credit Point |
| 2. E-603-Performance and Reward Management -               | 4 Credit Point |
| 3. E-604-Legal Framework Governing Human Relations -       | 4 Credit Point |
| 4. E-605-Management Training & Development -               | 4 Credit Point |
| 5. E-606-Human Resource Development-Strategies & Systems - | 4 Credit Point |
| 6. E-607-Human Resource Planning & Development -           | 4 Credit Point |

**Information Technology (Dual Specialization)**

- |                                       |                |
|---------------------------------------|----------------|
| 1. E-602-Database Management System - | 4 Credit Point |
| 2. E-603-Data Communication -         | 4 Credit Point |
| 3. E-604-Software Engineering -       | 4 Credit Point |
| 4. E-605-System Analysis and Design - | 4 Credit Point |
| 5. E-606-Information Security -       | 4 Credit Point |
| 6. E-607-E-Commerce and Cyber Law -   | 4CreditPoint   |

**Production & Operations (Dual Specialization)**

- |   |                |
|---|----------------|
| 1. E-602-Purchasing & Materials Management- | 4 Credit Point |
| 2. E-603-Total Quality Management-          | 4 Credit Point |
| 3. E-604-Production Planning &Control-      | 4 Credit Point |
| 4. E-605-Applied Operations Research-       | 4 Credit Point |
| 5. E-606-Supply Chain Management-           | 4 Credit Point |
| 6. E-607-Analytics-                         | 4 Credit Point |

**Insurance & Risk Management (Dual Specialization)**

- |  |                 |
|--|-----------------|
| 1. E-602-Principles & Practices of Life & General Insurance- | 4 Credit Point  |
| 2. E-603-Finance for Insurance-                              | 4. Credit Point |
| 3. E-604-Health and Personal Accident Insurance-             | 4 Credit Point  |
| 4. E-605-Data Mining Technique-                              | 4 Credit Point  |
| 5. E-606-Actuarial Mathematics-                              | 4 Credit Point  |
| 6. E-607-Risk Management & Life Insurance Underwriting-      | 4 Credit Point  |

**The weightage distribution for evaluation shall be as follows:**

**A**

	Mid Term Test-1	Mid Term Test-2	End Term Test	Total
Subject 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 units<sup>0</sup> 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.

**DETAIL SYLLABUS (Executive M.B.A.)****(SEMESTER – I)****E-101: PRINCIPLES AND PRACTICES OF MANAGEMENT****Objectives**

1. The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.
2. Discuss the various concepts of planning, Decision making and controlling to help solving managerial problems
3. Study and understand management concepts and styles in Global context.
4. Familiarizing the students with the contemporary issues in management.

**Course Contents**

**UNIT-I:** Social responsibility of business, Scope and challenges of CSR in Indian scenario, Management practices from past to present, Different levels of management, Managerial skills, Roles & Functions, Manager and Business environment.

**UNIT – II:** Planning- Objective of planning, planning process, Types of planning, Types of plans, Corporate planning, Management by Objective, Decision-making- types, process & techniques, making decision effective.

**UNIT-III:** Organizing & staffing- Meaning of organization, types of organization, Organization structure, Span of management, Line and staff relationship, Departmentation, Delegation- Centralization and decentralization of authority, Meaning of staffing, Recruitment, selection & placement, Training & development.

**UNIT- IV:** Directing & Controlling- Principle of directing, Essence of coordination, Basic control process, Different control techniques, Management by exception.

**Course Outcomes:**

1. Developing understanding of managerial practices and their perspectives.
2. Applying planning and managerial decision-making skills.
3. Comprehend and practice Indian Ethos and Value Systems.
4. Applying value-based management and ethical practices.

**Reference Books:**

1. Koontz Harold & Weihrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition, 2008)
2. Dr. Premvir Kapoor, Principles and Practices of Management, Khanna Publishing House, Delhi
3. Robbins & Coulter - Management (Prentice Hall of India, 9th Edition)
4. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications Pearson Education, 6th Edition.
5. Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective.
6. James F. Stoner, et al, Management, Pearson Education Delhi, 2008
7. Principles of Management, George R. Terry & S.G. Franklin, AITBS, Delhi.

**Text Books:**

1. L. M. Prasad- Principles and Practices of Management, Sulatn Chand & Sons, 7th edition, 2007.
  2. N M Khandelwal- Indian Ethos & Values for Management- Himalyan Publishing
- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

**E-102:****BUSINESS STATISTICS AND ANALYSIS****Objectives**

1. Understand the different basic concept / fundamentals of business statistics.
2. Understand the practical application of various concepts.
3. Understand the importance of measures of Descriptive statistics which includes measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.
4. Understand the concept of Probability and its usage in various business applications.
5. Understanding Decision making environment and applying the Concept of Business Analytics.

**Course Contents**

**UNIT I:** Descriptive Statistics, Meaning, Scope, functions and limitations of statistics, Measures of Central

tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.

**UNIT II:** Time Series & Index Number: Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making. Index Numbers: - Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices: - Fixed base and Chain base methods.

**UNIT III:** Correlation & Regression Analysis: Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.

**UNIT IV:** Probability Theory & Distribution: Probability: Theory of Probability, Addition and Multiplication Law, Baye's Theorem Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.

**UNIT V:** Theory of Estimation, Statistical inference, testing of hypothesis, significance test in attributes and variables, test of significance of a single mean, two mean, two standard deviation, t test, pair t test, z test,

***Course Outcome:***

1. Gaining Knowledge of basic concept / fundamentals of business statistics.
2. To develop practical understanding of various statistics concepts.
3. Evaluating basic concepts of probability and perform probability theoretical distributions.
4. Taking managerial decision and applying the Concept of Business Analytics.

***Reference Book***

1. Davis, Pecar – Business Statistics using Excel, Oxford
2. Ken Black – Business Statistics, 5th ed., Wiley India
3. Levin and Rubin – statistics for Management, 7th ed., Pearson
4. Lind, Marchal, Wathen – Statistical techniques in business and economics, 13th ed, McGrawHill
5. Newbold, Carlson, Thorne – Statistics for Business and Economics, 6th ed., Pearson
6. J.K. Tyagi, Business Statistics, Khanna Publishing House, Delhi.
7. S. C. Gupta – Fundamentals of Statistics, Himalaya Publishing
8. Walpole – Probability and Statistics for Scientists and Engineers, 8th ed., Pearson
9. Comprehensive Statistical Methods by PN Arora, Sumeet Arora, S Arora, S Chand

Publication, New Delhi

***Text Book***

1. G C Beri – Business Statistics, 3rd ed, TATA McGrawHill.
2. Manish Sharma & Amit Gupta, The Practice of Business Statistics, Khanna Publishing House, Delhi
3. Chandrasekaran & Umaparvathi-Statistics for Managers, 1st edition, PHI Learning Suggested

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

**E-103: BUSINESS ENVIRONMENT**

**Objectives:**

1. The basic objective of the course is to develop understanding and provide knowledge about business environment to the management students.
2. To promote basic understanding on the concepts of Business Environment and to enable them to realize the impact of environment on Business.
3. To provide knowledge about the Indian and international business environment.

**Course Contents:**

**UNIT I:** Introduction: Business – Meaning, Definition, Nature & Scope, Objectives of Business: Economic & Social, Types of Business Organizations, Business Environment- Meaning, Characteristics, Scope and Significance, Components of Business Environment. Introduction to Micro-Environment – Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity, External Environment: Firm, customers, suppliers, distributors, Competitors, Society, Introduction to Macro Components – Demographic, Natural, Political, Social, Cultural Economic, Technological, International and Legal) Difference between macro and micro environment.

**UNIT II:** Economic, Political and Legal environment: Role of government in Business, Legal framework in India, Economic environment- economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy, Impact of business on Private sector, Public sector and Joint sector, Competition Act and FEMA, Monetary and fiscal policies RBI-Role and functions, Regulations related to Capital Markets, Role of SEBI and working of stock Exchanges.

**UNIT III:** A) Social and Cultural Environment – Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit and Social Responsibility of Business

B) Competitive Environment – Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies. Introduction to Industrial Policy Resolutions

**UNIT IV:** Natural and Technological Environment: Innovation, technological leadership and followership impact of technology on globalization, transfer of technology, time lags in technology introduction, Status of technology in India; Management of technology; Features and Impact of technology

**UNIT V:** International Environment – International forces in Business Environment, SEZ, EPZ, GATT/ WTO, Globalization – Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model. MNCs – Definition, meaning, merits, demerits, MNCs in India, FDI Policy

### **Course Outcome:**

1. Evaluate the economic & political environmental dynamics to cope with the changing regulations affecting business and its profitability.
2. Analyze the competitive forces in environment and accordingly devise business policies and strategies to stay in competitive position.
3. Analyze the desirability of technological advancement in the current set-up and how to gain technological advancement with least cost.

### **Text Books**

1. Environmental Studies, M.P. Poonia & S.C. Sharma, Khanna Publishing House, Delhi
2. Business Environment: Text and Cases, PAUL, McGraw Hill Education, 3rd Ed.
3. Business Environment ---Francis Cherunilam, Himalaya Publishing House

### **Reference Books:**

1. V. Neelamegam – Business Environment (Vrinda Publication, 2nd Edition)
2. Shaikh & Saleem - Business Environment (Pearson, 2nd Edition)
3. International Business Environment—Ian Brooks, Jamie Weatherstom and Graham Wilkinson
4. Dr. Rimpi, A Textbook of Environment Sciences, Khanna Publishing House

The list of cases and specific references including recent articles will be announced in

## **E-104: FINANCIAL ACCOUNTING FOR MANAGERS**

### **Objectives:**

This course is intended to introduce the basic theory, concepts and practice of financial accounting and to enable students to understand information contained in the published financial statements of companies and other organizations. It includes the preparation of accounting statements, but their uses and limitations will also be emphasized.

### **Course contents**

**UNIT I:** Meaning and Scope of Accounting: Overview of Accounting, Users of Accounting, Accounting Concepts Conventions, Book keeping and Accounting, Principles of Accounting, Basic Accounting terminologies, Accounting Equation, Overview to Depreciation (straight line and diminishing method) .

**UNIT II:** Accounting Standards and IFRS: International Accounting Principles and Standards; Matching of Indian Accounting Standards with International Accounting Standards, Human Resource Accounting, Forensic Accounting.

**UNIT III:** Mechanics of Accounting: Double entry system of Accounting, Journalizing of transactions; Ledger posting and Trial Balance, Preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Excel Application to make Balance sheet, Case studies and Workshops.

**UNIT IV:** Analysis of financial statement: Ratio Analysis- solvency ratios, Profitability ratios, activity ratios, liquidity ratios, Market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, Service & banking organizations, Case Study and Workshops in analyzing Balance sheet.

**UNIT V:** Concepts of Working Capital and its types, Determinants of Working Capital, methods of calculating Working Capital, Working Capital Financing. Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

### **Course Outcome:**

1. Understand and apply accounting concepts, principles and conventions for their routine monetary transaction;
2. Create and Prepare financial statements in accordance with Generally Accepted Accounting Principles
3. Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.

**Text Books:**

1. Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition) Essentials of Financial Accounting (based on IFRS), Bhattacharya (PHI, 3rd Ed)
3. Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
4. P.C Tulsian- Financial Accounting (Pearson, 2016)
- 5) Dhamija - Financial Accounting for managers: (Prentice Hall, 2nd Edition).

**Reference Books:**

1. Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 5th Ed)
2. Dhanesh Khatri- Financial Accounting (TMH, 2015)
3. Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
4. Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).
5. Mukherjee - Financial Accounting for Management (TMH, 2nd Edition).

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

the class at the time of launching of the course.

**E-105: COMPUTER APPLICATION IN MANAGEMENT**

**Objectives**

1. To provide an orientation about the increasing role of management information system in managerial decision making to gain Competitive edge in all aspects of Business.
2. To understand various MIS operating in functional areas of an organization.
3. To create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.

**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, Decision Support System: Introduction, Architecture, Components, Limitation, Development and Case Discussion.

**Unit-II:** 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-III:** Data communication and computer network: Basic elements of communication, Data transmission, media, Digital Transmission, communication Protocol, Switching Network, Topology, Internet basic and application

**Unit-IV:** Introduction to Emerging trends technology, ERP, E-governance, 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.

**Course Outcome:**

1. Develop and implement Information Systems for Business Applications.
2. Learn to increase efficiency of various management processes by using IT enabled technology.
3. Analyse various security and ethics related issues pertaining to the increasing use of Information Technology.

**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 (Executive M.B.A.)**  
***(SEMESTER-II)***

**E-201: QUANTITATIVE TECHNIQUES IN MANAGEMENT**

**Objectives**

To make better decisions in complex scenarios by the application of a set of advanced analytical methods. It couples theories, results and theorems of mathematics, statistics and probability with its own theories and algorithms for problem solving.

**Course Contents**

**UNIT I:** Operations Research Introduction: - Introduction, Historical Background, Scope of Operations Research, Phases of Operations Research, Types of Operations Research Models, Limitations of Operations Research

**UNIT II:** Linear Programming Problem & Transportation Problem Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; duality. Transportation problem: Various methods of finding Initial basic feasible solution-North West Corner Method, Least Cost Method & VAM Method and optimal solution-Stepping Stone & MODI Method, Maximization Transportation Problem

**UNIT III:** Assignment model & Game Theory Assignment model: Hungarian Algorithm and its applications, Maximization Assignment Problem. Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.

**UNIT IV:** Sequencing & Queuing Theory Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems. Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.

**UNIT V:** Replacement Problem & Project Management Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly. Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations.

**Course Outcome:**

1. Understand the basic operations research concepts and terminology involved in optimization techniques
2. Understand how to interpret and solve business-related problems and
3. Apply certain mathematical techniques in getting the best possible solution to a problem involving limited resources

**Text Book:**

1. R. Panneerselvam - Operations Research (PHI, 2nd Edition)
2. Sharma J K - Operations Research (Pearson, 3rd Edition)

**Reference Books:**

1. Apte-Operation Research and Quantitative Techniques (Excel Books)
2. S Kalawathy-Operation Research (VikasIVth Edition)
3. Natarajan- Operation Research(Pearson)
4. Singh & Kumar—Operation Research(UDH Publisher edition 2013)
5. TahaHamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)
6. Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
7. Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).

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

**E-202: HUMAN RESOURCE MANAGEMENT**

**Objectives:**

In this course the students will learn the basic concepts and frameworks of Human Resource Management (HRM) and understand the role that HRM has to play in effective business administration. It will provide an insight as to how to use Human Resources tool to implement strategies.

**Course Contents**

**UNIT I** Essentials of HRM: Nature of HRM, Scope, functions and importance of HRM, HRM vs.HRD,

SHRM: Introduction, characteristics and scope of SHRM, SHRM vs. Conventional HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, HRM linkage with TQM& productivity.

**UNIT II** Human Resource Planning and Employee Hiring : Nature of job Analysis, job design, Human Resource Planning, Demand forecasting for manpower planning, HR supply forecasting, factors influencing HR P, Employee hiring- Nature of Recruitment, Sources of recruitment, Employee selection, process of employee selection, recent trends in recruitment.

**UNIT III** Employee Training & Development: Nature and importance of Training, methods and types of training, career planning, promotion, transfer, demotion and separation, Performance Appraisal: Meaning and types of appraisal, Job Evaluation: Meaning and methods of job evaluation.

**UNIT IV** Compensation Management and Employee Relations: Introduction to compensation management, Components of employee and executive compensation, Factors affecting employee compensation, Employee incentive schemes, and recent trends in compensation management. Meaning and nature of employee relation and industrial relations.

**UNIT V** Employee Safety/ Health and International Human Resource Management: Basics of ethics and fair treatment at work, measures and policies for employee safety at work, basic principles governing International Human Resource Management and the role of culture.

#### **Course Outcome:**

Synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change.

#### **References Books:**

1. V.S.P.Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirteenth Edition.
2. Durai Praveen, Human Resource Management Pearson Publication, 2nd Edition.
3. Gary Dessler and Biju Varkkey Human Resource Management, Person Publication, 2013, 14th Edition.
4. Seema Sanghi, Human Resource Management, Vikas Publications, 2014, 5th Edition.
5. K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition.

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

**E-203:**

### **MANAGERIAL ECONOMICS**

#### **Objectives:**

1. Understand the relative importance of Managerial Economics
2. Know how the application of the principles of managerial economics can aid in achievement of business objectives
3. Understand the modern managerial decision rules and optimization techniques.
4. Be equipped with the tools necessary in analysis of consumer contents as well as in forecasting product demand
5. Understand and be able to apply latest pricing strategies
6. Understand and analyse the macro environment affecting the business decision making. Course contents

#### **Course Contents:**

**UNIT –I** Basic Concepts and principles: Definition, Nature and Scope of Economics, Micro-Economics and Macro Economics, Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics – Incremental Principle, Marginal Principle, Marginal Concept and Optimization, Concept of Time Perspective, Equi- Marginal Principle, Utility Analysis, Cardinal Utility and Ordinal Utility.

**UNIT –II:** Demand and Supply Analysis: Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand and its measurement. Price Elasticity, Income Elasticity, Cross Elasticity, Indifference Curve Theory, Income and Substitution effects, Revealed Preference Approach and Demand Forecasting, Demand Estimation, Demand forecasting: meaning, significance and methods.

**UNIT –III** Production and cost Analysis: Production concepts & analysis; Production function, Types of production function, Laws of production: Law of diminishing returns, Stages of Production, Law of returns to scale. Cost concept and analysis: Cost, Types of costs, Cost output relationship in the short-run; Cost output relationship in the Long- run. Estimation of Revenue. Average Revenue, Marginal Revenue

**UNIT –IV** Market structures: Perfect and Imperfect Market Structures, Perfect Competition, features, Pure Competition & Perfect Competition, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation.

**UNIT –V** National Income; Concepts and various methods of its measurement, Says Law of Market, Consumption, Keynes' Psychological Law of Consumption, Theories of Consumption, Investment, Decision to invest, Marginal Efficiency of Capital and Rate of Interest, Inflation, Causes and effects, Fiscal Policy, Monetary Policy,

**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.

**E-204: ORGANISATIONAL BEHAVIOUR**

**Objectives**

1. To enhance the understanding of the dynamics of interactions between individual and the organization.
2. To facilitate a clear perspective to diagnose and effectively handle human behavior issues in Organizations.
3. To develop greater insight into their own behavior in interpersonal and group, team, situations.

**Course Contents**

**UNIT I** Introduction to OB: The meaning of OB, Why study organizational behaviour, Fundamentals also find individual behaviour. Determinants of Personality, types of personality, Personal effectiveness. Attitudes: Meaning, Types, Components, Theory of attitude formation and attitude change.

**UNIT- II** Foundation of Group Behaviour: Group: Meaning, types, group dynamics, group cohesiveness, Meaning of Interpersonal Behaviour & Interpersonal skills, Transactional Analysis, Johari Window, FIRO – B, MBTI

**UNIT III** Motivation: Meaning & definition, Traditional theory of Motivation: Maslow's, Herzberg's, McClelland, Contemporary theories of Motivation: Self Determination Theory, Self Efficacy Theory, Vroom's Expectancy Theory, Equity Theory, Reinforcement Theory, OB MOD.

Perception: Meaning, process, principles and errors of perception, managerial & behavioural applications of perception.

**UNIT IV** Leadership: What is leadership, types of leaders and leadership styles, traits and qualities of effective leader, trait theory, LSM –

Leadership Situational Model, Team Building, Tuckman Model of Team Development.

**UNIT V** Organizational Change: Meaning of organizational change, approaches to managing organizational change, creating a culture for change, implementing the change, Kurt Lewin Model of change.

**Course Outcome:**

1. To evaluate the reciprocal relationship between the organizational characteristics and managerial behavior.
2. Develop practical insights and problem-solving capabilities for effectively managing the Organisational processes
3. Analyzing the behavior of individuals and groups in organizations.

**Suggested Readings**

1. Fred Luthans, —Organizational Behaviour, 12th Edition, McGraw Hill International Edition
2. Stephen P. Robbins, —Organizational Behaviour, 12th Edition, Prentice Hall
3. Aswathappa K, —Organizational Behaviour (Text, Cases and Games), Himalaya Publication
4. Uday Pareek, —Organizational Behavior, Oxford University 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.

**E-205: HUMAN VALUES AND PROFESSIONAL ETHICS**

**Course Objective**

The course has been designed to create a mind set of value system among the students who are the future managers. Indian ethos, human values and professional ethics make the students open to inherent ethical principles for the good of self, organisation and society. The course will sensitize the students to enrich their ethical standards. Also, the students will be exposed to ethical problems and issues in various

situations. Ultimately, it is to produce balanced, pleasant, flexible and effective managers for today's liberalized and democratic ambience to take better managerial decisions.

#### Course Contents

**Unit – I:** Ethos and Values-Meaning, it's relevance, essential features of Indian Ethos and Insight, Basic principles of management as per Ancient Indian wisdom and insight, Ethics vs. ethos, Indian vs. Western Management, Contemporary issues in management. Personal growth and lessons from ancient Indian educational system.

**Unit –II:** Model of management in the Indian socio-political environment. Indian heritage in production and consumption. Indian insight into Total Quality Management. Holistic approach for managers in decision making.

**Unit – III:** Work Ethos--Dimensions of work ethos, Work ethos at different levels of management, Reasons for poor work ethos, Steps for improving work ethos. Stress—Meaning, Reasons for stress in organizations, Eustress and Distress, Problems relating to stress in organisations – Indian perspective, Stress reduction and stress management.

**Unit – IV:** Teaching Ethics, Nature and objectives of ethics, Golden rules of ethics, Business ethics: Factors affecting business ethics, importance and its applications, Relationship between business and ethics-The Separatist view, The Unitarian View and The Integration View; Different views of ethical value system—The System of Universalism, The System of Utilitarianism, The System of Distributive Justice and Social Contracts, Individual Freedom of Choice and The Legal System and Professional Ethics.

**Unit – V:** Relevance of values in management, Indian perspective of values for managers, Need for values in global change; Secular vs. spiritual values in management, Spirituality in work place for corporate excellence; Trans-cultural human values in management education, 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.
4. Nandagopal,R.andAjitSankar,R.N.:Indian Ethos and Values in Management,TataMcGrawHill
5. Griffith,B., The marriage of east and west,Colling,1985
6. Gandhi,M.K., The story of my experiment with truth,Navjivan Publishing House.
7. Trevino and Nelson, Managing Business Ethics,John Wiley and Sons,1995.
8. Satpathy,B. Indian Ethos and Values—A Managerial Perspective,Elite Publications,Bhubaneswar,Orissa,India,2002,ISBN:81-85531-20-X

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 (Executive M.B.A.)** ***(SEMESTER–III)***

#### **E-301: LEGAL ASPECTS OF BUSINESS**

##### **Objectives**

1. To provide basic understanding of law of contract, Law of agency, Bailment & Pledge
2. To provide basic requirements of Negotiable Instruments Act, Law of Insurance and Law of Partnership for the purpose of conducting business
3. To impart basic provisions of Companies Act concerning incorporation and regulation of business organizations
4. To create an awareness about important legislations namely Sale of Goods Act, Consumer Protection Act, Factories Act having impact on business.
5. To appraise the students on the leading practical application-oriented case studies – relevant and updated and analyzing case laws in arriving at conclusions facilitating business decisions.

##### **Course contents**

**UNIT I:** Law of Contract: Definition, essentials and types of contracts, offer – definition and essentials, acceptance – definition and essentials, consideration – definition and essentials, exceptions to the rule, no consideration, no contract, doctrine of privity of contract, capacity of parties, free consent, quasi contract, legality of object, performance of contract, termination of contract, remedies for breach of contract. Law of Agency: Essentials, kinds of agents, rights and duties of agent and principal, creation of agency, termination of agency

**UNIT II:** Negotiable instruments act 1881, Nature and characteristics of Negotiable instruments, kinds of negotiable instruments – promissory notes, bills of exchange and cheques. Parties to negotiable instruments, Negotiation, presentment, discharge and dishonour of negotiable instruments Law of partnership: Definition, essentials of partnership, formation of partnerships, kinds of partners, authorities, rights and liabilities of partners, registration of partnership, dissolution of partnership firm.

**UNIT III:** Companies Act: definition, characteristics and kinds of companies, steps in formation of company. Memorandum of association, articles of association, prospectus. Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Auditor: appointment, rights and liabilities. modes of winding up of a company.

**UNIT IV:** Sale of goods Act: Essentials, sale v/s agreement to sell. Condition v/s warranties, rights of unpaid seller. Consumer Protection Act: Objectives, definition, consumer protection council and state consumer protection council.

**UNIT V:** The Information Technology Act, 2000 Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences. The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, In formation commissions, powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of courts.

#### **Course Outcome:**

1. Acquire a sound understanding of the legal aspects of the laws affecting businesses
2. Apply basic legal knowledge to business transactions.
3. Communicate effectively using standard business and legal terminology

#### **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.

### **E-302: CORPORATE FINANCIAL MANAGEMENT**

#### **Objectives**

The purpose of this course is to acquaint the students with the broad frame work 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 holder to optimise the value of the firms.

#### **Course contents**

**UNIT I:** Introduction to Finance & Corporate Finance: Finance & its scope Financial Decisions, Sources of Finance Time Value of Money ,Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Corporate Finance Introduction:–Nature and Scope. Concept of Risk and Return.

**UNIT II:** Investment Decision : Concept of Opportunity Cost, Cost of Debenture, Preference and Equity capital, Composite Cost of Capital ,Cash Flows as Profit and components of Cash Flows , Capital Budgeting Decisions, Calculation of NPV and IRR, Excel Application in Analyzing Projects.

**UNIT III** Financial Decision: Capital Structure, Relevance and Irrelevancy theory, Leverage analysis – financial, operating and combined leverage long with its implications, EBITEPS Analysis, Point of In difference.

**UNIT IV** Dividend Relevance: Factors affecting Dividend Policy, Forms of Dividends, Types of Dividend Policies, Dividend Models: Walter and Gordon Model, Miller- Modigliani(MM)Hypothesis

**UNIT V** Indian Financial System: Role of Financial Institution, Primary and Secondary Market, Lease Financing, Venture Capital, Mutual Funds. Introduction to Derivatives.

**Course Outcome:**

1. Understand the different basic concept/fundamentals of Corporate Finance
2. Understand the practical application of time value of money and evaluating long term investment decisions
3. Developing analytical skills to select the best source of capital, its structure on the basis of cost of capital

**Text Books:**

1. Khan and Jain- Financial Management (Tata McGraw Hill, 7th Ed.)
2. Pandey IM- Financial Management (Vikas, 11th Ed.)
3. William Hakka Bettner Carcello- Financial and Management Accounting (TMH- 16th Ed.)
4. Sheebakapil- Fundamental of financial management (Wiley, 2015)
5. Prasanna Chandra- Fundamentals of Financial Management (TMH, 9th Ed.)
6. Bark Demazo Thampy- Financial Management (Pearson, 2nd Ed.)
7. RPRustagi- Financial Management (Galgotia, 2000, 2nd revised ed.)
8. Damodaran, A., Applied Corporate Finance, 3rd Edition, Wiley, 2012

**Reference Books :**

1. Ravi.MKishore- Financial Management (Taxman, 7th Ed)
2. Fundamentals to Financial Management, Brigham & Houston, 14/e, Cengage Learning
3. Van Horne- Financial Management and Policy (Prentice hall, 2003, 12th Ed.)
4. Horne Wachowicz- Fundamentals of Financial Management (Pearson, 13th Ed)
5. Lawrence J. Gitman- Principles of Managerial Finance (Pearson Education, 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.

**E-303: MARKETING MANAGEMENT****Objectives**

1. To facilitate understanding of the conceptual frame work of marketing and its applications in decision making under various environmental constraints.
2. To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.
3. To develop understanding on Consumer and business buying behavior
4. Develop skill to understand Segmentation, Targeting and Positioning and develop strategy

**Course contents**

**UNIT I** Marketing Management: Introduction, objectives, Scope and Importance, Evolution, Core Concepts, Functions of Marketing, Marketing Orientations towards market place, Marketing Environment: Introduction, Environment Scanning, Analyzing the Organization's Micro Environment, Company's Macro Environment, Marketing Planning; Marketing-Information Systems (MkIS): Introduction, MkIS Sub Systems, Marketing Research and Marketing Research Process.

**UNIT II** Consumer buying behavior: Introduction, Characteristics, Factors affecting Consumer Buying Behaviour, Types of Buying Decision Behaviour, Consumer Buying Decision Process; Business Buyer Behaviour: Introduction, Differences between Consumer and Business Buyer Behaviour, Steps in Business Buying Decision Process; Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting-Meaning, Target market strategies, Market Positioning- Meaning, Positioning Strategies.

**UNIT III** Concept of Marketing Mix: Introduction, Marketing Mix 4Ps and 4Cs', Product Management-Introduction, Levels of Products, Classification of Products, Product Planning, Product Life Cycle (PLC), Product Mix, Product Line, Packaging and Labeling, New Product Development Process, Brand Management- Meaning, Characteristics of a Good Brand, Types of Brand, Brand Positioning; Pricing- Introduction, Factors

Affecting Price Decisions, Pricing Strategies, Pricing Types, Initiating and Responding to the Price Changes.

**UNIT IV** Distribution Management- Introduction, Need and Types of Marketing Channels, Channel Management Decisions, Physical Distribution System, Retailing- Meaning, Types, Wholesaling- Meaning, Types, Channel Conflict, Vertical and Horizontal Marketing System; Promotion Management- Introduction, Integrated Marketing Communications (IMC), Communication Development Process, Promotion Mix- Advertising-Meaning, Objectives, Types, Fundamentals of Sales Promotion, Personal Selling Process, Public Relations, Direct Marketing.

**UNIT V** Recent Trends in Marketing- Rural Marketing- Meaning, Characteristics of Rural Market; Marketing of Services-Meaning, Importance, Types, Service Marketing Mix; International Marketing- International Trade,

International Marketing and International Business, Differences between Domestic Marketing

and International Marketing, Modes of Entry; e-Marketing-Meaning and Importance; Consumerism-Definition, Consumer Rights, Consumer Protection Act; Customer Relationship Management-Concept and Need.

### **Course Outcome:**

1. Remember and comprehend basic marketing concepts.
2. Understand marketing insights on application of basic marketing concepts.
3. Able to apply and develop marketing strategies and plans.

### **Suggested Readings**

1. Enis, B.M. Marketing Classics: A selection of Influential Articles, New York, McGraw Hill, 1991.
2. Kotler, Philip and Armstrong, 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.

## **E-304: BUSINESS RESEARCH METHODS**

### **Objectives**

1. Understand the concept/fundamentals of research and their types.
2. Understand the practical application of various research techniques.
3. Understand the importance of scaling & measurement techniques and sampling techniques
4. Understand the importance of coding, editing, tabulation and analysis in doing research.
5. Understanding and applying the concept of statistical analysis which includes various parametric test and nonparametric test and ANOVA technique and understand technique of report writing.

### **Course contents**

**UNIT I** Research: – Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research. Research & the Scientific Method: Characteristics of scientific method. Steps in Research Process Concept of Scientific Enquiry: – Formulation of Research Problem – Management Question – research Question – Investigation Question Research Proposal –Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal.

**UNIT II** Research design: Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches. Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation. Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

**UNIT III** Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.

**UNIT IV** Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response. Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snow balling Sampling methods. Determining size of the sample – Practical considerations in sampling and sample size, sample size determination.

**UNIT V** Data Analysis: Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram. Hypothesis: Qualities of a good Hypothesis – Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. Test of Significance: Small sample tests: t-test (Mean, proportion) and F tests, Z test, Cross tabulations, Chi-

square test; Analysis of Variance: One way and two-way Classifications. Mechanism of Report Writing-Report Preparation: Types, Report Structure: preliminary section, main report, interpretation of results, suggestions and recommendations, limitations of the study, Report formulation.

**Course Outcome:**

1. Knowledge of concept/fundamentals for different types of research.
2. Applying relevant research techniques.
3. Understanding relevant scaling & measurement techniques and should use appropriate sampling techniques
4. Synthesizing different techniques of coding, editing, tabulation and analysis in doing research.

**Text Book:**

1. Research Methodology, Deepak Chawla, Neena Sondhi, Vikas Publication
2. Business Research Methods, Naval Bajpai, Pearson Education

**Reference Book:**

1. Research Methodology, CR Kothari, New Age International.
  2. Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.
  3. Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 2<sup>nd</sup> Edition.
  4. Business Research Methods by TN Srivastava & Shailaja Rao, TMH Publication, 2<sup>nd</sup> Edition.
- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**E-305**

**-ENTERPRENUERSHIP DEVELOPMENT**

**Course Objective:**

1. The purpose of this course is to expose the student to the basic concepts of entrepreneurship and Commonmythstobecominganentrepreneur.Studentswillbeexposedtothefunctionsofentrepreneurs, and problems faced by the min the real world.
2. To impart understanding of Entrepreneurial Finance, Assistance and role of entrepreneurial development agencies
3. To provide insights to students in converting an Idea to an opportunity and develop understanding of various funding sources for a start up.
4. Familiarizing the students on Developing a Business Plan and to provide basic understanding of Launching a New Venture

**Course Content:**

**Unit I** Introduction: Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship development. The entrepreneurial mind-set. Common myths to becoming an entrepreneur and how to overcome them. Corporate entrepreneurship. Concepts of entrepreneurship, types of entrepreneurs, functions of entrepreneur. Family Business, Women entrepreneurship, social and rural entrepreneurship.

**Unit II** Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies: Estimating financial funds requirement; Sources of finance – banks, various financial institutions (including IFCI, ICICI, IDBI and SIDBI), financing of small scale industries in developing countries. Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export oriented units –fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth. Over view of MSME policy of government in India. Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDIINIESBUD, NEDB, Entrepreneurship Development Institute (EDI).New initiatives taken by government to promote entrepreneurship in India at larger scale.

**Unit III** From Idea to opportunity: Idea generation- sources and methods, identification and classification of ideas. Individual creativity: idea to business opportunity, Opportunity assessment, challenges of new venture start-up, Venture capital, Angel investing, Crowd funding

**Unit IV** Developing a Business Plan: Environmental Scanning and SWOT analysis, and. The business plan as an entrepreneurial tool, Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan – market plan, financial plan, operational plan, and, Feasibility Analysis –aspects and methods: Economic analysis, financial analysis, market-,and technological feasibility.

**Unit V** Launching a New Venture: Steps involved in launching a business (Process charts), Various Forms of business ownership, Registration of business units; start-up to going IPO; revival, exit and end to a venture.

**Course Outcome:**

- 1:Developing understanding of basic concepts of entrepreneurship.
- 2:Develop knowledge on Entrepreneurial Finance, Assistance and role of Entrepreneurial Development Agencies

- 3: Develop understanding of converting an Idea to an opportunity and develop understanding of various funding sources
- 4: Comprehend and develop skills to Develop a Business Plan.
- 5: Students to have a basic understanding of Launching a New Venture

#### **Suggested Readings**

1. Roy: Entrepreneurship, OUP
2. Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hisrich Michael Peters Dean Shepherd, McGraw Hill
3. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.
4. Kumar, Arya; Entrepreneurship; Pearson Education.
5. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing
6. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.
7. Dollinger, M.J.; Entrepreneurship: New Venture Creation; PHI Learning. Skills

### **DETAIL SYLLABUS( Executive M.B.A.)**

#### ***(SEMESTER-IV)***

#### **E-401-STRATEGIC MANAGEMENT**

##### **Course Objective:**

1. A clear understanding of the key concepts and principles of strategic management
2. A set of useful analytical skills, tools and techniques for analyzing a company strategically
3. To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes.
4. To encourage students to think critically and strategically.
5. The ability to identify strategic issues and design appropriate courses of action.

##### **Course Content: UNIT I**

Introduction: meaning nature, scope, and importance of strategy ; and strategic management , Introduction to Business policy, Strategic decision-making , Process of strategic management and levels  
at which strategy operates, strategic intent: Vision, Mission, Business definition, Goals and Objectives.

##### **UNIT II**

Environmental Scanning : Factors considered, approaches, External environment analysis: PESTEL Analysis, EFE matrix (External Factor Evaluation): Porter's Five Forces Model methods and techniques used , Internal Appraisal- The internal environment , Organizational Capability Factors, organizational appraisal- factors affecting, approaches, methods & techniques Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis, IFE matrix (Internal Factor Evaluation).

**UNIT III** Strategy Formulation: Corporate, Business, Functional strategy, Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization , Porters Model of competitive advantage of nations, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance, Digitalization Strategies.

##### **UNIT IV**

Strategy Analysis : Process, Analysing Strategic alternative, Evaluating and choosing among Strategic Alternative, Tools & Techniques of strategic Analysis, Strategic Choice .BCG Matrix, Ans off Grid, GE Nine Cell

Planning Grid, Mc Kinsey's 7'S framework Strategy implementation : Resource allocation, Project sand Procedural issues. Organization structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plan to implement strategy. Integration of functional plans.

##### **UNIT V**

Strategy Evaluation & Control: Nature, Importance, Organizational systems and Techniques of strategic evaluation & control.

##### **Course Outcome:**

1. Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.
2. Evaluate and revise programs and procedures in order to achieve organizational goals;
3. Consider the ethical dimensions of the strategic management process;

##### **Suggested Readings**

1. Henry, A: Understanding Strategic Management, OUP
2. Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer: Strategy-



3. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education. Fourth edition.
4. David, Fred; Strategic Management: Concepts and Cases; PHI Learning. Fifteenth edition.
5. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education, Eleventh edition.
6. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education, Fifth edition.
7. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education, Thirteenth edition.

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

## **E-402: OPERATIONS MANAGEMENT**

### **Objectives**

1. To understand the role of Operations in overall Business Strategy of the firm.
2. To understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.
3. To identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.
4. To understand the trends and challenges of Operations Management in the current business environment. ]To familiarize the students with the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

### **Course Contents**

**UNIT-I** Production Concept Difference between Production and Operations Management, Productivity, Work Study, Productivity measurement, Factors affecting Productivity. Production Technology –Types of Manufacturing processes

**UNIT-II** Operations Concept Difference between product and service, Product and service design, Characteristics of service, Classification of service, factors affecting service operations, Service capacity planning, SERVQUAL model of measuring service equality.

**UNIT-III** Material and Inventory Management Types of production planning, process of Production planning and control (PPC) – Routing, Scheduling, Loading, Just-in-time (JIT), KANBAN. Types of inventories, Inventory control techniques- EOQ, ABC and others. (Simple numerical on Inventory control techniques) Factors affecting Plant Location, Types of Plant layout.

**UNIT-IV** Supply Chain Management Conceptual model of SCM, Supply chain drivers, Demand forecasting in Supply Chain – Simple moving average, weighted moving average, exponential smoothing method, Supply Chain efficiency, Core and reverse Supply Chain, International Supply Chain, Aggregate planning, inbound and outbound SCM, bullwhip effect in SCM. Latest trend in Production and operation–Lean manufacturing, Agile manufacturing.

**UNIT-V** Productivity and Quality TQM, Deming's 14 principles, PDCA cycle - KAIZEN, Quality Circles, 7QC tools and its advancements, ISO 9000-2000 clauses, Six Sigma, Total Productive Maintenance (TPM), 5S.

### **Course Outcome:**

1. Understand the role of Operations in overall Business Strategy of the firm - the application of OM policies and techniques to the service sector as well as manufacturing firms.
2. Understand and apply the concepts of Material Management, Supply Chain Management and TQM perspectives

### **Suggested Readings:**

1. MAHADEVAN: Operations Management: Theory and Practice (PEARSON) (with MLSA)
2. Chase, Shankar, Jacobs – Operations & Supply Chain Management (Tata McGraw-Hill, 14th Edition)
3. Chary - Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)
4. Bisen & Singh - Operation & Logistics Management (Excel Books)
5. R. V. Badi & N. V. Badi - Production & Operation Management (Vrinda Publications 3rd Edition)
6. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Edition)
7. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
8. Adam Jr Everett E. RJ – Production and Operations Management (Prentice-Hall, 2000, 5th Edition)

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

### **DETAILSYLLABUS (Executive M.B.A.) (SEMESTER–V)**

#### **E-501: INTERNATIONAL BUSINESS**

1. To give the student an exposure to the dynamic environment of international business.
2. To understand the impact of environment on the International Business Operations of the firm
3. To explain the functions and form of the global monetary system
4. To explain the role of International organizations and Regional Trade

##### **Course Contents:**

**UNIT I:** Introduction: Meaning, Nature and Scope of International Management, Driving and Restraining Forces, Domestic to Transnational Business, Modes of Entry. Globalization – Forces, Meaning, dimensions and stages in Globalization, Characteristics and role of MNCs. International Business Environment – The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment, technological environment.

**UNIT II:** International Trade Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Factor endowment theory, International Product life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory Free Trade: Advantages and Disadvantages, Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy

**UNIT III:** International Marketing: Nature & significance, International Marketing Orientations, International Segmentation, International Product Life Cycle International HRM: International Staffing Approaches, Expatriate Management, International Labor Relations.

**UNIT IV:** Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types

of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupee.

**UNIT V:** International Institutions: Objectives and Functions of WTO, IMF, IBRD, UNCTAD, Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS

##### **Suggested Readings**

1. Joshi, R M: International Business, OUP
2. Hill - International Business, McGraw-Hill
2. Cherunilam F- International Business: Text and Cases, PHI

##### **Reference Books:**

1. Aswathappa- International Business, McGraw-Hill
2. Cherunilam, F - International Trade and Export Management, Himalaya
3. Daniels - International Business (Pearson)
4. Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.)

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

#### **E-502: PROJECT MANAGEMENT**

##### **Course Objective:**

The course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on the managerial aspects of project management along with understanding of various tools and techniques for project appraisal and control. It will help the MBA students to draft the project proposal in any area of management and evaluate the worth of projects.

##### **Course Contents:**

**Unit I** Introduction of Project: Definitions & Characteristics of Project, Types of Projects, Project Life Cycle. Concepts of Deliverables, Scope of Work and Milestones. Project Management Process: Introduction, Tools & Techniques of Project Management. Project Team and Scope of Project Management: Characteristics of a Project Team & Project Leader, Project Organization, and Importance of Project Management. Case Studies

**Unit II** Project Identification & Selection: Identification, Generation of ideas, Approaches to Project

Screening and Selection, Project Rating Index. Market & Demand Analysis Techniques: Survey & Trend Projection Methods. Project Risk Management: Concepts and Types of Project Risks, Risk Identification, Risks Analysis, Risks Mitigation Strategies. Case Studies

**Unit III** Project Costing: Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Normal, Expedite costs. Project Financing and Budgeting: Sources of Finance, Top down Budgeting, Bottom up Budgeting, Activity Based Costing. Social Cost Benefit Analysis (SCBA) of Project: Concept & significance of SCBA, Approaches to SCBA. Case Studies

**Unit IV** Project Scheduling and Network Analysis: Steps in Project Scheduling and Network design, Gantt Chart, Work Break down Structure (WBS) & Responsibility Assignment Matrix. Project Network Design: Identifying the Nodes and Activities, Activity on Arrow (AoA) and Activities on Node (AoN) methods, Introduction to PERT and CPM, Crashing in Projects. Case Studies

**Unit V** Project Monitoring and Control: Planning Monitoring and Control Cycle. Project Management Information System. Milestone Analysis and Tracking Gantt chart.

Earned Value Analysis (EVA): Planned Value (PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost performance Index (CPI), Schedule performance Index (SPI). Project Termination: Types of Terminations, Project Termination Process. Case Studies

### **Course Outcome:**

- 1: Students will be able to understand the characteristics of Project and Project Management
- 2: The students will understand the managerial process along with tools & techniques used in Project management
- 3: Students will understand the scheduling and monitoring process in Project. They will be able to apply PERT and CPM method for project scheduling
- 4: Students will understand the perspectives in which optimum decisions are to be taken in case of risks with planned activities in project.

### **Suggested Readings:**

1. Project Management – Achieving Competitive Advantage: Jeffrey K. Pinto (Pearson)
2. Project Management - A Managerial Approach: Jack R. Meredith Broyhill Samuel J. Mantel, Jr (John Wiley & Sons)
3. Project Management: Mr Sanjiv Marwah - (Wiley Dreamtech)
4. Project-Preparation, Appraisal, Budgeting and Implementation: Chandra Prasanna - (TMH)
5. Project Management Core Text Book : M R Gopalan (Wiley)
5. Quantitative Techniques in Management : N D Vohra (TMH)

**DETAILSYLLABUS(Executive M.B.A.)****(SEMESTER–VI)****E-601-DISSERTATIONANDVIVA-VOCE**

A students hallhavetodoa dissertation of 200marks/08 credit sunder 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.

**LIST OF PAPERS FOR MAJOR AREA OF SPECIALIZATION****SEMESTER-IV****SPECIALIZATION –FINANCE****E-403 FIN-SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT****Course Objectives**

The objective of this course is to improve the skills for taking intelligent investment decisions and managing the mina rational and systematic manner. It also provides a sound intellectual frame work for taking investment decisions and the ability to keep emotions from corrodng 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 maximize the profit of their organization 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  $p=+1, -1, 0, 0.5$ .

**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, movingaverage,oscillator,relativestrengthindex,rateofchange,movingaverageconvergenceanddivergence,efficientmarket hypothesis-weak,semiandstrongformofmarketefficiency.

**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 onlywhen $LR=BR$ outofbothownedandborrowedfunds,riskassetsonlywhen $BR>LR$ ,portfolioselection –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 managementunderportfolioproporitionconstantandportfoliobetaconstant;passivemanagement.Portfoliopperformance 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 McGraw Hill, New Delhi.
3. John Willey, Modern Portfolio Theory and Investment Analysis, Singapore.
4. Geoffery A. Hirt and Stanley B. Block, Fundamentals of Investment Mngement, 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.

**E-404 FIN****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 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, Suk 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.

**E-405 FIN****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 transaction 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 D 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.

## **SPECIALIZATION –MARKETING**

### **E-403-MAR-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.

**UNITII:** Information search process; evaluation criteria and decision rules; consumer motivation.

**UNITIII:** 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.

**UNITIV:** Diffusion of innovation and opinion leadership, family decision making.

**UNITV:** 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

### **E-404-MAR-ADVERTING 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 strategist, 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 organization-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, 4<sup>th</sup> ed., New Delhi, Prentice Hall of India, 1985.
2. Belch, George E and Belch, Michael A. Introduction to Advertising and Promotion, 3<sup>rd</sup> 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

### **E-405-MAR Strategic Marketing**

**Objectives:** The basic objective of this course is to develop skills for analyzing 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 niche 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, Praeger, 1984.
3. Kotler, Philip. Marketing Management: Analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India, 1997.
4. Porter, M.E. Competitive advantage: Creating, Sustaining, Superior Performance, New York, Free Press, 1985.
5. Porter, M.E. Competitive Strategy: Techniques for Analyzing Industries Competitors, New York, Free Press, 1980.

## **SPECIALIZATION –HUMAN RESOURCE MANAGEMENT**

### **E-403-HRM-MANAGEMENT OF INDUSTRIAL RELATIONSHIP**

#### **Objectives:**

Organizational 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, 2<sup>nd</sup> ed., Homewood Illinois, Richard D Irish,
2. 1988.

3. Mamkootam, K Trade Unionism, Myth and Reality, New Delhi, Oxford University Press, 1982.
4. Niland J.R., The future of Industrial Relations. New Delhi, Sage, 1994.
5. Popola, T.S & Rodgers, G.L Labour Institutions and Economic Development in India, Geneva, ILO, 1992.
6. 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.

#### **E-404-HRM-PERFORMANCE AND REWARD MANAGEMENT**

##### **Objectives:**

1. To create an understanding of the key concepts of performance management and contemporary methods for administering compensation and rewards in practices.
2. To articulate the benefits of using a performance development plan and the consequences of not having one in place.
3. To distinguish the elements of an effective, integrated performance development system.
4. To devise "SMART" annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant and track able).
5. To familiarize the students with the concept of competency mapping and understanding its role in career development.
6. To familiarize students with various aspects of compensation system in India and make them understand various issues linked with the process of fixing salary dearness allowance, bonus, incentive scheme and benefits.

##### **Course Contents:**

**UNIT I:** Introduction to Performance Management System: Meaning, Uses and purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management and its challenges in current scenario, Performance management as a System and Process, Establishing Performance Criterion of developing an Effective Appraisal System, Criteria (KRA, KSAVSKPI). Case Studies

**UNIT II:** Managing Performance: Methods of managing performance of all the levels of Management, 360 degree Performance Appraisal, MBO and Performance analysis for Individual and organizational development. Case Studies

**UNIT III:** Contemporary Issues: Potential appraisal, Competency mapping & its linkage with Career Development and Succession planning, Balance score card: Introduction and Applications, Advantages and limitations. Case Studies

**UNIT IV:** Reward System: Compensation- Definition, Function, and significance. Job evaluation: Methods of job evaluation, Inputs to job evaluation, Practical implication for technical/non-technical and executive/managerial positions and significance of wage differentials. Case Studies

**UNIT V:** Compensation: Method of pay and Allowances, Pay structure: Basic Pay, DA, HRA, Gross Pay, Take home pay etc. Incentive schemes; Methods of payment: Time and piece rate. Fringe benefits & other allowances: Overtime, City compensatory, Travelling etc. Regulatory compliance: Introductions, Wage and Pay commissions, Overview of minimum wages Act-1948 and Equal Remuneration Act-1976. Profit Sharing options; Case Studies.

##### **Course Outcome:**

1. Knowledge of Performance Management and Performance Appraisal
2. Competency to understand the importance of Performance Management
3. Knowledge about the Compensation and Reward Systems
4. Competency to implement the effective reward systems in the organization

##### **Suggested Readings:**

1. T.V. Rao (2007). Performance Management and Appraisal Systems: HR Tools for Global Competitiveness (Response Books)
2. Michael, Armstrong (1999). Performance Management. Kogan Page.
3. Shrinivas R Kandula (2006). Performance Management: Strategies, Intervention & Drivers. Pearson
4. Chadha, P. (2003). Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
5. B.D. Singh (2012). Compensation and Reward Management, Excel Book
6. Robert Bacal (2007). Performance Management, McGraw-Hill Education.
7. T.V. Rao: Performance Management: Towards organizational Excellence (Sage Publications)

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

## **E-405-HRM-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 labor laws and the implications for labor issues in the emerging social context of India.

### **Expected Out-comes**

This course will develop an ability of the student's specific to the legal aspects to be implemented in managerial decision making and other step 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 industries.

### **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, P.L. 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.

## **SPECIALIZATION –INFORMATION TECHNOLOGY**

### **E-403 IT 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 organizations. 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, data base layout, database management, overall system structure. Model: designing of E-R database, relation of model, Hierarchical model, network model.

**UNIT II:** Integrity constraints: data constraints, referential integrity, assertions, triggers, functional dependency.

**UNIT III:** Storage and file strategy: overview, magnetic disc, RAID, secondary storage, storage access, file organizations, 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 architecture overview, parallel database overview, distinction database overview.

#### **Suggested Readings**

1. Coad, Peter and Edward, Yourdon, Object-Oriented analysis, 2<sup>nd</sup> ed., EnglewoodCliff, New Jersey, YuordonPress, 1991.
2. Kroenke, David M. Database Processing: Fundamentals, Design, Implementation, 4<sup>th</sup> ed., New York, McMillan.
3. McFadden, Fred and Hoffer, Jeffery, A. Database Management, 3<sup>rd</sup> 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.

#### **E-404 IT 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:** Multi-plexing: 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.

#### **E-405 IT Software Engineering**

##### **Objectives**

The aim of the course is to acquaint the participants with the software engineering practices. 35

##### **Course Content:**

**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, 3<sup>rd</sup> 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.

#### **Specialization- Production & Operations**

#### **E-403 PO Purchasing & Material Management**

##### **Objectives**

The key objective of this course is to acquaint the students with decision making for effective and efficient purchase,

storage and flow of materials in manufacturing and service organizations, cost-reduction techniques in 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, organizations and interrelationships, determination and description of material quality, material planning in push and pull system, MRP, 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 V:** 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 systems

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

## **E-404 PO 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 service in temporary 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 Rand Gorden, Ronald D. Product Assurance Principles: Integrating Design Assurance & quality Assurance, New York, McGraw Hill, 1991.
2. Grant, Eu-gene Land Leaveworth, Richards, Statistical Quality control, McGraw Hill, New York, 1991.
3. Ireson W.G. and Coombas, C.P. Hand book 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.

## **E-405 PO Production Planning & 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 and 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. McLeavey, Dennis W and Narasimhan, S. L. Production and Inventory Control, Boston, Allyn and Bacon, 1985.
5. Peterson, Rand Silver, E. A. 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.

## **Specialization- Insurance & Risk management**

### **E-403 IRM Principles & Practices of Life & 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 under writing, 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:** Under writing and Rating practices, claims practice and procedures

## **Suggested Readings**

1. Gupta P. K. "Fundamentals 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.

### **E-404 IRM 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, Act ex 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.

## **E-405 IRM 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 under writing 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, hospitalization

**UNIT IV:** Health Insurance underwriting-health insurance underwriting factors-principles of health insurance ratemaking-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 claim settlement-third party administration-IRDA regulations on health insurance

### **Suggested Readings**

1. Black, Jr, Kenneth and Harold 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.

### **List of papers for major area of specialization**

## **SEMESTER-V**

### **Finance**

## **E-503-F- 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 swap of finance between two counterparties.

**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 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 derivatives, operational system and technology issues in derivatives. 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 Wiley 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.

## **E-504-F-Project Planning Analysis & 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 Content:**

**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-Mirr less 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.

## **E-505-F-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 buyouts, management buyouts, tender offer.

**UNIT V:** Regulations of mergers and acquisitions, legal measures against take over's, 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**

**E-503-M-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, Sakand 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

**E-504-M-Sales & 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 sales man; 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 over view of marketing channels, their structure, functions, and relationships; channel intermediaries-whole selling and retailing; logistics of distribution, channel planning, organizational 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, W.J, Management of Sales Force, Home wood Illinois, Richard D. Irwin, 1983.
4. Dairymple, DJ. Sales Management: Concepts and V Cases, New York, John Wiley, 1989
5. Johnson, EM etc., Sales Management: Concepts, Practices and Cases, New York, McGraw Hill, 1986

### **E-505-M-Planning & 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 format – 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, 2<sup>nd</sup> ed. Irwin, London, 1995.
5. Morgenstein, Melvin and Harriat Strong in Modern Retailing

### **Human Resource**

### **E-503-HR- Management Training & 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:**

**UNITI:** Training process-a n overview; role, responsibilities and challenge store in managers.

**UNITII:** Organization management of training function; training need assessment and action research; instructional objectives and lesson planning; learning process.

**UNITIII:** Training climate and pedagogy; developing training modules.

**UNITIV:** Training methods and techniques; facilities planning and training aids; training communication.

**UNITV:** Training evaluation; training and development in India.

**Suggested Readings:**

1. Beunet,Rogered.ImprovingTrainingEffectiveness,Aldershot,Gower,1988.
2. Buckley,R&Caple,Jim.TheTheory&PracticeofTraining, London,Kogan&Page,1995.
3. Lynton,R, Pareek, U.TrainingforDevelopment,2nded.,NewDelhi,Vistaar,1990.
4. Pepper,AllanD.ManagingtheTrainingandDevelopmentFunction,AldershotGower,1984.
5. Rae,L.HowtoMeasureTrainingEffectiveness,Aldershot, Gower,1986. The list of cases and

specific references including recent article swill be announced in the class at the time of launching of the course.

**E-504-HR-Human Resource Planning Development Strategies &Systems**

**Objectives:**

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

**Course contents:**

**UNITI:** Field of HRD–Concepts, goals, challenges; HRD climate and practices in India.

**UNITII:** Strategic HR Development: Strategies for HR Development, Controlling HR Development, Performance Management, Talent Management, Qualification Management, Retention Management, Culture Management

**UNITIII:** HRD system design principles, Competence management and Leadership Development, Performance Management, Intellectual Capital Development

**UNITIV:** HRD intervention, Change Management, HRD Process model, HRD and organizational learning, Perspective of learning in HRD

**UNITV:** HRD Diversity and Ethics, Mentoring and Counseling, Perspective of learning HRD

**Suggested Readings:**

1. Dayal,Ishwar,SuccessfulApplicationsofHRD,NewDelhi,NewConcepts,1996.
2. Dayal,Ishwar,DesigningHRDSystems,NewDelhi,Concept,1993.
3. Kohli,Uddesh&Sinha,DhamiP.HRD–GlobalChallenges&Strategies in 2000A.D.NewDelhi,ISTD,1995.
4. Maheshwari,BL&Sinha,DhamiP.ManagementofChangeThroughHRD,NewDelhi,TataMcGrawHill, 1991.
5. Pareek,U.ManagingTransitions:TheHRDResponse,NewDelhi,TataMcGrawHill,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.

**E-505-HR-Human Resource Planning Development**

**Objectives:**

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

**Expected Outcome:**

To understand various stages of Human Resource Planning and their execution for Human Resource Development in an Organization.

**Course Contents:**

**UNIT I:** Human Resource Planning: Importance of HRP, Factors 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 and 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.

**Information Technology****E-503-IT-System Analysis and Design****Objectives**

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

**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 on-line dialogue.

**UNIT V:** Design for database integration: system development in a database, E-R diagram, data model, Normalization, 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, 2<sup>nd</sup> ed., New Delhi, Prentice Hall of India, 1990.
3. Coad, Peter and Edward, Yourdon, Object-Oriented Analysis, 2<sup>nd</sup> ed., Englewood Cliff, New Jersey, Yourdon Press, 1991.
4. Hawryszkiewycz, IT, Introduction to Systems Analysis and Design, 2<sup>nd</sup> 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.

## **E-504-IT-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 information system. Security: physical security, logical security, threats to security.

**UNIT II:** Cryptographic technique: plain text and Cipher text, substitution technique, transposition technique encryption and decryption, symmetric and asymmetric key, steganography, key length and key size, possible types of 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, Atila Khatib, 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.

## **E-505-IT-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:** Cybercrime: Building e-commerce infrastructure, Cybercrime 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, CyberTech 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 Operations**

### **E-503-PO-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 model 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, F.J. etc. Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc.

- ,1993.
3. Gupta,MPandSharmaJ.K.OperationsResearchforManagement,NewDelhi,National,1997.

4. Taha Harndy A. Operations Research: An Introduction, McMillan, New York, 1992.
  5. Mathur, K. And Solow D. Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc.,
- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

### **E-504-PO-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 centers; 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 Logistic Management, Englewood Cliffs, New York, Prentice Hall Inc., 1992.
2. Mishra, Rohita Kumar & Pal, Sanjay, Supply Chain Management, Systems & Strategies: Synergy Books India Pvt. Ltd., New Delhi, 2017
3. Beal K, A management Guide to Logistics Engineering, USA Institute of Production Engineering, 1990
4. Benjamin S. B. Logistics Engineering and Management, Englewood Cliffs, New York, Prentice Hall Inc., 1996
5. Bowersox, D. J. and Closs, D. H. Logistics Management, A System Integration of Physical Distribution, New York, McMillan, 1986
6. Christopher, M. Logistics and Supply Chain Management: Strategies and Reducing Costs and Improving Services, London, Pitman, 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

### **E-505-PO-Goal Programming in Management**

#### **Objectives**

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

#### **Course Contents**

**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, micromanager and LIGO

#### **Suggested Readings**

1. Cook, Thomas M. and Russell, Robert A. Introduction to Management Science, 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985
2. Eppen, G. D. Etc. Quantitative Concepts for Management, Englewood Cliffs, New

Jersey, Prentice Hall Inc., 1994

3. Ignizio, J.P. Goal Programming and Extensions, Lexington Books, 1976
4. Ijjer Y. Management Goals and Accounting for Control, Amsterdam, North Holland, 1965
5. Lee S.M. 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 & Risk Management**

#### **E-503-IRM- Data Mining Technique**

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, prior 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, generalized 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, rainforest, 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](http://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.

#### **E-504-IRM-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 policyholders-life insurance underwriting-select and ultimate survival models

**UNIT II:** Benefits of insurance: valuation of insurance benefits-variable insurance benefits-function of selectives. 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

**UNITIII:** 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

**UNITIV:** 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

**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, Itasca
2. Dickson D.C.M., Hardy M.R. and Waters H.R. (2009) Actuarial Mathematics for life contingencies, Cambridge University Press, Cambridge
3. Neill 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.

### **E-505-IRM-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*

**UNITI:** 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, organization charts, flow chart, accounting methods, exposure analysis, check lists, DOW index, fault tree, event tree, HAZOP studies, safety audit

**UNITII:** 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

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

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

**UNITV:** Significance of pricing fundamental, underwriting basics, organization 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

i

n the class at the time of launching of the course.

## **E-601-DISSERTATION AND VIVA-VOCE**

A student's 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

## **ELECTIVE FOR DUAL SPECIALIZATION**

### **Finance (Dual Specialization)**

## **E-602-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 at tributes and revenues, 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 asset only when  $LR = BR$  out of both owned and borrowed funds, risk asset 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 McGraw Hill, New Delhi.
3. John Willey, Modern Portfolio Theory and Investment Analysis, Singapore.
4. Geoffrey A. Hirt and Stanley B. Block, Fundamentals of Investment Management, Irwin, Home Wood, Illinois. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **E-603-FIN-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 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.

**E-604-FIN-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

scope, importance and techniques, international taxation—various techniques including withholding taxes.

pricing-

**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 D S 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.

## **E-602- FIN-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 analyzed.

**Expected Outcome:** This paper will enable the students to professionally hedge the systematic risk 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 swap of finance between two counterparties.

### **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 derivatives, operational system and technology issues in derivatives. 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 Wiley 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.

## **E-603- FIN-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 their view 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.

**E-607 -FIN-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 buyouts, management buyouts, 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**

**E-602 MAR-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.

**UNITIII:** 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.

**UNITIV:** Diffusion of innovation and opinion leadership, family decision making.

**UNITV:** 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

**E-603-MAR-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 program and to give an understanding of inter-disciplinary and cross-functional aspects of advertisement management with other area 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 programs require a multi-dimensional 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 programs-message, headlines, copy, logo, illustration, appeal, layout; campaign planning; Media planning; budgeting.

**UNIT IV:** Advertising Effectiveness tests, recognition, recall, experimental designs, advertising organization-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.

## **E-605-MAR-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 & Behavior, 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 Behavior 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, Sakand Shaw, John J., International Marketing: Analysis and Strategy, New Delhi, Prentice Hall of India, 1995.
5. Pripalomi, V.H.: International Marketing, Prentice Hall.

## **E-606-MAR-SALES & 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 sales man; 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 over view of marketing channels, their structure, functions, and relationships; channel intermediaries-whole selling and retailing; logistics of distribution, channel planning, organizational 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, W.J, Management of Sales Force, Home

wood Illinois, Richard D. Irwin, 1983.

4. Dairymple, D.J. Sales Management: Concepts and V Cases, New York, John Wiley, 1989
5. Johnson, E.M. etc., Sales Management: Concepts, Practices and Cases, New York, McGraw Hill, 1986

## **E-607-MAR-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 behavior – cultural and social group influence on consumer purchase behavior; 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 and other 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, HNJ, 1996.
3. Drake, Mary Francis, J.H. Spoo and H. Greenwald Retail Fashion, Promotion and Advertising, Macmillan, NY, 1992.
4. Levy, Michael & Bartona. Weitz Retailing Management, 2nd ed. Irwin, London, 1995.
5. Morgenstein, Melvin and Harriet 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**

### **E-602 HRM- MANAGEMENT OF INDUSTRIAL RELATIONSHIP**

#### **Objectives:**

Organizational 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:**

7. Kochan, T.A. & Katz Henry, Collective Bargaining and industrial relations, 2<sup>nd</sup> ed., Homewood Illinois, Richard D Irish,
8. 1988.
9. Mamkootam, K Trade Unionism, Myth and Reality, New Delhi, Oxford University Press, 1982.
10. Niland J.R., The future of Industrial Relations. New Delhi, Sage, 1994.
11. Popola, T.S & Rodgers, G. Labour Institutions and Economic Development in India, Geneva, ILO, 1992.
12. Ramaswamy, E.A. 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.

**E-603-HR-PERFORMANCE AND REWARD MANAGEMENT****Objectives:**

7. To create an understanding of the key concepts of performance management and contemporary methods for administering compensation and rewards in practices.
8. To articulate the benefits of using a performance development plan and the consequences of not having one in place.
9. To distinguish the elements of an effective, integrated performance development system.
10. To devise "SMART" annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant and track able).
11. To familiarize the students with the concept of competency mapping and understanding its role in career development.
12. To familiarize students with various aspects of compensation system in India and make them understand various issues linked with the process of fixing salary dearness allowance, bonus, incentive scheme and benefits.

**Course Contents:**

**UNIT I:** Introduction to Performance Management System: Meaning, Uses and purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management and its challenges in current scenario, Performance management as a System and Process, Establishing Performance Criterion of developing an Effective Appraisal System, Criteria (KRA, KSAVSKPI). Case Studies

**UNIT II:** Managing Performance: Methods of managing performance of all the levels of Management, 360 degree Performance Appraisal, MBO and Performance analysis for Individual and organizational development. Case Studies

**UNIT III:** Contemporary Issues: Potential appraisal, Competency mapping & its linkage with Career Development and Succession planning, Balance score card: Introduction and Applications, Advantages and limitations. Case Studies

**UNIT IV:** Reward System: Compensation- Definition, Function, and significance. Job evaluation: Methods of job evaluation, Inputs to job evaluation, Practical implication for technical/non-technical and executive/managerial positions and significance of wage differentials. Case Studies

**UNIT V:** Compensation: Method of pay and Allowances, Pay structure: Basic Pay, DA, HRA, Gross Pay, Take home pay etc. Incentive schemes; Methods of payment: Time and piece rate. Fringe benefits & other allowances: Overtime, City compensatory, Travelling etc. Regulatory compliance: Introductions, Wage and Pay commissions, Overview of minimum wages Act-1948 and Equal Remuneration Act-1976. Profit Sharing options; Case Studies.

**Course Outcome:**

5. Knowledge of Performance Management and Performance Appraisal
6. Competency to understand the importance of Performance Management
7. Knowledge about the Compensation and Reward Systems
8. Competency to implement the effective reward systems in the organization

**Suggested Readings:**

8. T.V. Rao (2007). Performance Management and Appraisal Systems: HR Tools for Global

#### Competitiveness(Response Books)

9. Michael, Armstrong (1999).Performance Management. Kogan Page.
10. ShrinivasRKandula(2006).PerformanceManagement:Strategies,Intervention&Drivers.Pearson
11. Chadha,P.(2003).PerformanceManagement:It'sAboutPerformingNotJustAppraising.McMillanIndiaLtd.
12. B.D. Singh(2012).Compensation and Reward Management, Excel Book
13. Robert Bacal (2007).Performance Management, McGraw-Hill Education.
14. T.V. Rao: Performance Management: Towards organizational Excellence(Sage Publications)

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

### **E-604-HR-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 labor laws and the implications for labor 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 application 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 industries.

#### **Suggested Readings:**

6. Ghaiye, BR. Law and Procedure of Departmental Enquiry in Private and Public Sector, Lucknow, Eastern Law Company, 1994.
7. Malhotra, O.P. The law of Industrial Disputes, Vol. I and II, Bombay, N.M. Tripathi, 1985.
8. Malik, P.L. Handbook of Industrial Law, Lucknow, Eastern Book, 1995.
9. Saini, Debi S. Labour judiciary, Adjudication and Industrial Justice, New Delhi, Oxford, 1995.
10. 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.

### **E-605-HR- MANAGEMENT TRAINING & 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:**

**UNITI:** Training process-a n overview; role, responsibilities and challenge store in managers.

**UNITII:** Organization management of training function; training need assessment and action research; instructional objectives and lesson planning; learning process.

**UNITIII:** Training climate and pedagogy; developing training modules.

**UNITIV:** Training methods and techniques; facilities planning and training aids; training communication.

**UNITV:** Training evaluation; training and development in India.

### **Suggested Readings:**

1. Beunet, Rogered. 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 article swill be announced in the class at the time of

launching of the course.

## **E-603- HR-HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEM**

### **Objectives:**

The purpose of this course is to facilitate understanding of the concepts, method sand 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, Dharni P. HRD–Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 1995.
4. Maheshwari, BL & Sinha, Dharni 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
6. Hill, 1992.

## **E-604- HR-HUMAN RESOURCE PLANNING DEVELOPMENT**

**Objectives:**

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

**Expected Outcome:**

To understand various stages of Human Resource Planning and their execution for Human Resource Development in an Organization.

**Course Contents:**

**UNIT I:** Human Resource Planning: Importance of HRP, Factors 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 and 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.

**INFORMATION TECHNOLOGY****E-602 –IT- 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 organizations. 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, data base layout, strange management, overall

system structure. Model: designing of E-R database, relation of model, Hi-endmodel, network model.

**UNIT II:** Integrity constraints: do main constraints, referential integrity, assertions, triggers, functional dependency.

**UNIT III:** Storage and file strategy: overview, magnetic disc, RAID, territory storage, storage access, file organizations, data dictionary storage.

**UNIT IV:** Transaction: concept, transaction state, implementation of atomicity and Unreliability, concurrency executions, serializability, recoverability, implementation of isolation.

**UNITV:** Recovery system: overview, database architect overview, parallel database overview, distinction database overview.

#### **Suggested Readings**

6. Coad, Peter and Edward, Yourdon, Object-Oriented analysis, 2<sup>nd</sup> ed., Englewood Cliff, New Jersey, Yourdon Press, 1991.
7. Kroenke, David M. Database Processing: Fundamentals, Design, Implementation, 4<sup>th</sup> ed., New York, McMillan.
8. McFadden, Fred and Hoffer, Jeffery, A. Database Management, 3<sup>rd</sup> ed., Redwood City, Benjamin-Cummings, 1991.
9. Pratt, Phillip J. A Guide to SQL, Boston, Boyd and Fraser, 1990.
10. 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.

### **E-603- IT- 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:** Multi-plexing: Frequency division, time division, asymmetric digital subscriber line, DSL.

**UNIT V:** Circuit switching, packet switching ATM and Frame relay, LAN technology, Lan system.

#### **Suggested Readings**

3. Data and computer communication, William Stallings, sixth edition, PHI publication.
4. 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.

### **E-604- IT- SOFTWARE ENGINEERING**

#### **Objectives**

The aim of the course is to acquaint the participants with the software engineering practices. 35

#### **Course Content:**

**UNIT I:** Introduction: SDLC, models of SD, process and project management.

**UNITII:** Project Planning: Project planning infrastructure, process planning.

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

**UNITIV:** Risk Management: risk assessment, risk control.

**UNITV:** 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.

## **E-605-IT: 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 on-line dialogues.

**UNIT V:** Design for database integration: system development in a database, E-R diagram, data model, normalization, 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.

## **E-603- IT: 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, and 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 range and key size, possible types of attacks.

**UNIT III:** Computer based Symantec 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 Khat, 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.

**E-604- IT: 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, model 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: Cybercrime: Building e-**

commerce infrastructure, Cybercrime 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 & OPERATIONS****E-602-PO: PURCHASING AND MATERIALS MANAGEMENT****Objectives**

The key objective of this course is to acquaint the students with decision making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations, cost-reduction techniques in pre-purchase, 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, organizations 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 tend

ering; 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 Mod orress 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.

**E-603-PO: 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. and Z. D programs; 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.

**E-604 -PO-PRODUCTION PLANNING & 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 and 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. McLeavey, Dennis W and Narasimhan, S. L. Production and Inventory Control, Boston, Allyn and Bacon, 1985.
5. Peterson, Rand Silver, E. A. 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.

**E-605-PO-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 model 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, F. J. etc. Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Gupta, M. P. and Sharma J. K. Operations Research for Management, New Delhi, National, 1997.
4. Taha Harndy A. Operations Research: An Introduction, McMillan, New York, 1992.
5. Mathur, K. And Solow D. Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc.,

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 & RISK MANAGEMENT**

### **E-602: 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 to 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. "Fundamentals 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.

### **E-603: 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 schedule, 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, 10<sup>th</sup> ed., Vikash Publishing House, New Delhi
2. Kelison, Stephen, G., (2009), The Theory of Interest (3rd) 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.

**E-604-IRM: 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 health insurances is also discussed.

**Course Contents**

**UNIT I:** Economics of healthcare-healthcare 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, hospitalization.

**UNIT IV:** Health Insurance underwriting-health insurance underwriting factors-principles of health insurance ratemaking-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, (13<sup>th</sup> ed.) Pearson Education, New Delhi.
2. Rejda, George E. (2008), Principles of Risk Management and Insurance, International Edition, 10<sup>th</sup> 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.

## **E-602- IRM- Data Mining Technique**

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, prior 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, generalized association

**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, random 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, 2<sup>nd</sup> 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](http://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.

## **E-603- IRM- 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 policyholders-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-extraneous 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

**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, itaca
2. Dickson D.C.M., Hardy M.R. and Waters H.R. (2009) Actuarial Mathematics for life contingent risk Cambridge University Press, Cambridge
3. Neill 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 the launch of the course.

### **E-604- IRM-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, organization 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:** 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 V:** Significance of pricing fundamental, underwriting basics, organization 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.