

M.B.A. (Master of Business Administration) - FULL TIME

Semester	Subject Code	Subject Name
I Semester	FT 101 C	Fundamentals of management
	FT 102 C	Business Mathematics and Statistics
	FT 103 C	IT Fundamentals
	FT 104 C	Accounting for Managers
	FT 105 C	Business and Economic Environment
	FT 106 C	Organizational Behavior
	FT 107 C	Business Communication
	FT 108 C	Purchasing and Materials
II Semester	FT 201 C	Human Resource Management
	FT 202 C	Operations Management
	FT 203 C	Financial Management
	FT 204 C	E-Business Fundamentals
	FT 205 C	Marketing Management

	FT 206 C	Design and Development of Information Systems
	FT 207 C	Operations Research
	FT 208 C	Research Methodology
III Semester	FT 301 C	Business Ethics and Management by Indian Values
	FT 302 C	Project Management
A. Marketing Management	FT 303MMAJ	Product Policy Management
	FT 304MMAJ	Consumer Behavior
	FT 305MMAJ	Sales and Distribution Management
	FT 306MMAJ	Advertising and Brand Management
	FT 307MMIN	Product and Brand Management
	FT 308MMIN	Consumer Behavior and Sales Management
B. Financial Management	FT 303FMAJ	Taxation and Tax Planning
	FT 304FMAJ	Financial Services
	FT 305FMAJ	Financial Markets and resource Management
	FT 306FMAJ	Insurance and Bank management
	FT 307FMIN	Financial Institutions and Markets

	FT 308FMIN	Financial Products and services
C. Human Resource Management	FT 303HMAJ	Industrial Relations and Labor Laws
	FT 304HMAJ	Compensation and Reward Management
	FT 305HMAJ	Human Resource Development
	FT 306HMAJ	Organization Development
	FT 307HMIN	Human Resource Systems and Processes
	FT 308HMIN	Industrial Relations and Employee Benefit
	D. Information Systems Management	FT 303IMAJ
FT 304IMAJ		Computer Networks
FT 305IMAJ		Relational Database Management Systems using ORACLE
FT 306IMAJ		Software Engineering
FT 307IMIN		Database Systems
FT 308IMIN		Software Design and Development

IV Semester	FT 401 C	Business Laws
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	FT 402 C	Strategic Management
	FT 409 C	Major Research project
	FT 410 C	Comprehensive Viva
	FT 403MMAJ	International Marketing
	FT 404MMAJ	Service Marketing
	FT 405MMAJ	Industrial Marketing
A. Marketing Management	FT 406MMAJ	Rural event and Direct Marketing
	FT 407MMIN	Industrial and Service Marketing
	FT 408MMIN	Global Marketing
B. Financial Management	FT 403FMAJ	International Finance
	FT 404FMAJ	Financial Derivatives
	FT 405FMAJ	Security Analysis and Portfolio Management
	FT 406FMAJ	Corporate Financial Strategies and Decisions

	FT 407FMIN	Investment Management
	FT 408FMIN	Financial Risk and Derivatives
C. Human Resource Management	FT 403HMAJ	Social and Industrial Psychology
	FT 404HMAJ	Strategic HRM
	FT 405HMAJ	Business Process Transformation and HRM
	FT 406HMAJ	HR Planning and Audit
	FT 407HMIN	HR Strategies and Audit
	FT 408HMIN	HR for Business Excellence
	D. Information Systems Management	FT 403IMAJ
FT 404IMAJ		Strategic Information Management
FT 405IMAJ		Internet Programming using JAVA
FT 406IMAJ		Visual Programming using Visual Basic
FT 407IMIN		Visual Basic
FT 408IMIN		Advanced IT Tools

FT-101C / PT101C FUNDAMENTALS OF MANAGEMENT

COURSE OBJECTIVE

Objective of this course is to help the students gain understanding of the functions and responsibilities of the Manager, provide them tools and techniques to be used in the performance of managerial job, and enable them to analyze and understand the environment of the organization.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination will be worth 80 marks. It will have two sections A and B. Section A, worth 60 marks will consist of five theory questions, out of which students will be required to attempt any three questions, and Section B will comprise of one or more case(s), worth 20 marks.

COURSE CONTENTS

1. Concept of Management: Functions and Responsibilities of Managers, Fayol's Principles of Management, Management Thought - the Classical School, the Human Relations School Systems Theory, Contingency Management, Developing Excellent Managers.
2. Planning: Nature and Purpose of Planning, The Planning Process, Principles of Planning. Types of Planning, Advantages and Limitations of Planning.
3. Concept and Nature of Objectives: Types of Objectives, Importance of Objectives, Setting Objectives, Management by Objectives (MBO), Benefits and Weaknesses of MBO.
4. Strategies and Policies: Concept of Corporate Strategy, Formulation of Strategy, Types of Strategies, The Strategic Planning Process, The TOWS Matrix, The Portfolio Matrix, Three Generic Competitive Strategies by Porter, Effective Implementation of Strategies, Types of Policies, Principles of Formulation of Policies. Decision Making Process, Individual Decision Making Models
5. Organizing: Nature and Purpose of Organizing, Bases of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation, Delegation and Decentralization, Methods of Decentralization.
6. Controlling: Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a Feedback System, Feed Forward Control, Preventive Control, Profit and Loss Control, Control Through Return on Investment, The Use of Computer for Controlling and Decision Making The Challenges Created by IT as a Control Tool.

TEXT READINGS

1. Harold Koontz, O'Donnell and Heinz Wehrich, Essentials of Management, New Delhi, Tata McGraw Hill, 1992.
2. R. D. Agrawal, Organization and Management, New Delhi, Tata McGraw Hill, 1995

SUGGESTED READINGS

1. Harold Koontz, Heinz Wehrich, Management: A Global Perspective, New Delhi, McGraw Hill, 10th Ed., 1994.
2. Robert Krietner, Management, New Delhi, A.LTB.S. Publishers and Distributors, 7th Ed. 1999.

FT-102C IPT-102C BUSINESS MATHEMATICS AND STATISTICS

COURSE OBJECTIVE

The objective of the course is to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination will be worth 80 marks. It will have two Section, A and B. Section A will contain four questions from Part 1-Business Mathematics, Similarly, Section B will contain four questions from Part II-Business Statistics. A student will be required to attempt any five questions with a minimum of two questions from each section. The questions will contain theoretical as well numerical and/or practical problem(s). All questions will carry equal marks.

COURSE CONTENTS

PART 1-BUSINESS MATHEMATICS

- 1. Sets and Functions:** Sets, Subsets, Types of Sets, Operations on Sets, Cartesian Product of Sets, Applications. Functions - Algebraic Functions (Polynomial- Linear and Quadratic. Rational), Transcendental Functions (Exponential, Log and Trigonometrically Functions with Identities).
- 2. Limits and Continuity of Functions:** Introduction, Limit of a Variable and a Function, Implications of Limit of Functions, Continuity of a Function of one Variable.
- 3. Differentiation Concepts:** Derivatives of a Function. Derivatives of Sum, Difference, Product and Quotient, Applications of Differentiation in Economic and Managerial Problems like Marginal Analysis, Elasticity. Maxima and Minima.
- 4. Integration Concepts:** Elementary Integration. Integration by Parts, Integration by Partial Fractions, Definite Integrals, Economic Application, Consumer Surplus and Producer Surplus.
- 5. Sequences and Series:** Introduction to Arithmetic. Geometric and Harmonic Progressions, Introduction to Discounting, Compounding, and Annuity.
- 6. Determinants and Matrices with Business Application:** Types of Matrices, Operations on Matrices, Adjoint Matrix, Inverse Matrix, Elementary Row Operations. Solution of Simultaneous Linear Equations using Matrices, Input/Output Analysis.

PART 11-BUSINESS STATISTICS

- 1. Introduction to Statistics:** Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions, Introduction to Measurement of Central Tendency and Variations.
- 2. Probability Theory and Probability Distributions:** Concepts, Additive, Multiplicative, Conditional Probability Rules, Baye's Theorem, Binomial, Poisson and Normal Distributions-Their Characteristics and Applications.
- 3. Time Series:** Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of Trend (Moving Average, Exponential Smoothing and Least Squares Method), Measurement of Seasonal Variations (Simple Average, Trend, and Moving Average Method) Measurement of Cyclic Variations (Residual Method).
- 4. Correlation and Regression** Correlation (Kart Pearson's and Spearman's Coefficient). Methods of Computing Simple Correlation and Regression.
- 5. Testing of Hypothesis:** Hypothesis Testing and Statistical Influence (Introduction to Methodology and Types of Errors) Introduction to Sample Tests for University and Bivariate Analysis using Normal Distribution, Ftest, t-test, z-test and Chi -square Test.

6. Statistical Decision Theory: Decision Making Process, Decisions Under Uncertainty and Decisions under Risk.

TEXT READINGS

1. J.K. Sharma, Mathematics for Management and Computer Applications, New Delhi Galgotia Publication.
2. R. K. Ghosh and S. Saha. Business Mathematics and Statistics. Calcutta, New Central Book Agency 9th Ed., 1999.
3. S. Saha, Business Mathematics and Quantitative Techniques, Calcutta. Central Book Agency, 2000
3. Richard 1. Levin and D.S. Rubin, **Statistics for Management**, New Delhi, Prentice Hall of India. 2000.
4. S. P. Gupta, **Statistical Methods**, New Delhi, Sultan Chand and Sons. 2001.

SUGGESTED READINGS

1. J. N. Kapur and H. C. Saxena. **Mathematical Statistics**, New Delhi, Sultan Chand and Company Ltd., 20th Ed., 2001.
2. R. Jayprakash Reddy and Y. Mallikaryanna Reddy, **A Text Book of Business Mathematics**. New Delhi, Ashish Publishing House. 2002.
3. K. B. Dutta, **Matrix and Linear Algebra**, New Delhi, Prentice Hall of India 1999.
4. D. C. Sancheti and V. K. Kapoor, **Statistics: Theory, Methods and Applications**, New Delhi Sultan Chand and Sons, 2001
5. D.N. Elhance, Veena Elhance and B. M. Aggrawal, **Fundamentals of Statistics**, Allahabad. Kitab Mahal, 1996.

FT-103C/PT-103C ACCOUNTING FOR MANAGERS

COURSE OBJECTIVE

Objective of this course is to acquaint participant with the basic concept of financial, management accounting and cost.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination will be worth 80 marks. It will have two Section, A and B. Section A, worth 32 marks will comprise of four theory questions out of which a student will be required to attempt any two questions. Section B worth 48 marks will contain five practical/numerical problem(s) and / or Case(s) out of which a student will be required to attempt any three questions.

COURSE CONTENTS

1. Introduction to Accounting: Meaning of Accounting, Generally Accepted Accounting Principles (GAAP), Concepts, Conventions, Concept of Double Entry System of Accounting, Rules for Debit and Credit Entries, Types of Accounts, Journalizing the Transactions, Posting Entries in Ledger Accounts and
2. Preparation of Trial Balance. Preparation of Final Accounts: Differentiation between Capital and Revenue Expenditure and Receipt, Trading Account, Profit and Loss Account, Balance Sheet with Adjustment Entries.
3. Depreciation: Concept of Depreciation, WDV and SLM Methods.
4. Recent Developments: Need for US GAAP, Understanding Basic Difference between US GAAP and Indian GAAP, Importance of International Accounting Standards. Understanding Concept and Importance of Inflation Accounting and Human Resources Accounting.

5. Introduction to Cost Accounting: Nature, Role, Scope, Concept of Cost Centers and Cost Units, Classification of Cost by Nature and Behavior, Essentials while Establishing a Cost System
6. Cost Analysis for Decision Making: Make or Buy Decisions, Accept or Reject Decisions Process Costing.
7. Standard Costing and Variance Analysis: Concept of Standard Costing, Setting and Revision of Cost Standards, Concept of Variance, Calculating Material, Labors and Overhead Variance
8. Cost Management: Understanding Difference between Cost Reduction and Control, Meaning, Advantages and Limitations of Budgetary Controls, Types of Budget, Concept of Total Cost Management.

TEXT READINGS

1. R.L.Gupta V.K.Gupta, Principles of Accountancy, New Delhi, Sultan Chand and Sons, 6th Edition, 1996.
2. S.N. Maheshwari. Introduction to Accounting, New Delhi. Vikas Publishing House, 11th Edition, 2001.
3. S. N. Maheshwari, Cost Accounting Theory and Problems. New Delhi. Vikas Publications. 11th Edition, 2000.

SUGGESTED READINGS

1. S.P. Iyengar, Cost Accounting New Delhi Sultan Chand and Sons, 11th Edition 1998.
2. Robert N. Anthony and James S. Rebec Accounting Principles, New Delhi, A.I.T.B.S. Pub. and Distributions, 6th Ed., 1991.
3. R.P. Rastogi, Graded Problems and Solutions In Financial Management, New Delhi, Galgotia Publication, 5th Edition, 2000.

FT-104C / PT-104C IT FUNDAMENTALS

COURSE OBJECTIVE

The objective of this course is to help students to understand the basics of Information Technology, Computer Hardware, Software, Applications, Databases, internet and related issues. Special emphasis shall be laid on helping the students to acquire high degree of Proficiency in GUI-based applications in various functional areas of management.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. A panel of Internal and External Examiners will conduct the viva-voce examination at the end of the semester and award marks to the student out of a maximum of 30 marks. The semester examination carrying 50 marks will have eight questions out of which students will be required to attempt any five questions.
Total Marks = 20+30 + 50 = 100

COURSE CONTENT

1. Introduction to Computer Hardware : Input / Output Devices, Storage Devices and Memory. Software: System and Application Software, Compilers, interpreters and Assemblers. Computer Languages:

Levels of Languages, Generation and Their Features. Generation of Computer (Phase of Development of Computers). Number System: introduction to Number-System. Binary, Decimal, Hexadecimal and Their Inter Conversions and Their Uses in computer System

2. Operating Systems DOS: External and Internal Commands and Features. WINDOWS 98: Basic Operations, Utilities and Features. UNIX: Introduction, Features and Basic Commands (like: pwd, CD, cd, rm, mv, ls, cat, mkdir, ch mod, rmdir, who, whoami, banner, date, kill).

3. Application Software (MS-Office 2000) MS Word 2000: Word Basics, Formatting Text and Documents, Working with Headers, Footers and Footnotes, Tabs, Tables and Sorting Working with Graphics, Templates, Wizards and Sample Documents Introduction to Mail Merge and Macros.

MS Excel 2000: Excel Basics, Rearranging Worksheets, Excel Formatting Tips and Techniques, Introduction to Functions, Excel's Chart Features Working with Graphics, Using Worksheet as Databases. Automating "what-if" Projects.

MS Power Point 2000: PowerPoint Basics, Creating Presentation the Easy Way, Working with Text in PowerPoint, Working with Graphics in Power Point.

MS Access 2000: Database Creation, Screen/Form Design, Report Generation Using Wizard.

4. Internet: Concepts and Services, Hardware and Software Requirements, Type of Internet Connections, Advantages and Disadvantages of internet. Modems, World Wide Web, E-mail, Chat, Browsers, Search Engines. Overview of Intranets and Extranet.

5. Information Technology: Introduction to IT and Its Development, Impact and Future of IT in Business Organizations, Overview of the following: 4 GL, Image Processing, Virtual Reality, Video Conferencing, Artificial Intelligence, and Information Super Highways.

TEXT READINGS

1. Suresh K. Basandra, Computers Today, New Delhi, Galgotia Publications Pvt. Ltd., 2001.
2. P.K.Sinha, Computer Fundamentals, New Delhi, BPB Publications, 2001.
3. Annettema Stuz, Learn DOS In A Day, New Delhi, BPB Publications.
4. Gini Courier, and Annette Marquis, Microsoft Office 2000 No Experience Required, New Delhi, BPB Publications, 1999.
5. Laurie Ulrich, Teach Yourself Microsoft Office 2000 in 21 days, New Delhi, Techmedia.1999
6. Christian Crumlish, ABCs of the Internet. New Delhi, BPB Publications, 1998.
7. Sumitabha Das, Unix Concepts and Applications, New Delhi, Tata McGraw Hill Pub. Co. Ltd 1997.
8. Muneesh Kumar, Business Information Systems, New Delhi, Vikas Pub. House Pvt. Ltd., 1999

SUGGESTED READINGS

1. S.Jaiswal, Information Technology Today, New Delhi, Galgotia Publications Pvt. Ltd, 2001.
2. Alexis Leon and Mathews Leon, Fundamentals of Information technology, New Delhi Vikas Publishing House Pvt, Ltd., 1999.
3. Deepak Bharihoke, Fundamentals of Information Technology, New Delhi, Excel Books. 2000.
4. Ron Mansfield, The Compact guide to Microsoft office, New Delhi, BPB Publications 1999
5. David Garrett et al. Intranets Unleashed, New Delhi, Techmedia, 1998.

FT-105C / PT-105C BUSINESS AND ECONOMIC ENVIRONMENT

COURSE OBJECTIVE

The course shall provide an understanding of the different aspects of Business Environment, as the determining element in management of business in a society, with special reference to business in India.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination will be worth 80 marks. It will have two Sections A and B. Section A worth 60 marks will consist of five theory questions, out of which the examinees shall attempt any three questions. Section B, worth 20 marks, will contain one or two cases, and shall be compulsory

COURSE CONTENTS

1. Nature of the Environment of Business: Interacting and Interdependent Set of Forces Affecting Business Operations in a given Social Framework.

2. Business Environment in India:

a. Economic Environment: Business as an Economic Institution, Economic System, Economic Structure, Economic Policies, industrial, Monetary, Fiscal.

Theory of Demand: Demand Functions, Income and Substitution Effects, Revealed Preference Approach and Demand Forecast.

Theory of Firm: Profit Maximization, Sales Maximization, Organizational Slack, Ownership and Control.

'Market Structure: Competition, Monopoly, Oligopoly, Non-Price Competition.

b. ""Non-Economic: Environment: Business as a Social Institution Operating fQr Economic Goals; The Social, Cultural, Political and Legal Forces Affecting the Attitudes Towards Wealth, Work, Authority, Responsibility and Reward.

c. Government Business Relations: Social Responsibility of Business, Social Responsibility of Government.

d. Technological Environment: Concept and Significance of Technological Environment, Government Guidelines. TOM, Regulation of Foreign Investment and Collaboration.

3. Recent Development in Business Environment of India: Market Freedom Privatization Globalization WTO and its Impact, Consumer Protection, Divestment.

TEXT READINGS

1. Bhagwati J., India in Transition, New Delhi, Oxford University Press, 1994.

2. A.M.Rugman D. J. Lewraw and L.D. Booth International Business: Firm and Environment, New York, McGraw Hill Publicatjon. 1995.

3. Steiner and Steiner, Business, Government and Society, Cincinnati .Western Publishing, 2000.

4. Aswathappa K,Essentials of Business Environment, New Delhi, Himalaya Publishing, 2000.

5. Adhikari M., Managerial Economics, New Delhi, N.D. Khalsa Pub, 1999.

6. David J.R. and Chang, Managerial Economics, New Delhi, Prentice Hall, 1999.

FT-106C I PT-106C ORGANIZATIONAL BEHAVIOUR

COURSE OBJECTIVE

Objective of this course is to help students to understand Human Behaviour in Organizations so that they improve their managerial effectiveness.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination will be worth 80 marks. It will have two sections A and B. Section A, worth 60 marks will consist of five theory questions; out of which students will be required to attempt three questions. Section B will comprise one or more case(s) worth 20 marks.

COURSE CONTENTS

1. Foundations of Individual and Organizational Behaviour: OB Models, Personality-Determinants and Attributes, Values, Job Attitudes, Learning and Learning Theories, Perception- Factors Affects" n Perception and Cognitive Dissonance Theory.
2. Motivation: Needs, Contents and Processes, Maslow's Hierarchy of Needs, Herzberg's Two Factor Theory, ERG Theory. Vroom's Expectancy Theory, Reinforcement Theory and Behaviour Modification.
3. Foundations of Group Behaviour: Defining and Classifying Groups, Group Structure and Processes, Process of Group Formation Group Decision Making, Group vis Team, Team Effectiveness, and Decision Making.
4. Leadership: Trait Theories, Behavioral Theories - Ohio State Studies, Michigan Studies, and Managerial Grid, contingency Theories - Fiedler's Model, Heresy and Blanchard's Situational Theory, Leader-Member Exchange Theory, Path Goal Theory, Charismatic Leadership.
5. Conflict: Intra-individual Conflict. Interpersonal GQn'fliCt, I,ntergroup Conflict, Organizational Conflict, Transitions in' ConflIcT Thought, Functional versus Dysfunctional Conflict. Conflict Process. Conflict Management Techniques.
6. Organizational Change and Stress Management: Forces of Change, Resistance to Change and Lewin's Three-Step Model, Stress Management-Potential Sources, Consequences and coping Strategies for Stress.
7. Organizational Culture: Definition, Uniform Cultures, Relevance of Culture, Creating and Sustaining Culture, How Employees Learn Culture.

TEXT READINGS

1. Stephen P. Robbins, Organizational Behaviour: Concepts, Controversies, and Applications. New Delhi, Prentice Hall, 9th Ed., 2000.
2. Fred Luthans, Organizational Behaviour, New York, McGraw Hill, 8th Edn., 1998. 3 Bill Scott, The Skills of Communications. Bombay, Jaico Publications, 1995.
3. John W. Newstrom and Keith Davis, Organizational Behaviour: Human Behaviour at Work, New Delhi, Tata McGraw Hill 1993.

SUGGESTED READINGS

1. Upinder Dhar and Santosh Dhar, Case Method in Management Education: Text and Illustrations, New Delhi, Excel, 2002.

FT-107C' / PT-201C BUSINESS COMMUNICATION

COURSE OBJECTIVE

The objective of the course is to help the students acquire the basics of interpersonal communication and public speaking, so as to improve his communication skills and ability to understand others.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination will be worth 80 marks. It will have two sections A and B. Section A, worth 60 marks will consist of five theory questions, out of which students will be required to attempt three questions. Section B will comprise one or more case(s) worth 20 marks.

COURSE CONTENTS

1. Introduction: Defining Communication, Process of Communication, Communication Model, Objectives of Communication, Principles of Effective Communication, Importance of Business Communication, and Importance of Feedback.
2. Factors Affecting Communication: Perception and Reality, Physical, Mechanical and Psychological Barriers to Communication, Effective Listening-Types and Essentials of Effective Listening.
3. Channels, Types and Forms of Communication: Verbal, Non-verbal, Formal, Informal, Internal, External and communication network.
4. Designing for effective communication : understanding the composition process, Defining the purpose, Analyzing the Audience, Establishing the main idea, Selecting the appropriate channel and medium, Transactional analysis.
5. Fundamentals of Business Writing: Adaptation and Selection of Words, Construction of Clear Sentences and Paragraphs, Writing for Effect, Basic Patterns of Business Letters, Directness In Good News and Neutral Situations, Indirectness In Bad News and Persuasive Messages, Dealing with Print and Electronic Media.
6. Employment Messages: Writing Resume's: Controlling the Format and Style, Tailoring the Contents, Choosing the Best Organizational Plan, Writing the Perfect Resume. Application Letters: Writing the Opening Paragraph, Summarizing the Key Selling Points, Writing the Closing Paragraph
7. Reports and Proposals: Using Reports and Proposals as Business Tools. Completing and Writing Reports and Proposals.

TEXT READINGS

1. William, V Ruch, Business Communication. New York, Maxwell Macmillan. 1991
2. Lan! Arredono The McGraw-Hill 36-Hour Course: Business Presentation New York McGraw Hill. 1994.
3. Bill Scott, The Skills of Communication, Bombay, Jaico, 1995.
4. Ronald E. Dulek and John S. Relden. Principles of Business Communication. New York, McGraw Hill. 1990.

FT-108C/ PT-202C PURCHASING AND MATERIALS MANAGEMENT

COURSE OBJECTIVE

Objective of this course is to help the students acquire basic knowledge and understanding of purchasing and materials management, and apply it for making relevant decisions.

EXAMINATION

Objective of this course is to help the students acquire basic knowledge and understanding of purchasing and materials management, and apply it for making relevant decisions.

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester examination will be worth 80 marks. It will have two Sections, A and B. Section A, worth 48 marks, will consist of five theory questions out of which student will be required to attempt any three questions, Section B, worth 32 marks will have two or more numerical problem(s)/ Case(s) and will be compulsory.

COURSE CONTENTS

1. a) Management in Relation to Materials: Meaning, Definition, Areas, Objectives, Importance Role of Materials Manager,
b) Integrated Materials Management: Concept, Need, Definition, Scope and Advantages.
2. a) Materials Planning : Need and Definition, Factors Affecting Planning (External and Internal) Purchasing and Materials Planning, Techniques of Planning (Only Theoretical Concepts), Guidelines for Planning.
b) Materials Budgeting Meaning, Factors Governing Materials Budget and Limitations of Materials Budgets
3. Materials Identification. Codification and Standardization
 - a) Identification: Need, and Importance, Classification of Materials,
 - b) Codification of Materials: Codification System.
 - c) Standardization: Aims and Advantages, Standards Institutions.
 - d) Stores Layout.
4. Purchasing: Organization, Principles, Procedures and Systems, ...;-.
5. Purchasing Research and Value Analysis
6. Sourcing:
 - a) Factors Affecting Selection of Sources, Vendor Evaluation Methods (Categorical, Wait -point Plan and Cost Ratio Method).
 - b) Negotiation and Buyer-Seller Relations.
7. Inventory; Importance and Scope, Selective Inventory Control, Cost Concept in Inventory, Types of Inventory Problems, Inventory Control Models Independent Demand Models - Deterministic and Stochastic.
 - i. General Economic Order Quantity (EOQ)
 - ii. Economic Batch Quantity (EBQ) (Single and Multi-products)
 - iii, EOQ with Shortages
 - iv. EOO with Disco
 - v. Single Period Model
 - vi. Periodic Model

TEXT READINGS

1. Donald W. Dobler, Lamer use Jr. and David N.Burt, Purchasing and Materials Management New Delhi, Tata Me Graw Hill, 4th Ed. 1994.
2. 'M. M.Verma, Materials Management. New Delhi, Sultan Chand and Sons, 3rd Ed., 1997.
3. Joseph G Monks, Operations Management, New York, McGraw-Hill, Publications, 1996.

SUGGESTED READINGS

1. P.Gopaiknshnan and MSundaresan, Materials Management: Integrated Approach New Delhi, Prentice Hall of India 1996.
2. Richard B Chase and Nicholas J Aquiliano, Production and Operations Management: Manufacturing and Services, Chicago Irwin. 1996.

FT-201C / PT-203C HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVE

The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India Attention will also be paid to help them develop their communication and decision making skills through case discussions, role-plays etc.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester examination will be worth 80 marks. It will have two sections, A and B. Section A, worth 60 marks, Will contain five theory questions out of which students will be required to attempt three questions. Section B will Comprise of one or more cases, worth 20 marks

COURSE CONTENTS

1. The Field of HRM: An Overview, Concept and Functions, Personnel to HRM, ASTD HRM Model.
2. Acquisition of Human Resources: Objectives, Policies and Process of Human Resource Planning, Human Resource Planning in Evolving Small and Entrepreneurial Organization, Job Analysis, Job Description, Job Specification, Job Design (Nature of Job Design, Job Characteristics, Reengineering Jobs, Using Teams in Jobs .Advantages and Disadvantages of Team Jobs, Consequences of Job Design), Recruitment Promotion and Transfer.
3. The Human Resource Organization, Structure of Human Resource Management, Role and Responsibilities of the Human Resource Selection, Induction, Placement Department (Administrative, Operational and Strategic Role of HR).
4. Human Resource Policies: Formulation and Essentials of Sound HR Policies.
5. Development of Human Resources: Learning, Training and Development, Evaluation of Training and Performance Appraisal (Appraising Individual and Team Performance). Introduction to Career and Succession Planning.
6. Maintenance of Human Resources: Job Evaluation, Designing and Administering the Wage and Salary Structure, Compensation, Grievance Handling Procedure.
7. Separation Processes; Turnover, Retirement, layoff. Retrenchment and Discharge, VRS (Mechanism of VRS, VRS in Public Sector and Private Sector), Rehabilitation of Surplus Employees.
8. Emerging Trends and Challenges in HRM: Economic and Technological Change, Work force Availability and Quality, Enhancing Organizational Performance, Expanding Human Capital, Ethics and HRM, HR Management Competencies and Careers - Knowledge of Business Organizations and Organization Culture, Influence Change Management, Specific HR Knowledge and Expertise.

TEXT READINGS

1. Michael Armstrong, A Handbook of Human Resource Practice, London, Kogan Page, 8th Edn. 2001.
2. David S. Decenzo and Stephen P. Robbins, Personnel/Human Resource Management, New Delhi, Prentice Hall, 3rd Edn. 1988
3. Robert L. Mathis and John H. Jackson, Human Resource Management. Cincinnati South Western College Publishing, 9th Edn. 1995.

SUGGESTED READINGS

1. William B. Werther Jr. and Keith Davis, Human Resources and Personnel Management Singapore, McGraw Hill it- Edn. 1993
2. Arun Monappa and Mir/p -Saiyadain, Personnel Management. New Delhi Tata McGraw Hill, 1995.
3. P.subba Rao, Essentials of Human Resource Management and Industrial Relations: Test. Cases and Games, Mumbai. Himalaya. 2000
4. Biswajeet Patanayak, Human Resource Management, New Delhi, Prentice Hall 06 India, 2001.
5. Holloway J. (Edt.), Performance Measurement and Evaluations, New Delhi. Sage Publications, 1996. Guy V.and Mattock J. The New International Manager, London, Kogan Press 1993.

FT-202C I PT-204C OPERATIONS MANAGEMENT

COURSE OBJECTIVE

The objective of this course is to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems.

EXAMINATION

The objective of this course is to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems. The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester examination will be worth 80 marks. It will have two Sections, A and B. Section A, worth 32 marks, will consist of four theory questions out of which student will be required to attempt any two questions. Section B, worth 48 marks will have five numerical problem(s)/practical problem(s)/Case(s) out of which a student will be required to attempt any three questions.

COURSE CONTENTS

1. Introduction to Production and Operations Management: Nature of Production / Operation Management, Production Function and its Environment, Functions of Production/Operations Manager, Organization of Production Function
2. Facilities Planning: Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing / Service Facility. Center of Gravity and Median Models, Dimensional Analysis, Brown and Gibson Model
3. Layout of Manufacturing/Service Facility: Product Layout, Process Layout, Fixed Position and Group Layout, Layout Design: Relationship Based and Load-Distance Cost Matrix, Materials Handling Concepts. Resources Requirement Planning: Capacity Panning, Machines and Labour Planning (Computations of

Number of Machines - 1 Number of Workers) and Learning Curve Application.

4. Resources Requirement Planning: Capacity Planning, Machines and Labour Planning (Computations of Number of Machines - 1 Number of Workers) and Learning Curve Application.

5. Production Planning and Control: Aggregate Production Planning -Chase Strategy (Vary the Work Force): Level Production (Inventory Cost and Stock out Cost), Mixed Strategy (Transportation Model) Materials Requirement Planning.

6. Operations Scheduling and Production-Activity Control for Mass Manufacturing. (Assembly line Balancing Using Priority Rules Rank Positional Weight, Longest Activity Duration and Largest Number of Successors), Batch Processing (Sequencing Using Run - out Time) and Job Shop-n-Jobs on Single Machine (Using EDD, SPT FCFS, ST CR), n Jobs on Two/Three Machines (Johnson's Rule), 2-Jobs on m-Machine" Graphical Method -Aker's Algorithm).

7. Quality Control: Quality Control Function, Acceptance Sampling (Single Sampling, Double Sampling and Multiple Sampling), Statistical Process Control, Operating Characteristics Curve and Its Applications (for Attributes and Variables), Application of Control Charts (C-chart, P-chart, X and R charts), Quality Circles, Quality Improvements, Introduction to Six Sigma Quality Concept and Its Role in Quality Management, Preventive and Breakdown Maintenance.

1. R. Paneerselvam. Production and Operations Management, New Delhi, Prentice Hall of India Publications, 2000

2. S.N.Chary, Cases and Problems in Production and Operations Management, New Delhi, TataMcGraw Hill Publications. 5th Ed., 2000

3. Joseph G. Monks, Operations Management, Newark, McGraw Hill Publications, 19W

SUGGESTED READINGS

1. James R. Evans, David R. Anderson, Dennis J. Sweeney and Thomas A. Williams Applied Production and Operations Management, New York, West Publishing Company, 1st Ed., 1985.

2. Elwood S. Buffa and Rakesh K. Sann, Modern Production, Operations Management Singapore, John Wiley and Sons 8th Ed., 1994

3. Everett E. Adam Jr. and R.J. Ebert, Production and Operations Management, New Delhi, Prentice Hall of India Publications. 2000.

FT-203C / PT-205C FINANCIAL MANAGEMENT

COURSE OBJECTIVE

The objective of this course is to help the student learn the concepts, tools and skills of financial analysis and financial management, and application, in the efficient conduct of business.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination will be worth 80 marks. It will have two Sections, A and B. Section A, worth 32 marks will comprise of four theory questions out of which a student will be required to attempt any two questions. Section B worth 48 marks will contain five practical/numerical problems and 0- Cases out of which a student will be required to attempt any three questions.

COURSE CONTENTS

1. Introduction: Concept, Nature, Scope, and Objective of Financial Management, Finance H melons.
2. Sources of Finance: Introduction to Short Term and Long Term Sources of Finance.
3. Ratio Analysis: Liquidity Activity, Profitability and Leverage Ratios.
4. Cost-Volume-Profit Analysis: BEP, Margin of Safety and *PN* Ratios.
5. Leverage Analysis: Operating Financial and Combined Leverages.
6. Statement of Changes in Financial Position: Funds Flow Statement; Total Resource Method, Working Capital Method and Cash Method. Cash Flow Analysis.
7. Cost of Capital: Time Value of Money, Cost of Debt. Cost of Preference, Cost of Equity. Weighted Average Cost of Capital.
8. Capital Budgeting: DCF and Non DCF Methods For Evaluating Projects, Evaluating Mutually Exclusive and Independent Proposals.
9. Working Capital: Concept. Need and Determinants. Calculating MPBF.

TEXT READINGS

1. I.M.Pandey, Financial Management, New Delhi, Vikas Publication House, 8th Ed., 2001.
2. M.Y.Khanand P.K.Jain, Financial Management, Delhi, Tata Me Graw Hill, 4th Edition, 2000
3. R.P.Rustogi, Financial Management, New Delhi, Galgotia Publication, Reprint 2000.

SUGGESTED READINGS

1. Pasanna Chandra, Financial Management, New Delhi, Tata Me Graw Hilt, 1993.
2. S.C.Kuchhal, Financial Management, Allahabad, Chaitanya Pub.House.1995.
3. James C Van Home, Financial Management and Policy, PHI Publication,9th Edition, 1996
4. V. K. Bhalla, Working Capital Management,New Delhi, Anmol Publication, 2nd Edition, 1998.
5. R. P. Rastogi, Graded Problems and Solutions in Financial Management, New Delhi, Galgotia Publication, 5th Edition 2000.

FT-204C / PT-301 C E-BUSINESS FUNDAMENTALS

COURSE OBJECTIVE

The objective of this course is to help students to understand the basics of Electronic Business, Electronic Commerce and related issues

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance student. The semester examination carrying 80 marks will have eight questions out of which student be required to attempt any five questions.

Total Marks = 20+80 = 100

COURSE CONTENTS

1. E-Business: Fundamentals. E-Business Framework, E-Business Application, Network Infrastructure for E-Business.
2. Mobile and Wireless Computing Fundamentals: Mobile Computing, Framework, Wireless Technology and Switching Method, Mobile Information Access Device, Mobile Computing Application.
3. Handling Money on the Net: Type of E-payment, Digital Token-Based E-payment., Smart Card, Credit Card Payment Systems. Risk on E-payment, Designing E-payment.
4. Inter-organization Business EDI Application in Business, EDI: Legal, Security, Standardization and EDI, EDI Software Implementation, VANs (Value Added Network) Internet Based EDI.
5. Electronic Market Place of Buyers and Sellers: Consumer and Business Markets- Ordering On-line, Advertisement and Marketing on Internet. Offering Customer Product on the Net, Electronics Customers Support.
6. Web-catalogues, Business Care for Documents Library, Type .of Digital Documents, Documents Infrastructure, DataWarehouses, Multi-mediaandDigitalVideo.
7. E-business Standard. Cyber Laws, Cyber Crimes and Frauds, Types and Tools of Hacking.
8. Security and E-business Client-server Security, Data and Message Security, Document Security, Firewalls
9. Future of Electronic-Business: Virtual Factory, Strategies for Electronic Business, Making Money on Net, Web Portals and Vortals Concepts.

TEXT READINGS

1. Ravi Kcilakotta and B. Whinston, Frontiers of E-Commerce, New Delhi, Addison-Wesiey 2000.
2. R. Kalakotta and M. Robinson, E-Business: Roadmap for Success, New Delhi, Addison Wesley, 2000.

SUGGESTED READINGS

1. Daniel Amor, The E-Business (R) Evolution, New Delhi, Prentice Hall, PTR, 2000,
2. Parag Diwan and SunH Sharma, E-Commerce, New Delhi,Excel Books, 2000.
3. Matthew Reynolds. Beginning of E-Commerce, New Delhi, Shroff Publication, 2000.
4. Kamlesh K. Bajaj and Debjani Nag,E-Commerce, New Delhi,Tata McGraw Hills, 2001.

FT-205C / PT-302C MARKETING MANAGEMENT

COURSE OBJECTIVE

The objective of this course is to provide the students exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination will be worth 80 marks. It will have two sections, A and B. Section A,

worth 60 marks, will consist of five questions, out of which students will be required to attempt three questions, Section B will comprise of one or more cases/problems, worth 20 marks.

COURSE CONTENTS

1. Marketing Concepts: Customer Value and Satisfaction, Customer Delight , Conceptualizing Tasks and Philosophies of Marketing Management, Value Chain, Scanning the Marketing Environment.
2. Market Segmentation, Targeting, Positioning: Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Tool for Competitive Differentiation, Developing a Positioning Strategy.
3. Marketing Information System and Marketing Research Process.
4. Product Decision: Objectives, Product Classification, Product-Mix, Product Life Cycle Strategies, Equity, Challenges, Repositioning Branding, Introduction and Factors Contributing the Growth of Packaging, Introduction of Labeling.
5. Pricing Decision: Factors Affecting Price, Pricing Methods and Strategies.
6. Distribution Decisions: importance and Functions of Distribution Channel, Considerations in Distribution Channel Decisions, Distribution Channel Members.
7. Promotion Decisions: A View of Communication Process, Developing Effective Communication, Promotion-Mix Element
8. Marketing Strategies for Leaders, Challengers, Followers and Nichers: Expanding to Market, Defining Market Share, Expanding Market Share. Defining the Strategic Object and Openness. Choosing a Goal Attacking Strategies. Market Follower Strategies.
9. Emerging Trends in Marketing: An Introduction to Internet Marketing, Multi Level Marketing, and Introduction of CRM and Event Marketing.

TEXT READINGS

1. Philip Kotler, Principles of Marketing Management, New Delhi. Prentice Hall of India, Millennium Edn., 1999.
2. William J. Stanton, Michael J. Etzel and Bruce J Welker, Fundamentals of Marketing Management, New York, McGraw Hill, 10th Edn., 1995.
3. Philip Kotler, Marketing Management, Planning Analysis and Control, New Delhi, Prentice Hall of India, 9th Edn, 1998.

SUGGESTED READINGS

1. William L. Pride and O.C. Ferrell, Marketing Concepts and Strategies, Boston, Houghton Mifflin Co, 8th Ed., 1993.

FT-206C / PT-303C DESIGN AND DEVELOPMENT OF INFORMATION SYSTEMS

COURSE OBJECTIVE

The objective of this course is to help students to understand the basics of Information System, and issues related to Design and Development of Information Systems.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination carrying 80 marks will have eight questions out of which student will be required to attempt any five Questions.
Total Marks = 20+80 = 100

COURSE CONTENTS

1. Introduction to Information Systems: Definition, Information Systems and Society, Information Systems and Organization, Technological Versus Behavioral Aspects, A Framework for, Managerial End Users, System Concepts, A Business as a System, Information Processing Concepts, Information Systems Consents and Recognizing Information Systems
2. Information Systems for Operations, Management and Strategic Advantage: An Overview of Information Systems, Information Systems for Business Operations, Information System for Management Decision Making, Competitive Strategy Concepts, Strategic Role for Information Systems, Strategic Information Systems and Managerial End Users.
3. A System Approach to Problem Solving: The Scientific Method, The System Approach, Understanding a Problem or Opportunity, Developing a Solution, Implementing a Solution. A System Solution Methodology, Applying the Solutions methodology.
4. Types of Information Processing Systems: Overview of Six Major Types of Systems: Transaction Processing Systems, Office Automation Systems, Knowledge Work Systems, Management Information Systems, Decision Support Systems, and Executive Support Systems
5. System Concepts and The information Systems Environment: The Systems Concept: Definition, Characteristics of a System, Central Objective, Elements of a System, Types of Systems, The Systems Development Life Cycle: The SDLC - Recognition of Need, Feasibility Study, Analysis, Design, Implementation, and Considerations for Candidate Systems and The Role of System Analyst.
6. System Analysis: System Planning and Initial Investigation. Information Gathering, the Tools of Structured Analysis - DFDs, Data Dictionary, Decision Trees, and Decision Tables. Feasibility Study and Cost! Benefit Analysis.
7. System Design: The Process Stage of Systems Design, Input / Output and Form Design, File Organization and Data Base Design, Programme Design, Design of Online Dialogue, DORA Models, IPO and HIPO.

TEXT READINGS

1. James A. O'Brien, Management Information Systems, New Delhi, Galgotia Publications Pvt. Ltd. 1996.
2. Elias M. Awad, System Analysis and Design, New Delhi, Galgotia Publishing Pvt. Ltd., 200

SUGGESTED READINGS

1. James A Senn, Analysis and Design of Information Systems, New Delhi, McGraw Hill Publishing Company, 1998.
2. Muneesh Kumar, Business Information Systems, New Delhi, Vikas Publishing House Pvt. Ltd., 1999.
3. Kenneth C. Laudon and Jane P Laudon, Management Information Systems, New Delhi, Prentice Hall of India Pvt. Ltd, 2000.

FT-207C / PT-304C OPERATIONS RESEARCH

COURSE OBJECTIVE

The objective of this course is to help the students acquire quantitative tools, and use these tools for the analysis

and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester examination will be worth 80 marks. It will have two Sections, A and B. Section A, worth 20 marks, will consist of three theory questions out of which student will be required to attempt any two questions. Section B, worth 60 marks will have five numerical/ practical problems out of which a student will be required to attempt any three questions

COURSE CONTENTS

1. Quantitative Techniques and Operations Research: Meaning, Scope of Quantitative Techniques and Operations Research and Management ", Advantages and Limitations of Quantitative Techniques.
2. Linear Programming: Meaning of Linear; Programming, General Mathematical Formulation of LPP, Graphical Analysis, Simplex Method, Two-phase Method, Big-m Method. Duality and Post Optimality Analysis Advantage and Limitations of LPP.
3. (a) Transportation Model: Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) Using Modified Distribution Method and Stepping Stone Method.
(b) Assignment Problem: Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems Using Hungarian Method (Minimization and Maximization. Route Allocation).
4. Goal Programming, Integer Programming and Quadratic Programming-Concepts and Applications only.
5. Dynamic Programming: Nature of Dynamic Programming Problem, Dynamic Programming Solutions for Knap Sack, Traveling Salesman (Stage Coach), Assignment of Salesmen to Sales Area and Capital Budgeting.
6. Waiting Line Models:, introduction, Scope in Management, Decisions, Queuing Models M/M/1 (Infinite and Finite Population), Probability Calculations and Application of MIMIC(Infinite Population)
Replacement Models: Introduction Scope in Management, Single Equipment Replacement Model and Group Replacement.
7. Game Theory: Introduction to Games, Maximin and Minimax Principles, Pure and Mixed Strategies, Solution of Games Using -Algebraic and Graphical Methods. Game Theory and Linear Programming.
8. Markov Chain Analysis: Computation of Sequential Probability of States for Different Periods, Steady State Probability of States and Application of Markov Chain. '
9. Simulation: Introduction to Simulation, Monte Carlo Technique and Its Applications.

TEXT READINGS

1. S. D. Sharma, Operations Research, Meerut, Kedar Nath Ram Nath and Co., 8th Edn., 2002.
2. .N. DVohra. Quantitative Techniques, New Delhi. Tata McGraw Hill Publications, 15th Ed., 2000.
3. Hamdy A.Taha, Operations Research: An Introduction, New Delhi, Prentice Hall of India, 1996.
4. Haruly M.Wagner, Principles of Operations Research with Application to Managerials Decisions, New Delhi, Prentice Hall of India Pvt. Ltd. 2nd Ed., 1996.
5. V. K. Kapoor, Problems and Solutions in Operations Research, New Delhi, Suitan Chand and Sons, 2001.

SUGGESTING READINGS

1. P.K.Gupta and D. S. Hira, Operations Research. New Delhi, Sultan Chand Publications, 2000.
2. U. K. Shrivastava, G.v. Shenoy and S. C. Sharma, Quantitative Techniques for Managerial Decisions New Delhi, Wiley Eastern Ltd., 1994.
3. Bobby Srinivasan and C.L. Sandblom, Quantitative Analysis for Business Decisions, Singapore, McGraw Hill Publications, 2001
4. C. R. Kothari, Operations Research Quantitative Techniques, New Delhi, Vikas Publications, 3rdEd., 2001.

FT-302C / PT-401C RESEARCH METHODOLOGY

COURSE OBJECTIVE

The objective of the course is to equip the students with the concept and methods of Business Research. The students will be able to plan, design and *earn* out business research using scientific methods and prepare research report(s) / paper (s).

EXAMINATION

The Semester examination worth 50 marks will contain seven questions out of which the students will be required to attempt any five questions. Every student will be required to undertake a fieldwork project. A panel of internal and external examiner will evaluate the project at the end of the semester for a maximum of 50 marks through presentation and viva-voce examination. Thus semester examination will be worth 50 marks and presentation and viva-voce examination will be of 50 marks.

COURSE CONTENTS

1. Introduction to Research Methods: Role and Objectives of Business Research. Types of Research, Research Process: Overview, Problems Encountered by Researcher.
2. Research Design: Selecting Research Problem, Defining Research Problem, Need for Research Design, Features of a Good Research Design and Different Research Designs (Exploratory, Descriptive, Experimental and Diagnostic Research, Hypothesis Testing).
3. Sampling Theory and Design of Sample Survey: Census Vs Sample Enumerations. Objectives and Principles of Sampling, Types of Sampling, Sampling and Non-Sampling Errors.
4. Data Collection and Analysis: Collection, Organization, Presentation, Analysis and Interrelate of Primary and Secondary Data, Multiple Regression, Factor Analysis, Cluster Analysis, Perceptual Mapping, Multidimensional Scaling, Discriminate and Canonical Analysis, Conjoint Analysis.
5. Measurement of Scaling Concepts: Measurement in Research, Measurement Scales, Sources of Errors in Measurement, Techniques of Developing Measurement Tools, Classification and Testing

(Reliability, Verification and Validity) Scales, Designing Questionnaires and Interviews.

6. Interpretations and Report Writing: Meaning of Interpretation, Techniques of Interpretation, Precautions in Interpretation, Significance of Report Writing, Steps in Report Writing, Layout of Report and Precautions in Writing Research Reports

TEXT READINGS

1. William G. Zikmund, **Business Research Methods**, Orlando, Dryden Press.
2. C. William Emory and Cooper R. Donald, **Business Research Methods**, Boston, Irwin; 4th Ed. 1991.
3. Fred N, Kerlinger, **Foundations of Behavioural Research**, New Delhi, Surjeet Publications

SUGGESTED READINGS

1. David Nachmias and Chava Nachmias, **Research Methods in the Social Sciences**, New York St Marlia's Press.
2. C. R. Kothari, **Research Methodology: Methods and Techniques**, New Delhi Vishwa Prakashan.

FT-301C/PT-306C BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES

COURSE OBJECTIVE

The objective of this course is to help students gain an understanding of Business Ethics and application of Indian Values in Managerial Decision making.

EXAMINATION

The faculty member will, award marks out of a maximum of 20 marks for the internal performance of the Student. The examination paper will consist of two sections, A and B. The section A, carrying a total of 60 Marks will have five theory questions, two from Part I and three from Part II. The student will be required to attempt in total three questions, out of which at least one has to be from each Part I and II. Section B will be consisting of one or more case(s) carrying 20 marks and will be compulsory.

COURSE CONTENTS

PART 1- BUSINESS ETHICS

1. The Nature and Purpose of Ethical Reflections: Introduction, Definition of Ethics, Moral behaviors, Characteristics of moral standards.
2. Business Ethics: Mediating between Moral Demands and Interest-Relative Autonomy of Business Morality, Studies in Business Ethics, Role of Ethics in Business Theory of Voluntary mediation, Participatory Ethics.
3. Moral Responsibility Introduction- Balanced Concept of Freedom; Individual Responsibility, Implications Related to Modern Issues- Public Accountability and Entrepreneurial Responsibility, Moral Corporate Excellence, Corporate Responsibility.
4. Business Ethics and individual Interest: Interest based outlook, Impact of Interest on Moral Goals and Moral Principles, Utilitarian views on Business Ethics, Enlightened Egoism.

5. Introduction of Duty Ethics in the Business Environment

6. Introduction to the Theories of Virtue: Productive Practices and Team Motivation; Prospects of Virtues Business Ethics and Management Theory

PART II -MANAGEMENT BY INDIAN VALUES

1. The Sources of Indian Values and Ethos: Introduction to Vedas, Sashtras, Smrities, Purans, Upanishads Mahabharata, and Valmikee Ramayana, Gurugranth Sahib, Quran, and-Bible, Teachings of Buddha and Mahaveer.

2. The Models of Leadership and Motivation in Indian Thoughts.

3. Human Behavior: The Guna Theory, The Karma Theory, The Sanskara Theory.

4. Personal Effectiveness and Managerial Effectiveness in Indian Thoughts Management of Self, Interpersonal Effectiveness, Nishkam Karma Yoga, Professionalism and Effectiveness.

5. Indian Heritage and Productivity: Productive Efficiency and Spirituality, Business Environment and Applications of Indian Ethos, Competition and Cooperation.

6. Cultural Heritage of India and its Relevance for Management. Cases in Business Ethics and Management by Indian Values

SUGGESTED READINGS

1. Peter Pratley. The Essence of Business Ethics, New Delhi, Prentice Hall of India, 1997.

2. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd., 1999.

3. Swami Someswarananda. Business Management Redefined-the Gita Way, Mumbai Jar Publishing House, 2000.

4. Swami Jitatananda, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, 1996.

5. William K. Frankena, Ethics, New Delhi, Prentice Hall of India, 1989.

6. Norman E. Bowie and Ronald F. Duska, Business Ethics, New Jersey, Prentice Hall Inc., 1990.

7. S. K. Chakraborty, Managerial Transformation by Values, New Delhi, Sage Publication, 1990.

8. S. K. Chakraborty, Management by Values, New Delhi, Oxford University Press, 1992.

9. Ahmedabad Management Association (AMA), Ancient Indian Wisdom for Self-development, Ahmedabad, AMA, 1995

10. Swami Someswarananda, Indian Wisdom for Management, Ahmedabad Management Association Ahmedabad, AMA, 1996. .

11. Narayana, Transformation to Transcendence-Breakthrough Ideas for Leadership in the New Millennium, Ahmedabad, AMA. 2000.

12. Ahmedabad Management Association (AMA) Inspirations from Indian Wisdom for Management, Ahmedabad, AMA, 1998.

13. Ahmedabad Management Association (AMA), Ancient Indian Wisdom for Motivation, Ahmedabad AMA, 1997.

14. G. Narayana, The Responsible Leader-A Journey Through Gita, Ahmedabad, AMA, 2000

15. Swami Ranganathananda, Universal Message of the Bhagvad Gita, Vol. 1, 2 and 3, Caicuna Advaita Ashrama, 2001.

16. S. K. Chakraborty, Managerial Effectiveness and Quality of Work life-Indian Insights.

FT-302C / PT-305C PROJECT MANAGEMENT

COURSE OBJECTIVE

To acquaint students with project management method and to develop skills on project planning, analysis implementation and control.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination will be worth 80 marks, it will have two Section A and B. Section A, worth 32 marks will comprise of four theory questions out of which a student will be required to attempt any two questions. Section B worth 48 marks will contain five practical/numerical problems and/or Cases out of which a student will be required to attempt any three questions.

COURSE CONTENTS

1. Project Planning and Phases: Need and Importance, Phases of Capital Budgeting, Project Analysis Facts, Resource Allocation Framework (Investment Strategies, Portfolio Planning Tools, and Interface between Strategic Planning and Capital Budgeting), Generation and Screening of Project Ideas.
2. Project Analysis: Market and Demand Analysis, (Including Demand Forecasting) Technical analysis and Financial Analysis (Cost of Project, Working Capital Requirement and its Financing).
3. Project Selection: Project Cash Flows, Time Value of Money Cost of Capital. Appraisal Criteria and Analysis of Risk.
4. Project Management and Control: Project Organizations, Planning and Control of Project and Human Aspects of Project Management Project Control Tools (Gantt Charts, Line off Balance)
5. Network Techniques for Project Management: Basic Concepts of Networks, Line Estimation and Determination of Critical Path (for both PERT and CPM Models), Network Cost Systems and Activity Crashing.
6. Project Review: Need for Reviews, Initial Review, Performance Evaluation, Abandonment Analysis, Evaluating the Capital Budgeting Systems.

TEXT READINGS

1. Prasanna Chandra. Project Planning, Analysis, Selection, Implementation and Review, New Delhi, Tata McGraw Hill Publications, 2000.
2. R Gopalkrishnan and E. Rama Moorthy, Text Book of Project Management. New Delhi. MC Graw Hill Publications, 2000.
3. Harold Kerzner, Project Management: A Systems Approach to Planning, Scheduling and Controlling. New Delhi CBS Publications, 1994.
4. Rajive Anand, Project Profiles with Model Franchise Agency and Joint Venture Agreement New Delhi, Bharat Publications.

FT-303MMAJ / PT-402MMAJ PRODUCT POLICY MANAGEMENT

COURSE OBJECTIVE

The objective of this course is to acquire the conceptual understanding of Product Policy Management and its applications for corporate growth and development

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester Examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 5 theory questions out of which students will be required to attempt any three questions. Section B carrying 20 marks will contain one or more cases.

COURSE CONTENT

1. Introduction to Product Policy Management: Why Product Management. Relationship between Competitions, Marketing and Product Management, Types of Product. Product Classification. Product Management Process.
2. Product Manager: Functions of Product Manager, Role and Responsibilities of product Manager, Qualities required for Successful Product Manager.
3. Product Life Cycle: Concept of PLC, Operationalizing the Aspects of PLC Concept, PLC as Forecasting Model, PLC as Guideline for Marketing Strategy, Extension of PLC.
4. Product Portfolio Analysis: Approaches to Product Portfolio, BCG Growth/Share Matrix, AD Little Business Profile Matrix, Directional Policy Matrix, McKinsey /GE Business Assessment Array, Risk / Return Model.
5. Product Planning and Strategies: Proposed Product Planning Model-Setting Objectives, Monitoring the Environment, Situation Analysis, Development of a Product/Market Program.
6. Product Design and New Product Development: Characteristics of Successful Product Development, New Product Development Process and Organizations.
7. Test Marketing Product Launch and Commercialization: Test Marketing Objectives, Limitations of Test Marketing, Design Consideration in Test Marketing, Alternatives to test Marketing Procedures Product Launch Tracking.
8. Future Trends and Product Management: Obstacles to Success of Product Management, Copying Strategies, Direction of Future Research.

TEXT READINGS

1. Wind Yoram J., Product Policy: Concepts, Methods and Strategies, Massachusetts, Addison Wesley. Pub. CO.1999.
2. Baker Michael and Hart Susan, Product Strategy and Management, London, Prentice Hall, 1999.
3. Ramanuj Majumdar, Product Management in India, New Delhi, Prentice Hall of India., 1999.

SUGGESTED READINGS

1. Ward John, Profitable Product Management, London, William Heinemann Ltd., 1992.
2. Urban L. Glan, Hauser R. John, and Dholkia Nilkesh, Essentials of New Product Management. New Jersey, Prentice Hall, 1998.
3. Ulrich Karl T, Eppinger Steven D., Product Design and Development, Boston, Irwin / McGraw Hill, 2000.

FT-304MMAJ / PT-403MMAJ CONSUMER BEHAVIOUR

COURSE OBJECTIVE

The objective of this course is to help students gain an understanding of Consumer Behaviour and then applications.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination, carrying 80 marks will have two sections A and B. Section A, worth 60 marks will have theory questions. Section B carrying 20 marks will have one or more case(s).

COURSE CONTENTS

1. Introduction to the Study of Consumer Behavior: Nature, Scope and Application
2. Environmental Influences on Consumer Behavior: Cultural, Social, Personal, Family and Situational Influences, Opinion Leadership and Life Style Marketing: Characteristic of Culture, Cross Cultural Understanding, Nature of Social Class, Social Class and Consumer Behaviors, Nature and Significance of Personal Influence, Marketing Implications of Personal Influence, Significance of Family in Consumer Behaviors and Family Life Cycle, Opinion Leadership Forms.
3. Consumer as an Individual: Involvement and Motivation, Knowledge, Attitude, Values, personality, Learning and Life Style, Dimensions of Involvement and its Marketing Implications, Nature and Role of Motive, Classifying Motive, Characteristics, Functions and Sources of Attitude- Attitude Theory and Model, Characteristics and Classification of Learning, Personality Theory and Application, Psychographics.
4. Consumer Decision Processes:
 - a. Pre-purchase Process: Information Processing.
 - b. Purchase Processes: Consumer Decision Rules.
 - c. Post Purchase Processes: Framework, Dissonance Satisfaction / Dissatisfaction.
5. Consumer Behaviour Models:
 - a. Nicosia Modes
 - b. Howard Sheth Model.
 - c. Engel-Blackwell and Miniard Model.
 - d. Sheth Family Decision Making Model.
6. CRM: CRM and Consumer Behavior, Consumer Roles, Market Values and CRM.

TEXT READINGS

1. Leon G. Schiffman and Lustin Lazar Kanuk. Consumer Behaviour, London, Prentice Hall, 6th Edn., 1995.
2. William L. Wilkie, Consumer Behaviour, New York, John Wiley and Sons, 3rd Edn., 1994.
3. Dish Sheth, Banwari Mittal and Bruce I. Newman, Consumer Behaviour and Beyond, 1999.

SUGGESTED READINGS

1. James F. Engel, Roger D. Blackwell, and Paul W. Miniard, Consumer Behaviour. Chicago, Dryden Press, 6th Edn., 1990.
2. David L. Loudon and Albert J. Della Biita, Consumer Behaviour. New York. McGraw Hill, 4th Edn., 1993.
3. Suja R. Nair: Consumer Behaviour. New Delhi, Himalaya Publishing House, 1st Edn. 2001.

FT305MMAJ / PT- 404MMAJ SALES AND DISTRIBUTION MANAGEMENT

COURSE OBJECTIVE

The objective of this course is to expose the students to various aspects of sales and distribution management as an integral part of marketing management, and provide abilities in sales and distribution system.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination, carrying 80 marks, will have two sections, A and B. Section A, worth 60 marks, will have five theory questions out of which students will be required to attempt three. Section B, carrying 20 marks will contain one or more cases.

COURSE CONTENTS

1. Personal Selling: The Role of Personal Selling in Marketing Mix. The Personal Selling Process, Personal Selling Objectives. Types of Sales Jobs.
2. Theories of Sales Management: Objectives, Nature and Scope. Buyer - Seller Dyads. Theories of Selling - aids Theory, Right Set of Circumstances Theory, Buying Formula Theory, and Behavioral Equation Theory of Selling.
3. Sales Planning, Sales Organization, Sales Forecasting, Sales Budgeting, Territory Design and Setting Quotas.
4. Operational Sales Management: Selection. Training, Motivation and Compensation, Evaluation and Control of Sales Force.
5. Distribution: Design of Distribution Channel, Management of Channels, Managing Co-operation Conflict and Competition, Vertical and Horizontal Marketing Systems.
6. Wholesaling and Retailing: Importance, Types, Marketing Decisions for Wholesalers, Retailing

Importance, Types, Retailer Marketing Decisions.

7. Physical Distribution: Objectives.. Order Processing, Warehousing Inventory, Transportation, Organizing for Physical Distribution, EDI and Supply Chain, Internet as a Medium for order Processing and Information.

TEXT READINGS

1. Philip Kotler, Principles of Marketing Management, New Delhi, Prentice Hall of India, Millennium Edn.1998.

2. RR Still, E. W.Cundiff and N.A.P.Govoni, Sales Management: Decisions, Strategy and Cases New Delhi: Prentice Hall of India, 1997.

SUGGESTED READINGS

1. Watuba RThomas, Sales Management-Texts and Cases, New York, Business Publication Inc 1999.

2. Johnson, Kurtz and Scheving, Sales Management Concept Practice and Cases, New York McGrawHill, 1994. .

3. S. L. Gupta, Sales and Distribution Management, New Delhi, Excel, 2000.

4. F. L. Lobo, Sales and Distribution Management, New Delhi, Global Business Press,1998.

FT-306MMAJ / PT-502MMAJ ADVERTISING AND BRAND MANAGEMENT

COURSE OBJECTIVE

The objective of this course is to expose the students to various aspects of advertising and brand management as an integral part of marketing management and provide abilities in advertising and brand management.

EXAMINATION

The semester examination, carrying 80 marks, will have two sections, A and B. Section A, worth 60 marks, will have five theory questions out of which students will be required to attempt three questions Section B, carrying 20 marks, will contain one or more cases.

COURSE CONTENTS

1. Nature and Scope of Advertising: Definition, Significance and Changing Concepts of Advertising. Functions and Types of Advertising, Social and Economic Effects of Advertising.
2. Campaign Planning: Advertising Campaign, Campaign Planning Process, Product Market Analysis Setting Advertising Objectives, DAGMAR Approach, Budgeting and Creative Strategy.
3. Media Planning: Types of Media, Basic Media Strategy, Media Planning and Research, Factors Affecting Media Selection. Media Characteristics and Media Scheduling.
4. Copy Design and Development: Nature and Use of Appeals, Message Format and Copy Writing and Script, Storyboard Layouts and Illustrations.
5. Advertising Agency Operations and Management: The ad Agency, Types of Agency, Agency Organization Structure Agency-client Relationship and Selection of an ad Agency.
6. Measuring Advertising Effectiveness Pre-testing and Post Testing Techniques.

7. Brand Management Concept, Decision, Elements and, Brand, Portfolio.
8. Brand Association: Brand Awareness, Identity, Image, Personality and Loyalty : Managing Brand Equity through Brand Loyalty, Measuring Brand Equity.
9. Branding Strategies: Evaluation of Brands, Perceived Quality, Brand Positioning and Repositioning, Brand Extension Decisions.

TEXT READINGS

1. David A Aaker. Rajeev Batra and John G, Meyer, **Advertising Management**. New Delhi PHI, 1994.
2. G.E. Belch and M A Belch, **Introduction to Advertising and Promotion: An Integrated Marketing Communication Perspective**, Illinois, Irwin, 2001.
3. David A. Aaker, **Managing Brand Equity**, New York, Free Press, 1991

SUGGESTED READINGS

1. J.Thomas Russel and W Ronald Lane, **Kleppner's Advertising Procedure**, New Delhi PHI 12th Edn., 1992.
2. Jean Noel Kapfers, **Strategic Brand Management**, New York, Free Press. 1994.
3. David A. Aaker. **Building Strong Brands**. New York, Free Press. 1997.

FT-307MMIN / PT405MMIN PRODUCT AND BRAND MANAGEMENT

COURSE OBJECTIVE

The objective of this course is to expose the students to basics of product management and various aspects of advertising and brand management as an integral part of marketing management and provide abilities in advertising and brand management.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination, carrying 80 marks, will have two sections, A and B. Section A worth 60 marks will have five theory questions out of which students will be required to attempt three questions and Section B, carrying 20 marks will contain one or more cases.

COURSE CONTENTS

1. Why Product Marketing: Relationship between Competition Marketing and Product Management, Marketing in Product Management, Managing Competition.
2. Product Manager: Functions of Product Manager. Role and Responsibilities of Product Manager.
3. Product life Cycle- Concept of Product life Cycle and Product life Cycle as a Strategic tool.
4. New Product Development: Importance Process and Organization.
5. Brand Management Concept, Decision, Elements and Brand Portfolio.
6. Brand Association Brand Awareness Identity, Equity. Image, Personality and Locality Managing Brand Equity through Brand Loyalty, Measuring Brand Equity.

7. Branding Strategies: Evaluation of Brands. Perceived Quality, Brand Positioning and Repositioning Brand Extension Decisions.

TEXT READINGS

1. Wind Yoram J, Product Policy: Concepts, Methods and Strategies, Massachusetts, Addison Wesley Pub. Co., 1999.
2. Baker Michael and Hart Susan, Product Strategy and Management, London, Prentice Hall. 1999.
3. Ramanuj Majumdar, Product Management in India, New Delhi, Prentice Hall of India, 1999.

SUGGESTED READINGS

1. David A. Aaker, Managing Brand Equity, New York, Free Press, 1991.
2. Jean Noel Kapfers, Strategic Brand Management, New York, Free Press. 1994.
3. David A. Aaker, Building Strong Brands, New York, Free Press, 1997.

FT-308MMIN / PT-504MMIN CONSUMER BEHAVIOUR AND SALES MANAGEMENT

COURSE OBJECTIVE

The objective of this course is to expose the students to various aspects of consumer behavior and sales management as an integral part of marketing management, and provide abilities to understand consumer behavior and manage sales.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination, carrying 80 marks, will have two sections, A and B. Section A, worth 60 marks will have five theory questions out of which students will be required to attempt three questions. Section B, carrying 20 marks, will contain one, or more case(s).

COURSE CONTENTS

1. Introduction to the Study of Consumer Behavior: Nature, Scope and Application. Cultural, Social Personal, Family, Situational Influences. Opinion Leadership.
2. Consumer Decision Processes:
 - a) Pre-purchase Process: Information Processing.
 - b) Purchase Processes Consumer Decision Rules.
 - c) Post Purchase Processes: Framework, Dissonance Satisfaction / Dissatisfaction.
3. CRM: CRM and Consumer Behavior, CRM Process.
4. Personal Selling: The Role of Personal Selling in Marketing Mix. The Personal Selling Process: Prospecting, Sales Resistance. Closing, Conclusion, and Personal Selling Objectives. Competitive Selling and Personal Selling Strategy, Professional Sales Manager.
5. Sales Planning, Sales Organization, Sales Potential; forecasting, Sales Budgeting, Territory Design and Setting Quotas, .Formulation" of Sales Strategy. "
6. Operational Sales Management: Selection, Training, Motivation and Compensation, Evaluation and Control of Sales Force.

TEXT READINGS

1. Richard R. Still, Edward W. Cundiff and Norman A.P. Govoni, Sales Management - Decisions Strategy and Cases, New Delhi, Prentice Hall of India, 1997.
2. B.K. Acharya and P.B. Govekar, Field Sales Management, Bombay Himaiava Publishing House, 1994.
3. Jagdish Sheth, Banwan Mittal and Bruce I. Newman- Consumer Behaviour and Beyond, 1999.

SUGGESTED READINGS

1. Thomas R.Watuba Sales Management-Texts and Cases. New York, Business Publication Inc. 1999.
2. E.M.Johnson, D.L. Kurtz and E. E. Scheuing, Sales Management, Concept Practice and Cases, New York, McGraw Hill, 1994:
3. S. L. Gupta, Sales and Distribution Management, New Delhi, Excel, 2000.
4. F. L. Lobo. Sales and. Distribution Management, New Delhi, Global Business,1999.

FT-303FMAJ / PT-402FMAJ TAXATION AND TAX PLANNING

COURSE OBJECTIVE

The objective of this course is to enable students to develop an understanding of direct and indirect taxes and to enable them to calculate and plan taxes.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination will be worth 80 marks. It will have two Section, A and B Section A, worth 32 marks will comprise of four theory questions out of which a student will be required to attempt any two questions. Section B worth 48 marks will contain five practical/numerical problems and / or Cases out of which a student will w required to attempt any three questions.

COURSE CONTENTS

1. Introduction to Direct Taxes, Income tax Wealth Tax.
2. Important Provision of income Tax Act.
3. Basic Concepts: Assessment Years, Previous Years, Person, Income, Gross Total Income Capital and Revenue Receipts and Expenditure, Residential Status and Incidence of Tax, Tax Free Income.
4. Income from Salary; Meaning, Taxability of Allowances and Perquisites, Permissible Education, Treatment of PF, Gratuity, Tax Planning.
5. Income From Business and Profession: Basis of Charge, Scheme of Provisions, Deductions Expressly Allowed, Expenses Allowed Under Restriction, Depreciation, Tax Planning.
6. Income From House Property: Tax Planning.
7. Income From Capital Gains and other Sources: Tax Planning
8. Deduction: Deduction Allowed From Total Income, Rebates and Relief.

9. TDS: Tax Deduction at Source, Advance Payment of Tax, Filling of Returns.

10. Tax Planning in Relation to NRIs.

TEXT READINGS

1. H.C. Meherotra, Income Tax, Agra, Sahitya Bhawan, 1996.

2. K. Chaturvedi and M. K. Chaturvedi. Central Sales Tax Law Volume-II, Nagpur. Wadhwa and Company. 1995.

SUGGESTED READINGS

1. Sukumar Battacharya Indian Income Tax: Law and Practice. New Delhi, Indian Law House, 18th Ed.1996.

2. V.K. Singania, Student Guide To Income Tax New Delhi, Taxman Publications, 2002.

3. V.K. Singania. Direct Jax Law New Delhi Taxman Publications, 2002.

4. Shripal Saklecha, Income Tax, indore, Satish Printers.

FT-304FMAJ I PT-403FMAJ FINANCIAL SERVICES

COURSE OBJECTIVE

To enable the students to gain acumen, insight and through knowledge relating to the various aspects of corporate finance, emerging financial services and their regulatory frameworks.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination, carrying 80 marks will have two Sections, A and B. Section A. worth 60 marks, will have five theory questions, out of which students will be required to attempt three question. Section B, worth 20 marks, will have one or more case(s)/numerical problem(s).

COURSE CONTENTS

1. Financial Services: Nature and Scope of Financial Services, Institutions Providing Financial Services, Types of Financial Services Challenges Ahead.

2. Introduction to NBFC's- Prudential Norms for Regulation.

3. Venture Capital Finance; Nature, Activities Eligible for Support, Stages in Financing, Important Players, Venture Leasing.

4. Leasing and Hire Purchase :Types of Leases, Effect on Financial Statements, Tax Aspects of Leasing and Hire Purchase, Advantages and Disadvantages of Leasing and Hire Purchase, Evaluation Lease/ Buy/H.P.

5. Factoring and Forfeiting: Functions and Mechanics of Factoring, Classification of Factoring, Evaluation, Advantages, and Disadvantages of Factoring, Factoring vs. Bill Discount.

6. Credit Rating Services: *Credit* ,Rating Agencies in India, Credit Rating Process. Mandatory Provisions for Credit Rating, Credit, Rating Methodology, Benefits.

7. Mutual Funds: Managertr0nt Formation of Mutual Funds, Types of Mutual Fund Schemes, Policy Guidelines, NAV Calculations, Entry and Exit Load, Benefits, How to Choose a Mutual Fund.
8. Consumer Credit: Categories of installment Credit, Consumer Hire Purchase Business. Credit and Debit Cards - Advantages.

TEXT READINGS

1. MY. Khan, Financial Services. New Delhi, Tata McGraw Hill, 2000.
2. B.S.Bhatia and G.S.Batra Management of Capital Markets, Financial Services and Institutions, New Delhi, Deep an- Deep Publications. 2000.
3. J.C.Verma. Credit Rating * Practice and Procedure. New Delhi, Bharat Law House Pvt. Ltd., 2000.

SUGGESTED READINGS

1. Machiraju.H.R., Merchant Banking, New Delhi, Wiley Estern Ltd., 2000.
2. J:C,Verma, Venture Capital Finance In India, Response Books, 1997.
3. B. Brahmaiah, Lease Financing: Theory and Practice. Mumbai, Himalaya Publication. 1st Edn. 1998.
4. B.S. Bhatia and G.S.Batra Management of Financial Services, New Delhi, Deep and Deep Publications. 1990.

FT-305FMAJ / PT-404 FMAJ FINANCIAL MARKETS AND RESOURCE MANAGEMENT

COURSE OBJECTIVE

The objective of this course is to explain the students various aspect of corporate finance, environment of financial and capital markets n which they operate and also to give characteristic features of corporate liability and asset management with view to have a balanced capital Structure.

EXAMINATION

The faculty member wilt award marks out of a maximum of 40 marks for the internal performance of the student. The Semester Examination will be worth 80 marks. It will have two Section, A and B. Section A, worth 60 marks will comprise of five theory questions out of which a student will be required to attempt any three questions. Section B. worth 20 marks will contain practical/numerical problem(s) / Case(s) that will be compulsory.

COURSE CONTENTS

1. Introduction to Indian and Global Financial System: Structure and Characteristics.
2. Regulatory Institutions: SEBI (Security Exchange Board of India) and RBI (Reserve Bank of India).
3. Capital Markets: Primary and Secondary Market, Structure, Nature, Significance and Players, Nature, Characteristics and Types of Shares, Debenture and Warrants.

4. Capital Market Operations: Trading and Settlement Mechanism of Stock Exchange, IPO Introduction in Market - by Prospectus, Private Placement, Bought out Deals and Book Building.
5. Introduction to Money Market: Structure, Operations, Players-Call Money, Treasury Bills, Commercial Papers, Certificate of Deposit, Gilt Edged Securities and REPO's.
6. Working Capital Financing Management Bank and Institutional Financing, Management of Cash, Receivables and inventories.
7. Introduction to Financial institutions: SFC's & DFI's, Their Importance and Scope (IDBI, IFCI, SIDBI).

TEXT READINGS

1. H. R. Machiraju, Indian Financial System. New Delhi, Vikas Publication, 2nd Edition, 2002.
2. M.Y. Khan, Indian Financial System. Tata McGraw Hill, 1st Edition, 2001.
3. I. M. Pandey, Financial Management. New Delhi, Vikas Publication, 8th Edition, 2001.

SUGGESTED READINGS

1. H. R. Machraju, The Working of Stock Exchanges in India, New Delhi. New Age Publication, 2nd Edition, 2001.
2. Vasant Desai. The Indian Financial System, New Delhi, Himalaya Publication. 4th Edition, June 2001.

FT-306FMAJ / PT-502 FMAJ INSURANCE AND BANK MANAGEMENT

COURSE OBJECTIVE

The objective of this course is to explain to the student operations of upcoming insurance and banking sector, statutory requirements and understanding of financial environment and market in which they operate.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of five theory questions out of which a student will be required to attempt any three questions. Section B worth 20 marks will contain practical/numeric problem(s) Case(s) that will be compulsory.

COURSE CONTENTS

1. Risk and Insurance: Defining Risk, Nature and Types of Risk, Risk Management Process, Risk and Its Relation with Insurance, Concept and Significance of Insurance, Classification of Insurance Life and Non life, General Principles of Insurance, Insurance Application and Acceptance Procedure, Insurance Terminology.
2. Life Insurance: Principles, Products Term Insurance Endowment, Insurance, Pensions, Annuities, Claim Management. Analysis of Balance Sheet of Life Insurance Co.
3. General Insurance: Principles, Products Fire, Marine, Motor Vehicles, Public Liability, Third Party Insurance, Miscellaneous- Mediclaim and Health Policies, Group Insurance. Burglary Insurance, Analysis of Balance Sheet of a General Insurance Company.

4. IRDA: Functions and Importance, Recent Developments in Insurance. Premium Payment Lapse and Revival, Premium Calculations, Concept of Mortality Tables, Assignment, Nomination, Loans, Surrenders, Foreclosure. Reinsurance, Underwriting.
5. Overview of Banking Industry: Banking Structure in India- RBI, Commercial, Rural and Co-operative Banks their Role and Significance, Capital Adequacy Norms for Banks, SLR, CRR, CAR.
6. Analyzing Bank Performance: Commercial banks Balance Sheet and Income Statement, Relationship between B/S and Income Statement, Return on Equity Model, Important Ratios used in Balance Sheet Analysis CAMELS Rating and Key Ratios involved.
7. Banking Risks: Credit, Liquidity, Market, Operational, Interest Rate, Solvency. ALM by Banks, Classification of Assets, GAP Analysis Asset Reconstruction Company.
8. Recent Development: BIS- its Role and Importance, Universal Banking, E-Banking. Mobile Banking.

TEXT READINGS

1. Timothy Koch and S. MacDonaid, Bank Management, New York, Dryden Press, 4th Ed., 2000.
2. Vasant Joshi and Vinay Joshi. Managing Indian Banks, New Delhi, Response Books.
3. O.S.Gupta, Life Insurance. Special Reference to L.I.C.
4. R.M.Shrivastava, Management Of Indian Financial Institutions, New Delhi, Himalaya Publications, 7th Edition 2000.

SUGGESTED READINGS

1. M.I. Mathew; Insurance, Jaipur, RBSA Publishers, 2000.
2. M.N.Mishra, Insurance-Principles and Practice, New Delhi, S. Chand & Co. 2001.

FT-307FMIN / PT-405FMIN FINANCIAL INSTITUTIONS AND MARKETS

COURSE OBJECTIVE

The objective of this course is to give the student the in depth knowledge of financial markets, and various short term and long-term means of resources.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination will be worth 80 marks. It will have two Section, A and B. Section A, worth 60 marks will comprise of five theory questions out of Which a student will be required to attempt any three questions. Section B, worth 20 marks will contain practical/numerical problem(s)/Case(s) that will be compulsory.

COURSE CONTENTS

1. Introduction to Indian and Global Financial System: Structure and Characteristics.
2. Regulatory Institutions SEBI and RBI.

3. Capital Markets: Primary and Secondary Market, Structure, Nature, Significance and Players, Nature, Characteristics and Types of Shares. Debenture and Warrants.
4. Introduction to Money Market: Structure, Players - Call money. Treasury Bills, Commercial Papers, Certificate of Deposit Gilt, Edged REPO's.
5. Fundamentals of Foreign Exchange Markets: Nature, Participants, Organizations, Exchange Rates, Contracts. Central Bank Intervention.
6. Introduction to Financial Institutions: State Financial Cooperation and Development Financial Institutions, Their Importance and Scope (IDBI, IFCI, SIDBI).
7. Introduction to Long Term Resources: Shares, Preference Shares, Debentures, Bonds, Project Finance.

TEXT READINGS

- 1.H. R Machiraju, Indian Financial System, New Delhi, Vikas Publication, 2nd Edition, 2002.
2. I. M. Pandey, Financial Management, New Delhi, Vikas Publication House, 8th Ed. 2001.
3. MY. Khan and P. K. Jain, Financial Management, Delhi, Tata Me Graw Hill, 4TH Edition, 2000.
4. Machiraju H. R, Merchant Banking New Delhi, New Age International Pub. Ltd., 2001.

SUGGESTED READINGS '

1. R P. Rustogi, Financial Management, New Delhi, Galgotia Publication, Reprint 2000.
2. B. S. Bhatia and G. S. Batra, Management of Capital Markets, Financial Services and Institutions, New Delhi, Deep and Deep Publications 2000.
3. Verma J.C., Credit Rating: Practice and Procedure, New Delhi. Bharat Law House Pvt. Ltd., 2001.

FT-308FMIN / PT504FMIN FINANCIAL PRODUCTS AND SERVICES

COURSE OBJECTIVE

To enable the students to gain acumen, insight and through knowledge relating to the various aspects of corporate finance emerging financial services and their regulatory frameworks:

EXAMINATION

The faculty member will award marks out of a maximum of 2Q marks for the internal performance of the student. The Semester Examination, carrying 80 marks will have two Sections, A and B. Section A, worth 60 marks, will have five theory questions, out of which students will be required to attempt three questions. Section B, worth 20 marks will have one or more cases/numerical problems.

COURSE CONTENTS

1. Financial Services Nature and Scope of Financial Services, Fund Based and Fee Based Services.
2. Mutual Funds: Concepts. Types of Mutual Funds- income. Growth and Balance Funds, Advantages, and Disadvantages, Exit and Entry Load.

3. Leasing; Meaning Concept and Comparison, Types of Lease. Financial Evaluation of Lease.
4. Hire Purchase: Concepts, Taxation Aspects of Hire Purchase, Consumer Credit, Financial Evaluation of Hire Purchase.
5. Factoring and Forfeiting: Concepts, Types, Mechanism, Advantages, Disadvantages.
6. Credit Cards: Concepts, Operational Procedure, Advantages, Disadvantages.
7. Venture Capital Finance: Concepts, Procedure and Importance
8. Insurance Services: Meaning Of Risk, Kinds Of Insurance Business, General Principles of Insurance and Advantages of insurance.
9. Banking Services: Concept, Types, Structure and Their Significance.

TEXT READINGS

1. M.Y. Khan, Financial Services, New Delhi, Tata McGraw Hill, 2000.
2. B.S. Bhatia, G.S. Batra, Management of Capital Markets, Financial Services and Institutions, New Delhi, Deep and Deep Publications, 2000.
3. Verma J.C., Credit Rating: Practice and Procedure, Delhi, Bharat Law House Pvt. Ltd.

SUGGESTED READINGS

1. Machiraju H.R., Merchant Banking, New Delhi, Age International Pub. Ltd.
2. J.C. Verma, Venture Capital Finance In India, New Delhi, Response Books, 1997,
3. B. Brahmaiah, Lease Financing: Theory and Practice. New Delhi, Himalaya Publication, First edition 1998.
4. B.S. Bhatia and G.S. Batra Management of Financial Services, New Delhi. Deep and Deep Publications 1996.
5. O.S. Gupta, Insurances References to L.I.C.

FT-303HMAJ / PT-402HMAJ INDUSTRIAL RELATIONS AND LABOUR LAWS

COURSE OBJECTIVE

The objective of the course is to expose the student to the multidimensional complexities of industrial relations to enable him to develop the right perspective of this delicate responsibility to deal with union constructively.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination, carrying 80 marks will have two sections, A and B. Section A worth 60 marks, will have five theory questions out of which students will be required to attempt three questions? Section B, carrying 20 marks, will contain practical/numerical problems and/or cases.

COURSE CONTENTS

1. Industrial Relations in India, Overview and Appraisal, Industrial Disputes Act, 1947.
2. Workers Participation in Management (WPM): Meaning, Objectives, Essential Conditions, Forms, Reasons for Limited Success and Suggestions for Improvement, WPM in India.
3. Collective Bargaining: Meaning, Functions, Process and Prerequisites.
4. Industrial Employment (Standing Orders) Act, 1946.
5. Trade Unions: Meaning, Functions, Problems, Trade Union Movement in India and Trade Union Act, 1926.
6. Factories Act, 1948.
7. E.S.I.C. Act, 1948.
8. Payment of Gratuity Act, 1972.
9. Contract Labour (Regulation and Abolition) Act 1970.

TEXT READINGS

1. R. C. Chawla and K.C. Garg, industrial law, Ludhiana, Kalyani Publishers. 1993.
2. P.L. Malik, Industrial law, Lucknow, Eastern Book Co., 1995.
3. J.K. Bareja, Industrial law, New Delhi, Galgotia Publishing Co., 2001.
4. MY Pylee and George Simon, Industrial Relations and Personnel Management, New Delhi, Vikas Publishing House, 1996.

SUGGESTED READINGS

1. P. Subba Rao, Essentials of Human Resource Management and Industrial Relations Text, Cases and Games. Mumbai, Himalaya, 2000.
2. S.C. Shrivastava, Industrial Relations and labour laws, New Delhi, Vikas Publishing House, 1994.
3. Jerome Joseph, Industrial Relations: Toward A Transformational Process Model, New Delhi Global Business Press 1995.

FT-304HMAJ / PT-403HMAJ COMPENSATION AND REWARD MANAGEMENT

COURSE OBJECTIVE

The objective of this course is to familiarize students with the dynamics of wage and salary administration and current trends in India. '

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination, carrying 80 marks will have two Sections, A and B. Section A, worth 60 marks, will have five theory questions, out of which students will be required to attempt three Question.

Section B, worth 20 'marks, will have one or more cases.

COURSE CONTENTS

1. Wage and Salary Administration: Definition, Goals, Job Evaluation, Wage and Salary, Surveys, Time and Piece Rate Merit Pay / Skill Based Pay, Factors Affecting Wage Concept of Pay of Performance.
2. Incentive Plans: Individual and Group Incentive Plans, Productivity Gain Sharing Plans, Non - Financial and Financial Incentives, Measuring Cost-to-Company (CTC).
3. Employee Benefits: Supplemented Pay Benefits (Pay for time not worked) Insurance Benefits, Retirement Benefits. Employees' Service Benefits. ESOPs, Flexible Benefits and Benefit Surveys.
4. Governing Laws: Provident Fund Act 1952, Minimum Wages Act, 1948 Payment of Wages Act, 1948. Payment of Bonus Act, 1965.
5. Current Trends in Compensation and Reward Management.

TEXT READINGS

1. Garry Dessler, *Personnel I Human Resource Management*, London. Prentice Hall, 1994.
2. William B. Werther Jr. and Keith Davis *Human Resource Management*, Jersey, McGraw Hill. 1993.

SUGGESTED READINGS

1. Wendell L French, *Human Resource Management, USA*, Houghton Mifflin Company, 1994.
2. David D. Decenzo and Stephen P Robbins, *Human Resource Management*, New Delhi, Prentice Hall, 3rd Edn, 1988.

FT-305HMAJ / PT-404HMAJ HUMAN RESOURCE DRVELOPMENT

COURSE OBJECTIVE

The objective of this course is to help the student gain an understanding of the need and methods of HRD. and insights in the design, development and delivery of HRD Programmers.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination, carrying 80 marks will have two sections, A and B. Section A worth 60 marks, will have five theory questions out of which students will be required to attempt three question? Section B, carrying 20 marks, will contain practical/numerical problems and/or cases.

COURSE CONTENTS

1. Human Resource Development: Concept and Historical Perspective, Elements of Good HRD, HRD and Organizational Effectiveness.
2. HRD Mechanisms I: Training- Training Policy, Assessing Training and Development Needs, Design of Training Systems, Implementation and Evaluations of Training System, Employee Counseling Performance Appraisal-Different Methods and their impact on Employees Effectiveness.
3. HRD Mechanisms II: Career Planning and Development, Succession Planning, Potential Appraisal,

Coaching -The Skills of Coaching, Coaching and Performance Management, Mentoring - Selection of Mentor, Mentoring Methods and Their Benefits.

4. Behavioral Tools: FIRO-B. Johari Window, Transactional Analysis.
5. Formulation and implementation of HRD Strategies, Creating a World Class Organization.
6. The Benefits and Cost of HRD: the Cost and Benefit of Training, Models of Cost Benefit Analysis of Training, HR Accounting.
7. Future of Human Resource Development: Economic, Political, Sociological and Organizational Factors.

TEXT READINGS

1. Jerry W. Gilley and Steven A. England. **Principles of Human Resource Development**. Massachusetts, Addison-Wesley, 1989.
2. TV. Rao, **HRD Audit**, New Delhi, Sage Publications, 1999.

SUGGESTED READINGS

1. Satish Pai, Ravishanker, Upmder Dhar and B. Pattanayak (Edts.), **HRD Skills for organizational Excellence**, Mumbai, Himalaya,1999.
2. Ashok Chanda and Shilpa Kabra, **Human Resource Strategies-Architecture for Change**, New Delhi, Response Books, 2000.

FT-306HMAJ / PT-502HMAJ ORGANISATION DEVELOPMENT

COURSE OBJECTIVE

The objective of this course is to acquaint the students with the importance of Organization Develop and to offer insights into design development and delivery of OD Programmers.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination, carrying 80 marks will have two Sections, A and B Section A, worth 60 marks, will have five theory questions, out of which students will be required to attempt three questions. Section B, worth 20 marks, will have one or more cases.

COURSE CONTENTS

1. Introduction: Definition History, Assumptions, Values and Beliefs in Organization Development (00) and Transformation.
2. Theory and Management of 00: Foundations of 00, 00 Process, Action Research and 00.
3. 00 interventions: Overview, Types, Team interventions, inter- Group interventions, Comprehensive and Structural interventions. Choosing the Depth of Organizational Intervention.
4. Issues and Considerations in 00: Consultant-Client Relationships. System Ramifications, and Power-Politics.

5. Emerging Trends in HRD with special emphasis on Future Organizations.

TEXT READINGS

1. Wendell L French and Cecil N. Bell Jr. Organization Development, New Delhi. Prentice Hall, 5th Ed., 1999.

SUGGESTED READINGS

1. Don Harvey and Donald R. Brown, An Experiential Approach to Organizational Development, New Jersey, Prentice Hall Inc., 1996.

2. Wendell L. French, Cecil H Bell, Jr., and Robert A. Zawaski. (Edts.), Organizational Development and Transformation: Managing Effective Change, Illinois, Irwin Inc 1994

FT-307HMIN / PT-405HMIN HUMAN RESOURCE SYSTEMS AND PROCESSES

COURSE OBJECTIVE

The objective of the course is to acquaint students with the importance of HR Systems and Processes and to offer insights into design, development and delivery of HR systems and Processes.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination, carrying 80 marks will have two section A & B. Section A, worth 60 marks will have five theory questions out of which student will be required to attempt any three questions. Section B carrying 20 marks will have one or more cases/practical.

COURSE CONTENTS

1. Basics of HRD: Definition, Characteristics, Levels of World Class HRD Practices and Measuring HRD Effectiveness:

2. Employees' Acquisition and Development: Training and Development Needs, Methods and Measuring Its Effectiveness Career Planning and Development, Basics of Performance Appraisals and its Type.

3. HR Processes: Understanding HRD Practices of Manufacturing and Service Organizations, HRD and Its Role in Small Sector industries.

4. The Benefits and Cost of HRD: Measuring the Cost and Benefit of Training, Models of Cost - Benefit Analysis of Training and Future Implications.

5. Organization Development: HRD Interventions, Types. Team Interventions, Inter- Group Interventions, Comprehensive and Structural Interventions.

6. Emerging Trends in HRD and HRD with emphasis on Globalization. Liberalization and Privatization.

TEXT READINGS

1. Jerry W. Gill and Steven Eggland, Principles of Human Resource Development, Massachusetts; Addison-Wesley, 1989.

2. TV. Rao, HRD Audit, New Delhi, Sage Publications, 1999.
3. Satish Pai, Ravi Shanker, Upmder Dhar and B. Pattanayak (Edts.), HRD Skills for Organizational Excellence, Mumbai, Himaiaya, 1999.
4. Wendell L. French and Cecil N. Bell Jr:', Organization Development, New Delhi. Prentice Hall, 1999.
5. Don Harvey and Donald R. Brown, An Experiential' Approach to Organizational Development, New Jersey, Prentice Hall Inc. 1996.
6. Wendell L. French Cecil H Bell, Jr., Robert A. Zawaski (Edts.), Organizational Development and Transformation, Illinois, irwin inc., 1994

FT-308HMIN / PT-504HMIN INDUSTRIAL RELATIONS AND EMPLOYEE BENEFITS

COURSE OBJECTIVE

The objective of the course is to acquaint students with the importance of Industrial Relations and Employer Benefits in an organization & to study the governing laws and their applications.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination, carrying 80 marks will have two section A and B. Section A, worth 60 marks will have five theory questions out of which student will be required to attempt any three questions Section B carrying 20 marks will have one or more case/practical.

COURSE CONTENTS

1. Industrial Relations: Basics of industrial Relations with Emphasis on Indian Industries, Industrial ,Disputes Act, 1947.
2. Workers Participation in Management and Collective Bargaining: Meaning, Types and Characteristics.
3. Industrial Employment (Standing Orders) Act, ,1946.
4. Factories Act, 1948.
5. Wage and Salary Administration: Meaning, Goals and Function. Job Evaluation, Factors Affecting Wage/Salary, Incentive Plans- individual and Group Plans, Fringe Benefits and Measuring Cost to-Company (CTC).
6. Governing Laws: Minimum Wages Act 1948, Payment of Wages Act 1948. Payment of Bonus Act, 1965, ESI Act and Provident Fund Act, 1952.
7. Emerging Trends: ESOPs, Profit Sharing

TEXT READINGS

1. R.C. Chawla and K.C. Garg. Industrial Law, Ludhiana, Kalyani Publishers, 1993.
2. PL. Malik, Industrial Law. Lucknow, Eastern Book Co., 1995.
3. J.K. Bareja, Industrial Law, New Delhi, Galgotia Publishing Co., 2001.
4. Garry Dossier, Personnel/Human Resource Management, London, Prentice Hall, 1994.

SUGGESTED READINGS ..

1. P.Subba Rao, Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games, Mumbai, Himalaya Publications, 2000.
2. Wendell L French, Human Resource Management, Houghton, Mifflin Company, 1994.
3. William B.Werthe Jr and Keith Davis, Human Resource Management, New Jersey, McGraw Hill 1993.
4. S.C. Shrivastava, Industrial Relations and labour laws, New Delhi, Vikas Publishing House, 1994.
5. David D Decenzo and Stephen P Robbins, Human Resource Management. New Delhi, Prentice Hall, 1988.

FT-303IMAJ I PT-402IMAJ OBJECT ORIENTED PROGRAMMING USING C++

COURSE OBJECTIVE

The objective of this course is to help students to understand the concepts of Object Oriented Programming using C++ and their use in organization and processing complex business information.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. A panel of Internal and External Examiners will conduct the viva-voce examination at the end of the semester and award marks to the student out of a maximum of 30 marks. The semester examination carrying 50 marks will have eight questions out of which students will be required to attempt any five questions. Total Marks = 20+30+50 = 100

COURSE CONTENTS

1. Object Oriented Programming: Introduction, Advantages of Object Oriented Programming, Procedural versus Object Oriented languages, Overview of-Objects, Classes, Encapsulation, Data Binding, Inheritance and Polymorphism.
2. Programming with C++: General Forms of a C++ Programme, I/O with Cout and Cin Different Operators, Scope Resolution Operator, Data Types, For while, do-while, if-else, Switch and Conditional Statements, Classes and Objects: Structure and Classes, Unions and Classes, Constructors and Destructors, Automatic, External and Static Data Members and Member Function.
3. Arrays and Pointers: Arrays of Objects. Pointer to Object, the this Pointer, Function: General Form, Prototypes, Returning, Passing Objects to Functions Returning Objects, Friend Function, Recursion, and References.
4. Inheritance: Multilevel and Multiple Inheritance, Constructor, Destructor and Inheritance, Private, Public and Protected Access Specifiers, Function and Operator Overloading.
5. Functions and Templates: Virtual Function, Pure Virtual Function, Polymorphism, Generic Functions, Generic Types, Overloading of Templates and Functions, Standard Parameters with Template Functions, Applying Generic, Functions, and Generic Class.
6. File and Exception Handling: introduction to Templates and Exception Handling, File (masses, Opening and Closing a File, Reading and Writing a Text File, Detecting EOF.

TEXT READINGS

1. Robert Lafore, Object Oriented Programming in Turbo C++, New Delhi Galgotia Pub. Pvt. Ltd., 2000.
2. Herbert Schildt, C++ :The Complete Reference, New Delhi, Tata McGraw Hill Publishing Company Ltd., 1999.
3. D.,Ravichandran, Programming With C++, New Delhi, Tata McGraw Hill Pub. Co. Ltd. 2000.
4. E. Balagurusamy, Object Oriented Programming With C++, New Delhi Tata McGraw Hill pub. Co. Ltd., 2000.

SUGGESTED READINGS

1. Bajatne Strustrup, The C++ Programming language, New York Addison-Wesley, 1995.
2. Scott Meyers. Effective C++, New Yoek Adoison-Wessey, 1999.
3. Walter Savitech. Problem Solving with C++, New York. Addison-Westey. 1996.

FT-304IMAJ / PT-403IMAJ COMPUTER NETWORKS

COURSE OBJECTIVE

The objective of this course is to help students to understand the concepts of Data Communication and Computer Networks and related issues and their use in organization and processing complex business information.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination carrying 80 marks will have eight questions out of which students will be required to attempt any five questions.

Total Marks = 20+80 – 100

COURSE CONTENT

1. Computer Networks: introduction. Distributed Systems, Network Goals and its Applications, protocol Hierarchies, Network Architecture, Design Issues for the Layers, Simplex, Half-duplex, Full-duplex, Interfaces and Services, Connection Oriented and Connection Less Services, Service Primitives.
2. Reference Models: The OSI Reference Model, The TCP/IP Reference Model, Comparison and Critique of the OSI and TCP/IP Reference Models.
3. Physical Layer: Concepts of Data Transmission. Transmission Media, Guided and Unguided Media, Digital and Analog Transmission, Transmission Impairments, Multiplexing- TDM, WDM, FDM, Switching Techniques- circuit. Packet and Message, Cellular Radio, Wireless Transmission, Modems, DSL, Cable Modem, ISDN- introduction, ISDN Cb~nnels. ISDN Layers, Services; and Communication Satellites. .
4. Data Link Layer: Framing. Error Control. Flow Control, Unrestricted Simplex, Simplex Stop-and-wait Protocol, Sliding Window Protocols. HDLC, SLIP, PPP.
5. Network Layer Internal Organization, Routing, Congestion, Routing-shortest Path, Multipath, Congestion Control Algorithms, Reallocation of Buffers. Choke Packets. Deadlocks and Services of Network Layer.

6. Transport Layer: Services of Transport Layer. Transport Protocols, Connection Management.
7. Upper OSI Layers: Session Layer and Transport Interaction, Presentation Layer -Translation, Authentication, Data Compression, Application layers - Message Handling System (MHS), File Transfer, Access and Management (FTAM).
8. Transmission Technology: Broadcast Networks, Point-to-Point Networks, LAN, MAN & WAN topologies, Wireless Networks. Internetworking. introduction to Bridges, Routers, Switches, Gateways and Repeaters, Introduction, Functioning and Services- Novell Netware. Window NT, NOS (Network Operating Systems)

TEXT READING

1. Andrew S. Tannanbaum, Computer Networks, New Delhi, Prentice Hall of India, 1996.
2. Behrouz A. Forouzan, Data Communication and Networking, New Delhi, Tata McGraw Hill Pub. Co. Ltd., 2000.

SUGGESTED READINGS

1. Martin, J., Computer Networks and Distributed Processing, New Delhi. Prentice of India Hall, 1985
2. Tom Sheldon, Encyclopedia of Networking, New Delhi. Tata McGraw Hill Pub. Co. Ltd. 1998.
3. William Stallings, Data and Computer Communication, New Delhi, Prentice Hall India 2001.
4. WilliamA Shay, Understanding Data Communications and Networks, New Delhi, Vikas Publishing House. 2001.
5. Parag Diwan and Dharam Bir Singh Computer Networks Driven e-Commerce Technologies. New Delhi, Excel Publ,isher Pvt. Ltd., 2000.
6. S. Keshav. An Engineering Approach to Computer Networking. New Delhi.Addision-Wesley, 2001.

FT-305IMAJ I PT-404IMAJ RELATIONAL DATABASE MANAGEMENT SYSTEM USING ORACLE

COURSE OBJECTIVE

The objective of this course is to help students to understand the basics of Relational Database Management System, and back-end Tool using ORACLE and their use in organization and processing complex business information.

EXAMINATION

The faculty member will award marks but of a maximum of 20 marks for the internal performance of the student. A panel of Internal and External Examiners will conduct the viva-voce examination at the end of the semester and award marks to the student out of a maximum of 30 marks. The semester examination carrying 50 marks will have eight questions out of which students will be required to attempt five questions. Total Marks = 20+30+50 = 100

COURSE CONTENTS

1. Database Management Systems: Data. Database, Database Management Systems Types of Database Management Systems - Relational, Hierarchical, Network, and Object Oriented Database Management Systems, Entity Relationship Model (E-R Model) Normalization Theory, Codd's rules for RDBMS.
2. Relational Database Management Systems: Concepts of RDBMS. Components of RDBMS, Introduction to SQL, Data Definition Language, Data Manipulation Language, Query Language, Data Control Language, Cartesian Product and Joins, Use of Union, Intersection, M-n n SQL Operators and Functions, SQL Select Statement and Type of Queries, In, Exists, Group by Having and Like Clause in SQL. View, Sequence and Synonyms SQLPLUS, Creating Reports using SQLPLUS.
3. SQUPLSQL: Introduction to PUSQL, The PUSQL Block Constructs, using Variables and SQL Statement in the PUSQL block, PUSQL Constructs Like If...Else...Endif, Loop...Endloop, While Loop etc. Working Master Detail Relationship, Writing Triggers Informs and Creating List of Values with Cursors, Creating and using Stored Functions, Proc Edures and Packages.
4. Advanced Database Concepts: Data Mining. Data Warehousing-design. Basic Principles, OLAP Transaction Management, Failure and Recovery.

TEXT READINGS

1. Ramez Eimasri and Shamkant B. Navathe. Fundamentals of Database Systems, New Delhi, Addison-Wesley, 2000.
2. Ivan Bayross, SQL / PLSQL, New Delhi BPB Publications, 1999.
3. Abrahan Sliberschatz Henery F Korth S Sundershan. Database System Concepts New York, McGraw Hill Inc. 1997.

SUGGESTED READINGS

1. Bipin C. Desai An Introduction to Database Systems. New Delhi Gaiatota Publicatics Pvt. Ltd., 2001.
2. Ivan Bayross, Commercial Application Development using Oracle / Developer 2000 From 5, New Delhi, BPB Publications 1999.
3. C.J. Date, An Introduction to Database Systems, New Delhi, Addison-Wesley. 2000.
4. George Koch and Kevin Lonev, ORACLE 8 –The Complete Reference. New Delhi. Tata McGraw Hill Pub. Co Ltd , 1998.

FT-306IMAJ / PT-502IMAJ SOFTWARE ENGINEERING

COURSE OBJECTIVE

The objective of this course is to help students to understand the basics of Software Engineering, Project Management, Software Quality and related issues and their use in organization and processing complex business information.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination carrying 80 marks will have eight questions out of which students will be required to attempt any five Questions.

COURSE CONTENTS

1. The Product and The Process: The Evolving Role of Software, Software Characteristics A layered Technology, Process, Methods, and Tools, The Software Process, Software Process Models, Linear Sequential Model, Prototyping Model, RAD Model, The Incremental Model, The Spiral Model, The WINWIN Spiral Model, The Concurrent Dev.-loPI11ent.Model,The Component-Based Development, The Formal Methods Model Fourth .Generation Techniques, Process Technology, Product and Process, Critical Practices.
2. Projects Management Concepts, Software Process and Project Metrics: The Management Spectrum. The People, The Product, Hip Process, and The Project, The WSHH Principle, Measures, Metrics, and Indicators, Metrics in the Process and Project Domains, Software Measurement, Reconciling Different Metrics Approaches Metrics for Software Quality, Integrating Metrics within the Software Engineering Process.
3. Software Project Planning. Risk Analysis and Management: Observations for Estimation, Project Planning Objectives, Software Scope, Resources, Software Project Estimation, Decomposition Techniques, Empirical Estimation Models, The Make/Buy Decision, and Automated Estimation Tools, Reactive versus Proactive Risk Strategies Software Risks, Risk Identification, Risk Projection, Risk Refinement, Risk Mitigation, Monitoring, and Management, Safety Risks and Hazards.
4. Project Scheduling and Tracing: Basic Concepts, The Relationship Between People and Effort, Defining a Task Set for the Software Project. Selecting Software Engineering Tasks, Refinement of Major Tasks, Defining a Task Network. Scheduling, Earned Value Analysis, Error Tracking Project Plan.
5. Software Quality Assurance Quality Concepts The Quality Movement, Software Quality Assurance, Software. Reviews, Formal Technical Reviews, Formal Approaches to SQA. Statistical Software Quality Assurance, Software Reliability, Mistake-proofing for Software.- The ISO 9000 Quality Standards, SQA Plan. Software Configuration Management;. The SCM Process, identification of Objects in the Software Configuration ration, Version Control Change Control, Configuration Audit, Status Reporting SCM Standards.,
6. Analysis and Design Concepts and Principles: Mechanics of Structured Analysis, Data Flow Design and Entity Relationship Design Overview of Object Oriented Design Concepts, Design Concepts and Principles. Effective Modular Design Data Modeling.
7. Software Testing Techniques and Strategies: Objectives White Box Testing Methods -Black Box Testing, Testing for Specialized Environments, Architectures, and Applications, A Strategic Approach to Software Testing, Strategic Issues, Unit Testing, Integration Testing, Validation Testing System Testing and the Art of Debugging.
8. Client/Server Software Engineering, Re-engineering: The Structure of Client/Server Systems, Software Engineering for Client/Server Systems, Analysis Modeling Issues, Design for Client/Server Systems, and Testing Issues, Software Maintenance, 'Software Re-engilleering. Software Reengineering Process Model, Reverse Engineering, Reverse Engineering user Interfaces, Restructuring, Code Restructuring, Data Restructuring, Forward Engineering, Economics of Reengineering, Introduction to CASE.

TEXT READING

1. Roger S. Pressman, **Software Engineering**, New York, McGraw Hill, 5th Ed., 2001.

SUGGESTED READINGS

1. Martin L. Shooman, **Software Engineering**, New Delhi, McGraw Hill, 1985.
2. Richard E.Fairely, **Software Engineering Concepts**, New York, McGraw Hill, 1997.
3. G. Meyers, **The Art of Software Testing**, Willey-Inter-Science, 1979.

4. Bruce I. Blum, **Software Engineering: A Holistic View**, New York, Oxford University Press 1992.
- 5 Suramah Finzi, **Software Testing in Real World**, New Delhi, Addison-Wesley, 2000.
6. Barbara Kitchenham, **Software Metrics**. UK, Blackwell, 1996.

FT-3071MIN / PT-405IMIN DATABASE SYSTEMS

COURSE OBJECTIVE

The objective of this course is to help students to understand the basics of Database Systems, and Back-End Tool and their use in organization and processing complex business information.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. A panel of Internal and External Examiners will conduct the viva-voce examination at the end of the semester and award marks to the student out of a maximum of 30 marks. The semester examination carrying 50 marks will have eight questions out of which students will be required to attempt any five questions. Total Marks = 20+30+50 = 100

COURSE CONTENTS

1. Data, Database, Database Management Systems, Types of Database Management Systems - Relational, Hierarchical, Network, and Object Oriented Database Management Systems Entity Relationship Model (E-R Model) Normalization Theory, Codd's Rules for RDBMS.
2. Concepts of RDBMS, Components of RDBMS, Introduction to SQL, Data Definition Language, Data Manipulation Language, Query Language, Data Control Language, Cartesian Product and Joins, Use of Union, Intersection, Minus, SQL Operators and Functions, SQL select Statement and Type of Queries, In, Exists, Group by having and like Clause in SQL, View, Sequence and Synonyms SOLPLUS, Creating Reports using SOLPLUS.
3. Introduction to PL/SQL, The PL/SQL Block Constructs, using Variables and SQL Statement -n the PL/SQL block, PL/SQL Constructs like If..Else..Endif, Loop.. Endloop, While Loop etc. Working Master detail Relationship, Writing Triggers Informs and Creating List of Values with Cursors, Creating and using Stored Functions, Procedures and Packages.
4. Data Mining, Data Warehousing-design, Basic Principles, OLAP, Transaction Management, Failure and Recovery.

TEXT READINGS

1. Ramez Elmasri and Shamkant B. Navathe Fundamentals of Database System, New Delhi Addison-Wesley, 2000.
2. Ivan Bayross, SQL / PLSQL. New Delhi, BPB Publications, 1999.
3. Abraham Silberschatz, Henry F Korth, S Sundershan, Database System Concepts. New York, McGraw Hill Inc., 1997

SUGGESTED READINGS

1. Bipin C. Desai. An Introduction to Database Systems, New Delhi. Galgotia Publications Ltd., 2001.

2. Ivan Bayross, Commercial Application Development using Oracle *I Developer 2000 Form 5* New Delhi, BPB Publications 1999.
3. C.J. Date, *An Introduction to Database Systems*, New Delhi, Addison-Wesley. 2000.
4. George Koch and Kevin Loney. *ORACLE 8 -The Complete Reference*. New Delhi, Tata McGraw

FT-308IMIN / PT-504IMIN SOFTWARE DESIGN AND DEVELOPMENT

COURSE OBJECTIVE

The objective of this course is to help students to understand the basics of Software Design a Development, Project Management, Software Quality Assurance and CASE and related issues and their use in organization and processing complex business information

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination carrying 80 marks will have eight questions out of which students will be required to attempt any five questions Total Marks = 20+80 =100

COURSE CONTENTS

1. Introduction to Software and Software Engineering: Software Development Life Cycle, Prototyping Model, RAD Model, The spiral Model of Software Engineering, Fourth Generation Techniques in Software Development.
2. Project Management Concepts: People, Project and Process, Software Process and Project Metric, Software Measurement Size Oriented Metric and Function, Oriented Metric, Introduction to Project Scheduling and Tracking and control Basic of Project Planning, Estimation of Resources - Human, Hardware, Software, Reusability, Software Sizing, Empirical Estimation Models.
3. Design and Implementation of Software: Design Concepts and principles, Effective Modular Design, Data Modeling, Mechanics of Structured Analysis, Data Flow Design and Entity Relationship Design Overview of Object Oriented Design Concepts.
4. Software Quality Factors and software Quality Assurance: Software Quality Metric, Software Reliability.
5. Software Testing Methods and Strategies: Objectives white Box Testing Methods. Black Box Testing Methods: Equivalence Partitioning and Boundary Value Analysis, Unit Testing, integration Testing, Validation Testing, System Testing and the Art of Debugging.
6. Software Maintenance and Re-engineering: Software Maintenance, Software Re-engineering, Software Reengineering Process Model, Reverse Engineering, Reverse Engineering user Interfaces. Restructuring, Code Restructuring, Data Restructuring, Forward Engineering, Economics of Reengineering. .
7. Client/Server Software Engineering: The Structure of Client/Server Systems, Software Engineering for Client/Server Systems Analysis Modeling Issues. Design for Client/Server System and Testing Issues.
8. Introduction to CASE

TEXT READINGS

1. Roger S. Pressman *Software Engineering*, New York, McGraw Hill Inc., 5th Ed., 2001

SUGGESTED READINGS

1. Martin L Shooman. Software Engineering, New York, McGraw Hill Book Company 1985.
2. Richard E. Fairly, Software Engineering Concepts, New York, McGraw Hill Inc. 1997.
3. G. Meyers, The Art of Software Testing, Wiley-Intar-Science, 1979.
4. Bruce I. Blum, Software Engineering-A Holistic View, New York, Oxford University Press 1992.
5. Suramah Finzi, Software Testing in Real World, Addison-Wesley, New Delhi, 2000.
6. Barbara Kitchenham, Software Metrics., Cambridge, Blackwell, 1996.

FT-303PMAJ / PT-402PMAJ LOGISTICS AND SUPPLY CHAIN MANAGEMENT

COURSE OBJECTIVE

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

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. Semester examination will be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will consist of theoretical questions and Section B worth 20 marks will have one or more cases.

COURSE CONTENTS

1. Introduction to Logistics and its Interface with Production and Marketing, Measures of Logistics.
2. Supply Chain Management.
3. Logistics System Analysis and Design
4. Warehousing and Distributing Centers their Location, Transportation Systems, Facilities and Services
5. Dispatch and Routine Decisions and Models.
6. Inventory Management Decisions.
7. Logistics Audit and Control.
8. Packaging and Materials Handling.
9. International Logistics Management.
10. Logistics Future Directions.

TEXT READINGS

1. Ballou. Renald H, Business Logistics Management. New York Englewood Cliffs. 1992.

2. Beal K., A **Management Guide to Logistics Engineering**, U.S.A. Institute of Production Engineering, 1990.
3. Benjamin S. B., **Logistics Engineering and Management**, New York, Englewood Cliffs, Prentice Hall, 1996.
4. Bowersox, D. J. and Closs J **Logistics Management: A System Integration of Physical Distribution**, New York Macmillan, 1986.
5. Christopher M , **Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Services** London. Pitsman 1992.
6. James C.J. and Wood, Donald F, **Contemporary Logistics**, New York, Macmillan. 1990.
7. Shapiro R., **Logistics Strategy: Cases and Concepts**, St.Paul,West 1995.
8. B. S. Sahay, **Supply Chain Management**. New Delhi,iN, Wheeler. 1994.

FT-304PMAJ / PT-403PMAJ TOTAL QUALITY MANAGEMENT

COURSE OBJECTIVE

The objective of the course is to acquaint the students of advanced manufacturing systems and help them develop abilities and skills for the effective performance in terms of quality requirements.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination, carrying 80 marks will have two Sections, A and B. Section A, worth 60 marks, will have five theory questions, out of which students will be required to attempt three question Section B, worth 20 marks, will have one or more cases.

COURSE CONTENTS

1. Core Concepts of Total Quality Management: Customer Focus, Quality for Profits Right First Time, Cost of Quality, Competitive Benchmarking, Team Efforts, Managers as Role Models, Recognition and Rewards, Quality Delivery Process.
2. Learning From Quality Gurus: Edward Deming, Joseph M. Juran, Karon Ishikawa, Philip B. Crosby, William E. Conway and their Applications in Today's Business Environment.
3. Tools and Techniques of TQM: Techniques for Analyzing a Quality Process, Quality Circles, Statistical Process Control, Failure Mode and Effect Analysis, Computer Aided Inspection, Data Collection and Analysis.
4. Pitfalls in Operationalizing TQM and Methods of Avoiding Them.
5. ISO-9000: Concepts, Certifications, Methods and Implementations.
6. ISO-14000: Concepts, Certifications, Methods and Implementations.
7. Malcolm Balridge Quality Award, Rajiv Gandhi Quality Award

TEXT READINGS

1. Kit Sadgrove, **Making TQM Work**, New Delhi. Kogan Page India P. Ltd., 2000.
2. Helga Drummond, **TQM Movement**, New Delhi, UBS Publications Dist. Ltd., 2001.
3. Eugene L. Grant and Richards Leavenworth, **Statistical Quality Control**, New York, McGraw Hill Publications, 2000. .
4. J. M. Juran and Frank M Gryna (Edts.), **Juran's Quality Control Handbook**. New York McGraw Hill Publications. 2001.
5. Tapan P. Bagchi, **ISO 9000 Concepts, Methods and Implementation** Allahabad, Wheeler Publishing, 1996.

FT-305PMAJ / PT404PMAJ WORK STUDY AND PRODUCTIVITY

COURSE OBJECTIVE

The objective of the course is to expose students to the of productivity and various techniques of time and motion study, and help them develop abilities and skills required for the enhancement of value and productivity.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination, carrying 80 marks will have two Sections, A and B. Section A worth 60 marks, will have five theory questions"out of which students will be required to attempt three questions. Section B, worth 20 marks will have one or more cases

COURSE CONTENTS

1. Concepts and Definition of Productivity, Productivity Improvement Factors (Both Internal and external to the Organization):
2. Productivity Analysis Work Content of a Job, Management Techniques to Reduce Work Contents and Ineffective Time.
3. Introduction to Concepts of Work Study: Human Aspects in Application of Work. Study.
4. Method Study: Introduction and Selection of Jobs, Flow Diagram, String Diagram, Flow Process Chart, Multiple Acti,vity Chart, Travel Chart; Principles of Motion Economy, Classification of Movements, Micro Motion' Study, Simo-chart. .
5. Work Measurement: Purpose, Use Techniques and Procedure of Work Measurement, Time Study, Selecting Jobs to be Studied and Making a Time Study, Rating, Allowance, Techniques of Work Measurement, Activity Sampling, Synthesis, Analytical Estimating, Predetermined motion Time Systems.

TEXT READINGS

1. International Labour Office, Geneva **Introduction to Work Study**, Bombay, Universal Book Corporation, 3rd Revised Ed., 1999.
2. Ralph M. Barnes **Motion and Time Study, Design and Measurement of Work**, New York, John Wiley and Sons. 7th Ed., 1999.

FT-306PMAJ / PT-502PMAJ TECHNOLOGY MANAGEMENT

COURSE OBJECTIVE

Objective of this course is provide the students exposure to the concepts of technology management, and technology management issues like technology development, acquisition, absorption, diffusion and technology support systems.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination, carrying 80 marks will have two Sections, A and B. Section A, worth 60 marks, will have five theory questions, out of which students will be required to attempt any three questions. Section B, worth 20marks, will have one or more cases.

COURSE CONTENTS

1. Technology Issue and implications' Concepts and Definition, Aspects and Issues, Technology Change: Implication.
2. Technology Development and Acquisition: Forecasting and Desisting, Identifying Technological Change, Generation and Development and Technology Transfer.
3. Technology Absorption and Diffusion: Absorption: Accommodate and Manage Technological Change, Evaluation and Assessment and Diffusion.
4. Technology Environment Science and Technology in India, Policies, Linkages
5. Technology Support Systems: Financing, information Systems, Organization at Enterprise Level.

TEXT READINGS

1. Betz and Fredrick, Managing Technology, New Jersey, Prentice Hall Publications, 2000
2. Dodgesonmark, Technology Strategy and the Firm, U.K., Longman Publications, 1995
3. Stoneman. Economic Analysis of Technological Change, London Oxford University Press.
4. Micheal Eari, Information Management. London, Oxford University Press
5. Rohtangi, K. Rohtangi and B. Bowonder Technology Forecasting, New Delhi. Tata McGraw Hill Publications, 2000.
6. Peter F. Drucker, Technology Management and Society, London, Pam Books Publications, 1995.
7. IGNOU Notes on Technology Management (MS-94) Meerut, IGNOU Pub 1993.

FT-307PMIN / PT-405PMIN MANAGEMENT OF QUALITY IN OPERATIONS

COURSE OBJECTIVE

The objective of the course is to acquaint the students of advanced manufacturing systems and help them develop abilities and skills for the effective performance in terms of quality requirements.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance student. The Semester Examination, carrying 80 marks will have two Sections, A and B. Section A 60 marks, will have five theory questions, out of which students will be required to attempt three questions. Section B, worth 20 marks, will have one or more cases.

COURSE CONTENTS

1. Core Concepts of Total Quality Management in Operations: Customer Focus, Quality for Right First Time, Cost of Quality. Competitive Benchmarking, Team Efforts, Managers as -Role Models, Recognition and Rewards, Quality Delivery Process. Cost Versus Benefit of Quality.
2. Learning From Quality Gurus Edward Deming, Joseph M. Juran, Karon Ishikawa. Philip B Crosby, William E. Conway and their Applications in today's Business Environment.
3. Tools and Techniques of TQM Techniques for Analyzing a Quality Process, Quality Circles, Statistical Process Control and their Application in Controlling Operations, Failure Mode and Effect Analysis; Computer Aided Inspection, Data Collection and Analysis.
4. Pitfalls in Operationalizing TQM and Methods of Avoiding Them
5. ISO-9000: Concepts, Certifications, Methods and Implementations.
6. ISO-14000- Concepts, Certifications, Methods and Implementations.
7. Malcolm Balridge Quality Award. Rajiv Gandhi Quality Award.

TEXT READING

1. Kit Sadgrove, Making TQM Work, New Delhi, Kogan Page India P Ltd., 2000.
2. Helga Drummond, TQM Movement, New Delhi, UBS Publications Dist. Ltd., 2001.
3. Eugene L. Grant and Richards Leavenworth, Statistical Quality Control. New York. McGraw Hill Publications, 2000.
4. J. M. Juran and Frank M. Gryna (Eds); **Juran's Quality Control Handbook**. New York, McGraw Hill Publications, 2001
5. Tapan P Bagchi, **ISO 9000: Concepts, Methods and Implementation**, Allahabad Wheeler Publishing, 1996

FT308PMIN / PT-504PMIN SELECTION AND MANAGEMENT OF TECHNOLOGY

COURSE OBJECTIVE

Objective of this course is provide the students exposure to the concepts of technology management, and technology management issues like technology development, acquisition, absorption delusions and technology support systems.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination, carrying 80 marks will have two Sections, A and B. Section A, worth 60 marks, will have five theory questions, out of which students will be required to attempt any three questions. Section B, worth 20 marks will have one or more cases.

COURSE CONTENTS

1. Technology Issue and implications Concepts and Definition, Aspects and Issues, Technology Change: Implication Selection of Appropriate Technology, Rural Technology.
2. Technology Development and Acquisition: Forecasting and Decasting, Identifying Technological Change, Generation and Development and Technology Transfer. Proactive Action in technology Adoption.
3. Technology Absorption and Diffusion: Absorption: Accommodate and Manage Technological Change, Evaluation, Assessment and Diffusion Technology Absorption and its Impact en Human Resources.
4. Technology Environment: Science and Technology in India, Palicies, Linkages.
5. Technelegy Support Systems: Financing, Information Systems, Organization at Enterprise Level, Human Resource System

TEXT READINGS

1. Betz and Fredrick, **Managing Technology**, New Jersey, Prentice Hall Publications, 20en
2. Dedgesanmark, **Technology Strategy and the Firm**, U.K., Lengman Publications, 1995
3. Steneman, Ecanamic~nalYSisaf1echnalagica~Change, Lenden, Oxford University Press.
4. Micheai Earl, **Information Management**, Lenden, Oxford University Press.
5. Rehtangi, K. Rehtanqi and B. Bewander. **Technology Forecasting**, New Delhi, Tata McGraw Hill Publications, 2000
6. Peter F. Drucker, **Technology Management and Society**, Lenden, Pam Baeks Publications. 1995.
7. **IGNOU Notes an Technology Management (MS-94)**, Meerut, IGNOU Pub 1993

FT401C / PT-501C BUSINESS LAWS

COURSE OBJECTIVE

The objective of this course is to acquaint the student with various laws, which are to be observed in performing the day-to-day business. Here the emphasis will be on the different latest provisions of the law and how these can be used in the best interest of the organization with a view to avoiding them either than cases.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The University question paper will be of 80 marks. It will contain 8 questions out of which the student will be required to attempt any five questions.

COURSE CONTENTS

1. The Indian Contract Act, 1872: Essentials of a Valid Contract, Void and Voidable Agreements, Performance of Contracts, Breach of a Contract and Its Remedies, Quasi-Contracts.
2. The Sale of Goods Act, 1930: Formation of a Sales Contract.
3. The Negotiable Instrument Act, 1881: Nature and Types, Negotiation and Assignment. Holder in Due Course, Dishonor and Discharge and Negotiable Instruments.
4. The Companies Act, 1956: Types of Companies (Private, Public and Section 8), Memorandum and Article of Association, Shareholders and Debenture Holders, Minority Protection, Winding-up.
5. Law of Insurance: Concept and Guidelines of Marine, Fire, Life Insurance Policy.
6. Law of Intellectual Property.
7. Consumer Protection Act: Consumer Rights, Exploitation of Consumer, Consumer Protection, Utility of Consumerism.
8. (D and R) Act: Regulation of Scheduled Industries, Powers of IDRA, Industrial Licensing
9. FEMA: Features, Contravention and Penalties, Evaluation.
10. SEBI: Objective, Powers and Function. Guidelines - for Investor's Protection, New Issue and Stock Exchange.

TEXT READINGS

1. Chawala and K.C.Garg, Mercantile Law, New Delhi, Kalyani Publications, 1999.
2. R.C. Shukla, A Manual of Mercantile Law, New Delhi, S. Chand & Co. Ltd., 1999.
3. S.K. Mishra and V.K. Puri, Economic Environment of Business, New Delhi, Himalaya Publishing House, 2000.
4. Francis Cherunilam, Business Environment, New Delhi, Himalaya Publishing House, 8th Ed., 1999.

FT-402C / PT-601C STRATEGIC MANAGEMENT

COURSE OBJECTIVE

This is a top-level management course, and the objective of teaching this course is to enable students to integrate knowledge of various functional areas and other aspects of management, required for perceiving

opportunities and threats for an organization in the long-run and second generation planning and implementation of suitable contingency strategies for seizing *Facing* these opportunities and threats

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student.

The Semester Examination will carry 80 marks. There will be two Sections, A and B. Section A will have four theory questions of 15 marks each, out of which a candidate will attempt only two questions Section B will contain a case, which will be compulsory and will carry 50 marks.

COURSE CONTENTS

1. Meaning, Need and Process of Strategic Management, Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU Organizations; Strategic Decision-Making Processes - Rational-Analytical Intuitive-Emotional. Political- Behavioral; Universality of strategic. Management; Strategists at Corporate Level and at SBU Level; Interpersonal. Informational and Decision Roles of a Manager.
 2. Mission, Business Definition and Objectives, Need, Formulation and Changes, Hierarchy of Objectives, Specificity of Mission and Objectives.
 3. SWOT Analysis General. Industry and International Environmental Factors; Analysis of Environment, Diagnosis of Environment -Factors influencing it; Environmental Threat and Opportunity Profile (ETOP); Internal Strengths and Weaknesses; Factors Affecting These; Techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP"
 4. Strategy Alternative Grand Strategies and their sub Strategies; Stability, Expansion, Retrenchment and Combination; Internal and External Alternatives; Related and Unrelated Alternatives, Horizontal and Vertical Alternatives: Active and Passive Alternatives; International Strategy Variations.
 5. Strategy Choice Making Narrowing the Choices; Managerial Choice Factors, Choice Processes -Strategic Gap Analysis. ETOP-SAP Matching, BCG Product - Portfolio Matrix, G.E. Nine Cell Planning Grid; Contingency Strategies; Prescription. for Choice of Business Strategy; Choosing International Strategies.
 6. Strategy Implementation Implementation Process; Resource Allocation; Organizational Implementation; Plan and Policy Implementation; Leadership Implementation; Implementing Strategy in International Setting.
 7. Strategy Evaluations and Control Control and Evaluation Process; Motivation to Evaluate: Criteria for Evaluation; Measuring and Feed-back; Evaluation and Corrective Action.
- Note: About 50% of classes will be devoted to theory and 50% to discussion of cases

TEXT READINGS

1. Lawrence R. Jauch and William F. Glueck, Business Policy and Strategic Management, New York, McGraw Hill Book Co, 1988.

SUGGESTED READINGS

1. Glen Borseman and Amnd Phatak. Strategic Management :Text and Cases, Singapore, John Wileyand Sons, 1989
2. Daniel J. McCarthy, Robert J. Minichiello and Joseph R. Curran, Business Policy and Strategy, New Delhi, AITBS, 1988

3. Roanid C. ChristenesenXenneth R. Andrews and Joseph L. Bower, Business Policy -Text and Cases, Illinois, Richard D. Irwin, Inc.. 1978.

4. Azha Kazmi, Business Policy, New D-lhi, TataMcGraw Hill, 1999.

5. P.K.Ghosh, Business Policy, Strategic Planning and Management, New Delhi, Sultan Chand and Sons, 1999.

FT-409C / PT-606C MAJOR RESEARCH PROJECT

COURSEOBJECTIVE

The objective of Major Research Project is to enable the student to go into the detail of the given problem and design an effective solution keeping the given constraints and organizational objectives in mind. This is to enhance the analytical and problem solving ability of the student.

EXAMINATION

The Major Research Project (MRP) will carry a maximum of 100 marks. The MRP is to be carried out in III and IV semesters of MBA Full time. For MBA Part Time, it is to be done in V and VI semesters. The evaluation is to be done on continuous basis and the guide will maintain a record of the work done by the student. Before the end of IVNI semesters for MBA (FT) and MBA (PT) respectively, the student will be required to submit the final MRP Report in the hard bound form in the number as specified by the individual institution. Out of 100 marks 40 marks will be for the report and its contents and 40 marks will be for the presentation and viva-voce A panel of internal and external examiner will jointly award both of these components of marks on separate sheets titled as "MRP Report and Contents" and "MRP Presentation and Viva-voce" respectively. The University will appoint the external examiner and the Director/Head of the institute will appoint the internal examiner. The Major Research Project should start in the third semester and the institute shall submit the titles of MRP undertaken by individual student along with approximately 500 words abstract to the University at the end of third semester of MBA(FT) /fifth semester of MBA(PT). The continuous internal evaluation will carry a maximum of 20 marks, for both, report as well as presentation.

FT-410C / PT-607C COMPREHENSIVE VIVA-VOCE

COURSE OBJECTIVE

The objective of comprehensive viva-voce is to judge the over all development of the student during the MBA Programme.

EXAMINATION

Every student will be required to undergo comprehensive viva-voce at the end of fourth semester of MBA(FT) / sixth semester of MBA (PT). A panel of external and internal examiners will conduct the comprehensive viva-voce examination. The external examiner will be appointed by the University and the internal examiner will be appointed by the Director / Head of the respective institute. The panel will jointly award marks to the student out of a maximum of 100 marks.

COURSE CONTENTS

The viva-voce shall normally cover the subjects taught in all the semesters of MBA Program.

FT-403MMAJ / PT-503MMAJ INTERNATIONAL MARKETING

COURSE OBJECTIVE

The objective of this course is to help the student to gain an understanding of concepts of International Marketing, types of international markets, demand and supply position in international markets, import-export documentation, policies and procedures of foreign trade.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination carrying 80 marks, will have two sections, A and B. Section A worth 60 marks, will have five theory questions out of which students will be required to attempt three questions. Section B, carrying 20 marks, will contain one or more cases

COURSE CONTENTS

1. International Marketing: Basis of International Trade, Theories of International Trade Absolute Advantage, Comparative Advantage and Factor Endowment Theory) Difference between domestic International, Multinational Global Markets EPRG Frame Work.
2. Scanning of International Environment: Social Political, Legal, Economic.
3. Factors Affecting International Trade: Methods of Entry, Types of Regional Agreements, R IMF and WTO in International Trade.
4. Foreign Trade Policy: EXIM Policy 2002-2007 Salient Features.
5. Export Documentation and Procedures and Institutional Support for Export Promotion in India.
6. Product: Identifying New Products, International Product Planning, Product Design Strategy, Product Elimination, Adoption and Diffusion of New Products, Branding Strategies.
7. Pricing Strategies: Factors Affecting International Prices, Methods of Pricing, Pricing an international Product, Transfer Pricing, Exchange Rates and its Impact on Pricing, High Sea Pricing.
8. Distribution System for international Markets: Direct and Indirect Channels, Factors Affecting International Channel, International Channel Management, Wholesaling and Retailing.
9. Promoting Products Services in Overseas Markets: Perspectives of International Advertising, Standardization vis Localization, Global Media Decisions, Global Advertising Regulations Industry Self-Regulation.

TEXT READINGS

1. W.J. Keegan, Global Marketing Management, New Delhi, PHI, 5th Edn., 1997.
2. Sack Onkvisit and John J. Shaw, International Marketing Analysis and Strategies, New Delhi, PHI, 1998.
3. Subhash S. Jain, International Marketing Management, New Delhi. CBS Publishers Distributors, 1997.

SUGGESTED READINGS

1. M.R. Czinkota and (A Ronkainen International marketing, Fortworth, Dryden, 1998
2. S.J. Poliwoda, International Marketing. New Delhi, Prentice Hall of India 1995.

FT-404MMAJ / PT-602MMAJ SERVICE MARKETING

COURSE OBJECTIVE

The objective of the course is to expose students to the nature of industrial and service markets and develop abilities to help them apply marketing concepts in these markets.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination, carrying 80 marks will have two Sections, A and B. Section A, worth 60 marks, will have five theory questions, out of which students will be required to attempt three questions. Section B, worth 20 marks. will have one or more cases.

COURSE CONTENTS

1. Services: Service Sector and Economic Growth, Service Concept, Characteristics and Classification of Service, Challenges in Service Marketing.
2. Strategic Issues in Service Marketing: Segmentation, Differentiation and Positioning of Services.
3. Marketing Mix in Services Marketing: Product, Price, Place, Promotion, People, Physical Evidences and Process Decision.
4. Designing a Service Strategy: Service Management Process; Internal, External and interactive Marketing Strategies.
5. Managing Service Quality and Productivity: Concept, Dimensions and Process; Service Quality Models (Gronnos and Parsurar1an) Application and Limitations, Productivity in Services
6. Applications of Service Marketing: Marketing of Financial, Hospitality, Health, Educational and Professional Services. Marketing for Non-Profit Organizations and NGOs.

TEXT READINGS

1. ChristopherH. Lovelock-Services Marketing, New Delhi, Prentice Hail of India, 3rd Edn. 1996.

SUGGESTED READINGS

1. Ravi Shankar, Services Marketing, New Delhi, Global Press, 2nd Edn., 1998.
2. V. A. Zeithamal and M. J Bitner, Service Marketing: Integrating Customer Across the Firm, Homewood, Irwin / McGraw Hill, 2002.

FT-405MMAJ / PT-603MMAJ INDUSTRIAL MARKETING

COURSE OBJECTIVE

The objective of this course is to expose the student to various aspects of Industrial Marketing and develop abilities in Industrial marketing.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination, carrying 80 marks will have two Sections, A and B. Section A, worth 60 marks, will have five theory questions, out of which students will be required to attempt three questions. Section B, worth 20 marks, will have one or more cases.

COURSE CONTENTS

1. The Nature and Concepts of Industrial Marketing, Industrial versus Consumer Marketing, Economics of Industrial Demand. Resellers Marketing.
2. Understanding Industrial Marketing, Organizational Customers, Governmental Agencies, Institutional Classifying Industrial Products, Characteristics of Organizational Procurement.
3. Industrial Marketing Environment, Strategies for Managing the Industrial Marketing Environment
4. Organizational Buying and Buyer Behaviour: Concepts and Models of Organizational Buying Behaviour.
5. Interpersonal Dynamics of industrial Buying Behaviour. Buying Center Involvement and Interaction Patterns, Joint Decision Making, Conflict and Resolution in Joint Decision Making, the Buying Committee, Supplier Choice and Valuation.
6. The Strategic Planning Process in Industrial Marketing.
7. Industrial Market Segmentation, Basis for Segmenting Industrial Markets. Target Marketing and Positioning.
8. Formulating Channel Strategies: Marketing Channel Participants, Physical Distribution and Customer Service, Formulating the Marketing Communication Personal Selling, Advertising, Sales Promotion and Publicity.
9. Business Pricing: Price Determinants, Pricing Decisions.

TEXT READINGS

1. Robert R. Reeder, Edward G. Brierty and Betty H. Reeder, Industrial Marketing, Analysis, Planning and Control, New Delhi, PHI, 2nd Edition., 1998.
2. Krishna K. Havldar, Industrial Marketing, New Delhi, Tata McGraw Hill, 2002.

SUGGESTED READING

1. Michael H. Morris, Industrial and Organizational Marketing, New York, Macmillan, 2nd Edition., 1992

FT-406MMAJ I PT-604MMAJ RURAL, EVENT AND DIRECT MARKETING

COURSE OBJECTIVE

The objective of this course is to expose the students to various aspects of rural, event and direct 'Marketing as an integral part of marketing management and developed an understanding of rural, ever' and direct marketing.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination, carrying 80 marks, will have two sections, A and B, Section A. worth 60 marks, will have five theory questions out of which students will be required to attempt three Questions. Section B, carrying 20 marks will contain one or more cases.

COURSE CONTENTS

1. Rural Marketing: Concept, Importance and Scope of Rural Marketing, Understanding Rural Market, Rural Environment infrastructure and Rural Trade Practices, Rural Consumer Behaviour Factors Affecting Consumer Behaviour and Psychology of Rural Customers, Product, Branding and Packaging, Distribution in the Rural Markets, Types of Rural Channels, Selection and Management of Channels, Factors Influencing Channel Decisions, Retailing, Transportation, Warehousing, Promotion in Rural Markets: Role of Advertising, Sales Promotion. Publicity, and Personal Selling in Rural Markets.
2. Event Management: Concept and Significance of Events, Designing of an Event, Types of Events, Event Management us Rural and Urban Areas, Organizing the Events. Sponsorship and Type and Event Evaluation.
3. Direct Marketing: Base. Concepts and Importance of Direct Marketing in the Changing Marketing Scenario, Tools of Direct Marketing, Strategic Planning of Direct Marketing Operations, reparation of Direct Marketing, Direct Marketing Strategies, Control and Evaluation of Direct Marketing.

TEXT READINGS

1. C.S.G, Knshnamacnarvulu and Lc-ihtha Ramaknshnan, Rural Marketing-Text and Cases, Singapore, Pearson Education Asia, 1st Edition, 2000.
2. S.S Gaur and S.v Saggre, Event Marketing And Management, New Delhi. Vikas Publishing House 1997.
3. TP Gopalswamy, Rural Marketing Environment Problems and Strategies, Allahabad Wheeler Publishing, 1998

SUGGESTED READINGS

1. Mary Robert, Direct Marketing Management, London, Prantice Hail, 2nd Edn., 1999
2. Gordon Lewis, Direct Marketing Strategies and tactics, New Delhi, Vision Book, 1995

FT-407MMIN / PT-505MMIN INDUSTRIAL AND SERVICE MARKETING

COURSE OBJECTIVE

The objective of the course is to expose students to the nature of industrial and service markets and develop abilities to help them apply marketing concepts in these markets

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination, carrying 80 marks will have two Sections, A and B. Section A, worth 60 marks, will have five theory questions, out of which students will be required to attempt three questions. Section B, worth 20 marks, will have one or more cases.

COURSE CONTENTS

1. Industrial Market: Nature of Industrial Market Consumer Market versus Industrial Market, Industrial Products: Types and Characteristics, Segmentation of Industrial Markets.
2. Understanding Industrial Marketing, Organizational Customers, Governmental Agencies, Institutions, Classifying Industrial Products.
3. Industrial Marketing Strategies.
4. Services: Service Sector and Economic Growth, Service Concept Characteristics and Classification of Service, Challenges in Service Marketing.
5. Marketing Mix in Services Marketing: Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.
6. Strategic Issues in Service Marketing: Service Differentiation and Positioning, Managing Service Quality, Productivity in Services.

TEXT READINGS

1. Christopher H. Lovelock, Services Marketing, New Delhi, Prentice Hall of India, 3rd Edn., 1996.
2. Robert R. Reeder, Edward G. Brierty, and Betty H. Reeder. Industrial Marketing, Analysis, Planning and Control, New Delhi, PHI, 2nd Edn., 1998.

SUGGESTED READINGS

1. Michael H. Morris, Industrial and Organizational Marketing, New York, Macmillan, 2nd Edn. 1992.
2. Ravi Shankar, Services Marketing, New Delhi. Global Press, 2nd Edn., 1998.

FT-408MMIN / PT-605MMIN GLOBAL MARKETING

COURSE OBJECTIVE

The objective of this course is to help the student to gain an understanding of concepts of International Marketing, types of international markets, demand and supply position in international markets, import-export documentation, policies and procedures of foreign trade.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination, carrying 80 marks, will have two sections, A and B. Section A worth 60 marks, will have five theory questions out of which students will be required to attempt three questions. Section B, carrying 20 marks, will contain one or more cases.

COURSE CONTENTS

1. Global Marketing: Basis of international Trade, Theories of International Trade, Absolute Advantage Comparative Advantage, Difference between Domestic, International, Multinational, Global Markets EPRG Framework.
2. Scanning of Global Environment: Social, Political, Legal, and Economic.
3. Factors Affecting International Trade: Methods of Entry, Types of Regional Agreements, Role of IMF and WTO in International Trade.
4. Foreign Trade Policy: EXIM Policy 2002-2007 Salient Features.
5. Product: International Product Planning, Product Design Strategy, and Branding Strategies.
6. Pricing Strategies: Factors Affecting Global Prices, Methods of Pricing, Transfer Pricing.
7. Distribution System for Global Markets: Direct and Indirect Channels, Factors Affecting Global Channel, Design and Global Channel Management.
8. Promoting Products services in Overseas Markets: Perspectives or International Advertising, Standardization v Localization

TEXT READINGS

1. W.J. Keegan, Global Marketing Management, NewDelhi, PHI,5th Edn., 1997.
2. Sack Onkvisitand John J Shaw, International Marketing Analysis arid Strategies "-NewDelhi,PHI,1998.
3. Subhash S. Jain, International Marketing Management, New Delhi, CBS Publishers and Distributors, 1997'.

SUGGESTED READINGS

1. M.RCzinkota and LA.Ronkainen, International marketing, Fort worth, Dryden, 1998
2. S.J. Poliwoda.Intemational Marketing, New Delhi, Prentice Hall of India, 1995.

FT-403FMAJ J.PT-503FMAJ INTERNATIONAL FINANCE

COURSEOBJECTIVE

To provide a conceptual framework of the Working of International 'Finance Institutions, Money Markets, Exchange Transactions and Capital Markets

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination, carrying 80 marks will have two Sections, A and B. Section A, worth 60 marks, will have five theory questions, out of which students will be required to attempt three questions. Section B, worth 20 marks, will have one or more cases.

COURSE CONTENTS

1. Introduction: International Trade, its Importance, Theories of International Trade- Theory Comparative Costs, Classical Theory, Absolute Advantage, Hecksher-Ohlin Theory, Free Trade VIS Protection-Barriers

to Foreign Trade, Tariff and Non-Tariff Barriers.

2. Balance of Payment. Meaning of BOP, Components of BOP, Importance of BOP, Meaning of Deficit and Surplus. Equilibrium, Disequilibrium and Adjustments, Methods of Correcting Disequilibrium, Accounting Principles in BOP.

3. Foreign Exchange Markets: Defining Foreign Exchange Market, its Structure, Settlement System, Exchange Rate, Participants, Understanding SPOT and Forward Rates, Foreign Exchange Quotations, Premium and Discount in Forward Market, Cross Rates, Inverse Rates and Arbitrage.

4. Exchange Rate Determination: Determination Under Gold Standard and Paper Standard Factors Affecting Exchange Rates. Purchasing Power Parity Theory, Demand and Supply Theory, Equilibrium Rate of Exchange, Fluctuating VIS Fixed Exchange Rates, Exchange Control, Objectives of Exchange Control

5. Multinational Working Capital Management: Concept and Techniques, International Cash Management, Accounts Receivable Management, Inventory Management.

6. Financing Foreign Trade: Payment Terms, Documents, Export Credit insurance, Financing Techniques in International Trade.

7. Instruments: ADR, GDR. Euro Currencies, International Commercial Papers.

8. International Financial Institutions: Introduction To IMF, its importance, Functions and Significance.

TEXTREADINGS

1. VA Avadhani, International Finance, Mumbai, Himalaya Publication, 4th Edition, 2000.
2. R.G. Apte, International **Financial Market**, New Delhi, Tata McGraw Hill, 2nd Edition, 1999.
3. A. K. Seth. **International Financial Management**, New Delhi, Galgotia Publications, 2000

SUGGESTED READINGS

1. V.K.Bhalla, International **Financial Management**, New Delhi, Anmol Publications, 2nd Edition, 2001.
2. Maurice D. Levi, **International Finance**, New York, McGraw Hill, 3rd Ed., 1996.
3. Ian. H. Giddy, **Global Financial Markets**, New Delhi, AITBS Publication, 1997.
4. John Holland, International **Finance Management**, Oxford, Blackwell Publication, 1998

FT-404FMAJ / PT-602FMAJ FINANCIAL DERIVATIVES

COURSE OBJECTIVE

The objective of this course is to explain to the student the risk return tradeoff and manage financial risk through the use of various derivatives and to make them understand operations of derivatives market.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination, carrying 80 marks will have two Sections, A and B. Section A, worth 60

marks, will have five theory questions, out of which students will be required to attempt three questions. Section B, worth 20 marks, will have one or more cases.

COURSE CONTENTS

1. Introduction to Derivatives: Concepts, Types, Forwards, Future, Options and Swaps, Participants-Hedgers, Speculators and Arbitraders, uses of derivatives, Basic Derivatives Terminology Types of Orders.
2. Fundamentals of Future : Trading of Futures, Basics of Stock Index Future, Interest Rate Futures, Foreign Exchange and Currency Future.
3. Mechanism of Future: Contracts, Operations of Margin, Convergence Clearing Process, Clearing house and Clearing Margins, Hedging, Difference between Forward Future.
4. Fundamentals of Options: Types of Options, Payoffs from Options, Trading Strategies, Involving Options Bull-Bear, Butter Fly, Calendar and Diagonal Spread, Straddles, Stir rip and Straps, Strangles Factors Determining.
5. Option Pricing: Black Scheme Model, Concept of Delta, Theta, Gamma Vega, Exchange Traded Option-Stock, Option, Foreign Currency Option, Over the Counter Exchange.
6. SWAPS: Introduction to Swaps, Basic Swap, Structure, Interest Rate, Currency Rate, Mechanic of Swaps Transactions

TEXT READINGS

1. John.C.Hull, **Options, Futures And Others D.erivatives**,New Delhi Pearson Education Asia 4t-Edition, 2001.
2. Robert A. Strong, **Derivatives: An Introduction**, New Delhi, Thompson Publications, 2000

SUGGESTED READINGS

1. Robert W. Kolb, **Understanding Future**, New Delhi, PHI Publications, 2000.
2. Robert W. Kolb. **Understanding Options**, New Delhi, PHI Publications, 2000.
3. Redhead, **Futures**, New Delhi, Pearson Education Asia Publication, 1999

FT-40SFMAJ / PT-603FMAJ SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

COURSE OBJECTIVE

The objective of this course of to provide the students indepth understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and Portfolio management services.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination will be worth 80 marks. It will have two Section, A and B. Section A, worth 60 marks will comprise of five theory questions out of which a student will be required to attempt any

three questions. Section B, worth 20 marks will contain practical/numerical problem (s)/Case (s) that will be compulsory.

COURSE CONTENTS

1. Introduction: Concept of investment, Investment versus Speculation, Financial and Economic Aspect of Investment. Types. Characteristics and Objectives of Investment.
2. Risk Return: Concept of Risk and Return, Systematic and Unsystematic Risk, Valuation of Securities, Concept of Beta, Capital Assets Pricing Model, SML and CML Valuations.
3. Valuation of Bonds; PV Model, Bonds Yield, Measures Duration, Modified Duration, Immunization Conversely, Bond Value Theorem. Valuation of Equity: Constant Growth Model, Multi-Stage Growth Model, PIE Ratio and Earnings Multiplier Models Valuation of Preference Shares, Valuation of Warrants, Rights Issued
4. Security Analysis: Fundamental Analysis and Technical Analysis, Dow Theory, Elliott Wave Theory, Efficient Market Theories and Testing
5. Portfolio Concepts: Portfolio and Security Returns, Diversification, Markowitz Model, Sharp Index Model.
6. Factor Models and Arbitrage Pricing Theory.
7. Portfolio Investment Process.
8. Portfolio Evaluation Measures of Returns Formula, Plans, Sharpe and Treynor Measures.

TEXT READINGS

1. V.K.Bhalla, **Investment Management: Security Analysis And Portfolio Management**, New Delhi, S. Chand and Sons. Sixth Edition 1999.
2. Donald E. Fisher and Ronald J: Jordan. **Security Analysis and Portfolio Management** New Delhi, PHI Publication 1998
3. VA Avadhani, **Investment and Security Markets In India**, Bombay. Himalaya Publication 1998.

SUGGESTED READINGS

1. Edwin J. Elton and Martin J. Gruber **Modern Portfolio Theory And Investment**, Singapore, John Wiley and Sons, 1996.
2. Preeti Singh, **Investment Management**. Bombay, Himalaya Publications, 9th Edition. 2000.

FT-406FMAJ / PT-604FMAJ CORPORATE FINANCIAL STRATEGIES AND DECISIONS

COURSE OBJECTIVE

The objective is to focus the student attention on various aspects of financial decision-making, and to help him develop skills of critical analysis, thinking and synthesis in the process of decision making.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination, carrying 80 marks will have two Sections, A and B. Section A, worth 30 marks, will have five theory questions, out of which students will be required to attempt three questions. Section B, worth 50 marks, will have one or more cases.

COURSE CONTENTS

1. Financial Statement Analysis: Balance Sheet, income Statement, Statement Of Changes in Financial Position, Ratio Analysis, Cost Volume Profit Analysis.
2. Valuation Concepts and investment Risk Return Analysis (Capital Assets Pricing Model), capital Budgeting, Capital Rationing Decisions, Cost of Capital, Valuation of Funds.
3. Finance and Dividend Decisions: Leverages. Capital Structure, Strategies and Dividend Policies. . . .
4. Working Capital Decisions Cash, Receiv-ables, Inve'ltory Strategies.
5. Long Term Financing Decisions: Shares, Debentures, Warrants, Rights, Lease and Hire Purchase Decisions, Leverage Buyouts, Securitization and Initial Public Offer.
6. Corporate Restructuring Strategies: Mergers, Acquisitions and Amalgamations, Takeovers and Reverse Merger Strategies

TEXT READINGS

1. I.M.Pandey, Financial Management, New Delhi, Vikas Publications,8th Edition, 2001.
2. Ashwath Damodaran. Corporate Finance, New Delhi, Tata McGraw Hill, 2000.

SUGGESTED READINGS

1. J.F. Weston and K.S Chung, Merger Restructuring and Corporate Control, New Delhi, PHIPublication, 2000.
2. Van Home, Financial Management and Policie, New Delhi, PHI Publications, Ninth Edition, 1996.
3. M.Y.Khan and P.K, Jain, Financial Management) New Delhi, Tata McGraw Hill, 2000.
4. P.Mohan.Rao., Mergers Acquisitions of Companies, New Delhi, Deep and Deep Publics 2000.

FT-407FMIN / PT-505FMIN INVESTMENT MANAGEMENT

COURSE OBJECTIVE

The objective of this course is to provide the students in dept understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.

EXAMINATION

The faculty member will award marks out of a maxirnum of 20 marks for the internal performance of the student. The Semester Examination will be worth 80 marks. It will have two Section, A and B. Section A, worth 60 marks will comprise of five theory questions out of which a student will be required to attempt any

three questions. Section B worth 20 marks will contain 'practical/numerical problem(s)/Case(s) that will be compulsory.

COURSE CONTENTS

1. Nature and Scope of investment Management; Financial and Economic Meaning of Investment, Investment and Gambling Factors Favorable for Investment. Investment Media, Investment Process.
2. Security Valuation: Basic Valuation Model – Bonds Valuation by Present Value Method; Equity Valuation using - Dividend Capitalization Approach (Constant Growth Model) and Capital Assets Pricing Model.
3. Risk Return: Concept of Risk and Return, Classification of Systematic and Unsystematic Risk, Minimizing Risk Exposure, Risk Measurements.
4. Fundamental Analysis: Economic, industry, Company Analysis.
5. Technical Analysis- Assumption, DOW Theory, Technical Signals - Charts and Tools, Odd lot Trading.
6. Technical Analysis Vs Fundamental Analysis: Efficient Market Theory - Weak, Semi-strong and Strong Form of Markets.
7. Portfolio Concept: Markowitz and Sharpe Model, Construction of Optimal Portfolio. Portfolio Evaluation using Sharp Treynor and Jensen Performance Index.

TEXT READINGS

1. D.E. Fisher and R.J Jordan, **Security Analysis And Portfolio Management**, PHI Publication, Seventh Edition, 2000
2. Preeti Singh, **Investment Management**, Mumbai, Himalaya Publications. 2000.

SUGGESTED READINGS

1. V.K. Bhalia, **Investment Management: Security Analysis And Portfolio Management** New Delhi, S. Chand and Company, 1999.
2. VA Avadhani, **Investment And Security Markets In India**, Bombay, Himalaya Publication 1993.

FT-408FMIN / PT-605FMIN FINANCIAL RISK AND DERIVATIVES

COURSE OBJECTIVE

The objective of this course is to explain to the student the risk return tradeoff and manage financial risk through the use of various derivatives and to make them understand operations of derivatives market.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The Semester Examination, carrying 80 marks will have two Sections, A and B. Section A, worth 60 marks, will have five theory questions, out of which students will be required to attempt three questions. Section B, worth 20 marks, will have one or more cases.

COURSE CONTENTS

1. Financial Risk Management: Types of Financial Risk, Risk Management Strategies, Types of Hedgers, Speculators and Arbitragers. .
2. Introduction to Derivatives: Forwards Contracts, Future Contracts, Options, SWAPS, Comparison of Forward, Future Options, SWAPS Put Option, Call Option.
3. Option Market: Types of Options, Uses of Options, Options Valuation and Pricing, Factors Determining Option Price, Black Scholes Models, index Options, Put Call Parity.
4. Future Contracts: introduction to Futures, Markets, Future Contract and Future Trading, Specification of the Future Contract. Newspaper Quotes, Hedging using Futures, Index Futures.
5. SWAPS: Introduction to Swaps, Basic Swap Structure, Interest Rate Swaps, Currency Swaps, Mechanics of Swaps Transactions, Swaptions.

TEXT READINGS

1. John.C.Hull, **Options, Futures and Others Derivatives**, New Delhi, Pearson Education Asia, 4th Edition, 2001
2. Robert A. Strong, **Derivatives: An Introduction**, New Delhi, Thompson Publications, 2000

SUGGESTED READINGS

1. R.W. Kolb, Understanding Future, New Delhi, PHIPublications, 2000.
2. R.W. Kotb, Understanding Options, New Delhi, PHIPublications, 2000.
3. Redhead, Futures, New Delhi, Pearson Education Asia Publication, 1999.

FT-403HMAJ / PT-503HMAJ SOCIAL AND INDUSTRIAL PSYCHOLOGY

COURSE OBJECTIVE

The Objective of this course is to understand human behavior in social and industrial settings. A student will be able to comprehend the causes of behavior as well as the methods of improvement by doing through this course.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the Internal performance of the student. The semester Examination will carry 80 marks and will have two sections A and B. Section A will carry 60 marks. Students will be required to attempt 3 out of 5 questions. Section B will carry 20 marks and will consist of one or more cases.

COURSE CONTENTS

1. Social and Industrial Psychology: Definition. Nature and Background.
2. Social Perception: Non-Verbal Communication, Theories of Attribution, Impression Formation and Impression Management. .

3. Social Identity: Self Concept, Self Esteem, Self Efficacy, Self Monitoring and Self Focusing
4. Social Influence: Conformity, Compliance and Obedience.
5. Interviews, Application Blanks and References: The Interview, Application Blanks and Biographical Inventories, References and Background Investigations.
6. Employment Testing: Testing Abilities, Testing Personality, Testing Skills and Achievements, Using and not using Tests.
7. Safety Psychology: Safety Management and Safety Psychology, Differential Accident Liability

TEXT READINGS

1. Robert A. Baron and Donn Byrne, Social Psychology: Understanding Human Interactions, New Delhi, Prentice Hall of India, 7th Ed., 1995.
2. John B. Miner, Industrial- Organizational Psychology, Singapore, McGraw-Hill, 1992.

SUGGESTED READING

1. S.C. Taylor, LA, Peplau and O.O. Sears. Social Psychology, New Jersey, Prentice Hall Inc 7th Ed., 1995.

FT-404HMAJ / PT-602HMAJ STRATEGIC HRM

COURSE OBJECTIVE

The course is designed to explain basic theory of Strategic Human Resource Management to ex. the issues and problems associated with HRM in a changing environment.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. Semester examination paper will be worth 80 marks, there will be Two sections A and B Section A will have four theory questions out of which candidate will have to attempt any two questions of 15 marks each. Section B carrying 50 marks will have a Case.

COURSE CONTENTS

1. Strategic Approach to HRM, Integrating HR Strategies with Corporate and Functional Strategies, Integrating Human Resources in Strategic Decisions.
2. Strategies for Maximizing HR Productivity: Organizational Restructuring, Turnaround Management, Mergers, Acquisitions and Joint ventures.
3. SHRM in Global Context, International Human Resource Strategies. Note: 50 percent of classes will be devoted to theory and 50 percent to discussion of cases.

TEXT READINGS

1. W.O Anthony, PL. Perrewe, K.M. Kacmar, **Strategic Human Resource Management**, Forthworth, Dryden.1993.

2. C. Mabey, G. Salman, and J. Storey, **Human Resource Management: A Strategic Approach**, Cambridge, Blackwell, 1998.

3. Linda Gratton, **Strategic Human Resource Management**, New York, Oxford University Press, 1999.

SUGGESTED READING

1. John Leopold, Lynette Harris and TonyWatson, **Strategic Human Resourcing: Principles, Perspectives and Practices**, London, Financial Times Pitman Publishers, 1999.

FT-405HMAJ / PT-603HMAJ BUSINESS PROCESS TRANSFORMATION AND HRM

COURSE OBJECTIVE

The objective of the course is to study business transformation through managing people with special emphasis on innovation, creativity, team building, TOM and BPR.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination, carrying 80 marks will have two section A and B. Section A, worth 60 marks will have five theory questions out of which student will be required to attempt any three questions. Section B carrying 20 marks will have case/practical.

COURSE CONTENTS

1. Innovation and Creativity: Theories of Innovation and Creativity, Managing People Side of innovation, Resistance to Innovation, The Creative Process, Releasing Creativity, Creative Techniques of Problem Solving, The Creative Environment, Creative Organization, Creativity Training, Introduction to Learning Organizations, Architecture of learning Organization.
2. Team Building: Redesigning vwork, Developing Teams, Building Teams Structure and Skills. Managing Disruption and Conflict Improving Work Process and Work Flow, Appraising Team Performance, Leading High Performance Teams.
3. Total Quality Management: History and Philosophy of TQM, Total Quality as a System. Step by Step TQM Implementation Process, ISO 9000 and ISO 14000 Process Implementation and Obtaining Certification, Malcolm Baldrige Award Criteria, Demings Award, Rajiv Gandhi National Quality Award.
4. Basic HR Issues in Total Quality Management: Leadership Vision and Continuous Process Improvement, Kaizen, Performance Appraisal and TQM, People Capability Maturity Model (PCMM, Quality Based HR Practices.
5. Business Process Re-Engineering: Basic Concepts, Process Mapping. Work Flow Mapping, Effectively Applying BPR n the Organizations.
6. Management of Change: Theories of Change, Leading Change, Resistance to Change, Change Proneness, Visioning, HRM and Culture of Change.
7. Knowledge Management: Meaning, Application, Creating Knowledge Organization, Role of Chief Knowledge Officer in Organization.

TEXTREADINGS

1. Pradip N. Khandwala,Fourth Eye: Excellence Through Creativity, New Delhi. Wheeler Publishing, 1998.

2. Knouse B Stephen, Human Resource Management Perspectives on TQM: Concepts and Practices, Milwaukee Wisconsin, ASQC Quality Press, 1996.
3. Bill Creech The Five Pillars of TQM, New York, Truman Talley Books, 1994.
4. J.S.Ahluwalia (Etd.),TQM-The Transforming Role of Quality in a Turbulent World, New DelhiTataMcGraw Hill, 1997
5. Robert A. Paton and James McCalman, Change Management: A Guide to Effective Implementation, New Delhi. Response Books, 2000.

FT-406HMAJ / PT-604HMAJ HR PLANNING AND AUDIT

COURSE OBJECTIVE

The course is designed to enable the student to understand the process of human resource planning and audit in depth.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. Semester examination will be worth 80 marks. It will have two sections A and B. Section A will be worth 60 marks consisting of five theoretical questions and student will be required to attempt three questions. Section B worth 20 marks will have one or more cases.

COURSE CONTENTS

1. Human Resource Planning: Definition, HR Planning, Model for HR Planning, Forecasting Demand and Supply, Planning for Shortages, Surplus, Planning for New Establishment, Managerial Succession Planning. Career Planning.
2. Downsizing, HR information System: Purposes of HRIS, Uses of HRIS, Establishing an HRIS Approaches to Evaluate HR Function.
3. HRD Audit: Meaning and Concept, Need, Designing HRD Audit Process. Parameters to be Audited, Audit Results, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations.
4. HRD Styles and Culture: OCTAPACE Culture, Importance of Top Management Styles in Building Culture, Auditing the HRD Culture, Auditing the Style of Top Management, Current Structures and Structural Alternatives.
5. HRD Competencies: Challenges, Professionalism in HR, Myths and Realities 'of HRD, Competencies Needed, Auditing HRD Competencies, individual Interviews, Group Interviews. Observation, HRD Audit Instruments.
6. HR Performance and Benchmarking in Policy Process and Management Styles, Benchmarking Analysis.

TEXT READINGS

1. Donald Currie, Personnel in Practice for the new IPD-CPP, Cambridge, Blackwell, ' 99
2. R. W. Mondy and R. M. Noe. Human Resource Management. London, Prentice Hall, 6th Ed., 1996.
3. TV. Rao, HRD Audit New Delhi, Response > BOOKS,1999.

SUGGESTED READING

Satish Pai (Edt.), HRD Skills for Organizational Excellence. Bombay, Himalaya Publishing/House 1999

FT - 407HMIN I PT -505HMIN HR STRATEGIES AND AUDIT

COURSE OBJECTIVE

The objective of the course is to acquaint student with HR Strategies and Audit processes and to offer insights into formulation and development of HR Strategies and Audit.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. Semester examination will be worth 80 marks. It will have two sections A and B. Section A will be worth 60 marks consisting of five theoretical questions and student will be required to attempt three questions. Section B worth 20 marks will have one or more cases.

CONTENTS

1. Strategic Approach to HRM, Integrating HR Strategies with Corporate and Functional Strategies and Strategic Decisions.
2. Strategic HRM for MNCs Large Scale, Mid Size and Small Scale Organizations.
3. Turn around Management : Basics of Turnarounds and its Types, Creating Turnaround Strategies for sick and Laggard Organization.
4. HRD Audit Meaning and concepts, Need and Designing HRD Audit Process
5. HRD Styles and Culture : OCTOPASE Culture, Importance of top management style, Auditing Culture
6. HRD Competencies: Challenges, Professionalism in HR, Myths and Realities of HRD, Competencies Needed, Auditing HPD Competencies Individual Interviews, Group Interviews, Observation HRD Audit Instruments.
7. HR Performance and Benchmarking8 benchmarking in Policy, Process and Management Styles benchmarking Analysis.

TEXT READING

1. Anthony,W.O. Perrewe PL. Kacmar .M., Strategic Human Resource Management, Forthworth. Dryden,1993.
2. Mabey C ,Salman G. and Storey J., Human Resource Management; AStrategic Approach, Cambridge Blackwell, 1998.
3. Donald Currie, Personnel in Practice for the NewIPD-CPP,Cambridge, Blackwell, 1997
4. R. W. Mondy and R. M. Noe, Human Resource Management, NewJersey, Prentice Hall, 1996.
5. TV.Rao, HRDAudit New Delhi, Response Books, 1999

SUGGESTED READINGS

1. John Leopold, Lynette Harris and Tony Waton, Strategic Human Resourcing: Principles, Perspectives and Practices, London, Financial Times Pitman Publishers, 1999.

2. Linda Gratton, Strategic Human Resource Management, New York, Oxford University Press, 1999.

FT-408HMIN/ PT-605 HMINHR FOR BUSINESS EXCELLENCE

COURSE OBJECTIVE

The objective of the course is to acquaint students with the importance of HR role in business excellence and to offer insights into various models of Business Excellence.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination, carrying 80 marks will have two sections A and B. Section A, worth 60 marks will have five theory questions out of which student will be required to attempt any three questions. Section Carrying 20 marks will have one or more cases / practical.

COURSE CONTENTS

1. Theories of Innovation, Innovation versus Kaizen, Teams and its Types, Team Building and its Process, Resistance to Team Building, Performance Evaluation for Teams, Teams versus Groups, Small Group Activities (SGA) like Quality Circle, Kaizen Group.
2. Total Quality Management: History and Philosophy of TQM, Total Quality as a System, Step by Step TQM Implementation Process, ISO 9000 and ISO 14000 Process Implementation and Obtaining Certification, Malcolm Baldrige Award Criteria, Deming Award, Rajiv Gandhi National Quality Award.
3. Problem Solving Tools and Business Process Re-engineering (BPR): 7 QC Tools, BPR- Meaning Concept, Methodology and its implementation. HR Intervention in BPR.
4. TQM in Service and Manufacturing Industries: Understanding the Different Processes and Designing TQM Models for these Industries.

TEXT READINGS

1. Pradip N. Khandwala. Turnaround Excellence. Theory and Case, New Delhi, Response Books, 2001.
2. J. Sahluwalia (Ed.), TQM: The Transforming Role of Quality in a Turbulent World, New Delhi, Tata McGraw Hill, 1997
3. Madhukar Shukla, Competing Through Knowledge, New Delhi, Response Books, 1999.
4. Knouse B. Stephen and Miiwankee Klisconsin, Human Resource Management Perspectives on TQM: Concepts and Practices, Wisconsin. ASQC Quality Press, 1996.

SUGGESTED READINGS

1. Anthony R. Montbellow, Work Teams That Work, USA, Best Sellers, 1996.
2. Charles N. Weaver, Managing The Four Stages of TQM: How to Achieve World Class Performance, Wisconsin, ASQC Quality Press, 1995
3. Joseph A. Petrick and Diana S. Furr Total Quality in Managerial Human Resources, Florida, St. Lucie Press, 1996.

4. Gregory C Mc Laughlin Total Quality in Rand D, Florida, St Luice Press, 1995.
5. Edgar Wile and Philip Hodgson, Making Change Work, New Delhi, Viva Books, 1st Ed., 1993.

FT-403IMAJ I PT-503IMAJ UNIX OPERATING SYSTEM

COURSE OBJECTIVE

The objective of this course is to help students to understand the concepts of Multi-user, Multitasking Operating System Unix and related issues and their use in organization and processing complex business information.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. A panel of Internal and External Examiners will conduct the viva-voce examination at the end of the semester and award marks to the student out of a maximum of 30 marks. The semester examination carrying 50 marks will have eight questions out of which students will be required to attempt any five questions. Total Marks = 20+39+50 = 100

COURSE CONTENTS

1. Operating System: Concepts, History, Functions
2. The UNIX Operating System: Background, Philosophy, Help Facility.
3. The File System: Concept of Inode, File System Structure, Systems Calls for File System PWD, CD, LS, CAT, MKDIR CH MOD, RMDIR, CP, RM, MV Commands.
4. Utilities: More Files, WC, OO, CMP, COMM, DIFF, IP, BANNER, CAL, DATE, WHO, TTY, STTY Commands.
5. The Bourne Shell: Sh, Preceding a Command by its Path, Bombining Commands, Pattern Matching, Echo, Pipes, Tees. Shell Variable, Shell Scripts.
6. Simple Filters: Pr, Head, Tail, Cut Paste, Sort Uniq, Nnl, Commands.
7. Advanced Filters: Grep. Egrap, Fgrep, Eed, Tr, Join, Awk, Filtering.
8. The Process: Shell Process, Parent and Children, Process, Status, System Process, Multiple Job in Background, Wait Command, Premature Termination of a Process, Job Execution with Low Priority Multiple Jobs in Foreground Shell Layers, Timing Processes.
9. Communicating and Scheduling: Bulletin Board, Message of the Day, Two-way Communication, Insulation from the other Users, using Mailbox, Address All Users, Delay, Execute in Shell Script Later, Running Jobs Periodically.
10. Programming with Shell: System Variables, The Profile Conditional Execution, Script Termination, If, Case, While-until, for- Set and Shift Statements.
11. System Administration; Super User, Security. User Services, Floppy Disk Management, Operation, File System Administration and Backups

TEXT READINGS

1. Sumitabha Das, Unix Concepts and Applications, New Delhi, Tata McGraw Hill, 1997.
2. Stephen Praia, Advanced Unix: A Programmer's Guide, New Delhi, BPB Publication, 1996

SUGGESTED READINGS

1. Kenneth H. Rosen, Douglas A. Host James M. Farber, Richard R. Rosiuski, The Complete Reference Unix, New Delhi, Tata McGraw Mills Publication. 2000.
2. Hasley Hahn, A Student's Guide to Unix. Singapore, McGrawHill, 1993,
3. Mark G. Sobell, Hands-on Unix, California, The Benjamin Cummings Publishing Company Inc., 1995.
4. Yeshwant Kanitkar, Unix Shell Programming. New Delhi. BPB Publications. 1996

FT-404IMAJ / PT-602IMAJ STRATEGIC INFORMATION MANAGEMENT

COURSE OBJECTIVE

The objective of this course is to help students to understand the concepts of Strategic Information Management, and bases of ERP, SCM, and CRM and their use in organization and processing complex business information

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination carrying 80 marks will have seven/eight questions out of which students will have to attempt any five Total = 20+80 = 100

COURSE CONTENTS

1. Strategic Role of information Systems: information as a Strategic Resource, Information Systems for Competitive Advantage, implication for Managers and Organizations.
2. Information Systems and Organizations; Relationship between Organizations and Information Systems, How Organizations Affect Information and How Information Affects Organization.
3. Information, Management and Decision Making: What Managers Do in Decision-making, Individual Model and Organizational Model of Decision Making. -->
4. Competitive Edge: Analyzing Competitiveness, Porter's Competitive Forces Model.
5. Information System Planning: Planning a Critical Issue, Problems in Information System Planning Stages of Information Systems Planning, Strategic Information System Planning, Customer Resource Lifecycle, Business System Planning and Critical Success Factors, Stages of Information System Growth, EM Analysis, OIRA (Organization Information Requirement Analysis). Resource Allocation, Justifying IT Investments Various Perspective.
6. Enterprise Resource Planning: Overview, Accommodating Variety, Integrated Management Information, Seamless Integration, Resource Management, Integrated Data Model, Scope, Technology, Benefits of ERP Significance and Principles of Business Engineering, Business Process Reengineering, ERP and IT.
7. Supply Chain Management: Understanding the Supply Chain, Decision Phases in Supply Chain, Cycle View and Push Pull View, Importance of SC flow. Examples of Supply Chain, Supply Chain Performance and Scope, IT in Supply Chain, Comparisons of SCM and ERP, E-business and the Supply Chain, Cases: Study of SCM in any Manufacturing Organization, Brief Study of SAP-APO, BAAN SCS, Red Peppers.
8. Customer Relationship Management: Introduction to Relation Management. Strategic Importance of CRM, Comparison of CRM, SCM and ERP Concepts, Brief Study of Siebel Software.

TEXT READINGS

1. Kenneth C. Laudon and Jane P.Laudon, Management Information Systems, New Delhi, Prentice Hall of India Pvt. Ltd.. 20C
2. Vinod Kumar Gargand N. K.venkatakrishnan .Enterprise Resource Planning, New Delhi, Prentice Hall India. 1999.
3. Sunil Chopra, Peter Meindl, Supply Chain Management, New Delhi, Pearson Publication Pvt. Ltd.
4. Jagdish Seth, CRM, New Delhi, Tata McGraw Hill Pub. Co. Ltd, 2001.

SUGGESTED READINGS

1. James A. O'Brien, Management Information Systems, New Delhi, Galgotia Publications Pvt. Ltd., 1996.
2. Turban, McLean and Wetherbe. Information Technology for Management: Improving Quality and Productivity, New York, John Wiley and Sons, 2000.

FT-405IMAJ / PT-603IMAJ INTERNET PROGRAMMING USING JAVA

COURSE OBJECTIVE

The objective of this course is to help students to understand the advanced concepts of Object Oriented Programming and Internet Programming using Java and their use in organization and processing complex business information.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. A panel of Internal and External Examiners will conduct the viva-voce examination at the end of the semester and award marks to the student out of a maximum of 30 marks. The semester examination carrying 50 marks will have eight questions out of which students will be required to attempt any five questions. Total Marks = 20+30+50 = 100

COURSE CONTENTS

1. Introduction to Java: History and Features of Java, Getting Started with Java, Concept Java Virtual Machine (JVM), Java Class Libraries, and Java Development Kit (JDK).
2. JAVA Basis: Data Types, Variables, Arrays, Operators, Expressions and Assignments, Modifiers, Literals, and Control Statements.
3. Object Oriented Programming and JAVA: Objects and Classes, Wrapper Classes. Methods, Inheritance, Package and Interfaces, Exception Handling, Event Handling, Threads, Multithreaded Programming, and Output / Input Basic.
4. Applets and Networking: Sockets, URL Life Cycle of Applet, Applet Class, API Class Library, and Introduction to AWT.
5. Servlets: Introduction to Servlets, Web Browsers, Web Servers, Servlets Containers, Life Cycle of a Servlet. JDBC, API Library, Driver Types, and Connectivity to Database.
6. Introduction to JSP:Elements of JSP, JSP Jirectives, JSP Declarations, JSP Scriptlets ISP Expressions.

TEXT READINGS

1. Joseph' 0 Neil and Herbert Schildt, Teach Yourself Java, New Delhi, Tata McGraw Hill, 1999.
2. Patrick Naughton and Herbert Schildt, JAVAThe Complete Reference, New Delhi, Tata McGraw Hill, 1999.
3. Cay S. Horstman and Gary Cornell Core Java 1.2 Vol. I - Fundamentals, New Delhi, Sun Microsystems Press, 2000.
4. Cay S. Horstmann and Gary Cornell, Core Java 1.2 Vol. II -Advanced Features, New Delhi, Sun Microsystems Press, 2000.

SUGGESTED READINGS

1. Bernard Van Haecke, JDBC: Java Database Connectivity, New Delhi, ID!3 Books India, 2000.
2. James Goodwill, Pure Java Server Pages, New Delhi, Techmedia, 2000.
3. Dustin R. Callaway, Inside Servlets, New Delhi, Addison-Wesley, 2000.
4. Tom Valasky, Enterprise Java Beans, New Delhi, Addison-Wesley, 2000

FT-406IMAJ / PT-604IMAJ VISUAL PROGRAMMING USING VISUAL BASIC

COURSE OBJECTIVE

The objective of this course is to help students to understand the visual Programming and concepts offront-end tool using visual basic and their use in organization and processing complex business information.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. A panel of Internal and External Examiners will conduct the viva-voce examination at the end of the semester and award marks to the student out of a maximum of 30 marks. The semester examination carrying 50 marks will have eight questions out of which students will be required to attempt any five questions. Total Marks = 20+30 + 50 = 100

COURSE CONTENTS

1. Introduction to Visual Basic: Enhanced Features, Introduction to Graphical User Interface, Introduction to Front End Tools. Event Driven Programming, Object and Controls. Attributes and Events of Objects, Form Events and Properties, and Using Control: Text Box Control, Command Buttons, List Box, Combo Box and Scroll Bars, Working with Control Array.
2. Managing Projects: Control Structures, Scope and Uf9 Time of Variables, Arrays, Static Array, Dynamic Array, User Defined Data Type, Collections Understanding Projects. Structure of Visual Basic Application, Variables Methods, Procedures, Functions.
3. Working with Forms: Loading, Showing and Hiding a Form, Controlling One Form from with in Another, Creating Menus Using Menu Editor, Menu Control Array, Creation of Objects During Run Time. MDI (Multiple Document Interface).
4. Files: Sequential File,Random File, Binary File, File Controls: Drive List Box, Directory List Box and File List Box.

5. Creating Graphical Applications: Timer Object, Mouse Events, Drag and Drop Event, Image Box and Picture Box, Shape Control.
6. Active X Control: Common Dialog Box, Grid Control, Tool Bar and Status Bar, Animation Control, Tree view Control, List View Control, Image List Control, Tab strip, SSTab Control, Slider and Progress Bar Control.
7. Database Management Introduction to MS-Access and Oracle 8i, Properties of Data Controls, Navigating Database Through Data Control, Using DB Combo and DB List with Data Control, Using DB Grid with Data Control Data Control and SOL.
8. ADO: Creating Application Using ADO, Understanding ADO, Hierarchy Using Methods and Properties of ADO Objects ADO and SOL, Introduction to Client' Server Environment Connecting to Oracle with Data Control.
9. Crystal Report 8.0: Creating Simple Reports, Using Crystal Reports Control. Simple Application with Crystal Reports, Properties of Crystal Report Oquery.

TEXT READINGS

1. Evangelos Petroustos, Mastering VB 6.0, New Delhi, BPB Publications, 1998
2. Jeffrey R McManus Database Access with Visual Basic 6, New Delhi. Techmedia, 1999.

SUGGESTED READINGS

1. Peter Norton, Aguide to Visual Basic, New Delhi, Techmedia, 1998.
2. David Jung, Pierre Boutgnin, John H. Conley III, Loren Eidahl, Lower Mauer, Lowell Maner and Jack Purdnum, Visual Basic 6.0 Super Bible, New Delhi, Techmedia, 1999.
3. Eric Brierley, Anthony Prince and David Rinaldi, Visual Basic 6 How To, New Delhi, Techmedia, 1999.
4. Scott Warner, Teach yourself Visual Basic 6. New Delhi, Tata McGraw-Hili Publishing Company Limited, 1999.
5. Rob Thayer. Visual Basic 6 Unleashed, New Delhi, Techmedia. 1998.

FT- 4071MIN / PT-505IMIN VISUAL BASIC

COURSE OBJECTIVE

The objective of this course is to help student~ to understand the Database Access with Visual Basic, and concepts of front-end too! using visual basic and their use in organization and processing complex business information.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internq! performance of the student. A panel of Internal and External Examiners will conduct the viva-voce examination at the end of the semester and award marks to the student out of a maximum of 30 marks. The semester examination carrying 50 marks will have eight questions out of which students will be required to attempt any five questions. Total Marks = 20+-30+50 = 100 .

COURSE CONTENTS

1. Introduction to Visual Basic: Enhanced Features, Introduction to Graphical User Interface, introduction to Front End Tools. Event Driven Programming, Object and Controls. Attributes and Events of Objects, Form
2. Events and Properties, and Using Control, TextBox Control, Command Buttons. List Box, Combo Box and Scroll Bars, Working with Control Array.
3. Managing Projects: Control Structures, Scope and Life Time of Variables, Arrays, Static Array, Dynamic Array, User Defined Data Type, Collections Understanding Projects, Structure of Visual Basic Application, Variables, Methods, Procedures, Functions.
4. Working with Forms; Loading, Showing and Hiding a Form, Controlling One Form from within Another, Creating Menus Using Menu Editor, Menu Control Array, Creation of Objects During Run Time. MDI (Multiple Document Interface).
5. Files: Sequential File, Random File. Binary File, File Controls: Drive List Box, Directory List Box, and File List Box. Creating Graphical Applications: Timer Object, Mouse Events, Drag and Drop Event, Image Box and Picture Box, Shape Control.
6. Active X Control: Common Dialog Box, Grid Control, Tool Bar and Status Bar, Animation Control, Tree view Control. List View Control, Image List Control, Tab strip, SSTab Control. Slider and Progress Bar Control.
7. Database Management Introduction to MS-Access and Oracle 8i, Properties of Data Controls, Navigating Database Through Data Control, Using DB Combo and DB List with Data Control, Using DB Grid with Data Control, Data Control and SQL.
8. ADO: Creating Application Using ADO, Understanding ADO, Hierarchy Using Methods and Properties of ADO Objects ADO and SQL, Introduction to Client Server Environment Connecting to Oracle with Data Control:
9. Crystal Report 8.0: Creating Simple Reports, Using Crystal Reports Control, Simple Application with Crystal Reports. Properties of Crystal Report Query.

TEXT READINGS

1. Evangelos Petroustos, Mastering VB 6.0, npw Delhi, BPB Publications, 1998.
2. Jeffrey P. McManus, Database Access with Visual Basic 6, New Delhi, Techmedia, 1999.

SUGGESTED READINGS

1. Peter Norton, A Guide to Visual Basic, New Delhi. Techmedia, 1998.
2. David Jung, Pierre Boutgnih, John h. Conley III, Loren Eida-I, Lower: Mauer, Lowell Maner, and Jack Purdnum, Visual Basic 6.0 Super Bible, New Delhi, Techmedia, 1999.
3. Eric Brierley, Anthony Prince and David Rinaidi, Visual Basic 6 How To, New Delhi. Techmedia, 1999.
4. Scott Warner, Teach yourself Visual Basic 6, New Delhi, Tata McGraw-Hill Publishing Company Limited, 1999.
5. Rob Thayer, Visual Basic 6 Unleashed, New Delhi, Techmedia, 1998.

FT-408IMIN / PT-605IMIN ADVANCED IT TOOLS

COURSE OBJECTIVE

The objective of this course is to help student to gain understanding of fundamentals of Object Oriented Programming, Computer Network, ERP SCM, CRM and related issues.

EXAMINATION

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination carrying 80 marks will have eight questions out of which student will be required to attempt any five questions Total = 20+80 = 100

COURSE CONTENTS

1. Object Oriented Programming: Introduction, Advantages of Object Oriented Programming, Procedural Versus Object Oriented Languages, Overview of: Objects, Classes, Encapsulation, Data Binding, Inheritance and Polymorphism.
2. Programming with C++: General Forms of a C++ Programme, 110with Cout and Cin, Different Operators, Scope Resolution Operator, Data Types, Forwhile, Do-while, If-else, Switch and Conditional Statements, Classes and Objects: Structure and Classes, Unions and Classes, Constructors and Destructors Automatic, External and Static Data Members and Member Function.
3. Computer Networks: Introduction, Network Goals and its Applications, Protocol Hierarchies, Network Architecture, Design Issues for the Layers. Simplex, Half-duplex, Full-duplex, Interfaces and Services, Connection Oriented and Connection Less Services, Service Primitives.
4. Reference Models: The OSI Reference Model, The TCP/IP Reference Model. Comparison and Critique of the OSI and TCP/IP Reference Models.
5. Transmission Technology: Broadcast Networks, Point-to-Point Networks, LAN, MAN and WAN Topologies, Wireless Networks. Internet works.
6. Enterprise Resource Planning: Overview, Accommodating Variety, Integrated Management Information, SeamTess integration, Resource Management, Integrated Data Model, Scope, Technology, Benefits of ERP, Significance .and Principles of Business Engineering, Business Process Reengineering, ERP and IT.