REGULATIONS, SCHEME AND SYLLABUS FOR
DUAL DEGREE COURSE IN MANAGEMENT [BACHELOR OF MANAGEMENT (BM), MASTER OF APPLIED MANAGEMENT (MAM)]

Dual degree course in Management is changed to **Integrated BM-MAM**

UNIVERSITY OF KERALA
Thiruvananthapuram

**Integrated BM-MAM** degree course in Management is changed to
**Integrated MBA (5 year)**
Regulations, Scheme & Syllabus

I. Introduction

The Dual Degree Course in Management [Bachelor of Management (BM), Master of Applied Management (MAM)] of the University of Kerala is designed to meet the following objectives:

a. To educate and groom the students to get entry level managerial positions in manufacturing / services organizations or to start and run own ventures with good business knowledge.

b. To facilitate the development of students to take up growing challenges and find and implement solutions those are environmentally viable, ethically correct, and socially acceptable.

II. Course Duration

Dual Degree Course in Management (BM, MAM) of the University of Kerala shall be completed in 5 years spread over ten semesters. Each semester shall consist of 16 Instructional weeks of 5 days each of 5 hours per day.

III. Eligibility for Admission

For admission to this course, a student should have passed 12th standard (or equivalent) examination and obtained at least 45% (40% marks for SC/ST students) and should have passed a Common Admission Test conducted for the purpose.

Admission taken at the first year shall be admission to “5 Year Dual Degree Course (BM, MAM)” and he/she will not be required to take re-admission at any stage of the course unless he/she discontinues the course after 3rd year.

The course framework provides additional entry point as, the student, who has discontinued his/her studies on obtaining Bachelor of Management (BM) degree, can join at later date for the fourth and fifth year of the course to complete Master of Applied Management (MAM).

IV. Admission Procedure

The students need to apply to the respective institutions based on the Common Admission Test score to qualify for admission. Based on the rank list prepared by the respective institutions, students will be selected. In the absence of above test, institutions’ individually or collectively can conduct a Common Admission Test for admission.

However, the admissions for 2013-14 shall be effected on the basis of separate merit lists of students passed in various streams at standard 12th as,

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<tr>
<th>Science Stream</th>
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In case of non availability of students from one stream, remaining seats in that stream may be allotted to students from other two streams on equal basis. In case of non availability of students from two streams, remaining seats in those streams may be allotted to students from third stream.

V. Requirement of Attendance and Progress

A candidate will be permitted to register and appear for the examination at the end of each semester only if:

1. He/She has secured not less than 75% of attendance in each subject, in each semester,
2. His/Her progress is satisfactory in the continuous assessment in each subject, and
3. His/Her conduct has been satisfactory.

VI. Subject Scheme and Evaluation

1. Each subject shall consist of 3 lectures per week (3 credits) and 2 hour tutorial per week (1 credit) for assignments, thus making it a 4 credit subject.

2. Regular Semester Examinations for three hours duration will be conducted for all subjects at the end of each semester by the University. The University will issue the semester mark list, after each semester examination.

3. The course shall provide an undergraduate degree in 3 years (BM), followed by a Master’s degree in five years (MAM).
   a. Award of BM at the end of three years, if one wishes to discontinue the studies, and
   b. Award of MAM on successful completion at the end of five years

4. For each course, the end semester examination will have 60 marks while internal assessment will have 40. Thus the total marks for each course shall be 100.

5. The distribution of internal assessment marks will be:
   (a) Periodical tests (Subject to minimum of three tests for each course) : 15 Marks
   (b) Assignments/Case analysis : 10 “
   (c) Seminar & Discussion : 10 ”
   (d) Class Participation and attendance : 5 ”
   Total : 40 Marks

6. A systematic record for the award of internal assessment marks shall be maintained in the department signed by the faculty member concerned and countersigned by the Head of the Department/Institution.

7. In the fifth year Industrial project shall be assigned as a group task and shall necessarily have interdisciplinary nature.
8. Semester examinations for Dual Degree Course in Management (BM, MAM) for each subject shall be conducted once in a year.

9. Candidates for Dual Degree Course in Management (BM, MAM) shall be eligible to undergo the course of study in the next semester and take the examinations of that semester, irrespective of the results of the examination of the previous semester provided they have completed all the formalities of attendance, payment of all fees due to the University and registration for the examination in the earlier semester. However, a candidate who has failed in any course shall be given a maximum of two additional chances for securing a pass in the course.

VII. Time Limit for the Completion of Programme

A candidate shall be required to complete the programme within a period of eight years after joining the programme.

VIII. Classification of Successful Candidates

A. A candidate who secures not less than 50% in the written examination of a paper subject to a minimum of 50% of the aggregate of internal assessment and written examination together of a paper will be declared to have passed the examination.

B. The division of pass will be based on the aggregate marks of all the continuous assessment and university examinations in the six semesters put together for BM Degree and that for MAM Degree, ten semesters.

1. Candidates who have secured 50% marks and above but below 60% of total marks for all papers in six/ten semester examinations shall be declared to have passed in second class.

2. Candidates who obtain 60% marks and above but less 75% total marks for all papers in six/ten semester examinations shall be declared to have passed in First Class.

3. Candidates who obtain 75% and above of the total marks for all papers in six/ten semester examinations in first attempt shall be declared to have passed in First class with Distinction.

XI Exit points:

1. After successfully completing first six semesters and leaving the programme – BM (Bachelor of Management) degree will be awarded.

2. After successfully completing the whole programme i.e. all the 10 semesters – MAM (Master of Applied Management) degree will be awarded.
X. STRUCTURE OF DUAL DEGREE COURSE IN MANAGEMENT:

<table>
<thead>
<tr>
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- DDCM 902 SPECIALIZATION BASED ON ELECTIVE - I
- DDCM 903 SPECIALIZATION BASED ON ELECTIVE - II
- DDCM 904 SPECIALIZATION BASED ON ELECTIVE - III
- DDCM 905 SPECIALIZATION BASED ON ELECTIVE - IV
- DDCM 906 SEMINAR - GENERAL MANAGEMENT TOPICS
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**COMPREHENSIVE TOTAL**

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<td>2200</td>
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The objective of this course is to equip the students to use English language effectively.

**Unit I**
Speech Mechanism, Sounds in English, Phonemes and Allophones, Syllable.

**Unit II**
Stress, Intonation and Rhythm, Connected Speech.

**Unit III**
Morphology and Syntax: Morphemes And Allomorphs, Process of Word Formation, Structure of Noun Phrase and Verb Phrase.

**Unit IV**
Varieties of English.

**Unit V**
English Language Teaching in India.

**References**
1. Hancock, Mark. English Pronunciation in Use; New Delhi: Cambridge University Press India Pvt Ltd.
2. Lynch, Tony. Study Listening: A Course in Listening Lectures and Note - Taking; Cambridge: Cambridge University Press.
DDCM 102 BUSINESS ENVIRONMENT

This course seeks to sensitize the students to the broader socio-political and economic environment within which they will operate as managers. The course seeks to examine the interaction between the economy, polity and society in historical perspective and enable the students to be more effective managers.

Unit I
Business Environment: Cultural, social, political, technological, economic and legal environment - scanning - techniques of environmental forecasting - SWOT - Internal environment - their impact on policy formulation.

Unit II
Economic reforms in India - Liberalization - privatization and globalization - Competitive Strength of Indian industry - Impact of liberalization policy on different sectors - Foreign Investments policy in India.

Unit III
Multi-national corporations - Their participation in India - Their strategies, competitive strengths policies and performance.

Unit IV
Business policy and corporate strategy: Policies; Strategies and Tactics; Policies and procedures - Corporate strategy: alternatives - variations - Strategic choice, implementation.

Unit V
Business ethics and social responsibilities - relationship between business and society - Corporate power social accountability - Ethical issues and values in business - Corporate Social policies - issues and challenges - Ecological and environmental issues.

References
DDCM 103 MANAGEMENT PRINCIPLES

The objective of this course is to provide a fundamental exposure to the students on the theories in management and practice by contemporary executives with international perspectives.

Unit I
Management - Importance - Definition - Nature and Scope of Management Process - Role and function of a Manager - Levels of Management - Management Art or Science - Management as a Profession - Management Approaches.

Unit II

Unit III
Organizing - Types of Organization structure - Span of Control - Use of Staff units and committees - Departmentalization - Informal Organization.

Unit IV

Unit V
Co-ordination - Need of co-ordination - Types - Techniques - Distinction between co-ordination and co-operation - Requisites for excellent co-ordination - Systems Approaches and co-ordination - Controlling - Meaning and importance of Controls - Control Process.

References
The objective of this course is to equip the students with an essential knowledge base on behavioural dynamics of organizations with necessary models, tools and techniques to gather, organise and apply information for diagnosing, predicting and controlling human behaviour and performance in the organisational content and to develop the basic human relations skills in the prospective manager.

**Unit I**
Organizational Behavior - Fundamental concepts - nature and scope - OB in the new millennium - Foundations of Individual behavior - Personality, Perception, Learning, Values and Attitudes.

**Unit II**
Motivation - Early theories - Contemporary theories - Motivation at work - Designing and Motivating for jobs.

**Unit III**
Group Dynamics - Group Behaviour, - Inter-group relations - Communication and Group - Decision making.

**Unit IV**
Leadership - Trait, behaviour and contingency theories- Power and Politics - Conflict -causes, conflict management, Transactional Analysis (TA) - Work Stress.

**Unit V**
Organizational Structure And Design: Organizational changes and development - Organizational culture and climate -Organizational effectiveness.

**References**
DDCM 105 FINANCIAL ACCOUNTING

The objective of the course is to familiarize the students with the financial accounting system which processes transactions to generate financial statements through the book keeping mechanism and to enable the students to understand the financial status and performance of the business enterprises on the basis of an analysis of the financial statements. It also seeks to develop students analytical and interpretative skills in the use of management and cost accounting information in decision making, cost determination, control and budgeting.

Unit I

Unit II
The structure and contents of financial statements - The profit and loss account and the Balance Sheet. The need for adjusting entries - revenue recognition, accrual principle, depreciation, closing inventories and their valuation, bad debts and providing for doubtful debts, discounts, contingencies, prior year expenses etc.

Unit III
The analysis of financial statements, Ratios and their uses. Types of ratios and their meaning, using ratios to understand the financial status and performance of an organization, Funds Flow analysis, Inter firm comparisons and Trend analysis.

Unit IV

Unit V

References
DDCM 106 BUSINESS MATHEMATICS

The objective of this course is to equip the students with different business mathematics techniques.

Unit I

Unit II

Unit III

Unit IV
Permutations and Combinations: Concepts only (to apply it in probability and distributions). Probability: Concept of random experiment: outcomes, sample space, events disjoint events: Definitions probability (classical, frequency and axiomatic). Addition rule: Conditional probability: Multiplication theorem Baye’s theorem: Problem solving with these concepts.

Unit V
Mathematics for finance - Introduction, Types of Interest, Discounting - Simple, Compound and Continuous, Depreciation.

References
The objective of this course is to familiarise the students with the basic concepts of business communication in the organisational backdrop and the application for the extension of communication in business.

**Unit I**
Nature and purpose of communication; Process and Elements - Classification of communication - intrapersonal, interpersonal, written, verbal, non verbal, visual etc; Barriers to communication; Principles of effective communication; Business communication - Role, Importance, types; Deductive & inductive logic.

**Unit II**
Written communication, Principles of effective writing; business letters - types, layout, Application letter - resume - references; Appointment orders. Letter of resignation; Business enquiries - offers and quotations, Order - execution and cancellation of orders; Letters of complaint; Case Analysis.

**Unit III**
Persuasive communication - Circulars, Publicity material, news letters, Notices and advertisements, Leaflets, Invitation; Internal communication - memoranda, meeting documentation, Reports, Types of reports, Writing of reports.

**Unit IV**
Oral communication - Skills and effectiveness, principles. Planning a talk, presentations, Extempore speech, Group discussions, Interviewing skills - Appearing in interviews, conducting interviews; chairing, attending meetings, conferences, seminars; Negotiation skills, conversation control.

**Unit V**
Non-verbal communication, body language, kinetics, proxemics, para-language, NLP; Listening - principles of effective listening, Visual communication - use of AVAs, Technology and communication - Communicating digitally - Fax, Electronic mail, Teleconferencing, Video conferencing.

**References**
The objective of the subject is to introduce the concepts of environmental management that is becoming a major area of concern and also understand the dimensions, institutions of environmental management.

**Unit I**

**Unit II**

**Unit III**
Dimensions of environmental management - economic dimensions - technological dimensions - sociocultural dimensions - ethical and moral dimensions - Participatory Environmental Management - integrated environmental management - managing the urban environment - managing the rural environment - environmental management systems - environmental audit.

**Unit IV**

**Unit V**
Environmental Management Institution - Environmental legislations - legal framework - national and international legislations - governmental institution for environmental management - private sector and civil society in environmental management - environmental awareness - environment friendly products - green taxes - academic and research institutions in environmental management.

**References**
1. Bala, Krishnamurthy. Environmental Management: Text and Cases; New Dehi: PHI.
The objective of this course is to introduce the fundamental concepts and application of computers in business decision making.

**Unit I**
Computer Hardware: CPU, Input devices, Output Devices, Communication devices, storage devices Types of Computer system.

**Unit II**
Information Technology: Basic idea of LAN (Local Area Network), and WAN (Wide Area Network) E-mail: Internet Technologies, Access Devices, Concept of World Wide Web and Internet browsing.

**Unit III**

**Unit IV**
Spread Sheet: Working with EXCEL - Formatting functions, chart features, working with graphics in EXCEL using worksheets as database in accounting, Marketing, finance and personnel areas.

**Unit V**
Presentation with Power Point: Power Point, basics creating Presentation of easy way: working with graphics in Power Point show time, sound effect and animation effects.

**References**
1. Date, C.J. An Introduction to Data Base Systems; Massachesets: Addison Wesley.
The objective of this course is to introduce the fundamental concepts and theories in the area of marketing and to assist the students in gathering, analysing and presenting information for marketing decision making.

**Unit I**
Marketing - Importance, Scope - Evaluation of Marketing concept - Creating and delivering customer value - The marketing environment - Fundamentals of strategic and marketing planning - Marketing organisation.

**Unit II**
Marketing Research - Demand estimation and sales forecasting - Buyer behaviour - The Indian consumer - segmentation - Targeting - Positioning .

**Unit III**
Marking mix - Product - new product development, PLC. Product line, product mix, strategies - branding, Brand equity - Pricing strategies and programmes.

**Unit IV**
Physical distribution - Selection and management - Retailing wholesaling and logistics - Managing marketing communication - Promotion mix - Advertising, Personal selling, Sales promotion, Publicity, Direct marketing.

**Unit V**

**References**
The objective of this course is to develop an understanding of the basic concepts, tools and techniques of economics and their application to various areas of corporate decision making. It also helps the students to appraise business around him and to develop skills relate corporate decision on the future prospects of business.

Unit I
Definition and scope of the subject - fundamental concepts and Methods - firm’s objectives and the role of managerial economist.

Unit II
Demand analysis and Forecasting for consumer goods and capital goods - use of business indicators - type of elasticity.

Unit III
Concept and resources allocation - Cost Analysis - Short run and long run Cost functions - production functions - cost price - Output relations.

Unit IV
Economics of size and capacity Utilization - Input - Output analysis - Market Structure - Pricing and output general equilibrium.

Unit V
Pricing Objectives - pricing methods and approaches - price discrimination, Product line pricing - profit planning and Cost control - Business cycle and Policies.

References
1. Sankaran, S. Managerial Economics; Chennai: Margham Publications.
The objective of the course is to familiarize the students with important aspects of law relating to business.

**Unit I**

**Unit II**

**Unit III**

**Unit IV**
Agency: Nature of agency – Creation of agency, types of agents, Agent’s authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of agents torts, termination of agency.

**Unit V**

**References**
The objective of this course are as follows:
1. To gain expert knowledge about the direct and indirect tax laws in force and the relevant rules and principles emerging from leading cases,
2. To provide an insight into practical aspects and apply the provisions of laws to various situations,
3. To understand the various external Auditing Requirements under tax laws.

Unit I
Central Excise - Introduction, Customs - Introduction, Elements.

Unit II
Service Tax - Introduction, Elements.

Unit III
Export Promotion Schemes, Foreign Trade Policy, EOU, SEZ.

Unit IV
Central Sales Tax/ VAT Act, Income Tax including Fringe Benefit Tax, Wealth Tax

Unit V
Case Studies under Direct and Indirect Taxes.

References
DDCM 302 FINANCIAL MANAGEMENT

The objective of this course is to make the students understand various concepts in corporate finance, to familiarise them with techniques in financial management and focus on the institutional framework of corporate finance.

Unit I
Business Finance: Finance function - meaning and scope - objectives of financial management - Financial forecasting - Financial planning - steps in financial planning - Estimating financial requirements, Role of financial market and financial institutions in India

Unit II

Unit III

Unit IV
Capital Structure: meaning - structure planning - optimum capital structure - capital structure theories - Net income approach - Net operating income approach - MM approach - Traditional approach - Cost of capital - meaning - methods of computing cost of debt, equity and preference shares - weighted average cost of capital.

Unit V

References
The objective of this course is to make the students understand how to apply statistical techniques for interpreting and drawing conclusion for business problems.

Unit I
Partial correlation - Partial correlation coefficient - Partial correlation in case of four variables - Multiple correlation - Multiple regression.

Unit II
Probability distribution - Introduction, Probability density function, expected value and variance of a random variable - Discrete - Binomial, Poisson, Continuous - Normal, Gamma, Beta Distribution.

Unit III
Sampling - sampling methods - sampling error and standard error - relationship between sample size and standard error. Testing hypothesis - testing of means and proportions - large and small samples - Z test and t test.

Unit IV
Chi square distribution - Characteristics and application - test of goodness of fit and test of independence - Test of Homogeneity

Unit V
F distribution - testing equality of population variances - Analysis of Variance - one way and two way classification.

References
The objective of this course is to provide the student the basic knowledge about the management of human resources and industrial relations. The focus is on organisation or enterprise issues in the management of human resources and the changing role of Human Resource and Industrial Relations.

**Unit I**

**Unit II**

**Unit III**

**Unit IV**

**Unit V**
Collective Bargaining - Industrial Relations in Public and Private Sector Organisations - Workers Participation in Management - Experience in different countries - Indian experience - Industrial Relations in the Present era - Role of Employees / Employers in the changing business scenario.

**References**
3. Prasad, L.M. Getting the Right People; New Delhi: MacMillan India Ltd.
DDCM 305 E- COMMERCE

The objective of the course is to familiarize the students with E-Commerce and its application.

Unit I

Unit II

Unit III
Electronic Payment Systems: Overview of the Electronic payment Technology - Requirements for Internet Based payments - Electronic payment Medias - Electronic commerce and banking.

Unit IV

Unit V

References
The objective of the course is to familiarize the students with the process of entrepreneurship and the institutional facilities available to an entrepreneur in India.

**Unit I**

**Unit II**
Feasibility Planning: Planning paradigm for new ventures - Stages of growth model - Fundamental of a good feasibility plan - Components of feasibility plan - Relevance of marketing concept to new ventures - Marketing research of pre-start-up planning - Sources of marketing research information - Implication of market research - Marketing functions that new ventures must address - Establishing marketing and sales promotion infrastructure - Concept of pricing - Growth strategies - Marketing plan.

**Unit III**
Acquiring an Established venture: Advantages and disadvantages of acquiring established business - considerations for evaluation business opportunities - Methods of valuing a business - Franchising and franchisee's perspective.

**Unit IV**
Financing a new venture: Financing and its effects on effective asset management - Alternate methods of financing - Venture capital and new venture financing - working out working capital requirement - Government agencies assisting in financing the project.

**Unit V**
Life cycle of an entrepreneurial venture - Role of entrepreneur during various transition stages – growth- Requirements for successful patent grants - steps in obtaining a patent - Registration of trademark - copy right and the concept of fair use - Protection of intellectual property.

**References**
DDCM 402 MICRO ECONOMICS

This course is aimed at providing the students with consistent framework across economics at micro level.

Unit I
Introductory Micro Economics: Basic concepts: scarcity, choice, efficiency, opportunity cost; Micro & Macro Economics; Logic of economics; Production possibility frontier; Method of economic analysis, Firms, Managers and Economics; tools for managerial decision making, Government and Economy.

Unit II
Demand Analysis: Concept of cardinal and ordinal utility, Indifference curve, Income, Substitution and price effects. Slutsky Theorem, Revision of Demand theory by Hicks, Revealed preference theory. Recent developments in demand theory. Linear expenditure system. Consumer’s choice involving risk. Elasticities of demand price, Income, Substitution and cross.

Unit III

Unit IV

Unit V

References

**DDCM 403 COMMERCIAL LAW**

The objective of the course is to familiarize the students with important features of law relating to business like Administrative Law, Contract Law, Company Law etc.

**Unit I**

**Unit II**

**Unit III**
Company Law: Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

**Unit IV**

**Unit V**

**References**
DDCM 404 OPERATIONS MANAGEMENT

The purpose of the course is to introduce the students to the production and operations management function and stress its importance to the organisation in the context of the increasingly competitive situation and new advancements in operations management practices.

**Unit I**
Production as a value addition process - its ingredients - 5 P’s of operations management - Material, man and machinery - Design function. Plant location - plant layout - Economy of size - Make / Buy mix, Flexible manufacturing - productivity issues - work methods, work measurement techniques, capacity measurements.

**Unit II**
Vertical Integration - Quality Management, Quality control - Statistical Quality Control (including process control) TQM - ISO 9000, 14000 and SA8000 and other international standards – Quality circles- JIT - Managing supply chain - Vendor selection and rating.

**Unit III**
Production Planning and Control - Value engineering. Forecasting - aggregate planning - development of MPS - capacity planning - shop floor control - Master and detailed schedules, work orders, route sheets, Job cards etc.

**Unit IV**
Materials Management - Stores management - maintenance Management (including reliability concepts) - MRP-I, MRP II - Inventory Control - Inventory systems for dependent demand - safety stocks - square parts management - Inventory records - Computerization in Inventory management.

**Unit V**

**References**
DDCM 405 PRINCIPLES OF INSURANCE

The objective of this course is to explain the students about the fundamentals of insurance industry.

Unit I
Introduction to life insurance: Definition of Insurance-Legal Position in India-Principles of valid contract-special principles of Life insurance-Structure of a life insurance company-Life insurance Intermediaries- Insurance products and classes-Life and General.


Unit IV Insurance pricing- fundamentals of insurance pricing- pricing objectives- types rating-life insurance Vs. Non- life insurance pricing-Identify possible rate classes-Measure the statistical significance of possible classes- Rate making entities-pricing of catastrophe events-Excess and Deductible Rating

Unit V Introduction to reinsurance- Reinsurance market structure - trade barriers -The historical development of reinsurance- Purpose and Objectives of reinsurance- The methods of reinsurance-Proportional and non-proportional reinsurances- Catastrophe reinsurance-Reinsurance cost and retention theory (classical and pragmatic theories)-Reinsurance accounting-Reinsurance markets.

References
The objective of this course is to acquaint the students with applications of operations research to business and industry. Decision-making is increasingly becoming more and more complex. This course exposes the students to the significance of various scientific tools and models that are available in operations research. Use of software in solving problems is expected.

**Unit I**

**Unit II**
Transportation Problem: Formulation; Methods of Solution (Initial solution by North-West corner Rule & Vogel’s method; MODI method for final solution). Unbalanced T.P., Degeneracy. Assignment Problem: Formulation; Methods of solution: Enumeration method, Hungarian method; Multiple optional solution; Restrictions on assignments; Unbalanced problems; Travelling Salesman problem. Queueing Theory: M/M/1 Queue; Standard problems.

**Unit III**
PERT and CPM: Concepts of Network, Critical Path analysis; probability PERT Analysis; project time cost trade off-Resource Scheduling.

**Unit IV**
Replacement Problems: Replacement of items that deteriorate with time; Replacement of items that fail completely; staffing problem. Simple Inventory Problems: Deterministic inventory with and without shortage; Single period probabilistic inventory models with and without setup cost. Game Theory: Two persons Zero-sum game - principle of dominance-solutions in to linear programming.

**Unit V**
Simulation: Introduction to Simulation and modelling. Decision Theory: Concepts of decision making; Decision environments; Decision under uncertainty: maximin criterion, Minimax criterion, Laplace criterion, Hurvicz criterion; Decision making under Risk; Expected monitory value, Expected value of perfect information, opportunity loss.

**References**
DDCM 502 MACRO ECONOMICS

This course is aimed at providing the students with consistent framework across economics at macro level.

**Unit I**

**Unit II**
Capital, Technical Progress & Investment: Effects of capital on output, Determinants of technical progress, Technical progress and growth, Theories of Investment, Marginal efficiency of capital and investment, Accelerator, Investment multiplier, crowding out, Elements of Growth: Labour, capital, total factor productivity, optimal investment, golden rule level of capital.

**Unit III**
Financial Market & Expectation: Bond price and bond yield, yield curve and economic activity, stock market and economic activity, determinants of stock prices, bubbles, fads and stock prices, business cycles, Inflation; types, causes, effects, Unemployment; types, Natural rate of unemployment, Philips Curve, Rational Expectations, Adaptive expectations, Risk and speculation.

**Unit IV**
Business Implications of Economic Instabilities: Great Depression, Oil shocks, East Asian Crisis, Japanese Recession, Banking and financial turmoil, Euro zone crisis, bail out and stimulus packages.

**Unit V**
Understanding the Indian Economy: New Economic policy, Redefining the role of state, Parallel Economy in India: causes, extent, policy packages, Understanding India’s budget, India’s public debt, deficit financing in India, India’ industrial scenario, Nava Ratnas, Familiarisation of ASSOCHAM, FICCI, SEBI, SIDBI, IFCI, SFCS, ICICI, IDBI, EXIM Bank.

**References**
This subject will introduce the students to international business under which India as well as MNC’s have to operate.

Unit I

Unit II
Trading and investing in international market – type of foreign investment – Need to enter foreign market – Methods to enter foreign market – Multi domestic or global strategy – Impact of culture on global business.

Unit III

Unit IV
Physical and Environmental forces and its impact on international business – Locational, topography, climate, natural resources – Political ideologies – Political forces and its impact on international business; political ideologies and state control ad its impact on international business – Impact of legal forces on international business.

Unit V

References
DDCM 504 RESEARCH METHODS FOR MANAGERS

The objective of the course is to equip the students with basic understanding of the research methodology and its application in management.

Unit I
Introduction to business research - definition - research and managers - need for Business research - type of business research - major topics for research in business - business research in the 21st century - the manager and the consultant manager - research relationship - internal vs. external consultant / researchers - advantages and disadvantages - knowledge about research and managerial effectiveness - building blocks of science in research - induction - deductive method - case study.

Unit II
The research process: An overview - types of research - explorative study - descriptive - causal research - influence of uncertainty on the research. Broad problem areas - preliminary data collection - nature of data to be gathered - background information of the organisation. Literature survey - reasons - conduct - write up the literature review - problem definition - theoretical frame work.

Unit III

Unit IV
Data analysis and interpretation - getting data ready for analysis - editing data - Handling blank response - code - categorization - entering data. Data analysis - Testing goodness of fit of data - reliability - Cronbach’s Alpha - choosing appropriate statistical techniques - parametric and non-parametric tests - multi variant analysis - analysis of dependence - analysis of interdependence - multiple regression, discriminate analysis, factor analysis, cluster analysis - SPSS.

Unit V
The research report - research proposal - characteristics of well written reports - contents - integral part of a report - oral presentation - handling questions - report format.

References
This course is to familiarize the participants with the concept of planning, executing, and administering projects.

Unit I
Concepts of project management - concept of a project, categories of projects - project life cycle phases - project management concepts - tools and techniques for project management. The project manager - roles and responsibilities of the project manager.

Unit II
Project formulation - formulation stages - bottlenecks - feasibility report - financing arrangements - finalization of project implementation schedule.

Unit III
Administrative agencies for project approval - Ministry of Finance - Bureau of public enterprises planning commission - public investment board. Organizing human resources and contracting - delegation - project manager’s authority - project organization - accountability in project execution - contracts - ‘R’ of contracting - tendering and selection of contractors - team building.

Unit IV
Organizing systems and procedures - working of systems - design of systems - project work system design - work break down structure - project execution plan - project procedure manual - project control system - planning scheduling and monitoring - monitoring contracts and project diary.

Unit V
Project implementation stages - project direction - communications in a project - coordination guidelines for effective implementation - reporting in project management - project evaluation and its objectives, types and methods.

References
The objective of this course is to acquaint the students with the role, functions and development of information systems at different levels and functional areas of the organization.

Unit I
The Competitive Business Environment - Introduction - Information Systems - Components - Resources - Classification - Organizational Foundation of Information Systems - Contemporary approach to information systems - System concept - The challenges - MIS concept - Role of MIS - impact - A tool for management process.

Unit II
Building decision support system - decision making concepts- framework for developing DSS - The process of developing DSS- Individual and Organizational Model - MIS and decision making concepts - GDSS - EDSS.

Unit III
Database Management System - Logical and physical view of data - data structure, Data trends - Data Base Types - Requirements for Data base systems - Systems analysis and design- structured system design - data flow diagram - data structure.

Unit IV
Knowledge and information work - knowledge - work systems - Ensuring Quality with information systems - Traditional tool and methodologies for quality assurance - new approaches.

Unit V
Development of MIS - Implementation - prototype approach - lifecycle approach - system implementation success and failure- MIS application in manufacturing and service industry - Executive information system - marketing information system - manufacturing information system - financial information system - Human Resource information system - Information of Information System – General introduction to recent packages

References
DDCM 602 STRATEGIC MANAGEMENT

This course is aimed at providing the students with consistent framework across strategic analysis, strategy formulation and strategy implementation.

Unit I
The business system - objectives of the business - setting up and balancing the objectives mission - vision - goals strategic analysis of functional areas production - marketing - human resources - finance - analyzing corporate capabilities - SWOT.

Unit II

Unit III
Generic strategic alternatives - horizontal, vertical diversification - active and assive alternatives.

Unit IV
External growth strategy - merger acquisition - amalgamation - joint venture - problems organizational structure and corporate development - line and staff function - evaluation of organization structure - management of change.

Unit V

References
The objectives of this course are to impart knowledge about import and export procedures, and to make the students familiar with related documents.

Unit I
Introduction: Export documentation; Foreign exchange regulations, Quality control and pre-shipment inspection, Export trade control, Marine insurance, Commercial practices.

Unit II
Export Procedures: Central Excise clearance; Custom clearance, Role of clearing and forwarding Agents, Shipment of Export Cargo, Export Credit, Export Credit Guarantees and Policies, Forward Exchange Cover, Finance for export on deferred payment terms, Duty draw-backs.

Unit III

Unit IV
Special Issues: Export by post parcel and by Air, GSP Certificates of origin, Custom’s clearance of Import Cargo, Documents – prescribed by Importing countries, Standardized Export Documentation, Packing.

Unit V
Import Management in a Developing Economy: Foreign Exchange budgeting, Import procurement, methods, Import financing, Purchase contract, Import Canalization, Import under counter-trade, Monitoring and follow up of import contracts.

References
1. Jain, O. P. Small Industrial Export; New Delhi: Sultan Chand & Company Ltd.
DDCM 604 HUMAN SKILLS

The objective of this course is to foster an all round development of students by focusing on soft skills and also to make student aware about the importance, the role and the content of soft skills through instruction, knowledge acquisition, and practice.

Unit I
Verbal Communication includes Planning, Preparation Delivery, Feedback and assessment of activities like: Public speaking, Group Discussion, Oral Presentation skills, Perfect Interview, Listening and observation skills, body language and use of Presentation aids.

Unit II
Written communication that includes project proposals, brochures, newsletters, articles, business letters

Unit III
Etiquettes that include: Etiquettes in social as well as office settings, email etiquettes, telephone etiquettes etc.

Unit IV
Improving Personal Memory, study skills that include rapid reading, notes taking and creativity.

Unit V
Problem solving and decision making skills, perceptive, conceptual, creative, analytical and decisive, Time management skills, HR skills: leadership, communication, negotiation, motivating (inter personal and inter group), Risk taking skills, Organising skills: Events management

(There should be adequate exposure to demonstrations, games, case studies, role plays, field works, presentations, debates and discussions, simulation of real life situations, stress exercises, team exercises, planning exercises, personality testing and feedback etc.)

References
During the VI semester, every student of Dual Degree Course in Management (BM, MAM) is required to undertake an Academic Project under the guidance and supervision of a member of the faculty and the report on the same has to be submitted to the University. Students shall be deputed for the project work for 15 days during VI semester examination. The project work and Report will be evaluated for 100 marks. There will be internal and external valuation for the project work and report. The internal valuation for 40 marks will be conducted by a college committee consists of three senior faculty members and/or respective guide constituted by the Head of the Institution headed by the head of the department. The external evaluation for 60 marks will be conducted by examiners duly appointed by the University for the purpose. 20 marks will be awarded for viva voce and 40 marks for the project totalling to 60 marks.
DDCM 701 FOREIGN LANGUAGE - FRENCH

The objectives of this course are:
1. To familiarise the students with a modern foreign language.
2. To familiarise the students with the sounds of French and their symbols.
3. To familiarise students with French for basic communication and functions in everybody situations.
4. To familiarise students with the basics of writing simple, direct sentences & short compositions.

Unit I
Current trends in French pronunciation, grammar, lexical items, discourse models - oral and written.

Unit II
Literary communication - literary passages, literary passages, versification, lyrics and music.

Unit III
Communication skills in everyday conversion.

Unit IV
Training in creative writing.

Unit V
Business translation, translation of advertisements, Literary Communication.

References
The objective of this course is designed to help the students to understand how they can draw from their own creative skills to be innovative, entrepreneurial or “intrapreneural” (corporate) venture. This course will enable students to identify various sources of ideas, discuss methods of generating new venture ideas and inculcate techniques for creative problem solving.

Unit I
Creativity and Innovation - Introduction, Thinking Styles, Lateral, Divergent, Convergent Thinking, 6 Thinking Hats, Radiant Thinking - Mind Mapping and Morphological mind mapping Techniques.

Unit II
Individual and group techniques for creativity, Generating Ideas – Brain storming, Nominal and Delphi Techniques, Question checklist, Attribute changing, Morphological analysis, SCAMPER.

Unit III
Measuring Ideas and Innovation, Creative problem solving, Enhancing Creative persona, creating Creative climate

Unit IV
Creativity in Business - Product Creativity, Process Creativity, Service Creativity and Strategic Creativity.

Unit V
Creativity and Innovation - Case Discussion and Analysis.

References
The objective of the course is to create a mindset of Value and Ethics among the participants and to help them implement the learned principles in their respective work place.

Unit I

Unit II
Virtue, Virtue Ethics - Ethical dilemma, Ethical gap, Ethical leadership – Whistle blowing – Trade Secrets.

Unit III
Ethics in Finance, Ethics in Marketing, Ethics in HRD – Ethics and Business Strategy - Influence of Organisational Culture in Ethics – Ethics Committee – Ethical Audit

Unit IV

Unit V
Corporate Governance: Corporate Board--Attributes, Duties, Responsibilities, Liabilities-Shaping Directorial Competence and Board Effectiveness-Corporate Disclosure and Investor Protection-Corporate Board Committees- Globalisation and Corporate Governance- Emerging Trends in Corporate Governance

References
The objective of this course is designed to help the students to understand the role of micro-finance in providing social empowerment.

**Unit I**

**Unit II**
Current Debates and Challenges for Micro-Finance : An Overview; State Interventions in Rural Credit in India; NABARD and SHG – Bank Linkage Programmes; Constraints in Mainstreaming of MFIs; Governance and the Constitution of the Board of various Forms of MFI’s; Micro-Finance versus Informal Sources of Lending; Micro-Finance Delivery Methodologies; Legal and Regulatory Framework.

**Unit III**
Micro-Finance in India : Present and Future; Some innovative and Creative Micro-Finance Models; Impact of Micro-Finance; Emerging Issues; Impact Assessment and Social Assessment of MFIs

**Unit IV**

**Unit V**
Revenue Models of Micro-Finance: Profitability, Efficiency and Productivity; Risk Management; Basics of Banking

**References**
1. Indian Institute of Banking & Finance “Micro-Finance Perspectives and Operations” – Mcmillan India.
DDCM 705 EFFECTIVE COMMUNICATION SKILLS

The objectives of this course are as follows:
1. To sensitize students to their communicative behaviour
2. To enable them to reflect and improve on their communicative behaviour/performance
3. To build capacities for self criticism and facilitate growth
4. To lead students to effective performances in communication

Unit I
Listening Skills: Types of Listening (theory/definition), Tips for Effective Listening, Academic Listening - (lecturing), Listening to Talks and Presentations, Listening to Announcements - (railway/ bus stations/ airport /stadium announcement etc.), Listening to Radio and Television

Unit II
Telephone Skills: Basics of Telephone communication, How to handle calls- telephone manners, Leaving a message, Making requests, Greeting and Leave Taking over phone (etiquette), Asking for and giving information, Giving Instructions, Listening for Tone/Mood and Attitude at the other end, Handling the situations especially trouble shooting, Teleconference handling, Handling Tele interviews for Call Centres

Unit III
Writing Skills: Standard Business letter, Report writing, Email drafting and Etiquettes, Preparing Agenda and writing minutes for meetings, Making notes on Business conversations, Effective use of SMS, Case writing and Documentation

Unit IV
Career Skills: Applying for job, Cover letters, Resume and Effective Profiling, Interviews, Group discussions

Unit V
Soft Skills: Empathy (Understanding of someone else point’s of view), Intrapersonal skills, Interpersonal skills, Problem solving, Reflective thinking, Critical thinking, Negotiation skills

References
DDCM 706 MANAGEMENT OF COOPERATIVES

This course is aimed at providing the students with consistent outline regarding the importance of cooperative sector and its management.

Unit I
Role of Management in the Development of Co-operative Organizations – Conceptual framework of management - Management process, Principles of Management; Cooperative Management - Unique features of Co-operative Management; Integrating the principles of Co-operation and principles of Management

Unit II

Unit III
Managerial skills - levels of management - management roles, Co-operative Leadership – Meaning, Importance, Types, Problems of leadership in co-operative organization, Path-goal theory of leadership and case studies of Cooperative leadership; Nature of Management Leadership - Combination of management and leadership qualities.

Unit IV

References
1. Dwivedi RC: Democracy in Cooperative Movement - An Indian Profile
2. Hajela TN: Principles, Problems and Practice of Cooperation
4. Nakkiran S: Cooperative Management - Principles and Techniques
5. Sah AK: Professional Management for Cooperatives
DDCM 801 CROSS CULTURAL MANAGEMENT

The objective of this course is to provide a thorough understanding of the impact of international context on management practices based on culture and to explain and evaluate frameworks for guiding cultural and managerial practice in international business.

Unit I

Unit II

Unit III

Unit IV

Unit V

References
DDCM 802 MANAGEMENT OF INTER-PERSONAL EFFECTIVENESS

The objective of this course is to provide a thorough understanding on Personality development that helps in managing interpersonal effectiveness.

Unit I

Unit II

Unit III
Assertive Training Nature, importance & relevance to organizational life - Assertion and aggression , Assertive writing, preparing for assertive business writing - tools, tips, pitfalls, persuasion. When to say Yes/No. Being assertive with oneself - cutting, rewriting, editing and How to enhance individual assertiveness?

Unit IV

Unit V
Counseling Introduction - other interventions - steps Elements of Counseling - Counseling as a helping strategy and Significance Predicting People's Problems Journey into life space. Anxiety and stress Counseling to develop organisations, Check list for Counselors, Training for Counseling.

References
2. Thomas Harris I'm okay, you're okay.
Course Description

The modern business world regularly forces managers to make decisions of great importance in complex situations and in the face of much uncertainty that involve many possible options for action. Successful decision-making, therefore, requires the ability to structure complex problems, to analyze available options in an uncertain world, and to finally make an optimal decision. This course teaches students to formulate models that represent complex business problems. Students learn how to analyze and ultimately solve such decision models and to understand the managerial implications of your model solution. The skills learned in this course are applicable in a wide range of business areas and will greatly enhance your analytical problem-solving capabilities.

This course uses Excel spreadsheets as modeling platform for business analysis. Students learn how to apply analytical tools from optimization and decision analysis to examine managerial decision models using Excel commands, functions, and add-ins. Students practice to perform comprehensive sensitivity analyses using your spreadsheet models to check the robustness of the proposed decisions. Business applications include resource allocation, revenue management, portfolio management, risk analysis and many other important problems. In case discussions students explore the ramifications of your model solutions in the examined business context. In particular, students learn to examine model solutions through the lens of corporate social responsibility (CSR).

Students should do the group homework assignments with your group, that is, each group should hand in a single piece of work. The vast majority of assignment problems will be case studies. The write-up of your solutions to the case study questions should start with an executive summary (of at most three pages in length) which summarizes your general insights. The main body of your solution should be a document in which you clearly address each question, state your assumptions, describe your problem formulation, and report your results. Excel spreadsheets alone do not constitute a sufficient report. Instead they should be part of the technical appendix. During the course each team will have to present their solution to a case. For the presentation of the case as well as solution approach, team should prepare a set of PowerPoint slides. Students are encouraged to present “live” solutions in class.

There will be an external examination in the form of written examination by the students to assess their decision making competencies on general management cases. 40 marks will be for the internal evaluation and 60 marks for the external component.
DDCM 806 WORK EXPERIENCE

During the VII semester, every student of Dual Degree Course in Management (BM, MAM) is required to work in an organization which will be supervised periodically by a team of faculty members of the institution and the report on the same has to be submitted to the University. The contact hours required for the work experience is notionally fixed at 150 hours distributed over a period of Six months. Students are required to submit a report on work experience. There will be an external examination in the form of presentations by the students on work experience which they had undertaken at the end of VII semester. Apart from the chairman, there will be a panel consisting of: Two professional experts and the head of the department / institution concerned. 60 marks will be awarded for the external component. 10 marks will be awarded for presentation and 50 marks for the project totaling to 60 marks. The internal valuation for 40 marks will be conducted by a college committee consists of three senior faculty members and/or respective guide constituted by the Head of the Institution headed by head of the department.
The objective of this course is to explain the students with an overview of the managing various events.

**Unit I**

**Unit II**

**Unit III**
FINANCIAL MANAGEMENT AND THE BUDGET Introduction - Objectives and financial planning - Creating a budget - The detailed budget - Who spends what - Other sources of income - Sponsorship and public funding. THE EVENT: Creating the ambience.

**Unit IV**
MARKETING AND PUBLIC RELATIONS FOR EVENTS Introduction - The target market - How to influence the target market - The marketing plan - Marketing for a new event - Marketing for repeat events and new editions. MANAGING THE EVENT AS A PROJECT: Introduction - The event as a project - Risk management - Legalities and insurance - Systems set-up and ticketing - Operational activities.

**Unit V**
THE ORGANIZATION MANAGER AND THE TEAM Introduction - Organization - Organizational effectiveness - Staffing: professional or volunteer - Factors influencing the number and type of staff - Finding staff - Running the event on the day. CLOSE-DOWN, EVALUATION AND LEGACIES: Introduction - Close-down Evaluation - Divestment and legacies.

**References**
1. Anton Shone & Bryn Parry, Successful Event Management, Cengage Learning India Edition
During the VIII semester, every student of Dual Degree Course in Management (BM, MAM) is required to conduct at least five presentations on general management topics. There will be an external examination in the form of presentations (selecting one among the presented topic by lot) by the students to assess their oral and written competencies on general management topics. There will be an expert panel drawn from the other universities offering management programme. Apart from the chairman, there will be a panel consisting of: Two professional experts and the head of the department / institution concerned. 40 marks will be for the internal evaluation and 60 marks for the external component.
DDCM 1001 PUBLIC RELATIONS MANAGEMENT

The objective of this course is to acquaint the students with an overview of the discipline, imparts professional knowledge about theories & techniques of Public Relations, provides knowledge of various media available for Public Relations, their functioning & applications as to achieve maximum output from the resources and develops managerial skills.

Unit I

Unit II
PR For Internal Communication: Publics” in Internal Communication, Objectives of Employee relations, Building Organizational culture, Media for Internal Communication. PR for External Public: Defining publics, various publics PR has to interact with. Mass Media Of Communication: Role of new technology. Ethics and PR: Code of ethics, Professionalism in PR, Growth of Professional bodies: PRSI, IPRA.

Unit III
Planning in PR: Analyzing and developing a PR strategy, Managing PR by objective. Internal Communication: Application and tools. External Communication: Tools, reach and Production techniques of- Corporate Brochure and films, Institutional, Corporate, Advocacy Campaigns, Exhibitions. Dealing with Media /Functioning of Media: Organizing Press Conferences & Press visits, Crisis - dealing with the unexpected, Special events, how they are planned and organized

Unit IV
Role of Writing in PR: Press Releases & Press Communiqué, Backgrounders, Feature Writing, Rejoinder Writing, Writing for electronic Media, Speech writing for corporate Executives

Unit V
PR Emerging Challenges: Role of PR in National, international issues concerning humankind-some specific case studies, PR for generating social awareness about evils besetting society, Building Image of India abroad, Choice of Media for Relating to Indian masses, Role of traditional Media about social /national issues, Community PR, Accountability in PR, The Public Relations Professional, Role of Training, Personality, Presentation style and technique

References
The Industrial Application Project in an essential requirement and integral part of the curriculum for successful completion of the programme. The project aims at developing insight and capabilities in the students for in-depth study, research, interpretation, and analysis on a particular chosen/allotted topic.

During the tenth semester, every student of Dual Degree Course in Management (BM, MAM) is required to undertake an Industrial Application Project work as a group task which is of interdisciplinary problem centred nature under the guidance and supervision of a member of the faculty and the report on the same has to be submitted to the University. The contact hours required for the completion of the project work is notionally fixed at 45 days distributed over a continuous period of Six months. Students shall be deputed for the project work immediately after the completion of the IX semester examination. The project work and Report will be evaluated for 200 marks. There will be internal and external valuation for the project work and report. The internal valuation for 80 marks will be conducted by a college committee consists of three senior faculty members and/or respective guide constituted by the Head of the Institution headed by the most senior faculty member. The external evaluation for 120 marks will be conducted by examiners duly appointed by the University for the purpose. 40 marks will be awarded for viva voce and 80 marks for the project totalling to 120 marks.

**Selection of Project Topic:**

Project topic has to be selected with respect to the major specialization chosen by the student. Title of the project should clearly specify the objective and scope of the study. It should be specific and neither too vague nor centralistic. Project Work should be either a Field Survey study, Comprehensive Case study on the functioning of a business organization, Inter-organizational study, application of optimization techniques for business decisions, computer systems development for business operations. After collecting the necessary information from primary and secondary sources, frequent visits to select companies / organizations and administering questionnaire / Interview schedules, if any, the students are advised to discuss with their Project Guides for necessary directions on how to analyze the data. Based on the Project Guide’s advice, carryout necessary tabulation of data, application of statistical tools, testing of hypotheses if any, and then prepare a plan of chapterization to prepare a Project report.

**Project Report:**

**Chapter I: Introduction to the study**

The contents of this chapter are:

1. Background of the problem
2. Introduction to the company
3. Brief introduction to the research methodology:
a. Objectives of the study, Methodology and Sample selection, Research Design, Period of the study, sources of data, tools of data collection, Statistical analysis, broad hypotheses put for testing, limitations, etc.

4. Scope of the study
5. Limitations of the study
6. Chapterisation

**Chapter II: Literature Review**
Minimum of 25 quotes from the subject of study

**Chapter III Analysis & Discussion**
This chapter should contain a logical presentation of the empirical results after completing the data analysis. This should contain neatly tabulated results, results of Hypotheses tested, graphs and figures, if any, along with necessary interpretation. A comparison of results with earlier studies may add novelty to the work. A detailed discussion on the basis of results of analysis should be given in this Chapter.

**Chapter V: Summary, Conclusion and Recommendations**
This chapter should focus on broad observations made by the study against each objective specified in the 1st Chapter. All observations should neatly be bulletined along with suitable captions. This chapter should also give a brief list of conclusions drawn by the study and then provide necessary suggestions for the policy makers / managers on future course of corrective action.

**Bibliography**
Each reference should give the details as per APA style.

**Annexure**
Every Project Report should contain necessary annexure wherein the Proforma of Questionnaire / Interview Schedule should be enclosed in original. The thesis must be organized as above has to be neatly typed (with one and half line space) and submitted in hard bound form. You may type only one side of the page. Use only A4 size paper and the report may be within the range of 150 -200 pages.
The students will have to attend a comprehensive viva voce examination for 100 marks. This is done to assess the students of their understanding of the concepts, theories, knowledge assimilation, skill development and application in real life situations. This will encompass all the subjects studied by the student during the two year period. The University will decide among the external examiners and constitute a board for conducting the comprehensive viva voce examination along with project viva voce examination. If any candidate secures less than 50 marks in the comprehensive viva voce examination, he/she needs to attend the same during the next year. He/she will be given a total of three chances to clear the same.
LIST OF ELECTIVE SUBJECTS:

Students are allowed to specialize in one functional area or two functional areas with a condition that in an institute there should be a minimum of 10 students opting for a subject. If a student is opting for two functional areas, he/she has to study equal number of elective subjects from each specialization in VIII, IX and X Semesters.

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INTERNATIONAL BUSINESS ELECTIVES:

8I1: INTELLECTUAL PROPERTY RIGHTS AND PATENTS

This objective of this course is to introduce the students about intellectual property rights and patents and its influence on business worldwide.

Unit I

Unit II

Unit III

Unit IV
Impact of IPRs on developing countries in general and India in particular – impact on agriculture - biopiracy - impact on pharmaceutical companies – public health programmes – SMEs

Unit V
Procedure for registering IPRs - role of government – Department of Industrial Policy and Promotion - major agencies for administering IPRs - enforcement mechanism – Intellectual Property Appellate Board

References
The objective of this course is to acquaint the students with the fundamentals of international trade policies and procedures.

**Unit I**
India’s Foreign Trade and Investments: Pattern and structure of India’s foreign trade; Terms of trade; Foreign investment flows; India’s balance of payments account and correction policies.

**Unit II**
Policy Framework and Promotional Measures: India’s foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs.

**Unit III**
EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and documentation. EXIM Policy Framework: Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; getting started in export business. Legal framework in India – FEMA- Origin and objectives, Main provision of FEMA and FEDAI

**Unit IV**
International Trade Terms: Trade contract and trade terms; DA Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Export Payment Terms: Credit risk management and payment terms; Main features of payment terms -Advance payment, open account, documentary credit – Documentary bills for collection –DP and DA; UCPDC.

**Unit V**
Credit Risk Management: Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements. Excise duty – Definition, rationale, stages of levying and collection; Type of duties.

**References**
8I3 INTERNATIONAL BUSINESS INSTITUTIONS AND AGREEMENTS

The objective of this course is to equip the student with policy and practice skills related to international business. Upon completing this course, the student will be able to understand the intricacies of running business across the political territories. She/he would also get an insight into the policy environment in India regarding the international business.

Unit I
International Economic System: Feature of International monetary system; Role of IMF and World bank in relation to international business; WTO –structure, role and critical assessment; UNCTAD – structure and present status.

Unit II
International Trading Agreements: Agreement on Textiles and Clothing, GSP, GSTP and other international agreements and treaties.

Unit III
Regional Economic Integration: Free trade area, customs union and common market; Regionalism vs.multilateralism; Structure and functioning of EU, ASEAN and SAARC.

Unit IV

Unit V
Joint Venture as a mode of international business; Joint ventures in India; Indian Joint Ventures abroad.

References
9II: GLOBAL SOURCING AND BUSINESS DEVELOPMENT

The objective of this course provides exposure to global sourcing and business development and imparts international perspective to business decisions.

Unit I
Global Sourcing – procuring from all over the world: Meaning, Opportunities and Challenges in Global Sourcing – Differences between Global Sourcing and other sourcing Strategies - Global Sourcing Process – examples of successful companies profiting from Global Sourcing – General conditions required for efficient Global Sourcing.

Unit II
The most attractive regions for international procurement: important criteria when selecting country – Significant tools for country assessment – sourcing market: China, India, and Eastern Europe.

Unit III
Global Sourcing as a profit booster – products suitable for Global Sourcing – Positioning the purchasing department for Global Sourcing – Operational procurement – Strategic procurement management – Clear decision for or against Global Sourcing – Product specification for comparable offers – Suitability for various countries for various products – Search for finding optimal supplier – supplier information for Global Sourcing – Procurement, Controlling.

Unit IV
Legal aspects of Global Sourcing – basic elements of Global Sourcing contract - Significance of Global Sourcing of the UN convention on contracts for the international sale of goods – Agreements on default – payment terms – securities – Enforcement of claims in International Business – Assessment of country and debtor risk.

Unit V
Profitable growth and increasing the shareholder value through Global Sourcing - Global Sourcing as a growth booster – Global Sourcing as a value enhancement instrument for private equity houses – Positive effects of Global Sourcing on shareholder value.

References
3. Wolfgang, Schneid, Global Sourcing - Strategic Reorientation of Purchasin; Santa Cruz, USA, GrinVerlag Publication.
The objective of the course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations.

**Unit I**
HR and Global Business Challenge - The differences between domestic and international Human Resources - The Various perspectives and approaches of International Human Resource Management.

**Unit II**
The role of cultural understanding - Culture and HR functions in a global subsidiary Planning Recruitment and Selection, Staffing Policies, Performance Management of international employees, Performance Appraisal in a global context. Recent innovative methods in HRM.

**Unit III**

**Unit IV**

**Unit V**
MNC’s and HR Policies. Human Resources Practices and Programs adopted in USA, EUROPEAN and Major Asian countries (Japan, China and India).

**References**
This objective of this course is intended to make the student understand the physical distribution issues in international marketing in detail with focus on logistics.

**Unit I**
Marketing Logistics: Concept, objectives and scope; System elements; Relevance of logistics in international marketing; International supply chain management and logistics; Transportation activity – internal transportation, inter-state goods movement; Concept of customer service.

**Unit II**
General Structure of Shipping: Characteristics, liner and tramp operations; Code of conduct for liner conferences; Freight structure and practices; Chartering principles and practices; UN convention on shipping.

**Unit III**
Developments in Ocean Transportation: Containerization; CFS and inland container depots; Dry ports; Multi-modal transportation and CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents, Ship owner and shipper consultation arrangements.

**Unit IV**
Air Transport: Air transportation - total cost concept, advantages, freight structure and operations; Carrier consignee liabilities.

**Unit V**
Inventory Control and Warehousing: Inventory management – concepts and application to international marketing; Significance and types of warehousing facilities; Total cost approach to logistics.

**References**
The basic purpose of this course is to give the students an in-depth knowledge of the theory and practice of international economics.

Unit I
Introduction: International Economics- meaning, Scope & Importance Inter-regional and international trade. Importance of International Trade. Theoretical Aspects of Economic Integration: Free trade area, customs union and common market; Theory of customs union; Trade creation and Diversion effects.

Unit II

Unit III
Trade policy & Exchange Rate, Free trade policy - case for and against, Protections – case for and against, Types of Tariffs and Quotas, Determination of Exchange rate, Fixed & Flexible Exchange Rate- Merits & Demerits.

Unit IV

Unit V
Foreign Trade in India, Recent changes in the composition and direction of foreign trade; Causes and Effects of persistent deficit in the Balance of Payments; Measures adopted by the Government to correct the deficit after 1991; WTO & India Export Promotion measures, Partial and Full convertibility of Indian Rupees, Export Promotion – Contribution of SEZ Foreign Trade policy 2009, Role of Multinational Corporations in India.

References
9I5 INTERNATIONAL MARKETING

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

Unit I

Unit II

Unit III
Pricing for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing. International Distribution Decisions: Distribution channel strategy-International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics inventory management transportation, warehousing and insurance.

Unit IV
International Promotion Strategies: Communications across countries complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; Developing international promotion campaign; Planning for direct mail, sales literature, trade fairs and exhibitions.

Unit V
International Marketing Planning, Organising and Control: Emerging trends in International Marketing; International Marketing through Internet; Ecological concerns and International Marketing ethics.

References.
The basic objective of this course is to develop and understanding about the consumer decision-making processes and its applications in marketing function of international firms.

Unit I

Unit II
Internal Determinants of Buying Behaviour: Individual differences among customers and markets segmentation; Needs, motivation and involvement; information processing and consumer perception; Learning; Attitudes and attitude Change; Personality and psychographics (values and life style analysis).

Unit III

Unit IV
Cross-Cultural: Consumer and Industrial Buying Behaviour; Economic Demographic and socio-cultural trends and consumer behaviour; Globalisation of consumer markets and international marketing implications.

Unit V
Innovation Diffusion and Consumer Adoption Process; Diffusion of Innovation Across Nations/Cultures; Consumer Satisfaction and Other Feedbacks; Cross-Cultural Consumer Research – Complexities and issues.

References
The objective of this course is to develop an appreciation of effective management of business negotiations and to enable the students to meet business negotiation challenges in the international business.

**Unit I**
Nature of International Business Negotiations: Framework for international business negotiations - Background factors - Impact of national culture, organizational culture and personality on buyer-seller interaction – a model of the negotiation process with different strategies and planning – Distributive bargain and integrative negotiations.

**Unit II**
Cultural aspects of International Business negotiation. Role of culture, patterns of cross-culture behavior and communication. Importance of understanding the negotiating conventions and expectations between foreign counterparts. Comparative and inter-cultural studies of negotiating behavior.

**Unit III**
Inter-firm negotiation studies: buyers’ negotiating strategies in international sourcing, negotiating sales, export transaction and agency agreements. Negotiating licensing agreements, negotiating international joint ventures, projects. Cooperative negotiation for mergers and acquisitions.

**Unit IV**
Frameworks and support for international business negotiations: multinational, bilateral trade agreements, government supported trade delegations, international trade fairs, international trading houses, industry associations.

**Unit V**
Ethics in negotiations. Differences from an ethical perspective of the importance of relationship development, negotiating strategies, decision making methods, contracting practices, illicit behaviours such as bribery. Best practices in negotiations, business etiquette. Personality and negotiation skills.

**References**
10I3 FOREIGN EXCHANGE MANAGEMENT

This course is designed to equip the student with policy and practice skills related to international business. Upon completing this course, the student will be able to understand the intricacies of running business across the political territories. He/She would also get an insight into the policy environment in India regarding the international business.

Unit I
Exchange rate mechanism and arrangement; International money and capital markets; Foreign investment flows – Pattern, structure and effects.

Unit II
Movements in foreign exchange and interest rates and their impact on trade and investment flows; Pricing of international transfers and investments.

Unit III
Authorised dealers and Money changers, Interbank transactions, mode of calculation of exchange rates for spot and future contracts

Unit IV
Modes of payment for import; Currency swaps and home country currency payments.

Unit V
Foreign exchange loans for exporters and importers

References
FINANCE ELECTIVE SUBJECTS:

8F1 INTERNATIONAL FINANCE

The objective of this course is to provide the students an overall view of the international financial system and how multinational corporations operate.

Unit I
Fundamentals of foreign exchange - need for foreign exchange - definitions - international trade and foreign exchange - gains from international trade - international finance - gains from international capital flow - globalization of markets.

Unit II
Exchange rate mechanism - types of exchange rates- factors affecting exchange rates and forward rates - types of quotation - rules for quoting exchange rate regime in India - evolution, development and present status - theories of exchange rate determination - exchange rate forecasting.

Unit III
International Monetary System - Gold Standard - Bretton Wood System and Subsequent International Monetary Developments - Floating Rate Regime - Role and Functions of International Monetary Fund and World Bank - European Monetary system and Euro Balance of Payment - India’s Balance of Payment position - Elements of open Economy. Capital and Current Account Convertibility - Fundamental parity relations - purchasing power parity covered and uncovered - Interest Rate parity - International Fisher Effect.

Unit IV

Unit V

References
The objective of this course is to give the students an in-depth knowledge of the theory and practice of investment decision making process and portfolio management.

Unit I

Unit II

Unit III
Valuation of fixed income securities - Bond valuation and yields - Bonds duration and yield analysis - Term structure theories-Common stock valuation - different valuation models - dividend and value of options, discounted cash flow models, pricing, earnings rating, valuation of options. Binomial option pricing model - Black scholes option model.

Unit IV

Unit V

References:
8F3 MANAGEMENT OF FINANCIAL SERVICES

This course is intended to familiarise the students with the various financial services and their role in the financial system.

**Unit I**
Overview of Financial services sector – Characteristics of Financial services – role of financial services sector in the Economy – Institutional Framework of Indian financial system - Role and Functions of NBFCs, RBI guidelines on NBFCs.

**Unit II**

**Unit III**
Factoring: concept, mechanism, types of factoring, benefits and functions of factoring – factoring Vs Forfeiting, Factoring Vs Bills Discounting – Factoring; International and Indian scenario. Depositories – mechanism and functions – credit cards and retail financing.

**Unit IV**

**Unit V**
Credit rating: features and advantages – credit rating process. Venture capital: meaning – origin and growth of venture capital – stages of venture capital financing – venture capital industry in India.

**References**
1. Shanmugham, R, Financial Services; New Delhi: Wiley India Pvt. Ltd.
This course introduces to the students a broad range of financial restructuring techniques that can be applied to improve business performance and help illustrate how various corporate restructuring approaches may be used to increase firm value and highlight characteristics of potential candidates for different restructuring techniques

**Unit I**
Corporate restructuring: meaning, need, scope, and model of restructuring, global and national scenario. Mergers and Acquisition: Motives behind M&A - rationale behind expansion and diversification through M&A; Merger – types and characteristic, major types of mergers – managerial & financial synergy of mergers, role of industry life cycle.

**Unit II**
Theories of Mergers: Efficiency theories and non-efficiency theories- Valuation of shares and firm: Valuation approaches – DCF valuation models and FCF models-FCFF and FCFE, estimation of terminal value, (DCF under different growth rates) relative valuation using different ratios and multiples, valuing operating and financial synergy, corporate control and LBO.

**Unit III**
Takeover Defenses: Financial defensive measures, coercive offensive defense, Anti-take over amendments, poison pill defense.

**Unit IV**
Revival and Restructuring of Sick Companies: The problem of sick industries and their survival with special reference to the law relating to sick industrial companies. Corporate de-mergers / splits and divisions- Difference between de-merger and reconstruction, modes of de-merger – by agreement, under scheme of arrangement by voluntary winding up; tax aspects, tax reliefs, reverse-merger, Indian scenario.

**Unit V**

**References**
This course aims to acquaint the students with concepts and various aspects of working capital management.

Unit I
Concept and meaning of working capital – Liquidity and profitability – identification of factors affecting working capital requirements – theories of working capital- Approaches to estimation of working capital – operating cycle approach.

Unit II
Management of inventories – determination of optimum inventory – Inventory management techniques – Levels of inventory.

Unit III
Overview of management of receivables – credit and Collection policy – Credit standards – Credit terms – Credit analysis – management of payables – Maturity matching.

Unit IV

Unit V
Sources of working capital finance – Long term – Short term.

References
1. I M Pandey, Working Capital Management, Vikas Publication, India
9F3 FINANCIAL DERIVATIVES

The objective of this course is to make the students understand the ways of adopting existing financial Instruments and processes like options and futures to the changing world.

**Unit I**
Derivatives Markets – Forwards, Futures, Options, Swaps – Role of Derivatives Markets - Linkages between spot and Derivatives Markets – Criticisms of Derivatives Markets- evolution of derivates in India vis a vis other countries.

**Unit II**

**Unit III**
Currency Derivatives: Currency forwards - Currency futures - Currency options - Pricing - Trading Strategies- Interest Rate Derivatives - Interest Rate Futures - Forward Rate Agreements - Swaps - Options - Swaptions - Term Structure and pricing principles - Trading Strategies

**Unit IV**

**Unit V**

**References**
2. Elton Edwin J and Gruber Martin J, Modern Portfolio Theory and Investment Analysis, John Wiley & Sons,
3. Russel Fuller, Modern Investments and Security Analysis, McGraw Hill.
This course introduces to the students a broad range of management accounting systems that can be applied to improve business performance.

**Unit I**

**Unit II**
Activity Based Costing – Implementing ABC – Activity Based Budgeting – Customer Profitability Analysis.

**Unit III**
Target Costing - JIT - Quality Costing - Life Cycle costing - Total Cost Maturity Model of Confederation of Indian Industry for improving cost competitiveness of Indian industry.

**Unit IV**
Pricing Strategies - Product pricing and Transfer Pricing - Methods of Transfer pricing - Value Chain Analysis.

**Unit V**

**References**
The objective of this course is to orient the students with a fundamental understanding of the role of banks and how they operate and to provide a framework for analysis of the various businesses.

Unit I
Evolution of Commercial Banks-Banking System-Structure of Commercial Bank-RBI Role & functions- Method of Credit Control - Banking Regulation ACT - Recent trends in Indian Banking Sector.

Unit II
Functions of Commercial Banks- Agency Services - General utility services-Credit Creation-Banker - Customer Relationship-Bankers as a trustee & an Agent-Appropriation of Payment-Right of Lien &Set off - Garnishee Order-Law of Limitation.

Unit III
Banking Technology; Electronic Banking-Core Banking –Distribution Channels- Remittance Facilities &Clearing System-Online Banking- Electronic Fund Transfer System- RTGS, SWIFT.

Unit IV

Unit V

References
2. Institute of Banking & Finance, Principles and Practice of Banking, McMillan publishers, New Delhi.
10F1 COMMODITIES MARKETS

The purpose of the subject is to equip the students with the knowledge and skills required for dealing in commodities market.

Unit I

Unit II
Commodity derivatives: difference between financial and commodity derivatives, global derivative exchanges, commodity exchanges in India( regional and national ) commodities permitted for trading, kabra committee report, commodity specific issues, instruments available for trading, types of instruments( futures and options ) types of commodity futures, basics and pay off.

Unit III
Pricing and application of commodity derivatives: investments assets V/s consumption asset, the costs of carry model, the future basis , application of commodity derivatives markets/ hedging, speculation and arbitrage.

Unit IV
Commodity stock exchanges: the NCDEX and MCX platform – NCDEX exchange membership, rules regulation, bye-laws, types of commodities traded on NCDEX, trading on the NCDEX and MCX platform- contract specifications, trading system, entities in the trading system, trader work station, order types and conditions, exposure limits.

Unit V
Clearing, Settlement and Risk Management: calendar and settlement schedule,Position determination settlement mechanism and price, margining final settlement and exception handling- Regulatory framework and accounting and taxation issues.

References
2. George A. Fontanills, Getting Started in Commodities, John Wiley
10F2 MANAGEMENT CONTROL SYSTEMS

The objective of this subject is to understand the control systems in organisations and to understand the performance measures effectively.

Unit I
Characteristics of Management Control System - Evolution of control systems in an organization - Relating system to organizational objectives - Strategic Planning, Management Control and Operational Control - Goal Congruence - Cybernetic Paradigm of Grissinger - Functions of the Controller

Unit II
Responsibility Centers - Types of Responsibility Centers - Expense Centers, Profit Centers and Investment Centers - Budgetary Control as a tool for Management Control Systems - Engineered, Discretionary and Committed Costs - Approaches to budgeting: Engineered and Discretionary costs - Benchmarking and Total Cost Management

Unit III
Transfer Pricing (Market based and Cost Based) - Related numerical problems - Return on Investment, Economic Value Added, Capital Budgeting and Ratio Analysis as a tool to management performance measurement - Management Control Systems in Service Sector vis-à-vis in Manufacturing Sector

Unit IV

Unit V
Introduction to Audit Function as a control tool covering Financial Audit, Internal Audit and Cost Audit - Management Audit - Principles and Objectives - designing and implementation of control Systems

References
1. Dutta, M. Management Control Systems; New Delhi: Sultan Chand & Company Ltd.
This subject will deal with financial policies and the decision making at the top level pertaining to finance.

Unit I
Financial Policy and Strategic Planning: Components of financial strategy; Objectives and goals; Strategic planning process - Meaning of SFM - costs and benefits - 9s model for SFM.

Unit II
Investments Decisions under Risk and Uncertainty: Techniques of investment decision- risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis and simulation method - Corporate strategy and high technology investments

Unit III

Unit IV
Leasing: Meaning, importance, types, tax considerations, and accounting considerations. Evaluation of lease from the point of view of lessor and lessee; Lease versus buy decision; Venture capital: Concept and developments in India; Process and methods of financing, fiscal incentives.

Unit V
Financing strategy: Hybrid securities namely convertible and non-convertible debentures, deep discount bonds, secured premium notes, convertible preference shares; Option financing, warrants, convertibles and exchangeable.

References
HUMAN RESOURCE MANAGEMENT ELECTIVE SUBJECTS:

8H1 INDUSTRIAL RELATIONS AND LABOUR LAWS

This course introduces the trade unions and the industrial relations climate along with the relevant labour legislations that are needed for a human resource manager.

Unit I

Unit II

Unit III

Unit IV

Unit V

References
1. C, B. Marmoria. Dynamics of Industrial Relations in India; New Delhi: Vikas Publishing.
8H2 PERFORMANCE MANAGEMENT

The objective of the course is to provide an understanding of the performance management process as well as the ability to manage performance in real world business scenario.

Unit I

Unit II

Unit III

Unit IV
Measuring performance, measurement issues, criteria for performance measures, Types of measure:- Organisational - team and individual-Setting performance standards: Competence and competency analysis, Methodology development and implementation, 360-degree feedback, advantage and disadvantage- Conducting performance development reviews, constructive reviews, review skills, coaching counselling, performance problem solving.

Unit V

References
The objective of this course is to develop in depth understanding of the strategic role performed by HR in business organisation and to gain insight of the alignment between different HR systems and practices and organisation outcomes.

Unit I
Business Strategy and Organizational Capability-SHRM overview-Linking HR strategy with Business Strategy-Steps in SHRM - Role of HR during Organizational Growth, Turn around, Retrenchment -Mergers and Acquisitions.

Unit II
Strategic HR Planning and Acquisition-Business Strategy and HRP-Job Analysis and SHRM - HRP Process-HRP and Outsourcing-Strategic Recruitment and Selection-IT enabled acquisition -Alternatives to hiring.

Unit III

Unit IV

Unit V
Global Environment of HR-Change & Diversity-Difference between Global HRM and Domestic HRM-Cross Cultural context-Strategic HR Issues in Global Assignments-Competencies of HR Professional in a SHRM Scenario.

References
9H1 ORGANIZATIONAL DYNAMICS

The objective of this course is to understand the meaning, scope and significance of organizational dynamics, to examine the factors and issues that influence organisational effectiveness.

Unit I
Intrapersonal process- Understanding human behaviour, Self concept, Perception, Attention, Distraction, Attitude, Occupational stress, Spill over and coping, Impression management.

Unit II
Memory process and types- Intelligence, Intelligence quotient – Emotions; Emotional intelligence, Emotional quotient.

Unit III
Interpersonal process – Transactional analysis & Johari window helping process, Practical applications, Interpersonal Communication and feedback, Interpersonal styles.

Unit IV
Group and intergroup process- Group formation and group process, Group Dynamics, Group cohesiveness – Team development and team functioning, Conflict collaboration and competition, Sensitivity training.

Unit V
Organizational process- An overview of major concepts on emerging trends-power, politics, authority, Integration and control, Organizational climate and culture, Organizational effectiveness.

References
This course is aimed at providing the students with a framework of what Change and Organisation Development is, how it works, its change techniques and what the future of Organisation Development might be.

Unit I
Nature of Change: Necessity for Change, factors affecting change, organisational factors affected by change, impact of change on structure, communicative patterns and human relations, Situational analysis and patterns of change, Learning, Training and Development - definitions, objectives and interlinkages, Basic concepts of Human Resources Development (HRD).

Unit II
Change perspectives: Different perspectives related to change; changes as a strategic management tool; change for internal re-organisation; impact of change on Human Resources Planning; Global perspectives related to change; quality consciousness as an emerging catalyst for change; cultural and climatic factors affected by change.

Unit III
Organisational transformation: Change cycles; leadership patterns and transformational strategies; resistance to change - cause and counteractive measures; reward system as an effective tool to effect and sustain changes; impact of disciplinary measures on behaviour modification; Business Process Re-engineering (BPR)

Unit IV
Organisational Development for planned change: Introduction; definition; historical development and nature of OD; focussed activities - individuals, roles, dyads, groups, inter-groups, as targets of planned change; problem area; conflict, frustration and stress - impact on behaviour and productivity, coping strategies; intra-group and inter-group conflicts; major OD intervention strategies and their expected effects.

Unit V
Team intervention strategies: Team and groups; Team building interventions; leadership skills for team building; sensitivity training (T - groups); Transactional analysis; communicating skills and group dynamics; developmental activities based on simulations, role-plays and games.

References
2. W Warner Bruke, Organizational Change: Theory and Practice, Sage
4. French, Wendell L. & Lecil H. Bell, Organisation Development; New Delhi: PHI.
The objective of the course is to discuss the theory and principles of training as they relate to the organisational objectives and strategies. The course also emphasis the value of developing training programmes that relate training to the overall strategy of the firm.

Unit I

Unit II
Needs Assessment and Analysis;, Organizational Support for need assessment , operational analysis / Organizational analysis, requirement analysis, individual analysis. Motivational aspects of HRD : Development cycle; Reinforcement for behaviour modification- Learning theories, stages of learning, learning principles, challenges to become learning organization, trainee readiness, trainee motivation to learn, motivational theories.

Unit III
Instructional Approaches: An Overview, Traditional Instructional Approaches, modern Instructional Approaches, Internal Training Vs External Training. Training Methods- On the job- Apprenticeship., working, mentoring .Off the job- Case studies, lectures, vestibule, sensitivity, in-basket, role plays, audiovisual & other contemporary methods.

Unit IV

Unit V
Human resource development concept - HRD at micro and macro levels - Sub - systems of HRD - role of HRD function - concept of career – career Stages - career planning and development - need - steps in career Planning - methods of career planning and development - career development Actions and programs - career problems and solutions - guidelines for Career management. Concept of management development - need and importance.

References
2. Lynton & Parekh, Training for Development, Sage Publication
5. Rao TV , Readings in HRD, Oxford & IBH
9H4 HUMAN RESOURCE COUNSELING

The objective of the subject is to provide an overview of counseling processes and techniques as they are applicable to industry and management and also to train the students in the basic skills necessary for industrial counseling in view of organizational excellence

Unit I
Personnel Counseling: Basic Tenets, Methods & Tools- An Integrated Model- Personality and Personnel Counseling

Unit II
Self-Development of the Counsellor: Manager as a ‘Barefoot’ Counselor- Managers as Skilled Helpers

Unit III

Unit IV
Counseling Interventions: Performance Counseling- Problem Performers -Problem Situations, Alcoholism, Absenteeism, Conflicts - Stress and Spillover -Employee Assistance and Personnel Counseling – Organizational framework

Unit V
Psychotherapy & Employee Counseling: Selective Integration of Modern Psychotherapies with Employee Counseling - Indian Approaches to Personnel Counseling

References
**9H5 REWARD MANAGEMENT**

This course is designed to promote understanding in issues related to reward in corporate sector and impart skills in designing, analysis and restructure compensation management system, policies and strategies.

**Unit I**

**Unit II**
Job Evaluation-nature and importance- methods, Computer aided job evaluation, Internal and external equity- Pay surveys.

**Unit III**
Pay structure-Types, Broad Banding, Performance Linked Compensation - Types of Incentives , Bonus, Profit sharing ,Gain Sharing , stock options, Benefits and allowances-types, Executive and shop floor level rewards, Compensating Expatriates and knowledge workers.

**Unit IV**

**Unit V**
Total Reward System, Components of pay, Pay structure for startup organisations Pay restructuring in Mergers and Acquisitions, alliances and turnarounds, Board room pay, Compensation management in public, private and emerging sectors, Emerging Issues in Compensation management-Future trends.

**References**
10H1 HUMAN RESOURCE PLANNING

This course is designed to provide in depth understanding of the human resource planning system of the organization.

Unit I
Human Resource Planning; Concept and Objectives - HRP at Micro and Macro levels; HRP and Business plans - Different Approaches – Human Resource Planning Process; Demand and Supply Forecasting; Different tools and techniques; Labor wastage – Absenteeism and labor turnover.

Unit II

Unit III

Unit IV
Selection, Interviewing; Purpose; Types of Interviews; Interview Techniques; Interviewing skills; Advantages and Limitations of Interviews; Do’s and don’ts of selection Interviewing, Medical Checkups, Reference and background check, Choice of selection methods, assessment Centers, Reliability and validity of selection tools.

Unit V
Employment offers; service conditions, contract of employment, Psychological contract - Induction. Importance, Socializing the new employee, Different types of Socialization. Placement, Probation and Confirmation, Promotion and Transfer; Policies and Procedures, Retraining, Out placements, HR outsourcing.

References
3. Anne Anastasi, Susan Urbina, Psychological testing, PHI
10H2 HUMAN RESOURCE INFORMATION SYSTEMS

This course will enable the students to understand the applications of human resource information systems for managing people at work.

**Unit I**
Introduction: Data & Information needs for HR Manager; Sources of Data; Role of IT in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Standard Software and Customized Software; HRIS – An Investment; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco’s Marshal (only data input, output & screens).

**Unit II**
HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System’s support for Planning & Control.

**Unit III**

**Unit IV**
Organization Climate Approach – Improvement and deterioration of organizational climate, Responsibility accounting and Management control Behavioural aspects of Management Control; Human resources as social capital, Mentoring and development of social capital, Social control, HR accounting and bench-marking.

**Unit V**
Personnel costs, Audit Techniques, HR Audit, HRD Audit, HRD Score Card – Accounting and Financial Statements.

**References**
10H3 HRD SCORE CARD

The objective of this course is to understand the process of HRD audit and design a suitable quantitative measure to assess the effectiveness of HRD function in an organization.

Unit I
Introduction to HRD Audit and HRD Score Card

Unit II
HRD Systems and Strategies

Unit III
Audit of HRD Systems

Unit IV
HRD Competencies, HRD Culture and Values, HRD Impact and Alignment

Unit V
HRD Audit Instruments

References
MARKETING ELECTIVE SUBJECTS:

8M1 BRAND MANAGEMENT

The purpose of this course is to introduce the concepts behind branding, brand naming, brand positioning etc., and explain the methodology of brand equity and the importance of branding for an organisation.

Unit I
What is a brand: - Definitions - financial value of brands - social value of brands - what makes brands great - keys of branding - brand halo - changing face of customer- line influence on a growing brand-

Unit II
Perceptions and branding: - emotional benefits of branding - emotional branding perceptions - reception - what brands communicate- customer contact points - brand reflection - brand story- Brand design - Visual identity - Colour in design - Sound in brand design - audio logos and jingles - sensory brands and smell in brand design - brands and taste - brand and touch - words and shapes - verbal identity - brand architecture - brand building skills.

Unit III
Brand positioning - Brand planning - brand creation - brand platform - brand experience - brand communication - public relations perspective - opportunity modeling-

Unit IV
Brand protection - Trademarks - classification of brands - creating a new mark - Trade mark- portfolio audit - copyright - registered designs - brand as business asset - brands and wealth creation - brands on the balance sheet - approaches to brand valuation.

Unit V
Globalisation and brands - Who really holds the power - power of logo - brand leadership - global brands - Asian brands - revitalised brands - challenger brands - brand and customer protection- brand building - brand sustainability - brand decline - changing customers - brands in mergers and acquisition - brand audit - strategic brand management.

References
1. Kevin Lane Keller, Strategic Brand Management, Pearson Education,India.
2. U.C. Mathur, Product management - Excel Books, New Delhi, India.
8M2 RETAIL MARKETING

The objective of the course is to provide a foundation for an understanding of the various dimensions of Retail Management

Unit I
Introduction – Theories of retailing- management of service & quality in retailing - world retail scenario- developing countries- retailing functions and need and scope of retailing in India- organised vs. unorganised retailing - growth of retail formats – high street and malls- mall management

Unit II
Basics of marketing- effective communication- need to understand consumer behaviour – store formats- store location-location analysis- store positioning- store design and visual merchandising-breakdown of retailing as a product- retail pricing, changes and trends in retail marketing

Unit III
Store operations management- SCM- supplier relations – logistics in retailing- merchandise buying & management- warehousing- inventory control- franchisee operations-international retailing-motives, reasons and typologies for international expansion

Unit IV
Retail promotions- retail information systems- CRM-retail finance- retail statutory obligations-tax systems for retail-consumerism & ethics in retailing-corporate social responsibility

Unit V
Retail human resource management- issues and challenges- recruitment, selection and training-specialised training- growth of non store retailing-retail database marketing –impact of globalisation on retail management future of retailing

References
1. Michael Levy, Barton Weitz, Retail management, McGraw Hill
2. Chetan Bajaj, Rajnish Arya, Nidhi Varma Srivatava, Retail Management, Oxford Publishing, India
8M3 MARKETING RESEARCH

This course is designed to acquaint students with the application of Research Principles, Tools and Techniques in the Marketing function.

Unit I
Marketing Research – Applications, Limitations – Organizing the marketing Research function – The Research Process – Types of research design.

Unit II

Unit III

Unit IV
Applications of MR – Sales analysis and forecasting, product development, Test marketing, Advertising research, Market segmentation and positioning.

Unit V
Industrial Marketing Research – Export Marketing Research – Ethical Considerations in Marketing research – MR & IT – Online research, data warehousing and data mining – Marketing Information System.

References
3. Cooper & Schindler, Marketing Research, Concept & Cases. Tata McGraw Hill, India
The objective of this course is to develop insights into emerging trends in the service sector and tackle issues involved in the management of services.

**Unit I**
Role of service sector - Structure and growth - Recent trends in service sector - Characteristics of services - Components and tangibility spectrum - Distinctive marketing challenges and need for separate marketing strategies, classification of services - Service Marketing mix, Expansion of marketing mix - Services marketing triangle.

**Unit II**
Creating, delivering and performing service - Basic, Articulated and Exciting Attributes - Service blue prints - Pricing promotional mix and communication Efforts, Delivery of services through intermediaries, People, Process and physical evidence.

**Unit III**
Consumer behaviour in services - customer satisfaction - customer expectation and customer perceptions - gap analysis - quality perceptions in services - guarantee, customisation of service - service recovery and problem solving - employee role of service marketing - role of technology.

**Unit IV**
Segmentation / positioning / differentiation and retention strategies applicable to service marketing - relationship marketing - measuring customer satisfaction surveys: - design and analysis.

**Unit V**
Marketing of banking services, tourism, financial services, consultancy, hospital care and cure marketing, business schools, transport services, care taking etc.

**References**
3. Adrian Payne, The Essence of Services Marketing, Prentice Hall, India
9M2 CONSUMER BEHAVIOUR

The basic objective of this course is to develop and understanding about the consumer decision-making processes and its applications in marketing function of firms.

Unit I
Consumer Behaviour and its linkages with the decision making process in Marketing Management.

Unit II
Understanding the Research framework in Consumer Behaviour and the use of Consumer Characteristics in Market segmentation.

Unit III
Factors influencing the Consumer Behaviour -Culture, Social Class, Social Group and family, life style

Unit IV
Individual Determinants of Consumer behaviour - Motivation and involvement, Behaviour modifications, Personality and self-concept, perception, learning, Attitudes and Changing Attitudes

Unit V

References
This course creates an understanding about the opportunities of the rural market under social and economic perspective and helps students to develop strategies especially suitable for rural markets.

Unit I

Unit II

Unit III

Unit IV

Unit V

References
9M4 BUSINESS TO BUSINESS MARKETING

The objective of this course is to provide learning opportunity to appreciate the essence of business to business marketing.

Unit I

Unit II

Unit III


Unit V: Industrial Goods Promotion - Branding of Industrial Products – Creating Corporate Image - Industrial Advertising - Role of Internet in Business Market - Industrial Marketing Control.

References
1. Vitale & Giglierano, Business to Business Marketing Thomson South-Western
2. U C Mathur, Business to Business Marketing, New Age International Publishers
9M5 MARKETING RESEARCH

The objective of this course intends to cover the current marketing research methodologies, points out their limitations as well as their potential for enhancing research results. The aim of this course is to enable the students to understand and undertake quantitative and qualitative marketing research useful for pro-active and reactive marketing intelligence system.

Unit I
A Decision-Making Perspective on Marketing Intelligence, Marketing Research in Practice

Unit II
The Marketing Research Process, Research Design and Implementation

Unit III
Secondary Sources of Marketing Data, Standardised sources of Marketing Data, Marketing Research on Internet, Information Collection - Qualitative and Observation Methods

Unit IV

Unit V
Emerging applications of Marketing Research-database marketing, e-commerce, Relationship Marketing

References
1. Aaker, A. David, Kumar, V., and George, S. Day (2010). Marketing Research; New Delhi: Wiley India
10M1 INTEGRATED MARKETING COMMUNICATION

The objective of this course is to understand the role of advertising and promotion in today’s business world by emphasizing how a firm can use its promotional tools to communicate effectively with its consumers. It integrates theory with exercises that helps students to design and manage successful promotional programs.

Unit I

Unit II

Unit III

Unit IV

Unit V
Online Marketing Communication Process - Setting Online Communication Objectives - Online Advertising - Online Sales Promotion - Online PR - Direct Marketing through Internet. - Impact of Consumer Generated Communication - Virtual Community Influence on IMC.

References
10M2 SALES AND DISTRIBUTION MANAGEMENT

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

Unit I

Unit II

Unit III

Unit IV

Unit V

References
The objective of this course is to examine Customer Relationship Management (CRM) as a key strategic process for organizations. Students will be able to appreciate and plan a CRM process and use CRM tools.

**Unit I**
CRM – Introduction, Evolution, Definition, Schools of thought and CRM Benefits, Building relationship, Economies of CRM, Lifetime value of customers

**Unit II**
Rewards / loyalty programs in consumer markets, Key Account Management (KAM) in business markets. Customer Value Management (CVM)

**Unit III**
Operational CRM – Sales force automation, Customer Service and Support, Campaign Management, Analytical CRM – Technological Solutions for CRM, Data warehouse and Data Mining

**Unit IV**
Collaborative CRM – Customer Interactions Centres, Customer Contact Centre and Portals in building relationships, Key Performance Indicators (KPI), Customer defections, Customer Retention - Planning and Evaluation

**Unit V**
CRM Project Management – Planning and Implementation

**References**
SYSTEMS ELECTIVES:

8S1: SYSTEM ANALYSIS AND DESIGN

This course is aimed at developing an appreciation of Analysis and Design of computer-based commercial data processing systems.

Unit I
The system development environment - Role of managers, analysts, programmers, and end users - skills for system analysts - Types of information systems - systems for co-ordination.

Unit II
Systems Development Concepts: Feasibility Analysis, Design, Implementation and Maintenance: Role of analysts and Designers; Case study.

Unit III
Approaches to Analysis and Design: Traditional approaches, structured approaches - Yourdon’s approach, Jackson’s approach, Information Engineering, SSADM (Structured system analysis and design method) and Object Oriented Design and introduction to UML.

Unit IV
Business analysis and project management: Information system (IS) and Business objectives: Constraints: Competitive advantage with IS. Stages of system development, Project Planning, Monitoring and control.

Unit V
System Analysis and Design: Planning, Collecting data, Recording Information, Interpreting the information, logical data design, Files, databases. Physical data design, Programme design.

References
1. Elias M. Awad, System Analysis & Design, Galgotia Publications. India
This course enables students to understand the enterprise resource planning and its application in organizations.

**Unit I**
ERP: An Overview, Enterprise – An Overview, Benefits of ERP, ERP and Related Technologies, Business Process Reengineering (BPR), Data Warehousing, Data Mining, OLAP, SCM.

**Unit II**
ERP Implementation-ERP Implementation Lifecycle, Implementation Methodology, Hidden Costs, Organizing the Implementation, Vendors, Consultants and Users, Contracts with Vendors, Consultants and Employees, Project Management and Monitoring.

**Unit III**

**Unit IV**
ERP Market - Market Place, SAP AG, Peoplesoft, Baan, JD Edwards, Oracle, QAD, SSA.

**Unit V**
ERP – Present and Future - Turbo Charge the ERP System, EIA, ERP and e-Commerce, ERP and Internet, Future Directions.

**References**
8S3: SOFTWARE ENGINEERING

This course is intended to introduce the concerns tools and strategies of software design and use.

Unit I

Unit II

Unit III

Unit IV

Unit V

References
2. Rajib Mall Fundamentals of Software Engineering, Prentice-Hall of India Pvt Ltd, New Delhi
The objective of this course is to foster a comprehensive understanding of quality management concepts in software development.

Unit I

Unit II

Unit III
Basic Quality Tools : Ishikawa’s Diagram, Pareto Diagram, Histogram, Run Charts, Scatter Diagram, Control Charts, Cause & Effect Diagram, Relations Diagram

Unit IV

Unit V

References
9S2 INTERNET PROGRAMMING AND WEB DESIGN

This course introduces the use and features of Internet and the methods of designing web pages.

Unit I
Internet & its features - establishing connection & browsing websites - Modems communication software - shareware - search engines and commands compression software & file compression - sound & images - animation.

Unit II
Definition of multimedia - differences between CD & DVD - read/write processes in CD - multimedia in PC - hardware - SCSI, MCI, memory and storage devices - input devices - output hardware and communication devices.

Unit III
Fibre optic computer communication - principle of light transmission in fibre advantages of optical fibre communication system - characteristics of optical fibres - optic cables - light sources & photo detectors.

Unit IV
Network topologies - Understanding fundamental layers of ISO/OSI network model - network layers - protocols - major TCP/IP protocols & their uses.

Unit V
HTML tags - use of commonly used tags and generation of pages with links to other sites. Simple JAVA programming - compilation and generation of graphics including animation in web pages.

References
9S3 MANAGEMENT SUPPORT SYSTEM

The objective of the course is to develop an understanding of management support system and its implications in business.

Unit I

Unit II

Unit III
Use of DSS Technology for Marketing, Finance, Production and HRM. Modeling of Multi-Objective and Analytic Hierarchy Process. Artificial Intelligence, Need and Application. AI based systems

Unit IV

Unit V
Executive Information Systems definition; their Applications. EIS components. Making EIS work. Future of EIS

References
1. Turban, McLean, Wetherber, Information Technology for Management, Tata Mcgraw Hill, New Delhi
2. Gerald, V. Post., & David, L. Anderson, Management Information System; New Delhi: PHI
9S4 SOFTWARE PROJECT MANAGEMENT

This subject intends to equip the students with the tools and techniques of Software Project Management and to design and implement information system with effectiveness and efficiency.

**Unit I**
Introduction to Software Project Management- Software as an Evolving product, its characteristics and components- Software engineering process - various models like linear, sequential, prototype, RAD, incremental, Spiral, Component, Assembly, Concurrent developmental and formal methods model, etc.

**Unit II**
Planning a software project- Objectives, resources, estimation -methods of estimation. Make or -buy decisions. Software project scheduling -defining tasks, scheduling using PERT/CPM, Project planning and Analysis.

**Unit III**
Software Configuration - Components of configuration, versions control and configuration audit-Software Design Process- Concepts, modular, design, and design documentation

**Unit IV**
Software Testing- Objectives, Methods of testing, testing GUI's testing, Clients/Server architectures; testing real systems ; strategies for testing, Unit testing Integration Testing, System testing and debugging.

**Unit V**

**References**
1. Lawrence J Peters . Getting results from software development teams, Microsoft Press
2. Walker Royce Software project Management, Addison-Wesley
To enable students to understand the importance and various components of database management system.

**Unit I**
Overview of DBMS : Database Management in organisations; Objectives of DBMS; Evolution; data structures; DBMS Architecture; User interface, data languages, DBMS modes of operation.

**Unit II**
DBMS functions: Design; retrieval; creation and updating; backup and recovery.

**Unit III**
Study of Relational Data Base Management System for successful implementation of Distributed systems; RDBMS concepts, structure and ER models; Normalisation and Logical design Query Language for RDBMS.

**Unit IV**
Structured Query Language – basic structure of SQL queries, DML, DDL, DCL statements; Distributed database systems - data fragmentation, replication and allocation techniques; object oriented databases; online database; database administration; trends to the future in database management.

**Unit V**
Applications; Advanced transaction processing – transaction processing monitors, transactional workflows, Real-time transaction systems, Long duration transactions, transaction management in multi-databases; Evaluation of commercially available software systems

**References**
1. C.J Date, A. Kannan, S.Swamynathan, Introduction to Database system, Pearson education.
10S1 PLANNING AND IMPLEMENTING IT STRATEGIES

The objective of this course is to enable the students to understand the how to plan and implement IT strategies.

Unit I

Unit II

Unit III

Unit IV

Unit V

References
2. Rich, Schiesser, IT Systems Management; New Delhi: PHI.
The objective of this course is to help students develop a strong conceptual foundation of business process reengineering and the necessity to go for change in organisations.

**Unit I**
Conceptual Foundation of Business Process Re-engineering; Role of information Technology in BPR; Nature, significance and rationale of business process reengineering (BPR).

**Unit II**
Major Issues in process redesign: Business vision and process objectives, Processes to be redesigned, Measuring existing processes; Process Improvement and Process Redesign; BPR Experiences in Indian Industry.

**Unit III**
Process identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking: Business Process Improvement. Designing and building a prototype of the new process: BPR phases, Relationship between BPR phases.

**Unit IV**
Typical BPR activities within phases: Change management, Performance management, and programme management.

**Unit V**
BPR and continuous improvement: Co-ordination and complementary efforts, IT capabilities and their organizational impacts, Implementation of BPR, Stages of implementation and critical aspects, Case studies on BPR. Man Management for BPR Implementation; Re- organizing People and Managing Change.

**References**
1. R. Radhakrishnan and S. Balasubramanian Buisness Process Reengineering: Text Case, PHI.
2. Jayaraman, M.S., Business Process Re-engineering; New Delhi: Tata Mcgraw Hill,
10S3 ELECTRONIC COMMERCE & INTERNET MARKETING

The objective of this course is to understand the students how to apply tools of electronic commerce in business to accomplish unique outcomes.

Unit I

Unit II
Launching online business: Business plan, Funding, Web hosting, content creation management, Website design and construction, Strategies for web development, 7 Cs framework, web technologies: website and page development tools, Open source tools.

Unit III
E-Payment system: Traditional vs. Digital payment systems, Digital Payment requirements, Merchant account, Payment gateway, E-payment methods: Credit cards, E-wallet, Digital Token based E-payment systems, E-Cash, Innovative payment methods, E-loyalty and Reward programmes ,E-payment system Design, E-Banking, Main Concerns in Banking.

Unit IV

Unit V

References
3. Effraim Turban et al., E-Commerce, Pearson Education.
4. Joseph, P.T. E-commerce An Indian Perspective; New Delhi: PHI
OPERATIONS ELECTIVES:

801: SUPPLY CHAIN MANAGEMENT

This subject explores the key issues associated with the design and management of industrial Supply Chains (SC). SC are concerned with the efficient integration of suppliers, factories, warehouses and stores so that products are distributed to customers in the right quantity and at the right time.

Unit I
Introduction- achieving a strategic fit – SCM metrics- drivers and obstacles.

Unit II
Distribution networks in Supply chain - Network design in certain and uncertain environments

Unit III
Transportation: modes, issues, future developments – Aggregate planning: forecasting- planning supply and demand

Unit IV
Inventory planning: methods, with known demand, with uncertain demand, with certain demand (problems)

Unit V
Sourcing and contracts – new product introduction – Coordination in supply chain.

References
2. Donald J Bowersox, David J Closs, Logistical Management (The integrated Supply Chain Process), TMH
3. Sunil Chopra, Peter Meindl, Supply Chain Management (Strategy, Planning and Operation), Pearson Education, India.
4. Burt, Dobbler, Starling, World Class Supply Management, TMH.
The objective of this course is to familiarize the students to the philosophy and role of TQM in revitalizing the organisation

Unit I
An Overview and Role of TQM- Classical Definitions of Quality- Product Satisfaction & Product Dissatisfaction - Trends in Change Management and role of TQM.

Unit II
Philosophical Approaches to TQM- Eastern & Western Approaches - Methodological Approaches to TQM: Deming, Juran, Crosby and others

Unit III
Tools of TQM – Diagnostics- 7 Tools of Analysis - old and new - Cybernetic Analysis

Unit IV
Overview of Other Developments in TQM : QFD, ISO , CMM, Benchmarking, Six Sigma - Leadership requirements for TQM

Unit V
Integration & Implementation of TQM in Organizations- Application of TQM.

References
803: PURCHASING AND MATERIALS MANAGEMENT

This subject is expected to provide insights into the complex issues involved in decisions relating to purchasing and also to have a professional understanding of materials management

**Unit I**

**Unit II**

**Unit III**
Purchasing, Purchasing organization, duties of purchasing department, centralised and localised purchasing, purchasing policies, budgets, methods of purchasing, buying factors, source selection, source development, supplier performance appraisal make or buy decision, Vendor-Vendee relations, Vendor development, International purchasing -Purchasing procedures and records :Requisition, purchases order follow up and expediting systems, receipt and inspection

**Unit IV**
Stores management and Control: Stores and Stores organization; organization of stores location and layout of stores ; functions of stores keeping; stores records and procedure; salvage and surplus disposal & scarp disposal. Standardization and variety reduction. Merits and demerits of codification.

**Unit V**
Materials handling systems basic principles. Types equipment, materials handling, movement and storage cost. Evaluation of material handling- Evaluation of value, essentials of value analysis and engineering. Organisation for value analysis

**References**
The objective of this course is expected to provide insights into the issues involved in occupational hazards and industrial safety.

Unit I
Understanding the importance of safety at work: Concept of Safety-Applicable areas-Recognition, evaluation and control of physical hazards- Hazard Analysis, Human Error and Fault Tree Analysis- Emergency Response-Hazards and their control in different manufacturing and processing industries.

Unit II

Unit III

Unit IV

Unit V
Accidents in work place-Types, Investigation methods, Analysis, Reporting and Recording Injuries -First aids- Health problems in different types of industries - construction, textile, steel, food processing and pharmaceutical. Fire- Causes, Types of fire, Extinction of fire, Prevention of fire.

References
This course will introduce the concept of technology management, nuances and issues in technology management and the decision making related to technology management.

**Unit I**
Technology management: Scope, components, and overview. Technology and environment, Technology and society, Technology Impact analysis, environmental, social, legal, political aspects, methods or techniques for analysis - steps involved. Technology policy strategy: Science and technology Policy of India, implications to industry.

**Unit II**

**Unit III**
Technology Choice and Evaluation: Methods of analyzing alternate technologies, Techno-economic feasibility studies, Need for multi-criteria considerations such as, social, environmental, and political, Analytic hierarchy method, Fuzzy multi-criteria decision making, and other methods.

**Unit IV**
Technology Transfer and Acquisition: Import regulations, Implications of "Uruguay Round", and WTO, Bargaining process, Transfer option, MOU -Technology Adoption and Productivity: Adopting technology-human interactions, Organizational redesign and re-engineering, Technology productivity.

**Unit V**
Technology Absorption and Innovation: present status in India, Need for new outlook, Absorption strategies for acquired technology, Creating new/improved technologies, Innovations - Technology Audit.

**References**
3. Frederic, Betz. Strategic Technology Management; McGraw Hill.
903 SERVICE OPERATIONS MANAGEMENT

The objective of this course is to introduce the concept of service operations management and its application.

Unit I
Introduction to services – Nature and Characteristics of Services and Service Encounters, Service Organization as a system, Service Strategy formulation, Basic and Integrative elements of Strategic service.

Unit II

Unit III
Operating the Service System- Managing Demand, Nature and pattern of Service demand, Strategies for influencing Demand, Yield management, Queuing theory and Simulation, Managing Supply, Capacity, Components of Capacity, Strategies for Management of Supply, Overbooking, Allocating capacity- Static, Nested and Dynamic Methods, Inventory Management in Services, Methods to reduce stockouts, shrinkages and inventory inaccuracy

Unit IV

Unit V
Case studies in service operations management Travel and tourism sector – Hotel, Airline IT and communication sector - Information technology, Telecom services, Computer networking service Healthcare sector - Hospital, Medical Transcription Financial Services sector – Insurance, Banking, Portfolio services Educational services – Education, Training.

References
904 OPERATIONS STRATEGY

The objective of the course is to familiarize the students with the concept of operations strategy.

Unit I
Strategic Management: organizations and managers, contents of strategy, levels of strategic decision, designing a strategy, approaches to design - top-down and bottom-up approaches, steps, defining the purpose of operations, business environment, components of environment, economic environment, industries, industry life cycle, markets

Unit II
Operations Strategy concept: aims of an operations strategy, contents of an operations strategy, and approaches to designing an operations strategy, market view, resources view Designing an operations strategy - focuses of operations strategies: product differentiation, materials management - environmental scans, analysis of the environment, PEST analysis, operational audit, SWOT analysis - implementing the strategy - meaning of implementation, stages of implementation, designing infrastructure, controlling the strategy, action plan for implementation

Unit III
Products and innovation: product planning, entry and exit strategies, new product development, market demands, operations’ requirements, production possibility curve quality management – strategic importance of quality, quality management, quality revolution, Total Quality Management – zero defects, implementing TQM, ISO 9000, quality control

Unit IV
Capacity Management: measures of capacity, capacity planning, approaches to planning, forecasting demand, timing and size of change, size of expansion, changing capacity over time, different levels of capacity plan

Unit V
Structure of the supply chain: role of logistics and supply chain management, integration of activities along the supply chain, location of facilities, strategic sourcing and supply management, risk management, operational hedging, mass customization and technology movement of materials, flow of materials, importance of procurement, inventory management, models of independent demand

References
905 PRODUCTIVITY MANAGEMENT

The objective of the course is to disseminate the students about the importance of productivity management in today’s business.

Unit I
Productivity concepts – Macro and Micro factors of productivity, productivity benefit model, productivity cycles. Internal and external factors affecting enterprise productivity.

Unit II

Unit III

Unit IV

Unit V

References
4. Rastogi, P. N. Re-engineering and re-inventing the enterprise; New Delhi: Wheeler Publications.
The aim of this course is to acquaint the students with lean manufacturing as an innovation in global industrial competition.

Unit I
Lean manufacturing and six sigma – overview: Evolution of Lean; Traditional versus Lean Manufacturing; Business of Survival and Growth; Business Model Transformation; Ford Production System; Job Shop Concepts Concept of Lean; Toyota's foray in Lean.

Unit II
Design - Value Stream Management: Definition; VSM Types; Product Family Selection; Value Stream Manager; Current State Map; Process Box; Value Stream Icons; 3 Ms - Muda, Mura, Muri - 7 Types of Muda; Future State Map; Value Stream Plan; Process Stability - Loss Reduction 7 Major Losses Reduction. Demand Stage: Market Dynamics; Customer Demand; PQ Analysis; PR Analysis; TAKT Time; Pitch; Finished Goods Stock; Cycle Stock; Safety Stock.

Unit III
System implementation: Flow Stage: Continuous Flow; Cell Layout; Line Balancing; Macro and Micro Motion Analysis; Standardised Work; Concept of Kaizen; Steps involved in Kaizen Deployment; Industrial Engineering – Concepts and Fundamentals; KANBAN Concepts; Types of Kanbans; and Practical Application; Concept of Pull; Changeover Time Reduction - External & Internal Single Minute Exchange of Die; Quick Die Change; Quality-Vendor,In Process and Customer Line; Concept of PPM; Pokayoke; Prevention & Detection Types; Maintenance - Preventive, Time Based and Condition Based; Human Development for Lean, Leveling Stage of Lean Implementation: Production Leveling; Leveling Box; Concept of Water Spider.

Unit IV
Lean metrics and lean sustenance: Identify Lean Metrics; Steps involved in Goal Setting; Corporate Goals; Kaizen Cloud identification in VSM; Lean Assessment. Cultural Change; Reviews; Recognition; Improving Targets and Benchmarks.

Unit V
Six sigma and DMAIC tools: Project charter, stakeholder analysis, SIPOC, Voice of the customer, Rolled throughput yield, KANO Models, CTQ Tree, Process Mapping Data collection, measurement system analysis, sampling plans, process capability, cost of poor quality (COPQ), FMEA Regression Analysis, cause & effect diagram, Hypothesis testing, Design of experiments, Response Surface methodology, Poka-yoke, Quality Control, Control charts.

References
2. Pascal Dennis, Lean Production Simplified, Productivity Press.
1002 ADVANCED MAINTENANCE MANAGEMENT

The objective of this course is to provide insights into the complex issues involved in decisions relating to maintenance management

**Unit I**

**Unit II**
Maintenance Planning and Equipment Efficiency Management: Overhaul and repair meaning and difference, Optimum Maintenance policy for equipments subject to breakdown, Replacement decisions: Optimum interval between preventive replacement of equipment subject to breakdown, group replacement, Physical Asset Management, Overall Equipment Effectiveness Measuring Equipment Effectiveness

**Unit III**
Failure Data Analysis, MTBF, MTTF, Useful life-Survival curves, Repair time, Breakdown time distributions- Poisson’s, Normal, Exponential, Failure Mode, Effects and Criticality Analysis

**Unit IV**
Availability, Reliability, Maintainability: Availability of repairable systems, Concept of Reliability, System reliability - Series, Parallel and mixed configuration, Reliability improvement, Concept of Maintainability, Maintainability prediction, Design for Maintainability, Maintainability Improvement, Availability- Maintainability-Reliability trade off.

**Unit V**
Advanced Techniques: Reliability centered Maintenance, Total Productive Maintenance(TPM)-Philosophy & Implementation, Signature Analysis-MMIS Expert systems, Concept of Tero-Technology, Reengineering Maintenance process.

**References**
2. AKS Jardine, Maintenance, Replacement and Reliability, Pitman Publishing.
The objective of the subject is to acquaint the students about the international developments in the area of manufacturing, and the systems, tools and techniques required for achieving competitive edge through world-class manufacturing.

**Unit I**
World-Class Manufacturing: introduction – product development process- process mapping- Information Age Competition

**Unit II**
JIT – total quality strategies for manufacturing success and WCM model- MRPI and MRP II- developments – gaining competitive edge

**Unit III**
Technological innovation in manufacturing – computer integrated manufacturing - flexible manufacturing systems – cellular manufacturing

**Unit IV**

**Unit V**

**Unit V**
Core competencies in Technology and its Commercialization-Building Organization Culture- Cooperation between Government and Industry-Coping with continuous change – The structure of the Japanese Innovation System

**References**
2. B S Sahay, K B C Saxena, Ashish Kumar; World Class Manufacturing: A Strategic Perspective, MACMILLAM