

**SYLLABUS**

**FOR**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**(5 YEARS INTEGRATED DUAL DEGREE PROGRAMME)**

**CHOICE BASED CREDIT SYSTEM**

**(CBCS)**

**2023 - 24**



**DHARANIDHAR UNIVERSITY**

**KEONJHAR-758001, ODISHA.**

**Website-[www.dduniversity.nic.in](http://www.dduniversity.nic.in)**

## **OBJECTIVES OF THE PROGRAMME:-**

MBA program is conducted in close association with the industry. From the admission of the students, to the designing of the curriculum and providing opportunities for short term projects, summer internship and final placement, they are our partners.

The specialization paper for the above programme is divided into **4** parts such as Finance, Marketing, HR and IT.

Students are also exposed to the corporate world through industry - academic interface, special guest lecturers, workshops, qualified and experienced faculty, presentations, assignments, and students' time management, summer internship and short term projects, all of which are a part of the course design and have to be compulsorily taken up by the students.

The two-year full time **MBA** programme is structured very carefully in order to create an academic, experiential and transformational learning environment through **4 - semester** system.

### **The main objectives of the programme are-**

- To impart quality management education to the students and working executives in shaping their career to prepare them for the competitive and dynamic business environment.
- To offer expertise to the industry, academic, government organizations, and non-government organizations in the form of research, development programmes and consultancy.
- To provide knowledge sharing environment for discussions and other activities like conferences and seminars to contribute towards academic development.

## REGULATIONS

1. The Master of Business Administration (MBA) Programme, under CBCS, a full-time professional Degree Programme, shall have four semesters. After successful completion of all the four semesters; degree will be awarded to qualified students.

2. Duration: The duration of the programme shall be two years with four semesters. Odd semesters will be from July to December (i.e. 1<sup>st</sup> , & 3<sup>rd</sup> semester) and even semester will be from January to May (i.e. 2<sup>nd</sup> , & 4<sup>th</sup> semester). The examination shall be held tentatively in the month of December and May for odd and even semesters respectively.

3. Number of Papers (Semester wise): During the course a student has to take the following papers with marks along with their respective credits totalling to 132 credits as given below.

Semester	No. of Papers	Credit	Marks
I	8	32	800
II	8	32	800
III	8	32	800
IV	8	32	800

### **4. Eligibility Criteria for Admission:**

The candidate should have passed graduation Examination of D.D. University, Keonjhar Odisha or its equivalent in any discipline with minimum 40% marks in aggregate with 5% relaxation for SC/ST/PWC students.

**5. Attendance:** A student has to attend a minimum of 75% of classes in a Semester to be permitted to sit for the semester examination. However, a student with 60% of attendance would be permitted for end semester examination with submission of a medical certificate.

**6. Classes:** There will be approximately 40 classes of one hour duration for each 100 marks paper in a semester.

### **7. Examination:**

A paper having no practical shall consist of two components as:

- (i) Mid-Semester Exam. 20%
- (ii) End-Semester Exam. 80%

A candidate has to secure at least 40% marks both in theory and practical separately to pass the paper and 50% in aggregate in order to pass the examination.

However, if a candidate has failed in aggregate, he/she shall have the option of appearing either in all papers or in specified paper (s) of his/her choice. His/her class test and Mid-term marks will remain valid. A student would be required to complete the course within **5 (five)** academic years from the year of admission.

**Special Examination:**

If a candidate fails to clear the paper(s), in two repeat chances, he/she has to sit for a special examination (one chance). In that case his/her previous Mid-term, Class test and End-term marks of all papers in that semester will be cancelled. He/she will have to reappear at all components (class test, midterm test and end term test) again for all the papers in that semester. No more chances will be allowed to a student if he/she fails in the special examination. His/her studentship will be cancelled.

**Hard Case Rule:**

1% of grace mark subject to maximum of 5 (five) marks in single paper shall be given to pass in a semester. This shall be applicable in each semester. (\* maximum 8 mark out of total 800 and 10 mark out of 900 per semester)

**8. Evaluation process:**

**(i)Mid Semester Examination:** The duration of the examination will be of one hour and maximum marks will be 20 marks in a paper. The concerned faculty member should ensure that the coverage prior to mid-term examination is minimum first and second unit of the paper and the questions will be set from the covered units. The questions will be set in such a manner that to answer them knowledge of both the units will be required. If a candidate fails to appear or failed in the mid-term examination, with the permission of the concerned course teacher he/she can appear at the compensatory mid-term examination before the end semester examination. This would be held once only.

**(ii)End Semester Examination:**

The end semester examination will be held on consecutive days. There will be one sitting per day. The duration of the examination will be 3 hours for 80 marks in a paper.

**(iii) Question Paper Setting:** The question paper should be set in such a manner that:

- a. The question paper should cover all the units.
- b. 20% of the question should be set from the first two units (covered till mid-term exam.).
- c. 60% of the question should be set from the last three units (covered after mid-term exam.).
- d. 20% for case study / situational Analysis shall be included in

each paper The questions for internal examinations shall be set by the faculty member teaching the subject, where as for the end-term examinations the questions shall be set by the University.

**(iv)SIP,Dissertation, presentation and viva-voce:** Students have to undergo for Summer Internship Programme after completion of 8th semester. And also each student will be required to prepare a dissertation on any topic/ problem of his/her interest under the guidance of a faculty member after completion of 9th semester. The SIP & dissertation shall be evaluated for 100 marks and leaving 100 marks for presentation & viva-voce examination. The written part of the report will be evaluated by the internal as well as external examiners separately and the viva-voce will be conducted by the external examiner only. Absence in the viva will amount to failure in that paper.



**COURSE STRUCTURE AS PER CHOICE BASED CREDIT SYSTEM FOR**  
**IMBA PROGRAMME**

**(W.E.F 2023 Admission Batch)**  
**Dept.Of Professional Studies.**  
**D.D University, Keonjhar**

**7th Semester**

Code	Subjects	Credit	Marks Distribution		
			Th	Int.Th	Total
CC-701	Managerial Economics	4	80	20	100
CC-702	Business Environment	4	80	20	100
CC-703	Organization Structure and Process	4	80	20	100
CC-704	Organization Behaviour	4	80	20	100
CC-705	Financial Accounting for Managers	4	80	20	100
CC-706	Statistical Methods for Data Analysis	4	80	20	100
CC-707	Computer Applications for Mgnt	4	80	20	100
CC-708	Business & Corporate Laws.	4	80	20	100

## 8th Semester

Code	Specialization	Subject	Credit	Marks Distribution		
				Th	Int. Th	Total
CC-801		Operation Research	4	80	20	100
CC-802		Human Resource Management	4	80	20	100
CC-803		Marketing Management	4	80	20	100
CC-804		Financial Management	4	80	20	100
DSE-FM-805	Finance	Working Capital Policies and Strategies	4	80	20	100
DSE-FM-806		Merchant Banking and Financial Services	4	80	20	100
DSE-MM-805	Marketing	Consumer Behavior	4	80	20	100
DSE-MM-806		Sales and Distribution Management	4	80	20	100
DSE-HRM-805	HRM	Compensation Management	4	80	20	100
DSE-HRM-806		Industrial Relations	4	80	20	100
DSE-SYS-805	System	Object Oriented Modeling and Design	4	80	20	100
DSE-SYS-806		Data Communications	4	80	20	100

\*Students have to under go for summer internship programme after completion of 8th Semester.

## 9th Semester

Code	Specialization	Subject	Credit	Marks Distribution		
				Th	Int Th/ V	Total
CC-901		Project Management	4	80	20	100
CC -902		Business Policy and Strategic Management	4	80	20	100
CC -903		Summer Training Report , Presentation and Viva-Voce (SIP)	8	100	100	200
DSE- FM-904	Finance	Investment Analysis and Equity Research	4	80	20	100
DSE- FM-905		Financial Derivatives and Risk Management	4	80	20	100
DSE- MM-904	Marketing	Product and Brand Management	4	80	20	100
DSE- MM-905		Service Marketing	4	80	20	100
DSE- HRM- 904	HRM	Managing Employee Relations and Related Laws	4	80	20	100
DSE- HRM- 905		Performance Management	4	80	20	100
DSE- SYS-904	System	Software Engineering	4	80	20	100
DSE- SYS-905		Information Security and Cyber Law	4	80	20	100



## 10th Semester

Code	Specialization	Subject	Credit	Marks Distribution		
				Th	Int.T h/V	Total
CC-1001		Corporate Tax Planning and Management	4	80	20	100
CC-1002		Business Ethics & Corporate Governance	4	80	20	100
CC-1003		Dissertation : Report Presentation and Viva –Voce(DC)	8	100	100	200
DSE-FM-1004	Finance	Mutual Fund and Portfolio Management	4	80	20	100
DSE-FM-1005		International Finance	4	80	20	100
DSE-MM-1004	Marketing	Rural and Agricultural Marketing	4	80	20	100
DSE-MM-1005		International Marketing	4	80	20	100
DSE-HRM-1004	HRM	Management of Training and Development	4	80	20	100
DSE-HRM-1005		International Human Resource Management	4	80	20	100
DSE-SYS-1004	System	Advanced Data Base Management System	4	80	20	100
DSE-SYS-1005		Networking Management	4	80	20	100

\*Students have to prepare a dissertation after the completion of 9th Semester.

\* A Student will have to opt for any two Branches of Special papers (Out of Finance, Marketing, HR & System )

- ❖ Th-Theory
- ❖ L/P-Lab/Practical
- ❖ Int.-Internal
- ❖ VV- Viva Voce
- ❖ CC: Core Course
- ❖ DSE:Discipline Specific Elective
- ❖ SIP: Summer Internship Project
- ❖ DC: Dissertation Course



**CC-701 – Managerial Economics**

**Objecti ve:** The paper has been framed to integrate the basic concepts of economics with the tools of mathematics in order to analyze and make optimal business decisions.

**Credit : 4**

**Contact Hours: 40**

<b>MODULE – I</b>	Definition, Nature, Significance, and Scope of Managerial Economics – Role of Managerial Economics in business – objective of the Firm, concept of economic profit, Theory of Consumer behavior: Diminishing Marginal Utility – Equi-Marginal Utility, Indifference Curve analysis, Budget line, Consumer’s equilibrium, Price, Income and Substitution effect.
<b>MODULE – II</b>	Demand Analysis and Forecasting: meaning of demand; Individual Demand- Law of demand-determinants of demand, Functions of Demand - demand elasticity: Price, Income, Advertising and cross elasticity of demand along with problems- change in demand and change in quantity demanded- Demand forecasting.
<b>MODULE – III</b>	Production Analysis: Short run Production function and Long run production function, production iso-cost and production iso-quant, Cobb-Douglas Production function – Estimating a production function. Cost Analysis: cost structure, various cost concepts- TC, MC & AC; FC, VC & MC;-short run cost function long run cost function – Short run cost curves, long run cost curves, Problems on cost theory and Analysis Linear Programming.
<b>MODULE – IV</b>	Market Analysis: Price and Output decision under perfect Competition, Monopoly, Monopolistic Competition, Oligopoly & duopoly market structure along with problems- Price Discrimination. Market Failure, Price Ceiling and Price Floor.
<b>MODULE – V</b>	Macro-economic Analysis: Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.
<b>Note:</b>	<i>Emphasis should be give n on case analysis (both written and/ or pre sentatio n.)</i>

**Suggested  
Readings:**

1. Gupta : Managerial Economics – (TMH).
2. Brigham & Pappas : Managerial Economics – (Dryden Press ).
3. Meheta : Managerial Economics – (Sultan Chand & Sons ).
4. Peterson and Lewis : Managerial Economics – (PHI).
5. Maheswari : Managerial Economics – (PHI).
6. Trivedi: Managerial Economics – (TMH).

**CC-702 – BUSINESS ENVIRONMENT**

*Objective: To make the students understand the transformational policies relating to specific environment and the regulations there of to control the business practices.*

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Business Environment</b> : Meaning and Nature of Modern Business , Environment of Business , Economic System , Macro Economic Scenario , Neo-liberal Profile of the Economy (LPG), Business Environment & Strategic Management , Internal Environment , External Environment , Political & Business Society , Consumerism.
<b>MODULE – II</b>	<b>Business and Govt. - in Indian Perspective</b> : Economic Roles of the State and Govt., Economic Planning in India, Export Import Policy, Trade Liberalization, Monetary and Fiscal Policy, Industrial Policy Resolution in India , Indian Economic Policies, Disinvestment Policy, Taxation Policy, Privatisation, Industrial Sickness .
<b>MODULE – III</b>	<b>Financial Environment</b> : Financial Institution , Indian Money Market, Capital Market in India , Stock Market and its Regulation , Currency Convertibility, Exchange Rate Management ,RBI, Stock Exchange , Non Banking Financial Corporation , Capital Market Reform and Development .
<b>MODULE – IV</b>	<b>Global Environment:</b> Nature, Why do Companies go Global?, Manifestations of Globalization, Benefits from MNCs, Strategies in Globalization , Functions of WTO, GATT, GATS and its implications in India .
<b>MODULE – V</b>	<b>Managing Environmental Issues:</b> Environmental Management as a Competitive Advantage, The Greening of Management , Role of Govt. in Environmental Regulations, Industrialization , Urban Development and Environment, Global Environmental Issues. Economic Reforms:- Main features of reforms, Need for economic reforms, structural changes.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and / or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. H.L. Ahuja: Economic Environment of Business – (S. Chand).</li><li>2. Andrew Harison: Business Environment – (OUP).</li><li>3. Justin Paul: Business Environment , Text and Cases – (TMH).</li><li>4. Vivek Mittal: Business Environment –(Excel).</li><li>5. Lawrence and Weber: Business and Society – (TMH).</li><li>6. Mishra &amp; Puri: Economic Environment of Business – (HPH).</li><li>7. Cherunilam: Business Environment – (HPH).</li></ol>

## CC-703 – Organization Structure and Process

**Objective:** The Paper is designed to introduce basic principles and functions of management practices required to run an organization.

**Credit : 4**

**Contact Hours: 40**

<b>MODULE – I</b>	<b>Management Concepts:</b> Definition of management, Management Process, Framework of Management, Management – a Science or an Art? Levels of Management, The Manager’s Functions, Managerial skills, The Professional and Social Role of a Manager, Evolution of management thoughts.
<b>MODULE – II</b>	<b>Nature of Organization:</b> Nature of Organization- Proprietorship, Partnership, Co-operatives and Statutory Corporations, Companies Concepts of holding and subsidiary companies, Features of International Organizations and Multi – national Companies.
<b>MODULE – III</b>	<b>Planning and Decision Making :</b> Meaning and Nature of Planning, Features, Importance, Reasons, Limitations of Planning, Steps in Planning, Planning Principles and Techniques, Measures for Making Planning More Effective, Kinds of Planning. The Decision Making Process – Meaning and Conditions, The Limitations of Rational Decision Making, Types of Decision, Steps in the Decision Making Process, Decision Making Techniques.
<b>MODULE – IV</b>	<b>Organizing and Staffing :</b> Meaning of Organization, Types of Organization, Features of Organization, Organization Structure – Functional, Divisional and Matrix Structure, Departmentalization- By Function, Product, Process, Location, Vertical Dimension to an Organization, Centralization and Decentralization, Span of Control. Authority in Organization – Nature and Meaning of Authority, Authority Responsibility and Accountability, Kinds of Authority, Misuses of Authority, Delegation of Authority. Sources of Manpower and Recruitment.
<b>MODULE – V</b>	<b>Leading &amp; Controlling Leadership :</b> Leadership- Concept and definition, Nature and Features, Leadership vs Managership, Functions and Importance of Leadership, Formal and Informal Leaders, Leadership Skills, Qualities of Good Leader, Leadership Styles. Control – Concept and Meaning, Nature of Control, Relationship between Planning and Control, Elements of Control System, Techniques of Control.
<b>Note:</b>	<i>Emphasis should be give n on case ana lysis (both written and/ or pre sentatio n.)</i>
<b>Sugge sted Readings:</b>	<ol style="list-style-type: none"> <li>1. Fundamentals of Management by S. P. Robbins, D.A. Decenzo &amp; M. Coulter, Pearson India</li> <li>2. Management Principles by J.M. Putty, Macmillan Publishers India Ltd.</li> <li>3. Management Principles and Practices by M.S. Murugan, New Age International Publishers</li> </ol>

## CC-704 – ORGANIZATION BEHAVIOUR

**Objective:** The objective of this course is to help students understand the conceptual framework of management and Organisational Behaviour.

**Credit : 4**

**Contact Hours: 40**

<b>MODULE – I</b>	<b>Schools of Management Thought:</b> Scientific, Process Human Behaviour and social System School: Decision Theory School: Quantitative and System school: contingency theory of Management: Functions of a manager. <b>Managerial Functions:</b> Planning–concept, significance, type; Organizing – concept, principles, types of organizations, authority, responsibility, power, delegation, decentralization; staffing; Directing; Coordinating; Control – nature, process, and techniques.
<b>MODULE – II</b>	<b>Organizational Behaviour:</b> Organisational behavior-concept and significance; Relationship between management and organisational Behaviour; Emergence and ethical perspective; Attitudes: Perception: Learning; Personality. <b>Motivation:</b> Process of Motivation: Theories of Motivation – Need Hierarchy Theory, Theory X and Theory Y, Two Factor theory, Alderfer’s ERG Theory, McClelland’s Learned, Need theory, Victor Vroom’s Expectancy Theory, Stacy Adams Equity Theory.
<b>MODULE – III</b>	<b>Group Dynamics And Team Development:</b> Group Dynamics –definition and importance, type of groups, group formation, group development, group composition, group performance factors; Team development. <b>Leadership:</b> Concept; Leadership styles; Theories – Trail Theory, Behavioural Theory, Fielder’s Contingency Theory; Harsey and Blanchard’s Situational Theory Managerial Grid: Likert’s Four Systems of Leadership.
<b>MODULE – IV</b>	<b>Interpersonal and Organizational Communication:</b> Concept of two–way communication; Communication Process; Banners to Effective Communication; Type of Organizational Communication ; Improving Communication; Transactional Analysis in Communication.
<b>MODULE – V</b>	<b>Organizational Conflict:</b> Dynamics and Management; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organizational conflicts; Resolution of conflict. <b>Organisational Development:</b> Concept; Need for change, Resistance to change; Theories of planned change; Organisational diagnosis; OD intervention..
<b>Note:</b>	<i>Emphasis should be give n on case ana lysis (both written and/ or present ation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. Bhatachary a: Hum an Resour ce Planning - (Excel).</li><li>2. Aswathapa: Hu man Resour ce and P ersonnel Manage ment - (TMH).</li><li>3. Haldar: HRD – (OUP).</li><li>4. Kandula: Strategic HRD – (PHI).</li><li>5. T.V.Rao: HRD – (OUP).</li><li>6. Jyotirma yee Choudhary : Human R esour ce Planning - (V rinda)</li></ol>

**CC- 705 – FINANCIAL ACCOUNTING FOR MANAGERS**

***Objective:** To acquaint students with accounting tools & techniques so as to develop their skills for analysing and presenting financial statements for taking business decisions in contemporary environment .*

**Credit : 4**

**Contact Hours: 40**

<b>MODULE – I</b>	<p><b>Meaning and Scope of Accounting:</b> Introduction, Need, Objectives and Functions of Accounting, Accounting – The Language of Business, users of Accounting Information, Branches of Accounting, accounting principles , Accounting Standards and IFRS.</p> <p><b>Recording of Business Transactions:</b> Accounting equation, Classification of Accounts, Analysis and Recording of Business Transactions, Journal, Ledger Posting, Preparation of Trial balance. Cash and Bank Transaction and preparation of Bank Reconciliation Statement.</p>
<b>MODULE – II</b>	<p><b>Capital and Revenue:</b> Management of Income and Expenditure, Classification of Receipts, Profit-Loss. Accounting for Depreciation, Provision and Reserves.</p> <p><b>Final Accounts:</b> Understanding and Preparation of Income statement, Balance Sheet.</p>
<b>MODULE – III</b>	<p><b>Financial Statements analysis and Reporting:</b> Meaning and Objectives of FSAR, analysis of financial ratios, Financial Reporting &amp; Annual Reports, Reporting to Management.</p> <p><b>Analysis of Report:</b> Analyzing the Chairman’s Statement, Directors’ Report , Management Discussion &amp; Analysis, Report on Corporate Governance, Auditor’s Report to evaluate the Financial Soundness of the Company.</p>
<b>MODULE – IV</b>	<p><b>Responsibility Accounting:</b> Meaning and Significance of Responsibility Accounting, Responsibility Centres – Cost Centre, Profit Centre and Investment Centre, Performance Measurement of Responsibility Centres.</p>
<b>MODULE – V</b>	<p><b>Contemporary Accounting:</b> Activity Based Costing, Balanced Scorecard. Inflation Accounting, Human Resource Accounting, Environment Accounting, Forensic Accounting, Creative Accounting.</p>
<b>Note:</b>	<p><i>Emphasis should be given on case analysis (both written and/ or presentation.)</i></p>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. T.S. Grewal: Introduction to Accountancy – (S.Chand).</li> <li>2. Sehgal &amp; Sehgal: Fundamentals of Financial Accounting – (Taxman).</li> <li>3. Narayanswamy: Financial Accounting – (PHI).</li> <li>4. Jawaharlal &amp; Sri vastava: Financial Accounting – (S. Chand).</li> <li>5. Horngren: Introduction to Financial Accounting – (Pearson).</li> <li>6. Hanif and Mukherjee : Modern Accountancy – (TMH).</li> <li>7. Paresh Shah: Financial Accounting for Management – (OUP).</li> <li>8. Narayanswamy: Financial Accounting – (PHI).</li> <li>9. Ruchi Bhatia: Accounting for Management – (HPH). 1</li> <li>10. Jawaharlal: Financial Accounting – (S. Chand).</li> </ol>

**CC-706 – STATISTICAL METHODS FOR DATA ANALYSIS**

**Objective:** To introduce the students with commonly used statistical techniques and provide guidance on the appropriate use of methodologies for handling practical problems in business decision making.

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Collection of data:</b> Meaning and Objectives of data Collection, Types, Methods of primary & secondary data, Sampling & Methods of sampling <b>Basic Statistics:</b> Measure of Central tendency, Measures of Dispersion & Skewness.
<b>MODULE – II</b>	<b>Correlation and Regression Analysis:</b> Definition of correlation, Importance, types, Methods of studying correlation (special on Karl Pearson), Rank correlation coefficient, Probable Error. <b>Regression Analysis;</b> Linear regression, line of regression, co-efficient of regression, Regression Equation, Linkage between correlation & regression. <b>Index Number:</b> Concept, uses, types, Problems in the construction of Index number, Methods of index number.
<b>MODULE – III</b>	<b>Probability and Theoretical Distribution:</b> Concept of Probability, Theorems of Probability: Addition rule, Multiplication Rule, Conditional probability, Bayes Rule, Mathematical expectation, Binomial, Poisson and Normal distribution. Testing of Hypothesis.
<b>MODULE – IV</b>	<b>Preparing for a Multivariate Analysis:</b> Introduction, examining data, factor analysis. <b>Dependence Techniques:</b> Multiple regression analysis, conjoint analysis.
<b>MODULE – V</b>	<b>Interdependence Techniques:</b> Cluster analysis, multidimensional scaling & correspondence analysis.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. Gupta S.P.: Statistical Methods, Sultan Chand and Sons, New Delhi.</li><li>2. Bharadwaj: Quantitative Techniques for Business Managers, HPH.</li><li>3. Hooda R.P.: Statistics for Business and Economics, Macmillan, New Delhi.</li><li>4. Tulsian P.C. and Vishal Pandey: Quantitative Techniques, Pearson Education, New Delhi.</li><li>5. Agarwal D.R.: Business Statistics, Vrinda, New Delhi.</li></ol>



**CC-707 – COMPUTER APPLICATIONS FOR MGNT**

**Objective:** The paper is designed to understand the basis of software skills required for managers. It also focuses on data communication and computer networking required for organization. The practical applications of data analysis using various software tools are also covered.

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Brief History of Computer:</b> Generation and its evolution (now and then), Classification, Characteristics and limitations of computers. Basic computing Architecture. <b>CPU and its components:</b> Software, Hardware, Firmware, Input/output devices, Storage Units (CD, DVD, Hard Disks, Pen drive), Memory types (RAM, ROM, Cache). Concepts, functions and types of OS. Some popular operating systems and its features.. Role of Computer in various functional areas of business.
<b>MODULE –II</b>	<b>Computer Software:-</b> Introduction to Software & Hardware, Software and its relationship with Hardware. System Software, Types of Software, Software Development steps <b>Application Software:</b> Graphics and Multimedia concepts. Computer Languages, Use of software packages such as Spreadsheet. Application development using Spreadsheet package. What-IF analysis, Pivot Tables, Charts etc. Recent trends in Software.
<b>MODULE – III</b>	<b>Process Management-</b> Multi- programming, Multi-processing, Multi-tasking, Multi-threading, Memory Management- virtual memory; User Interface.Evolution of programming language, Classification, Features and selection of programming language.
<b>MODULE – IV</b>	<b>Database Management Systems:</b> Database, types of Database, components of a Database system. DBMS, components of DBMS; DBMS language, Advantage and limitations of Database, Database models.
<b>MODULE –V</b>	<b>Basic Concepts of Computer Networks:</b> Introduction to Networks: LAN, MAN, WAN, Topology, Data Communication, Transmission Media, Network Devices: Hubs, Switches, routers, repeaters. Internet and Security. <b>Introduction to Communication Protocol:</b> TCP/IP, OSI model, Communication Connectivity: DSL, Dial-up, and Broad Band. Internet and its Applications: Evolution of Internet, Basics of working of Internet, Service Providers, E-mail, Telnet, FTP, WWW. Internet Security: Types of attacks, DOS attacks, Viruses and Worms, Identity Theft, Snooping and Sniffing. Cyber Law and Internet security Legislation.
<b>Note:</b>	<i>Emphasis should be give n on case ana lysis (both written and/ or pre sentatio n.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. Computer Application for Business-Sudalaimuthu-HPH</li><li>2. Computer Fundamentals by P.K. Sinha and Priti Sinha, BPB Publications.</li><li>3. Introduction to Information Technology, Pearson Education, ITL Education Solutions Ltd.</li><li>4. Computers Today by B.S. Basundhara, Galgotia Publications.</li><li>5. Fundamentals of Computers By Rajaraman, Prentic-Hall India</li></ol>

**CC- 708 – BUSINESS AND CORPORATE LAWS**

*Objective: The paper focuses on Indian contract Act, IT Act, IPR and similar acts required to deal with the legal aspects in a business environment.*

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Indian Contract Act</b> – Essential of contract, offer and acceptance, consideration, capacities of parties, free consent, legality of objects, contingent contract, and discharge of contract.
<b>MODULE – II</b>	<b>Special Contract Act</b> – Quasi – contracts, indemnity and guarantee, bailment and pledge, contract of agency, sales of goods Act, conditions and warranties.
<b>MODULE – III</b>	<b>Information Technology Act</b> – Cyber laws in India, Digital Signature, Computer crimes, regulation of certifying Authorities.
<b>MODULE – IV</b>	<b>Intellectual Property Right:</b> Introduction, Meaning of intellectual property right, objective and scope, History of patent law in India, copy right, consumer protection law Act, objective, scope, legal Implication.
<b>MODULE – V</b>	<b>Negotiable Instrument Act</b> – Introduction to Negotiable instruments – parties, negotiation presentation, dishonor, crossing and borrowing of cheques, GATT, FERA, Export, import & exim policy.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. Business Law-Bulchandani-HPH</li><li>2. Business Law – Tulsian, TMH</li><li>3. Business Law – P.R. Chanda, Galgotia</li><li>4. Corporate Law - U.K.Baruah, Global Publishing House(India)</li></ol>

**CC- 801 – OPERATION RESEARCH**

**Objective:** To familiarize the students with the tools and techniques of OR & its applications for solving business problems.

**Credit : 4**

**Contact Hours: 40**

<b>MODULE – I</b>	<p><b>Linear Programming :</b> Introduction and Historical Development, General Statement in LPP, Assumptions Underlying LPP Model Formulation, Graphical Approach, Maximization &amp; Minimization Case, Simplex Method, Artificial Variable Technique(Big -M Method), Two Phase Simplex Method,Dual Simplex Method ,Duality in LPP,Post Optimality/ Sensitivity Analysis.</p> <p><b>Integer Programming :</b> Cutting Plane Algorithm, Gomory’s Fractional Cut, Branch &amp; Bound Method.</p> <p><b>Goal Programming :</b> Single Goal, Multiple Goals, Non Preemptive &amp; Preemptive Goal Programming.</p>
<b>MODULE – II</b>	<p><b>Transportation Problem :</b> North West Corner Rule , Least Cost Method or Matrix Minima Method, Vogel’s Approximation Method( VAM ), Stepping Stone Method , Modified Distribution Method, Unbalanced Transportation Problem , Maximization in Transportation Problem , Degeneracy in Transportation Problem .</p> <p><b>Assignment Model:</b> Difference between Transportation &amp; Assignment Model, Hungarian Method, Unbalanced Assignment Problem, Maximization in Assignment Problem, Prohibited Assignment, Travelling Salesman Problem .</p> <p><b>Sequencing Problem :</b> Terminology , Assumptions, N Jobs Thru’ 2 Machines, Johnson’s Rule, N Jobs Thru’ 3 Machines, N Jobs Thru’ K Machines, 2 Jobs Thru’ K Machines, Graphical Solution.</p>
<b>MODULE – III</b>	<p><b>Decision Theory :</b> Meaning of Decision, Two Phases of Decision Making, Steps in Decision Making, Characteristics of Decision Making, Decision Making Circumstances, Terminology , Decision Under Uncertainty, Maximax, Maximin, Minimax, Minimin, Laplace, HURWICZ Criteria, Savage Criteria , Decision Under Risk, EMV, EOL, EVPI, EPPI, Decision Tree , Roll Back Process, Advantages &amp; Limitations of Tree Approach .</p> <p><b>Game Theory :</b> Classifications, Pure &amp; Mixed Strategy, Two Person Zero Sum Game , Saddle Point, Dominance Rule, Subgame Method, Graphical Method, Iterative Method of Approximate Solution, Linear Programming Approach .</p> <p><b>Simulation :</b> Classifications, Advantages, Limitations, Monte Carlo Simulation Technique , Generation of Random Numbers.</p>
<b>MODULE – IV</b>	<p><b>Replacement Theory :</b> Replacement for Gradual Deterioration , Replacement for Sudden Failure, Reliability &amp; System Failure Rates .</p> <p><b>Network Scheduling :</b> Introduction to CPM/PERT, Characteristics of CPM/PERT, Terminology Network Construction , Estimation of Activity Time, Time Cost Relationship (Crashing) , Time Cost Optimization, CPM Updating, Resource Allocation , Resource Levelling, Resource Smoothing.</p> <p><b>Markov Analysis :</b> Introduction, Brand Switching, Assumptions, Markov Process ,Markov Analysis , Input &amp; Output, Steady State Probability, Absorbing Chain.</p>
<b>MODULE – V</b>	<p><b>Inventory Control :</b> Introduction to Inventory, Classification, Advantages , Factors in Inventory Control, Costs Involved in Inventory, Systems in Inventory Control, P, Q, PQ, ABC, XYZ, VED, SDE, HML, NMG, FNSD Analysis, Economic Order Quantity, Deterministic Model with no Shortages, Deterministic Problem with Shortages.</p> <p><b>Queuing Theory :</b> Historical Development , Input Source, Queue, Service Discipline, Service Mechanism, System Output , Customer Behaviour , Terminology, Steady, Transient and Explosive States, Deterministic and Probabilistic Models.</p>
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggeste d Readings:</b>	<ol style="list-style-type: none"> <li>1. Swarup, Gupta and Mohan: Operation Research – (Sultan Chand).</li> <li>2. Hillier, Lieberman : Operation Research – (TMH).</li> <li>3. N. D. Vohra : Quantitative techniques for management – (TMH).</li> <li>4. J. K. Sharma: Quantitative techniques – ( Mcmillan).</li> <li>5. Taha: Operation Research – (PHI).</li> <li>6. Tripathy: Operation Research – (Kalyani).</li> <li>7. Kapoor: Operation Research – (Sultan Chand).</li> </ol>

**CC-802 – HUMAN RESOURCE MANAGEMENT**

**Objective:** The objective of the paper is to understand the HRM concepts, theories, functions and practices. It will also help students to gain an insight into the basic statutory provisions.

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Human Resource Management</b> – Concept and objectives and functions relationship behavior HRM and HRD. The changing dimensions of HR functions. Role of HR manager in the changing business scenario. <b>Strategic HRM</b> – Integrating HR into strategic planning, fitting HR practices to the Business strategy.
<b>MODULE – II</b>	<b>Talent Acquisition – Recruitment:</b> concept and process. Sources of recruitment,, Compulsory Notification of vacancies Act,1959. Legislation relating to recruitment of different categories of Women in India. Selection steps. Tests and interviews. Validity and reliability of tests. Induction and placement.
<b>MODULE – III</b>	<b>Promotion</b> – Concept and types. Criteria for promotion. Role of DPC in promotion. Transfer – Concept and types. Job analysis – Job description and job specification. Job analysis precedence – Narrative job descriptions, Structural job analysis procedures, Data collection and analysis. New strategic view of job analysis.
<b>MODULE – IV</b>	<b>Performance Management and Appraisal</b> – Concept, objectives, uses. Appraised errors, methods of appraisal, The appraised process – Reporting officer, reviewing officer and approving officer. The appraisal interview and counseling. Compensation and Rewards.
<b>MODULE – V</b>	<b>Talent Development – Learning and training:</b> concept, objectives, Principles of learning. Training and development. Training Need Assessment (TNA). Training methods – Design of training programme, on the job and off – the – job methods. Evaluation of Training effectiveness: Kickpatick’s method, Galvim method.
<b>Note:</b>	<i>Emphasis should be give n on case ana lysis (both writ ten and/ or pre sentatio n.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. Managing Human Resource – Fishu, Schoenfeldt, Shaw, Cergage Learning</li><li>2. HRM – P. Subba Rao, HPH</li><li>3. HRM – R. Subha V.S.P. Rao, Himalaya</li><li>4. Human Resource Management- P.K.Jain, Global Publishing House (India)</li></ol>

**CC-803 –MARKETING MANAGEMENT**

*Objective:* The objective of this paper is to provide students knowledge on marketing strategy and its implications for management decision making and society.

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Introduction To Marketing Management:</b> Marketing – An Overview – Definition, nature, scope and importance of marketing in 21st century, Marketing orientation, Marketing environment, SWOT analysis. Concept of marketing analytics.
<b>MODULE – II</b>	<b>Connecting With The Customers:</b> Analysing consumer and Business Markets- Factors influencing consumer behavior, Types of buyer behavior, consumer decision making, Marketing Information System, Conducting marketing research.
<b>MODULE – III</b>	<b>Developing Marketing Strategy:</b> Marketing mix, Identifying market segments and targets, Positioning, Dealing with competition, Forecasting demand.
<b>MODULE – IV</b>	<b>Shaping The Market Offerings:</b> Product classification, Product mix decisions, NPD and PLC, Designing and managing services, Basic concept of Branding, Packaging and labeling, Developing pricing strategies and programmes.
<b>MODULE – V</b>	<b>Delivering &amp; Communicating Values:</b> Designing and Managing Marketing Channels, Managing retailing, wholesaling, and logistics, Designing and managing Integrated marketing communications, Managing mass communications – advertising, sales promotions, personal selling, public relations, and direct marketing.
<b>Note:</b>	<i>Emphasis should be give n on case analysis (both written and/ or present ation.)</i>
<b>Suggested Readings :</b>	<ol style="list-style-type: none"><li>1. Marketing Management – Kotler, Keller, Koshy &amp; Jha, Pearson Educations.</li><li>2. Marketing Management – Ramaswamy &amp; Namkumari, Macmilan India.</li><li>3. Marketing Management – Rajan Saxena, Tata McGraw Hill Publishing House.</li><li>4. Marketing Management – Karunakaran, Himalaya Publishing House.</li></ol>

**CC- 804 – FINANCIAL MANAGEMENT**

**Objecti ve:** *The objective of the paper is to help students to develop cognizance of the importance of Financial Management in corporate valuation.*

**Credit : 4**

**Contact Hours: 40**

<b>MODULE – I</b>	<b>Introduction To Finance:</b> Meaning, Scope, objectives and Importance of finance, Functions of Financial Management, Role of Finance Manager, Financial Planning & Strategies. Forms of Business Organization, Time value of money: Risk and Return.
<b>MODULE – II</b>	<b>Investment Decisions :</b> Capital Budgeting Decisions, Techniques - Payback period, NPV, IRR, Profitability Index, Estimation of Cash Flows, NPV v/s IRR, Risk analysis in Capital Budgeting. <b>Cost of Capital -</b> Meaning and Concept, Calculation of Debt Preference , Equity and WACC,International Dimensions in Cost of Capital
<b>MODULE – III</b>	<b>Financing Decisions -</b> Capital Structure, Theories and Value of the firm - Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani Miller Model, Determining the optimal Capital Structure, Checklist for Capital Structure Decisions, Financial Distress. EBIT-EPS Analysis. <b>Leverage:</b> Concept of Leverage, Types of Leverage: Operating Leverage, Financial Leverage, Combined Leverage.
<b>MODULE – IV</b>	<b>Dividend Decisions-</b> Meaning and Concept, Factors determining Dividend Policy, Theories of Dividend-Gordon Model, Walter Model, MM Hypothesis, Forms of Dividend- Cash Dividend, Bonus Shares, Stock Split, Stock Repurchase, Dividend Policies in practice.
<b>MODULE – V</b>	<b>Working Capital Management:</b> Meaning and Definition of Working Capital, Components of Working Capital, Importance of Working Capital, Operating and Cash Conversion Cycle, Dangers of Excessive and Inadequate Working Capital, Determinants of Working Capital.
<b>Note:</b>	<i>Emphasis should be give n on case ana lysis (both writ ten and/ or pre sentatio n.)</i>
<b>Sugge sted Readings:</b>	<ol style="list-style-type: none"><li>1. Prasanna Chandra : Financial Management (TMH).</li><li>2. I.M. Pandey – Financial Management (Vikas)</li><li>3. Reddy Sudersan- Financial Management Principles &amp; Practice(HPH)</li></ol>

**DSE- FM-805 – WORKING CAPITAL POLICIES AND STRATEGIES**

*Objective: To educate the students about the importance of working capital management concepts & its applications in corporate financial management.*

**Credit : 4****Contact Hours: 40****MODULE –  
I**

**Working Capital Management :** Meaning and Definition of Working Capital, Components of Working Capital, Importance of Working Capital, Kinds of Working Capital, Operating and Cash Conversion Cycle, Reasons for Change in Working Capital, Dangers of Excessive and Inadequate Working Capital, Determinants of Working Capital, Assessment of Working Capital Requirements, Estimating Working Capital Needs.

**MODULE –  
II**

**Cash Management :** Nature of Cash, Motives for Holding Cash, Factors Determining Cash Needs, Advantages of Maintaining Optimum or Adequate Cash, Objectives of Cash Management, Issues in Cash Management, Managing the Cash Flows, Cash Concentration Strategies, Cash Collection Instruments, Cash Disbursement Tools, Cash Budget, Cash Management Models - Baumol Model and MillerOrr Model, Marketable Securities, Investment Opportunities of Surplus Funds.

**MODULE –  
III**

**Receivable Management:** Meaning of Receivables, Cost of Maintaining Receivables, Factors Determining the Size of Receivables, Forecasting the Receivables, Meaning and Objectives of Receivables Management, Advantages and Benefits of Receivables Management, Formulation of Credit Policies, Collection Policy and Procedures, Monitoring and Control of Accounts Receivables, Concept of Factoring.

**MODULE –  
IV**

**Inventory Management:** Meaning and Definition of Inventory, Characteristics, Types, Functions of Inventories, Need to hold Inventories, Factors affecting the volume of Inventories, Advantages of Inventory, Disadvantages of Excessive or Inadequate Inventories, Meaning and Definition of Inventory Control, Objectives of Inventory Control Management, Costs Associated with Inventory Management, Inventory Control Techniques and Systems.

**MODULE –  
V**

**Working Capital Finance:** Financing of Permanent Working Capital, Financing of Temporary Working Capital, Working Capital Finance by Commercial Banks, Determining the Working Capital Financing Mix, New Trends in Financing Working Capital by Banks, Working Capital Analysis.

**Note:**

*Emphasis should be given on case analysis (both written and/ or presentation.)*

**Suggested  
Readings:**

1. B.K.Bhalla: Working Capital Management – (Anmol).
2. A.K.Bhattacharya: Working Capital Policies and Strategies – (PHI).
3. Hampton & Wagner: Working Capital Management – (JWS).
4. Scherr: Modern Working Capital Management – (PHI).
5. Periasamy: Working Capital Management – (HPH).

**DSE-FM-806 – MERCHANT BANKING AND FINANCIAL SERVICES**

**Objective:** To familiarize the students with various financial services rendered to the beneficiaries by merchant bankers authorized to render such services.

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Financial Services:</b> Introduction, Meaning, Scope, Classification of Financial Services Industry, Causes for Financial Innovation, New Financial Products and services. <b>Merchant Banking:</b> Nature, Scope, Qualities of a Merchant Banker, SEBI guidelines for Merchant Bankers, Regulations of Merchant Banking Activity, Structure of Merchant Banking Industry, Progress of Merchant Banking Industry in India .
<b>MODULE – II</b>	<b>Hire Purchase:</b> Definition, Features, Legal Position, Hire Purchase and Credit Sale, Hire Purchase and Installment Sale. <b>Lease Financing:</b> Definition, Origin, and Development of Leasing in India, Classification, Advantage and Disadvantages of Leasing, Accounting Treatment of Lease, Hire Purchase vs. Lease.
<b>MODULE – III</b>	<b>Mutual Funds:</b> Introduction, Concepts, Origin and Growth, Types, Organization of Mutual Fund, Advantages and Disadvantages of Mutual Funds. <b>Credit Rating:</b> Concept, Importance of Credit Rating, Credit Rating agencies in India and their activities, Benefits and Limitations of Credit Rating, Emerging avenues of Rating Services.
<b>MODULE – IV</b>	<b>Factoring and Forfeiting:</b> Definition, Mechanism, Characteristics, Types, Legal Aspects, Advantages and Disadvantages, Factoring vs. Bills Discounting, Indian Scenario, Forfeiting, Factoring vs. Forfeiting. <b>Securitization and Mortgage:</b> Definition, Meaning, Features, Need, Purpose, Benefits , Global and Indian Scenario, Limitations, Securitization as a Risk Management tool, Mortgage.
<b>MODULE – V</b>	<b>NBFC:</b> Origin, Scope, Functions , Role of NBFCs in rendering financial services, RBI regulations, Categories of NBFCs, Venture Capital finance by NBFC. <b>Venture Capital :</b> Concept , Meaning, Features, Activities, Scope, Importance, Guidelines, Methods of Venture Financing , Suggestions for growth of Venture Capital.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. S. Guruswamy: Financial Markets and Institutions – (TMH).</li><li>2. Gordon and Natarajan : Financial Market and Services – (HPH).</li><li>3. Gupta and Agarwal: Financial Services – (Kalyani).</li><li>4. Nalini P. Tripathy : Financial Instruments and Services – (PHI).</li><li>5. J.C. Verma : A manual of Merchant Banking – (Bharat Law House).</li><li>6. M.Y. Khan: Financial Services – (TMH).</li><li>7. Pathak: Indian Financial System – (Pearson).</li></ol>



**DSE- MM805 – CONSUMER BEHAVIOR**

**Objecti ve:** To help the students in understanding of the consumer decision-making process and its applications in developing marketing strategies of a firm .

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Introduction:</b> Concept, Nature and Scope, Application, Consumer Decision Making Process. <b>Theories of Consumer Behaviour:</b> Learning Theory, Psychoanalytic Theory, Gestalt, Cognitive Theory and others.
<b>MODULE – II</b>	<b>Consumer Decision:</b> Process Approach - Problem Recognition, Information Search , Alternative Evaluation,Bu ying Process & Post Purchase Evaluation,Consumer Segmentation - Psychographics & VALS -I & II.
<b>MODULE – III</b>	<b>Individual Determinants of Behavior:</b> Personality & Self Concept, Perception, Attitudes (Structural Models of Attitudes, Tri-Component Attitude Model, Multi Attribute Model), Learning & Memory, Motivation & Involvement.
<b>MODULE – IV</b>	<b>Group Influence on Consumer Behaviour:</b> Social Class, Social Groups, Opinion Leaders, Measurement of Opinion Leadership. <b>Family:</b> Role & Structure, Family Life Cycle, Purchasing Decisions, Changing Role of Families. <b>The Influence of Culture on Consumer Behavior:</b> Culture, Sub-Culture, Characteristics of Culture, Cultural Values, Cultural Changes, Cultural Relevance to Marketing Decisions, Cross Cultural Understandings.
<b>MODULE – V</b>	<b>Models of Consumer Behaviour:</b> Diffusion of Innovations, Howard -Seth Model, Engle - Blackwell-Kollat , Nicosia Model, Psychological Field, Seth's Family Decision -Making Model, Blackbox Models .
<b>Note:</b>	<i>Emphasis should be give n on case ana lysis (both written and/ or pre sentatio n.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. Satish K.Batra &amp; S H Kazmi: Consumer Behaviour – (Excel).</li><li>2. Martin Khasn : Consumer Behaviour – (New Age ).</li><li>3. Engle: Consumer Behaviour – (Chicago).</li><li>4. Mowen &amp; John: Consumer Beha vior –(McMillan).</li><li>5. Hawkins : Consumer Beha vior –(McMillan).</li><li>6. Laudon Della Bitta : Consumer Beha vior – (TMH).</li><li>7. Srivasta va &amp; Khandi: Consum er Behavior – (Galgotia).</li><li>8. Schiffman : Consumer Beha vior –(Pearson).</li></ol>

**DSE-MM806 – SALES AND DISTRIBUTION MANAGEMENT**

*Objective: To acquaint the students with the concepts in developing a sound sales and distribution policy in organizing and managing sales force and marketing channels.*

**Credit : 4**

**Contact Hours: 40**

<b>MODULE – I</b>	<b>The Sales Perspective :</b> Introduction to Sales Management , Definition , Scope, Nature and Evolution of Sales Management , Environmental Changes and Electronic Revolution, The Sales Organisations, Types and Designing of Sales Organisations, Sales Force Structure, Sales Functions and Policies, The Roles and Functions of Sales Manager, Organizing the Sales Efforts , Responsibilities of Sales Executives and Policies of Sales Management , Personal Selling, Sales Development, Sales Force Objectives, Sales Force Strategies, Theories and Approaches of Personal Selling and Automation in Personal Selling.
<b>MODULE – II</b>	<b>Planning the Sales Effort:</b> Sales Planning , Its Importance, Planning , Organizing and Controlling Sales Activities, Sales Budget , Nature, Purpose and Mechanism , Principles of Budgeting , Types of Budgets , Methods of Budgeting , Estimating Market Potential & Forecasting Sales , Need and Importance for Assessment , Methods of Forecasting, Difficulties of Forecasting, Setting Sales Quota , Need and Importance of Quota Setting, Types of Sales Quota, Methods of Setting Sales Quota, Managing and Controlling People through Quotas.
<b>MODULE – III</b>	<b>Organising and Directing Sales Efforts :</b> Hiring & Training Sales Personnel, Recruitment and Selection of Sales Persons, Types of Sales Training, Designing Sales Training Programmes, Time & Territory Management ,Need and Importance of Time Management , Criteria and Method for Territory Design, Operating through Territory Management System, Compensating Sales Personnel ,Needs , Objectives ,Characteristics of Compensation Plan, Types and Designing Compensation Plans, Motivating the Sales Force , Concept and Theories of Motivation , Productivity of Sales Force , Designing Sales Force Motivation Plans, Evaluating Sales Force Performance , Determinants of Performance, Purpose , Criteria and Methods of Sales Force Evaluation.
<b>MODULE – IV</b>	<b>Distribution Management :</b> Marketing Logistics ,Nature and Functions of Logistics Management , Physical Distribution Management , Materials Handling, Technology in Logistics, Physical Distribution System ,Retailing , Wholesaling , Transportation and Warehousing , Logistics and Information System , Information Flow, Retail Information System, Retail Logistics, Value Added Network.
<b>MODULE – V</b>	<b>Channel Management :</b> Marketing Channels , Its Evolution, Channel Members and their Roles, Channel Structure and its Design , Channel Integrations, Channel Management ,Recruiting Channel Members, Motivating and Evaluating Channel Members, Modifying Channel Arrangements, Evaluating Channel Performance and Managing Channel Conflicts, Channel Information System (CIS),Elements and Data Base for CIS, Impact of CIS on Channel Flow and Channel Relationship.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Panda and Sahadev: Sales &amp; Distribution Management – (Excel).</li> <li>2. Cundiff, Still and Govin: Sales Management – (TMH).</li> <li>3. Havaldar &amp; Cavale: Sales &amp; Distribution Management – (TMH).</li> <li>4. Chunnwala: Sales &amp; Distribution Management – (HPH).</li> <li>5. S.L. Gupta: Sales &amp; Distribution Management – (Excel) .</li> </ol>

**DSE-HRM805 – COMPENSATION MANAGEMENT**

**Objecti ve:** To promote understanding of issues relating to the compensation for human resources in organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strat egies among the students.

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Compensation Management:</b> Conceptual Framework of Compensation Management, Concept and Components of Wages , Theories of Wages, Subsistence Theory, Wage Fund Theory , Marginal Productivity Theory, Residual Claimant Theory, Bargaining Theory, Criteria of Wage Fixation, Methods of Payment , Broad Banding, Executive Compensation, Emerging Trends of Compensation Managemen t in IT Industries.
<b>MODULE – II</b>	<b>Wage Determi nation :</b> Principles of Wage and Salary Administration, Job Evaluation , Concept , Scope , Methods and Techniques, Performance Based Pay Systems, Knowledge Based Pay System, Market Based Pay System, Incentive Based Pay System, Types of Incentive Plans, Wage Differentials.
<b>MODULE – III</b>	<b>Job Evaluation:</b> Concepts and Methods, Performance Incentives, Requirements of Effective Incentive System, Merit Pay System , Incentives for Executives and Lower Level Employees, Team Incentives, Organization Wide Incentives, Profit Sharing, Gain Sharing and Employee Stock Op tion Plans .
<b>MODULE – IV</b>	<b>Wage Administration in India:</b> Wage Policy in India, Methods of Wage Determination in India , The Pay Commission , Wage Boards , Structure, Scope and Functions, Role of Collective Bargaining in Wage Determination, The Rate of Minimum Wages .
<b>MODULE – V</b>	<b>The New Word of Employee Benefits:</b> Strategic Coordination in the Design of Benefit Programmes, Components of the Benefit Package, Cost , Security and Health Benefits, Cost to Company.
<b>Note:</b>	<i>Emphasis should be give n on case ana lysis (both written and/ or pre sentatio n.)</i>
<b>Sugge sted Readings:</b>	<ol style="list-style-type: none"><li>1. Wayne F.Cascio : Managing Human R esour ces – (TMH).</li><li>2. Sharma: Understanding W age systems – (HPH).</li><li>3. Singh: Compensa tion and Rew ard Management – (Excel) .</li><li>4. Henderson: Compensa tion Management –(Pearson).</li><li>5. Venkatr atnam : Compensation –(TMH).</li><li>6. Bhattacharyy a: Compensation Management –(OUP).</li></ol>

**DSE-HRM806 – INDUSTRIAL RELATIONS**

*Objective: To help the students in gaining conceptual understanding of industrial relations and exploring the contemporary knowledge and practices in this field.*

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Industrial Relation :</b> Concept , Scope and Approaches to Industrial Relations , Unitary , Pluralistic , and Radical Approach, Industrial Relations Systems (IRS), Values in IR, Role of State in Industrial Relations in India .
<b>MODULE – II</b>	<b>Trade Unionism :</b> Concept , Structure and Function, Union Registration and Recognition , Theories on Trade Unionism , Selling Pearl Man, Sidney and Beatrice Webb , Karl Marx, Robert Hoxie and Mahatma Gandhi , White Collar Trade Unions , Trade Union Movement in India.
<b>MODULE – III</b>	<b>Collective Bargaining:</b> Meaning , Concept and Functions, Types of Bargaining, Process of Bargaining , Emerging Trends in Collective Bargaining , Theories of Collective Bargaining by M.W. Chamberlain, Allan Flanders , Walton Mckersie and Sidney & Beatrice Webb , Levels of Bargaining and Agreements, Negotiation Techniques and Skills.
<b>MODULE – IV</b>	<b>Industrial Dispute :</b> Causes, Types, Methods of Settlement of Dispute in India, Code of Discipline and Grievance Management .
<b>MODULE – V</b>	<b>Tripartism:</b> Tripartism and IR, ILC & SLC, ILO, Structure and Functions , Conventions and Recommendations , Bipartism link with Tripartism , Strengthening Tripartite Social Dialogue . <b>Workers Participation in Management:</b> Concept, Scope , Levels and Functions, Forms of Workers' Participation , Workers' Participation in other Countries.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. C.S. Venkata Ramam: Industrial Relations – (OUP).</li><li>2. Sinha &amp; Shekhar: Industrial Relations – (Pearson ).</li><li>3. Mamoria &amp; Gankar: Dynamics of Industrial Relations – (HPH).</li><li>4. P. Subba Rao: HRM &amp; Industrial Relations – (HPH).</li><li>5. Monappa: Industrial Relations – (TMH).</li></ol>

**DSE- SYS-80 5 – OBJECT ORIENTED MODELING AND DESIGN**

**Objective:** *To orient the students with object-oriented modelling and designing a technical approach for analysis and developing an application system or business model as well as using visual modelling throughout the development life cycles to foster better stakeholder communication and product quality.*

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Introduction:</b> Definition, Development and Themes, Modeling Concepts, Modeling as a Design Technique.
<b>MODULE – II</b>	<b>Writing Programs in C++:</b> Data Types, Operators and Statements, Declaration of Variables, Features of Iostream.h, Control Statements, Functions and Program Structures, Arrays.
<b>MODULE – III</b>	<b>Oops Concepts:</b> Classes and Objects, Inheritance, Overloading and Polymorphism.
<b>MODULE – IV</b>	<b>Objects and Class es:</b> Links and Associations, Generalization and Inheritance, Sample Object Model, Aggregation, Multiple Inheritance, Metadata, Candidate Keys.
<b>MODULE – V</b>	<b>Dynamic Modeling:</b> Events and States, Operations, A Sample Dynamic Model, Relation of Object and Dynamic Models, Functional Modeling, DFD, A Sample Functional Model, Relation of Functional to Object and Dynamic Models.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. D.Ravichandran: Programming with C++ – (TMH).</li><li>2. Balguruswamy: Programming with C++ – (TMH).</li></ol>

**DSE-SYS-806 – DATA COMMUNICATIONS**

**Objective:** To help the students in understanding the concept of data communication and modulation techniques like signalling, error detection and correction, multiplexing and spreading used in the business.

**Credit : 4**

**Contact Hours: 40**

<b>MODULE – I</b>	<b>Introduction:</b> Data Communications, Networks, The Internet, Protocols and Standards, Network Models, Layered Tasks , The OSI Model, Layers in the OSI Model, TCP/ IP Protocol Suite, Addressing.
<b>MODULE – II</b>	<b>Data and Signals:</b> Analog and Digital, Periodic Analog Signals, Digital Signals, Transmission Impairment , Data Rate Limits, Performance, Digital Transmission , Digital to Digital Conversion , Analog to Digital Conversion , Transmission Modes , Analog Transmission , Digital to Analog Conversion , Analog to Analog Conversion .
<b>MODULE – III</b>	<b>Multiplexing and Spreading:</b> Multiplexing, Spread Spectrum. Transmission Media , Guided Media, Unguided Media (Wireless), Switching, Circuit Switched , Datagrams, Virtual Circuit Networks, Structure of a Switch, Telephone Network , Dial-Up MODEMS, Digital Subscriber Line (DSL), Cable TV Networks and Cable TV for Data Transfer .
<b>MODULE – IV</b>	<b>Error Detection and Correction:</b> Introduction, Block Coding, Linear Block Codes, Cyclic Codes, Checksum. Data Link Control, Framing, Flow and Error Control, Protocols, Noiseless Channels, Noisy Channels, HDLC, Point to Point Protocol, Multiple Access, Random Access, Controlled Access, Channelization, Wired LANS, IEEE Standards, Standard Ethernet, Changes in the Standard , Fast Ethernet , Gigabit Ethernet, IEEE 802.11, Bluetooth.
<b>MODULE – V</b>	<b>Connecting LANS:</b> Connecting Devices, Backbone Networks, Virtual LANS, Wireless LANS, Cellular Telephony , and Satellite Networks, SONET, Architecture , SONET Layers, SONET Frames, STS Multiplexing, SONET Networks, Virtual Tributaries. Virtual-Circuit Networks, Frame Relay , ATM, ATM LANS.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	1. B. A. Forouzan: Data Communications and Networking – (THM). 2. Tanenbaum & Wetherall: Computer Networks –(Pearson).

**CC- 901 – PROJECT MANAGEMENT**

**Objective:** To help the students in understanding the requirements for managing projects effectively and efficiently by using different techniques of project formulation, planning, scheduling, monitoring & controlling the projects.

**Credit : 4**

**Contact Hours: 40**

<b>MODULE – I</b>	<b>Basic Concept:</b> Concept of a Project , Categories of Project, Project Life Cycle Phases, Roles and Responsibilities of Project Managers, Project Organization, Team Building.
<b>MODULE – II</b>	<b>Project Formulation:</b> Feasibility Report , Areas of Study, Project Selection Models, Non - Numeric and Numeric, Preparation of Cost Estimates, Time Estimation .
<b>MODULE – III</b>	<b>Project Planning and Scheduling :</b> Design of Project Management Systems , Project Work System, Work Breakdown Structure, Project Execution Plan, Project Procedure Manual, Project Scheduling, Bar Charts, Network Techniques (PERT/ CPM), Use of Microsoft Project Software .
<b>MODULE – IV</b>	<b>Project Monitoring and Control:</b> Project Cost vs. Project Completion Time , Time–Cost Trade Off, Resource Loading and Resource Levelling , Computerized PMIS (Project Management Information System ) , Coordination , Procedures, Meetings, Control, Scope/ Progress Control, Performance Control, Schedule Control, Cost Control.
<b>MODULE – V</b>	<b>Project Performance :</b> Performance Indicators , Earned Value Analysis , The Project Audit , Project Audit Life Cycle, Responsibilities of Evaluator/ Auditor, Project Termination, Varieties of Project Termination and the Termination Process, Case Studies of Major Projects.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Meredith &amp; Mantel: Project Management – (John Willey).</li> <li>2. S.Choudhury : Project Management – (TMH).</li> <li>3. H.A.Levine: Project Management :Using Micro Computer – (TMH).</li> <li>4. P.Chandra: Project Appraisal – (TMH).</li> <li>5. Schwalbe: Information Technology &amp; Project Management –(Vikas).</li> <li>6. Desai: Project Management – (HPH).</li> </ol>

**CC-902 – BUSINESS POLICY AND STRATEGIC MANAGEMENT**

**Objective:** To equip students with the necessary insight in designing strategies for an organisation and linking the organisation's strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

**Credit : 4  
40**

**Contact Hours:**

<b>MODULE – I</b>	<b>General Concepts in Strategic Management: Meaning, Features, Objectives &amp; Importance</b> of Strategic Management, Vision, Mission, Goals, Objectives, Strategies and Tactics, Concept and Process of Strategic Management. Strategic Business Unit (SBU), Strategic Intent, Hierarchy of Strategy, Modes of Strategic Decision Making.
<b>MODULE – II</b>	<b>Company Resources and Capabilities:</b> Environmental Scanning, Need, Procedure & Techniques, Techniques of ES, SWOT Analysis, Internal and External Environmental Analysis. Competition Analysis, Porter's Approach to Generic Strategies and Five Forces Theory, Competitive Advantage, Value Chain Analysis, Balance Score Card.
<b>MODULE – III</b>	<b>Strategy Choice, Formulation and Control:</b> Introduction to SCFC, Types of Strategy, Classification of Corporate level Strategy, Stability, Growth, and Retrenchment..
<b>MODULE – IV</b>	<b>Business Portfolio Management:</b> BCG Matrix and GE Matrix. <b>Mergers and Acquisitions:</b> Basic Concept and Mechanism, Types of M&A, Strategic issues related to M & A.
<b>MODULE – V</b>	<b>Strategic Evaluation and Control:</b> Strategic Evaluation Process, Barriers to Evaluation, Strategic Control vs. Operational Control, Types of Strategic Control and Techniques of Control.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. Srinivasan: Strategic Management – (PHI).</li><li>2. McCarthy: Business Policy and Strategy – (TMH).</li><li>3. Porter: Competitive Advantage – (McMillan).</li><li>4. Sharplin: Strategic Management – (TMH).</li><li>5. P. Subha Rao: Business Policy And Strategic Management- (HPH)</li></ol>



**CC-903 – SUMMER TRAINING: REPORT PRESENTATION AND VIVA –VOCE (SIP)**

*Objecti ve: To provide first -hand experience of conducting research on different problem areas relating to functional areas of manage ment in an organisation and provide suggestions/ recommendations on the problem.*

**Credit : 8**

Each student is required to work for the study under the guidance of the supervisors from the department/ college in any functional area and from the organization . The topic of the **SIP** shall be finalized in a joint session with the supervisors which will be approved by the Coordinator/ Principal at the beginning of the semester. The student has to submit his/her mid progress report for suggestions. After completion of the project the draft copy shall be submitted to the supervisors for correction/ modification. The final copy of the report shall be submitted before the commencement of the end semester examination. After the submission of report, there will be a presentation & viva -voce test by an external examiner at the end of ninth semester examination.

**DSE- FM904– INVESTMENT ANALYSIS AND EQUITY RESEARCH**

**Objecti ve:** To expose the students to the various concepts of investment management and provides a practical guide on various issues there under.

**Credit : 4****Contact Hours: 40**

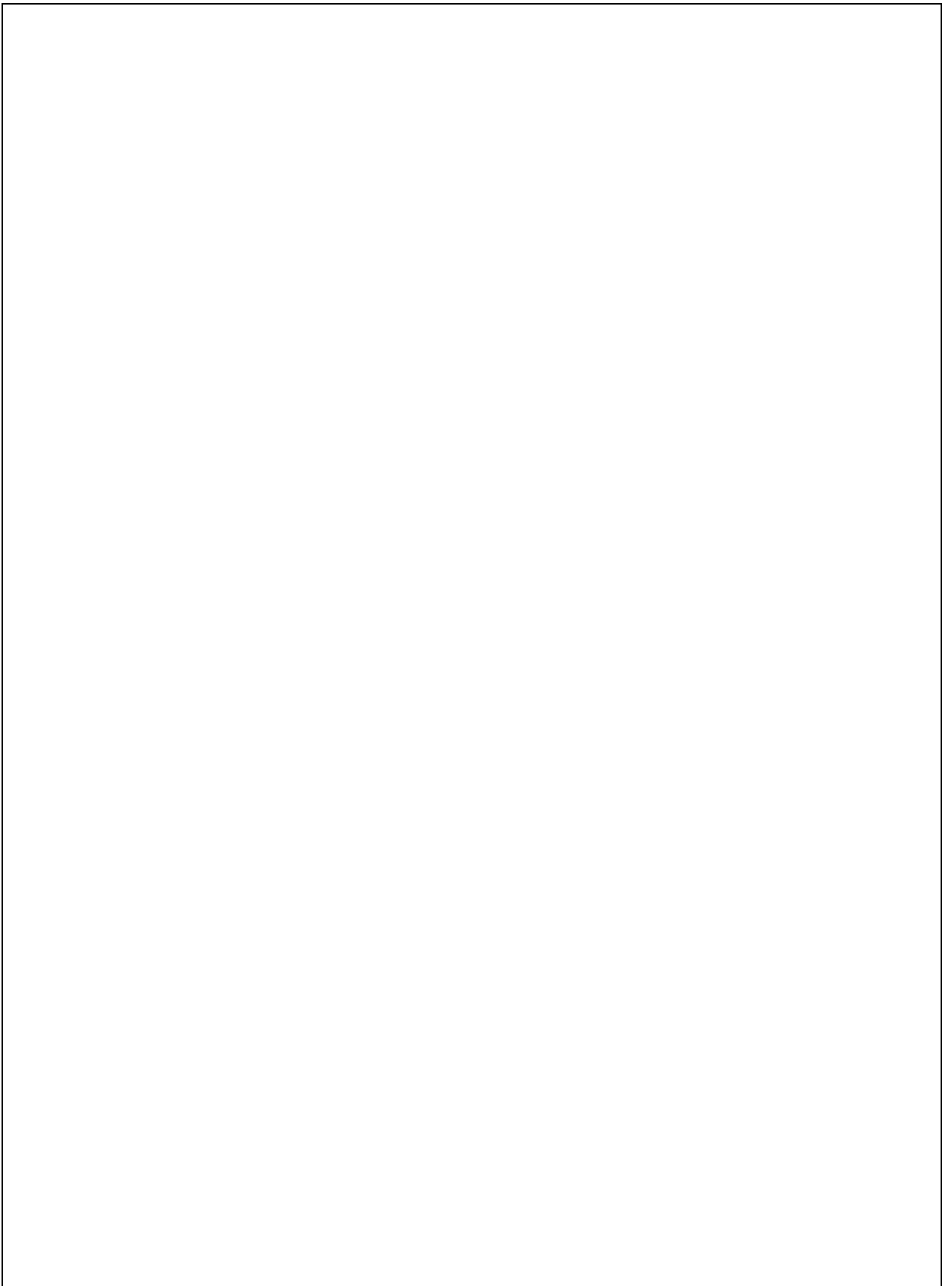
<b>MODULE – I</b>	<b>Investment</b> : Meaning, Objectives , Characteristics of Investment , Motives for Savings and Investments, Investment vs. Speculation , Investment vs. Gambling, Investment Management , Factors influencing the Investment Decisions, Investment Process, Risk in Investment and its types, Return and its types, Qualities of Successful Investing, Investment Instruments , Investment Market , Non -Marketable Financial Assets, Marketable Financial Assets.
<b>MODULE – II</b>	<b>Securities Market</b> : Primary Equity Market , Secondary Equity Market , Other Financial Markets, Trading and Settlement System in Stock Exchanges, Buying and Selling of Shares, Stock Market Quotations and Indices, Depositories, Dematerialization.
<b>MODULE – III</b>	<b>Fundamental Analysis (FA)</b> : Introduction to FA, EIC frame work.Economic Analysis, Industry Analysis and Company Analysis. <b>Technical Analysis(TA)</b> : The Dow Theory,price chart, Different Chart Patterns and Techniques, Technical Indicators, Trends and Moving Average Method applied in Technical Analysis.
<b>MODULE – IV</b>	<b>Efficient Market Hypothesis(EMH)</b> : Introductionto EMH, random walk theory, Weak, Semi Strong and Strong form of Market, Testing of different forms of M arket Efficiency and their significance, comparative study among FA,TA & EMH.
<b>MODULE – V</b>	<b>Valuation of Fixed Income Securities</b> : Meaning and Definition of Bond and Debentures, Characteristics, Types, Risk in Bond, Present Value of a Bond, Yield to Maturity, Yield to Call, Yield to Put , Yield Curve, Macaulay’s Duration, Bond Immunisation. <b>Valuation of Floating Income Securities</b> : Meaning and Definition of Shares , Types , Features , Merits and Demerits , Equity Valuation, Dividend Discount Models- No Growth, Constant Growth , Two Stage Growth Model, Multiple Stages, Relative Valuation Models Using P/ E Ratio, Book Value to Market Va lue, Valuation of Preference Shares.
<b>Note</b> :	<i>Emphasis should be give n on case analysis (both written and/ or pre sentatio n.)</i>
<b>Sugge sted Readings:</b>	<ol style="list-style-type: none"><li>1. V.K.Bhalla: Investment Analy sis – (S. Chand &amp; Co).</li><li>2. H.R Machi Raju: Working of St ock Exchanges in India – (Wiley).</li><li>3. S. Kevin: Securi ty Analysis and Po rtfolio Management – (PHI) .</li><li>4. Y. Maheshwari: Investment management – (PHI).</li><li>5. P. Pandian: Security Analysis and Po rtfolio Management – (Vikas) .</li><li>6. P.Chandr a: Investment An alysis and Po r tfolio Management – (TMH).</li><li>7. Jordan &amp; Fischer : Security Analysis &amp; Portfolio Management – (PHI).</li></ol>

**DSE- FM905– FINANCIAL DERIVATIVES AND RISK MANAGEMENT**

**Objective:** To orient the students on pricing of derivative securities and emphasizing on its application in risk management using option modelling in firm's decision making.

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Introduction:</b> Definition of Financial Derivatives, Features, Types of Derivatives, Basic Financial Derivatives, History of Derivatives Market , Use of Derivatives, Critiques of Derivatives, Traders in Derivatives Markets, Factors contributing to the Growth of Derivatives , Financial Derivatives Market in India .
<b>MODULE – II</b>	<b>Futures Market, Contracting and Pricing:</b> Introduction , Financial Futures Contract, Types of Financial Futures Contracts , Evolution of Futures Markets in India, Operators & Traders in Futures Market , Futures Market Trading Mechanism, Theories of Futures Prices , Hedging Concepts , Long, Short , Cross.
<b>MODULE – III</b>	<b>Forward and Swap Market :</b> Pricing and Trading Mechanisms , Forward Contract , Features of a Forward Contract , Classifications , Forward Trading Mechanism , Valuation of Forward Contract , Risk Management using Forward and Futures Contracts, Forward Prices vs. Futures Prices .
<b>MODULE – IV</b>	<b>Financial Option :</b> Introduction , Concept , Types , Distinction between Option and Futures Contract , Option Valuation , Determinants of Option Pricing, Black Scholes Model, Trading with Option , Hedging with Option .
<b>MODULE – V</b>	<b>Credit Derivatives and Swap Market:</b> Credit Derivatives , Derivative Exposure , Concept , Features , Instruments , Benefits, Credit Risk Assessment , Growth of Credit Derivative Market , Credit Derivatives in India. <b>Swap:</b> Concept, Nature, Evolution, Features , Types of Swaps,Trading with Swap.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. Prafulla Kumar Swain: Fundamental of Financial Derivatives- (HPH)</li><li>2. S.L. Gupta : Financial Derivatives – (PHI).</li><li>3. Kumar : Financial Derivatives – (PHI).</li><li>4. Vohra and Bagri : Futures and Options – (TMH).</li></ol>



**DSE-MM904 – PRODUCT AND BRAND MANAGEMENT**

***Objective:** To familiarize the students with the concepts of product development strategies in both conventional and high-tech product types. It also intends to delve into the areas of branding exercises and branding importance in creating brand equity.*

**Credit : 4**

**Contact Hours: 40**

<b>MODULE – I</b>	<b>Product Concepts :</b> Product Management in the context of Business Strategy, Product Management Concepts and Tools , The Nature of Products, The Relationship of Product Management to the Marketing Concept , The Marketing Management Process and other elements in the Marketing Mix, Role of Product Manager , The Product Life Cycle Model and its implications and application, Product Portfolio Decisions, The BCG Matrix and other Product Management Tools, Their Uses and Limitations.
<b>MODULE – II</b>	<b>Developing Product Strategy :</b> Setting Objectives & Alternatives, Product Strategy over the Life -Cycle, Customer Analysis, Competitor Analysis, Design of Manufacture, The New Product Development Process , The Importance of Innovation, The Stages in the NPD Process and their Financial and Risk Implications, Test Marketing and Commercialization, The Role of Marketing Research.
<b>MODULE – III</b>	<b>Market Potential &amp; Sales Forecasting :</b> Forecasting Target Market Potential and Sales, Methods of Estimating Market and Sales Potential, Sales Forecasting, Planning for Involvement in International Market , Pricing, Distribution and Promotion Decisions , Planning for Monitoring and Controlling the Product over its Life Cycle , Importance , Objectives and Role of Pricing, Key Considerations in Developing a Pricing Strategy, Pricing for New Products, Role of Communication in Product Planning , Public Relation , Advertising , Event Marketing and Sales Promotion , Choice of Channels .
<b>MODULE – IV</b>	<b>Brand &amp; Brand Management:</b> Concept of Brand & Brand Management, The Role and Strategic importance of Branding in Different Product Categories, Commodities Vs Brands , The Brand Equity Concept , Brand Equity Models , Brand Asset Valuation , Aaker Model, Brand Resonance , Building Brand Equity , Brand Identity and Brand Image.
<b>MODULE – V</b>	<b>Brand Leveraging &amp; Brand Performance :</b> Establishing Brand Equity Management System, Measuring Sources of Brand Equity and Consumer Mindset , Co-Branding, Celebrity Endorsement , Brand Positioning & Brand Building , Brand Knowledge, Brand Portfolios and Market Segmentation, Steps of Brand Building, Identifying and Establishing Brand Positioning, Defining and Establishing Brand Values, Designing & Sustaining Branding Strategies , Brand Hierarchy, Branding Strategy, Brand Extension and Brand Transfer, Managing Brand Over Time.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Lehmann &amp; Russel : Product management – (TMH).</li> <li>2. Kevin Lane Keller : Strategic Brand Management – (PHI).</li> <li>3. Philip Kotler : Marketing Management – (Pearson).</li> <li>4. Ramanujan Majumdar : Product Management – (TMH).</li> <li>5. Lehmann &amp; Winner: Product Management – (TMH).</li> <li>6. Chuna walla: Brand Management – (HPH).</li> <li>7. Chuna walla: Product Management – (HPH).</li> <li>8. Mathur: Product &amp; Brand Management – (HPH).</li> <li>9. Manjumdar: Product Management in India – (PHI).</li> </ol>

**DSE- MM905 – SERVICE MARKETING**

**Objecti ve:** *To help the students in developing insights into emerging trends in the service sector and to deal with issues involved in management of services on national basis specifically in India.*

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Marketing of Services :</b> Concept of Services , Peculiarities of Services , Service Triangle , Services vs. Goods , Marketing Implications, Reasons for Growth of Services , Classification of Service Sector .
<b>MODULE – II</b>	<b>Key Dimensions in Services Marketing :</b> Marketing Mix for Services , Pricing, Branding, Distribution and Promotion , The Case of Relationship Marketing , Its Suitability in Services Marketing, Segmentation , Targeting and Positioning for a Services Firm .
<b>MODULE – III</b>	<b>Managing People in Service Industry:</b> Challenges of Managing People in a Service Firm, Service Quality Gaps, Total Quality Management (TQM), and Managing Demand & Supply, Framework Linking Employee Satisfaction, Customer Satisfaction and Profitability.
<b>MODULE – IV</b>	<b>Customer Feedback and Service Delivery :</b> Customers’ Roles in Service Delivery , Aim of Service Recovery , Service Failure and Recovery , Recovery Strategies , Ethics in Service Firms , Impact of Technology in Marketing of Services .
<b>MODULE – V</b>	<b>Emerging Servi ce Sectors in India:</b> Marketing of Financial Services , Health Care Marketing , Hospitality Marketing , Retail Marketing , Personal Care Marketing and Tourism Marketing .
<b>Note:</b>	<i>Emphasis should be give n on case ana lysis (both written and/ or present ation.)</i>
<b>Sugge sted Readings:</b>	<ol style="list-style-type: none"><li>1. P.K.Gupta: Service Mark eting – (EPH).</li><li>2. Zeithaml, Bitner, Gremler, Pand it: Service Ma rketing – (TMH).</li><li>3. S.M. Jha: Services Mark eting – (HPH).</li><li>4. S.Shajahan: Services Mark eting – (HPH).</li><li>5. Apte: Services Marketing – (OUP).</li><li>6. Lovelock: Services Marketing – (Pearson).</li><li>7. Zeithaml: Services Marketing – (TMH).</li><li>8. Fitzsimm ons: Service s Managem ent – (TMH).</li></ol>

**DSE-HRM904 – MANAGING EMPLOYEE RELATION AND RELATED LAWS**

**Objective:** To help the students in identifying the importance and methods that deals with the relationship between the employer and employees in an organisation and the significance of labour law that mediates in labour issues.

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Introduction:</b> Industrial Relations Concept and Scope, Approaches to IR, Different Actors & Role of State in IR, Legal Frame Work of IR. <b>Collective Bargaining:</b> Concept , Scope and Values, Collective Bargaining in India. <b>Worker Participation in Management:</b> Concept , Approaches, Factors Promoting WPM and Practice of WPM in India, Quality Circle.
<b>MODULE – II</b>	<b>Labour Legislations:</b> Need, Objective, Scope, Growth of Labour Legislation in India , Impact of ILO & LL Protective and Regulative Labour Legislations, Factory Act 1948, Mines Act 1952.
<b>MODULE – III</b>	<b>Legislation Concerning Wages and Bonus :</b> Payment of Wages Act 1936, Minimum Wages Act 1948, Payment of Bonus Act 1965, Equal Remuneration Act 1976.
<b>MODULE – IV</b>	<b>Legislation Concerning Industrial Relations:</b> Industrial Dispute Act 1947, Trade Union Act 1926 , Industrial Employment and Standing Order Act 1946 .
<b>MODULE – V</b>	<b>Legislation Concerning Social Security:</b> Workmen’s Compensation Act 1923, Employee State Insurance Act 1948, Employees Provident Fund Act 1952, Maternity Benefit Act 1961, Payment of Gratuity Act 1972 and Misc.Act 1996.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. Gomez &amp;Mejia: Managing Human Resource – (PHI).</li><li>2. Seperich &amp; Mccalley: Managing Power and People – (PHI).</li><li>3. A.M. Sharma: Industrial Jurisprudence &amp; Labour Legislation – (HPH).</li><li>4. Sinha &amp; Shekhar : IR &amp; LL – (Pearson) .</li><li>5. Jain: Industrial &amp; Labour Law – (Dhanpat Rai).</li><li>6. Padhi: Labour &amp; Industrial Law – (PHI).</li><li>7. Saiyed: Labour Law – (HPH).</li><li>8. Srivastava: Industrial Relations &amp; Labour Law –(Vikas).</li></ol>

**DSE-HRM905 – PERFORMANCE MANAGEMENT**

**Objective:** To provide an in -depth understanding of performance management and its importance in managing the performance of employees effectively. Further the course will help the students to appreciate the difference between performance appraisal & performance management in manufacturing , services and IT sector.

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Introduction to Performance Management :</b> Concepts, Nature, Scope, Importance, Process of Performance Management , Link between Performance Management and Performance Appraisal, Benefits of Performance Planning , Role Analysis .
<b>MODULE – II</b>	<b>Performance Appraisal :</b> Concept , Uses and Methods, Assessment and Development Centres, 360 Degrees Appraisal, Appraisal Interview and Potential Appraisal, Appraisal Errors, Performance Reviews , Coaching and Counseling.
<b>MODULE – III</b>	<b>Performance Management in Manufacturing , Services and IT Sector:</b> With reference to NALCO, SBI, Infosys, Reliance Retail Etc., Strategies for Improving Performance.
<b>MODULE – IV</b>	<b>Performance Management and Development:</b> Performance Management for Teams, Identifying Performance Dimensions, Challenges to Effective Performance Measurement , Performance Counseling , Principles and Skills, Competence based Performance Management .
<b>MODULE – V</b>	<b>Pay for Performance :</b> The Challenges , The 'Do Only What You Get Paid For' Syndrome, Negative Effects on the Spirit of Cooperation, Lack of Control, Link Pay and Performance Appropriately, Build Employee Trust, Use Multiple Layers of Rewards and Increase Employee Motivation, Types of Pay for Performance Plans, Individual Based, Team Based, Plant Wide Plans and Corporate Wide Plans.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. Chadha Prem : Performance Management – (McMillan).</li><li>2. Michael &amp; Angela: Performance Management – (JPH).</li><li>3. Srinivas R.Kandula : Performance Management – (PHI).</li><li>4. Aquinis: Performance Management – (Pearson).</li><li>5. D. Sharma: Performance Management – (HPH).</li></ol>



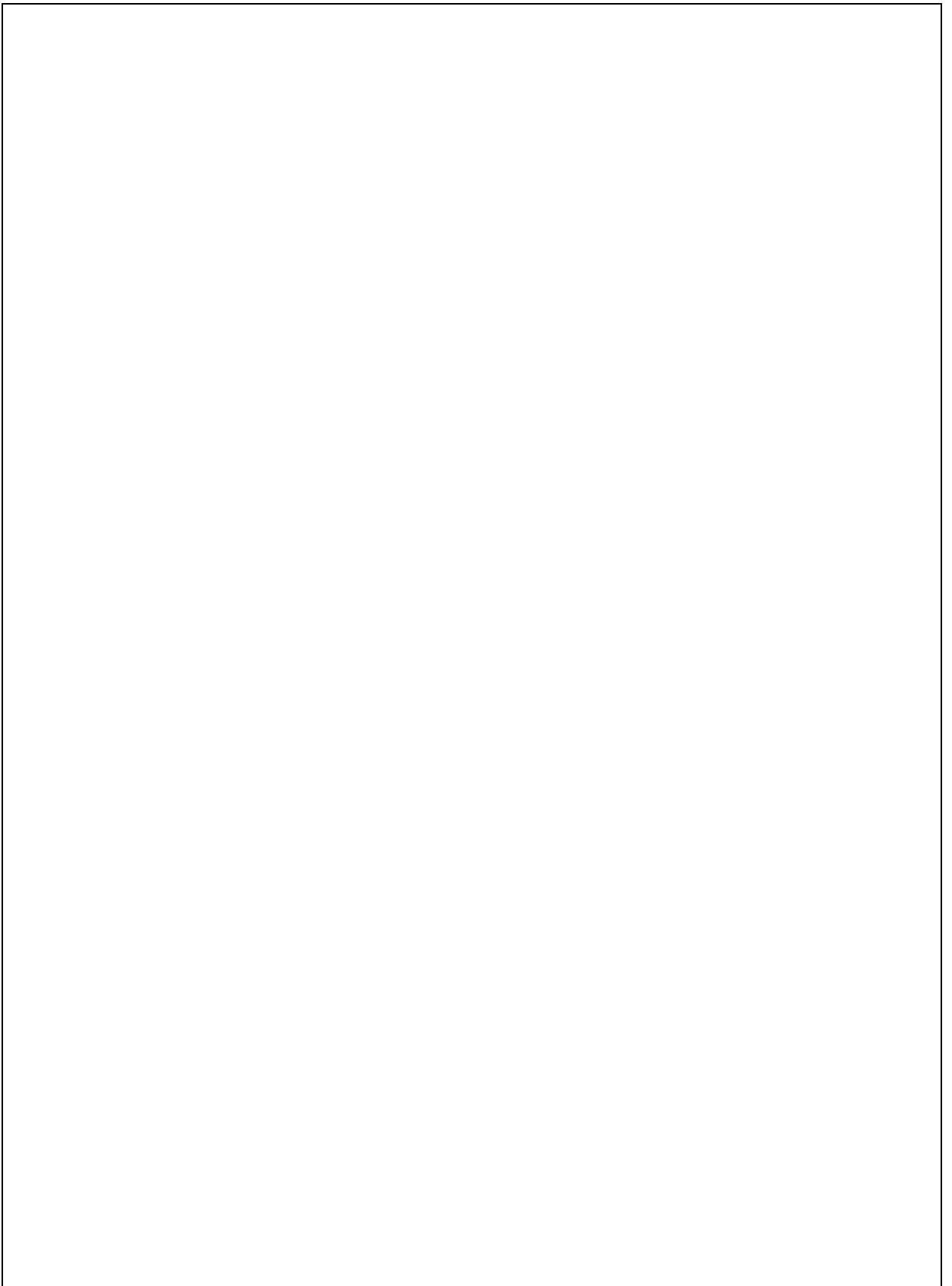
**DSE- SYS904– SOFTWARE ENGINEERING**

*Objective: To familiarize the students with the various concepts & techniques of software engineering and their use in software projects and their dependability in a given context.*

**Credit : 4**

**Contact Hours: 40**

<b>MODULE – I</b>	<b>Introduction :</b> Professional Software Development , Software Engineering Ethics, Software Processes , Software Process Models , Process Activities , Coping with Change , The Rational Unified Process , Agile Software Development , Agile Methods , Plan-Driven and Agile Development , Extreme Programming , Agile Project Management , Scaling Agile Methods .
<b>MODULE – II</b>	<b>Engineering Requirements :</b> Functional and Non-Functional Requirements , The Software Requirements Document , Requirements Specification , Requirements Engineering Processes , Requirements Elicitation and Analysis, Requirements Validation , Requirements Management , System Modelling , Context Models , Interaction Models , Structural Models , Behavioural Models , Model-Driven , Engineering , Architectural Design , Architectural Design Decisions , Architectural Views , Architectural Patterns , Application Architectures .
<b>MODULE – III</b>	<b>Design and Implementation :</b> Object -Oriented Design using the UML, Design Patterns , Implementation issues , Open Source Development , Software Testing , Development Testing , Test -Driven Development , Release Testing , User Testing , Software Evolution , Evolution Processes , Program Evolution Dynamics , Software Maintenance , Legacy System Management , Dependability and Security .
<b>MODULE – IV</b>	<b>Socio -Technical Systems :</b> Complex Systems , Systems Engineering , System Procurement , System Development , System Operation , Dependability and Security , Dependability Properties , Availability and Reliability , Safety, Security , Dependability and Security Specification , Risk-Driven Requirements , Specification , Safety Specification , Reliability Specification , Security , Specifications , Formal Specification .
<b>MODULE – V</b>	<b>Dependability Engineering:</b> Redundancy and Diversity , Dependable Processes , Dependable Systems Architectures , Dependable Programming , Security Engineering , Security Risk Management , Design for Security , System Survivability , Dependability and Security Assurance , Static Analysis, Reliability Testing , Security Testing , Process Assurance , Safety and Dependability Cases .
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. R. Mall: Fundamentals of Software Engineering – (PHI).</li> <li>2. R.S. Pressman : Software Engineering – (TMH).</li> <li>3. Sommerville : Software Engineering –(Pearson).</li> </ol>



**DSE-SYS905 – INFORMATION SECURITY AND CYBER LAW**

**Objective:** To acquaint the students on major aspects of Information Technology Security and the connected issues concerning Cyber Security law.

**Credit : 4**

**Contact Hours: 40**

<b>MODULE – I</b>	<b>Foundations of Cryptography and Security:</b> Ciphers and Secret Messages , Security Attacks and Services , Mathematical Tools for Cryptography, Substitutions and Permutations , Modular Arithmetic , Euclid's Algorithm , Finite Fields , Polynomial Arithmetic , Discrete Logarithms , Conventional Symmetric Encryption Algorithms, Theory of Block Cipher Design , Feistel Cipher Network Structures , DES and Triple DES .
<b>MODULE – II</b>	<b>Public Key Cryptography :</b> Prime Numbers and Testing for Primality , Factoring Large Numbers , RSA, Diffie-Heilman, ElGamal, Key Exchange Algorithms , Public Key Cryptography Standards , Hashes and Message Digests , Message Authentication , MD5, SHA, RIPEMD, HMAC.
<b>MODULE – III</b>	<b>Digital Signatures :</b> Certificates, User Authentication , Digital Signature Standard (DSS and DSA) Security Handshake Pitfalls, Elliptic Curve Cryptosystems , Authentication of Systems , Kerberos V4 and V5, Electronic Mail Security , Pretty Good Privacy ( PGP).
<b>MODULE – IV</b>	<b>Security Planning:</b> Risk Analysis , Organizational Security Policies , Physical Security , Legal Privacy and Ethical Issues in Computer Security , Protecting Programs and Data, Information and the Law, Rights of Employees and Employers , Software Failures, Computer Crime , Ethical Issues in Computer Security .
<b>MODULE – V</b>	<b>Cyber Law:</b> Legal, Ethical and Professional issues in Information Security, Relevant U.S Laws, International Laws and Legal Bodies , Ethics and Information Security, Codes of Ethics and Professional Organizations .
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. Stamp: Information Security – (Wiley).</li><li>2. Forouzan: Cryptography Security And Network Security – (TMH).</li><li>3. Venugopal Iyengar: Information Security for Management – (HPH).</li></ol>

**CC-1001 – CORPORATE TAX PLANNING AND MANAGEMENT**

*Objective: To acquaint the students with the implications of tax structure and corporate revenue planning in operational as well as strategic terms in Indian & Foreign companies.*

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Introduction:</b> Tax Planning Concept, Tax Planning in different Organizations, Concept of Capital and Revenue, Income, Receipt and Expenditure, Computation of Income for Corporate form of Organizations, Deductions and Reliefs, Rebates, Exemptions, Recent Development .
<b>MODULE – II</b>	<b>Business Expenditure and Tax Planning:</b> Depreciation and Tax Planning, Capital Gains and Tax Planning.
<b>MODULE – III</b>	<b>Tax Planning for New Industries :</b> Export Oriented Units, Holding Company and Subsidiary Company, New Projects in Infrastructure like Power, Telecom and Incentives for New Project .
<b>MODULE – IV</b>	<b>Tax Planning for Foreign Companies:</b> Foreign Collaborations, Foreign Technicians, Amalgamation, Mergers.
<b>MODULE – V</b>	<b>Tax Administration:</b> Income Tax Authorities, Assessment , Procedures , Tax Payment , Interest , Penalties , MAT, Search and Seizure, Appeals and Remission .
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. R.N. Lakhota &amp; S. Lakhota : Corporate Tax Planning – (Vision).</li><li>2. R.N. Lakhota : Tax Planning for Non -resident Indians – (Vision).</li><li>3. R.N. Lakhota : Dictionary of Business Expenditure – (Vision).</li><li>4. N. Hari Haran: Income Tax – Law and Practice – (TMH).</li><li>5. V.S. Datey: Indirect Taxes – Law and Practice – (Taxmann) .</li></ol>

**CC-1002-BUSINESS ETHICS & CORPORATE GOVERNANCE**

*Objective: The objective of this paper is to provide students knowledge on ethical practices in business and governing principles of corporates.*

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Introduction to Business Ethics:</b> Meaning, definition & features of Ethics, Business Ethics: Meaning, features, Need, Importance, Nature, Scope and Objectives, Types of Ethics , Factors influencing Business Ethics.
<b>MODULE – II</b>	<b>Managing Ethics:</b> Values, norms, beliefs & moral standards, Ethics vs Morals & values, Ethical codes, Ethical aspects in Marketing, Finance ,HR and IT, Ethical decision making.
<b>MODULE – III</b>	<b>Responsibilities of Indian Businessmen:</b> Social responsibilities of Indian Businessmen/Managers-Towards Shareholders, consumers, Government, Community, etc. Cases. <b>Ethics in Corporate Social Responsibility(CSR):</b> Concept, meaning ,Objectives & Importance of CSR, Four Faces of Social Responsibility
<b>MODULE – IV</b>	<b>Corporate Governance:</b> Meaning, Features, Objectives, Need & importance of Corporate Governance, Benefits of good governance to companies and to the society, OECD emphasis, Issues in Corporate Governance, CSR: The Indian Perspective.
<b>MODULE – V</b>	<b>Roles of Players:</b> Role of Board of Directors, Auditors, SEBI and Government. Growth of Corporate Governance in India, Contemporary Issues in Corporate Governance in India. <b>CASE ANALYSIS COMPULSORY</b>
<b>Note:</b>	<i>Emphasis should be give n on case analysis (both written and/ or presentation.)</i>
<b>Suggest ed Readings:</b>	<ol style="list-style-type: none"><li>1. C.S.V. Murthy, Business Ethics, Text and Cases, HPH.</li><li>2. B N ghosh, Business Ethics and Corporate Governance</li><li>3. S. Prabhakaran, Business Ethics and Corporate Governance, Excel Books</li><li>4. Albuquerque Daniel – Business Ethics, Principles &amp; Practices. – Oxford</li><li>5. Ferrel, Business Ethics a case prospective, Cengage (Refer for Cases)</li><li>6. Hartman, Perspectives in Business Ethics, TMH</li></ol>

**CC- 1003 – DISSERTATION : REPORT PRESENTATION AND VIVA –VOCE(DC)**

***Objective:*** *To provide experience of conducting research on different problems relating to functional areas of management.*

**Credit : 8**

Each student is required to conduct a research for writing a dissertation under the guidance of a supervisor from the department/ college in any functional areas of management. The topic of the dissertation shall be finalized in a joint session with the supervisor which will be approved by the Coordinator/ Principal at the beginning of the semester. The student has to submit his/her mid progress report for suggestions. After completion of the research work the draft copy shall be submitted to the supervisor for correction/ modification. The final copy of the thesis shall be submitted before the commencement of the end semester examination. After the submission of dissertation, there will be a presentation & viva-voce test by an external examiner at the end of tenth semester examination.

**DSE- FMI004 – MUTUAL FUND AND PORTFOLIO MANAGEMENT**

*Objecti ve: To impart conceptual knowledge relating to mutual fund and portfolio management with respect to performance evaluation and re vision among the students.*

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Mutual Funds:</b> Introduction, Concepts, Origin and Growth, Types, Organization of Mutual Fund, Advantages and Disadvantages of Mutual Funds, Cost of Investing in a Mutual Fund, Choosing a Fund, Regulations and Operations, Risk Factors, Tax aspects of Mutual Fund, Mutual Fund Evaluation .
<b>MODULE – II</b>	<b>Portfolio Management:</b> Introduction, Phases of Portfolio Management . <b>Basics of Risk and Return:</b> Concept of Risk and Returns, Risk – Return Trade Off, Causes, Sources and Classification of Risk, Classification of Return, Measurement of Risk and Return (Ex -Post Facto and Ex Ante).
<b>MODULE – III</b>	<b>Portfolio Analysis:</b> Expected Return of a Portfolio, Risk of a Portfolio, Reduction of Portfolio Risk through Diversification, Risk and Return Measurement and Analysis for two and multi assets portfolios.
<b>MODULE – IV</b>	<b>Capital Market Theory:</b> Capital Asset Pricing Model (CAPM), Risk Free Assets, Portfolio Leverage, Assumptions of CAPM, Capital Market Line, Security Market Line, Limitations of CAPM, Expected Return, Required Return, Overvalued and Undervalued Assets, Arbitrage Pricing Theory .
<b>MODULE – V</b>	<b>Portfolio Performance Evaluation :</b> Meaning, Need for Evaluation, Evaluation Perspective, Measuring Portfolio Return, Risk Adjusted Return, Differential Return, Performance Evaluation using Sharpe’s , Treynor’s and Jensen’s measures and Fama's Decomposition. <b>Portfolio Revision:</b> Meaning, Need for Portfolio Revision, Constraints, Strategies, Formula Plans.
<b>Note:</b>	<i>Emphasis should be give n on case analysis (both written and/ or pre sentatio n.)</i>
<b>Suggest ed Readings:</b>	<ol style="list-style-type: none"><li>7. B.K.Bhalla: Investment Ana lysis – (S. Chand &amp; Co).</li><li>8. H.R Machi Raju: Working of St ock Exchanges in India – (Wiley).</li><li>9. S.Kevin : Secur ity Ana lysis and Por tfolio Ma nagement – ( PHI) .</li><li>10. Y. Ma heshwa ri: Invest ment Man age ment – (PHI) .</li><li>11. P. Pandian: Security Analysis and Por tfolio Management – (Vikas) .</li></ol>

**DSE-FM-1005 – INTERNATIONAL FINANCE**

**Objective:** To provide an understanding of conceptual framework of international finance and its use in making financial decisions among the students.

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>International Dimensions of Financial Management :</b> The Emergence of MNC, Nature of the MNC, Objectives of the Firm and Risk Management , Domestic Financial Management and International Financial Management, Multinational Capital Budgeting , Application and Interpretation.
<b>MODULE – II</b>	<b>International Financial System &amp; Market for Foreign Exchanges:</b> Growing Importance of International Finance & Global Financial Environment , International Monetary System & Evolution of Floating Rate Regime, Foreign Exchange Markets, Spot , Forward, Swap Markets, Currency Futures & Option Market , Foreign Exchange Market in India .
<b>MODULE – III</b>	<b>Determination of Exchange Rates &amp; International Parity Conditions :</b> An introduction to Exchange Rates, Inter -Bank & Merchants Rates, Determinants of Exchange Rates, International Parity Conditions, Purchasing Power Parity, Interest Rate Parity & Concept of Covered Interest Arbitrage, Balance of Payment , Exchange Rate Forecasting .
<b>MODULE – IV</b>	<b>Managing Foreign Exchange Risk :</b> Types of Foreign Exchange Exposure & Risk, Transaction Risk & Operating Risk, Corporate Approach to Currency Risk Management & Hedging Philosophy, Management of Transaction Exposure, Internal & Contractual Hedge, Strategic Management of Operating Exposure, Interest Rate Risk Management , Interest Rate Swaps, Futures & Forward Rate Agreements.
<b>MODULE – V</b>	<b>International Investment &amp; Financing :</b> Euro Currency Market , Financing the Global Firms, Availability & Cost of Capital, Sourcing Equity Globally, ADRS/GDRS, International Debt Market , Structuring International Debt , Foreign Investment Decisions, FDI & Portfolio Investment , International Trade Finance.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. M.D. Levi: International Finance – (TMH).</li><li>2. Eitman, Stonehill, Moffett: Multinational Business Finance – (Pearson ).</li><li>3. Madhu Vij : International Financial Management – (Excel).</li><li>4. V.Sharan: International Financial Management – (PHI).</li><li>5. O’ Brien: International Finance – (OUP).</li><li>6. P.G. Apte: International Financial Management – (TMH).</li></ol>



**DSE-MM1004 – RURAL AND AGRICULTURAL MARKETING**

**Objective:** To create knowledge among the students about the concept, techniques and processes of marketing used in rural context highlighting agri marketing and rural market research.

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Introduction:</b> Rural Market Structure, Rural Consumer Buying Behaviour , Rural Market Environment , Rural Demand, Segmentation , Targeting , Positioning , Problems of Rural Marketing, Rural Marketing Agencies .
<b>MODULE – II</b>	<b>Rural Marketing Mix:</b> Product Decisions, Pricing Decisions , Promotion Decisions , Distribution Channel , Relationship Management , Physical Distribution , Sales Force Management .
<b>MODULE – III</b>	<b>Agri Marketing :</b> Scope , Role in Economic Development , Demand and Supply of Farm Products , Marketing of Agricultural Inputs and Farm Products, Strategy for Agricultural Marketing .
<b>MODULE – IV</b>	<b>Rural Market Research :</b> Market Research and Rural Market Information System & Forecasting , Glimpse of the Future of Rural Marketing.
<b>MODULE – V</b>	<b>Transportation and Communication:</b> Sales Management, Training, Motivation & Examination Practices.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. Badi &amp; Badi: Rural Marketing – (HPH).</li><li>2. Dogra &amp; Ghuman: Rural Marketing – (TMH).</li><li>3. K. Ramakrishnan: Rural Marketing – (Pearson).</li><li>4. Balram Dogra: Rural Marketing – (TMH).</li><li>5. K. Ramakrishnan: Rural Marketing – (Pearson).</li></ol>

**DSE-MM1005– INTERNATIONAL MARKETING**

*Objective: To acquaint the students with environmental, procedural, institutional arrangements in international marketing and the decisions relating to import & export in global arena.*

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Introduction to International Marketing :</b> Introduction , Scope of International Marketing , International Marketing Vs. Domestic Marketing , Principles of International Marketing , Customer Value and the Value Equation, Competitive or Differential Advantage, Management Orientations , MNCs and TNCs, Basis of International Trade , India and World Trade , Benefits of International Marketing .
<b>MODULE – II</b>	<b>International Marketing Environment:</b> Introduction, Challenges in Global Marketing , International Trade Environment , Classical Trade Theories , Modern Trade Theories, Trade Barriers, Quotas, Implications of Tariffs , Types of Agreements , General Agreement on Tariffs and Trade (GATT), Functions and Objectives of WTO, Implication of WTO on International Marketing, India's Role in International Trade Theories .
<b>MODULE – III</b>	<b>International Market Entry Strategies :</b> Introduction , Different Entry Modes and Market Entry Strategies , Joint Ventures , Strategic Alliances , Direct Investment , Manufacturing and Franchising , Foreign Markets and Export Marketing Process , Choosing Appropriate Mode of Operations, Issues Related to Exports , Processing an Export Order , Entering into Export Contract , Export Pricing and Costing, Export-Import (EXIM) Policy, 2002 -2007 .
<b>MODULE – IV</b>	<b>International Product Planning:</b> Product Adoption and Standardization, International Market Segmentation , Influences on Marketing Plan and Budget , International Product Policy, Marketing Mix, International Product Life Cycle, Marketing of Services , International Pricing Strategies , Dumping and Price Distortion , Counter Trade , International Distribution Channels, Distribution Policy, Distribution Conflicts and Channel Decision, International Marketing Strategy , International Promotion Strategy, International Advertising .
<b>MODULE – V</b>	<b>Export Marketing Documentation :</b> Introduction , Significance of Export Documentation, The Statutory Control, Declaration Forms, Disposal of Export Documentation Form , Major Documents, International Financial Institutions , IMF, World Bank , IBRD, International Finance Corporation , Organisation for Economic Cooperation and Development (OECD), Legal and Ethical issues in International Marketing , Nature of International Business Disputes and Proposed Action , International Dispute Settlement Machinery , Ethical Consideration in International Marketing and Marketing Communications .
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. Joshi: International Marketing –(OUP).</li><li>2. Keegan: Global Marketing Management – ( Pearson ).</li><li>3. Francis Cherunilam: International Marketing – (HPH).</li></ol>

**DSE- HRM1004– MANAGEMENT OF TRAINING AND DEVELOPMENT**

**Objective:** To acquaint the students about the importance of training and development in enhancing the knowledge and skills of an employee for improving the performance in a particular job.

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Introduction:</b> Concept of Training , Comparison between Training and Development , Concept of Skill up Gradation , Different Aspects of Training , Concept of Learning , Techniques of Learning , Adult Learns Principles and Pedagogy, Designing a Learning Environment .
<b>MODULE – II</b>	<b>Concept of Training Need :</b> Identification of Training Need , Methods of Training and Techniques of Training , On the Job, Off the Job, Lecture, Role Play , Case Study, Vestibule Training , Simulation Techniques , In Basket Exercise , Syndicate Method , T Group Training , Psychological Lab , Business Game , Activity Based Training , Programme Instruction Training ,Choosing the Right Training Techniques .
<b>MODULE – III</b>	<b>Training Aids :</b> Different Type of Training Aids , Choosing the Appropriate Training Aids, Training Module , Concept , Dimension and Designing an appropriate Training Module .
<b>MODULE – IV</b>	<b>Administrative Procedure for Training :</b> Training File, Need Assessment Form , Feedback Form , Format of Request Letter for Trainers and Trainees , Their Certificate of Participation and Learning Diary, Training Calendar , Training Policy.
<b>MODULE – V</b>	<b>Training Evaluation:</b> Training Effectiveness, Assessment Criteria.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. B. Reddy: Effective HR Training and Development Strategy – (HPH).</li><li>2. Ford: Bottom Line Training – (PHI).</li><li>3. B. Reddy: Effective HR Training and Development Strategy – (HPH).</li><li>4. Udai Pareek: Training for Development – (Vistaar).</li></ol>

**DSE- HRMI005 – INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

*Objective: To help the students understand the HRM practices in different countries with major emphasis on the international dimensions of HRM in different firms.*

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>International Human Resource Management :</b> Concept , Scope and Significance , Approaches to International Human Resource Management , Differences between Domestic and International HR Activities, Organizational Structure of Multinational Corporations , Theories and Models of Human Resource Management in MNC's.
<b>MODULE – II</b>	<b>International Human Resource :</b> Recruitment and Selection, Cross National Differences in Personnel and Organization Policies, Sources of Human Resources, Home – Country , Host –Country , Third-Country Nationals , Selection Criteria for International Assignment , Adaptability to Cultural Change , Motivation for a Foreign Assignment and Leadership Ability.
<b>MODULE – III</b>	<b>Training and Development :</b> Methods of Training, Process of Expatriate and Repatriation Management Development in International Settings , Global Leadership Development , Process of Repatriation .
<b>MODULE – IV</b>	<b>Compensation :</b> Rewards and Benefits , Multinational Corporations and Compensation Systems , Performance Management in MNCs.
<b>MODULE – V</b>	<b>Labour Relations and Conflict Resolution in Multinational Corporations :</b> Forms of Industrial Democracy in Multinational Corporations , Issues and Challenges of IHRM.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. K.Aswathappa &amp; Sadhna Das : IHRM – (TMH).</li><li>2. P.Subba Rao: International HRM –(HPH).</li><li>3. A. Harzing: International HRM –(Sage).</li><li>4. Doweing: International Dimensions of HRM –(EEWW).</li><li>5. Thakur: International Management – (TMH).</li><li>6. Deresky: International Management – (PHI).</li></ol>

**DSE-SYS1004 – ADVANCED DATA BASE MANAGEMENT SYSTEM**

**Objective:** To acquaint the students about the database requirements and determine the entities involved in the system and their relationship to one another.

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Advance Database Management System:</b> Concepts and Architectures Centralized, Client-Server, Server System, Parallel, Distributed, Web Based Systems.
<b>MODULE – II</b>	<b>Parallel Databases &amp; Distributed Database :</b> Introduction to Parallel Databases, Parallel Database Architecture, Input-Output Parallelism, Inter Query and Intra Query Parallelism, Inter Operational and Intra Operational Parallelism, Design of Parallel Systems, Parallelism on Multi Core Processors, Introduction to Distributed Databases, Distributed DBMS Architectures, Homogeneous and Heterogeneous Databases, Distributed Data Storage, Distributed Transactions, Commit Protocols, Availability, Cloud Based Database, Concurrency Control and Recovery in Distributed Databases, Directory Systems.
<b>MODULE – III</b>	<b>Specialty Databases and Applications:</b> Object Oriented Database – OR and OO, Temporal Databases, Spatial Data and Geographic Database, Multimedia Data, Mobility and Personal Databases.
<b>MODULE – IV</b>	<b>Data Warehousing &amp; Knowledge Base Systems and Data Mining :</b> Introduction to Data Warehousing, Architecture, Dimensional Data Modeling, OLAP, OLAP and Data Cubes, Data Preprocessing, Knowledge Discovery in Databases (KDD), Association Rules, Market Basket Model and Confidence, Classification, Clustering, Approaches to other Data Mining Problems, Applications of Data Mining.
<b>MODULE – V</b>	<b>Data Exchange through XML :</b> Structure of XML Data, XML Schema, XML Document and Database Schema Storing and Extracting XML Document, XML Querying XML Data, Application Program Interface to XML, XML Applications.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. Bipin C.Desai: An Introduction to Database System – (Galgotia).</li><li>2. Molina, Ullman, Widom: Database System – (Pearson).</li><li>3. Date: An Introduction to Database System – (Pearson).</li><li>4. Hansen and Hansen: Database Management and Design – (PHI).</li><li>5. Hoffer: Modern Database Management - (PHI).</li></ol>

**DSE-SYS1005 – NETWORKING MANAGEMENT**

**Objective:** To make the students understand how to deploy encryption techniques to secure data in transit across data networks

**Credit : 4****Contact Hours: 40**

<b>MODULE – I</b>	<b>Introduction :</b> An Overview of Computer Security, Security Services , Security Mechanisms , Security Attacks, Access Control Matrix , Policy, Security Policies, Confidentiality Policies, Integrity Policies and Hybrid Policies.
<b>MODULE – II</b>	<b>Cryptosystems &amp; Authentication :</b> Classical Cryptography, Substitution Ciphers , Permutation Ciphers , Block Ciphers , DES, Modes of Operation , AES, Linear Cryptanalysis, Differential Cryptanalysis , Hash Function , SHA 512 , Message Authentication Codes , HMAC, Authentication Protocols .
<b>MODULE – III</b>	<b>Public Key Cryptosystems :</b> Introduction to Public Key Cryptography, Number Theory, The RSA Cryptosystem and Factoring Integer , Attacks on RSA, The Elgamal Cryptosystem , Digital Signature Algorithm , Finite Fields Elliptic Curves Cryptography, Key Management , Session and Interchange Keys, Key Exchange and Generation,PKI.
<b>MODULE – IV</b>	<b>System Implementation :</b> Design Principles , Representing Identity , Access Control Mechanisms , Information Flow and Confinement Problem , Secure Software Development , Secure Coding, OWASP / SANS Top Vulnerabilities , Buffer Overflows , Incomplete Mediation, XSS ,Anti Cross Site Scripting Libraries , Canonical Data Format , Command Injection , Redirection , Inference, Application Controls.
<b>MODULE – V</b>	<b>Network Security:</b> Secret Sharing Schemes, Kerberos , Pretty Good Privacy (PGP) , Secure Socket Layer (SSL) , Intruders , HIDS, NIDS Firewalls, Viruses .
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"><li>1. William Stallings : Cryptography and Network Security – (Pearson).</li><li>2. Matt Bishop: Computer Security Art and Science – (Pearson).</li><li>3. Tanenbaum: Computer Networks – (Pearson).</li><li>4. Forouzan: Data Communication &amp; Networking – (TMH).</li></ol>

