

SIR PADAMPAT SINGHANIA UNIVERSITY
School of Management

Programme: MBA

Session: 2011-13

Semester – III

HU 502

L-T-P-C

Communication Skills and Personality Development

2-0-0-2

Objective: The course aims to help the students develop soft skills and equip them for their professional pursuits

Course outline

Etiquette and Manners: Dining manners, telephone manners, net manners, interview manners

Emotional intelligence: Responsibility, reliability, self-motivation, self-esteem, sociability, open-mindedness, self-management, commitment, integrity/honesty, loyalty

Voice Modulation: Intonations, contours, different tones, tonal quality, diction

Motivation and attitude building: Motivation and its types; Need for attitude change and benefits of it

Interview skills: Types of interviews, interview questions, duck question, mock interviews

Goal Setting: Significance, Identification of goals, Progressive steps, Action Plan & Measures to Achieve Career Goals, Competitive work environment and realization of goals, anticipating career challenges and utilizing opportunities, time management

Texts / Reference Books:

1. Haden Elgin, Suzette. How to disagree without being disagreeable. John Wiley & Sons
2. Covey, Stephen. Seven Habit of Highly Effective People. Free Press
3. Waitley, Denis. Psychology of Winning. Berkley Books
4. McGrath, John. You Inc. Keel-You- Inc Publisher

Objectives:

The objectives of summer training program are as follows:

- 1 To provide an opportunity to the student to understand the practical aspects of business and management in real life settings
- 2 To put theory into practice
- 3 To sensitize students to gain a deeper understanding of the work, culture, deadlines, work pressure etc. of an organization
- 4 To prepare the students to choose the field of their interest
- 5 To take up projects of significance which will mutually benefit the Industry and the student

Orientation Programme

To prepare the students for summer training programme, orientation programme is of prime importance. Before the commencement of summer training programme, orientation programme will be arranged. The details of the orientation programme along with the schedule, facilitators and timelines will be communicated by the HOD before end of II Semester along with name of Supervisor under whose guidance Training Report will be prepared.

Attendance aspects

100% attendance is compulsory at the company during training period, which represents that student is serious in fulfilling his/ her commitments. As the student has to assist in day to day operations of company, his/ her attendance in the company is a sign of dedication and commitment. In case of emergency, leave can be granted after taking permission from supervisor.

At the end of summer training programme, corporate supervisor has to issue certificate specifying the progress, achievement and attendance, without which the project evaluation will not take place.

Guidelines for evaluation of practical training, dissertation and project work:

For the evaluation of summer training, there will be an internal board of three examiners with the Head of the Department as Chairman, the supervisor and a teacher to be nominated by HOD. The marks will be awarded on the basis of work report, viva voce, etc during the next semester.

Table A

Components Total (%)	
Supervisor assessment	50
Training Report	50
Presentation and viva voce	50
Total	150

Guidelines for the preparation of summer training report

Topic chosen for the summer training report should be contemporary and should be of value to the company. It should be properly typed in English and should be submitted as per the calendar. Project report is a written presentation of the work done by the student.

It must be however noted that if the work is found with plagiarism, it is not only considered unethical but immoral, hence proper referencing and originality of the work must be maintained. In this connection, for all purposes rules framed by the Academic council dt. 31st

May 2008 will be applicable.

Cover page is given as per Appendix II and Contents are given as per Appendix III. Such rules notified on February 23, 2009 are available with the School of Management for general perusal

Appendix II

Sample Title Page

Report on Summer Training submitted in partial fulfillment
Of the requirement for MBA program

By

Student Name

Student Enrollment Number

Training performed at

Name of the industry/ R&D organization

From to.....

School of Management

Sir Padampat Singhania University

Appendix III: Sample Table of Contents

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Name of the industry / corporate institution where training was

Undertakeniii

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Chapters

1. Introduction

2. Conceptual aspect of the topic under study/ about company/ industry
(whichever is applicable)

3. Review of literature, Research Design, detailed methodology

4. Empirical Analysis

5. Findings

6. Conclusions

Acknowledgements

References

Appendices

Objective: The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.

Course outline

Consumer Behaviour And Consumer Research

Meaning, Consumer Involvement and Consumer Decision Making, quantitative research, qualitative research, consumer research process

Consumer Motivation

Definition, Process of Motivation, Dynamic Nature of Motivation, Motives: Types of Motives

Consumer Perception

Definition of Perception, Elements of Perception: Subliminal Perception, Process of Perception and Information Processing, Consumer Imagery, perceived risk

Consumer Attitude

Attitudes overview, structural models of attitude: Theory of reasoned action model, Formation of Attitude, Measurement of attitude

Consumer Personality

Definition of Personality and Nature of Personality, Theories of Personality, brand personality, concept of Self-image

Consumer Learning

Elements of consumer learning, learning theories: behavioral learning theories, cognitive learning theory

Reference Groups and Culture

Consumer-related reference groups, family decision-making and consumption-related roles, influence of culture on consumer behavior

Consumer Influence and Diffusion of Innovations

Opinion leadership, diffusion process, adoption process, consumer innovator

Contemporary Models of Consumer Behaviour

Nicosia Model; Howard-Seth Model; Engel-Mlackwell-Miniard Model

Case Studies and related discussions

Texts / Reference Books:

- 1 David Loydon Albert Bitta , Consumer Behavior: Concepts and Application, Tata McGraw Hill
- 2 Assael H. Consumer Behaviour and Marketing Action. Ohio. South Western. 1995
- 3 Engle, J f. Etc. Consumer Behaviour . Chicago. Dryden Press. 1993
- 4 Howard. John A. et al. Consumer Behaviour in Marketing. Englewood Cliffs. New Jersey. Prentice hall inc. 1989
- 5 Hawkins. D I. etc. Consume Behaviour – Implications for Marketing Strategy. Texas. Business.
- 6 Mowen, John C. Consumer Behaviour. New York. McMillan.
- 7 Schiffman. L G and Kanuk, L L. Consumer Behaviour . New Delhi.Prentice Hall of India.

Objective: It is an applied course introducing popular Business Intelligence and mining methods for extracting intelligence from business data. It aims at preparing business managers who can harness fundamental data mining methods and techniques to solve common types of business problems.

Course outline

Database Concepts: data models, keys, RDBMS concepts, advantages, relationships

Data Warehousing: data warehouses, Data marts and analytical data,

Introduction to Data Mining: Why and What Is Data Mining? The Virtuous Cycle of Data Mining, Data Mining Methodology and Best Practices

Decision Tools: Decision Trees, Nearest Neighbor Approaches, Market Basket Analysis and Association Rules, Cluster Detection

On-Line Analytical Processing: OLAP and Data Mining, Preparing Data for Mining, Data Mining throughout the Customer Life Cycle

Business Intelligence: Approaches, Business Intelligence Methodology, Business Intelligence User Interfaces: Building ad-hoc queries, Business intelligence dashboards

Applications in Marketing and Customer Relationship Management

Business intelligence project plan: Resources and roles, Risk management, Data migration issues, Human factors

Data Insight with Cognos-BI: Data Warehouse architecture, data conversion, information integration, project plan issues

Case Studies and related discussions

Texts / Reference Books:

1. Michael Berry & Gordon Linoff, Data Mining Techniques (2nd ed.) (Paperback), Wiley India (April 2004)
2. Galit Shmueli, Nitin R. Patel and Peter C., Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner, Bruce, Wiley, 2007.
3. Jiawei Han and MichelineKaBMer: "Data Mining – Concepts and Techniques", 2nd Edition, Morgan Kaufmann, 2006.
4. Cindi Howson , Successful Business Intelligence: Secrets to Making BI a Killer Application, TMH, 2007
5. K.P.Soman, ShyamDiwakar, V.Ajay: Insight into Data Mining – Theory and Practice, PHI, 2006
6. Galit Shmueli, Nitin R. Patel, Peter C. Bruce, Data Mining For Business Intelligence, Wiley India, 2008

Objective: The aim of this course is to impart to students the comprehensive understanding of Marketing Research for identifying- structuring and solving a marketing problem and methods of obtaining relevant information.

Course outline

Introduction

Introduction to Marketing Research, Nature of Marketing Research, Role of marketing research in decision making, Application of Marketing Research, Marketing Research Process, Defining marketing research problem and developing an approach

Research Design

Definition, classification, Exploratory research design: Secondary data, qualitative research; Descriptive research: Survey and Observation methods; causal research design: Experimentation: Statistical Designs (RBD, LSD, Factorial design)

Measurement and Scaling

Primary scales of measurement, Comparative scaling technique: paired comparison scaling, rank order scaling, constant sum scaling; non-comparative scaling techniques: continuous rating scale, itemized rating scale, Likert scale, Semantic differential scale, staple scale ; Measurement of Accuracy: Reliability, Validity

Questionnaire Design: Survey Instrument

Questionnaire definition, design process, question contents, form and layout, pretesting

Sampling Design and Procedures

Sampling design process, classification of sampling techniques: non probability techniques- convenience sampling, judgmental sampling, quota sampling, snowball sampling; probability techniques- simple random sampling, systematic sampling, stratified sampling, cluster sampling, sample size determination

Data Collection, Preparation, Analysis and Reporting

Preparation, Tabulation and analysis of Data, process of hypothesis testing.

Marketing Research Reports: report preparation and presentation

Case Studies and related discussions

Texts / Reference Books:

1. Naresh K. Malhotra, Marketing Research, Pearson Education
2. David J.Luck and Ronald S.Rubin, Marketing Research, Prentice Hall of India
3. GC Beri, Marketing Research
4. Hair, Black, Babin&Andeson, Multi variate analysis, Pearson Education

Objective: The aim of this course is to impart to students the insights, aspects and understanding of rural and retail marketing.

Course outline

Rural Marketing – An Introduction, Scope, Nature attractiveness of rural markets and Challenges, understanding rural economy

Rural Marketing Strategies, Segmentation, targeting and positioning

Rural Product Strategy, Branding in rural India, Price Strategies, Logistics and Supply chain Management, New Approaches to reach out Rural Markets

Rural Retailing, Rural Communication and promotion strategy

Retailing – An Overview, Benefits of retailing, Factors behind the Change of Indian Retailing Industry, retailing environment, classification of retailers

Retail Market Strategy, Target Market and Retail Format, Building Sustainable Competitive Advantage – Location, Merchandise, Price, Service, Communication Achieving.

Product and Merchandise Management: Product management, Brand management, Merchandise planning and management

Retail pricing: external influences, pricing approaches and strategies

Retail promotion strategy: selection of promotion mix- advertising, media, sales promotion, personal selling and publicity

Information system and Logistics: Retailing: the role of information, information flow, information sources: Internal–External, Retail information system (RIS), Information system in retail logistics, pull–push logistics strategies

Case Studies and related discussions

Texts / Reference Books:

1. Bajaj, Chetan.,Tuli.R, Srivastava, N. Retail Management, Oxford Higher Education, 12th impression 2009.
2. Rama Swamy and NamaKumari, Marketing Management, Planning, Implementation and Control, McMillan
3. CSG Krishnamacharylu&Laitha Ramakrishna - Rural Marketing , Pearson Edu
4. U. C. Mathur, Rural Marketing , excel books, 1/e
5. Tej K. Bhatia, Advertising & Marketing in Rural India, Macmillan
6. Pradeep Kashyap& Siddhartha Raut, Rural Marketing, Biztantra
7. Berman, Barry and Joel R, Retail Management a Strategic Approach, Prentice Hall
8. Diamond Allen. Fashion Retailing. Delmar Pub.
9. Levy, Michael Barton A. Weitz– Irwin , Retail Management , McGraw Hill
10. Diamond, Jay and Gerald Pintel. Retailing. Prentice Hall. NJ.1996
11. Drake, Mary Francis J. H. Spooone and H. Greenwald. Retail Fashion Promotion and Advertising. McMillan. NY. 1992

Objective: To give an insight to the students on the concepts of cost, cost accounting, gather cost information in business. The student will be able to understand the system of utilizing financial, costing, and other information to assist the management in the performance and evaluation of their functions.

Course outline

Understanding the cost behavior: Basic cost concept, Fixed, Variable and Semi-variable cost, Cost analysis under Absorption costing, Preparation of Cost sheet & Activity based costing.

Process costing: Simple process Accounts, Accounting for normal, abnormal loss and abnormal gain, Process accounting in case of Work in progress.

Management accounting: meaning, Scope, Objectives and limitation of management accounting; Distinction between: Financial accounting, Cost accounting and Management accounting; Role of management accounting in decision making.

Financial statement analysis: Ratio Analysis, meaning, objective, limitation, classifications, computation and interpretation, liquidity, leverage, activity and profitability ratios, computation and uses.

Business budget: Concept and use of budget in planning and control, Types of budget; Flexible budget and cash budget with Receipt and payment method.

Variance analysis: using standard costing system; Material, Labour and Overhead variance (up to two variance stage)

Fund flow and cash flow Analysis: Concept of fund, Meaning of flow of fund, Techniques and preparation, uses and limitation of fund-flow statement. Cash Flow Statement: Meaning, Preparation, uses, and Limitations of Cash Flow Statement [As per AS-3].

Marginal costing & Cost-volume profit analysis: Concept of break-even point, Profit volume relation, Margin of safety, Angle of incidence, Break-even point chart, Break even analysis, Profit graph; Theory of alternative choice decision: Special offer, Make or buy process, Further process, Shutdown.

Emerging area of management accounting: Human Resource Accounting, Value Chain Analysis, Economic value added & Management reporting system.

Texts / Reference Books:

1. Anthony, Management Accounting.
2. Horngreen and Sundlem, Introduction to Management Accounting
3. Jain, Narang, Dhingra, Cost Accounting, Kalyani publishers, New Delhi.
4. Jawaharlal, Cost and Management Accounting, Vikas Publishing house.
5. Khan & Jain, Theory & Problems in Management & Cost Accounting
6. Khan & Jain, Management Accounting
7. M. N. Arora, Cost Accounting, Vikas Publishing house, New Delhi.
8. Mahesh Kulkarni, Management Accounting.
9. Manmohan & Goyal, Principles of Management Accounting

Objective: The objective of this course is to help students to know various financial markets & services with emphasis on their role in the overall financial system.

Course outline

Financial Markets: Introduction, Government Economic Philosophy and Financial Market, Structure of Financial Market in India.

Money Market: Concept, Role, Instruments, Securities dealing in Money Market, Participants.

Capital Market: Introduction, Concept, Classification, Role, Importance, Evolution in India, Critical Evaluation of the Development, Securities.

Primary and Secondary Market Intermediaries: Function, Participants, Development of Primary Market, SEBI guidelines listing of securities, On-line Trading.

Secondary Market: Mechanism, Function, Role, Types and SEBI Guidelines.

Players on Stock Exchange: Investors, Speculators, Market Makers, Bulls, Bears, Stags, Stock Exchange Regulations, Stock Exchange Board, Stock Indices, types of Securities, Role of FII, MFs and Investment Bankers, Mutual Fund, Regulations and Regulatory Agencies (Primarily SEBI)

Financial Services: Concept, Nature and Scope of Financial Services, Recent issues and challenges in financial services in India. Fee and Fund Based Financial Services.

Plastic money: Credit Cards and Debit cards: Concept, Features, Facilities and Services, Mechanism, International Debit card.

Merchant Banking: functions, services, qualities of Merchant Banker, Problems of Merchant Banking in India, Guidelines of Merchant Banker, Future perspective of Merchant Banking.

Mutual Funds: Types & Trends, Private participants.

Underwriting: Concept, regulatory framework, Development, Business Model, Underwriting in fixed price and book built offers, Bought-out deals.

Credit Rating: Concept, Process, Advantages, Credit Rating Agencies.

Factoring, Forfeiting and Bill Discounting: Concept, Cost benefit analysis of each mode of financing and differences amongst these services.

Venture Capital (Practical examples): Concept, Historical Evolution, Features, Stages of Venture Capital Financing, Buy outs, and Exit Mechanism.

Leasing: Introduction, Characteristics, Types, Advantages, Limitation, and Financial implications.

Hire Purchase: Hire Purchase v/s Lease Financing, Evaluation under Hire Purchase and Leasing arrangement.

Debt Securitization, Housing Finance and Consumer Finance: Concept, recent Indian and global trends.

Texts / Reference Books:

1. An Introduction to Financial Markets and Institutions, Maureen Burton, Reynold F. Nesiba, Raymond Lombra, Cengage Publication.
2. Bhalla . V K and Dilbag Singh. International Financial Centres. New Delhi. Anmol.
3. Bhalla. V.K. Management of Financial Services, Anmol. New Delhi.
4. Modigliani, Franco, Fabozzi, Frank J., Capital Markets: Institutions and Instruments , PHI Learning.

5. Jeff Madura, Financial Markets and Institutions, 9th Edition , Cengage Publication.
6. Gomez, Clifford, Financial Markets, Institutions, and Financial Services, PHI Learning.
7. Gordan. E and K. Natrajan, Emerging Scenario of Financial Services .Himalaya Publishing House. 1997
8. Gurusamy S., Financial Services, Tata McGraw Hill Publication
9. Kim. Suk and Kim, Seung. Global Corporate Finance: Text and Cases. 2nd ed. Miami Florida Kolb. 1993.
10. Suresh Padmalatha, Paul Justin, Management of Banking and Financial Services, Pearson

Objective: The aim of this paper is to understand provisions of direct tax laws, tax planning and to get knowledge of various tax incentives and benefits under direct taxes.

Course outline

Direct Tax Law- Overview of Direct Tax Laws, Direct versus indirect taxes, a brief study of the Income-tax Act, 1961: Taxable person, case laws governing capital and revenue expenditure, deemed income, residence concept. Special problems centering on the concept of assesses, Individual, Hindu Undivided Family, Companies, Association of Persons and Trust, Minors, Cooperatives, Non-resident Indians and Avoidance of double taxation, Introduction of Direct Tax Code.

Tax planning under various income heads: Salaries- perquisites, gratuity and retirement benefits, Income from House Property, Business and Profession, Capital Gains, Income from Other Sources, Problems arising from aggregation of income and set off and carry forward of losses.

Computation of income and Return of Income Tax: Filing procedure, Principles of valuation of movable and immovable property. Advance payment of Tax. Deduction and Collection of tax at source. Tax incentives & other benefits and tax exemptions, Penalties, Fines and prosecution, Refunds.

Assessment of individual and companies only

Tax Planning: in case of Securities Transaction Tax, Fringe Benefit Tax, Banking Cash Transaction Tax and Wealth Tax, GST.

Tax Planning for Indirect Taxes.

Texts / Reference Books:

1. H. C. Maharotra, Tax law and Tax Planning, Sahitya Bhawan Publications.
2. A.N. Shanbhag, Sandeep Shanbhag, Taxpayer to TaxSaver, A.Y. 2011-12, Vision Books.
3. R. N. Lakhotia & Subhash Lakhotia, A Guide to Tax Planning - Lower Your Taxes, 2nd edition, 2010.
4. R. N. Lakhotia, Income Tax Guide for the Taxpayer (for A.Y. 2011-12).
5. CS Kaushal Kr. Agrawal, Corporate Tax Planning,
6. Kaushal Kumar Agrawal, Direct Tax Planning and Management, Atlantic Publication.
7. Dr V K Singhania, Dr Monica Singhania, Corporate Tax Planning & Business Tax Procedures, Taxmann

Objective: The objective of this paper is to acquaint students about Primary and modern techniques of bank management. This course also aims to give the insight of the conceptual issues underlying the modern techniques of Bank Management.

Course outline

Commercial Banks

Meaning, Definition, Types of Banks and Functions, Income and expenditure of Commercial Banks. Assets and Liabilities in a Balance Sheet of a Bank, Use of the profitability and debt equity ratio in interpreting financial statement of Banks, Different Interest Rates: Lending rates, deposit rates, Repo rate.

Banking Regulation and statutory provision for regulating domestic banks and foreign banks: Basic exposure to banking regulation, Origin, Primary and Secondary functions of Bank, Administration structure with special reference to RBI, NABARD, Development Banks, Lead Bank, Regional Rural Banks, co-operative Banks.

Reserve Bank of India

Concept of Central Bank, functions of RBI, Powers regarding Branch expansion, credit control, Latest Monetary Policy intended by RBI to control Inflation.

Statutory Provision for Regulating Negotiable Instruments: Promissory Note, Bills of Exchange and Cheque, Parties of negotiable instruments, Paying and collecting Banker, Precaution in collecting customers Cheque, Dishonour of cheques, Credit creation: Basis, process, Limitation of credit creation.

Banker and customer Relationship: Application form, Special types of Account Holder & opening of accounts, Concept of No-frill Account & Know your customer(KYC), a brief study of pass book, cheque, endorsement of cheque, electronic transfer of money, loans and advances, types of securities, guarantees, Methods of Remittances, Circumstances under which a banker can close accounts of a customer.

Modern Technologies in Banking: Tele Banking, Net Banking.

Capital Adequacy, Income recognition and Prudential Norms and Basle Agreements I & II. Asset Liability Management in Banks.

Practical approach: Financial inclusiveness, Credit analysis of loan seekers, Rules for providing loan to MSME's, current changes in monetary policy of RBI.

Accounts and Audits of Banks.

Texts / Reference Books:

1. Avadhani, V.A., Investment Management, Himalaya Publication.
2. Bhole, L. M. Financial Institutions and Market Structure Growth and innovation, Tata Mc Graw Hill, New Delhi.
3. Desai, Vasant, Banking and Financial System, Himalaya Publishing House.
4. Tripathy, Nalini Prava, Financial Services, PHI Learning.
5. Gordon, E., and Natarajan, K., Banking Theory, Law and Practice in India.
6. Pratap G. Subramanyam, Investment Banking, Mc Graw- Hill Professional Series in Finance.
7. Nigam, B. M. Lal, Banking Law & Practice, Konark, New Delhi.
8. Perry, F. E., Law and Practice Relating to Banking
9. Shekhar, K. C., Banking theory and practice, Vikas Publishing House .
10. Tandon, Investment banking, Mc.Graw-Hill Publication.
11. Varshney, P. N., Banking law and Practice, Sultan Chand & Sons.

Objective: The course aims to acquaint students in the various theoretical and practical aspects as mentoring, competency mapping, quality of work of HRD, various development interventions used and contemporary issues in HRD. This course also provides an in-depth understanding of role of Training in developing managers, and to enable course participants to manage Training systems and processes.

Course outline

HRD: Concept and System: Development System, Coaching and Mentoring System, Competency Mapping, Career System, The Process and System of HRD, Need for HRD.

HRD Systems and Profession: HRD strategies and Experiences, Professionalization of HRD, HRD for Workers, Self Renewal System, Reward System

Comparative HRD: International Experiences of HRD, HRD in Corporate sector and Public sector.

HRD Issues and Experiences: Managing Globalization, Diversity Management, Technology and HRD, Multi Source Feedback Systems (MAFS), HRD Audit.

Training: Definition, History of Training, Purpose, Principles, Role of HRD Professionals in Training.

The Training System: Introduction, Models of Training.

Stakeholders in Training: Trainer, Trainer styles, Delivery styles, Presentation styles, Trainer as Facilitator, Trainee: Learning Processes of Trainee, Trainee's motivation for training.

Training Needs Analysis: Introduction, steps in TNA. Training Objectives, Designing the Training Programme.

Training Methodology: On the Job Training methods, Off the Job Training Methods. Training Implementation, Training Evaluation.

Texts / Reference Books:

1. Randy L.Desimone, Jon M. Werner – David M. Marris, 'Human Resource Development', Thomson Southwestern, Singapore, 2002.
2. Robert L.Mathis and John H. Jackson, 'Human Resource Management', Thomson Southwestern, Singapore, 2003.
3. Rosemary Harrison, 'Employee Development' – University Press, India Ltd, New Delhi, 2003.
4. Employee Training And Development - Raymond Noe
5. Buckley R Caple. Jim. The Theory & Practice of Training, London.Kogan & Page 1995
6. Lynton. R Pareek. U. Training for Development. 2nd ed. New Delhi.Vistaar. 1990
7. Aparna Raj, Training and Development.

Objective: Emotional intelligence is the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, connection, and influence. This course will enable the students to become aware of sources of emotions and learn how to deal with human emotions. The course will focus on the managerial competencies and their emotional impacts.

Course outline

Introduction, History of EI, IQ and EI, Emotion, Feelings and Attitudes, Importance of Attitude. Principles of EI, EI and Organizational Effectiveness, Sources of EI in organizations, the impact of EI on Performance.

A Framework of Emotional Competencies, Group Emotional Intelligence.

EI Leadership, Climate, and Organizational Performance, Leadership style and EI, Measuring EI, Training for Emotional Intelligence.

EI and Change, EI in competencies and appraisals.

Enneagram Personalities: Introduction, Nine Types, Drawbacks of Enneagram, Enneagram and Myer-Briggs Personalities.

Using Human Resource Functions to Enhance Emotional Intelligence: Selecting for **Emotional Intelligence:** the challenge of Hiring senior executives, Emotional Intelligence Competence Model for Managers, Training and Development, Performance management, developing emotional competence through relationships at work.

Texts / Reference Books:

1. Tim Sparrow & Amanda Knight, Applied EI, Jossey-Bass
2. Carry Cherniss & Daniel Goleman, The Emotionally intelligent Workplace, Jossey- Bass
3. Druskat, Fabia & Mount, Linking EI and Performance at work, Lawrence Erlbaum Associates, Inc., Publishers
4. Managing organizational change, Palmer, Dunford, Akin, Tata Mc- Graw Hill edition
5. Tom Barker – Leadership for Results, Pearson Education, 2006.
6. Hughes, Leadership, 6/e, Tata McGraw Hill

Objective: The objective of this subject is to make students understand various global issues in managing Human resources which includes the understanding of concepts as multiculturalism, staffing of International business, Repatriation etc. The Course also aims to develop behavioral and cognitive skills to operate in the cultures of key countries. And would enable a student to apply his /her understanding of cultural nuances to managerial leadership.

Course outline

Nature of International Human Resource Management, Nature of globalization, Drivers, **Understanding Culture:** Introduction, Key Concepts, Determinants of Cultural Identity, Frameworks for Mapping the Culture: Globe Project, Geert Hofstede, Trompenaar's 7d Cultural Model, Clyde Cluckhohn, TE Hall.

Multiculturalism-dimensions, managing cross Cultures, Adjusting to the New Culture: Cultural Relativity of Management Theory.
Competencies for Global Manager

Staffing: Trends in International Staffing, Training and Development in international perspective, International Compensation Management: Compensation strategy, components of compensation, Variables influencing compensation, Compensation Packages, Issues in International Compensation.

Repatriation: Challenges of re-entry, managing repatriation, managing Repatriation, International Industrial Relations.

Texts / Reference Books:

1. Robert. L. Mathis, John Jackson, Human Resource Management, 11th edition, Thomson South Western.
2. K Aswathappa, Sadhna Dash, International Human Resource Management, PHI.
3. Colin P. Silverthorne, Organizational Psychology in Cross Cultural Perspective, New York University Press
4. Fred Luthans, Organizational Behaviour, TMH
5. David C. Thomas, Cross Cultural Management, Sage Publication.
6. Marie-Joelle Browaeys Roger & Price, Understanding Cross-Cultural Management, Pearson Education.
7. Ray French, Cross Cultural Management: In Work organisation, Chartered Institute of Personnel & Development.
8. De Cenzo, D A & Robbins S P. Human Resource Management. 5th edition, New York, John Wiley, 1994.

Objective: The course aims at making the student learn that how the industrial relation and disputes are settled.

Course outline

Industrial Relations :-Origin, Definition, Scope, Determinant, Socio-Economic, Technical, Political factors affecting IR in changing Environment, Approaches to the study of IR -Psychological, Human Relation, Socio, Gandhian approach & It's Effect on Management
Trade Union: - Function of Trade Union, Types & structure of Trade Union, Impact of globalization on Trade union movement.

Industrial Dispute-Meaning, Causes

Industrial Relation Machinery to solve Industrial Dispute: - Negotiation, Mediator. Arbitration- Work Committees, Conciliation, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal, Role of Judiciary & its impact on industrial relation.

Collective Bargaining-Meaning, Characteristics, Need, Importance, Essential Conditions for Success of Collective Bargaining, Process of Collective Bargaining, Causes for Failure of Collective Bargaining, Options in Case of Collective Bargaining.

Workers Participation in Management-Concept, Pre-Requisites, Levels Of Participation, Benefits of Participation.

Impact of Globalization on IR.

Texts / Reference Books:

1. Prof. M. N. Rudrabasavraj, Dynamic Personnel Administration
2. P. C. Shejwalkar and S.B.Malegaonkar , Personnel Management and Industrial Relations
3. K. M. Subramanian ,Labour Management Relations in India
4. Mamkoottam, Trade Unionism. Myth and Reality, New Delhi, Oxford University Press,1982.
5. Pramod Verma ,Management of Industrial Relations
6. Niland JR, The Future of Industrial Relations. New Delhi Sage, 1994.
7. Kochan, T.A. & Katz Henry, Collective Bargaining and Industrial. Homewood, Illinois, Richard D Irish, 1988.
8. Arun Monappa, Industrial Relations

Objective: The objective of this course is to present an understanding of Information Systems and their role in decision making. It aims to acquaint participant with application of information systems in all functional areas of management.

Course outline

Management Information Systems - Need, Purpose and Objectives- Contemporary Approaches to MIS – Business processes and Information Systems –Information systems function in Business-Use of Information Systems for competitive advantage - MIS as an instrument for the organizational change: Management issues – Types of Business Information Systems.

Enhancing Decision Making: Information, Management and Decision Making - Models of Decision Making - Classical, Administrative and Herbert Simon's Models - Attributes of information and its relevance to Decision Making –

Decision Support Systems–DSS, Model Base Management System, GDSS, Development of Decision Support System (Spreadsheet Based), Executive Support Systems

Managing Knowledge: The Knowledge Management landscape, enterprise-wide Knowledge Management Systems- Knowledge work systems- Intelligent techniques - Expert Systems and Knowledge Based Expert Systems - Artificial Intelligence systems, Fuzzy logic, Neural networks.

Management Issues in IS - Information Security and Control -Quality Assurance - Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products - Managing Global Information Systems

Case studies and related discussions

Texts / Reference Books:

1. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
2. Management Information Systems, WS Jawadekar, Tata McGraw Hill
3. Management Information Systems, Davis and Olson, Tata McGraw Hill
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall
5. Management Information Systems, Schulthesis, Tata McGraw Hill
6. Management Information Systems - Sadagopan, Prentice Hall
7. Management Information Systems - JayantOke

Objective: Aim of the course is to familiarize students with process of gathering information, analyzing it and effectively using it in the development of the information systems.

Course outline

Introduction to Information Systems Development: Systems Analyst, Role of System Analyst, concept of Systems Analysis and Design, Business Systems concepts, Systems Development Strategies, Implementation and Evaluation, Tools for Systems Development.

Structured Analysis: Concept of Requirements Determination, Fact-Finding Techniques, Tools for Documenting Procedures and Decisions, Structured English, Structured Analysis Development Strategy: Structured Analysis, Features of Data Flow Strategy, Developing Data Flow Diagrams, Features of a Data Dictionary, Recording Data Descriptions.

The Analysis-to-Design Transition: Specifying Application Requirements- What Features must be Designed, Design of Computer Output: How to Identify Computer Output Needs, How to Present Information, Design of Input and Control: What Concerns Guide Input Design?, Capturing Data for Input.

Design of Files: Basic File Terminology, Data Structure Diagrams- Purpose, Notation, Use in File Design, Types of Files, Methods of File Organization, Design of Database Interactions: Systems Development in a Database Environment.

Managing System Implementation: Training, Conversion, Post implementation Review

Case Studies and related discussions

Texts / Reference Books:

1. Analysis & Design of Information Systems, James A. Senn, TMH
2. Systems Analysis & Design, Elias M. Awad, Galgotia.
3. Systems Analysis & Design, Roger Pressman, Tata McGraw Hill.
4. Modern Structured Analysis, Edward Yourdon, PHI.

Objectives: This course introduces the application of knowledge, skills, tools, and techniques that project managers use to plan, staff, estimate, and manage information technology projects. Special emphasis is placed on learning and applying the concepts of managing scope, risk, budget, time, expectations, quality, people, communications and procurement.

Course outline

Introduction: Project Attributes, the triple constraint, stakeholders, Project Management tools and techniques, project success, program and project portfolio management, role of the project manager

Approach for project selection: waterfall model, RAD, spiral model, software prototyping

Project Management and IT context: A systems view of Project Management, project phases and life cycle, context of IT projects, recent trends affecting IT project management

Project Integration Management: Strategic planning and project selection, developing a project charter, developing a project management plan

Project Scope and Scheduling: Collecting requirements, defining scope, creating the Work Breakdown Structure, verifying scope, controlling scope, Importance of project schedule, defining and sequencing activities, estimating activity resources and durations, developing schedule, Gantt Charts, CPM, PERT, controlling the schedule.

Project Cost and Quality Management: Importance of Cost Management, Basic principles of cost management, estimating costs, determining budget, Planning quality, performing quality assurance, performing quality control.

Project Effort Estimation: Introduction, basis of estimation, estimation techniques

Risk Management: Risk identification and analysis, risk reduction

Project Human Resource Management: Keys to Managing people, developing the HR plan, acquiring the project team, developing the team, managing the team, Project Communications Management, Identifying stakeholders, planning communication, distributing information, reporting performance

Case studies and related discussions

Texts / Reference Books:

1. Software Project Management (4th Edition), by Bob Hughes and Mike Cotterell, TMH
2. Software Engineering A Practitioner s approach, Roger S. Pressman, MGH.
3. Information Technology Project Management, Kathy Schwalbe, Course Technology.
4. Information Technology Project Management, Jack T. Marchewka, Wiley-India.
5. Software Project Management-A Unified Framework, Walker Royce, Pearson Education Asia
6. Quality Software Project Management, Robert T. Futrell, Donald F. Shafer, Linda I. Shafer, Pearson

Objective: This course aims at providing a practical insight into the tools and technologies used for developing Internet and Web applications.

Course outline

Internet: Introduction, IP addresses, URL and Domain names, World Wide Web, Internet Protocols, Web browser, Internet Services, Internet security, Commercial uses of Internet, social networking, cloud computing, netiquettes, ethical issues.

HTML: HTML Basics, Introduction to HTML, WWW, Web Publishing, Designing: Contents – Blocks, Text, Form Elements, Links – To a page, Within Page, To a Site, Links And Images – Image Mapping-, Server Side, Client Side, Layout – List (OL, UL, DL) – Tables- Frames (Nested, I Frame), Head Elements – Base Font, Meta Tags, Scripts, Styles

ASP: Getting started with active server, pages, What are ASPs?, Understanding Client – server Model ,ASP versus Client side Scripting ,Setting PWs and/or IIS, ASP tools like Visual Interdev or Front Page, Understanding ASP Script., ASP Browser, ASP Process , Concept of File Inclusion. Working with variables, Definition and Naming rules, Data Types, Constant, Arrays, Operators

Understanding VB Script: Control Structures, Conditional Looping ,Branching, Using VB Script Built-in Function, Typecasting Variables, Math, Date, String, Formatting –Functions.

Using Database, Reading from a Database Using ASP, Inserting, Updating, and Deleting Database records.

Texts / Reference Books:

1. The Complete Reference to HTML – Thomas Powell
2. Dynamic HTML for Dummies – Michael Hyman
3. Practical ASP- Ivan Bayross – BPB Publications
4. Mastering Active Server Pages-A.Russell-Sybex Inc.
5. ASP in 21 Days – Scott Mitchell and James Atkinson
6. ASP 3.0 – A Beginner’s Guide – Mercer

Objective: The objective of this course is to help students develop an appreciation of advanced topics of Operations Research and application of these in the industry including application of the game theory in the field of management.

Course outline

Overview of Basic Concepts of Operations Research: Introduction to Linear Programming, Simplex Method, Duality & Sensitivity Analysis.

Transportation & Assignment Problem: Transportation & Assignment Problem, Simplex method for solving transportation problem, Using MS-EXCEL to formulate & solve transportation problems, Assignment Problem

Network optimization: The shortest path problem, shortest path problems, the minimum spanning tree problem, maximum flow problem, minimum cost flow problem, Understanding & estimating trends, Regular & irregular variations, Index numbers & its uses in business & economics, Maximizing process flow & Minimal spamming, techniques of simulation, simulating operations based on known distributions.

Dynamic & Integer Programming (BIP): Prototype example for understanding dynamic programming, Deterministic & Probabilistic Dynamic Programming, Application of BIP, Innovative use of Binary variables in model formulation, Branch & Bound algorithm for Binary Integer Programming.

Non Linear Programming: Prototype examples for understanding Non Linear programming, Graphical illustration of non-linear programming problems, one variable unconstrained optimization.

Formulating Zero sum Games: Decision making based on probabilistic estimates, Use of decision trees, maximin payoff criterion., concept of business strategies based on expected payoffs, value of the game, concept of fair game & saddle point.

Games with Mixed Strategies: Pure & mixed strategies, use of Minimax criterion by players, Minimax theorem, graphical solution to game theory, using linear programming to solve game theory problems, Extending game theory to business situations, Limitations of Game Theory, expanding markets to address limiting strategies.

Texts / Reference Books:

1. Principles of OR with Applications to Managerial Decisions by HA Wagner (PHI)
2. Hamdy A Taha, Operations Research - An Introduction
3. Introduction to Operations Research by Hillier & Liberman (McGraw Hill Cos.)
4. Quantitative Techniques by PC Tulsian & Vishal Pandey (Pearson Education)
5. Game Theory: A Nontechnical Introduction by Morton D Davis (Dover Publications)
6. Game Theory by Drew Fudenberg (The MIT Press)
7. A Course in Game Theory by Martin J Osborne & Ariel Rubinston (MIT Press)
8. Game Theory: Analysis of Conflict by Roger B Myerson (Harvard University Press)

Objective: The objective of this course is to help students develop an appreciation of Production Planning & Control as it applies to the manufacturing industry. Further it helps students develop an understanding of the key issues in managing service operations as against manufacturing or engineering based organizations.

Course outline

Overview of Basic Concepts of Operations Management: Recap of the basic course on Operations Management with focus on Quality Management & services as an important component of all manufacturing.

Quality Management through International Standards: ISO 9000 Standards, ISO 14000 Standards, Strengths & Limitation of ISO 9000 & ISO 14000 Standards, Case discussion on Industry Experience in implementing ISO 9000 & ISO 14000 Standards.

Quality Management through Models: Malcolm Balridge National Quality Model, European Foundation for Quality Management, Rajiv Gandhi Award for Quality, Case discussion on Malcolm Balridge criteria & experiences in MBNQA, TQM, Deming's Philosophy, Crosby's Zero defect approach, Integrating different approaches of Quality Management..

Quality Management through Measurement Based Approaches: Limitations of SPC, Going beyond SPC, Benchmarking, Six sigma & Design of experiments, gaps in service quality & their causes, use & benefits of MBNQA at service organizations, Use of SERVQUAL to enhance service quality, limitations of measurement based systems for productivity & quality improvement.

IT in Service Operations: Defining key service parameters, factors affecting service productivity, measures of service productivity, role of IT in enhancing productivity & customer satisfaction, Internet based services, planning an ITES operation in India, Key success factors & enablers, the cost advantage of developing countries, need to enhance productivity to sustain cost advantage.

Business Process Re-engineering: Quality monitoring through SLAs, Process Mapping, Organization restructuring through Business Process Re-engineering, Issues in Organization restructuring.

Quality in IT: Introduction to SW-CMM. CMMI, e-CMM & P-CMM. Benefits to IT companies through quality improvement, Future of Indian IT industry.

Texts / Reference Books:

1. Total quality Management by S.Rajaram, M Shivakumar (Biztantra)
2. Quality by Design by JM Juram (The Free Press)
3. Quality is Free by Crosby Philip B (A Mentor Book)
4. Introduction to Quality Engineering by Taguchi G (Asian Productivity Organization)
5. Delivering Quality service by Valarie A Zeithaml (Free Press)
6. E-Business: Roadmap for Success by R. Kalakota & M. Robinson (Addison Wesley)
7. E-Commerce: Strategy Technologies & Applications by Whiteley, David (TMH)
8. IT Enabled Services – Book of Readings, The ICFAI University Press
9. Discovering the Soul of Service: The Nine Drivers of Sustainable Business Success by Leonard L Berry (Free Press)