

# **SYLLABUS**

**For**

## **MASTER OF BUSINESS ADMINISTRATION**

**SIR PADAMPAT SINGHANIA  
UNIVERSITY  
UDAIPUR**

# MASTER OF BUSINESS ADMINISTRATION (MBA)

## SYLLABUS

### Semester-I

BA-501	Fundamentals of Management
BA-502	Organizational Behavior
BA-503	Quantitative Methods
BA-504	Managerial Economics
BA-505	Environment and Management
BA-506	Principals of Marketing
BA-507	Accounting For Managers
BA-508	Information Technology in Management

### Semester-II

BA-509	Organization Restructuring & Development
BA-510	Human Resources Management
BA-511	Financial Management
BA-512	Production and Operations Management
BA-513	Research Methodology
BA-514	International Environment and Management
BA-515	Business Laws
BA-516	Indian Ethos and values

### Semester-III

BA-517	Business Policy and Strategic Analysis
BA-518	Management Information System
BA-519	Summer Training Project

- Major Elective**    1.  
                             2.  
                             3.  
                             4.

- Minor Elective**    1.

**Semester-IV**

BA-520            Corporate Evolution and Strategic Management

BA-521            Project Study

- Major Elective    1.  
                             2.

- Minor Elective    1.  
                             2.

## SEMESTER I - (BA 501 TO BA 508)

### BA-501 : FUNDAMENTALS OF MANAGEMENT

Credit : 2+1+0 = 3

**Objective :** The basic objective of this course is to help students to learn the basic concepts of management and to induce into them a better understanding of functions of management.

- I. Management :** Science, theory and practice. Evolution of Management thought, contribution of F.W. Taylor, Fayol, Etton Mayo and Max Weber, Management and Society. Global and Comparative Management.
- II. Planning :** Nature and Purpose. Objective, Strategies, Policies, Forecasting, M.B.O., Essentials of Effective Planning.
- III. Organization :** Nature of organizing and Entrepreneur organization structure. Line and staff, Centralization V/s Decentralization. Effective organizing and organization, Learning Organisation.
- IV. Controlling :** System and Process of controlling, Control Techniques, Committees – Nature, reasons for using committees, uses and misuses of committees.

**Decision Making :** The search and evaluation of alternatives, creativity and innovation, programmed and non-programmed decisions.

Communication – Process, Barriers, types. Effective communication.

#### **Suggested Readings :**

1. Weirich and Koontz – Management : A Global Perspective Mc Graw Hill.
2. Ivoncevich, Donnely – Management : Principles and Functions Richard D. Irwin.
3. J.S. Chandan – Management : Concepts and strategies, Vikas Publishing.
4. Samuel C. Certo & S. Trawis Certo – Modern Management, Person Publishing.

## **BA-502 : ORGANIZATIONAL BEHAVIOR**

Credit : 2+1+0 = 3

**Objective :** The basic objective of this course is to provide conceptual framework of organizational behavior and help the students to apply behavioral techniques in an organization in a better manner.

**I. Organisational Behaviour –** Concept, Significance and historical background, Individual Behaviour – Nature and Causes, Perception-Perceptual Process and Selectivity, Perceptual Errors, Personality – Theories, dimensions, Contributing Factors, values, Attitudes, Learning.

**II. Motivation :** Nature and significance, content and process theories of motivation. Marlow's hierarchy of needs, McClelland's theory, Expectancy, equity, goal setting and life cycle theory.

**III. Group Behaviour :** Factors affecting group behaviour, stages of group development, formal and informal groups. Functional and disfunctional conflict.

Leadership and Influence process, Trait, Behavioural and situational theories of leadership. Emotional Intelligence and leader.

**IV. Stress :** Sources, Individual level stressors, organisational level stressors, stress management. Conflict – Nature, functional and disfunctional conflict, levels, strategies for resolving personal, intra group and inter group conflict.

### **Suggested Readings :**

1. Robbins, S.P. – Organisational Behaviour, New Delhi, Prentice Hall of India.
2. Chandan, Jit.S. – Organisational Behaviour, New Delhi, Vikas Publishing House.
3. McShare and Clinow – Organisational Behaviour, New Delhi, Tata McGraw Hill.

## BA-503 : QUANTITATIVE METHODS

Credit : 2+1+0 = 3

**Objective :** This course provides an introduction to use of quantitative tools and techniques to analyze corporate/business situations.

- I. Mathematical basis of managerial decision :** Functions-Applications of Functions-Some special Functions. A.P. & G.P. and their managerial application, Matrices, Markov Chains & their applications.
- II.** Frequency Distribution and their Analysis; Measures of Central Tendency, Standard Deviation, Variance, Correlation and Regression Analysis, Time Series Analysis and Forecasting
- III.** Probability Theory and Probability Distributions - Binomial, Poisson, Normal and Exponential, ANOVA.
- IV. Linear Programming -** Basic Concepts, Model Formulation, Solution Methods, Duality; Introduction to some Basic Quantitative Methods Packages.

### Suggested Readings

1. Chadha, N. K. *Statistics for Behavioral and Social Scientists*, Reliance Publishing House, Delhi, 1996
2. Gupta, S P and Gupta M P. *Business Statistics*. New Delhi, Sultan Chand, 1997.
3. Kazmier, L J and Pohl, N F. *Basic Statistics for Business and Economics*. New York, McGraw Hill, 1988.
4. Levin Richard I and Rubin David S. *Statistics for Management*. New Jersey, Prentice Hall Inc., 1995.
5. Narag, A S. *Linear Programming and Decision Making*. New Delhi, Sultan Chand, 1995.
6. Sharma, J.K. *Fundamentals of Operations Research*, Macmillan, New Delhi, 2001
7. Terry, Sineich. *Business Statistics by Examples*. London, Collier Mac Millian Publishers, 1990.

## BA-504 : MANAGERIAL ECONOMICS

Credit : 2+1+0 = 3

**Objective :** This module aims to provide conceptual framework regarding various theories, tools and aspects of economics which can be applied by managers.

- I. Scope, Concepts and Techniques of Managerial Economics - Nature of business decision-making, marginal analysis, optimisation; Demand Function ; Law of Demand – Utility Concept, Cardinal and Ordinal Approach, Income and Substitution effect, Elasticity of Demand : Price Elasticity, Income Elasticity, Cross Elasticity Advertising Elasticity.
- II. Demand forecasts; Production Function Concept, Isoquants, Equilibrium, Law of Variable Proportion, Law of Returns to scale, Cost Function, Types of Costs, Theory of Firm - profit maximisation, sales maximisation.
- III. Market Structure – Concept of Equilibrium, Perfect Competitions, Monopoly, Oligopoly, Theoretical Concept of pricing Policies in Practice Non Price Competition.
- IV. Macro Economics Aggregates and Concepts -GNP and GDP-- Aggregate Consumption-Gross Domestic Balance Of Payments-Money Policy, Fiscal Policy, Concept and Measurement of National Income; Determination of National Income, Money multiplier Effect.

### **Suggested Readings**

1. Adhikary, M. *Business Economics.*, New Delhi, Excel Books, 2000.
2. Baumol, W J. *Economic Theory and Operations Analysis.* 3rd ed., New Delhi, Prentice Hall Inc., 1996.
3. Chopra, O.P. *Managerial Economics.* New Delhi Tata McGraw Hill 1985.
4. Keat, Paul G & Philips K. Y. Young, *Managerial Economics*, Prentice Hail, New Jersey, 1996.
5. Koutsoyiannis, A. *Modem Micro Economics.* New York, Macmillan, 1991.
6. Milgrom, P and Roberts J. *Economics, Organization and Management.* Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.

## **BA-505 : ENVIRONMENT AND MANAGEMENT**

Credit : 2+1+0 = 3

**Objective :** The objective of this course is to sensitize the management students with environmental management . It basically talks about sustainable development , ecosystem concepts , environmental ethics and economics.

- I. Environmental Management : Fundamentals-Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools; Energy Management: Fundamentals -Fossil Fuels use, Energy production and trade, Energy Balance.
- II. Ecosystem Concepts: Basic Concepts and their application in Business, Industrial Ecology and Recycling Industry; Environmental Management System: EMS Standards, ISO 14000. Environmental Auditing. Clearance/Permissions for establishing industry.
- III. Environmental Management & valuation : Environmental Accounting, Economics - Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environmental Ethics; Environmental Management Trade and Environmental Management, Debt and Environment, GATT / WTO Provisions; Environmental Laws: Acts, Patents, IPRS, Role of NGO'S, PIL.
- IV. Pollution & Waste Management -Air, Water, Land Pollution, Trade in Wastes; Water, Forest & Biodiversity Management: Water Resources, Dams and their role; Forest products and Trade. Role of Biodiversity in International Trade; Approaches to Corporate Ethics; Bio-ethics.

### **Suggested Readings**

1. Uberoi, N.K.; Environmental Management, Excel Books, A-45, Naraina Phase-1, New Delhi, 2000
2. Pandey,G.N.: Environmental Management, Vikas Publishing House New Delhi,1997
3. Gupta, N. Dass: Environmental Accounting, Wheeler Publishing, 19, K.G. Marg, New Delhi, 1997
4. Mohanty, S.K.: Environment & Pollution Law Manual, Universal Law Publishing, G.T. Karnal Road, New Delhi,1996
5. Harley, Nick : Environmental Economics, MacMillan India Ltd., Ansari Road, New Delhi,1997
6. Kolstad, Charles D.: Environmental Economics, Oxford University Press, 2000

## **BA-506 : PRINCIPALS OF MARKETING**

**Objective :** The aim of this course is to help students to learn the basic concepts and practices of marketing . The focus is to understand marketing environment , processes , the way consumer buys , segmenting and selecting markets.

- I. Marketing Development of Concept :** Marketing Definition, concepts, functions and significance, Delivering Customer Values and Satisfaction, Value Chain, Marketing Mix.
- II. Marketing Environment, Micro-Environment :** The Company; Suppliers; Intermediaries; Customers; Competitors; Public; Macro Environmental Factors - Demographic Environment; Political Environment; Economic Environment, Socio - Cultural Environment; Technology; Natural; Legal Environment
- III. Understanding Consumer Buying Behavior Factors :** Factors affecting it and purchase decision process, Organizational Markets and Organizational Buying Behavior: The Concepts of Organizational Buying, Factors Influencing Organizational Buying and Stages of Buying
- IV. Market Segmentation and Market Targeting, Product Differentiation and Positioning, Ethical dimensions**

Strategic Planning Process in Marketing: Scope and Importance of Strategic Planning, Establishment of SBUs: Resource Allocation to SBUs; The BCG Competitive Advantage Matrix, General Electric Model; SWOT analysis, Marketing and Competitive Strategies: The Concept of Competitive Advantage: Porter's Five Forces Model; Analysis of Competitors, Designing Competitive Strategies

**Suggested Readings :**

1. Marketing Management (13th Edition) by Philip Kotler, Kevin Keller, Publisher : Prentice Hall; 13 edition (March 6, 2008)
2. Marketing Management (11th Edition) by Philip Kotler, Publisher: Prentice Hall.
3. Principles of Marketing, Philip Kotler and Gary Armstrong IPearson Education
4. Fundamentals of Marketing, William J, Stanton and Charles Futrell / Tata McGraw Hill, New York
5. Marketing, Warren J Kaeegan, Sandra E Moriarty & Thomas.R.Duncan / Prentice Hall
6. Experiential Marketing - How to Get Customers to Sense, Feel, Think, Act. and Relate to Your Company and Brands, Free Press

7. The Brand Mindset : Five Essential Strategies for Building Brand Advantage Through out Your Company by Duane E. Knapp, Christopher W. Hart , Copyright @ 1993 by Daniel Burrus. Reprinted by permission of Harpei Collins Publishers, Inc.
8. Marketing Management Planning, Implementation & Control, V.S Ramasamy & S.Namakumary / McMillan India Ltd.

## BA-507 : ACCOUNTING FOR MANAGERS

Credit : 2+1+0 = 3

**Objective :** The course provides introductory framework to financial accounting . It is aimed to help students be aware about the current developments in accounting for planning , controlling and decision making.

- I. **Financial Accounting** - Concept, Importance and Scope, Generally Accepted Accounting Principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income ; Management Accounting - Concept, Need, Importance and Scope, Inventory Valuation and Depreciation.
- II. Financial Statement Analysis, Ratio analysis, Funds Flow Analysis, Cash Flows analysis.
- III. Cost Accounting - Cost, Cost Classifications, Cost Sheet, Cost Accounting, Records and Processes, Cost Ledger and Control Accounts, Reconciliation and Integration between Financial and Cost Accounts; Overhead Cost and Control ; Costing for Decision-Making, Marginal Costing and Breakeven analysis, Absorption Costing.
- IV. Budget and Budgetary Control, Performance Budgeting, Zero-Base Budgeting; Standard Costing and Variance Analysis - Material Labour and Overheads, Elementary Knowledge of Job and Process Costing.

### Suggested Readings

1. Anthony R N and Reece J S. *Accounting Principles*, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.
2. Bhattacharya S K and Dearden J. *Accounting for Management Text and Cases*. New Delhi, Vikas, 1996.
3. Heitger, L E and Matulich, Serge. *Financial Accounting*. New York, Mc-Graw Hill, 1990.
4. Hingorani, N L. and Ramanathan, A R. *Management Accounting*. 5th ed., New Delhi, Sultan Chand, 1992.
5. Horngren, Charles etc. *Principles of Financial and Management Accounting*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
6. Needles, Belverd, etc. *Financial and Managerial Accounting*. Boston, Houghton Mifflin Company, 1994.
7. Vij, Madhu. *Financial and Management Accounting*. New Delhi, Anmol Publications, 1997.

## BA-508 : INFORMATION TECHNOLOGY IN MANAGEMENT

Credit : 1+1+1 = 3

**Objective :** The basic objective is to provide the important practices of Information Systems , software packages and related technologies that are required by managers in handling day to day activities.

- I. Computers - An Introduction - Computers in Business; Components of a Computer System; Generations of Computers and Computer Languages; Personal Computers in Business, Artificial Intelligence (AI), AI Tools – An Overview, Indian Computing Environment – Its Strength and Weaknesses.
- II. PC-Software Packages - An Introduction ,Disk Operating System and Windows; Word Processing Software. Introduction to a spreadsheet software; Creation of spreadsheet applications; Range, Formula, Functions, Data Base Functions in spreadsheet; Graphics on Spreadsheet. Presentation Graphics, Creating a Presentation on a PC.
- III. Data Files Types/Organizations; Master & Transaction File; Relevance of Data Base Management Systems and Integration of Applications; Basics of Data Processing; Data Hierarchy & Data File Structures. Application Portfolio Development. Management of Data Processing Systems in Business Organisation. Models of Data Processing, Software Development Process.
- IV. Flow Charting; Input-Process-Output Analysis; Report Generation & Label Generation; Programming Concepts; Use of Files in Programming. Presentation. Data Communications; Networking - LAN & WANS, E-commerce, E-Banking.

Suggested Readings :

1. Burch, John and Grudnitski Gary. Information Systems: Theory and Practice. 5th ed., New York, John Wiley, 1989.
2. David, Van Over. Foundations of Business Systems. Fort Worth, Dryden, 1992.
3. Eliason, A L. On-line Business Computer Applications. 2nd ed., Chicago, Science Research Associates, 1987.
4. Estrada, Susan. Connecting to the Internet. Sebastopol, C A, O'Reilly, 1993.
5. John, Moss Jones. Automating Managers: the Implications of Information Technology for Managers. London, Pinter, 1990.
6. Long, L. Computers, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
7. Summer, M. Computers Concepts and Uses. 2nd ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.

## SEMESTER-II (BA 509 TO BA 516)

### BA-509 : Organization Restructuring & Development

Credit : 2+1+0 = 3

**Objective :** The module provides the conceptual framework of organizational development . It helps the students to learn various OD interventions, techniques , team management and to understand change in organization.

- I. Organization Development :** definition, characteristics and underlying assumptions and values of OD, Assumptions about people, Organizational Diagnosis Tools and techniques : questionnaire, interview, workshops and task forces.
- II. Nature of OD interventions :** comprehensive intervention, confrontation meeting, survey feed back, Grid OD. Structural Intervention – Job Design, Quality Circles, Socio technical systems, MBO & appraisal Parallel learning organizations, Team interventions – Role Negotiation Techniques.
- III.** Characteristics of High performance teams, self managed team, work cultural and ethics, quality of work life, developing and managing self-personal effectiveness.
- IV.** Change in organization – understanding change, Factors influencing change, forced field analysis, Managing Resistance to change, Developing Change agents, Analyzing and Organizing work – Need Approaches, Problems associated with work organization.

#### **Suggested Readings :**

1. Wendell L. French & Cecil H Bell Jr. Organization Development.
2. Alderfer : Organization Development.
3. B.I.I. McGroth : S.J. Basic Managerial Skills for all.
4. Hatwood I. Meril and Elizabeth Mating : Developing Executive Skills.
5. Terry Eatnsworth : Developing Executive Talent – A practical guide.
6. Kiran Sethi : Executive Training for Management.
7. TAA Latif – Training for Management.
8. Bernard Taylor and Gordon Lippit ( Ed.) Management Development and Training Hand Book.
9. S. Neelmegham : Management Development : new Perspective and Viewpoints.
10. Robert D Smither, John M Houston, Sandra D. McIntire.

### BA-510 : HUMAN RESOURCE MANAGEMENT

**Objective :** The course helps the students to learn various concepts , new trends and skills required for planning , managing and development of human resources in organization.

- I. Concepts and Perspectives on Human Resource Management; Human Resource Management in a Changing Environment.
- II. Corporate Objectives and Human Resource Planning; Career and Succession Planning; Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resources.
- III. Induction and Socialisation; Manpower Training and Development; Performance Appraisal and Potential Evaluation; Job Evaluation & Wage Determination.
- IV. Employee Welfare; Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment.

**Suggested Readings**

1. Aswathappa,K. Human Resource and Personnel Management Tata Mc Graw Hill, New Delhi, 1 997
2. De Cenzo, D A & Robbins S P. *Human Resource Management*. 5th ed., New York, John Wiley, 1994.
3. Guy, V & Mattock J. *The New International Manager*. London, Kogan Page, 1993.
4. Holloway, J. ed. *Performance Measurement and Evaluation*. New Delhi, Page, 1995.
5. Monappa, A. & Saiyadain M. *Personnel Management*. 2nd ed., New Delhi, Tata Mc-Graw-Hill, 1966.
6. Stone, Lloyed and Leslie W.Rue, *Human Resource and Personnel Management* Richard D. Irwin, Illinois, 1984.

## BA-511 : FINANCIAL MANAGEMENT

Credit : 2+1+0 = 3

**Objective :** The course provides introductory framework in finance and the aim is to provide an overview of corporate finance for financial analysis and decision making.

- I. Aims and Objectives of Financial Management; Time value of Money : Instruments of Long Term Finance. Cost of Different Sources of Raising Capital, Weighted Average Cost of Capital.
- II. Operating and Financial Leverage. Valuation and Capital Structure Decisions ; Capital Structure Theories, Optimum Capital Structure, Economics Value Added.
- III. Methods of Capital Budgeting : Analysis of Risk in Capital Budgeting. Internal Financing and Dividend Policy : Financial Modelling. Use of Excel for Financial Decision Making.
- IV. Working Capital Concept Nature and Scope. Determinants of Working Capital Instruments of Short term Financing Management of Working Capital - Cash, Receivable and Inventory Management.

### Suggested Readings

1. Archer, Stephen H. etc. *Financial Management*. New York, John Wiley, 1990.
2. Bhalla, V K. *Financial Management and Policy*. 2<sup>nd</sup> ed., New Delhi, Anmol, 1998.
3. Brealey, Richard A. and Myers Stewart C. *Principles of Corporate Finance*. 5th ed., New Delhi, McGraw Hill, 1996.
4. Hampton, John. *Financial Decision Making*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
5. Van Horne, James C. *Financial Management and Policy*. 1<sup>st</sup> ed., New Delhi, Prentice Hall of India, 1997.
6. Winger, Bernard and Mohan, Nancy. *Principles of Financial Management*. New York, Macmillan Publishing Company, 1991.

## **BA-512 : PRODUCTION AND OPERATIONS MANAGEMENT**

Credit : 2+1+0 = 3

**Objective :** The aim of this course is to acquaint the students with concepts, tools and techniques to manage operations and production functions in organization.

- I. Nature and Scope of Production. Operations Management decision. types of Manufacturing Systems. Production Planning and Control : An Overview Facilities Location, Facilities Layout.
- II. (a) Aggregate Planning – MRP (b) Scheduling (c) Line Balancing. Capacity Planning (a) Work Study, Method Study, Work Measurement, Maintenance Management. Industrial Safety. Supply Chain Management. Enable supply Chain Management Supply Chain Management Models.
- III. Material Management : An Overview. Material Handling Equipment. Line Balancing Problems. Operation Decision. MRP and Budgeting. Purchasing and Stores Management. Inventory Control. Concept of Quality and Quality Assurance. Statistical Process Control (Acceptance Sampling ISO 9000. Total Quality Management (TQM). Six Sigma.
- IV. Sensitivity Analysis : Integer Programming. Branch and Bound Algorithm. Goal Programming (Formulation Only). Transportation and Assignment models, Queuing Theory, Game Theory. Inventory Management Techniques. PERT/CPM : Decision Theory and Decision Trees, Simulation.

### **Suggested Readings**

1. Adam, E E & Ebert, RJ. *Production and Operations Management*. 6th ed., New Delhi, Prentice Hall of India, 1995.
2. Amrine Harold T. etc. *Manufacturing Organisation and Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Buffa, E S. *Modem Production Management*. New York, John Wiley, 1987.

4. Chary, S N. *Production and Operations Management*. New Delhi, Tata McGraw Hill, 1989.
5. Dobler, Donald W and Lee, Lamar. *Purchasing and Materials Management*. New York, McGraw Hill, 1984.
6. Dilworth, James B. *Operations Management: Design, Planning and Control for Manufacturing & Services*. Singapore, McGraw Hill, 1992.
7. Moore, FG and Hendrick, T E. *Productionl Operations Management*. Homewood, Illinois, Richard D. Irwin, 1992.

## BA-513 : RESEARCH METHODOLOGY

Credit : 2+1+0 = 3

**Objective :** The objective of this course is to provide theoretical inputs on research methodology.

- I. Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives; Value and Cost of Information - Bayesian Decision Theory; Organization Structure of Research.
- II. Research Process; Research Designs - Exploratory, Descriptive and Experimental Research Designs; Methods of Data Collection - Observational and Survey Methods.
- III. Questionnaire Design; Attitude Measurement Techniques; Motivational Research Techniques; Administration of Surveys; Sample Design; Selecting an Appropriate Statistical Technique; Field work and Tabulation of Data.
- IV. Analysis of Data -; Use of SPSS and other Statistical Software Packages; Advanced Techniques for Data Analysis - ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods; Research Applications.

### Suggested Readings

1. Andrews, F.M. and S.B. Withey *Social Indicators of Well Being*, Plenum Press, NY, 1976
2. Bennet, Roger: *Management Research*, ILO, 1 983
3. Fowler, Floyd J. Jr., *Survey Methods*, 2<sup>nd</sup> ed., Sage Pub., 1993
4. Fox, J.A. and P.E. Tracy: *Randomized Response: A Method of Sensitive Surveys*, Sage Pub., 1986
5. Gupta, S.P. *Statistical Methods*, 30<sup>th</sup> ed., Sultan Chand, New Delhi, 2001
6. Golden, Biddle, Koren and Karen D. Locke: *Composing Qualitative Research*, Sage Pub., 1997
7. Salkind, Neil J. *Exploring Research*, 3<sup>rd</sup> ed., Prentice-Hall, NJ, 1997

## **BA-514 : INTERNATIONAL ENVIRONMENT AND MANAGEMENT**

Credit : 2+1+0 = 3

**Objective :** The course aims to provide an understanding of International Business and Trade & Finance environment. It also provides an appreciation and application of Macro Economic Management and ways of entering into international markets.

- I. International Business: An overview - Types of International Business; The External Environment; The Economic and Political Environment, The Human Cultural Environment; Influence on Trade and Investment Patterns; Recent World Trade and Foreign Investment Trends; Balance of Payments Accounts and Macroeconomic Management; Theories and Institutions.
- II. Trade and Investment - Government Influence on Trade Investment; Determination of Trading Partner's Independence, Interdependence and Dependence; World Financial Environment; Cross-national Cooperation and Agreements; Tariff and Non-Tariff Barriers, WTO, Regional Blocks; International production; Internationalisation of Service Firms ; Operation Management in International Firms.
- III. World Financial Environment: Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-currency Market; Global Strategic Management : International Marketing.
- IV. An overview of Licensing Joint Ventures Technology and Global Competition, Globalisation and Human Resource Development; Globalisation with Social Responsibility; World Economic Growth and the Environment; *Country Evaluation and Selection; Intemational Business Diplomacy*: Negotiating an International Business, Issues in Asset Protection, Intellectual Property Rights; Multilateral Settlements; Consortium Approaches (External Idea only)

### **Suggested Readings**

1. Alworth, Julian S. The Finance, Investment and Taxation Decisions of Multinationals. London, Basil Blackwell, 1988.
2. Bhalla, V K and S. Shivaramu. International Business Environment and Business. New Delhi, Anmol, 1995.
3. Bhalla, V K. International Economy: Liberalisation Process. New Delhi, Anmol, 1993.

4. Daniel, John D and Radebaugh, Lee H International Business. 5th ed., New York, Addison Wesley, 1989.
5. Eiteman, D K and Stopnehill, Al. Multinational Business Finance. New York, Addison Wesley, 1986.
6. Johnston, R B. The Economics of the Euromarket: History, Theory and Practice. New York, Macmillan, 1983.
7. Parks, Yoon and Zwick, Jack. International Banking in Theory and Practice. New York, Addison-Wesley, 1985.

## **BA-515 : BUSINESS LAWS**

Credit : 2+1+0 = 3

**Objective :** The main aim of this course is to provide the legal framework in which the business entities operate and its impact on business decisions and operations.

- I. The Indian Contract Act, 1872: Essentials of a Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its Remedies. Quasi-Contracts.
- II. The Sale of Goods Act, 1930 : Formation of a Contract. Rights of an Unpaid Seller. Consumer Protection Act and Cyber Laws.
- III. The Negotiable Instruments Act, 1881: Nature and Types. Negotiation and Assignment. Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument. Arbitration; The Companies Act, 1956.
- IV. Nature and Types of Companies. Formation. Memorandum and Articles of Association. Prospectus Allotment of Shares. Shares and Share Capital. Membership. Borrowing Powers. Management and Meetings. Accounts and Audit. Compromise Arrangements and Reconstruction. Prevention of Oppression and Mismanagement. Winding Up.

### **Suggested Readings**

1. Avtar Singh. Company Law. 11<sup>th</sup> ed. Lucknow, Eastern, 1996.
2. Khargamwala, J S. The Negotiable Instrument Acts. Bombay, N.M. Tripathi, 1980.
3. Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa, 1992.
4. Shah, S M. Lectures on Company Law. Bombay, N.M. Tripathi, 1990.
5. Tuteja, S K. Business Law For Managers. New Delhi, Sultan Chand, 1998.

## BA-516 : INDIAN ETHOS AND VALUES

Credit : 2+1+0 = 3

**Objective :** The aim of this course is to familiarize the students with Indian ethos and values . This course also aims to sensitize the students with the importance of ethics and values in business.

- I. Model of Management in the Indian Socio-Political Environment; Work Ethos; Indian Heritage in Production and Consumption; Indian Insight into TQM; Problems Relating to Stress in Corporate
- II. Management - Indian Perspective; Teaching Ethics; Trans-cultural Human Values in Management Education; Relevance of Values in Management.
- III. Need for Values in Global Change - Indian Perspective; Values for Managers; Holistic Approach for Managers in Decision Making; Secular Versus Spiritual Values in Management.
- IV. Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values.

### Suggested Readings

1. Chakraborty, S.K.: Foundations of Managerial Work - Contributions from Indian Thought, Himalaya Publishing House Delhi 1998
2. ----- : Management Effectiveness and Quality of Work-life - Indian Insights, Tata McGraw Hill Publishing Company, New Delhi.1987
3. ----- : Management by Values, Oxford University Press,1991
4. Drucker, P : Managing in Turbulent Times, Pan Books London 1983
5. Kumar, S and N.K. Uberoi : Managing Secularism in the New Millennium, Excel Books 2000
6. Griffiths, B. The Marriage of East and West, Coiling, London 1985
7. Gandhi, M.K.: The Story of My Experiment with Truth, Navjivan Publishing House, Ahmedabad, 1972 The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **BA-517 : BUSINESS POLICY AND STRATEGIC ANALYSIS**

Credit : 2+1+0 = 3

**Objective :** The Objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

Unit I : Business Policy as a field of study, General Management Point of View , Vision , Mission , Objectives and Policies.

Unit II : Environment Analysis and Internal Analysis, SWOT analysis

Unit III : Tools and Techniques for Strategic Analysis ; Impact Matrix, The Experience Curve, BCG Matrix, GEC Model , Industry Analysis, Concept of Value Chain.

Unit IV : Strategic Profile of a Firm, Framework for Analyzing Competition, Competitive Advantage of a Firm.

### **Suggested Readings**

1. Ansoff, H Igor. *Implanting Strategic Management* . Englewood Cliffs. New Jersey, Prentice Hall Inc. 1984
2. Budhiraja S.B and Athreya M.B. *Cases in Strategic Management* New Delhi. Tata McGraw\_Hill 1996
3. Christensen, C.R. Etc. *Business Policy : Text and Cases*, 6<sup>th</sup> Ed, Homewood Illinois, Richard D. Irwin 1987
4. Glueck William F. *Strategic Management and Business Policy*, 3<sup>rd</sup> Ed, New York . McGraw-Hill 1988
5. Hax. A C and Majluf, N.S. , *Strategic management* . Englewood Cliffs. New Jersey, Prentice Hall Inc. 1984
6. Hamel , G and Prahalad, C.K. *Competing for the future*. Boston . Harvard Business School Press . 1994
7. Peters, Tom. *Business School in a Box*. New York , MacMillan.1995.

## BA-518 : Management Information System

Credit : 1+1+1 = 3

**Objective :** The objectives of this course is to study a basic set of relevant tools which would be necessary for decision making and to develop students' diagnostic and analytic skills through suitable logical problems; It aims to acquaint them with the application of information system in all functional areas of management,

**Unit - I :** 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 - Types of information, Data Warehousing and Data Mining

**Unit – II :** Management Information Systems - Need, Purpose and Objectives - Contemporary Approaches to MIS - Information as a strategic resource - Use of information for competitive advantage - MIS as an instrument for the organizational change – Transaction processing systems – Functional information systems  
Decision Support Systems - Group Decision Support Systems - Executive Information Systems - Executive Support Systems - Expert Systems and Knowledge Based Expert Systems - Artificial Intelligence

**Unit – III :** Information System Development :Systems Development Life Cycle - Alternative System Building Approaches - Prototyping - Rapid Development Tools - CASE Tools - Object Oriented Systems

**Unit – IV :** Management Issues in MIS - Information Security and Control - Quality Assurance - Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products - Managing Global Information Systems

### SUGGESTED READINGS:

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. Decision Support Systems and Intelligent Systems, Turban and Aronson, Pearson Education Asia
6. Management Information Systems, Schulthesis, Tata McGraw Hill
7. Management Information Systems - Sadagopan, Prentice Hall
8. Management Information Systems - Jayant Oke

## BA-519 : Summer Training Project

## **BA-520 : Corporate Evolution and Strategic Management**

Credit : 2+1+0 = 3

**Objective :** The objective of this course is to develop understanding about strategic processes and their impact on a firm, Competitive advantage of a firm.

**Unit I :** Nature and scope of Strategic Management, Strategic and Corporate evolution in Indian Context, Strategic management process, Strategic Intent and Vision.

**Unit II :** Environment Scanning, Industry Analysis Organizational Analysis, Competitive Advantage and competitive strategies, concept of core competencies.

**Unit III :** Strategy Alternatives, level of Strategy, Turnaround Management, Mergers and Acquisition, Diversification and intensification. Business Process Re engineering, Strategic Analysis and Choice.

**Unit IV :** Strategy Implementation, Strategy and Structure, organizational values and their impact on strategy, Management of Strategic Change , Strategic Management in International Firm, Role of Top Management , Strategy evaluation and control.

Suggested Readings:

1. Chakravorty.S.K. Managerial Transformation Through Values.New Delhi. Sage. 1993
2. David Fred. Strategic Management. 7<sup>th</sup> ed. Englewood Cliffs. New Jersey. Prentice Hall Inc. 1997
3. Drucker. Peter F. The Changing World of the Executive. New York Time Books 1982
4. Hamel. G and Prahlad. C.K. Competing for the Future. Boston . Harvard Business School Press. 1992
5. Jemison. D.B. and Haspeslagh. P.C. Managing Acquisitions : Creating Value Through Corporate Renewal. New York. Free Press. 1991
6. Lorange. P and Ross. J. Strategic Alliances : Formation, Implementation and Evaluation Massachusells. Blackwell Business. 1992
7. Ohmae. Kenichi. The mind of the Strategist: The Art of Japanese Management. New York. McGraw Hill. 1982

## **BA-521 : PROJECT STUDY**

The Project will be evaluated at the end of the IV semester by the internal and external examiners. This would be equivalent to marks of two papers.

**BAFM-522 : SECURITY ANALYSIS AND INVESTMENT  
MANAGEMENT**

Credit : 2+1+0 = 3

**Objective :** The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.

- I. Investment – Return and Risk, Operations of Indian Stock market, New Issue Market, Listing of Securities, Cost of Investing in Securities.
- II. Mechanics of Investing, Markets and Brokers, Investment Companies, Market Indices and Return, Security Credit Ratings, Objectives of Security Analysis, Investment Alternatives.
- III. Valuation Theories of Fixed and Variable Income Securities, The Return to Risk and the Investment Decision, Government Securities, Non Security Forms of Investment , Real Estate Investment, Investment Instruments of the Money Market.
- IV. Stock Market Analysis- Fundamental and Technical Approach, Efficient Market Theory, Recent Developments in the Indian Stock Market.

**Suggested Readings**

1. Amling. Frederic. Investment. Englewood Cliffs. New Jersey. Prentice Hall Inc. 1983
2. Bhalia. V.K. Investment Management : Security Analysis and Portfolio Management . 8<sup>th</sup> ed. New Delhi . S. Chand. 2001
3. Fischer, Donald E. and Jorrdan, Ronald J. Security Analysis and Portfolio Management . 6<sup>th</sup> ed. New Delhi. Prentice Hall of India, 1995
4. Fuller, Russell J. and Farrell, James L. Modern Investment ands Security Analysis. New York. McGraw Hill, 1993
5. Haugen. Rrovert H. Modern Investment Theory . Englewood Cliffs. New Jersey. Prentice Hall Inc. 1987.
6. Huang. Stanley S C and Randall, Maury R. Investment Analysis and Management. London. Allyn and Bacon. London, 1987
7. Sharpe. William F. Etc. Investment. New Delhi . Prentice Hall of India .1997.

## BAFM-523 : PORTFOLIO MANAGEMENT

Credit : 2+1+0 = 3

**Objective :** The Objective of this course is to give the students an in depth knowledge of the theory and practice of Portfolio Management.

- I. Introduction to Portfolio Management, An optimum Portfolio Selection Problem. Markowitz Portfolio Theory, The Mean variance Criterion ( MVC) , The Nature of Investment Risk, MVC and Portfolio Selection, The investment in Liquid Assets. Portfolios of Two Risky Securities.
- II. A three Security Portfolio , The Efficient Frontier, Tracing the Efficient Frontier, The Relationship between the Unleveraged and Leveraged Portfolio, Sharpe : Single Index Model, Application of Market Model in Portfolio Construction.
- III. Capital Asset Pricing Model, Characteristic Lines, Factor Models and Arbitrage Pricing Theory, Constructing Efficient Frontier, Optimum Portfolios, Constructing the Optimum Portfolio, Portfolio Investment Process.
- IV. Bond Portfolio Management Strategies : Investment Timing and Portfolio Performance Evaluation : Corporate Portfolio Management in India, International Diversification.

Suggested Reading :

1. Alexander. Gordon J. and Sharpe. William F. Fundamentals of Investments. Englewood Cliffs. New Jersey. Prentice Hall Inc. 1989
2. Bhalia . V.K. Investment Management : Security Analysis and Portfolio Management. 8<sup>th</sup> ed. Delhi S. Chand, 2001.
3. -----Portfolio Analysis and Management. Delhi , S.Chand. 2002
4. Elton, Edwin J and Gruber. Martin J. Modern Portfolio Theory and Investment Analysis. New York John Wiley, 1984
5. Lee. Cheng F. Etc. Security Analysis and Portfolio Management. Scott. Foresman. 1990
6. Markowitz, Harry M. Mean. Variance Analysis in Portfolio Choice and Capital Markets. London. Basis Blackwell. 1987

## **BAFM-524 : MANAGEMENT OF FINANCIAL SERVICES**

Credit : 2+1+0 = 3

**Objective :** The objective of this course is to help students to learn the various financial services and their role in the overall financial system.

- I. Financial System and Markets; Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial services : Management of Risk in Financial Services.
- II. Stock Exchange Operations; Mutual Funds: Merchant Banking Services; Managing of issue shares and bonds mobilizing of Fixed Deposits – Inter Corporate Loans International Finance.
- III. Other Financial Services, Leasing and Hire Purchase: Debt Securitization : Housing Finance; Credit Rating : Credit Cards :Banking and Insurance.
- IV. Venture Capital, Factoring for Failing and Bill Discounting, Insurance : The Tax Environment and Financial Services : Pricing Financial Services.

### Suggested Readings :

1. Bhalla. V.K. Management of Financial Services, Anmol. New Delhi , 2001.
2. Bhalla . V K and Dilbag Singh. International Financial Centres. New Delhi. Anmool 1997.
3. Ennew. C. Trevor Watkins & Mike Wright : Marketing of Financial Services. Heinemann Professional Pub. 1990.
4. Gordan. E and K. Natrajan Emerging Scenario of Financial Services . Himalaya Publishing House. 1997
5. Meidan, Arthur Brennet. M. Option Pricing : Theory & Application . Toronto. Lexington Books, 1983
6. Kim. Suk and Kim , Seung. Global Corporate Finance : Text and Cases . 2<sup>nd</sup> ed. Miami Florida Kolb. 1993.

## BAFM-525 : FINANCIAL DERIVATIVES

Credit : 2+1+0 = 3

**Objective :** The Objective of this course is to give an in depth knowledge of the functioning of derivative securities market.

- I. Forward Contracts ; Future Contracts ; Other Derivative Securities ; Types of Traders ; Future Markets and the use of Futures for Hedging.
- II. Forward and Futures Prices ; Interest Rate Futures ; Swaps ; Options Markets ; Properties of Stock Option Prices.
- III. Trading Strategies Involving Options ; Black Scholes Option Model ; Binomial Model ; Options on Stock Indices.
- IV. Currencies and Futures Contracts ; General Approach to Pricing Derivatives Securities; Interest Rate Derivative Securities ; Derivatives Market in India.

Suggested Readings:

1. Bhalla V.K. Investment Management : Security Analysis and Portfolio Management. New Delhi . S. Chand. 2001
2. -----Financial Derivatives. Delhi. S. Chand. 201
3. Brennet. M. Option Pricing : Theory & Applications. Toronto , Lexington Books, 1993
4. Cox. John C and Rubinstein. Mark Options Markets. Englewood Cliffs. New Jersey. Prentice Hall inc. 1985.
5. Huang. Stanley S C and Randall, Maury R. Investment Analysis and Management . London Allyn and Bacon 1987
6. Hull. John C. Options, Futures and Other Derivative Securities . 2<sup>nd</sup> ed. New Delhi . Prentice Hall India . 1996
7. Sharpe. William F. Etc. Investment. New Delhi. Prentice Hall of India. 1997

BAFM-526: PROJECTS PLANNING , ANALYSIS AND  
MANAGEMENT

Credit : 2+1+0 = 3

Objective : The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals , their planning and management in the review of the projects undertaken.

- I. Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties ;Market Demand and Situational Analysis; Technical Analysis; Financial Analysis.
- II. Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis; Multiple Projects and Constraints.
- III. Network Techniques for Project Management.
- IV. Project Review and Administrative Aspects : Project Financing in India: Problem of Time and Cost Overrun in Public Sector Enterprises in India : Assessment of the Tax Burden : Environmental Appraisal of Projects.

**Suggested Reading :**

1. Ahuja, G K & Gupta , Ravi. Systematic Approach to Income Tax. Allahabad, Bharat Law House. 1997
2. Bhalla, V K. Modern Working Capital Management. New Delhi, Anmol. 1997
3. Bhalla. V K. Financial Management and Policy 2<sup>nd</sup> ed. New Delhi, Anmol. 1998
4. Chandra, Prasanna, Projects : Preparation, Appraisal, Budgeting and Implementation . 3<sup>rd</sup> ed. New Delhi. Tata McGraw Hill, 1987
5. Dhakar, Raj S. Financial Management of Public Sector Undertakings. New Delhi. Westville. 1995

Objective : The basic objective is to acquaint the participants with the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure, and hedging against exposure risk.

- I. Types of Foreign Exchange Markets and Transactions, Quoting foreign Exchange Rates, Spread. Official and Free Market Rates. Cross Rates, Forward Rates, Quoting Forward Rates.
- II. Organization of the Foreign Exchange Markets : Currency Futures; Currency Options; Currency Swaps; Corporate Exposure Management; Alternative Definitions of Foreign Exchange Risk.
- III. Exposure Information System, Alternative Strategies for Exposure Management, Exposure Management Techniques, Organization of the exposure management, Function; parameters and Constraints on Exposure Management.
- IV. Theory and practice of Forecasting Exchange Rates – Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis; Tax Treatment of Foreign Exchange Gains and Losses; FEMA

**Suggested Reading :**

1. Aliver, R.Z. Exchange Risk and Corporate International Finance. London. Macmillan. 1978
2. Bhalla, V K. International Financial Management. 2<sup>nd</sup> ed. New Delhi, Anmol. 2001
3. Luca Cornelius . Trading in the Global Currency Markets. NJ, Prentice Hall. 1995
4. Shapiro, A.C. International Financial Management . Boston. Allyn and Bacon. 1979
5. Sutton. W.H. Trading in Currency Options. NY. New York Institute of finance. 1987

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.

- I. Introduction to Consumer Behaviour ; Consumer Behaviour and Marketing Strategy; Consumer Involvement and Decision Making ; Information Search Process; Evaluative Criteria and Decision Rules.
- II. Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change.
- III. Influence of Personality and self concept on Buying Behaviour; Psychographics and Lifestyle; Reference Group Influence; Diffusion of Innovation and Opinion Leadership, Family Decision Making.
- IV. Industrial buying behaviour ; Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer Behaviour Studies in India

**Suggested Reading :**

1. Assael . H. Consumer Behaviour and Marketing Action. Ohio. South Western. 1995
2. Engle, J f. Etc. Consumer Behaviour . Chicago. Dryden Press. 1993
3. Howard. John A. et. Consumer Behaviour in Marketing. Englewood Cliffs. New Jersey. Prentice hall inc. 1989
4. Hawkins. D I. etc. Consume Behaviour – Implications for Marketing Strategy. Texas. Business. 1995
5. Mowen, John C. Consumer Behaviour. New York. McMillan. 1993
6. Schiffman. L G and Kanuk, L L. Consumer Behaviour . New Delhi. Prentice Hall of India. 1994

Objective : The aim of this paper is to acquaint the students with concepts , techniques and give experience in the application of concepts for developing an effective advertising programme.

- I. Advertising's Role in the Marketing Process : Legal Ethical and Social Aspects of Advertising; Process of Communication – Wilbur Schramm's Model, Two step Flow of Communication.
- II. Theory of Cognitive Dissonance and Clues for advertising Strategists : Stimulation of Primary and Selective Demand. Objective setting and Market Positioning; Dagmar Approach Determination of Target Audience.
- III. Building of Advertising Programme – Message. Headlines, Copy, Logo, Illustration. Appeal, Layout; Campaign Planning; Media Planning ; Budgeting: Evaluation – Rationale of Testing Opinion and Aptitude Tests, Recognition, Recall, Experimental Designs.
- IV. Advertising Organization : Selection Compensation and Appraisal of any Agency; Electronic Media Buying. Advertising campaign; Advertising v/s Consumer Behaviour ; Sales promotion Role of Creative strategies; Advertising Retail , National Cooperative , Political, International. Public Service Advertising.

**Suggested Reading :**

1. Aaker, David A. etc. Advertising Management , 4<sup>th</sup> ed. New Delhi, Prentice Hall of India . 1985
2. Beleh. George E and Beleh, Michael A. Introduction to Advertising and Promotion. 3<sup>rd</sup> ed. Chicago Irwin 1995
3. Borden. William H. Advertising . New York. John Wiley, 1981
4. Hard, Norman. The Practice of Advertising. Oxford . Butterworth Heinemann. 1995
5. Kleppner. Otto. Advertising Procedure. Englewood Cliffs. New Jersey. Prentice Hall 1986
6. Ogilvy : David . Ogilvy on Advertising. London Longman. 1983
7. Sengupta, Subroto. Brand Positioning. Strategies for Competitive Advantages. New Delhi. Tata McGraw Hill. 1990

Objective : The basic objective of this course is to develop skills for analyzing market competition and design appropriate competitive marketing strategies for higher market share.

- I. Market Situation Analysis; Analysis of Competitor's Strategies and Estimating their Reaction Pattern and Competitive Position; Market Leader strategies ; Expanding the Total Market, Protecting Market Share, expanding Market share.
- II. Market Challenger Strategies- Choosing an attack strategy, Market Follower Strategies; Market Niche Strategies; Competitive Market strategy for Emerging Industries. Declining Industries and fragmented Industries.
- III. Balancing Customer and Competitor Orientations, Industry Segmentation and Competitive Advantage.
- IV. Product Differentiation and Brand Positioning . Competitive Pricing. Competitive Advertising. Role of Sales Promotion in Competitive Marketing.

**Suggested Reading :**

1. Cravens, D W. Strategic Marketing . Homewood Illinois. Richard D. Irwin. 1987
2. Kaynak, E and Savitt R. Comparative Marketing Systems. New York. Praegar. 1984
3. Kotler. Philip. Marketing Management: Analysis, Planning, Implementation and Control. New Delhi. Prentice Hal of India 1997
4. Porter. M E. Competitive Advantage : Creating , Sustaining Superior Performance. New York. Free Press. 1985
5. Porter , M E. Competitive Strategy : Techniques for Analyzing Industries Competitors. New York. Free Press. 1980

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

- I. Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives ; Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes.
- II. Designing and Administering Compensation Plans; Supervision of Salesmen; Motivating Sales Personnel; Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts ; Objectives and Quotas for sales personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis.
- III. An Overview of Marketing Channels. Their Structure, Functions and Relationships. Channel Intermediaries-Wholesaling and Retailing ; Logistics of Distribution: channel Planning; Organizational Patterns in Marketing Channels;
- IV. Managing Marketing Channels; Marketing Channel Policies and Legal Issues; Information System and Channel Management; Assessing performance of Marketing Channels; International Marketing Channels.

**Suggested Reading :**

1. Anderson , . Professional Sales Management. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1992.
2. Anderson R. Professional Personal Selling. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1991.
3. Buskirk. R H and Stanton. W J. Management of Sales Force. Homewood Illinois. Richard D Irwin. 1983
4. Dalrymple. D J. Sales Management : Concepts and Cases. NeW York . John Wiley. 1989
5. Johnson. E M. Etc. Sales Management : Concepts, Practices and Cases. New York . Mc Graw Hill. 1986.
6. Stanton, William J etc. Management of a Sales Force Chicago, Irwin. 1993
7. Stiil. R. Sales Management , Englewood Cliffs, New Jersey, Prentice Hall Inc. 1988.

**Objective :** The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on national basis.

- I. The Emergence of Service Economy; Nature of Services ;Goods and Services Marketing; Marketing Challenges in a Service Businesses; Marketing Framework for Service Businesses.
- II. The Service Classification; Service Product Development; The Service Encounter; The Service Consumer Behaviour; Service Management Trinity.
- III. Service Vision and Service Strategy; Quality Issues and Quality Models; Demand Supply Management; Advertising, Branding and Packaging of Services; Recovery Management and Relationship Marketing.
- IV. Service Marketing : Origin and Growth – Classification of Services – Marketing of Financial Services- The Indian Scene- Designing of service strategy.

**Suggested Reading :**

1. Lovelock, Christopher H. Managing services : Marketing Operations and Human resource . Englewood Cliffs. New Jersey. Prentice Hall Inc. 1995
2. Lovelock, Christopher H. Services Marketing. Englewood Cliffs. New Jersey. Prentice Hall Inc. 1993
3. McDonald, Malcom and Payne A. Marketing Planning for Services. Butterworth. Heinemann. 1996
4. Newton M P Payne A. The Essence of Services Marketing. New Delhi. Prentice Hall of India. 1996.
5. Verma. H V. Marketing of Services. New Delhi. Global Business Press. 1993
6. Zeithaml, V A and Bitner, M J. Services Marketing . New York. McGraw Hill. 1996

## BAMM-527: BRAND MANAGEMENT

Credit : 2+1+0 = 3

**Objective :** The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of Brand Management.

- I. Understanding Brands – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity, Value Addition from Branding-Brand Customer Relationships, Brand Loyalty and Customer Loyalty.
- II. Managing Brands; Brand Creation, Brand Extensions, Brand Product Relationship , Brand Portfolio.
- III. Brand Assessment through Research- brand Identity, position, Image, Personality, Assessment and Change; Brand Revitalization.
- IV. Financial Aspects of Brands; Branding in Different Sectors : Customer , Industrial, Retail and Service Brands.

### **Suggested Reading :**

1. Aaker, David A. Managing Brand Equity New York. Free Press 1991
2. Cowley. Don. Understanding Brands. London. Kogan Page. 1991
3. Czerniawski, Richard D. & Michael W. Maloney. Creating Brand Royalty. AMACOM.NY.1999
4. Kaperer, J N. Strategic Brand Management. New York. Free Press. 1992
5. Murphy. John A. Brand Strategy. Cambridge. The Director Books. 1990.
6. Steward. P Building Brands Directly. London. Mac Millan. 1996
7. Upshaw. Lyhh B. Building Board Identity. A strategy for Success in a hostile market place. New York. John. Wiley. 1995

**Objective :** The course will focus manufacturers perspective on retailers and understanding f the retail business.

An introduction to the Retailing system. Retailing mix – Social Forces- Economic Forces – Technological force – Competitive forces : Retailing definition, structure, Different Formats – Marketing Concept in Retailing – Consumer Purchase behaviour – Cultural and Social group influence on Consumer purchase behaviour, retail store location – Traffic Flow and analysis . Population and its mobility. Exteriors and layout; customer traffic flows and pattern; Creative display; Merchandise Planning- stock turns. Credit Management, Retail Pricing, Return on per sq. feet space. Retail Promotions. Staying Ahead of Competition ; Supply Chain Management. Warehousing; Role of IT in supply chain management. Franchising, Direct Marketing/Direct Selling; Exclusive Shops; Destination Stores ; Chain stores ; Discount Stores an other current and emerging formats; Issues and options; Retail Equity; Technology in retailing; Retailing through the internet.

**Suggested Reading :**

1. Diamond Allen. Fashion Retailing. Delmar Pub. 1993
2. Diamond, Jay and Gerald Pintel. Retailing. Prentice Hall. NJ.1996
3. Drake, Mary Francis J. H. Spoone and H. Greenwald . Retail Fashion Promotion and Advertising. McMillan. NY. 1992
4. Levy, Michael & Barton A. Weitz . Retailing Management , 2<sup>nd</sup> ed. Irwin. London. 1995
5. Morgenstein. Melvin and Harriat Strongin. Modern Retailing. Prentice Hall. NY. 1992

**Objective :** Organizational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

- I. Industrial Relations Perspectives; Industrial Relations and the Emerging Socio-economic Scenario; Industrial Relations and the State; Legal Framework of Industrial Relations.
- II. Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and The Management.
- III. Discipline and Grievance Management; Negotiation and Collective Settlements; Participative Management and Co-ownership.
- IV. Productive Bargaining and Gain Sharing; Employee Empowerment and Quality Management; Industrial Relations and Technological Change.

**Suggested Reading :**

1. Kochan, T.A. & Katz Henry. Collective Bargaining and Industrial Relations. 2<sup>nd</sup> ed. Homewood. Illinois. Richard D Irish. 1988
2. Mamkoottam. K Trade Unionism. Myth and Reality. New Delhi. Oxford University Press. 1982
3. Niland J R etc. The Future of Industrial Relations. New Delhi. Sage. 1994
4. Papola. T S & Rodgers. G. Labour Institutions and Economic Development in India. Geneva ILO 1992
5. Ramaswamy. E A. The Rayon Spinners The Strategic Management of Industrial Relations. New Delhi. Oxford University Press. 1994
6. Virmani. B R. Participative Management vx. Colective Bargaining. New Deehehi , Vision Bookds. 1988
7. Wbb. Sidney Webb. Beatrice. Industrial Demorcracy . Melbourne. Longman. 1987.

BAOB-523: LEGAL FRAMEWORK GOVERNING HUMAN  
RELATIONS

Credit : 2+1+0 = 3

**Objective :** Understanding of the legal framework is important for the efficient decision making relating to man management and industrial relations. The course aims to provide an understanding application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

- I. Emergence and Objectives of Labour Laws and their Socio-economic Environment. Industrial Relations Laws – Laws Relating to Industrial Disputes. Trade Unions, and Standing Orders; Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action.
- II. Social Security Laws- Laws Relating to Workmen’s Compensation, Employee’s State Insurance, Provident Fund, Gratuity and Maternity Relief.
- III. Wages and Bonus laws- The law of Minimum Wages Payment of wages, Payment of Bonus; Laws Relating to Working Conditions, The Laws Relating To factories.
- IV. Establishment and Contract Labour: Interpretations of Labour Laws , their Working and implications for management, Union. Workmen : The Economy and the Industry.

**Suggested Reading :**

1. Ghaiye, B R. Law and Procedure of Departmental Enquiry in Private and Public Sector Lucknow, Eastern Law Company. 1994
2. Malhotra, OP. The Law of Industrial Disputes. Vol I and II. Bombay .N.M. Tripathi 1985
3. Malik. P L. Handbook of Industrial Law. Lucknow, Eastern Book. 1995
4. Saini. Debi S. Labour Judiciary. Adjudication and Industrial Justice. New Delhi. Oxford 1995
5. Saini, Debi S. Redressal of Labour Grievances, Claims and Disputes. New Delhi. Oxford & IBH . 1994
6. Seth . D D . Industrial Dispute Act. 1947. Vol I & II . Bombay. N.M. Tripathi. 1995
7. Srivastava SC. Industrial Relations and Labour Law. New Delhi. Vikas. 1994

**Objective :** The objective of this course is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

- I. Training Process – an Overview; Role , Responsibilities and Challenges to Training Managers; Organization and Management of Training Function.
- II. Training Needs Assessment and Action Research; Instructional Objective and Lesson Planning; Learning Process.
- III. Training Climate and Pedagogy; Developing Training Modules; Training Methods and Techniques.
- IV. Facilities Planning and Training Aids; Training Communication : Training Evaluation ; Training and Development in India.

**Suggested Reading :**

1. Beunet, Roger ed. Improving Training Effectiveness. Aldershot. Gower. 1988
2. Buckley R Caple. Jim. The Theory & Practice of Training . London. Kogan & Page. 1995
3. Lynton. R Pareek. U . Training for Development. 2<sup>nd</sup> ed. New Delhi. Vistaar. 1990
4. Pepper, Allan D. Managing the Training and Development Function. Aldershot. Gower. 1984
5. Rae, L. How to Measure Training Effectiveness. Aldershot. Gower. 1986
6. Reid. M A. etc. Training Interventions : Managing Employee Development. 3<sup>rd</sup> ed. London IPM. 1992
7. Senge. P. The Fifth Discipline: The Art and Practice of the Learning Organization. London. Century. 1992

**Objective :** The objective of this paper is to develop a conceptual as well as a practical understanding Human Resource Planning , Deployment and Development in organizations.

- I. Macro level Manpower Planning and Labour Market Analysis : Organizational Human Resource Planning ; Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping.
- II. Models and Techniques of Manpower Demand and Supply Forecasting; Behavioural Factors inhuman Resource Planning. Wastage Analysis; Retention ; Redeployment and Exit Strategies.
- III. Career Management and Career Planning; Performance Planning ; Potentials Appraisal and Career Development; HRD Climate; Culture.
- IV. QWL and Management of Change; TQM an HRD Strategies : HRD in Strategic Organizations; Human Resource Information System; Human Resource Valuation and Accounting.

**Suggested Reading :**

1. Arthur, M. Career Theory Handbok. Englewood Cliff. Prentice Hall Inc. 1991.
2. Belkaoui, A R and Belkaoui, J. M. Human Resource Valuation: A guide to Strategies and Techniques. Grenwood, Qourum Books. 1995
3. Dale, B. Total Quality and Human Resources: An Executibe Guide. Oxford. Blackwell. 1992
4. Greenhaus, J H. Career Management. New york. Dryden. 1987
5. Kavanagh, M J. etc. Human Resource Information System: Development and Applications. Boston. PWS-Kent. 1993
6. Mabey, C and Salama, G. Strategic Human Resource Management. Oxford . Backwell. 1995
7. Thomson , R and Mabey, C. Developing Human Resources. Oxford. Butterworth Heinemann. 1994

## **BAOB-526: STRATEGIC HUMAN RESOURCE MANAGEMENT**

Credit : 2+1+0 = 3

**Objective :** The main aim of this course is to provide strategic perspective of HRM in an organization .It aims to provide an understanding of forecasting, acquisition and management of human resources in effective implementation of strategy.

- I. **Understanding Strategic HRM :** Traditional vs. strategic HR, Typology of HR activities, "best fit" approach vs. "best practice" approach, HR strategy and the role of national context, sectoral context, and organizational context on HR strategy and practices, investment perspective of human resources.
- II. **Aligning HR systems with business strategy :** Sustained competitive advantage - how HR adds value to the firm - HR as scarce resource - non-substitutable resource, linking HRM practices to organizational outcomes - assessing and reducing costs - behavioral impact of HR practices marginal utility models - auditing HR practices and department, linking strategy to HRM practices - corporate HR philosophy and company wide HR standards - HRM leading strategy formulation, alternative HR systems - universalistic - contingency - configurational, congruence and integrated HR systems.
- III. **HR Strategy in work force utilization :** Efficient utilization of human resource - cross training and flexible work assignment - work teams - non unionization, strategies for employee shortages, strategies for employee surpluses. Strategies for performance and development: Typology of performance types - marginal performers - under achievers - stars - solid citizens, managing employee ability - recruitment and selection strategy typology, incentive alignment, psychological contracting.
- IV. **Evaluating HR Function :** Overview of evaluation - scope':::" strategic impact - level of analysis - criteria - level of constituents - ethical dimensions, approaches to evaluation - audit approach - analytical approach - quantitative and qualitative measures - out come and process criteria, balanced score card perspective, bench marking, accounting for HRM - purpose of measuring cost and benefits of HRM - approaches to HRM performances - employee wastage and turn over rates - cost of absenteeism - measuring human resource cost.

### **Suggested Readings :**

1. Robert L. Mathis & John H. Jackson – Human Resource Management, Thomson South Western.
2. Tanuja Agarwal – Strategic Human Resources Management, Oxford University Press, 2007.
3. K. Prasad – Strategic Human Resource Management – Text & Cases MacMillan India Ltd., 2005.

## **BAOB-527: LEADERSHIP SKILLS AND CHANGE MANAGEMENT**

**Objective :** The main purpose of this course is to acquaint the students with leadership practices, behaviour , attitudes and leadership styles.

- I.** The nature and importance of leadership: The meaning of leadership - leadership as a partnership - leadership vs. management - the Impact of leadership on organizational performance - leadership roles - the satisfactions and frustrations of being a leader. Traits, Motives, and characteristics of leaders: Personality traits of effective leaders' leadership motives-cognitive factors and leadership.
- II. Effective leadership behaviour and attitudes:** task-related attitudes and behaviours - relationship-oriented attitudes and behaviours - super leadership: leading others to lead themselves - 360-degree feedback for fine-tuning leadership approach.
- III. Leadership styles:** the leadership continuum: classical leadership styles - the boss-centered vs. employee-centered leadership continuum - the autocratic participative free rein continuum- the leadership grid styles - the entrepreneurial leadership style - gender differences in leadership style - selecting the best leadership style.
- IV. Developing teamwork :** team leadership vs. solo leadership - advantages and disadvantages of group work and team work - the leaders role in the team-based organization-leader behaviour and attitude the foster teamwork. Leadership development, succession and the future: development through self-awareness and self-discipline -leadership development programmes.

**Suggested Readings :**

1. Tom Barker – Leadership for Results, Pearson Education, 2006.
2. Art Horn – Girt of Leadership, MacMillan.
3. Helmut Mancher – Leadership in Action, Tata McGrow Hill.

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

**Unit – I :** 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.

**Unit – II :** 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, General Rules for Drawing Logical Flow Data Diagrams, Evaluate Data Flow Diagram for Correctness, Features of a Data Dictionary, Recording Data Descriptions.

**Unit – III :** The Analysis-to-Design Transition: Specifying Application Requirements- Objectives in Designing an Information System, 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.

**Unit – IV :** Systems Engineering and Quality Assurance: Design Objectives, Program Structure Charts, Design of Software, Software Design and Documentation Tools, Managing Quality Assurance, Managing Testing Practices.

Managing System Implementation: Training, Conversion, Post implementation Review.

#### **SUGGESTED READINGS:**

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.

**Objective:** To acquaint the students with the Electronic Business concepts, issues and technologies.

**Unit – I :** Basics of E-Business: Evolution of E-Business, The Rise of E-Business, Traditional Business and E-Business, The Emergence Of Infomediaries, Principles of E-Business, E-Business Infrastructure, Organizational Culture for E-Business, E-Business Models.

E-Business Infrastructure: Network Infrastructure, Enterprise Network, Data Storage, Integration Tools for E-Business, E-Business Architecture, E-Business Technologies: Data Communication Fundamentals, Communication Devices, Biometric Technologies, Wireless Technologies

**Unit – II :** E-Banking: The Concept of E-Banking, The E-Banking Scenario, E-Banking In Asia, E-Banking in the US, E-Banking in Europe, E-Banking Strategies, Finance Portals for Banks, E-Banking Transactions, Key Issues in E-Banking, Future of E-Banking.

E-Security: Cryptography, Public Key Infrastructure, Stored Account Payment System, Stored Value Payment System, Acceptable Use Policy, Security Threats, Protection against Identity Theft.

**Unit – III :** Electronic payment methods – updating traditional transactions, secure online transaction models – secure web server purchasing and selling. Online commercial environment – Merchant requirements, customer requirements. Digital currencies and payment systems, offline secure processing, Electronic Data Interchange

**Unit – IV :** Enterprise Resource Planning: ERP: An Overview, Rationale for ERP, Enterprise Architecture Planning, Implementing ERP, Effect of ERP on the Company, Overview of ERP Modules, ERP Investments in the US, ERP Market- Indian Scenario, Emerging Trends in the ERP Industry, Future of ERP Applications.

**SUGGESTED READINGS:**

1. E-Business: Roadmap for Success, Dr. Ravi Kalakota, Marcia Robinson / Addison Wesley
2. Whiteley, David, E-Commerce: Strategy Technologies & Applications, TMH.
3. Frontiers of Electronic Commerce, Dr. Ravi Kalakota, Andrew Whinston / Wesley
4. ERP – A Managerial Perspective, S.Sadagopan / Tata McGraw-Hill
5. Taking Care of e-Business , Thomas Siebel M / The Currency Book
6. E-Commerce by Pete Loshin/Paul Murphy. Jaico Publishing House 3<sup>rd</sup> edition, 1999.

**BAIT-524: Relational Database Management Systems**

**Objective:** The aim of the course is to provide a solid and practical foundation for the design, implementation and management of database systems.

**Unit – I :** File Systems and Databases: Introduction to Database, Database Systems, Database Models, A Logical View of Data, Keys, Integrity Rules, Relational Database Operators, The Data Dictionary and the System Catalog, Relationships Within the Relational Database, Data Redundancy, Indexes

Structured Query Language: Introduction to SQL, Data Definition Commands, Data Manipulation Commands, Queries, Advanced Data Management Commands, Queries and SQL Functions, Updatable Views, Procedural SQL, General rules governing Relationships Among Tables

**Unit – II :** Transaction Management and Concurrency Control: Concept of a Transaction, Transaction Properties, Transaction Management with SQL, The Transaction Log, Concurrency Control, Concurrency Control– with Locking Methods, with Time Stamping Methods, with Optimistic Methods.

Distributed Database Management Systems: Concept, Evolution, Distributed Processing and Distributed Databases, DDBMS Components, Client Server Systems: Concept, features of Client/Server Systems, Client/Server Architecture, Client/Server Databases, Client/Server Implementation Issues

**Unit – III :** Object Oriented Databases: Evolution, Object–Oriented Concepts, OODM and Previous Data Models: Similarities and Differences, Object–Oriented Database Management Systems and Features, How Object Orientation affects Database Design, OODBMS: Advantages and Disadvantages

Web Based Databases: Internet Technologies and Databases, Typical Uses of Internet Databases, Web–to–Database Middleware: Server–Side Extensions, The Web Browser

**Unit – IV :** Database Security and Administration: Data as a Corporate Asset, The Need for and Role of Databases in an Organization, The Evolution of the Database Administration Function, The DBA’s Managerial Role, The DBA’s Technical Role.

**Suggested Readings :**

1. Database System Concepts, Silberschatz, Korth, Sudarshan/ Mc–Graw Hill
2. Database Management Systems , Ramakrishna and Gorke/ McGraw Hill
3. Fundamentals of Database Systems, Ramez Elmasri & Shamkant Navathe/Addison Wesley
4. Database Management Systems, Alexis Leon & Mathews Leon/ Leon Vikas

**BAIT-525: Software Project Management**

Credit : 2+0+1 = 3

**Objective:** To acquaint the students with the principles, rules and techniques used in software project management .

**Unit – I :** Nature & qualities of software – representative qualities of correctness, Reliability, Robustness, performance, user friendliness, verifiability, maintainability, Evolvability, Portability, understandability, Interoperability, Productivity, Timeliness, visibility. Quality requirements in info systems, Real time system, Distributed system & embedded system.

Software Design Principles – Rigor & Formality, Separation of concern, Modularity, Abstraction, Anticipation of Change, Generality & Incrementality.

**Unit – II :** Software specifications – User of specification, specification qualities, classification of specification styles, verification of specification, operational specification, descriptive specification building and using specification in practice.

**Unit – III :** Software project planning – software productivity, people & productivity, cost estimation models.

Software project control – Work breakdown structures, Gantt charts, PERT charts, Dealing with deviation in plan.

**Unit – IV :** Software development organization – centralised team organization, decentralized control team organization, mixed control team organization, typical management risks in software development projects.

#### SUGGESTED READINGS:

1. Software Engineering A Practitioners Approach by Roger pressman. Tata McGraw Hill 4<sup>th</sup> edition 1999
2. Software Engineering by Carlo Ghezzi, Mehdi Jazayeri, PHI 1996.
3. Sommerville Ian, Software Engineering, Pearson Ed.
4. K.K. Aggarwal and Yogesh Singh, Software Engg., New Age International

### **BAIT-526: Computer Networks**

Credit : 2+1+0 = 3

**Objective:** This course acts as a general introductory course on Network Structures, Forms, Types and Technologies within the context of business applications and management issues.

**Unit – I :** Uses of computer networks. LAN, MAN, WAN, Wireless networks, Internet and its working. Network Software: Protocol Hierarchies, Design issues for layers, Interfaces and Services, Connection oriented and connectionless services, Service Primitives. OSI Reference model, TCP/IP Reference model.

**Unit – II :** Theoretical basis for Data Communication, Transmission media, Wireless transmission, Telephone System, Narrowband ISDN, Broadband ISDN and ATM, Cellular Radio, Communication Satellites.

**Unit – III :** Internetworking – How networks differ, Internetwork routing, Fragmentation, Firewalls, IP protocol, IP Addresses, subnets, mobile IP, Domain Name System, Electronic mail – Architecture and Services (SMTP/POP), message transfer, Email privacy, Usenet, mailing lists, worldwide web, multimedia Audio, Video, Data Compression, Video on demand. Gopher, IRC, WAIS, Search engines.

**Unit – IV :** Servers and clients, Browsers, Host and terminal, configuring internet on your computer, ISP. URL.  
HTML – Tags and Attributes, Scripting language for making your pages dynamic, Server side scripting, Overview of other related technologies for developing websites.

#### **SUGGESTED READINGS:**

1. Internet: The Complete Reference by Harley Hahn.
2. Computer Networks by Andrew Tanenbaum PHI.
3. Forouzan, Behrouz A, Data and Computer Communications, PHI.
4. Cady, Glee Harrah, Mastering the Internet, BPB.

**BAIT-527: : Information Systems and Business**

Credit : 2+1+0 = 3

**Objective:** This course acts as a general introductory course on Network Structures, Forms, Types and Technologies within the context of business applications and management issues.

**Unit – I :** Process view of Organization: Introduction to Business Process – Salient Features and Stages of Reengineering – Reengineering Initiatives – Forms of Reengineering – Feature of BPR, Problems of Functional Division – Technology as Process Enabler – Mapping an Existing Process – Process Redesign and New Process Validation  
Project Management: Understanding the projects, Understanding the project management, Phases of Project Management, Planning, Scheduling, Controlling the Project, Closing the Project

**Unit – II :** Management Information Systems: Information Systems for Business operations ,Information Systems for strategic advantage MIS – Implementation, evaluation and maintenance: Organizational change and MIS implementation – Planning the MIS implementation – MIS implementation process – Evaluation of the MIS implementation – Challenges in MIS implementation – MIS control and maintenance.

**Unit – III :** Supply Chain Applications: An overview – SCM framework – Advanced planning and scheduling systems – forecasting and inventory management – Visibility across supply chain, E-supply chain – Managing relationships in the E-supply chain – Issues in E-supply chain management – Future of E-supply chain – Integration of SCM with legacy applications  
CRM: Overview of CRM - Defining CRM – Functions of CRM – E-CRM architecture – CRM modules - E-CRM infrastructure requirements – CRM for E-customers – Challenges E- CRM projects – Integration of ERP and CRM applications

**Unit – IV :** Enterprise Application Integration: Defining EAI – Need for EAI - Principles of EAI – Need for EAI – EAI standards – Impact of EAI standards. E-Governance: Overview of E-Governance – E-Governance Strategies – E-Governance in India – E-Governance: Key Issues and Challenges

#### **SUGGESTED READINGS:**

1. Information Systems Today, Leonard Jessup, Joseph Valacich, PHI
2. Concepts in Enterprise Resource Planning, Brand, Monk and Wagner – Thomson Learning
3. The CRM Handbook, Jill Dyche
4. Supply Chain Management, Chorpra and Meindl
5. ERP – Concepts and Practice, V. K. Garg and N K Venkitakrishnan, PHI