



SAMBALPUR UNIVERSITY

DEPARTMENT OF BUSINESS ADMINISTRATION

SYLLABUS

FOR

THREE - YEAR *EXECUTIVE* MBA PROGRAMME

(EFFECTIVE FROM ACADEMIC SESSION 2004 – 2005)

SAMBALPUR UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION
EXECUTIVE MASTER OF BUSINESS ADMINISTRATION (MBA)
PROGRAMMEE
SYLLABUS

LIST OF PAPERS

Paper No.	Paper Title	Full Marks
Semester - I		
E-101	Management Process & Organizational Behaviour	100
E-102	Human Resource Management	100
E-103	Financial Accounting for Managers	100
E-104	Quantitative Methods for Managers	100
E-105	Marketing Management	100
Semester – II		
E-201	Managerial Economics	100
E-202	Financial Management	100
E-203	Strategic Cost & Management Accounting	100
E-204	Indian Ethos & Values	100
E-205	Management Science	100
Semester – III		
Core paper:		
E-301	Research Methodology	100
E-302	Computers for Management	100
	<i>Plus</i> three papers, namely, E-303, E-304 & E-305 from major areas of specialization (viz. E-303 FIN, E-304 FIN, E-305 FIN from Finance)	300
Semester – IV		
Core paper:		
E-401	Business Environment	100
E-402	Production Management	100
	<i>Plus</i> three papers, namely, E-403, E-404 & E-405 from major areas of specialization (viz. E-403 FIN, E-404 FIN, E-405 FIN from Finance)	300
Semester – V		
Core paper:		
E-501	Business Policy	100
E-502	Business Legislation	100
	<i>Plus</i> three papers, namely, E-503, E-504 & E-505 from minor areas of specialization (viz. E-503 FIN, E-504 FIN, E-505 FIN from Finance)	300
Semester – VI		
E-601	Management Information System	100
E-602	Strategic Management	100
E-603	Corporate Governance	100
E-604	Dissertation (<i>Equivalent to two papers</i>)	200

List of papers for major areas of specialization

SEMESTER-III

Specialization- Finance

E-303 FIN	Security Analysis and Portfolio Management	100
E-304 FIN	Project Planning and Appraisal Method	100
E-305 FIN	Working Capital Management	100

Specialization- Marketing

E-304 MAR	Consumer Behaviour	100
E-304 MAR	Advertising Management	100
E-305 MAR	Sales and Distribution Management	100

Specialization- Human Resource Management

E-303 HRM	Industrial Relations	100
E-304 HRM	Manpower Training and Development	100
E-305 HRM	Human Resource Development Strategies & System	100

Specialization- Production

E-303 PRO	Total Quality Management	100
E-304 PRO	Production Planning and Control	100
E-305 PRO	Logistic Management	100

Specialization- System

E-303 SYS	Decision Support System	100
E-304 SYS	Business Process Reengineering	100
E-305 SYS	System Analysis and Design	100

Specialization – Rural Management

E-303 RUR	Cooperative Management	100
E-304 RUR	Rural Credit Finance	100
E-305 RUR	Rural Resources and Development	100

Specialization – Small Business and Entrepreneurship Management

E-303 SBE	Government Business Interface	100
E-304 SBE	Small Business Marketing	100
E-305 SBE	Financing of Small Business	100

Specialization – Health Care Administration

E-303 HCA	Organization and Management of Hospital	100
E-304 HCA	Health Care and Social Policy	100
E-305 HCA	Health System Management	100

SEMESTER-IV

Specialization- Finance

E-403 FIN	Management Control System	100
E-404 FIN	Corporate Taxation	100
E-405 FIN	Corporate Restructuring	100

Specialization- Marketing

E-403 MAR	Strategic Marketing	100
E-404 MAR	Marketing of Services	100
E-405 MAR	Retail Management	100

Specialization- Human Resource Management

E-403 HRM	Manpower Development for Technological Change	100
E-404 HRM	Compensation Management	100
E-405 HRM	Managing Interpersonal and Group Processes	100

Specialization- Production

E-403 PRO	Purchasing and Materials Management	100
E-404 PRO	Applied Operations Research	100
E-405 PRO	Transportation Management	100

Specialization- System

E-403 SYS	Database Management	100
E-404 SYS	Strategic Management of Information Technology	100
E-405 SYS	IT Application for Business	100

Specialization – Rural Management

E-403 RUR	Rural Industrialization	100
E-404 RUR	Participatory Development in Rural Areas	100
E-405 RUR	Rural Marketing	100

Specialization – Small Business and Entrepreneurship Management

E-403 SBE	New Enterprise Management	100
E-404 SBE	Entrepreneurial Development	100
E-405 SBE	Small Business Environment and Management	100

Specialization – Health Care Administration

E-403 HCA	Health Care Economics and Finance	100
E-404 HCA	Environmental Health Management and Safety Planning	100
E-405 HCA	Health and Hospital Information Systems	100

List of papers* for minor areas of specialization

SEMESTER-V

Specialization- Finance

E-503 FIN	Financial Derivatives	100
E-504 FIN	International Accounting	100
E-505 FIN	International Finance	100

Specialization- Marketing

E-503 MAR	International Marketing	100
E-504 MAR	Brand Management	100
E-505 MAR	Marketing Research	100

Specialization- Human Resource Management

E-503 HRM	Counseling Skills for Managers	100
E-504 HRM	Cross Cultural and Global Management	100
E-505 HRM	Legal Framework Governing Human Relation	100

Specialization- Production

E-503 PRO	Goal Programming in Management	100
E-504 PRO	Service Operations Management	100
E-505 PRO	World Class Manufacturing	100

Specialization- System

E-503 SYS	Security and Control Information System	100
E-504 SYS	Software Engineering	100
E-505SYS	E-Business	100

Specialization – Rural Management

E-503 RUR	Waste Land Management	100
E-504 RUR	Urban Development and Regional Planning	100
E-505 RUR	Urbanization in India	100

Specialization – Small Business and Entrepreneurship Management

E-503 SBE	Innovations and Small Business Management	100
E-504 SBE	Small Business Investment and Management	100
E-505 SBE	Small Business and Export Management	100

Specialization – Health Care Administration

E-503 HCA	Health Communication: Development and Dissemination	100
E-504 HCA	Community Health, Epidemiology and Population Management	100
E-505 HCA	Support and Utility Services and Risk Management	100

 * The list of minor specialization papers may also include papers from major group of specialization to give wider choice to the students to choose between. **Students may however note that one has to choose an area for minor specialization which is different from the area in which he/she had major specialization.**

DETAILS OF THE SYLLABUS

SEMESTER – I

E-101: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

Objectives

The objective of this paper is to familiarize the student with basic management concepts and behavioural processes in the organization.

Course Contents

Unit – I: Evolution of management thought, systems and contingency approach for understanding organizations, managerial processes, functions, skills and roles in an organization.

Unit – II: Social responsibility of business, communication.

Unit – III: Understanding and managing individual behaviour – personality, perceptions, values, attitudes, learning, work motivation, individual decision making and problem solving.

Unit – IV: Understanding and managing group processes – interpersonal and group dynamics applications of emotional intelligence in organizations, group decision making, leadership and influence process.

Unit – V: Understanding and managing organizational system – organizational decision and structure, work stress.

Suggested Reading:

1. Koontz, H and Wehrich, H. Management, 10th ed., New York, McGraw Hill, 1995.
2. Luthans, F. Organizational Behaviour, 7th ed., New York, McGraw Hill, 1995.
3. Robbins, S.P. Management, 5th ed., New Jersey, Englewood Cliffs, prentice Hall Inc, 1996.
4. Robbins, S.P. Organizational Behaviour, 7th ed., New Delhi, Prentice Hall of India, 1996.
5. Singh, Dalip Emotional Intelligence at Work, Response Books, Sage Publications, Delhi, 2001.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-102: HUMAN RESOURCE MANAGEMENT

Objectives:

In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the members of the organization. The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Contents

Unit – I: Human resource management - nature and scope, human resource management environment.

Unit – II: Human resource planning, job analysis and design, recruitment, selection, orientation and placement.

Unit – III: Training and development, performance appraisal, job evaluation and wage determination.

Unit – IV: Employees motivation, participation management, employees' welfare, promotion, transfer and separation.

Unit – V: Industrial relations and trade unions, dispute resolution and grievance management, employees' empowerment.

Suggested Readings

1. Aswathappa, K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi, 1997.
2. De Cenzo, DA & Robbins SP. 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, Sage, 1995.
5. Monappa, A. & Saiyadain M. Personnel Management, 2nd ed., New Delhi, Tata McGraw Hill, 1996.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-103: FINANCIAL ACCOUNTING FOR MANAGERS

Objectives

To acquaint the students with the basic concept and techniques of financial accounting that helps in decision making.

Course contents

Unit – I: Introduction to accounting, accounting – meaning, scope, objectives, accounting as language of business, accounting as information system, accounting principles, overview of accounting cycle.

Unit – II: Accounting records and systems, journal, ledger, subsidiary books, bank reconciliation statement and trial balance.

Unit – III: Final accounting, manufacturing, trading, profit and loss account, balance sheet, income statement with adjustment.

Unit – IV: Financial statement analysis, funds flow and cash flow statements, ratio analysis.

Unit – V: Company accounts and reporting – issue, forfeiture and re-issue of share capital and its recording; basic idea on financial reporting.

Suggested Readings:

- 1) Accounting – Text and Cases, Robert N. Anthony, David F. Hawkins and Kenneth A. Merchant, TMH Publishing Co. Ltd., New Delhi.
- 2) Introduction to Financial Accountings – Charles T. Horngren, Gary L. Sundem & John a. Elliott, Pearson Education, Asia.
- 3) Advance Accountancy – R.L. Gupta & M. Radhaswami, Sultan Chand & sons, New Delhi.
- 4) Bhattacharya S.K. & Dearden J. Accounting for Management: Text and Cases, New Delhi, Vikas, 1996.

- 5) Needless, Belverd, etc. *Financial and Management Accounting*, Boston, Houghton, Mifflin Company, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-104: QUANTITATIVE METHODS FOR MANAGERS

Objectives

To acquaint the students with the basic tools of statistics used for business decision making.

Course contents

Unit – I: Statistical basis for managerial decisions, frequency distribution & their analysis, measures of central tendency, mean, median, mode. Measures of dispersion, mean deviation from mean, standard deviation & variance.

Unit – II: Probability theory, probability distribution: Binomial, Poisson & normal distributions.

Unit – III: Testing simple hypotheses, decision rules, types of error, most powerful tests, likelihood ratio tests, randomized tests; Goodness-of-fit tests, t-test, F-test, z-test, chi-square tests, tests of independence and homogeneity,

Unit – IV: Simple linear regression, least-squares fit, statistical inference in simple linear regression, confidence intervals, prediction intervals.

Unit – V: Linear programming, graphical solution, simplex method, duality.

Suggested Reading:

1. Levin Richard I. & Rubin David S. *Statistics for Management*, New Jersey, Prentice Hall Inc., 1995.
2. Kazmir, L.J. & Phol, N.F., *Basic Statistics for Business & Economics*, New York, McGraw Hill, 1988.
3. Gupta S.P. & Gupta, M.P. *Business Statistics*, New Delhi, Sultan Chand, 1997.
4. Yamane Taro, *Statistics: An Introductory Analysis*, Harper & Row, 1973.
5. Hamdes A Taha – Operations Research.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-105: MARKETING MANAGEMENT

Objectives

The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course contents

Unit – I: Nature and scope of marketing, the marketing environment, understanding consumer and industry marketing.

Unit – II: Marketing information system and marketing research, demand measurement, market segmentation, targeting and positioning.

Unit – III: Product decisions – product mix, product life cycle, new product development, branding and packaging decisions, pricing methods and strategies.

Unit – IV: Channel management – selection, cooperation and conflict management, promotion decision – promotion mix, advertising, sales promotion, publicity and personal selling.

Unit – V: New issues in marketing-globalization, consumerism, green marketing.

Suggested Readings

1. Enis, B.M. Marketing Classics: A selection of Influential Articles, New York, McGraw Hill, 1991.
2. Kotler, Philip and Amstrong, G. Principles of Marketing, New Delhi, Prentice Hall of India, 1997.
3. Kotler, Philip, Marketing Management: analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India, 1994.
4. Ramaswamy, VS and Namakumari, S. Marketing Management: Planning, Control, New Delhi, MacMillian 1990.
5. Stanton, William, J. Fundamentals of Marketing, New York, McGraw Hill, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

SEMSTER – II

E-201: MANAGERIAL ECONOMICS

Objectives

The objective of this course is to acquaint the participants with concepts and techniques in Micro-Economic Theory and to enable them to apply this knowledge in decision-making. Emphasis is given to changes in the nature of business firms in the globalization.

Course contents

Unit-1: Nature of business decision-making, marginal and optimization: theory of demand – demand functions - shift of the demand curve, elasticity of demand, demand forecasting.

Unit-2: Utility, income and substitution effects-Hicks, revealed preference approach and demand forecasts, utility maximization;

Unit-3: Production and cost – returns to scale-Law of Variable Proportions, Profit Maximization, Cost curves- Short-run and Long-run Cost Curves, Theory of firm – profit maximization, Sales maximization.

Unit-4: Market structure – perfect competition, monopoly, price discrimination, monopolistic competition, oligopoly;

Unit-5: Macro economics aggregates and concepts – GNP and GDP – aggregate consumption- concept and measurement of national income; determination of national income – consumption function;

Suggested Readings

1. Adhikary, M. Business Economics, New Delhi, Excel Books, 2000.
2. Baumal, 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, 1995.
4. Keat, Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey, 1996.
5. Koutsoyiannis, A Modern Micro Economics, New York, Macmillan, 1991.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-202 FINANCIAL MANAGEMENT

Objectives

The purpose of this course is to acquaint the students with the broad framework of financial decision making in a business unit.

Unit – I: An introduction to Indian financial system, scope and functions of finance, objectives of financial management, use of time value of money in financial decisions.

Unit – II: Cost of capital and its significance, determining component cost of capital, cost of equity capital and the CAPM, weighted average cost of capital, valuation of bonds and equity, different types of yields on bonds, risk-return relationship: single security and two security portfolio.

Unit – III: Meaning and measures of leverage – operating and financial, EBIT – EPS analysis, indifference and financial break even point, concept of optimum capital structure, theories of capital structures – NI, NOI, and M-M hypotheses, capital structure Planning and policy.

Unit – IV: Analysis of capital budgeting decisions: features of long term investment decisions, investment evaluation criteria-NPV, IRR, PI and pay back period method, concept and determinants of working capital, estimation of working capital needs, management of working capital – receivables, inventory and cash.

Unit – V: Concept and form of dividends, issues in dividend policy, theories of dividend decision – Walter, Gordon and M-M hypotheses, mergers and acquisitions – types and benefits, financial aspects of merger.

Suggested Readings

1. Archer, Stephen H. etc. Financial Management, New York, John Wiley, 1990.
2. Bhalla, V.K. Financial Management and Policy, 2nd 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 of India, 1997.
5. Van Horne, James C. Financial Management and Policy, 10th ed., New Delhi, Prentice Hall of India, 1997.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-203: STRATEGIC COST AND MANAGEMENT ACCOUNTING

Objective

This course aims at familiarizing the students with the concepts of cost and the process of cost determination and cost management, and using accounting information in planning and decision making.

Course Contents

Unit – I: Cost accounting and management accounting, objects, types, methods and techniques, elements of cost, cost sheet; accounting for materials: purchasing and stores records, pricing of issues, inventory control techniques

Unit – II: Accounting for labour: Time keeping and time booking, idle time, overtime, methods of remuneration and incentives, labour turnover.

Accounting for overheads: concept, classification, allocation and apportionment of manufacturing overhead, absorption of manufacturing overhead.

Unit – III: Absorption and marginal costing, cost-volume profit analysis, break-even analysis; standard cost and variance analysis, material cost variance, labour cost variances, overhead variances, interpretation of variances, control of variances.

Unit – IV: Budgeting and budgetary control, flexible budget, functional budgets, master budget, zero based budgets; Process costing: process losses, normal and abnormal losses and contract costing.

Unit – V: Activity based costing, responsibility accounting, cost audit and management audit, reporting to management.

Suggested Readings

1. Smith Keith & Stephens: “Managerial Accounting” (McGraw Hill).
2. Jawahar Lal: “Managerial Accounting” (Himalaya).
3. Nigam & Sharma: “Cost Analysis & Control” (Himalaya).
4. Khan & Jain: “Cost and Management Accounting”.
5. Horngreen: “Cost Accounting” (Prentice Hall).

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-204: INDIAN ETHOS AND VALUES

Objectives

To acquaint the students with the Indian Ethos & Values for taking better managerial decisions.

Course contents

Unit – I: Model of management in the Indian socio-political environment; work ethos.

Unit – II: Indian heritage in production and consumption; Indian insight into TQM.

Unit – III: Problems relating to stress in corporate management – Indian perspective.

Unit – IV: Teaching Ethics; trans-cultural human values in management education; relevance of values in management; need for values in global change – Indian perspective.

Unit – V: Values for managers; holistic approach for managers in decision making; secular versus spiritual values in management; 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. Drucker, P: Managing in Turbulent Times, Pan Books London 1983.
3. Kumar, S and N.K. UBEROI: Managing secularism in the New Millennium, Excel Books 2000.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-205: MANAGEMENT SCIENCE

Objectives

The objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision making.

Course Contents

Unit – I: Management science – Basic concepts and its role in decision making; sensitivity analysis.

Unit – II: Integer programming branch and bound algorithm; transportation and assignment models including trans-shipment and routing problems.

Unit – III: Queuing theory; inventory management techniques.

Unit – IV: PERT/CPM; decision theory and decision trees.

Unit – V: Game theory; goal programming, simulation.

Suggested Readings

1. Budnik, Frank S. Dennis Mcleavey, Recharad Mojena Principles of Operations Research, 2nd ed., Richard Irwin, Illinois – All India Traveler Bookseller, New Delhi, 1995.
2. Gould, FJ etc. Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1993.
3. Mathur, K and Solow, D. Management Science, Englewood Cliffs, New Jersey, Prentice Hall of Inc., 1994.
4. Narag A.S. Liner Programming and Decision Making, New Delhi, Sultan Chand, 1995.
5. Sharma, J.K. Operations Research: Theory and Applications, New Delhi, Macmillan India Ltd., 1997.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

SEMESTER – III

E-301: RESEARCH METHODOLOGY

Objectives

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Course contents

Unit – I: Nature and scope of research methodology; problem formulation and statement of research objectives; value and cost of information – Bayesian decision theory.

Unit – II: Organization structure of research; research process; research designs – exploratory, descriptive and experimental research designs.

Unit – III: Methods of data collection – observational and survey methods; questionnaire design; attitude measurement techniques; motivational research techniques; administration of surveys; sample design.

Unit – IV: Selecting an appropriate statistical technique; field work and tabulation of data; analysis of data; use of SPSS and other statistical software packages; advanced techniques for data analysis – ANOVA, Discriminant analysis, factor analysis, conjoint analysis.

Unit – V: 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, 1983.
3. Fowler, Floyd J.Jr., Survey Methods, 2nd 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, 30th ed., Sultan Chand, New Delhi, 2001.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-302: COMPUTERS FOR MANAGEMENT

Objectives

The objectives of this course include developing an appreciation of different software and hardware systems available in the industry among the participants and build up the experience of computer usage in business organizations with specific reference to commercial data processing systems.

Course Contents

Unit – I: Introduction to computer - basic block designs, input block output devices, hardware and software, generation of computer, computer languages

Unit – II: Operating system: example DOS, Window, Unix, Linux, Types of OS, basic block design, job at OS.

Unit – III: Communication technology: switching mechanism, TCP / IP, OSI – ISO, topology, LAN (Router, switch, hub), WAN, concept of internet.

Unit – IV: Programming concepts: data flow diagrams, database concept, RDBMS structure.

Unit – V: IT application in different functional areas its advantage and disadvantage (finance, marketing, HR, manufacturing etc.).

Unit – VI: Data and information: data, information, data processing, data process Vs information process.

Unit – VII: Practical use of computer, word process, spread sheet, presentation, Ms-access.

Suggested Readings

1. Burch, John and Grudnitski Gary, Information Systems: Theory and Practice, 5th ed., New York, John Wiley.
2. David, Van Over, Foundations of Business Systems, Fort Worth, Dryden, 1992.
3. Eliason, AL. On-line Business Computer Applications, 2nd ed., Chicago, Science research Associates, 1987.
4. Estrada, Susan, Connecting to the Internet, Sebastopol, CA, O'Reilly, 1993.
5. John, Moss Jones, Automating Managers: The Implications of Information Technology for Managers, London, Pinter, 1990.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

(Plus three papers from major area of specialization)

SEMESTER – IV

E-401: BUSINESS ENVIRONMENT

Objectives

Unit - I: Private, public and joint sectors: State policy in regard to industrial development inners of sectors. Enterprise location: State policy regarding location of industrial enterprises-regional economic imbalances – development of backward regions.

Unit - II: Size and expansion of industrial units: Size of enterprise and policy in regard to monopoly – FERA foreign collaboration – import substitution – joint ventures abroad – opportunities of diversification.

Unit – III: Management of enterprises: Company law, administration and professionalization of management – indigenisation of foreign companies in India.

Unit – IV: Financing of enterprises: Policies affecting capital formation internal financing and dividend policy.

Unit – V: Marketing aspects: Pricing policies of the state affecting enterprise – material procurement, (State Trading) import substitution, ancillary industry development and vendor development – distribution and restrictive trade practices – transportation bottle necks – mass retailing and consumer co-operative movement.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-402: PRODUCTION MANAGEMENT

Objectives

The course is designed to acquaint the students with decision making in: Planning, scheduling and control of production and operation functions in both manufacturing and services; productivity improvement in operations through layout engineering and quality management etc; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Course Contents

Unit – I: Nature and scope of production and operations management; facility location; types of manufacturing systems and layouts; layout planning and analysis.

Unit – II: Material handling – principles – equipments, line balancing – problems; operation decisions – production planning and control - In mass production – in batch / job order manufacturing.

Unit – III: Capacity planning – models; process planning – aggregate planning – scheduling – maintenance management concept – work study, method study, work measurement, work sampling, work environment – industrial safety.

Unit – IV: Material management: an overview of material management, material planning budgeting and material requirement planning; purchase management; stores management.

Unit – V: Quality assurance – acceptance sampling, statistical process control, total quality management; ISO-9000; maintenance management; safety management.

Suggested Readings

1. Adam, E.E & Ebert, RL. 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. Modern 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.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

(Plus three papers from major area of specialization)

SEMESTER – V

E-501: BUSINESS POLICY

Objectives

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

Course Contents

Unit – I: Business policy as a field of study; general management point of view; vision, mission, objectives and policies.

Unit – II: Environmental analysis and internal analysis.

Unit – III: SWOT analysis; tools and techniques for strategic analysis; impact matrix; the experience curve; BCG matrix; GEC model; industry analysis.

Unit – IV: Concept of value chain; strategic profile of a firm.

Unit – V: 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, 6th ed., Homewood, Illinois, Richard D. Irwin, 1987.
4. Glueck, William F. Strategic Management and Business Policy, 3rd ed. New York, McGraw Hill, 1988.
5. Hax, A.C. and Majluf, N.S. Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-502: BUSINESS LEGISLATION

Objectives

The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.

Course contents

Unit – I: The Indian Contract Act, 1872, essentials of a Valid Contract, void agreements, performance of contracts, breach of contract and its remedies, quasi contracts.

Unit – II: The Sale of Goods Act, 1930, formation of a contract, rights of an unpaid seller.

Unit – III: The Negotiable Instruments Act, 1881, nature and types, negotiation and assignment, Holder-in-Due Course, Dishonor and Discharge of a negotiable instrument.

Unit – IV: The Companies Act, 1956, nature and types of companies, formation and memorandum and articles of association, prospectus, allotment of shares, shares and share capital, membership, Borrowing Powers, Management and Meeting, Accounts and Audit, Winding up.

Unit – V: Consumer Protection Act, 1986, Cyber Law.

Suggested Readings

1. Avtar Singh, Company law, 11th ed. Lucknow, Eastern, 1996.
2. Khergamwala, 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.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

(Plus three papers from minor area of specialization)

SEMESTER – VI

E-601: MANAGEMENT INFORMATION SYSTEM

Objective

The objective of the course is to develop the basic understanding of the decision support system of the artificial intelligence for business organization.

Course Contents

Unit – I: Introduction: MIS, EIS, DSS, TPS, Data Life cycle, management misinformation systems, decision making and MIS.

Unit – II: MIS: How MIS works, information system level, types of information system, registrance of MIS, implementing MIS, features of MIS, components of MIS.

Unit – III: DSS: definition, architecture of DSS, characteristic of DSS, component of DSS, group decision support system, DSS generation, DSS tools.

Unit – IV: Data modeling: data model, data modeling concepts, hierarchies model, network model, relational model, normalization, CODD '12' rule, ER diagram.

Unit – V: Emerging trends technology, Expert System, knowledge management, A.I., data mining, data warehousing, ECRM.

Unit – VI: Software security: threats, virus, method of safety, cryptography, DES.

Unit – VII: Decision making: models of D.M, Simon's model, simulation.

Suggested Readings

1. Keen, peter G.W.: Decision Support System an Organisational Perspective Addison-Wesley Pub.
2. Theierauff, Robert J. Decision Support System for effective planning – Prentice Hall – 1982.
3. Kroger, Donald W., and Hugh J. Watson Computer Based Information System New York, 1984.

4. Davis, Michael W. A management Approach – Macmillan Publishing company, Prentice Hall, New Jersey, 1988.
5. Andrew P. Decision support System Engineering, Sage, John Wiley & Sons, New York, 1991.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-602: STRATEGIC MANAGEMENT

Objectives

The objective of this course is to develop understanding about strategic processes and their impact on a firm.

Course Contents

Unit – I: Nature and scope of strategic management; strategic intent and vision; concept of core competence, capability and organizational learning.

Unit – II: Process of strategy planning and implementation.

Unit – III: Strategy and structure; organizational values and their impact on strategy.

Unit – IV: Power games amongst competing players; chief executive and board; work of top management; turnaround management.

Unit – V: Management of strategic change; mergers and acquisitions; strategic management in an international firm; strategy and corporate evolution in Indian context.

Suggested Readings

1. Chakravorty, S.K. Managerial Transformation through Values, New Delhi, Sage, 1993.
2. David Fred, Strategic Management, 7th 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 Prahalad, C.K. Competing for the Future, Boston, Havard Business School Press, 1994.
5. Jemison, D.B. and Haspeslagh, P.C. Managing Acquisitions: Creating Value through Corporate Renewal, New York, Free Press, 1991.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-603: CORPORATE GOVERNANCE

Objectives

To create appreciation among the students for the different facets of corporate governance.

Course contents

Unit – I: Corporate governance and performance, an overview of corporate governance, corporate governance system in India, internal control mechanisms ownership concentration, outside control mechanism, alternative governance systems.

Unit – II: Takeovers and mergers in practice, the pace of merger activity, legal and regulatory framework, regulation of takeover activity, antitrust policies, regulatory bodies, regulation by publicity.

Unit – III: Mergers and acquisitions in theory and practice strategic process, theories of mergers and tender offers, empirical tests of mergers and acquisitions performance.

Unit – IV: Valuation and restructuring, alternative approaches to valuation, restructuring organizations, choice of restructuring methods, financial restructuring..

Unit – V: Strategies for creating value, share repurchase, takeover defenses, use of and major types of share repurchase, strategic perspectives financial defensive measures, methods of resistance.

Suggested Readings

1. Weston, J. Fred, Siu, Juan A, Johnson, Brian A. (2002), Takeovers Restructuring and Corporate Governance, Pearson Education, Asia, Delhi.

E-604: DISSERTATION

(Equivalent to **two** papers)

**LIST OF PAPERS FOR
MAJOR AREAS
OF
SPECIALISATION WITH DETAIL SYLLABUS**

FINANCE

E-303 FIN: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objectives

The objective of this course is to impart knowledge to students regarding the theory and practice of security analysis and investment decision making process.

Course Contents

Unit – I: Introduction to investment on financial assets, investment objectives; estimation of return and risk – single security and portfolio of security, risk return relationship when ρ (rho) varies from '+1 to -1', portfolio construction diversities unsystematic risk.

Unit – II: Investment decision through fundamental analysis, bond valuation; types of bond yields; bond price theorem; term structure of interest rates; duration, equity valuation – DD model; P/E ratio; bonus issue and equity valuation.

Unit – III: Portfolio selection through Markowitz model, risky assets only out of owned fund for both risk and risk free assets; when $LR = BR$ out of owned funds risk assets only when $LR = BR$ out of both owned and borrowed funds, risky assets only when $BR > LR$, portfolio selection – use of Lagrangian multiplier technique, capital asset pricing model; arbitrage pricing theory, portfolio selection – Sharpe method.

Unit – IV: Portfolio management, passive management, active management, portfolio performance evaluation, Sharpe's measure, Tremor's measure, diversification measure, Jensen's differential measure.

Unit – V: Technical analysis: Dow theory and Elliot wave theory, technique of technical analysis, moving average, oscillator, relative strength index, rate of change, moving average convergence and divergence, efficient market hypotheses – weak, semi and strong form of market efficiency.

Suggested Readings

1. Amling, Frederic, Investment. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983.
2. Bhalla, V.K. Investment Management: Security analysis and Portfolio Management, 8th ed., New Delhi, S. Chand, 2001.
3. Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management, 6th ed., New Delhi, Prentice Hall of India, 1995.
4. Fuller, Russell J. and Farrell, James L. Modern Investment and Security Analysis, New York, McGraw Hill, 1993.
5. Haugen, Robert H. Modern Investment Theory, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-304 FIN: PROJECT PLANNING AND APPRAISAL METHOD

Objectives

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.

Course Contents

Unit – I: Generation and screening of project idea.

Unit – II: Capital expenditure; importance and difficulties; market demand and situational analysis.

Unit – III: Technical analysis; financial analysis; analysis of project risk; firm risk and market risk; social cost benefit analysis; multiple projects and constraints.

Unit – IV: Network techniques for project management; project review and administrative aspects.

Unit – V: 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 Readings

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, 2nd ed. New Delhi, Anmol, 1998.
4. Chandra, Prasanna, Project: Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill, 1987.
5. Dhankar, Raj S. Financial Management of Public Sector Undertakings, New Delhi, Westville, 1995.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-305 FIN: WORKING CAPITAL MANAGEMENT

Objectives

The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective working capital management.

Course contents

Unit – I: Concept of working capital management, importance of working capital, kinds of working capital, factors determining working capital, estimating working capital requirements.

Unit – II: Management of cash – motives for holding cash and marketable securities; cash system, managing the cash flows, types of collection systems, cash concentration strategies, disbursement tools, investment in marketable securities; forecasting cash flows; managing corporate liquidity and financial flexibility; measures of liquidity, determining the optimum level of cash balances – Baumol model, Beranek model, Miller-Orr model, stone model.

Unit – III: Receivable management – determining the appropriate receivable policy, marginal analysis, credit analysis and decision, Heuristic approach, Discriminant analysis, sequential decision analysis.

Unit – IV: Inventory management-kinds of inventories, benefits and costs of holding inventories, inventory management and valuation, inventory control models; short-term

financing; programming working capital management; integrating working capital and capital investment processes.

Unit – V: Monetary system; money market in India; banking system in India: the restructuring process; working capital control and banking policy in India; instruments of the international money market; managing short-term international transactions.

Suggested Readings

1. Bhalla, V.K. Working Capital Management: Text and Cases, 4th ed., Delhi, Anmol, 2001.
2. Hampton J.J. and C.L. Wagner Working Capital Management, John Wiley & Sons, 1989.
3. Mannes, T.S. and J.T. Zietlow Short-term Financial Management, West Pub. Co., 1993.
4. Scheer, F.C. Modern Capital Management, Prentice Hall, 1989.
5. Smith, Keith V. and G.W. Gallinger Readings on Short-term Financial Management, 3rd ed., west Pub. Co., 1988.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-403 FIN: MANAGEMENT CONTROL SYSTEM

Objectives

The main objectives of the course is to appraise the students the about the concept of management control system as well as its role in efficient management of public system organizations.

Course contents

Unit – I: Management control – an overview: nature, scope and concept of management control systems, organization goals, strategic planning and implementations, organization structure, contingency theory, organizational climate, position of controller in the organization structure of an organization.

Unit – II: Management control process: programming, budgetary planning and procedures, budgetary control, analysis of variances, flexible budgeting, zero-base begetting, performance budgeting, accounting aspects of control including internal audit and control and value for money, analysis and reporting, variance reporting.

Unit – III: Management control structure: responsibility centre, responsibility accounting, cost centre, profit centre, inter-divisional transfer pricing, measurement of divisional performance including performance evaluation – qualitative and quantitative, investment centre.

Unit – IV: Behavioural aspects of management control: motivation and morale, goal congruency, participative and responsive management, human as a part of information process, learning curves.

Unit – V: Management control in specialized organization: selected case studies on non-profit and public service organizations.

Suggested Readings

1. Anthony, R.N. and Govindrajan V. Management Control Systems, 8th ed., Taraporevala, Chicago, Irwin, 1995.
2. Emmanuel, C and Otley, D. Accounting for Management Control, London, Nostrand Reinhold, 1985.

3. Ghosh, P.K. and Gupta, G.S. Cost Analysis and Control, New Delhi, Vision 1985.
4. Glynn, JJ. Value for Money: Auditing in Public Sector, London, Prentice Hall Inc., 1985.
5. Hersey, P and Blanchard, HB. Management of Organisation Behaviour: Utilizing Human Resources, New Delhi, Prentice Hall of India, 1988.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-404 FIN: CORPORATE TAXATION

Objectives

The objective of the course is to acquaint the participant with the implication of tax structure and corporate profit planning in operational as well as strategic terms.

Course Contents

Unit – I: Basic concepts of income tax; residential status of a company; computation of income under different heads of income.

Unit – II: Set off and carry forward of losses, deductions and exemptions in additional tax on undistributed profits.

Unit – III: Companies profit surtax act; computation of tax liability.

Unit – IV: Meaning and scope of tax planning and location of undertaking, type of activity, ownership pattern, tax planning regarding dividends policy, issue of bonus shares, inter corporate dividends and transfers.

Unit – V: Tax planning relating to amalgamation and merger of companies; tax considerations in respect of specific managerial decision like make or buy, own or lease, close or continue, sale in domestic markets or exports; replacements and capital budgeting decisions, etc; tax planning in respect of managerial remuneration, foreign collaborations and joint ventures; implications of avoidance of double taxation agreements.

Suggested Readings

1. Ahuja, GK & Gupta, Ravi Systematic Approach to Income Tax, Allahabad, Bharat Law House, 1999.
2. Iyengar, AC. Sampat Law of Income Tax, Allahabad, Bharat Law House, 1981.
3. Kanga, JB and Palkhivala, NA. IncomeTax, Bombay, Vol. 1-3, NM. Tripathi.
4. Ranina, HP. Corporate Taxation: a Handbook, 2nd ed., New Delhi, Oriental Law House, 1985.
5. Singhanian, VK. Direct Taxes: Law and Practice, Delhi, Taxman, 1991.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-405 FIN: CORPORATE RESTRUCTURING

Objectives

To acquaint the students with the concept and process of corporate restructuring.

Course Contents

Unit – I: Corporate restructuring – introduction, types of corporate restructuring, importance of corporate restructuring, reason for success of corporate restructuring, reason for failure of corporate restructuring.

Unit – II: Mergers and acquisitions, types of combinations, forms of merger, significance of mergers, analysis of mergers and acquisitions.

Unit – III: Financial aspects of mergers and acquisitions, evaluation of merger through DCF technique, estimation of cash flow, estimation of cost of capital, estimation of terminal value, estimation of value per share.

Unit – IV: Financing a merger, cash offer, exchange of shares, impact on EPS, merger negotiations, significance of P/E ratio, leveraged buy outs, management buy outs, tender offer.

Unit – V: Regulation of mergers on acquisitions, legal measures against takeovers, refusal to register the transfer of shares, protection of minority shareholders' interest, guideline for takeovers, legal procedures, accounting principle for mergers and acquisitions.

Suggested Readings

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

MARKETING

E-303 MAR: CONSUMER BEHAVIOUR

Objectives

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 Contents

Unit – I: Introduction to consumer behaviour, consumer behaviour and marketing strategy.

Unit – II: Consumer motivation, information processing and consumer perception.

Unit – III: Consumer attitudes and attitude change, influence of personality and self concept on buying behaviour.

Unit – IV: Psychographics and lifestyle, reference group influence, diffusion of innovation and opinion leadership.

Unit – V: Consumer involvement and decision making, models of consumer behaviour decision making – input process output model, Nikosia model, Howard-Sheth model, Engell-Kollat-Blackwell model

Suggested Readings

1. Assail, H. Consumer Behaviour and Marketing Action, Ohio, South western, 1995.
2. Engle, JF. Etc. Consumer Behaviour, Chicago, Dryden Press, 1993.
3. Howard, John A. etc. Consumer Behaviour in Marketing, Englewood Cliffs, New Jersey, prentice Hall Inc. 1989.
4. Hawkins, DI. Etc. Consumer Behaviour: Implications for Marketing Strategy, Texas, Business, 1995.
5. Mowen, John C. Consumer Behaviour, New York, MacMillan, 1993.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-304 MAR: ADVERTISING MANAGEMENT

Objectives

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

Course Contents

Unit – I: Advertising's role in the marketing process, legal, ethical and social aspects of advertising, advertising organization.

Unit – II: Advertising – Retail, National, Cooperative, Political, International, Public Service Advertising, Process of Communication, Theory of Cognitive Dissonance, Stimulation of Primary and Selective Demand.

Unit – III: Objective Setting, Determination of Target Audience, Market Positioning, DAGMAR Approach, AIDA Model.

Unit – IV: Building of Advertising Programme-Message, Headlines, Copy, Logo, Illustration, Appeal, Layout; Campaign Planning, Media Planning and Budgeting Evaluation.

Unit – V: Effectiveness of an Advisory Programme – Pre Test and Post Test, Sales Promotion – Tools and Techniques.

Suggested Readings

1. Aaker, David A. etc. Advertising Management, 4th ed., New Delhi, Prentice Hall of India, 1985.
2. Beleh, George E and Beleh, Michael A. Introduction to Advertising and Promotion, 3rd ed. Chicago, Irwin, 1995.
3. Borden, William H. Advertising, New York, John Wiley, 1981.
4. Hard, Norman. The Practice of Advertising, Oxford, Butterworth Heinemann, 1986.
5. Kleppner, Otto, Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-305 MAR: SALES AND DISTRIBUTION MANAGEMENT

Objectives

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.

Course Contents

Unit – I: Nature and scope of sales management; setting and formulating personal selling objectives; recruiting and selecting sales personnel; developing and conducting sales training programmes.

Unit – 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.

Unit – III: Developing and managing sales evaluation programme; sales cost and cost analysis.

Unit – IV: 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; managing marketing channels.

Unit – V: Marketing channel policies and legal issues; information system and channel management; assessing performance of marketing channels; international marketing channels.

Suggested Readings

1. Anderson, R. Professional Sales Management, Englewood Cliffs, New Jersey, Prentice Hall of Inc., 1992.
2. Anderson, R. Professional Personal Selling, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
3. Buskirk, RH and Stanton, WJ. Management of Sales Force, Homewood Illinois, Richard D. Irwin, 1983.
4. Dalrymple, DJ. Sales Management: Concepts and Cases, New York, John Wiley, 1989.
5. Johnson, EM etc. Sales Management: Concepts, Practices and Cases, New York, McGraw Hill, 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-403 MAR: STRATEGIC MARKETING

Objectives

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

Course Contents

Unit – I: Market situation analysis; analysis of competitor’s strategies and estimating their reaction pattern and competitive position.

Unit – II: Market leader strategies – expanding the total market, protecting market share, expanding market share; market challenger strategies – choosing and attack strategy market follower strategies; market Nicher strategies.

Unit – III: Competitive market customer and competitor orientations, industry segmentation and competitive advantage.

Unit – IV: Product differentiation and brand positioning, competitive pricing.

Unit – V: Competitive advertising, role of sales promotion in competitive marketing.

Suggested Readings

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 Hall 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.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-404 MAR: MARKETING OF SERVICES

Objectives

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.

Course Contents

Unit – I: The emergence of service economy, nature of services, marketing of services – concepts and issues, classification of services, goods and service marketing, designing service strategy, marketing challenges in service businesses.

Unit – II: Marketing of financial services – consumer banking, insurance services, lease, hire purchase and housing finance, need for marketing global competition, customer satisfaction.

Unit – III: Management and marketing of tourism in India, hospitality marketing, the Indian scene.

Unit – IV: Marketing of health services, professional education – marketing of services, marketing of professional support services – implication for advertising agencies.

Unit – V: Marketing of logistic and public utilities in India.

Suggested Readings

1. Lovelock, Christopher H. Managing Services: Marketing Operations and Human Resources, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
2. Lovelock, Christopher H. Services Marketing, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. McDonald, Malcolm and Payne, A. Marketing Planning for services, Butterworth, Heinemann, 1996.
4. Newton MP Payne, A. The Essence of Services marketing, New Delhi, Prentice Hall of India, 1996.
5. Verma, HV. Marketing of Services, New Delhi, Global Business Press, 1993.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-405 MAR: RETAIL MANAGEMENT

Unit – I: Introduction to the world of retailing, retail mix, retailing defection, structure, store - based retailing, electronic and non-store retailing.

Unit – II: Retailing customers, customer buying behaviour – cultural and social group influence, the buying process, site selection, retail store location – customer traffic flow and analysis, population and its mobility. Stores layout, design and visual merchandise. Creative display.

Unit – III: Merchandise plan way – stock turns credit management, retail pricing, return as per square feet of space. Retailing Promotion, Buying merchandising, supply chain management, ware housing, role of IT in supply chain management.

Unit – IV: Purchasing, direct marketing / direct selling, Exclusive shops, destination stores – chain stores – discount stores and other current and emerging shop.

Unit – V: Technology in retailing, store management, customer service.

Suggested Readings

1. Retailing Management, Levy & Weitz, Tata McGraw Hill.
2. Retailing Management, Andrew J. New Man & Peter Cullen – Thomas * Leaning.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HUMAN RESOURCE MANAGEMENT

E-303 HRM: INDUSTRIAL RELATIONS

Objectives

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.

Course Contents

Unit – I: Industrial relations perspectives; industrial relations and the emerging socio-economic scenario; industrial relations and the state.

Unit – II: Legal frame work of industrial relations; role and future of trade unions; trade union and the employee; trade union and the management.

Unit – III: Discipline and grievance management; negotiation and collective settlements.

Unit – IV: Participative management and co-ownership; productive bargaining and Gain sharing.

Unit – V: Employee empowerment and quality management; industrial relations and technological change.

Suggested Readings

1. Kochan, TA & Katz Henry, Collective Bargaining and Industrial Relations, 2nd ed. Homewood, Illinois, Richard D Irish, 1988.
2. Mamkootam, K Trade Unionism, Myth and Reality, New Delhi, Oxford University Press, 1982.
3. Niland JR etc. The Future of Industrial Relations. New Delhi, Sage, 1994.
4. Popola, TS & Rodgers, G. Labour Institutions and Economic Development in India, Geneva, ILO, 1992.
5. Ramaswamy, EA. The Rayon Spinners, The Strategic Management of Industrial Relations, New Delhi, Oxford University Press, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-304 HRM: MANAGEMENT TRAINING AND DEVELOPMENT

Objectives

The purpose of this paper 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.

Course Contents

Unit – I: Training process – an overview; role, responsibilities and challenges to training managers.

Unit – II: Organization and management of training function; training needs assessment and action research; instructional objectives and lesson planning; learning process.

Unit – III: Training climate and pedagogy; developing training modules.

Unit – IV: Training methods and techniques; facilities planning and training aids; training communication.

Unit – V: Training evaluation; training and development in India.

Suggested Readings

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, 2nd 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.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-305 HRM: HUMAN RESOURCE DEVELOPMENT STRATEGIES AND SYSTEM

Objectives

The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for HRD.

Course contents

Unit – I: Field of HRD – Concepts, goals, challenges; HRD climate and practices in India.

Unit – II: Staffing HRD function; developing HR strategies.

Unit – III: HRD system design principles; design & administration of select HRD systems.

Unit – IV: HRD for workers; HRD intervention.

Unit – V: HRD approaches for coping with organizational changes; case studies of HRD in Indian organizations.

Suggested Readings

1. Dayal, Ishwar, Successful Applications of HRD, New Delhi, New Concepts, 1996.
2. Dayal, Ishwar, Designing HRD Systems, New Delhi, Concept, 1993.
3. Kohli, Uddesh & Sinha, Dhama P. HRD – Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 1995.
4. Maheshwari, BL & Sinha, Dhama P. Management of Change Through HRD, New Delhi, Tata McGraw Hill, 1991.
5. Pareek, U. etc. Managing Transitions: The HRD Response, New Delhi, Tata McGraw Hill, 1992.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-403 HRM: MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE

Objectives

Recent years have witnessed rapid technological changes affecting industry and business in different ways. This course aims to discuss the major aspects of technological change and the kind of human resource management strategies and steps which may equip the organization and its human resources to adequately cope with such changes.

Course contents

Unit – I: Manpower management in the 21st century; environmental context of human resource management; the emerging profile of human resources.

Unit – II: Special features of new technology; concept and process of technological innovation.

Unit – III: Organizational implications of technological change; human resource implications of technological change.

Unit – IV: Performance/potential evaluation in the context of new technology; technology Transfer with human face.

Unit – V: New issues in manpower training and career development.

Suggested Readings

1. Clark, Jon. Managing Innovation and Change, University of Southampton, 1995.
2. Clark, Jon. Human Resource Management and Technological Change, London, Sage, 1993.
3. Campbell, A and Warner, M. New Technology, Skills and Management, London, Routledge, 1992.
4. Rastogi, PN. Management of Technology and Innovation, New Delhi, Sage, 1995.
5. Warner, M. New Technology and Manufacturing Management, London, Wiley, 1990.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-404 HRM: COMPENSATION MANAGEMENT

Objectives

The course is designed to promote understanding of issues related the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills, in designing, analyzing and restructuring reward management systems, policies and strategies.

Course Contents

Unit – I: Conceptual and theoretical understanding of economic theory related to reward management; competitive imperatives: productivity, quality, service, speed, learning.

Unit – II: Planning for improved competitiveness; diagnosis and bench marking, obtaining commitment; determination of inter and intra-industry compensation differentials; internal and external equity in compensation systems; understanding tools used in designing.

Unit – III: Improving and implementing compensation packages; compensation designs for specific type of human resources like compensation of chief executives, senior managers, R & D staff, etc.

Unit – IV: Understanding different components of components of compensation packages like fringe benefits, incentives and retirement plans; compensation systems.

Unit – V: Statutory provisions governing different components of reward systems; working of different institutions related to reward system like wage boards, pay commissions.

Suggested Readings

1. Armstrong, Michel and Murlis, Helen, Reward Management: A Handbook of Salary Administration, London, Kegan Paul, 1988.
2. Bergess, Lenard R. Wage and Salary Administration, London, Charles E-Merrill, 1984.
3. Capeman, George, Employees Share Ownership, New York, Kogan Page, 1991.
4. Hart, Robert A. Economics of Non-Wage Labour Costs, London, George Aller and Unwin, 1984.
5. Henderson, Richard I. Compensation Management: Rewarding Performance, 6th ed. Englewood Cliffs, Prentice Hall Inc., 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-405 HRM: MANAGING INTERPERSONAL AND GROUP PROCESSES

Objectives

The purpose of this course is to advance understanding regarding interpersonal and group processes and help the participants to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.

Course Contents

Unit – I: Group as a medium of learning; developing and change.

Unit – II: Group cohesiveness; influence processes.

Unit – III: Interpersonal communication; interpersonal awareness and feedback process.

Unit – IV: Interpersonal trust; group decision making.

Unit – V: Group synergy, team building.

Suggested Readings

1. Bennis, WG. Essay in Interpersonal Dynamics, USA, Dorsey Press, 1979.
2. Kolb, D. etc. Organisational Behaviour: An Experiential Approach, 5th ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
3. Kolb, D. etc. Organisational Behaviour: Practical Readings for Management, 5th ed. Englewood Cliffs, New Jersey, Prentice Hall of India, 1991.
4. Mainiero, LA & Tromley CL. Developing Managerial Skills in OB. New Delhi, Prentice Hall of India, 1985.
5. Moore, M.D. etc. Inside Organizations: Understanding the Human Dimensions, London, Sage, 1988.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PRODUCTION

E-303 PRO: TOTAL QUALITY MANAGEMENT

Objectives

The objectives of this course is to acquaint the students with to make clear to candidates the basic concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification Systems – ISO 9000 and other standards and their applicability in design manufacturing quality control and services, to closely interlink management of quality, reliability and maintainability for total product assurance; to focus on quality of services in contemporary environment.

Course Contents

Unit – I: Basic concept of total quality (TQ); evolution of total quality management; components of TQ loop; conceptual approach to S.Q.C. acceptance sampling and inspection plans.

Unit – II: Statistical process control; process capability studies; humanistic aspects of TQM; management of Q.C. and Z.D. programmes; quality improvement teams; Q-7 tools.

Unit – III: Quality costs; Taguchi loss function; functional linkage of quality with reliability and maintainability.

Unit – IV: Failure analysis; (FTA / FMEA) and optimum maintenance decisions; total productive maintenance (TPM).

Unit – V: Quality audits; lead assessment and ISO-9000 standards; marketing aspects to T.Q.; total quality of services; total quality and safety; six sigma.

Suggested Readings

1. Carruba, Eugene R and Gorden, Ronald D. Product Assurance Principles: Integrating Design Assurance & Quality Assurance, New York, McGraw Hill, 1991.
2. Grant, Eu-gene L and Leavenworth, Richards, Statistical Quality Control, McGraw Hill, New York, 1991.
3. Ireson W.G. and Coombas, CP. Handbook of Reliability Engineering & Management, New York, McGraw Hill, 1988.
4. Lochner, Robert H. and Matar, Joseph E. Designing for Quality, London, Chapman & Hill, 1990.
5. Pike, John and Barnes, Richard, TQM in Action, London, Chapman & Hill, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-304 PRO: PRODUCTION PLANNING AND CONTROL

Objectives

To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions on one hand and the real world problems on the other in production planning and control.

Course Contents

Unit – I: Production planning and control function; material requirement planning.

Unit – II: Production-inventory systems; forecasting for inventory and production control.

Unit – III: Aggregate planning; job shop planning; scheduling and control; just-in-time production.

Unit – IV: Line balancing; planning for high volume standardized products; procedures and documentation in production planning and control.

Unit – V: Application of computers; ERP.

Suggested Readings

1. Burbidge, John L. Principles of Production Control, London, Donald and Evans, 1981.
2. Caubang, Ted C. Readings on Production Planning and Control, Geneva, ILO.
3. Greene, James H. Production and Inventory Control Handbook, New York, McGraw Hill, 1987.
4. Mc Leavey, Dennis W and Narasimhan, SL. Production and Inventory Control, Boston, Allyn and Bacon, 1985.
5. Peterson, R and Silver, EA. Decision Systems for Inventory Management and Production Planning, New York, John Wiley, 1979.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-305 PRO: LOGISTIC MANAGEMENT

Objectives

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

Course contents

Unit – I: Introduction to logistics and its interface with production and marketing; measures of logistics; physical distribution and logistics.

Unit – II: Logistics system analysis and design; warehousing and distributing centers; locations.

Unit – III: Transportation systems: facilities and services; dispatch and routing decisions and models.

Unit – IV: Inventory management decisions: logistics audit and control; packaging and materials handling.

Unit – V: International logistics management; logistics future directions.

Suggested Readings

1. Bhallau, Renald H. Business Logistics Management, Englewood Cliffs, New York, Prentice Hall Inc., 1992.
2. Beal K. A Management Guide to Logistics engineering, USA Institute of Production Engineering, 1990.
3. Benjamin S.B. Logistics Engineering and Management, Englewood Cliffs, New York, Prentice Hall Inc., 1996.

4. Bowersox, DJ and Closs, D.H. Logistics Management. A System Integration of Physical Distribution, New York, MacMillan, 1986.
5. Christopher, M. Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services, London, Pitsman, 1992.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-403 PRO: PURCHASING AND MATERIALS MANAGEMENT

Objectives

The key objective of this course is to acquaint the students with decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations; cost-reduction techniques in pre-purchase, purchase and post-purchase systems; modern material planning and delivery systems like MRP and JIT and material handling and logistics systems.

Course Contents

Unit – I: Role of purchasing and materials management – objectives, organization and interrelationships, determination and description of material quality, material planning in push and pull system, MRP and JIT.

Unit – II: Determination and description of material quality – receiving and incoming quality inspection, acceptance sampling plans, vendor-process capability; cost-reduction techniques – standardization, simplification and variety reduction; value analysis and engineering.

Unit – III: Make or buy decisions, purchasing research, sources of supply, price determination and negotiation vendor rating, selection and development, legal aspects of purchasing, public purchasing and tendering; international purchasing – procedures and documentation.

Unit – IV: Purchasing of capital equipment –appraisal methods, evaluating suppliers' efficiency, stores layout, classification and codification; material logistics – warehousing management, material handling, traffic and transportation, disposal of scrap, surplus and obsolete materials.

Unit – V: Inventory control of spare parts, material information system.

Suggested Readings

1. Ansari A and Modarress B. JIT Purchasing, New York, Free Press, 1990.
2. Baily P. etc. Purchasing Principles and Management, London, Pitman, 1994.
3. Burt, david N. Proactive Procurement, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
4. Dobler, D.W. etc. Purchasing and Materials Management, New York, McGraw Hill, 1990.
5. Dutta, A.K. Integrated Materials Management, New Delhi, PHI, 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-404 PRO: APPLIED OPERATIONS RESEARCH

Objectives

The course is designed to introduce the students to the principles of operations research techniques and their applications in decision making students will also be required to use computer packages for data processing purposes.

Course Contents

Unit – I: Parametric and sensitivity analysis; inventory control models under uncertainty.

Unit – II: Applied queuing models; networks models.

Unit – III: Non-linear optimization techniques-quadratic programming.

Unit – IV: Portfolio management problem; replacement models and policies.

Unit – V: Dynamic programming; reliability models.

Suggested Readings

1. Ahuja A.K. etc. Network Flows, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
2. Gould, FJ. Etc. Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Gupta, MP and Sharma J.K. Operations Research for Management, New Delhi, National, 1997.
4. Taha Harndy A. Operations Research: An Introductions, Macmillian, New York, 1992.
5. Mathur, K and Solow D. Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-405 PRO: TRANSPORTATION MANAGEMENT

Objectives

The objective of this course is to acquaint the students with the problems faced in planning policy and executing the transportation system.

Course Contents

Unit – I: Growth of urbanization and problems of transportation; transport-challenges and limitations.

Unit – II: Government activities in transportation; transportation systems – planning, operation and management; trip generation and distribution.

Unit – III: Load planning; transportations modes and their selection.

Unit – IV: Sequential travel demand forecasting models; future developments in transportation.

Unit – V: Motor vehicle act 1988 and its impact on urban transport system; emission norms.

Suggested Readings

1. Baerwald, J.E. Transportation and Traffic Engineering Handbook, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1976.
2. Bell, G. etc. The Business of Transport Plymouth, McDonald and Evans, 1984.
3. Dickey, J.W. Metropolitan Transportation Planning, New Delhi, Tata McGraw Hill, 1980.
4. Grey, G.E. and Hole, L.A. Public Transportation Planning: Operations and Management, Englewood Cliffs New Jersey, Prentice Hall Inc., 1979.
5. Gupta, M.P. Metropolitan Transportation System, New Delhi, National, 1983.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

SYSTEM

E-303 SYS: DECISION SUPPORT SYSTEM

Objectives

This course has been designed to develop an understanding of the concepts and application of information technology based decision support systems.

Course Contents

Unit – I: Decision support system: Introduction, characteristics and capabilities of DSS, components of DSS, data management subsystems, model management subsystems, user interface.

Unit – II: DSS development: Development methodology, traditional system development, alternative development methodologies, DSS technology levels and tools, DSS development platform, DSS development tool selection.

Unit – III: Group support system: Group decision making, group support system, GSS meeting process, communication support, group support technologies.

Unit – IV: Fundament of intelligent system: Knowledge management, process of knowledge management, knowledge management method, techniques, tools, AI, expert system, neural computing (basic)

Unit – V: Implementing and integrating management: Support style, implementation overview, major issue, implementation strategy, model at ES and DSS integration.

Unit – VI: Decision making: Decision making overview, system – models, Simon’s model, alternative decision model – simulation.

Suggested Readings

1. Bratko, Ivan. Prolog: Programming for Artificial Intelligence, 2nd ed. California, Addison-Wesley, 1990.
2. Davis, Michael W. Decision Support, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.
3. Jayashankar, R. Decision Support Systems, New Delhi, Tata McGraw Hill, 1989.
4. Patterson, Dan W. Introduction to Artificial Intelligence and Expert Systems, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
5. Rolph, Paul. How to Choose and Use and Executive Information System, New Delhi, Viva Books.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-304 SYS: BUSINESS PROCESS RE-ENGINEERING

Objectives

This course has been designed to develop an appreciation of process view of business and redesign thereof. The participants would be able to develop an understanding of the use of information technology for process redesign.

Course Contents

Unit – I: Reengineering: introduction, process, implication, need for BPR, restructuring Vs reengineering, bench marking.

Unit – II: Implementing change: implementation, research on implementation, implementation strategy, implementing IT-based transformation.

Unit – III: Supporting knowledge worker, range of user activities, policy issues for management, benefit.

Unit – IV: Case studies related to BPR and restructuring, BPR in Indian industries.

Unit – V: Role of IT in BPR

Suggested Readings

1. Carr, DK and Johansson, HJ. Best Practices in Re-engineering, New York, McGraw Hill, 1995.
2. Champy, James, Re-engineering Management: The Mandate for New Leadership, London, Harper Collins, 1995.
3. Coulson-Thomas, C. Business Process Re-engineering: Myth & Reality, London, Kogan Page, 1994.
4. Davenport, T.H. Process Innovation: Re-engineering Work through Information Technology, Boston, Harvard Business School Press, 1993.
5. Hammer, Michael, Re-engineering the Corporation: a Manifesto for Business Revolution, London, Nicholas, Brealey, 1993.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-305 SYS: SYSTEM ANALYSIS AND DESIGN

Objectives

The course is aimed at developing an appreciation of analysis and design of computer based commercial data processing systems.

Course Contents

Unit-I: Introduction: system analysis overview, category of intuition system, feasibility study, SDCC, system development strategy, implementation and evaluation, Benchmark

Unit-II: Tools for determining system requirement: requirement determination, fact – finding technique, tools for documentation proceeding and decision.

Unit-III: Structure analysis development strategy: structure analysis, data ston strategy, elevation of DFD, recording data description.

Unit-IV: Analysis to design transition: specific application reguntr., elements of design, design of output, design of online dialogue.

Unit-V: Design for database integration: system development in a database, E-R diagram, data model, normalization, database administration.

Unit-VI: Design of data communication: requirement of data communication system, communication network, overcoming barrier of time and distance design of LAN, distribution system, design of file in communication environment.

Suggested Readings

1. Awad, Elias M. Systems Analysis and Design, 2nd ed., New Delhi, Prentice Hall of India, 1990.
2. Coad, Peter and Edward, Yourdon, Object-Oriented Analysis, 2nd ed., Englewood Cliff, new Jersey, Yourdon Press, 1991.

3. Hawryskiewycz, IT. Introduction to systems Analysis and Design, 2nd ed., New Delhi, Prentice Hall of India, 1991.
4. Marco, T.D. Structured Analysis & System Specification, New Delhi, Yourdon Press, 1989.
5. Rajaraman, V. Analysis and Design of Information Systems, New Delhi, Prentice Hall of India, 1991.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-403 SYS: DATA BASE MANAGEMENT

Objectives

This course has been designed to introduce the participants with the applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands on implementation of a database in corporate environment.

Course Contents

Unit-I: Introduction: view of data, data model, database layout, strange management, overall system structure.

Unit-II: Model: designing of E-R database, relation of model, Hi-end model, network model.

Unit-III: Integrity constraints: domain constraints, referential integrity, assertions, triggers, functional dependency.

Unit-IV: Storage and file strategy: overview, magnetic disc, RAID, territory storage, storage access, files organization, data dictionary storage.

Unit-V: Transaction: concept, transaction state, implementation of atomicity and unreliability, concurrent executions, serilizability, recoverability, implementation of isolation.

Unit-VI: Recovery system: overview, database architect overview, parallel database overview, distinct database overview

Suggested Readings

1. Coad, Peter and Edward, Yourdon, Object-Oriented analysis, 2nd ed., Englewood Cliff, New Jersey, Yourdon Press, 1991.
2. Kroenke, David M. Database Processing: Fundamentals, Design, Implementation, 4th ed., New York, McMillan.
3. McFadden, Fred R and Hoffer, Jeffery, A. Database Management, 3rd ed., Redwood City, Benjamin-Cummings, 1991.
4. Pratt, Phillip J. A Guide to SQL, Boston, Boyd and Fraser, 1990.
5. Salemi, Joe Client / Server Data Bases, Emeryville, California, Ziff-Davis press, 1993.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-404 SYS: STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY

Objectives

This course is aimed at developing an understanding of use of information technology as a strategic tool for business management. The course focuses on development of information technology leadership.

Course Contents

Unit – I: Using technology to transfer the organization: transfer organization, IT & manager, the challenge of change, major trends, impact of information technology on the organization.

Unit – II: Strategic issues of IT: IT and corporate strategy, creating and sustaining a competitive edge, integrating technology with the business environment, managing IT.

Unit – III: International business and IT: the impact of globalization on business, international business strategies, key issues in an international environment, managing IT internationally, business models & IT management, transnational virtual firms and IT.

Unit – IV: Management control of IT: management control, control of system development, control of operation, auditing information system, security issue.

Unit – V: IT issues for management: role of CIO, IS Dept., changing world of IT, action plan.

Unit – VI: Social implications at IT: social responsibility, ethics & IT, impact of IT.

Unit – VII: Case study and strategic issues in organization

Suggested Readings

1. Galliers, R.D. Strategic Information Management: Challenges and Strategies in Managing Information Systems, Oxford, Butterworth-Heinemann, 1994.
2. McKenney, James L. Waves of Change: Business Evolution through Information Technology, Boston, HBS Press, 1995.
3. Neuman, Seev, Strategic Information Systems: Competition through Information Technology, New York, MacMillan College, 1994.
4. Nolan, Richard L. Creative Destruction: A six-stage process for transforming the organisation, Boston, HBS Press, 1995.
5. Parker, Marilyn M. Strategic Transformation and Information Technology: Paradigms for Performing while Transforming, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1996.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-405 SYS: IT APPLICATION FOR BUSINESS

Objectives

The course has been developed to introduce the concept of electronic market space and electronic commerce among the potential information technology leaders.

Course Contents

Unit – I: Computers and communications: the information technology; the concept of global village; on-line information services; electronic bulletin board systems.

Unit – II: The internet; interactive video; communications channels; communications networks; local networks.

Unit – III: Managerial issues related to telecommunications; client/server computing; communication servers; digital networks; electronic data interchange and its applications.

Unit – IV: Enterprise resource planning systems; inter organizational information systems; value added networks; wireless networks, managing in the market space.

Unit – V: Electronic commerce and internet; applications of internet, intranet and extranet in business organizations; using intranet for business EIS; internet as a vehicle for transacting business.

Unit – VI: IT application in manufacturing, materials management, financial management, banking, services, marketing.

Suggested Readings

1. Derfler, Frank J. Guide to Linking LANs. Emeryville, California, Ziff-Davis Press, 1992.
2. Derfler, Frank J. Guide to Connectivity, 2nd ed. Emeryville, Calif., Ziff-Davis Press, 1992.
3. Estabrooks, Maurice Electronic Technology, Corporate Strategy and World Transformation, Westport, Quorum Books, 1995.
4. Fitzgerald, Jerry. Business Data Communications: Basic Concepts, Security and Design. 4th ed., New York, John Wiley, 1993.
5. Keen, Peter and Cummins, Michael. Networks in Action: Business Choices and Telecommunications Decisions. Belmont, CA, Wads Worth, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

RURAL MANAGEMENT

E-303 RUR: COOPERATIVE MANAGEMENT

Objectives

The objective of the course is to expose the students to the functional problems of co-operative organizations in view of the compulsions of technology and the changing market structure with the globalization of markets.

Course contents

Unit – I: Co-operative administration: a global perspective; ecology of co-operative administration; the cooperative sector & economic development.

Unit – II: Cooperative management; nature & functions; professionalized management for cooperatives; role of leadership in cooperative management; placement and the role of the board of directors in cooperative management.

Unit – III: The state and the cooperative movement; effects of cooperative law on management; long range planning for cooperative expansion; policy making; executive direction.

Unit – IV: Human resource management; organizational structure; project formulation, implementation and evaluation.

Unit – V: Financial management; marketing management; procuring management; distribution management; coordination between trading cooperatives and public sector trading agencies: problems and prospects;

Suggested Readings

1. Ansari, A.A. “Cooperative Management Patterns” Anmol Pub., Delhi, 1990.

2. Akmat, J.S. "New Dimensions of Cooperative Management, Himalays Pub. House, 1978.
3. Goel, B.B. "Co-operative Management and Administration" Deep & Deep Pub., 1984.
4. Kamra, Pawan Kr. "Co-operative Management" Deep & Deep Pub., 1987.
5. Sah, A.K. "Professional Management for the Cooperatives", Vikas Pub. House P. Ltd., 1984.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-304 RUR: RURAL CREDIT FINANCE

Objectives

To provide a conceptual framework and understanding of financial management practices and methods for rural development agencies.

Course Contents

Unit – I: Rural indebtedness: factors, analysis and implications; system of rural and agricultural credits in India: short term, medium term and long term credit systems.

Unit – II: Rural credit: needs, objectives, sources (Institutional, Non-institutional), and types.

Unit – III: Role of central, state and local bodies, roles of cooperatives and commercial banks, integrated agricultural credit services.

Unit – IV: Multi agency approach to rural credit and agricultural finance, structure and responsibilities of credit agencies loans overdue and recovery.

Unit – V: Farm credit and modernization: district and block level credit planning: refinance: purpose, guidelines, terms and conditions: credit facilities and support services.

Suggested Readings

1. Ajit Singh, "Rural Development and Banking in India Theory and Practice", 1985, Deep & Deep, New Delhi.
2. Dandekar, VM. "Financing Small and marginal Farmers through Co-operative Credit Structure", 1976, Allied, Bombay.
3. Desai, Vasant, "Rural Development: Organisation and Management", Vol. 3, 1988, Himalaya, Bombay.
4. Jain, S.C. "Management in Agricultural Finance", 1970, Vora, Bombay.
5. Naidu, L.K. "Bank Finance and Rural Development", 1986, Ashish, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-305 RUR: RURAL RESOURCES AND DEVELOPMENT

Objectives

To provide an in-depth understanding of the problems and processes of rural development, ecology, resources and other major developmental issues.

Course Contents

Unit – I: Rural economy, income, resource distribution and gaps: rural ecology, irrigation, water supply and habitation.

Unit – II: Land holdings, assets distribution and land reforms: land utilization and cropping patterns.

Unit – III: Agricultural productivity; technology inputs – water, electrification, fertilizers, seeds, implements, plant protection and subsidies.

Unit – IV: Manpower: employment, migration: rural women: status, role and participation.

Unit – V: Forest resources and social forestry: special area development programmes: wasteland development: public services and extension services.

Suggested Readings

1. Arora, R.C. “Integrated Rural Development”, 1979, S. Chand, New Delhi.
2. Bansil P.C. “Agricultural Statistics in India”, 1974, Arnold Heinemann, New Delhi.
3. Gupta A. “Ecology and Development in the Third World”, 1988, Routledge, London.
4. Hanumantha Rao, C. “Agricultural Production Functions Costs and Returns in India”, 1965, Asia, Delhi.
5. Joshi, PC. “Land Reforms in India”, 1975, Institute of Economic Growth, Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-403 RUR: RURAL INDUSTRIALISATION

Objectives

To provide a comprehensive understanding of the linkages between rural industrialization, agro-based industries and rural development.

Course contents

Unit – I: Rural-urban organizational and industrial patterns; decentralized industries; small and medium scale industries; choice of rural, agro based industries; issues in the size and location of industries; appropriate technology and issues in the transfer of technology.

Unit – II: Rural labour employment and rural industries; policy and development of cottage industries.

Unit – III: Organization and administration of KVIC; promotional measures; subsidies, incentives and financial inputs.

Unit – IV: Issues in product development, pricing, quality marketing and supporting organizations; role of co-operatives, financial institutions, central, state and local governments.

Unit – V: Socio-economic impacts of rural industrialization; sectoral systems approach to rural industrialization.

Suggested Readings

1. Acharya, S.S. and Agarwal, NL. “Agricultural Marketing in India”, 1987, Oxford & IBH, New Delhi.
2. Dasgupta, S. “Diffusion of Agricultural Innovation in Village India”, 1989, John Wiley, New York.
3. Desai, Vasant, “Rural Development”, 1988, Himalaya, Bombay.
4. Dholakia, R.H. and Iyenger 5. “Planning for Rural Development: Issues and Case Studies”, 1988, Himalaya, Bombay.

5. Hanumantha Rao, CH. "Technological Change and Distribution of Gains in India Agriculture", 1975, Macmillan, Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-404 RUR: PARTICIPATORY DEVELOPMENT IN RURAL AREAS

Objectives

To provide a comprehensive understanding of the organization, and administration of rural institutions, decentralization, participation in decision making processes and the co-operatives.

Course Contents

Unit – I: Concepts of community development; traditional village organization and rural institutions; Panchayat Raj / local self government; organization and administration.

Unit – II: Decision making processes; committees and recommendations; rural development; review of five year plans.

Unit – III: Centre-state control; agrarian reforms, conflicts; public utilities and access.

Unit – IV: Design and evaluation of community development projects; participation and involvement, co-operatives evolution, development, organization, administration.

Unit – V: Role of state in cooperatives development, Role of financial institutions; Role of NGOs in participatory development.

Suggested Readings

1. Desai, Vasant "Rural Development", 1988, Himalaya, Bombay.
2. Kamat, G.S. "Managing Co-operative Management", 1986, Himalaya, Bombay.
3. Laxmai, T.K. and narayan, B.K. "Rural Development in India: A Multidimensional Analysis", 1984, Himalaya, Bombay.
4. Maddick, H. "Panchayati Raj: A Study of Rural Local Government in India", 1970, Longman, London.
5. Mathur, T "Rural Development in India", 1984, Agricole, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-405 RUR: RURAL MARKETING

Objectives

The objective of the course is to explore the students to the rural market environment and the emerging challenges in the globalization of the economies.

Course Contents

Unit – I: Nature, characteristics and the potential of rural markets in India, socio-cultural economic & other environmental factors affecting rural marketing.

Unit – II: Attitudes and behaviour of the rural consumers and farmers; marketing of consumer durables and nondurable goods and services in the rural markets with special reference to product planning, media planning, planning of distribution channels and organizing personal selling in rural markets in India.

Unit – III: Marketing of agricultural inputs with special reference to fertilizers, seeds and tractors; organization and functions of agricultural marketing in India.

Unit – IV: Classification of agricultural products with particular reference to seasonality and perishability, marketing structure and performance, processing facilities for different agricultural products.

Unit – V: Role of warehousing; determination of agricultural prices and marketing margins, role of agricultural price commission, role of central and state governments, institutions and organizations, in agricultural marketing, unique features of commodity markets in India, problems of agricultural marketing; nature, scope and role of cooperative marketing in India.

Suggested Readings

1. Arora, R.C. Integrated Rural Development, 1979, S. Chand, New Delhi.
2. Desai, Vasnat, Rural Development, 1988, Himalaya, Bombay.
3. Mishra, S.N. Politics and Society in Rural India, 1980, Inter India, Delhi.
4. Porter, Michael E. Competitive Strategy, 1980, Free Press, New York.
5. Rudra, Ashok, Indian Agricultural Economics: Myths and Realities, 1982, Allied, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

SMALL BUSINESS AND ENTREPRENEURSHIP MANAGEMENT

E-303 SBE: GOVERNMENT BUSINESS INTERFACE

Objectives

The objective of the course is to highlight the need for strong interaction between government and business in India so that the resources are channelised to priority sectors and the firms are induced to enter into a competitive environment specifically created for them by government.

Course contents

Unit – I: State participation in business, interaction between government, business and different chambers of commerce and industry in India.

Unit – II: Public distribution system; government control over price and distribution; consumer protection act (CPA) and the role of voluntary organizations in protecting consumer's rights.

Unit – III: Industrial policy resolution, new industrial policy of the government; concentration of economic power; role of multinationals, foreign capital and foreign collaborations.

Unit – IV: Indian planning system; government policy concerning development of backward areas / regions.

Unit – V: Government policy with regard to export promotion and import substitution; controller of capital issues, government's policy with regard to small scale industries; the responsibilities of the business as well as the government to protect the environment; government clearance for establishing a new enterprise.

Suggested Readings

1. Amarchand, D. Government and Business, 3rd ed. New Delhi, Tata McGraw Hill, 1996.

2. Cherunilam, Francis, Business and Government, 8th ed. Bombay, Himalaya, 1995.
3. Dasgupta A. and Sengupta, N. Government and Business, New Delhi, Vikas, 1987.
4. Marathe, Sharad S. Regulation and Development, New Delhi, Sage, 1986.
5. Trivedi, M.L. Government and Business, Bombay, Multiethnic, 1980.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-304 SBE: SMALL BUSINESS MARKETING

Objectives

The objective of this course is to develop in-depth analysis for better understanding nature of competition in changing business environment.

Course Contents

Unit – I: Basic for competition; structural analysis of industries; generic competitive strategies.

Unit – II: Framework for competition analysis; market signals; competitive moves; technology of competitive advantage.

Unit – III: Strategy towards buyers and suppliers; strategic groups within industries; competitive strategy in declining industries; competitive strategy in global industries.

Unit – IV: Strategic analysis of integration capacity expansion; strategies of entering into new businesses.

Unit – V: Portfolio techniques in competitor analysis; techniques of conducting industry analysis.

Suggested Readings:

1. Albert, Kenneth J. The Strategic Management Handbook, New York, McGraw Hill. 1993.
2. Allio, Robert J. The Practical Strategist: Business and Corporate Strategy in the 1990s. California, Ballinger, 1998.
3. Ansoff, HI. Implanting Strategic Management, Englewood Cliffs, Prentice Hall Inc., 1984.
4. Harnel, Gary and Prahalad, C.K. Completing for the future, Boston, Harvard Business School Press, 1994.
5. Hax, AC and Majlyf, NS. Readings in Strategic Management, Cambridge, Ballinger, 1984.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-305 SBE: FINANCING OF SMALL BUSINESS

Objectives

The objective of the course is to familiarize the participants with the various modes of Small Business Financing.

Course Contents

Unit – I: Financial management in small industries.

Unit – II: Financial needs of small business – types of capital requirements; cash management problems.

Unit – III: Sources of finance for small business in India; indigenous bankers, public deposits, state finance corporations, industrial cooperatives – adequacy and appropriateness of funds from banking and non-banking financial intermediaries.

Unit – IV: Monetary policy of the Reserve Bank of India for small business; financial assistance from the central and state governments.

Unit – V: Small scale industries and financial allocation and utilization under five year plans – a critical appraisal.

Suggested Readings

1. Bhalla, V.K. Financial Management and Policy, 2nd ed., New Delhi, Anmol, 1998.
2. Bhattacharya CD. Public Sector Enterprises in India, Allahabad, Kitab Mahal, 1990.
3. Desai, Vasant, Small Scale Industries and Entrepreneurship, Bombay, Himalaya, 1995.
4. Pickle, Hal B and Abrahamjon, Royee L. Small Business Management, 5th ed., New York, John Wiley, 1990.
5. Schumacher, EF. Small is Beautiful, New Delhi, Rupa, 1990.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-403 SBE: NEW ENTERPRISE MANAGEMENT

Objectives

The objective of this course is to expose the students to the managerial aspects of new enterprise and to help them to understand the working of these enterprises and to measure and evaluate their performance and efficiency.

Course Contents

Unit – I: Entrepreneurship and its role in economic development, problems of industrialization in underdeveloped countries with special reference to India.

Unit – II: Industrial policy, regulation and control of industries in India; mechanics of setting of new enterprises – size and location, optimum units – its meaning and determinants; size of industrial units in India.

Unit – III: Theory of industrial location factors determining the industrial location. regional distribution of industrial activity in India; recent trends in the localization of industrial activity in India; regional planning of industrial activity in India.

Unit – IV: Feasibility studies: technical, marketing and financial; managerial problems of new enterprises; production purchasing, financing labour and marketing problems.

Unit – V: Facilities provided by different institutions and agencies in India, financing facilities for new enterprises, marketing and other facilities.

Suggested Readings

1. Caticts A Dalley: Entrepreneurial Management Going All out for Results (McGraw Hill, 1971).
2. Clelland, D.C. and D.G., Winer: Motivating Economic Achievement (New York, 1969).
3. Drucker, Peter, Innovation and Entrepreneurship, East – West press (P) Ltd., 1992.
4. F.M. Hrbison: Entrepreneurial Organisation as a factor in Economic Development, Quarterly Journal in Economics August, 1952.

5. Gupta, C.B. and Srinivasan, Entrepreneurial Development in India, New Delhi, Sultan Chand, 1997.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-404 SBE: ENTREPRENEURIAL DEVELOPMENT

Objectives

The objective of this course is to expose the students to the growth of entrepreneurship in developing countries with special reference to India.

Course Contents

Unit – I: Entrepreneurial traits, types and significance; definitions, characteristics of entrepreneurial types, qualities and functions of entrepreneurs, role and importance of entrepreneur in economic growth.

Unit – II: Competing theories of entrepreneurship; entrepreneurial development programme in India: history, support, objectives, stages of performances; planning and EDP – objectives, target group, selection of centre, pre-training work.

Unit – III: Govt. policy towards SSI's; entrepreneurial input; entrepreneurial behaviours and entrepreneurial motivation, N-Achievement and management success.

Unit – IV: Entrepreneurial success in rural area, innovation and entrepreneur; establishing entrepreneurs system, search for business idea, sources of ideas, idea processing, input requirements: sources and criteria of financing, fixed and working capital assessment; technical assistance, marketing assistance.

Unit – V: Sickness of units and remedial assistance; preparation of feasibility reports and legal formalities and documentation.

Suggested Readings

1. Cliffton, Davis S and Fyfie, David E. "Project Feasibility Analysis", 1977, John Wiley, New York.
2. Desai, AN. "Entrepreneur & Environment", 1990, Ashish, New Delhi.
3. Drucker, Peter, "Innovation and Entrepreneurship", 1985, Heinemann, London.
4. Jain Rajiv, "Planning a Small Scale Industry: A Guide to Entrepreneurs", 1984, S.S. Books, Delhi.
5. Kumar, S.A. "Entrepreneurship in Small Industry", 1990, Discovery, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-405 SBE: SMALL BUSINESS ENVIRONMENT AND MANAGEMENT

Objectives

The objective of the course is to analyze and develop an understanding of socio-economic-political environment of small business and to develop an understanding of the overall management process in a small business unit, particularly in a developing economy.

Course Contents

Unit – I: Small business in Indian environment – economic, social, political cultural and legal; policies governing small scale units; industrial policies and strategies relating to small scale sector.

Unit – II: Technological know-how and appropriate technology; quality circles and productivity and linkage between small and big business.

Unit – III: Organizational structure and other characteristics of small firms; special problems in the management of small business in various functional areas like finance, marketing, production and personnel.

Unit – IV: Sickness in the small scale sector; modernization of small and village industries; Training programmes and consultancy services.

Unit – V: Institution assisting export promotion of small business in India; export promotion councils global perspective of small business in selected countries.

Suggested Readings

1. Desai, Vasant, Organisation and Management of Small Scale Industry, Bombay, Himalaya, 1979.
2. Papola, TS. Rural Industrialization Approaches and Potential, Bombay, Himalaya, 1982.
3. Pickle, hal B and Abrahamjon, Royee L. Small Business Management, 5th ed. New York, John Wiley, 1990.
4. Schumacher, EF. Small is beautiful, New Delhi, Rupa, 1990.
5. Vepa, Ram N. How to Success in Small Industry, New Delhi, Vikas, 1984.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HEALTH CARE ADMINISTRATION

E-303 HCA: ORGANISATION AND MANAGEMENT OF HOSPITAL

E-304 HCA: HEALTH CARE AND SOCIAL POLICY

Objectives

Designed to impart knowledge on the a) health and Social Welfare Policies, b) Factors related to health policy formulation, c) Tools of analysis needed for the study of health policies, d) the dynamics of policy making.

Course Contents

Unit – I: Social welfare, Social policy, health care and social development; Public and social policy.

Unit – II: Approaches to analysis, resources, structure and organizations; Factors in social policy; Situational, Structural, Ideological and Environmental.

Unit – III: Health Policy Formulation: Factors, determinants and other sectoral issues; National health policy: Review of different committees.

Unit – IV: Distribution of health services in India: Disparities; Health policy: Input, Output and performance; Role of Private and Voluntary groups; Role of national and international agencies.

Unit – V: Health and social policy: International perspective; Health policy the disadvantaged.

Suggested Readings

1. Chatterice, Meera, “Implementing Health Policy”, 1988, Manohar, New Delhi.

2. Christianson, JB and Mamor, TR “Health Care Policy: A Political Economy Approach”, 1982, Sage, London.
3. Djunkanovic, V and Mach, EP ed. “Alternative Approaches to Meeting Basic Health Needs in Developing Countries”, 1975, WHO, Geneva.
4. Lee, Kenneth and Mills, Anne, “Policy Making and Planning in Health Sector”, 1987, Oxford University Press, Oxford.
5. Leichter, HM. “A Comparative Approach to Policy Analysis: Health Care Policies in Four Nations”, 1979, Cambridge University Press, Cambridge.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-305 HCA: HEALTH SYSTEMS MANAGEMENT

Objectives

The course is designed to appraise the participants on the uses of Systems Management concepts for the purpose of efficient health sector decision-making, control and evaluation.

Course Contents

Unit – I: Systems analysis and systems dynamics in health care; Health systems: Characteristics, Planning methodologies, Goal and functions.

Unit – II: Strategic management in health care; Quantitative foundations of health services management.

Unit – III: Health systems research: Uses and applications; Evaluation methodologies for monitoring the performance and needs in health services.

Unit – IV: Operational planning and management issues in health care; health care decision making for mega problems; Approaches, Contemporary trends in health care.

Unit – V: Health manpower policy, Planning and management; Project management in health care.

Suggested Readings

1. Ferrer, HP. ed. “The health Services Administration Research and Management”, 1972, Butterworths, London.
2. Hodgetts, R.M. and Cascio, DM. “Modern Health Care Administration”, 1983, Academic Press, New York.
3. Hamby, P. etc. “Guidelines for Health Manpower Planning”, 1981, WHO, Geneva.
4. Hyman, Herbert H. “Health Planning, A Systems Approach”, 2nd ed. 1982, Aspen, Rockville.
5. Indian Council of Medical Research, “National Conference on Evaluation of Primary Health Care Programmes, 1980, ICMR, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-403 HCA: HEALTH CARE ECONOMICS AND FINANCE

Objectives

Designed to explore the range of financing and economic techniques which can be used to aid a resource decision making and resource allocation in the health sector.

Course contents

Unit – I: Assessment of causes of poor health in the developing countries; health services, economic development and national development planning.

Unit – II: Economic appraisal of health services: needs Vs Demand Supply Model; health sector financing and expenditure surveys; Primary care: Costs, resource availability and allocation.

Unit – III: Methods and models in the analysis and evaluation of health, sector financing.

Unit – IV: Financial management in health services: Budgeting, control, pricing and efficiency.

Unit – V: Economics Non-Governmental health care; Economics of various national health programmes.

Suggested Readings

1. Carrin, G. “Economic Evaluation of Health in Developing Countries”, 1983, Oxford University Press, New York.
2. Conyers, D and Hills, P., “An Introduction to Development Planning in the Third World”, 1984, John Wiley, New York.
3. Drummond, MF. “Principles of Economics Appraisal in health Care” 1985, Oxford University Press, New York.
4. Ferrer, HP ed. “Health Services: Administration, Research and Management”, 1972, Butterworth, London.
5. Ferrnati, D. “Strategies for paying for health Services in Developing Countries”, 1984, World Bank, Washington D.C.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-404 HCA: ENVIRONMENTAL HEALTH MANAGEMENT AND SAFETY PLANNING Objectives

The aim of this paper is to expose the students about the possible health hazards faced in the health care delivery process through the waste generated. It talks about the environmental health and safety management leading to quality health.

Course Contents

Unit – I: Concept of health care planning, Health expenditures, Hospitals as a health Care Delivery System.

Unit – II: Management of health care systems; Dimensions of health care management; Management of quality; Concepts of environmental health care; Microbiological considerations; Laundries, CSSD, Insect, Rodent Control.

Unit – III: Emergency and Disaster Planning; safety management; Patients and Personnel Safety, Fire Safety, General Sanitation.

Unit – IV: Hazardous waste management; Solid waste handling and disposal; Liquid waster handling collection and disposal; Water treatment and distribution, Planning and organizing for safety and waste management; Legal and social aspects of waste management; Trends and practices.

Unit – V: Management of costs; health care budgeting; Cost containment; Management of conflicts; Organizing for better health care management; Collective employee participation; Bargaining; Rewards and punishments.

Suggested Readings

1. Ferry, Ted safety & Health Management Planning, Van Nostrand Reinhold, New York, 1990.
2. Bond, Richard G. G.S.Michaelsen and Roger I DeRoss Environment Health & Safety in Health Care Facilities, Macmillan Pub. Co. Inc. 1973.
3. Journal or Hazardous Waste Management, U.S.A.
4. Zweife, Peter I and Friendrich Breyer Health Economics, Oxford University Press, New York, 1997.
5. Kurt, Darr & Jonathan S.R., Hospital Organisation and Management: Text and Readings, CBS Publishers & Distributors, 1992.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-405 HCA: HEALTH AND HOSPITAL INFORMATION SYSTEMS

Objectives

The purpose of this paper is to inculcate awareness about the need for a systems approach to decision making process in hospitals. It stresses the need for building an effective information system in the health and hospital environment using computer as a tool. This develops understanding about the concepts involved in computers, communication and MIS.

Course Contents

Unit – I: Concept of health; health care and hospitals, Indian health care system, government – health care interface; hospital as a subsystem of health care system; hospital functions; hospital organisation, classification of hospitals; components of a hospital system.

Unit – II: Changing role of hospital administration: need for managerial functional specialists: decision making in hospitals, understanding decision making process; drawbacks of hospital communication system.

Unit – III: Need for systems approach to hospital; concepts of computers and communication technology, database concepts, networks and communication; types of networks, network topologies, information technology in hospitals; information system concepts, types of information systems; hospital information system.

Unit – IV: Systems analysis and design of hospital information systems; design considerations; development approaches; implementation strategies; functionality of computerized hospital information systems, merits and demerits of CHIS, Trends in HIS; HIS as a control system.

Unit – V: Resource utilization and control in hospitals, issues and challenges of hospital management.

Suggested Readings

1. Lele, R.D. Computers in Medicine, Tata McGraw Hill Publishing Co. Ltd., New Delhi, 1988.
2. Saini, Anil Kumar Management Information System (MIS) in Hospitals, Deep & Deep Pub., 1993.
3. Panko, Raymond R Business Data Communication, Prentice Hall Inc. London, 1997.
4. Hospital Information Systems – The Next Generation, Velde, Rudi Van de Springer Verlag, 1992.

5. Ward, John, Principles of Information Systems Management, Routledge, London, 1995.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**LIST OF PAPERS* FOR
MINOR AREAS
OF
SPECIALISATION WITH DETAIL SYLLABUS**

FINANCE

E-503 FIN: FINANCIAL DERIVATIVES

Objectives

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

Unit – I: Introduction to financial derivatives, financial derivatives in Indian capital market, types of financial derivatives, introduction to financial futures forwards and options, types of trader, margin system, closing out ticks.

Unit – II: Stock index futures, the basics, trading mechanism, risk management using futures, pricing of index futures.

Unit – III: Currency forwards and futures, currency markets, quotation of exchange rates, the forward foreign exchange markets, pricing currency forwards and futures, currency futures, hedging currency risk.

Unit – IV: Options: basics, option pricing and option Greeks, synthetic options, option trading strategies, option spreads.

Unit – V: Swaps: concepts, interest rate swaps, currency swaps, equity swaps, swap pricing.

Suggested Readings

1. Bhalla, V.K. Investment Management; Security Analysis and Portfolio Management, New Delhi, S. Chand, 2001.
2. Brennet, M. Option Pricing: Theory & Applications, Toronto, Lexington Books, 1993.
3. Cox, John C and Rubinstein, Mark Options Markets, Englewood Cliffs, New Jersey, Prentice Hall of Inc., 1985.
4. Huang, Stanley SC and Randall, Maury R. Investment Analysis and Management, London, Allyn and Bacon, 1987.
5. Hull, John C. Options, Futures and Other Derivative Securities, 2nd ed. New Delhi, Prentice Hall of India, 1996.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-504 FIN: INTERNATIONAL ACCOUNTING

Objectives

The objective of this course is to acquaint the students with the accounting needs of international financial markets and to analyze the accounting measurement and reporting issues unique to multinational business transactions.

Course Contents

Unit – I: International dimensions of accounting – conceptual development and comparative development patterns.

Unit – II: Currency transactions; managing international information systems.

Unit – III: International perspective on inflation accounting; financial reporting and disclosure.

Unit – IV: Analyzing foreign financial statement; financial management of multinational entities.

Unit – V: Transfer pricing and international accounting – international standards and multinational corporations.

Suggested Readings

1. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises, New York, John Wiley, 1985.
2. Choi, Frederick DS and Mueller Gerhard G. International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
3. Evans, Thomas G. International Accounting & Reporting, London, MacMillian, 1985.
4. Gray, SJ. International Accounting and Transnational Decisions, London, Butterworth, 1983.
5. Holzer, H Peter, International Accounting, New York, Harper & Row, 1984.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-505 FIN: INTERNATIONAL FINANCE

Objectives

To acquaint the students with the concept of international finance and financing system.

Course Contents

Unit – I: International finance – concepts and importance, international flow of fund – balance of payments (BOP), accounting principles in BOP, components of BOP, deficit and surplus in BOP, the international monetary system, exchange rate regimes, the international monetary fund, the European monetary system, economic and monetary union.

Unit – II: Foreign exchange exposure and risk, transaction exposure, translation exposure and operating exposure, exchange rates, interest rates, inflation rates and exposure, hedging of transaction and operating exposure, managing translation exposure.

Unit – III: Markets for foreign exchange and derivatives, spot market and forward market of foreign exchange, currency futures and currency forward contracts, hedging in currency futures markets, currency options and hedging with it.

Unit – IV: Exchange rate determination and forecasting, purchasing power parity and real exchange rates, interest rate parity and exchange rates, theories of exchange rate determination.

Suggested Readings

1. Abdullah, F.A. Financial Management for the Multinational Firm, Englewood Cliffs, New Jersey, Prentice hall Inc., 1987.
2. Bhalla, V.K. International Financial Management, 2nd ed., New Delhi, Anmol, 2001.
3. Buckley, Adrian, Multinational Finance, New York, Prentice Hall Inc., 1996.
4. Kim, Suk and Kim, Seung. Global Corporate Finance: Text and cases, 2nd ed. Miami Florida, Kolb, 1993.
5. Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India, 1995.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

MARKETING

E-503 MAR: INTERNATIONAL MARKETING

Objectives

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

Course contents

Unit – I: Introduction to international marketing, international marketing and its growing importance, MNC's entry strategies.

Unit – II: Environmental factors, economic, social and cultural, political, legal and regulatory environment.

Unit – III: Identification of markets, global customer, global marketing information and international market research, global segmentation, targeting and positioning.

Unit – IV: Production decision, pricing decision, international channel of distribution, international advertising, international promotion: public relation, personal selling, sales promotion, direct marketing, trade share, global E-marketing.

Suggested Readings

1. Bhattacharya, B. Export Marketing: Strategies for Success, New Delhi, Global Business Press, 1991.
2. Johri, Lalit M. International Marketing: Strategies for Success, University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw, JJ, International Marketing: Analysis and Strategy, New Delhi, Prentice Hall of India, 1995.
5. Pripalomi, V.H.: International Marketing, Prentice Hall.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-504 MAR: BRAND MANAGEMENT

Objectives

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

Course Contents

Unit – I: Understanding brands – brand hierarchy, brand personality, brand image, brand identity, brand positioning; brand equity.

Unit – II: Value addition from branding – Brand-customer relationships, brand loyalty and customer loyalty.

Unit – III: Managing brands; brand creation, brand extensions, brand-product relationships, brand portfolio.

Unit – IV: Brand assessment through research – brand identity, position, image, personality assessment and change; brand revitalization.

Unit – V: Financial aspects of brands; branding in different sectors: customer, industrial, retail and service brands.

Suggested Readings

1. Aaker, David, A. Managing Brand Equity, New York, Free Press, 1991.
2. Cowley, Don. Understanding Brands, London, Kogan Page, 1991.
3. Czemiawski, Richard D. & Michael W. Maloney Creating Brand Royalty, AMACOM, NY, 1999.
4. Kapferer, JN. Strategic Brand Management, New York, Free Press, 1992.
5. Murphy, John A. Brand Strategy, Cambridge, The Director Books, 1990.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-505 MAR: MARKETING RESEARCH

Objectives

To acquaint the students with the concept and technique of market of research.

Course Contents

Unit – I: Marketing research – meaning and importance, organization of marketing research in India, common applications of marketing research in India, marketing research process, research design – meaning and importance, types of research designs – explanatory descriptive, experimental.

Unit – II: Data collection – primary, secondary – advantages and limitations, sampling fundamental – methods of sampling, sampling and non-sampling error, questionnaire – steps involved in designing a questionnaire.

Unit – III: Attitudes measurement and scaling techniques, quantitative research – differences between qualitative and quantitative research, methods of conducting qualitative research.

Unit – IV: Product research, test marketing, advertising research, consumer behaviour research, motivational research.

Suggested Readings

1. Market Research, G.C. Beri, Tata McGraw Hill.
2. Research for Marketing Decision – Green, TULL, Alboum.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HUMAN RESOURCE MANAGEMENT

E-503 HRM: COUNSELLING SKILLS FOR MANAGERS

Objectives

To develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

Course contents

Unit – I: Emergence and growth of counseling services; approaches to counseling.

Unit – II: Counseling process – beginning, development and terminating a counseling relationship and follow up.

Unit – III: Counselor's attitude and skills of counseling; assessing client's problems.

Unit – IV: Selecting counseling strategies and interventions – changing behaviour through counseling.

Unit – V: Special problems in counseling; application of counseling to organizational situations with a focus on performance counseling.

Suggested Readings

1. Corner, L.S., and Hackney, H. The professional Counselor's process Guide Helping, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
2. Maclennan, Nigel. Counseling for Managers, Aldershot, Grover, 1996.
3. Moursund, J. The Process of Counseling and Therapy, 2nd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
4. Munro, CA. etc. Counseling: A Skills Approach, Methuen, 1980.
5. Reddy, Michael, Counseling at Work, British Psychological Society and Methuen, London and New York, 1987.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-504 HRM: CROSS CULTURAL AND GLOBAL MANAGEMENT

Objectives

The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organizations.

Course Contents

Unit – I: Human and cultural variables in global organizations; cross cultural differences and managerial implications.

Unit – II: Cross cultural research methodologies and Hofstadter's Hermes study; structural evolution of global organizations.

Unit – III: Cross cultural leadership and Decision making; cross cultural communication and negotiation.

Unit – IV: Human resource management in global organizations; selection, source, selection criteria for international assignment.

Unit – V: Compensation and appraisal in global perspective, MNC and compensation system.

Suggested Readings

1. Adler, NJ. International Dimensions of Organisational Behaviour, Boston, Kent Publishing, 1991.

2. Bartlett, C and Ghoshal, S. Transnational Management: Text, Cases and Readings in Cross Border Management, Chicago, Irwin, 1995.
3. Dowling, P.J. etc. International Dimensions of Human Resource management, 2nd ed. California, Wadsworth, 1994.
4. Hofstede, G. Cultures Consequence: International Differences in Work Related Values, London, Sage, 1984.
5. Marcic, D and Puffer, SM. Management International: Cases, Exercises and Readings, St. Paul, West Publishing, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-505 HRM: LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Objectives

Understanding of the legal framework is important for the efficient decision making relation 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.

Course Contents

Unit – 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.

Unit – II: Laws relating to discharge, misconduct, domestic enquiry, disciplinary action.

Unit – III: Social security laws – laws relating to workmen's compensation, employees' state insurance, provident fund, gratuity and maternity relief.

Unit – IV: Wages and bonus laws – the law of minimum wages, payment of wages, payment of bonus.

Unit – V: Law relating to working conditions – the laws relating to factories, establishment, and contract labour; interpretations of labour laws, their working, and implications for management, union, workmen; the economy and the industry.

Suggested Readings

1. Ghaiye, BR. Law and Procedure of Departmental Enquiry in Private and Public Sector, Lucknow, Eastern Law Company, 1994.
2. Malhotra, O.P. The law of Industrial Disputes, Vol. I and II, Bombay, N.M. Tripathi, 1985.
3. Malik, PL. 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.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PRODUCTION

E-503 PRO: GOAL PROGRAMMING IN MANAGEMENT

Objectives

The objective of this course is to acquaint the students with the concepts, solution methods and applications of goal programming to real-world problems.

Course Contents

Unit – I: Goal programming – basic concept model formulation, graphical and simplex method.

Unit – II: Integer goal programming, Post-optimal sensitivity analysis.

Unit – III: Parametric goal programming; goal programming under uncertainty.

Unit – IV: Application of goal programming in functional areas of management; implementation of goal programming.

Unit – V: Introduction to some application software such as – QSB, micro manager and LIGO.

Suggested Readings

1. Cook, Thomas M and Russell, Robert A. Introduction to Management Science, 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985.
2. Eppen, GD. Etc. Quantitative Concepts for Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994
3. Ignizio, JP. Goal Programming and Extensions, Lexington, Lexington Books, 1976.
4. Ijier Y. Management Goals and Accounting for Control, Amsterdam, North Holland, 1965.
5. Lee SM. Goal Programming for Decision Analysis, Philadelphia, Auerbach, 1971.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-504 PRO: SERVICE OPERATIONS MANAGEMENT

Objectives

The key objective of this course is to acquaint the students with decision making in planning, design, deliver, quality and scheduling of service operations. The candidates are also expected to appreciate the role of service quality and operations in emerging services economy of India.

Course Contents

Unit – I: Matrix of service characteristics; Challenges in operations management of services; Aggregate capacity planning for services.

Unit – II: Facility location and layout for services; Job design – Safety and physical environment; Effect of automation.

Unit – III: Operations standards and work measurement; measurement and control of quality of services.

Unit – IV: Dynamics of service delivery system; Scheduling for services personnel and vehicles; Waiting – Line analysis.

Unit – V: Distribution of services; Product-support services; Maintenance of services; Inventory control for services; Case studies on professional services.

Suggested Readings

1. Bowman David E. etc. Service Management Effectiveness: Balancing Strategy, Organisation and Human Resources, Operations and Marketing, San Francisco, Jossey Bass, 1990.

2. Collier David A. Service Management: Operating Decisions, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
3. Fitzsimmons, James A and Sullivan, Robert S. Service Operations Management, New York, McGraw Hill, 1982.
4. Heskett, James L. etc. Service Breakthroughs-Changing the Rules of the Game, New York, Free Press, 1990.
5. Murdiek, RG. Etc. Service Operations Management, Boston, Allyn and Bacon, 1990.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-505 PRO: WORLD CLASS MANUFACTURING

Objectives

To acquaint the students with the world class manufacturing environment and optimized production principles.

Course Contents

Unit – I: World class manufacturing environment: imperatives for success – technology, systems approach and change in the mindset; strategic decision in manufacturing management: choice of technology, capacity, layout / automation in material handling systems.

Unit – II: Aggregate planning and master production scheduling-materials requirement planning (MRP) – software in use, manufacturing resources planning (MRP-II) software in use, implementation problems / Indian experience; optimized production. Technology principles advocated by Eliyahu Goldratt; just-in-time system: JIT manufacturing system, JIT pull system – use of Kanban, JIT purchase – source development, buyer – seller relations; supply chain management / bench marking.

Unit – III: Total quality management- TQM philosophy, TQM principles, TQM tools including circles, SQC / acceptance samplings, quality through design, QFD – quality house, failure mode effect analysis, fault – tree analysis, concurrent engineering principles Toguchis’ quality management systems and ISO-9000 standards.

Unit – IV: Total productive preventive, maintenance, predictive, maintenance, condition monitoring systems maintenance prevention, maintainability improvement, reliability improvement, total employee involvement and small group activities; customer – driven project management (Integration of TQM, project management systems with customer – driven team structure).

Unit – V: Automation in design and manufacturing: automated material handling equipments, role of IT in world class manufacturing, flexible manufacturing systems (FMS), group technology / cellular manufacturing systems; six sigma.

Selected Readings

1. Buffa, Elwoods and et al programmed learning at for Production and Operations Management – Illinois, learning System Co., 1981.
2. Dervitsiotis, Kostas N: Operations Management Auckland, McGraw Hill, 1981.
3. Hughes, Chris: Productions and Operations Management – London, Pan Books, 1985.

4. Schonberger, Richard J: Japanese Manufacturing Techniques, NY, Free-Press, 1982.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

SYSTEM

E-503 SYS: SECURITY AND CONTROL INFORMATION SYSTEM

Objectives

The objective of the course is to familiarize the participants with the security and control system use in the business world.

Course contents

Unit-I: Introduction: need for security, security approaches, principle of security, risk to introduction system.

Unit-II: Security: physical security, logical security, threats to security.

Unit-III: Cryptographic technique: plain text and Cipher text, substitution technique, transportation technique, encryption and decryption, symmetric and asymmetric key, steganography, key length and key size, possible type of attack.

Unit-IV: Computer based Symmetric key cryptographic algorithms: introduction algorithm types and modes, overview of symmetric key cryptography, data encryption standard, IDEA, RC4, blowfish, AES.

Unit-V: Computer based asymmetric key cryptographic algorithms: introduction, RSA algorithm, digital signature, knapsack algorithm.

Unit-VI: Public key introduction, introduction, digital signature, private key management.

Suggested Readings

1. EDP Auditing by Ron Weber
2. PC and LAN Security by Stephen Cobb
3. Enterprise Security – Protecting Information assets by Michel E. Kabey.
4. Enterprise Disaster Recovery Planning by Miora
5. Computer Security for Dummies

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-504 SYS: SOFTWARE ENGINEERING

Objectives

The aim of the course is to acquaint the participants with the software engineering practices.

Course Contents

Unit – I: Introduction: SDLC, modules of SD, process and project management.

Unit – II: Project planning: project planning infrastructure, process planning

Unit – III: Effort estimates and scheduler: models, schedule, approach.

Unit – III: Quality planning: quality concept, CMM, quantitative quality management planning, defect portion planning.

Unit – IV: Risk management: risk assessment, risk control.

Unit – V: Measurement and trolley planning: concept of measurement, S process control, measuring schedule, measuring size, project tracking.

Unit – VI: Project management plan: team management, customer communication and issue resolution.

Unit – VII: Configuration management: concept, configuration process and control.

Unit – VIII: Plant execution and control

Selected Readings

1. Vaughan, Tay: Multi-Media: Making it work, NY, McGraw Hill, 1997.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-505 SYS: E-BUSINESS

Objectives

The objective of the course is to acquaint the students with the use of E-Commerce in competing markets.

Course Contents

Unit-I: Introduction: internet enable business, E-commerce, B 2 C, B 2 B, C 2 C, e-Business.

Unit-II: E-business: structural transformation, business design, challenges, community.

Unit-III: E-business trend, speed of service, empowerment of custom, integrated solution, easy of WE, outsourcing, process visibility, employee return.

Unit-IV: E-business designing of construction: E-business design, constructing an e-business design, case study, challenges of e-business strategy, road map to move

Unit-V: E-business sub-system: E-CRM, E-SCM, ERP, E-procurement, knowledge, MIS, DSS.

Unit-VI: Internet sent protect: SSL, SHTTP, TSP, SET, E-mail security, WAP security.

Unit-VII: User authentication mechanism: introduction, authentication basics, password, authentication tokens, certificate based authentication, bio-metric, authentication, single sign on approach

Suggested Readings

1. Cady, G.H. and Part McGregar, “The Internet”, BPB Pub., Delhi, 1999.
2. Carpenter, Phil e Brands, HBS Press, Boston, 2000.
3. Keen, Peter and Mark McDonald the e-Process Edge, Delhi, Tata McGraw Hill, 2000.
4. Mann, Catherine, L. Global Electronic Commerce, Institute for International Economics, Washington, DC, 2000.
5. Oberoi, Sundeep e-Security and You, Delhi, Tata McGraw Hill, 2001.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

RURAL MANAGEMENT

E-503 RUR: WASTE LAND MANAGEMENT

Objectives

The objective of the course is to familiarize the students with the issues concerning wasteland and the optimal use of wasteland.

Course contents

Unit – I: Identification of waste land, typology and distribution of waste land, factors affecting waste lands, spatial analysis of waste lands, spread of waste lands.

Unit – II: Geomorphic processes and hazards, Morphometry and terrain evaluation-waste land terrain evaluation.

Unit – III: Waste lands capacity classification, reclamation of waste lands remedies for reclamation of waste land.

Unit – IV: Management of waste land, waste land conservation and planning, economics of wasteland reclamation.

Unit – V: Problems during development, selection of crops, package and of practices for fruits, vegetables, ornamental plants and other trees of commercial value.

Suggested Readings

1. Anil Kumar, R.N. Pandey: Waste land Management in India, Ashish Publishing House, New Delhi, 1989.
2. Hridai Ram Yadav, Genesis and Utilisation of Waste Lands A case study of Sultanpur District, Concept Publishing Co., New Delhi, 1986.
3. Sharma, V.K. Waste Land, Horticulture, A.P.H. Pub. Corporation, 5, ansari Road, Daryaganj, New Delhi – 110002, 1997.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-504 RUR: URBAN DEVELOPMENT AND REGIONAL PLANNING

Objectives

To provide a comprehensive understanding of the importance of regional planning and micro level planning in urbanization and urban development.

Course contents

Unit – I: Regional disparities – urbanization: indices and structural characteristics; systems approach to regional urbanization.

Unit – II: Role of small towns and institutions in urbanization.

Unit – III: Micro planning; concepts, strategies and factors.

Unit – IV: Regional planning strategies: information needs networking.

Unit – V: Generation and utilization for planning, evaluating and monitoring.

Suggested Readings

1. Clavel, P. “Urban and Regional Planning in an Age of Austerity”, 1980, Pergamon Press, New York.
2. India, Ministry of Works and Housing “Report of the Task Force on Planning and, Development of Small and medium Towns and Cities, V.1, 1977, New Delhi.
3. Mandai, R.S. and peter G.S. ed. “Urbanization and Regional Development”, 1982, Concept, New Delhi.
4. Shukla, V. “Urban Development and Regional Policy in India: An Econometric Analysis”, 1988, Himalaya, Bombay.
5. United Nations, Department of International Economics and Social Affairs”, Patterns of Urban and Rural Population Growth”, 1980 New York.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-505 RUR: URBANISATION IN INDIA

Objectives

To provide a comprehensive understanding of the problems associated with the processes of urbanization and industrialization in India.

Course Contents

Unit – I: The dimensions and processes of urbanization; features of urban economy.

Unit – II: Industrialization and urban growth; socio-economic implications: urbanization trends in India.

Unit – III: Regional disparities; growth of urban settlements; distribution patterns; problems of housing and space; slums and unauthorized settlements; urban land policy and utilization.

Unit – IV: Urban employment and the informal sector; city-hinterland relationships.

Unit – V: Rural-urban continuum; migration; infrastructural and service needs.

Suggested Readings

1. Abdul Aziz, “Urban Poor and Urban Informal Sector”, 1984, Ashish, N. Delhi.
2. Bose, Ashish “Indian Urbanization”, 1901-2001, 2nd ed., 1980, Tata McGraw Hill, N. Delhi.
3. Desouza, A. “Urban Growth and Urban Planning: Political Context of Peoples’ Priorities”, 1983, Indian Statistical Institute, N. Delhi.
4. Dube, K. and Singh A.K. ed. Urban Environment in India, 1978, Abbinay, New Delhi.
5. Ghosh, P.K. ed. Urban Development in the Third World, 1984, Green-wood, West Port.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

SMALL BUSINESS AND ENTREPRENEURSHIP MANAGEMENT

E-503 SBE: INNOVATIONS AND SMALL BUSINESS MANAGEMENT

Objectives

To acquaint the students with the concept and process of innovations and its impact on small business management.

Unit – I: Concept of innovation: evolution and development of innovation, entrepreneurship and innovations, Schumpeterian theory.

Unit – II: Concept of small business management: concept and characteristics of small business management, role of small business management, marketing mechanism.

Unit – III: Structure of small business management: organizational structure, ownership pattern, finance, infrastructure.

Unit – IV: Working capital management: working capital and taxation management.

Unit – V: Export potential at SBM, problems and prospects of SBM, locational problems, converting business opportunity into reality.

Suggested Readings:

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-504 SBE: SMALL BUSINESS INVESTMENT AND MANAGEMENT

E-505 SBE: SMALL BUSINESS AND EXPORT MANAGEMENT

Unit – I: Evolution, concept, characteristics and the role of small business, small business and export environment – macro and micro.

Unit – II: Export potentials of small business, export profile of SSI sector, international sub-contracting measures and small and medium scale industries, institution for export promotion measures and quality control for small business, export consortia.

Unit – III: Planning for export, organization chart for a small business, identification and selection of export worthy small business units, locating markets and buyers abroad, getting price indications and samples, arranging reliabilities, advising identified export worthy SSI units on export formalities.

Unit – IV: Product planning, export pricing decision, export marketing channels and promotion of exports of small business houses.

Unit – V: Small business exports – problems and prospects.

HEALTH CARE ADMINISTRATION

E-503 HCA: HEALTH COMMUNICATION: DEVELOPMENT AND DISSEMINATION

Objectives

Health communication is an emerging specialty in the field of communication. It is the crafting and delivery of messages and strategies based on consumer research to promote the health of individuals and community. Health communication researches are primarily concerned with better understanding the health promotion and disease prevention and treatment within the context of human interaction.

Course Contents

Unit – I: An overview of many substantive areas of study within health communication like interpersonal communication, inter-cultural communication, mass media, health images, communication campaigns, alternative medicine, health ethics.

Unit – II: Use of least three artifacts (such as pamphlets, print ads, video, etc.) analyses the rhetoric of a successful or an unsuccessful health communication campaign such as AIDS awareness, smoking cessation.

Unit – III: Students learn to plan, deliver and evaluate health information and disease prevention campaigns.

Unit – IV: Students advocate for health policy initiatives and manages health care delivery systems or produce the written material for a healthy campaign.

Unit – V: Students develop a television programme / health literacy and strategies dissemination in areas of public health emerging from research in hearing, balance, smell, taste, voice, speech or language and materials that make complex disease issues more understandable to public e.g. materials to accompany genetic counseling in areas of inherited disorders.

Suggested Readings

1. Payers, Lynn, *Medicine & Culture* – New York: Henry Holt and Company, 1996.
2. Du Pre, Athena, *Communicating about Health: Current Issues & Perspective*, Mountain View LA: May field publishing Company, 2000.
3. *Health Communication*, New Jersey School of Public Health, 1998.
4. *Role of Mass Media in Parenting Education*, 1997, Harvard School of Public Health Centre for Health Communication.
5. *Text book of Preventive & Social Medicine*, 2000.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-504 HCA: COMMUNITY HEALTH, EPIDEMIOLOGY AND POPULATION MANAGEMENT

Objectives

To impart knowledge on the concepts of community health, community participation, vital health indicators and demographic data and the uses of these health information for a better approach to policy making and planning in the health sector.

Course Contents

Unit – I: Meaning and scope of epidemiology: Models and factors associated with health and diseases.

Unit – II: Health statistics and health indicator: Morbidity, Mortality: Data sources, collection, analysis and uses.

Unit – III: Health information system; Use of computers; Primary health care and community participation; Organisational aspects of community health.

Unit – IV: Clinical care; Physical aspects of community health; Psychological aspects of community health; Special aspects of community health.

Unit – V: Drugs, Alcoholism etc; Preventive and primitive health care; population policy, Planning and management.

Suggested Readings

1. Abelin, T Brzenski, Z.J. and Carstairs, VD. “Measurement in Health Promotion and Protection”, 1987, WHO, Copenhagen.
2. Alderson, M. “An Introduction to Epidemiology”, 2nd ed. 1983, MacMillan, London.
3. Green, LW and Anderson, CL. “Community Health”, 5th ed. 1986, Times Mirror Mosby, St. Luio.
4. Hill, AB, “A Short Textbooks of Medical Statistics”, 1984, UNI, Books.
5. Jolly, KG. “Family Planning in India 1969-84: A District Level Study”, 1986, Hindustan, Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E-505 HCA SUPPORT AND UTILITY SERVICES AND RISK MANAGEMENT