

201 Management Information Systems and Decision Support Systems

Course Overview- The objective of this course is to introduce the students to the managerial issues relating to the information systems, its role in an organization, support for decision making and how information systems can be leveraged to provide business value

Group-I

MIS need and concept, Scope of MIS, Characteristics of MIS, Classification of Information Systems, Functional Information Systems, System Identification and Feasibility Study, Baseline Project Report, System Planning, System Analysis, System Development Approaches: Structured Approach, Information Engineering Approach, Object Oriented Approach; Requirement Analysis, Modelling Tools for MIS: Data Flow Diagrams, Decision Tree, Decision Table, Structured English, Data Dictionary; System Development Models, System Design, Coding, Testing, Implementation, Maintenance, Evaluation, Documentation

Group-II

Hardware and Software Issues Regarding Information Systems, Importance of Decision Support Systems, Components of Decision Support Systems, Decision making under different scenarios, Group Decision Support Systems, Advanced Concepts of Information Systems: Artificial Intelligence, Business Intelligence, Artificial Neural Networks, Supply Chain Management, Customer Relationship Management, E-Commerce, M-Commerce, Fuzzy Logic, Data Warehousing, Data Mining, Enterprise Resource Planning, Expert Systems, Executive Information Systems, Knowledge Management Systems, Strategic Information Systems

ONLY PRACTICAL Not To Be Included in Theory Paper (Practical Examination- Database Management with MS Access): Importance of Databases, Database Hierarchy, Basic concepts of Relational Databases, Basic concepts of Normalization, MS Access: Creating Databases, Adding, Editing and Moving records, Primary Key, Querying: Creating, Saving and Editing Queries, Relationship, Forms, Reports.

Recommended Texts

Sahil Raj, Management Information System, Pearson Publication, 2013
 James, A. O'Brien, Introduction to Information Systems, Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2005
 Efraim, Turban, Jay E. Aronson and Ting-Peng Liang, Decision Support Systems and Intelligent Systems, Prentice-Hall of India, New Delhi, 7th Edition, 2004
 George M. Marakas, Decision Support Systems, Prentice-Hall of India, New Delhi, 2009
 Kenneth C. Laudon, Jane P. Laudon and Rajanish Dass, Management Information Systems: Managing The Digital Firm, 11th Edition, Pearson Publication, 2011
 Joseph S.Valacich, Joey F. George and Jeffrey A. Hoffer. (2012). *“Essentials of Systems Analysis and Design”*, New Delhi: PHI Learning Private Limited, 2012

Instructions

The external paper will carry 30 marks and would be of two hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 5 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these group. The III group shall consist of one case study of 10 marks.

The internal assessment will carry 30 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 6 marks (Total 12 marks)

Two Assignments each carrying 5 marks (Total 10 marks)

Class Participation carries- 8 marks

Note- Practical: carries 40 marks which will be jointly evaluated by internal and External Experts

202 Business Statistics & Research Methodology

Course Overview

The objective of this course is to have a general understanding of Research Methodology and Statistics as applicable to Business Management and its use and relevance in areas of Management Research. While mathematical material will be covered, the major goal is for the students to develop a set of skills and tools which will be important in their management careers. At the conclusion of the course students should be able to: (1) develop the skills to identify the appropriate statistical techniques for the analysis of data; and (2) learn how to collect, analyze, present and interpret research data.

Course Syllabus

Group I:

Research Methodology: Objectives, Role & Scope in Management Research, Process of Research; Research Designs: Exploratory, Descriptive & Experimental Research Designs and their Applications; Sampling Design: Concepts, types and their applicability; Scaling Techniques including Likert, Thurston, Semantic Differential Scaling techniques, etc. Tools & Techniques of Data Collection: Primary & Secondary; Classification & Tabulation of Data. Introduction to Statistics, Statistics & Business Research, Measures of Central Tendency: Mean, Median and Mode; Measures of Dispersion, Coefficient of Variance; Skewness & Kurtosis: Concept and Measures; Correlation Analysis: Simple, Partial & Multiple (Elementary).

Group II:

Regression Analysis: Concept & Measures, Linear Regression. Probability Concepts: Permutations and Combinations. Elementary Probability Theory: Concepts, Definitions and Problems. Probability Distributions: Binomial, Poisson and Normal Distributions; Testing of Hypothesis: Concepts like types of hypothesis, significance level, degrees of freedom, Errors in hypothesis testing, Procedure of testing hypothesis etc.; Statistical Tests: Chi-square test, t-test, ANOVA – 1 way and 2 way; SPSS and Report Presentation: Use of Statistical Package for Social Sciences, Report Writing - Mechanics of Report Writing, Preliminary pages, Main body and Appendices including Bibliography, Diagrammatic and Graphical presentation of Data.

Recommended Texts

- Amir D. Aczel & Jayavel Sounderpandian, *Business Statistics*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 6th Edition.
- Donald R. Cooper & Pamela S. Schindler, *Business Research Methods*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 9th Edition.
- G. C. Beri, *Business Statistics*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2nd Edition.
- J. K. Sharma, *Business Statistics*, Pearson Education, New Delhi, 3rd Reprint, 2005.

Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these group. The III group shall be a case study of 10 marks and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks (Total 20 marks)

Two written Assignments/ Project work each carrying 10 marks (Total 20 marks)

Class Participation and Attendance to be of 10 marks

203 Financial Management

Course Overview

The objective of this course is to acquaint the students of management with the basic knowledge of finance function in a corporate enterprise. This course also highlights the emerging issues of corporate restructuring, mergers and acquisition decisions.

Course Syllabus

Group I:

Financial Management: An Overview, Goals and Functions of Finance, Financial System: Assets, Markets, Intermediaries and Regulatory Framework. Capital Market and Money Market, Concepts in Valuation: Time value of money, Present Values, IRR, Bond returns, Return from Stock Market Investments.

Capital Investment Decision making: Principles of Cash Flows, Discounted and Non-Discounted Cash Flow Techniques for appraising capital investments, Risk Analysis in Capital Budgeting.

Group II:

Working Capital Management: An Overview, Determinants, Working Capital Cycle, Management of Cash, Receivables and Inventories. Financing Working Capital needs. Leverage: Operating Leverage and Financial Leverage. Cost of Capital. Capital Structure and firm's value: Theories, MM Hypothesis, Optimization of Capital Structure, Capital Structure Planning. Dividend Policy and firm's value, Dividend Policy in practice. Corporate Restructuring: Mergers and Acquisitions, motives, considerations and regulations.

Recommended Texts

- J.J. Hamton, *Financial Decision Making: Concepts, Problems and Cases*, Prentice-Hall of India, New Delhi, 4th Edition.
- Khan and Jain, *Financial Management*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 4th Edition.
- Stephan A. Ross, Randolph W. Waterfield and Jeffery Jaffe, *Corporate Finance*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 7th Edition.
- Richard A. Brealey and Stewart C. Meyers, *Principles of Corporate Finance*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 6th Edition.

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The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these group. The III group shall be a case study of 10 marks and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks (Total 20 marks)

Two written Assignments/ Project work each carrying 10 marks (Total 20 marks)

Class Participation and Attendance to be of 10 marks

204 Management of Human Resources

Course Overview

The student should be able to critically analyze organizational situations, prescribe courses of action necessary for problem solving, and integrate the steps necessary for effective implementation. Upon completion, the student should be able to indicate and explain various human resource management interventions that may be required when dealing with the work environment, people, and problems.

Course Syllabus

Group I:

Concept, scope, functions, importance of Personnel Management, environment scanning, building up skills for effective HR manager. Global HRM. Organization of personnel department and its relationships with other departments. HR in: information technology firms, mergers and acquisitions. Integrating HR strategy with Business Strategy, Personnel Policies, Manpower Planning, Analyzing Work and Designing Jobs, Managing Separations and Rightsizing. Methods of Manpower Search and Selection of Human Resources. Induction, Placement, Socializing, Promotion and Succession.

Group II:

Executive Development and Training Manpower, Retention of Talent. Performance Appraisal and Potential Evaluation. Managing Basic Remuneration. Job Evaluation. Motivation in Action: Empowerment, Quality of Work Life, Problem Employees. Incentives, Sharing Productivity Gains and Profits, Employee Stock Option Plans. Grievance Handling, Disciplining and Counseling of employees. Concept and Present State of Industrial Relations. A brief idea of Trade Unionism. Industrial Unrest and Remedial Measures.

Recommended Texts

- Garry Desseler, *Human Resource Management*, Prentice-Hall of India Pvt. Ltd., New Delhi, 10th Edition.
- Edwin B. Flippo, *Personnel Management*, McGraw-Hill Book Company, 6th Edition.
- Raymond Noe, Wright, Gerhart & Hollenbeck, *Human Resource Management – Gaining A Competitive Advantage*, Tata McGraw –Hill Publishing Company Ltd., New Delhi, 5th Edition, 2007.

Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these group. The III group shall be a case study of 10 marks and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks (Total 20 marks)

Two written Assignments/ Project work each carrying 10 marks (Total 20 marks)

Class Participation and Attendance to be of 10 marks

205 Marketing Management

Course Overview

The objective of this course is to develop the ability in the students to define and analyze the marketing problems through the formulation of marketing objectives, policies, programmes and strategies.

Course Syllabus

Group I:

Nature, Scope and Concepts and Orientations of Marketing, Marketing Tasks, Modern Concepts of Marketing, Marketing Environment and Environment Scanning, Marketing Information Systems and Marketing Research, Strategic Planning in Marketing Management, Understanding Consumer and Industrial Markets, Consumer Behaviour: Factors Influencing Consumer Buying Behaviour, Buying Process, Market Segmentation, Targeting and Positioning.

Product Decisions: Product Mix, Product Life Cycle, New Product Developments. Branding and Packaging Decisions. Pricing Methods and Strategies.

Group II:

Promotion Mix Decisions: Advertising, Sales Promotion, Public Relations, Personal Selling, Direct Marketing. Managing the Sales Force. Marketing Organisation. Channel Management: Types & Functions, Selection, Cooperation, Conflict Management, Vertical Marketing Implementations and Systems, Marketing Logistics, Emerging Issues in Marketing: Green Marketing, Holistic Marketing, Network Marketing, Event Marketing, Nucleus Marketing, Viral Marketing.

Recommended Texts

- Kotler Philip & Armstrong, G., *Principles of Marketing*, Prentice-Hall of India, New Delhi, 2007.
- Kotler Philip, *Marketing Management*, Prentice-Hall of India, New Delhi, 2007.
- Kotler Philip & Keller, *Principles of Marketing*, Prentice-Hall of India, New Delhi, 2006.
- Saxena Rajan, *Marketing Management*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 3rd Edition, 2005.

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The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these group. The III group shall be a case study of 10 marks and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks (Total 20 marks)

Two written Assignments/ Project work each carrying 10 marks (Total 20 marks)

Class Participation and Attendance to be of 10 marks

206 Operations Management

Course Overview

The objective of this course is to have an understanding of Operational issues in Manufacturing & Service Sector Organisations that include Designing, Acquiring, Operating, and Maintaining the facilities and processes; Purchasing raw materials; Controlling and Maintaining Inventories; and providing the proper labour needed to produce a good or service so that customers' expectations are met.

At the conclusion of the course students should be able to:

- (1) build both quantitative and qualitative analysis skills, especially those needed for managing operating systems; and
- (2) provide common-sense modelling concepts which can be used to help managers evaluate various management problems.

Course Syllabus

Group I:

Role and Scope of Operations Management, Operations Strategy, Operations Management as an Inter-Functional imperative. Types and Characteristics of Manufacturing systems, Product Planning and Design: Operations and the Life Cycle, Developing New Products. Forecasting Demand: Forecasting methods, Forecast Errors. Plant Location: Factors & Quantitative Models, Plant Layout: Models & Techniques, Assembly Line Balancing.

Capacity Planning, Materials requirement planning: procedure, benefits and disadvantages. Scheduling: scheduling jobs on machines, control of schedules, scheduling in services.

Group II:

Introduction to Statistical Quality Control: Process Charts & Acceptance Sampling, PERT and CPM, Application of OR techniques to Operations Management such as Transportation, Assignment, Sequencing. Inventory Management, Planning and Control: Inventory concepts, Scope, Objectives & Functions of Inventory Control, Classification of Inventories, Inventory costs concepts, Selective Inventory Control Systems, Inventory Control Models: Economic Order Quantity (EOQ) with & without shortages, EOQ under Fluctuating Demand, EOQ with Quantity discounts, Economic Production Quantity (EPQ), Fixed Order Cycle (FOC) and Fixed Order Quantity (FOQ) Systems.

Recommended Texts

- Elwood S. Buffa, *Modern Production/Operations Management*, Wiley Series, 8th Edition.
- James R. Evans, David R. Anderson, Dennis J. Sweeney and Thomas A. Williams, *Applied Production and Operations Management*, West Publishing Company, International Edition, Minnesota.
- John O. McClain and L. Joseph Thomas, *Operations Management*, Prentice Hall-of India, New Delhi, 2nd Revised Edition.
- Kanishka Bedi, *Production and Operations Management*, Oxford University Press, 9th Impression, 2006.
- Lee J. Krajewski, *Operations Management*, Prentice-Hall of India, New Delhi, 8th Edition.

Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these group. The III group shall be a case study of 10 marks and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks (Total 20 marks)

Two written Assignments/ Project work each carrying 10 marks (Total 20 marks)

Class Participation and Attendance to be of 10 marks

207 Seminar On International Business Environment & Management

Course Syllabus

Group I:

International Business: An overview - Types of International Business; The External Environment, The Economic and Political Environment, The Human Cultural Environment; Influence on Trade and Investment Patterns; Recent World Trade and Foreign Investment Trends; Balance of Payments Accounts and Macro-economic Management; Theories and Institutions: Trade and Investment - Government Influence on Trade Investment ; Determination of Trading Partner's Independence, Interdependence and Dependence; World Financial Environment

Cross-national Cooperation and Agreements; Tariff and Non-Tariff Barriers ; Regional Blocks; International production; Internationalisation of Service Firms ; Operation Management in International Firms;

Group II:

World Financial Environment : Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-currency Market; Offshore Financial Centres; International Banks; Non-Banking Financial Service Firms; Stock Markets. Global Competitiveness; Export Management; Licensing ; Joint Ventures Technology and Global Competition; Globalisation and Human Resource Development; Globalisation with Social Responsibility; World Economic Growth and the Environment; Country Evaluation and Selection; International Business Diplomacy. Negotiating an International Business, Issues in Asset Protection; Multilateral Settlements; Consortium Approaches; External Relations Approach.

Recommended Texts

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

Instructions

The evaluation will be as follows:

- Maximum Marks: 100
- Internal Assessment: 100