MBA PROGRAMME

The Master of Business Administration (MBA) is a Two Year Full Time Programme. The course structure of the programme is given hereunder

FIRST YEAR

SEMESTER-I

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Division of Marks</th>
<th>Duration of Exams</th>
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<tr>
<td></td>
<td></td>
<td>Ext.</td>
<td>Int.</td>
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<tr>
<td>CP-101</td>
<td>Principles and Practices of Management</td>
<td>70</td>
<td>30</td>
</tr>
<tr>
<td>CP-102</td>
<td>Business Statistics</td>
<td>70</td>
<td>30</td>
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<tr>
<td>CP-103</td>
<td>Managerial Economics</td>
<td>70</td>
<td>30</td>
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<tr>
<td>CP-104</td>
<td>Business Environment</td>
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<td>CP-105</td>
<td>Business Communication</td>
<td>70</td>
<td>30</td>
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<tr>
<td>CP-106</td>
<td>Financial Accounting</td>
<td>70</td>
<td>30</td>
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<tr>
<td>CP-107</td>
<td>Fundamentals of Computer and E-Commerce</td>
<td>70</td>
<td>30*</td>
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<tr>
<td>CP-108</td>
<td>Seminar</td>
<td>50**</td>
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</tbody>
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T= Theory,   P= Practical

* The Internal Assessment must be based on practical related to the subject and practical would be conducted by the Colleges/Institutes itself.
**Topic for seminar relating to the contemporary business issues/practices comprising Indian ethos, values, current socio-economic and business context would be assigned by the teacher in advance. Evaluation of such seminar would be based on written assignment submitted and presentation given by the candidate.

SEMESTER-II

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<tr>
<th>Course Code</th>
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<td>Ext.</td>
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<tr>
<td>CP-201</td>
<td>Management Science</td>
<td>70</td>
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<td>CP-202</td>
<td>Marketing Management</td>
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<td>CP-203</td>
<td>Human Resource Management</td>
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<td>CP-204</td>
<td>Financial Management</td>
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<td>CP-205</td>
<td>Business Research Methodology</td>
<td>70</td>
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<td>CP-206</td>
<td>Production and Operations Management</td>
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<td>CP-207</td>
<td>Organizational Behavior</td>
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<tr>
<td>CP-208</td>
<td>Comprehensive Viva –Voce</td>
<td>50</td>
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Note: Students are advised to verify scheme and syllabus from Kurukshetra University
SUMMER TRAINING

At the end of second semester, all students will have to undergo summer training of 6—8 weeks with an industrial, business or service organisation by taking up a project study. The condition of successfully completing the programmes shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in the organizations as approved by the Department/Faculty from time to time. Each student will be required to submit a project report to the Department for the work undertaken during this period within one month of the commencement of the third semester for the purpose of evaluation in the third semester.

SECOND YEAR

During Second year, in addition to compulsory papers and project studies, students shall have to choose six optional papers in third and six in fourth semester from the list of optional papers announced at the beginning of each semester. The list of optional papers for third and fourth semesters shall confine to the availability of teachers. A student will specialize in two areas (One Major and other Minor) by opting at least four papers (in major area) two papers from (in minor area) in third and fourth semester.

<table>
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<th>SEMESTER—III</th>
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<tr>
<td><strong>Course Code</strong></td>
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<tr>
<td>CP-301</td>
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<td>CP-302</td>
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<td>CP-303</td>
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(In addition to these compulsory papers, a student is required to select four papers from major area of specialization and any two papers from minor area of specialization)

*Internal evaluation will be based on seminar presentation.

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<th>SEMESTER-IV</th>
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<tr>
<td><strong>Course Code</strong></td>
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<td>CP-402</td>
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<td>CP-403</td>
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(In addition to these compulsory papers, a student is required to select four papers from major area of specialization and any two papers from minor area of specialization)

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
List of Optional Papers of various specializations

FINANCE
3rd Semester
FM—301 Financial Decisions Analysis
FM—302 Foreign Exchange Management
FM—303 Risk Management
FM—304 Working Capital Management
FM—305 Management of Financial Institutions
FM—306 Security Analysis and Investment Management

4th Semester
FM-401 Principles of Insurance and Banking
FM-402 International Financial Management
FM-403 Financial Derivatives
FM-404 Management of Financial Services
FM-405 Project Management
FM-406 Portfolio Management

MARKETING
3rd Semester
MM-301 Advertising Management
MM-302 Sales and Distribution Management
MM-303 Brand Management
MM-304 Consumer Behavior
MM-305 Retail Marketing
MM-306 Marketing Research

4th Semester
MM-401 International Marketing
MM-402 Industrial Marketing
MM-403 Service Marketing
MM-404 Strategic Marketing
MM-405 Rural and Agricultural Marketing
MM-406 Marketing Communication Strategy

HRM
3rd Semester
HRM-301 Management of Industrial Relations
HRM-302 Legal Framework Governing Human Relations
HRM-303 Managing Interpersonal and Group Processes
HRM-304 Organizational Change and Intervention Strategies
HRM-305 Manpower Development for Technological Change
HRM-306 Global Human Resource Management

4th Semester
HRM-401 Management Training and Development
HRM-402 Human Resource Planning and Development
HRM-403 Human Resource Development: Strategies and Systems
HRM-404 Counseling Skills for Managers
HRM-405 Compensation Management
HRM-406 Performance Management and Managerial Effectiveness

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
### INTERNATIONAL BUSINESS

**3rd Semester**
- IB-301 International Accounting
- IB-302 Foreign Exchange Management
- IB-303 Export-Import Procedures and Documentation
- IB-304 India’s Foreign Trade and Policy
- IB-305 International Business Environment
- IB-306 International Logistics

**4th Semester**
- IB-401 International Financial Markets
- IB-402 International Marketing
- IB-403 International Financial Management
- IB-404 International Strategic Management
- IB-405 Cross-cultural and Global Management
- IB-406 Regional Economic Blocks

### INFORMATION TECHNOLOGY

**3rd Semester**
- ITM-301 Internet and Web Designing
- ITM-302 Relational Database Management Systems
- ITM-303 Practical based on ITM-301 and ITM-302
- ITM-304 Software Designing
- ITM-305 System Analysis and Design
- ITM-306 Management Support Systems

**4th Semester**
- ITM-401 Data Warehousing and Data Mining
- ITM-402 eCRM
- ITM-403 Practical based on ITM-401 and ITM-402
- ITM-404 Cryptography and Security System
- ITM-405 Introduction to Computer Networks
- ITM-406 Enterprise Resource Planning

### PRODUCTION AND OPERATIONS MANAGEMENT

**3rd Semester**
- POM-301 Purchasing and Materials Management
- POM-302 Total Quality Management
- POM-303 Production Planning and Control
- POM-304 Logistics Management
- POM-305 Service Operations Management
- POM-306 Technology Acquisition and Diffusion

**4th Semester**
- POM-401 Applied Operations Research
- POM-402 Goal Programming in Management
- POM-403 Transportation Management
- POM-404 Technology Forecasting
- POM-405 R&D Management
- POM-406 Programme Management

Note: Students are advised to verify scheme and syllabus from Kurukshetra University.
CP-107:  **Fundamentals of Computer and E-Commerce**

Max. Marks: 100  
External: 70  
Practical Based Internal Assessment: 30  
Time 3 Hours

**Note:** The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

**Objectives:** The objective of the course is to acquaint the students with computers and concepts of E—Commerce.

**Course Contents**


**Suggested Readings:**
5. Shurety : E-business with Net Commerce (with CD), Addison Wesley.

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
CP-101: Principles and Practices of Management

Max. Marks: 100
External: 70
Internal: 30
Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objectives of the paper are to familiarize the students with basic management concepts and behavioural processes in the organization.

Course Contents:

Suggested Readings:
4 Richard L. The New Era of Management, Cengage India 2012
6 Stoner, Jetal. Management, Prentice Hall of India., New Delhi

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University.
Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this course is to make the students learn about the application of statistical tools and techniques for decision-making.

Course Contents:
Application of Probability and probability distributions in business decision making: probability Theory; Classical, relative and subjective probability, Addition and multiplication probability models; Conditional probability and Baye’s Theorem. Probability Distributions: Binomial, Poisson, and Normal distributions: characteristics and applications.
Application of Sampling and sampling methods in business decision-making; Sampling and non-s Sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.
Statistical Estimation and Testing; Point and interval estimation of population mean, proportion, and variance; Statistical testing of hypothesis and errors; Large and small sampling tests, Non—Parametric Tests: Chi-square tests; Sign tests; Wilcoxon Signed—Rank tests; Kruskal—Wallis test.
Statistical Quality Control: Causes of variations in quality characteristics, Quality control charts, - purpose and. logic; Constructing a control chart computing the control limits (X and R charts); Process under control and out of control, Warning limits; Control charts for attributes -fraction defectives and number of defects Acceptance sampling.
Data Analysis using software packages: Microsoft Excel and SPSS.

Suggested Readings:

The list of cases and specific references including recent articles will be announced in the class.
Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objectives of this course is to acquaint the students with concepts and techniques used in Micro—Economic Theory and to enable them to apply this knowledge in business decision- making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Contents:
Nature and Scope of Managerial Economics. Basic concepts of economic used in managerial decision making; Objective of a firm: Wealth, profit and sales maximization.

Demand function: Elasticity of demand and its significance in Managerial decision-making; Consumer equilibrium-utility and indifference curve approach; Price, income and substitution effects; Fundamentals of demand estimation and forecasting.

Short-run and long-run production functions; Cost curves and economics of scale; Price and output determination under perfect competition, monopoly, monopolistic competition, and oligopoly; Pricing strategies and tactics.

National Income— Alternative concepts, measurement and determination of National income; Inflation—types, measurement and control: Monetary and Fiscal Policies. Currency flows and exchange rate determination

Suggested Readings:
2. Salvatore, Managerial Economics in Global Economy; Thomson learning; Bombay.

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
CP-104: Business Environment

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: This course primarily aims at sensitising towards overall business environment within which any organisation operates. The same will help the students in understanding how any business can avail the opportunities and overcome the threats existing for it in the uncontrollable external environment.

Business Environment
- Meaning and Nature.
- An in-depth analysis of various micro and macro environmental factors influencing firm.

Policies and Acts Influencing Business in India-
- Industrial Policy
- Monetary and Fiscal Policy
- EXIM Policy
- Competition Act
- FDI Policy

International Economic Linkage
- WTO and its impact on Indian Business
- Prominent Economic Groupings and their relevance.

Public Sector and SME Sector of India
- Public Sector in India - Rationale, Performance and Reforms
- Public- Private Partnership
- Small and Medium Enterprises- Significance, Problems and Government Support.

Current State of Business Environment in India
- Economic Reforms
- Liberalisation, Privatisation and Globalisation
- Balance of Payment Position and Trade Trends
- FDI Trends
- Emerging Sectors in Indian Economy.

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
Suggested Readings:

7. Alhuwalia, IJ and Little, IMD, India’s Economic Reforms and Development, Oxford University Press

The list of cases and specific references including recent articles will be announced in the class.
Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The course is aimed at equipping the students with the necessary techniques and skills of communication to inform others, inspire them, and enlist their activity and willing cooperation in the performance of their jobs.

Course Contents:
Introduction and fundamentals of communication: Meaning, nature, scope, importance of communication; Communication process: Elements, barriers and gateways of effective communication; Models of communication process: Linear and non-linear models, Murphy model, Thill and Bovee model and Berol's model of communication; Organizational communication: importance of communication in management, communication structure in communication and strategies for improving organizational communication;

Forms of business communication: Written business communication: Characteristics and purpose of business writing, The 3 x 3 writing process for business communication and factors influencing this process, Business letters and Reports, Principles of effective writing; Oral communication: principles and barriers of oral communication, Public speaking and Listening skills: Non-verbal communication: Body, space, para and time language.

Skills of Communication: Presentation, negotiation and interview skills; Business etiquettes; Ethics in business communication; Legal aspects of business communication: communication policy, defamation, invasion of privacy, misrepresentation and fraud.

Changing paradigms of business communication and New trends in business communication.

Suggested Readings:

The list of cases and specific references including recent articles will be announced in the class.
Objectives: The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and application of financial and accounting information for planning decision—making and control.


Accounting software: Tally.

Suggested Readings:


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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University.
CP-107: Fundamentals of Computer and E-Commerce

Max. Marks: 100
External: 70
Practical Based Internal Assessment: 30
Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of the course is to acquaint the students with computers and concepts of E—Commerce.

Course Contents


Suggested Readings:
5. Shurety : E-business with Net Commerce (with CD), Addison Wesley.

The list of cases and specific references including recent articles will be announced in the class.
SEMESTER-II
CP—201: Management Science

Max. Marks: 100
External: 70
Internal: 30
Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

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:
Management Science - Basic concepts and its role in decision-making.
Linear programming, meaning, scope & assumptions. Formulation of linear programming problem and its solution by graphical and Simplex methods.


Sensitivity analysis. Integer programming, goal programming, and non-linear Programming. Transportation and Assignment models including trans-shipment and routing problems
Application of Inventory management techniques in business; Role and importance of PERT/CPM in business decision making; Decision theory and decision trees.


Note: Students are advised to verify scheme and syllabus from Kurukshetra University
Suggested Reading:


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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
CP-202: Marketing Management

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

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

Course Contents:

Suggested Readings:
5. V.S. Ramaswamy, S. Nama Kumari: Marketing Management, Macmillan Publisher India Ltd.

The list of cases and specific references including recent articles will be announced in the class.
Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: This paper aims to increase the awareness of students of MBA with the basic aspects of human resource management and to understand the dynamics of people dimension in contemporary organizations, their positive impact in increasing organisational effectiveness.

Course Contents:

Note: Students are advised to verify scheme and syllabus from Kurukshetra University.
**Suggested Readings**

1. **Dessler & Varakkey**  

2. **K. Aswathapa**  

3. **Seema Sanghi**  

4. **Aggarwala, Tanuja**  
   Strategic HRM, Oxford University Press. 2010

5. **Michael Armstrong**  
   Handbook of HRM, Kogan Page, 2012

6. **Michael Armstrong**  
   Strategic Human Resource Management, Jaico Publications.

7. **P. Jyothi**  

8. **Lepak & Gowan**  
   Human Resource Management, Pearson Education. 2011

9. **V.S.P. Rao**  

10. **S.K. Bhatia**  

11. **R.S. Dwivedi**  
    Managing Human Resources and Industrial Relations in Indian Enterprises, Galgotia Publishing Company, New Delhi.

12. **Rothwell, Taylor**  
    Strategic Human Resource Management, Jaico Publications.

13. **Ian Beardwell, L. Holden**  
    Human Resource Management, Macmillan India Ltd.

14. **W.F. Cascio**  

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

*Note: Students are advised to verify scheme and syllabus from Kurukshetra University*
CP—204 : Financial Management

Max. Marks: 100
External: 70
Internal: 30
Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

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

Course Contents

Introduction to financial management Objectives of financial management; Time value of money, sources of finance, Investment decisions: Importance, Difficulties determining cash flows, methods of capital budgeting Risk analysis : Cost of capital; Concept and importance, Computations of cost of various sources of finance; Weighted Average Cost of Capital; Capital Structure decisions; Theories of capital structure, Factors determining capital structure. Optimum capital structure; Management of working capital - Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy.

Suggested Readings:


The list of cases and specific references including recent articles will be announced in the class.
Course Objective: The objective of this course is to acquaint the students with concepts and basics of research methodology.

Course Contents:
Sources of Data- Nature and Types, Sampling Techniques-Nature and Types, Sampling Errors. Scaling & Measurement Techniques
Data Editing, Coding and Tabulation, Analysis & Interpretation of Data Business Research Reports-Format, Criterion for Judgment of good research report
Advance Techniques of Data Analysis: Factor analysis. Conjoint Analysis, Cluster Analysis & Multidimensional Scaling. Use of SPSS & Other Software's in Research. Use of Statistical Tools such as Correlation, Regression.

Suggested Readings:

The list of cases and specific references including recent articles will be announced in the class.
Objective: 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 operation through layout engineering and quality management etc.: Effective and effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organization.

Course Contents:

Nature and Scope of Production and Operations Management; Types of production systems: Project, Job, Batch & Mass production systems; Facility Location- Importance, Factors in Location Analysis, Location Analysis Techniques; Facility Layout - Objectives, Advantages, Basic Types of Layouts; Material Handling: Principles & Equipments; Line Balancing; Production Planning & Control (PPC) - Concepts, Objectives, Functions; Capacity Planning; Product Planning and Selection; Process Planning; Aggregate Planning and Master Production Scheduling; Maintenance Management; Work Study : Method Study and Work Measurement; Material Management: An Overview of Material Management; Inventory Management - Objectives, Factors, Process, Inventory control techniques; JIT; Purchase Management; Stores Management; Quality Assurance : Acceptance Sampling, Statistical Quality Control, Total Quality Management; ISO-9000.

Suggested Readings:


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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
Course Objectives: The objective of this paper is to develop understanding of basic aspects of Organizational Behavior and familiarize the student with behavioral processes in the organization.

Course Contents:

References:

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University.
CP-301: Strategic Management

Max. Marks: 100
External: 70
Internal: 30
Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The course aims at imparting knowledge of formulation, implementation and evaluation of Business Strategies.

Course Contents:

An Introduction to business policy — Nature, Objective and importance of business policy; an overview of strategic management; Strategic decision making; Process of strategic decision making, Types of planning systems - corporate planning, strategic planning and long range planning

Strategy Formulation- Company's mission, purpose and objectives; corporate strategy - concept, significance and objectives; types of strategies; Environmental and organizational appraisal (Internal & external) techniques of business environment analysis, Strategic alternatives and choice; Business ethics and corporate strategy Concept of value chain and competitive advantage

Strategy implementation - Designing organizational structure and activating strategies; matching structure and activating strategy, Structural, Behavioral and Functional implementation, concept of synergy

Strategy Evaluation - Strategic evaluation and Control, Strategic and Operational Control; techniques of evaluation and control. Role of organizational system in evaluation Current trends in Strategic management- trends in external environment of business, new directions in strategic thinking and new modes of leadership

Suggested Readings:


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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
**CP-302: Business Legislation**

Max. Marks: 100
- External: 70
- Internal: 30

Time 3 Hours

**Note:** The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

**Objectives:** The course is designed to assist the students in understanding the legislature related to business activities.

**Course Contents:**


The Companies Act 1956 : Formation of a company, Memorandum of Association, Article of Association, Prospectus- liability for mis-statement, Shares-statutory restrictions, kinds of share capital, Director's Powers, AGMs, Prevention of Oppression and Mis-management, winding up of a company.


**Suggested Readings**
2. Tuteja, S.K.: Business Law for Manager, New Delhi, Sultan Chand

The list of cases and specific references including recent articles will be announced in the class.
CP-303: Summer Training Report

Max. Marks: 100
  External: 50
  Internal: 50

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
CP - 401: Entrepreneurship Development

Max Marks. 100
External: 70
Internal: 30
Time: 3 Hours

Note: - The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

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:
Entrepreneur: Meaning of Entrepreneur; Functions of an Entrepreneur, Types of entrepreneur. Concept of Entrepreneurship; Environmental Factors affecting success of a new business; Reasons for the failure and visible problems for business. Stages in entrepreneurial process.

Business Creation: Methods and procedures to start and expand one's own business. Managing growth: Using external parties to help grow a business, franchising, advantages and limitations, investing in a franchise, joint ventures- types, Acquisitions and mergers. Entrepreneurship Development Programmes; Role of government and various institutions in developing entrepreneurship in India (A brief description only). Women Entrepreneurs in India.

Suggested Reading:

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
CP-402: Research Project

Max Marks. 100
External 100

CP-403: Comprehensive Viva-Voce

Max Marks. 50
External 50

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
FINANCE

FM-301: Financial Decisions Analysis

Max Marks: 100
  External: 70
  Internal: 30
  Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The basic objective of this course is to impart an intensive knowledge about the use of quantitative techniques in specified financial decision-making areas.

Course Contents:

Investment Decision: Project evaluation under risk and uncertainty, measuring risk in capital budgeting: Conventional and Modern techniques, evaluating projects in CAPM context. Decision Tree Analysis, Analysis of Non-Financial aspects.


Lease Financing: Forms of lease financing, accounting and tax treatment of lease, lease vs. buy-break-even lease rentals, other consideration in leasing. Option Financing: Introduction, nature, types of option factors determining option values, option model (BS), equity as a call option. Warrants: nature, features, valuation, motives for issuing warrants, convertible securities, features, valuation, motives for issuing warrants, convertible securities.

Corporate restructuring: introduction and various forms of restructuring, Merger and Acquisitions: features, reasons, legal and procedural aspect of merger, tax consideration, benefits and cost aspects, Negotiation techniques, other corporate restructuring.


Suggested Readings:
2. Prasana Chandra: Financial Management
5. Sapirio, Edverd, Financial Decision Analysis.

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University.
FM-302: Foreign Exchange Management

Note: - The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: The objective of this course is to provide the basic knowledge about the foreign exchange dealing including exchange rate determination and exchange risk management.

Course Contents:


Exchange rate: meaning, Spread, official and free market rates, cross currency rates, forward rates, exchange rates determination theories, factors affecting, flexible vs. fixed exchange rates, Exchange rate regime, Liberalized Exchange Rate Management System (LERMS).


Foreign Exchange Exposure: introduction, nature and magnitude. Types of exposure: transaction, translation and economic, their measurement and management.

Tax treatment of Foreign Exchange gains and losses. Foreign Exchange Control in India, RBI guidelines, Important provisions of FEMA.

Suggested Readings:


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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
FM-303: Risk Management

Max Marks: 100
- External: 70
- Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: The main objective of this course is to provide an understanding of basic knowledge about the theory and practice of Risk and its Management strategies.

Course Contents:
Tax Regulations and Accounting, Factors affecting Corporate Risk Management, Risk Transfer Mechanism.
Analytical tools used in Corporate Risk Management: DOW Index, Fault Tree, Event Tree, Hedging with Derivative Contracts, Risk Pricing.
Process of Risk Control, Loss Prevention, Techniques of Risk Retention and Reduction.
Case Studies in Enterprise Risk Management.

Suggested Readings:
1. Harrington and Mehaus: Risk Management and Insurance, Tata Mcgraw Hills
2. George Rejda: Principles of Risk Management and Insurance

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

Max Marks. 100
External: 70
Internal: 30
Time: 3 Hours

Note: - The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

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:


Suggested Readings:

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
FM-305: Management of Financial Institutions

Max Marks. 100
External: 70
Internal: 30
Time: 3 Hours

Note: - The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: The objective of this course is to make the candidates aware about the financial systems prevalent in India and the role of Institution in the financial system.

Course Contents:
Financial System: Nature, structure, role and functions of a financial system. Key elements of a well functioning financial system; Status and objectives, reforms and recent developments in Indian Financial System.

RBI- functions and working, functions of NABARD, structure of Indian banking system, objectives functions, performance of commercial banks. Regional Rural Banks and Cooperative Banks. Assets- liability Management in Banks. Operational policies and performance of Finance Companies, Development finance institutions: ICICI, IDBI, IFCI, IIBI, SFCs, SIDBI; Non-banking finance companies, Housing finance companies.

Indian Securities Market: Stock Exchanges, New Issue Market, Role of SEBI Recent Developments in Indian financial security market; Mutual Funds; Depository System.

An overview of Insurance Institutions in India. Money Market: Meaning, Significance, types; Call money market, Treasury Bills Market. Commercial Bills Market, Commercial Papers

Suggested Readings:


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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
FM-306: Security Analysis and Investment Management

Max Marks. 100
External: 70
Internal: 30
Time: 3Hours

Note: - The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Portfolio Management.

Course Contents:

Suggested Readings:

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
Note: - The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: The objective of this subject is to acquaint candidates with the contemporary issues in the banking and insurance sectors.

Course Contents:

Life Insurance -Concept; Public & Pvt. Sector companies in India - their products, schemes & plans; LIC Act 1956-An overview. General Insurance - Concept, Types; Public & Pvt. Sector companies in India - their products, schemes & plans.

Distribution channel in Insurance-Introduction, Individual Agents-Appointment, functions, code of conduct and remuneration; Claims settlement in Life Insurance and General Insurance.


Suggested Readings:
6. Viganim, BML, 'Banking, law and practice' Konak Publication 2005

The list of cases and specific references including recent articles will be announced in the class.
FM-402: International Financial Management

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

Course Contents:

Suggested readings:
2. V.Sharan : International Financial Management,

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University.
Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

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

Course Contents:

Hedging Strategies Using Futures: Devising a hedging Strategy, short term interest rate futures, long term interest rate futures, Stock Index Futures. Foreign Currency Futures: Introduction Foreign Currency markets, foreign exchange rates, forward foreign exchange markets, pricing of currency forwards and futures. Swap markets: types of Swaps, hedging with Swaps


Suggested Reading:
3. S.L Gupta:Financial Derivatives

The list of cases and specific references including recent articles will be announced in the class.
FM-404: Management of Financial Services

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

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

Course Contents
Financial Services: Meaning, Nature and Types.
Leasing: Concept, Classification, Accounting, Legal and Tax Aspects of Leasing; Financial Evaluation of leasing.
Factoring: Meaning, Characteristics and Types of Factoring arrangements, Factoring in India.
Hire Purchase Finance and Consumer Credit: Conceptual Framework; Legal Aspects; Taxation; Accounting and Reporting; Financial Evaluation of Hire Purchase Finance, Features of Consumer Credit.
Housing Finance: Introduction, NHB’s Housing Finance Companies Directions, Prudential Norms, and Housing Finance Schemes.
Credit Rating: Meaning and Types; Benefits of Credit rating to investors and companies. Credit Rating Agencies; Objectives and Functions.
Credit Cards: Concept and Significance; Types of Credit Cards, Credit Card Business in India.
Book Building: Concept and Mechanism of Book Building; Significance and Benefits of Book Building.
Bought Out Deals: Meaning and Nature; Mechanisms of Bought out Deals; Advantages; The Present Scenario.
Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization; Securitization in India.
Depository system: concept, depository participants, functions of depository system; benefits of depository, Depository system in India.
Venture Capital: Meaning, Eligibility, Modes of Financing. Role and Functions of Merchant Bankers

Suggested Reading:

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
FM- 405: Project Management

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

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:
Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties; Market and Demand Analysis; Technical Analysis; Financial Estimates and Projections; Financing of Projects; Investment Criteria. Analysis of Project Risk: Firm Risk and Market Risk; Social Cost and Benefit Analysis; Multiple Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects; Assessment of the Tax Burden; Environment Appraisal of Projects; Human aspects of Project Management. Project Financing: BOT, PPP and consortium financing.

Suggested Reading

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
**FM-406: Portfolio Management**

Max. Marks: 100
- External: 70
- Internal: 30
- Time: 3 Hours

**Note:** The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

**Course objective:** The objective of this course is to impart the knowledge to candidate regarding the theory and practice of Portfolio Management.

**Course Contents:**
Introduction to Portfolio Management, Portfolio Construction Process: Traditional and Modern approaches.


Capital Asset Pricing Model (CAPM): assumptions, explanation and limitations.


**Suggested Readings:**

4. Francis, JC. Investment Analysis and Management Kevin: Portfolio Management, Prentice Hall of India, New Delhi

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

*Note: Students are advised to verify scheme and syllabus from Kurukshetra University*
MARKETING

MM-301: Advertising Management

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: 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:

Advertising: concepts, types, forms and importance. Role of advertising in the marketing process: Legal, ethical and social aspects of advertising; Stimulation of primary and selective demand - Advertising planning and objective setting: Dagmar approach. Determination of target audience; Building of advertising programme - message, headlines, copy, logo, illustration, appeal, layout; campaign planning; Media planning and selection - concepts of reach, frequency, continuity, and selectivity - measures of media cost efficiency - media (readership / viewership) research. Budgeting- establishment and allocation, budgeting approaches., Measuring the effectiveness of the promotional program- Market testing, pre testing, post testing, laboratory tests, field tests, Advertising agency; types, functions and structure of advertising agency, Advertising and consumer behaviour: Integrated marketing communications, Advertising in multicultural environment

Suggested Readings:


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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
MM-302: Sales and Distribution Management

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: There is absolutely no denying the fact that any even a good product is handicapped without proper selling and distribution arrangement. This paper aims to provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.

Course Contents:

SALES MANAGEMENT- THE BASIC FRAMEWORK: Introduction to Sales Management; Sales Organisation, Sales Functions and Policies. Tasks and Responsibilities of Field Sales Manager.

PERSONAL SELLING: Nature and Scope, Formulation of Personal Selling Strategy, An Ideal Personal Selling Process

PLANNING THE SALES EFFORTS: Sales Planning and Budgeting, Estimation of Market Potential and Sales Forecasting, Setting Sales Territories, Fixation of Sales Quota, Sales and Cost Analysis.

MANAGING SALESFORCE: Selection, Training, Compensation, Motivation, Evaluation of Sales Performance

DISTRIBUTION MANAGEMENT: Role of Marketing Channels, Creation and Design of Marketing Channels. Managing the Channels, Channel Integration and Systems: VMS, HMS and Multi-channel Marketing Systems, Channel Conflict and Resolution, Wholesaling And Retailing, Channel Information System, Measuring and Evaluating Channel Performance.

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
SUGGESTED READINGS

2. Dalrymple, Douglas J.; Cron, William L. & Decarlo, Thomas; Sales


5. Rosenbloom, Bert; Marketing Channels: A Management View; Cengage Learning; New Delhi.
9. Ingram, Sales Management: Analysis and Decision Making , Cengage Learning,
10. Spiro, Stanton and Rich", Management of a Sales Force, TMH.

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University.
MM-303: Brand Management

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

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

Course Contents
Brand-Definition, Evolution of Brands, Functions of Brand, Role of Brand, Branding- Importance of branding; Branding terminology; Brand awareness, brand names, brand protection, brand personality, brand image, brand loyalty, brand equity; Private versus national branding

Brand Value: Definition, Core Brand values. Value creation, Porter's value chain, Brand extension decisions,

Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning - Meaning, Point of parity & Point of difference, Positioning guidelines and re-launch

Managing the brands over time- Functional brands, symbolic brands, experiential brands, concept management, forces affecting brands, brands revitalization and brand elimination Brand Valuation- Meaning, approaches of brand valuation; cost based approach, market based approach, royalty approach, discounted cash flow approach, interbrand approach, Choosing the valuation method, branding in specific sectors: Customer, industrial, retail, service, Branding for international marketing Brandin.

Suggested Readings:

The list of cases and specific references including recent articles will be announced in the class.
Objectives: This course primarily aims at sensitising towards behaviour that consumers display prior to, during and after purchase. The same is of utmost importance for the budding managers to understand as all the modern day corporate policies, directly or indirectly are framed keeping in mind the ultimate customers.

Course Contents:


Consumer Involvement and Decision Making- A detailed framework for consumer decision making process and its marketing implications.

Internal Influences on Consumer Behaviour-
The Concept of Motivation and Its Marketing Implications; The Concept of Personality and Its Marketing Implications; The Concept of Perception and Its Marketing Implications; The Concept of Learning and Its Marketing Implications; Attitude Formation and Change

External Influences on Consumer Behaviour
Cultural, Sub-Cultural and Social Class Influences on Consumer Behaviour; Reference Groups and Their Influence on Consumer Behaviour; Family Influence on Consumer Behaviour; Opinion Leadership and Its Influence on Consumer Behaviour; Consumer Influence and Diffusion of Innovation

SUGGESTED READINGS

8. Journal of Consumer Behaviour, John Wiley and Sons Ltd.

The list of cases and specific references including recent articles will be announced in the class.
MM-305: Retail Marketing

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: Course objective is to acquaint students with conceptual frame work of retail marketing and changed face of retail business.

Course Contents:
Retailing- Meaning, Scope and importance of retailing in the economy. Functions and classification of retailers. The concept of Organized Retailing- issues and challenges in organized retailing. Growth of Retail in Indian Context. Understanding the retail customer- the need for studying consumer behavior, factors influencing the retail shopper, the consumer decision making process. Store location-types of retail locations, steps involved in choosing retail location, important factors for choosing a location. Store layout and Design: store layout- key considerations, importance of layout and steps for designing layout. Pricing the merchandise-methods and factors affecting the pricing decisions. Retail promotional strategies., Customer Relationship management in retailing. IT applications in retailing. Non-store retailing: introduction, size of Indian market, classification of Indian market

Suggested Readings:
1. Roger Cox and Paul Brittain: Retailing- An Introduction, Pearson Education.
2. Barry Berman and Joel R. Evans: Retail Management- A Strategic Approach, Pearson Education.

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
MM-306: Marketing Research

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The purpose of this course is to enable students learn the process, tools and techniques of marketing research.

Course Contents:

Introduction to Marketing Research, Importance, nature and scope of marketing research; Marketing information system and marketing research; Marketing research process, Ethical issues in MR, Problem Identification and Research Design: Problem identification and definition: Development of a research proposal: Types of research designs. Data Resource: Secondary data sources and usage; Online data sources; Primary data collection methods - Questioning techniques, online surveys, observation method; Questionnaire preparation. Attitude measurement and scaling techniques - elementary introduction to measurement scales. Sampling Plan: Universe, sample frame and sampling unit; Sampling techniques; Sample size determination. Data Collection : Organisation of field work and survey errors - Sampling and non - sampling errors. Data Analysis: Hypothesis testing, tests of significance (Parametric & non - parametric) Univariate, bivariate and multivariate data analysis; Report preparation and presentation. Marketing Research Applications: Product research; Advertising research; Sales and Market research.

Suggested Readings:

The list of cases and specific references including recent articles will be announced in the class.
MM-401: International Marketing

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

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

Course Contents:


Emerging issues in international marketing: Global e-marketing-The Death of Distance, communications, Targeting the individual customers, relationship marketing, interactivity, The information and communication technology.

Suggested Reading


The list of cases and specific references including recent articles will be announced in the class.
MM-402: Industrial Marketing

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this course is to lay a foundation for an understanding of the complex dimension of the Industrial Marketing.

Course contents:

Suggested Readings

2. Vitale; Business to Business Marketing; Thomson Learning, Mumbai.

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
MM-403: Service Marketing

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: This course primarily aims at sensitising towards marketing orientation required in case of services. The same is of utmost importance for the budding managers to understand as service sector has become the cornerstone of any economy and that marketing of services require an altogether different approach as against marketing goods.

CONTENTS

SERVICES AND THE ECONOMY
- The growing influence of services in the economies of the countries around the globe.
- Services and the Indian Economy: Contribution and Reasons for Growth of Services in India.

SERVICES AND IT'S MARKETING
- Unique Characteristics of Services and Problems Associated with Services Marketing on Account of these.
- Overcoming Challenges Associated with Services Marketing.
- Goods-Service Categorisation.
- Types of Services- Core and Supplementary.

SERVICE MARKETING ENVIRONMENT AND MIX
- Prominent Environmental Factors Influencing Service Marketing.
- A Bird’s Eye-View of Service Marketing Mix- Product, Price, Place, Promotion, Process, People, Physical Evidence and Productivity.

SERVICE MANAGEMENT TRIANGLE
- An Introduction to the Concept and its Variants viz. Internal Marketing, External Marketing and Interactive Marketing.

SERVICE QUALITY, PRODUCTIVITY AND RECOVERY
- Service Quality- Prominent Models.

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
• Service Recovery- Significance. Recovery Techniques.

SERVICE VALUE ENHANCEMENT
• Service Differentiation- Significance and Techniques.
• Service Positioning- Ways.
• Relationship Marketing- Significance and Tools.

Suggested Readings
5. Payne, D, The Essence of Services Marketing, Prentice Hall of India.

The list of cases and specific references including recent articles will be announced in the class.
MM-404: Strategic Marketing

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: This course primarily aims at enabling the students to develop analytical skills in the formulation and implementation of market driven strategies for an organisation.

CONTENTS

The Field of Strategic Marketing
- Meaning, Nature and Historical Perspective.
- Strategic Marketing v/s Marketing Management
- Process and Future of Strategic Marketing.

Strategic Analysis
- Customer Analysis- Process and a Study of Key Factors Pertaining to the Analysis of Individual Customers and Organisational Customers.
- Market Analysis- Dimensions and Process.

An Overview of Alternative Strategies
- Global Strategies
- Preemptive Moves

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
Obtaining Sustainable Competitive Advantage.

Role of Portfolio Analysis in Strategic Choice
- BCG Matrix
- GE 9 Cell Model
- Shell Directional Policy Matrix

Implementing Marketing Strategies
The Role of Structure, Systems, People and Culture.

Evaluation and Control of Marketing Strategy
Rationale and Techniques- Annual Plan Control, Profitability Control, Efficiency Control and Strategic Control.

Suggested Readings:

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
MM-405: Rural and Agricultural Marketing

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: Course objective is to acquaint students with the complexities of Marketing in Rural Areas along with marketing of agricultural produce in Indian context.

Course Contents:


Suggested Readings:

3. Pradeep Kashyap and Siddhartha Raut: The Rural Marketing, Biztantra

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University.
MM- 406: Marketing Communication Strategy

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: This paper aims to provide a sound understanding of and an integrated approach towards marketing communications mix

Course Contents:

INTEGRATED MARKETING COMMUNICATION

- Role of IMC in Marketing Process.
- IMC Planning Model
- Developing IMC Plan.

MARKETING COMMUNICATION MIX

- Elements of Marketing Communication Mix
- Characteristics of Marketing Communication Mix
- Factors in Setting the Marketing Communication Mix
- Measuring Effectiveness of Various Elements of Marketing Communication Mix.

ADVERTISING

- Purpose, Role, Functions and Types.
- Advertising Objectives and Goal Setting
- Advertising Budgeting.
- Detailed Media Planning, Scheduling and Strategy.
- Devising Advertising Campaign.
- Measuring Advertising Effectiveness.

SALES PROMOTION

- Meaning and Importance.
- Integration with Advertising and Publicity.
- Prominent Sales Promotion Tools
- Push-Pull Strategies.
- Decisions Confronting Sales Promotion.

PUBLIC RELATIONS

- Meaning and Importance
- Objectives and Goals
- Prominent PR Tools
- Public Relation Decisions and Strategies

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
• PR V/S Publicity

DIRECT MARKETING

• Meaning and Importance
• Prominent Direct Marketing Tools
• Direct Marketing Decisions and Strategies.

PERSONAL SELLING

• Meaning, Importance and Principles
• Designing Sales Force.
• Managing the Sales Force.

SUGGESTED READINGS

2. Clow and Baack, Integrated Advertising, Promotion, and Marketing Communications, Pearson Education.
8. Journal of Marketing Communication, American Marketing Communication

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: Organizational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual aspects of industrial relations at the macro and micro levels. Management Industrial Relations

Course Contents:

Suggested Readings

1. Venkataratnam Industrial Relations, Oxford University Press. 2009
5. Padhi, P.K. Labor and Industrial Laws. Prentice Hall of India. 2010

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University.
Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: Understanding of the legal framework is important for the efficient decision making relating to human resource 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.

- The Trade Unions Act 1926,
- The Industrial Dispute Act 1947,
- The Factories Act 1948,
- The Industrial Employment (Standing Orders) Act 1972,
- The Payment of Bonus Act, 1965,
- The Minimum Wages Act 1948,
- The Payment of Wages Act 1936,
- The Workmen’s Compensation Act 1923,
- Child Labour (Prohibition and Regulation) Act, 1986.

Suggested Readings:


The list of cases and specific references including recent articles will be announced in the class.
Note: Students are advised to verify scheme and syllabus from Kurukshetra University
HRM 304: Organizational Change and Intervention Strategies

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this paper is to make the students learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioral science.

Course contents:
Organizational Change: Nature and meaning of organizational Change, forces for organizational change, Types of change, Models of organizational Change- Lewins Model and System Model of change, Resistance to change, Building support for change.

Suggested Readings

1. French and Bell

2. French, W L. etc

3. Singh, Kavita
   Organizational Change & Development, Excel Books.2010

4. Robbins ,Judge and Vohra
   Organisational Behaviour, Pearson Education India 2011

5. Kinicki and Krietner

6. Newstrom

7. Baron and Greenberg
   Behaviour in Organisations, PHI, 2011.

8. Jones and Mathew

9. Pareek, Udaip

10. Huse, F E. and Cummings, T G.

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: 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:

Suggested Reading:
1. Bhattacharya, Deepak Kumar
2. Aggarwala, Tanuja
   Strategic HRM Oxford University Press.2010.
3. Mankin, David
4. Haldar, Udai
5. Dessler, Garry & Varakkey, Biju
6. Clark, Jon
7. Campbell, A & Warner, M.
8. Rastogi, P.N.

The list of cases and specific references including recent articles will be announced in the class.
Note: Students are advised to verify scheme and syllabus from Kurukshetra University
Objective: The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the students to manage the Training systems and processes effectively.

Course contents

Suggested Readings
3 Janakiram, B Training and Development, Biztantra. 2009
7 Pepper, Allan D. Managing the Training and Development Function, Aldershot, Gower, 1984
8 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.

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
HRM-402: Human Resource Planning & Development

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: To familiarize the students with the basic concepts, tools and techniques of qualitative measurement of human resources requirement and to enable the students to acquire the knowledge necessary for preparing the manpower plan of a business enterprise and subsequent plans of actions, further to train them in application of human resource planning techniques.

Course Contents:

Suggested Readings:
1. Turner, Paul - HR Forecasting and Planning, Jaico Publication House

The list of cases and specific references including recent articles will be announced in the class.
HRM 403: Human Resource Development: Strategies and Systems

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The purpose of this paper is to facilitate and understanding of the concepts methods and strategies for HRD

Course contents:
HRD Introduction- Concept, goals, challenges, HRD methods, Changing paradigm of
HRD- Concepts-scope-objectives, principles, framework, HRD climate, Global
perspectives on HRD, HRD Sub-systems- Performance Management, Training &
Development, Career Planning, Succession Planning; Contribution of sub-systems to HRD
goals, Planning and organizing HRD system-principles in designing HRD system,
Challenges of future HRD professionals- roles and competency requirements of HRD
professionals, Developing HRD strategies, Framework of HR-The strategic HR
Framework Approach, The integrative framework, Human Capital Appraisal Approach,
HRD Score card approach , P-CMM Approach. HRD for Workers, HRD for other special
groups; HRD Interventions Strategies; HRD Approaches for coping with Organizational
Changes, Future of HRD in India

Suggested readings
   Excel books, 2008
   Prentice Hall of India Pvt. Ltd.
9. Maheshwari, B L. & Sinha Dharni P. Management of Change through HRD,
    New Delhi, 1992.

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
**HRM-404: Counselling Skills for Managers**

Max. Marks: 100  
External: 70  
Internal: 30  
Time: 3 Hours

**Note:** The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

**Course Objective:** To develop basic skills among students to handle independently a wide range of employee Counselling and performance counselling.

**Course Contents:**

**Suggested Readings:**

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<tbody>
<tr>
<td>1</td>
<td>Singh, Kavita</td>
<td>Counselling Skills for Managers, Prentice Hall of India, Delhi, 2010.</td>
</tr>
<tr>
<td>4</td>
<td>Patterson, Lewis</td>
<td>The Counselling Process, Cengage Learning India, 2008</td>
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<tr>
<td>5</td>
<td>Burnard</td>
<td>Counselling Skills Training, Kogan Page India, 2009</td>
</tr>
<tr>
<td>7</td>
<td>Kotler, Jeffrey</td>
<td>Counselling Theories and Practices, Cengage, 2008</td>
</tr>
</tbody>
</table>

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

**Note:** Students are advised to verify scheme and syllabus from Kurukshetra University
HRM-405: Compensation Management

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The course is designed to promote understanding of issues related to 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:


Suggested Readings

1 Armstrong, Michel and Murlis, Helen. Reward Management. Kogan Page, 2010
4 Henderson I. Richard Compensation management in a knowledge based world, Pearson Education, New Delhi, 9th edition

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
HRM-406: Performance Management and Managerial Effectiveness

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this paper is to make the students learn about the performance management and prepare them as effective managers using the knowledge and techniques of behavioral science.

Course contents:

Suggested Readings

1. Kandula, Srinivas Performance Management: Strategies, Interventions and Drivers, PHI, 2009

The list of cases and specific references including recent articles will be announced in the class.
INTERNATIONAL BUSINESS

IB-301: International Accounting

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objectives of this course are to acquaint the students with the accounting needs of International Financial markets and to analyse the accounting measurement and reporting issues unique to Multinational Business Transactions.

Course Contents:
International dimensions of Accounting; Conceptual and Comparative Developments, International Accounting Standards: Concept and Mechanism of setting International Accounting Standards, disclosure requirements of International Accounting Standards, International Audit Environment.
Analyzing Foreign Financial Statements: Accounting for Foreign Currency Translation, Accounting for Environmental Protection Measures. Concept and setting of Transfer Pricing.

Suggested Readings
4. Shirin Rathore: International Accounts, PHI.

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University.
Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: To acquaint the students with the mechanism of the foreign exchange markets, measurements of the foreign exchange exposure and hedging against exposure risk.

Course Contents:
Types of Foreign Exchange markets and Transactions, methods of quoting Foreign Exchange rates, Spread, Official and Free Market Rates, Cross Currency Rates
Organization of Foreign exchange markets, Role of Derivatives in Currency Market
Quoting Forward Rates, Exchange Rate Determination in Forward Market, Trading Mechanism of Forward, Currency Futures : Trading and Settlement Procedure, Forward Vs Futures
Currency Options : Types, Hedging with Options, Option Pricing Model. Currency Swap and its Trading Mechanism
Foreign Exchange Risk and Exposure : Techniques for the Measurement and Management of Currency Risk and Exposure, parameters and constraints of Exposure Management.
Forecasting Exchange Rates : Techniques of forecasting Exchange Rates.

Suggested Readings:

The list of cases and specific references including recent articles will be announced in the class.
Objective: The purpose of this course is to acquaint the students with policy, procedures and documentation relating to foreign trade operations, and to train them to handle the export-import business.

Course Contents:
Significance of Procedures and Documentation in International Trade, procedure and Documentation as Trade Barriers. WTO Provisions. Aligned Document System (ADS), Official machinery for Trade Procedure and Documentation; ITC (HS) classification system; Role of ICC, INCOTERMS; Nature of Export / Trading Houses, EDI and Documentation.
Main Export and Import Documents; Export Order Processing; export contract; Export Price Quotations; Shipping and Custom Clearance of Export and Import Cargo; Central Excise clearance; Role of Forwarding agents; Cargo Insurance and Claim Procedure.
Major Export Promotion Schemes in India- EPCG, Duty Exemption Scheme; DEPB Scheme
SIL; Facility for Deemed Exports; Export Promoting Institutions (EoU’s/ EPZs/ SEZ’s) – Role of Export Promotion Councils, Commodity Boards and ITPO.

Suggested Readings:
4) Custom and Excise Law, Various Issues.
5) Nabhi’s Exporters Manual and Documentation.
6) Nabhi’s New Import Export policy procedures.
8) M.D.Jitendra: Export Procedures and Documentations, Rajat Publications, Delhi

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
IB-304: India’s Foreign Trade Policy

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: To acquaint the students with recent trends in India’s Foreign Trade, and Management and Policy related Issues in Foreign Trade in Global Context.

Course Contents:
India’s Foreign trade in the Global context, structure and Equilibrium of India’s Balance of Payments, Recent trends in India’s foreign trade, Directional Pattern: Major export commodities- thrust area commodities- their trend, problems and prospects, Major import commodity Groups, Trade Regulation in India, Foreign trade (Development and Regulation) Act, Foreign Exchange Management, Present Export-Import Policy, Export Promotion Policies, EPCG, DEPB, Duty Draw Back Scheme, Export incentives, Financial and Fiscal, the Role of EXIM Bank of India, ECGC, Infrastructure support for Export promotion, Export Promotion Councils, Commodity Boards/Product Export Development Authorities, Specific Service Institutions, Role of State Trading Organizations, Export Processing Zones, Special Economic Zones, Agriculture Export Zones, Clusters, Export Oriented Units and Export Trading House Schemes, Impact of WTO on India’s Trade Policy.

Suggested Readings:
3. Export- Import Policy , Naleh Publications.

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University.
IB-305: International Business Environment

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: The objective of this course is to analyse the operational processes between two or more nations.

Course contents:

Suggested readings:
5. Taggart & Modernmt: International Business.

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University.
Objective: The objective of this paper is to acquaint the students with the concept of Logistics as applied to International Business. The Various components of the International Logistic System would be studied so as to enable the students to take up an integrated logistic decision.

Course Content:

Suggested Readings:
1. Annual reports of CONCOR.
2. Khanna, K.K., Physical Distribution, Himalaya Publishing, Delhi

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
IB-401: International Financial Markets

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objectives of this course is to give students an in-depth knowledge of the working of International Financial Markets.

Course Contents:
International Money Market Instruments and Institutions: Euro-Notes, Euro-Commercial Papers, Participatory Notes: Issues and Challenges.

Suggested Readings:
1. Shapiro, Alan C : Multinational Financial Management, New Delhi, Prentice Hall of India
2. V. Sharan : International Financial Management, New Delhi, Prentice Hall of India

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
Objectives: The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Course Contents:
International Marketing: Nature, scope and benefits; Reasons and Motivations underlying International Trade and International Business; Basic Modes for Entry; Process of International Marketing; Domestic Marketing versus International Marketing.


International Marketing Mix: International product policy and planning International product mix, Branding, labeling, packaging and organization of product warranties and services. International pricing policies strategies, the process of price setting, pricing decisions, information for pricing decisions.


Suggested Reading:

The list of cases and specific references including recent articles will be announced in the class.
IB-403: International Financial Management

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

Course Content:

Suggested readings:
2. V.Sharan : International Financial Management,

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
IB-404: International Strategic Management

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The course aims at imparting the knowledge of Formulation, Implementation & Evaluation of business strategies in International Business.

Course contents

Suggested Readings:

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University.
IB-405: Cross Cultural and Global Management

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this course is to develop a diagnostic & conceptual understanding of the cultural & related behavioural variables in the management of global organisations.

Course Contents
Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede’s Hermes Study; Structural Evolution of Global Organisations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation; Human Resource Management in Global Organisations; Selection, Source, Selection Criteria for International Assignment; Compensation and Appraisal in Global Perspective, MNG and Compensation System. Ethics in International Business; Western and Eastern Management Thoughts in the Indian context.

Suggested Readings:

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
IB-406: Regional Economic Blocks

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: The objective of the course to familiarize the students with the theoretical framework of the theory of economic integration, and its impact on trade and investment flows among the region and on the global economy.

Course Content:
Theory of Economic Integration, Economic Integration and endogenous Growth, Selected Regional Blocks – NAFTA, EU, ASEAN, SAARC, Globalisation Vs. Regionalization; Regional Blocks, Building Blocks or Stumbling Blocks: Ongoing Challenges-Environment Volatility. Rise of Global Mania; Regional Alternatives; Regional Competition; New Organizational Challenges.

Suggested Readings:
3. Dreze, Jean and Sen, Aamrtya: Indian Development: Selected Regional Perspective, Delhi, Oxford University Press.

The list of cases and specific references including recent articles will be announced in the class.
ITM-301: Internet and Web Designing

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: This course exposes students to environment for web-publishing and developing, programming skills for the same.

Course Contents:

Introduction to WWW: Evolution and basic features of WWW, the concept of web-site and browsers, introduction to WWW servers.

File Transfer Protocol: Introduction to FTP, Business applications of FTP, public domain software, types of FTP servers (including anonymous) FTP clients, common FTP commands.

Web-Browsers: Basic features, bookmarks, history progress indicators, customising browsers, saving and printing web-pages and forms, saving web pages; Searching and downloading information from web-sites; Netscape communicator; Internet Explorer.

Introduction to Web-Publishing technologies, Components of a web-site, applications of each components in business, Features of a smart web-site, process of planning for development of an effective web-site. Domain name selection; Selecting host for web-site, maintaining a web-site, web-publishing tools.


Suggested Readings:


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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University.
ITM-302: Relational Database Management Systems

Max. Marks: 100
External: 70
Internal: 30
Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The students are to be provided basic understanding of the RDBMS & SQL and the skills to make use of these in business organisations.

Course Contents:

Suggested Readings:

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
ITM-303 : Practical Based on ITM-301 and ITM-302.

Max Marks: 100
External 50 Each Paper

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
ITM-304: Software Designing

Max. Marks: 100
  External: 70
  Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The students are to be provided basic understanding of the Software Development and Life cycle of development process and the skills to make use of these in business organisations.

Course Contents:

Concept of software engineering, software characteristics, software metrics and models: process and product metrics, size metrics (Mc Cable's Cyclomatic Complexity), Halstead theory, function point analysis.

Software Development: Phases, process models, role of metrics and measurement, software quality factors, cost estimations, COCOMO, project scheduling, quality assurance plans, project monitoring plans.

System design, design objectives, effective modular design (functional independence, coupling, cohesion), design tools and techniques, prototyping, structured programming. Coding, verification, monitoring and control, testing, testing fundamentals, test case design, functional and structural testing, test plan, activities during testing, unit and integration testing.

Suggested Readings:

7. Sommerville, Software Engineering, Addison Wesley.
8. Fenton & Pfleger, Software Metrics, Thomson Learning, Bombay

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
ITM-305: System Analysis and Design

Max. Marks: 100
External: 70
Internal: 30
Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The students are to be provided knowledge system analysis and design concepts and the skills to make use of these in business organisations.

Course Contents:

Overview of system analysis and design business systems concepts, system development life cycle; project selection: sources of project requests, managing project review and selection, preliminary investigation.

Feasibility study: different types of feasibility, investigative study, cost/benefit analysis, fact findings.

System requirement specifications and analysis: data flow diagrams, data dictionaries, hipo, decision tables, decision trees, Warnier-orr diagrams and Nassi-Shneiderman charts; system controls and audit trail; system administration and training; conversion and operational plan. Organisational issues: attributes of a good analysis, the system analysts and law; communicating with computers: ergonomics, human problems in the automated office, designing human-machine systems.

Suggested Readings:

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University.
Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: This subject will teach student, the foundations of Management Information System along with modern information system to support management functions.

Course Contents:

Suggested Readings:
7. Turban, E. Decision

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University.
ITM-401: Data Warehousing and Data Mining

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: Helps in making business decisions, and to this end, it provides business intelligence to the decision-maker. And it is this analysis, which when performed on the warehouse database, help companies get that edge over its competitors.

Course Contents:


Data Mining: Introduction: Motivation, Importance, data mining, Kind of data. Functionalities, Interesting Patterns, Classification of data mining systems, Major issues.

Data Warehouse and OLAP Technology for Data Mining: Data warehouse, operational database systems and data warehouses, Architecture, Implementation, development of data cube technology, data warehousing to data mining, Data warehouse usage.

Data Preparation: Preprocess, Data Cleaning, Data integration aid transformation, Data reduction, Discrete and concept hierarchy generation.

Data Mining Primitives: Languages, and System Architecture, graphical user interfaces.

Concept Description: Characterization and Comparison, Data generalization and summarization-based characterization, Analytical characterization: analysis of attribute relevance, Mining class comparisons, Mining descriptive statistical measures in large database.

Mining Association Rules in Large Database: Mining single-dimensional Boolean association rules from transaction database, Mining multidimensional association rules from database and data warehouse, from association mining to correlation analysis, Constraint-based association mining.

Classification and Prediction: Issues, Classification by decision tree induction, Bayesian classification, Classification by back propagation. Classification based on concepts from association rule mining. Other classification methods.
Suggested Readings:

1. Barry Devlin: Data Ware House: From Architecture to Implementation, Addison Wesley.
5. Han, Jiawei: Data Mining: Concept and Techniques, Harcourt, New Delhi, 2001.

The list of cases and specific references including recent articles will be announced in the class.
ITM-402: eCRM

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: Customer Relationship Management (CRM), Generates Competency in transforming organisations into customer-centric enterprises. This course is intended to educate, at a high level, out CRM, and eliminate some of the mystery around CRM.

Course Contents:


Audit and Analysis: Why Audit Customer Knowledge? Initiating the Audit Reference Measures and Methodological Choices. The Audit Method. Documenting Customer Knowledge Assets Using the Audit Results to Drive KCRM


Customer Knowledge Management: Technology Framework. The KCRM Architecture. Integration. Long-Term Considerations.

Suggested Readings:


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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
ITM-403 : Practical Based on ITM-401 and ITM-402.

Max Marks: 100
External 50 Each Paper

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
ITM- 404: Cryptography and Security System

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: To learn IT security – threats, detection and prevention and make to students secure the IT security threats.

Course Contents:
Introduction, Essentials of crypto, essentials of networking and the internet, setting realistic security objectives, appropriate communication security, legal restrictions encryption basic building blocks, how crypto system fail, choosing between strong and weak crypto. Security objectives, example in line encryptor, deployment example, point-to-point encryption, IP routed configuration, key recovery and escrowed encryption, Basic issues in secret key management, random key generation, automatic rekeying, and manual key distribution centers, maintaining keys and system security.

Security at IP Layer and VPN: Basic issues with using IPSEC. Cryptographic checksums, IPsecurity protocol, IPSEC key management, other TCP/IP network security protocols, virtual private networks (VAN), basic issues IPSEC proxy cryptography, IPSEC encrypting router, and site-to-site encryption. IPSEC and Public key crypto, basic issues with IPSEC clients.

IPSEC client to server site remote access, Internet firewalls, IPSEC firewall, a VAN with a firewall, public key cryptography, secret key exchange with RSA crypto, Secure socket layer (SSL) Internet security and public key certificates: Basic issues in internet transaction security, transaction world wise Web, security alternatives for web form, web browser with SSI, Web server with server with SSL, vending with exportable encryption, basic issue with e-mail security, technology- offline message keying digital signatures, secure E-mail client distribution public keys, Public key certificates, certificates distribution centralized distribution, centralized certification authority hierarchical certification authority.

Suggested Readings:
1. Richard E-Smith, "Internet Cryptography", Addision Wesley, 2nd Ed.
2. Cryptography and network security - Principles and Practice by William Stallings- Pearson education

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
ITM-405: Introduction to Computer Networks

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: To make the students able to know and understand various types of computer networks, technologies behind networks and application protocols, and communication protocols will be introduced to students through this subject.

Course Contents:

Overview: Introduction: Data communications, networks, topology, the internet, protocols and standards; Network Models: The OSI model, TCP/IP protocol suite, addressing.

Physical Layer, Media & Data link Layer: Data & signals: Analog and digital, data rate limits, performance; Multiplexing: FDM, WDM, STDM, spread spectrum; Transmission media: guided media, unguided media; Switching: circuit switching, packet switching, structure of a switch Error detection and correction: Introduction, nature of errors, parity check, CRC, hamming code; CSMA/CD, CSMA/CA, FDMA, TDMA, SDMA; connecting devices: passive hubs, active hubs, repeaters, bridges, switches, gateways; frame relay, backbone networks, V LAN, ATM, protocols at physical layer & data link layer.

Network Layer & Application Layer: IPv4 Addresses, IPv6 Addresses, IPv4 Addresses vs IPv6 Addresses internetworking, transition from IPv4 to IPv6, ICMP, IGMP, Protocols at network & application layer, routing & introduction to routing algorithms.

Domain Name System: Name space, domain name space, DNS in the Internet, resolution, remote logging, E-mail, file transfer, www, http Network Security: Introduction, cryptography, cryptography types, security services, digital signatures, key management, IP security, SS1/TLS, firewalls.

Suggested Readings:
1. Behrouz A Forouzan, Data communications & Networking, Tata McGraw-Hill
2. A.S. Tannenbaum, Computer Networks, Prentice Hall
3. D.E. Cormer, Computer Networks and Internet, Addison Wesley

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University.
ITM- 406: Enterprise Resource Planning

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: To make the students able to participate in planning and implementation of advanced enterprise-wide systems and technologies in their career.

Course Contents:


Suggested Readings:

The list of cases and specific references including recent articles will be announced in the class.
POM-301: Purchasing and Materials Management

Max. Marks: 100
External: 70
Internal: 30
Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The Key objectives of this course is to acquaint the students with Decesion-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organisation; Cost reduction techniques in Pre-Purchase, Purchase and Post Purchase Systems; Modern Material Planning and delivery system like MRP and JIT and material handling and logistics systems.

Course Contents:

Role of purchasing and Materials Management - Objectives, Organisation and Inter-relationships, Determination and Description of Material Quantity, Material Planning in Push and Pull System, MRP and JIT; Determination and Description of Material Quality - Receiving and Incoming Quality Inspection, Acceptance Sampling Plans, Vendor-Process Capability; Cost-Reduction Techniques - Standardisation, Simplification & Variety Reduction; Value Analysis and Engineering, Make or Buy Decisions, Purchasing Research, Source of Supply, Price Determination and Negotiation, Vendor Rating, Selection and Development, Legal Aspects of Purchasing, Public Purchasing and Tendering; International Purchasing - Procedures and Documentation; 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, Inventory Control of Spare Parts, Materials Information System,

Suggested Readings:


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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University.
POM-302: Total Quality Management

Max. Marks: 100
External: 70
Internal: 30
Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective 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 inter-link management of quality, reliability and maintainability for total product assurance; to focus on quality of services in contemporary environment.

Quality Philosophies: Concept of Quality, Quality as the basis of market competition, Historical review, Quality philosophy of Deming, Juran, crossby etc., Obstacles, Integrating productivity and Quality.

Organization of Quality, Quality council, Total Quality Culture, Quality leadership, Quality awards, Total employee involvement, Quality circles, Attitude of top management, executives and workers, Operators responsibility of Quality, causes of operator's errors, Motivation.

Introduction to TQM: Models for TQM, TQM implementation, Advantages of TQM, Obstacles to TQM, TQM in service sector.

Concepts of Quality function deployment, cause and effect diagram, SWOT analysis, Continuous improvement, PDCA cycle, Supplier partnership, Supplier certification, Pareto diagram, Scalier diagram, Benchmarking, Tauchchi's Quality Engineering, Failure mode and effect analysis, Total productive maintenance, Quality management, SQC, SPC, DPR, Kaizen, Six sigma concept.


Suggested Books:


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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
POM-303: Production Planning and Control

Max. Marks: 100
External: 70
Internal: 30
Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

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
Production Planning and Control Function; Material Requirement Planning; Production-Inventory Systems; Forecasting for Inventory and Production Control; Aggregate Planning; Job Shop Planning; Scheduling and Control; Just-in-Time Production; Line Balancing; Planning for High Volume Standardized Products; Procedures and Documentation in Production Planning and Control; Application of Computers; ERP

Suggested Readings:
2. Caubang Teg C.: Readings on Production Planning and Control, Geneva, ILO.

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
POM-304 : Logistics Management

Max. Marks: 100
External: 70
Internal: 30
Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The Course is designed to explain basic theory and techniques of logistics to 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:
Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management.

Vendor Rating, Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials.

Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (trade off between stock out / working capital cost), lead time reduction, re-order point / re-order level fixation, exercises -numerical problem solving , ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.

Recent Issues in SCM: Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking- concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

SUGGESTED READINGS

1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
2. Krishnan Dr. Gopal - Material Management, (Pearson,New Delhi, 5th Ed.)
4. Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
5. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.)

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
POM-305 : Service Operations Management

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The key objective of this course is to acquaint the students with decision-making in planning, design, delivery, 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:

Matrix of Service Characteristics; Challenges in Operations Management of Services; Aggregate Capacity Planning for Services; Facility Location and layout for Services; Job Design - Safety and Physical Environment: Effect of Automation; Operations Standards and Work Measurement; Measurement and Control of Quality of Services; Dynamics of Service Delivery System; Scheduling for Services Personnel and Vehicles; Waiting - Line Analysis; Distribution of Services; Product-Support Services; Maintenance of Services; Inventory Control for Services; Case Studies on Professional Services

Suggested Readings:
7. Voss, C etc.: Operations Management in Service Industries and the Public Sector, Chichester, Wiley, 1985

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
POM-306 : Technology Acquisition and Diffusion

Max. Marks: 100
External: 70
Internal: 30
Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: This course will highlight at the indicators of Technology and market survey for technology with a point of view of diffusion also the parameters on which technology is assessed and evaluate and the key words for the success of an effective diffusion strategy will be discussed.

Course Contents:

Technological Indicators; Make vs. Buy Decisions; Techno- market Survey; Assessment & Evaluation of Technology (TA & TE); Methodology of TA; TA Imperatives; Organisation & Management of TA; TE Parameters; Financing the Technology : Government Funding : CSIR, IDBI, ICICI, CII and UNDP, etc.; Venture Capital; Identification of Core Competence; Technology Absorption and Diffusion; Terminology and Concepts: Constraints in Technology Absorptions; Technology Absorption Efforts-Case Studies DRDO; Management of Technology Absorption; Benefits of Technology absorption; Future Thrust for Technology Absorption; Importance of Diffusion; Diffusion | Strategies; Case Studies-Indian Experiences; Technology Marketing Issues, Strategies - Internal Transfers, Export etc.

Suggested Readings:

3. Fransman, Matrin & Kenneth King Technological Capabilities in the Third World, Macmillan, 1984

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
POM-401: Applied Operation Research

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: 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

Parametric and Sensitivity Analysis; Inventory Control Models Under Uncertainty; Applied Queuing Models; Networks Models; Non-linear optimization Techniques-Quadratic Programming Portfolio Management Problem; Replacement Models and Policies; Dynamic Programming; Reliability Models.

Suggested Readings:


The list of cases and specific references including recent articles will be announced in the class.
POM-402: Goal Programming in Management

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

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:

Goal Programming - Basic Concept Model Formulation, Graphical and Simplex Method; Integer Goal Programming Post-Optimal Sensitivity Analysis; Parametric Goal Programming; Goal Programming under Uncertainty, Application of Goal Programming in Functional Areas of Management; Implementation of Goal Programming. Introduction to some Application Software such as - QSB, Micro Manager and LIGO.

Suggested Readings:

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

Note: Students are advised to verify scheme and syllabus from Kurukshetra University
Objective: The objective of the course is to acquaint the students with the problem faced in planning policy and executing the transportation systems.

COURSE CONTENTS

Growth of Urbanisation and Problems of Transportation; Transport-Challenges and Limitations; Government Activities in Transportation; Transportation Systems - Planning, Operation and Management; Trip Generation and Distribution; Load Planning; Transportation Modes and their Selection; Sequential Travel Demand Forecasting Models; Future Developments in Transportation; Motor Vehicle Act 1988 and its Impact on Urban Transport System; Emission Norms.

Suggested Readings:


The list of cases and specific references including recent articles will be announced in the class.
Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: To study various qualitative and quantitative technology forecasting methods with their relative merits and demerits.

Course Contents

Exploratory Methods of TF; Delphi Technique; Cross Impact Matrix; Curve Fitting; Morphological Methods; Trends Extrapolation; Regression Analysis; Econometric Models; Normative Methods of TF; OR Models and Simulation; Networks Techniques; Relevance Trees; System Dynamics; Qualitative Methods; Futurology; Activities of TIF AC - Case Studies

Suggested Readings:


The list of cases and specific references including recent articles will be announced in the class.
Objective: To develop middle level scientists in the modern concepts of R&D management with a view to make them effective project managers and to enhance their human and behaviour skills to make them effective members of a large multi-disciplinary projects.

Course Contents:

Survey of Emerging Technologies; Environment Analysis; Project Proposals; R&D Management: Management of knowledge workers, R&D environment; Management of High value Instruments Test Facilities, Workshops etc., Identification of partners/contractors for R&D Projects; R&D Budget; Technology Scanning: Procurement Procedure; Material Management Policy; Discard Policies and Procedure; Contract Management; Vendor Development; Procurement and Utilization of Capital Equipment; Test Equipment; Test Facilities; Sharing of resources with other Institution - Sponsored Resources; Development Tools; Design Methodologies; CAD/CAM7CIM; Design for Manufacturing; Design for Maintenance

Suggested Readings:

5. NTIS : The Management of Government R&D Projects ; The effects of The Contractual Requirement to Use Specific

The list of cases and specific references including recent articles will be announced in the class.
POM—406 : Programme Management

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: To train the scientist and managers in the practical application and modern tools and techniques of planning, scheduling, monitoring and control of multiple projects.

Course Contents:

Project Feasibility Study; Programme Management Concepts - Society Model ADA, IGMDP Model. Deemed University Model, MOUs etc. PMBOK ISO standards; Project Appraisal; Project Selection; Networks Models and their applications - PERT, CPM, GERT, Precedence Network; Resource Allocation and Scheduling; Project Costing-Zero-base Budgeting, Budgetary Control, CAG Report; Project Monitoring and Control - CASM (DRDL Model): Time and Cost Over Run; Concurrent Engineering; Project Closure-Cube Model; IEEE Models; Proeject Management Software; Major Projects in DRDO/DAE/CSIR/HAL etc. SARVATRA; IGMDP; MBT; FALCON; SAMYUKTA; INSAS; LCA.

Suggested Reading:


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