

Solapur University
M.B.A. – II SEM. III
Paper XVII

Corporate Planning and Strategic Management

1. Concept of strategy: a) Defining strategy b) Levels at which strategy operates c) Strategic Decision Making and Approaches to Strategic Decision making d) Mission and Purpose, Objectives and Goals e) Strategic Business Units f) Corporate Planning Process
2. Environment Analysis and Diagnosis : a) Concept of Environment and its components b) Environment scanning and appraisal c) organizational appraisal d) Strategic advantage analysis and diagnosis e) SWOT analysis
3. Strategy Formulation and Choice of Alternatives : a) Strategies – Modernization, Diversification, Integration, Merger, Take-over and Joint Venture strategies, Turnaround – divestment and Liquidation strategies b) Process of Strategic Choice – Industry, competitor and SWOT analysis; Synergy and Dysergy, GAP Analysis; Porter’s Five forces Model of competition; Mckinsey’s 7’s framework; GE-9 Cell Model, Bostan’s Consultancy Model c) Distinctive competitiveness; d) Selection of matrix e) Factors affecting Strategic Choice – Cost, Leadership, Differentiation focus, value chain analysis, bench-marking, service blue printing.
4. Strategy Implementation :a) Inter-relationship between formulation and implementation; b) Issues in strategy implementation, Resource Allocation, Budgets, Organization structure c) Matching structure and strategy d) Behavioural Issues – Leadership styles, Corporate culture and values power e) Social Responsibilities – Ethics, Building capable organization; f) Functional Issues – Financial, Marketing, Operations and Personnel Plans and Policies
5. Strategy and Structure: Structural Considerations, Structure for strategies, Organizational design and change. Organisational structure & controls, Strategic Entrepreneurship, Strategic Leadership.
6. Strategy Evaluation: Importance, Symptoms of malfunctioning of strategy, Overview of strategic evaluation, strategic control, techniques of strategic evaluation and control, Operational Control.
7. Strategies for competing in globalizing markets, New Business Models and Strategic for Internet Economy. International Strategies.
8. Tailoring strategy to fit specific industry and company situation, strategy and competitive advantage in diversified agencies, Evaluating the strategies of diversified agencies. Corporate and Multi-Business Strategy.

Books Recommended:

1. Managing Business Enterprise : Strategies, Structures and Systems – S.K. Bhattacharya and N.Venkatraman – VHP
 2. Business Policy – Kaxmi Azhar – Tata McGraw Hill
 3. Strategic Management 12th edition - Thompson and Strickland – TataMcgraw Hill
 4. Strategic Management – David Fred R. – PHI
 5. Implementing Strategic Management – H.Igor Ansoff – PHI
 6. Strategic Management in Action – Coulter Mary K. – PHI
 7. Cases in Strategic Management – S.B.Budhiraj and M.B.Athreya – TataMcGraw Hill.
 8. The Competitive Advantage of Nations - Macmillian
 9. Strategic Management – R.Srinivasan.
 - 10 Strategic Managementn – Alpna Trehan (Dreamtech Press)
 - 11.Strategic Management – Allen C. Amason (Routledge)
 12. Strategic Management – Ireland-Hoskisson-Hill(Cengage)
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Paper–XVIII

Management Accounting

1. Management Accounting:
Concept, Objectives & Functions, Distinctions between Financial Accounting and Cost Accounting, Cost Accounting and Management Accounting.
2. Management Control System:
Meaning of Management Control System, Elements of Management Control System.
Boundries of Management Control Systems.
Management Control System in various Organisations:
 - a. Service Organisation
 - b. Financial Organisation
 - c. Health Care Organisation.
 - d. Non Profit Organisation.Reasons for variation in management control system of different organisations.
3. Budget and Budgetary Control:
Meaning of Budget and Budgetary Control, Advantages and Limitations of Budgetary Control System. Concept of Zero Based Budgeting and Master Budget. Functional Budgets. Types of Functional Budget:
 - a. Flexible Budget – Meaning, Importance of Flexible Budget, Problems
 - b. Cash Budget - Meaning, Importance of Cash Budget, Problems
 - c. Production Budget - - Meaning, Importance of Production Budget, Problems
 - d. Sales Budget - - Meaning, Importance of Sales Budget, Problems

4. Standard Costing and Variance Analysis:

Meaning of Standard, Definition of Standard Costing, Need of setting standard. Concept of Variance, Types of Variances: Material Variances – Meaning, Importance, Problems

- a. Labour Variances – Meaning, Importance, Problems
- b. Variable Overhead Variances – Meaning, Importance, Problems
- c. Fixed Overhead Variances – Meaning, Importance, Problems

5. Cost Volume Profit Analysis:

Meaning of Cost Volume Profit Analysis,- Advanced problems, Key/Limiting Factor, Decision making problems with one or two limiting factors. Innovative approach to Internal Cost- Profit Analysis.

6. Activity Based Costing:

Meaning, Objectives, Difference between Traditional Costing and Activity Based Costing, Important Factor for selecting the cost drivers, Problems on ABC.

7. Reporting to Management:

Objectives of Reporting, Reporting needs at different levels on management, Types of Reports, Modes of Reports.

8. Introduction to Audit:

Meaning of Audit, Objectives of Auditing, Types of Audit.

- a. Financial Audit
- b. Internal Audit
- c. Cost Audit
- d. Management Audit

Difference in above Audit.

Books Recommended:

1. Management Accounting – Horngreen, Sundem, Stratton – PHI- Latest Edition
2. Management Control System – Robert N. Anthony & Vijay Govindrajana
3. Cost Accounting – Jawahar Lal and Seema Srivastava – Mc Graw Hills Co.
4. Cost & Management Accounting – M.N. Arora – Himalaya Publishing House.
5. Management Accounting – M.P. Pandilkumar – Excel Books
6. Management and Cost accounting – Colin Drury.
7. Theory and Problems of Management and Cost Accounting – M.Y. Khan and P.K. Jain – Tata Mcgraw Hill Publication Co. Ltd.
8. Strategic Financial Management – Dr.G.P.Jakhotiya (Vikas Publishing)

Paper-XVIII
Business Ethics

1. Introduction to Business Ethics: an understanding of ethics, definition of ethics and business ethics, nature and need for business ethics, factor affecting business ethics, principles of business ethics,
2. Values, beliefs and standards: Introduction of values, characteristics of values, importance of values, business values, corporate values. Relationship of values, norms, belief and standard
3. Ethics and work place: concept, personal values and organizational rules, ethics and decision making, ethical dilemma.
Making decisions in Business Ethics – what is an Ethical decision, Models of ethical decision making, Individual influences on ethical decision making, situational influences on decision making.
4. Business and Society: Changing concepts and objectives of Business, Responsive Management, Corporate Social policy, Management by Values, Social responsibility and profitability, Forces inducing Social Responsibility. Social responsibilities of Business Organization.
5. Basic Framework of Normative Ethics,: Ethics and Decision Making, Ethical Aspects Corporate Policy, Morality and Rationality in Organisation, Moral Relationship between Individual and Organisation. Making Moral Decisions. Conflict between personal values and organizational goals. Corporate culture,
6. Corporate Governance: Meaning, Importance, prerequisites, regulatory and voluntary actions, corporate disclosure, Corporate Governance in India.
- 7 Ethics in General Management, Ethics and HRM, Ethics and Marketing, Business Ethics and Media, Ethics in Finance and Accounting, Ethical dilemma faced by financial managers, Ethical implications of Technology. Ethics and Information Technology.
- 8 Business ethics and Environment Management: Basics of Environment, Environment pollution, Ozone Depletion, Global Climate change, Air Pollution, Water Pollution, Waste Management. Environmental Regulations – WTO environmental provisions, Environmental Regulation in India, Environment Protection, Ethics of Multinational Business

Books Recommended

- 1 Business Ethics- Andrew Crane & Dirk Matten.
2. Perspectives in Business Ethics- Laura Hartman-Mcgraw Hill
- 3 Business Environment - Francis Cherunilam, Himalaya
- 4 Business Ethics – C.S.V.Murthy.
- 5 Management Policy and Strategic Management, R.M.Srivastava
- 6 Perspective Management by V.P.Michael,
- 7 Business Ethics – Dr.A.K.Gavai (Himalaya Publishing House)
- 8 Business Ethics – An Indian Perspective – Prof.(Col.)P.S.Bajaj, Dr.Raj Agrawal(biztantra)
9. Business Ethics- Text and Cases- C.S. V Murthy (Himalaya Publishing House)
10. Ethics in Business Management- Concept and Cases: R. P. Banerjee (Himalaya Publishing House)

M.B.A.-II SEM-III
GROUP A : MARKETING MANAGEMENT PAPER-I
PRODUCT & BRAND MANAGEMENT

Unit I

Product Levels, Product Hierarchy, Product Classification, Product Life Cycle , Product Mix decisions, Product Line decision - strategic decision involving adding or pruning product lines, product portfolio decisions, BCG matrix and its applications.

Unit II

Product planning, new product development process, Innovation and Creativity, product testing, product placement & commercialization, conducting financial cost benefit analysis. Product Packaging, Labeling, Functions and Importance of Packaging, Factors affecting packaging decisions, warranties and Guarantees

Unit III

Branding, Need for Branding, Benefits of branding; Brand attributes, Significance of branding to consumers & firms, selecting brand names, Brand Life Cycle, Brand Positioning, Branding decisions, Family vs. individual Branding, Multiple branding, Co-branding, e-branding. Branding Ingredients, Basics of Ingredient Branding, Success stories of Ingredient Branding.

Unit IV

Brand Equity: Meaning, Customer Based Brand Equity(CBBE), Sources, Steps in Building Brands, Measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Comparative methods-Brand based comparisons, Marketing based comparisons-Conjoint Analysis, Holistic methods.

Unit V

Employing the Brand building process- Brand visioning, the importance of organizational culture on Brands, Setting Brand objectives, Auditing the Brandsphere. Synthesising the nature of Brand, Implementing and resourcing Brand. Brand evaluation.

Unit VI

Brand Management- Strategic Brand Management Process, Steps in Brand Management Process, Brand Ambassadors, Brand as a Personality, Brand Rejuvenation, Brand Success strategies, Brand Resilience, Building global brands, Branding failures, Internal Branding.

Unit VII

Brand Strategies: Brand Extension- Meaning, Types, Needs, Advantages & Disadvantages of Brand Extension, Brand leveraging, Brand-Product matrix, Brand hierarchy decision- Consumer's Evaluation of Brand Extensions & Opportunities

Unit VIII

Brand Personality- Meaning & Definition, Types of Brand personalities, Elements of Brand personality, Brand Image, Sources of Brand Image, Brand Image Building, Brand Image for Established and New Products, Brand Repositioning.

Suggested Readings:

Product Management in India: Ramanuj Mujumdar, 2/e, Prentice-Hall India Pvt. Ltd.

Product Management: Chunawalla

Product Management: Lehmann DR; Russel S. Winner

Strategic Brand Management, Building Measuring & Managing Brand Equity – 2/e Pearson Education – Kevin Lane Keller

Brand Management -The Indian Context – Y.L.R Moorthi – Vikas Publication.

Brand Management, Tapan Panda, 2/e, Excel Publication

Brand Management- Harsh V. Verma, 2/e, Excel Books

Brand Management- Text and Cases- U. C. Mathur, Macmillan, 1/e

From Brand Vision to Brand Evaluation – Leslie de Chefnatony (Routledge)

Ingredient Branding – Philop Kotler & Waldemar Pfoertsch (Springer)

M.B.A.-II SEM-III
GROUP A : MARKETING MANAGEMENT PAPER-II
SALES AND STRATEGIC MARKETING

Sales management

- 1. Introduction to Sales Management:** Concept, Nature, Role of Sales Management in Marketing, Salesmanship, Specific Characteristics of a successful salesman, The Evolving Face of Personal Selling
- 2. Sales Forecasting:** Concept of Forecasting, Sales Forecasting methods, Quantitative and Qualitative methods.
- 3. Sales Organization:** Need for Sales Organizations, their structure, Sales Managers Functions and responsibilities, Planning for major customers and sales Budget.
- 4. Personal Selling Process and Approaches:** Personal Selling and Relationship Management - Selling to individuals & Institutions, Basics, Sales leads, Planning sales calls - Types of calls, – Building long term partnership by selling – Sales presentations, tools for personal selling, Sales Aids – Use of technology in sales effective selling techniques
- 5. Managing Sales Force :** Sales Force Objectives, Sales Force Size, Sales Training – Company, products, industry, market trend, customer and technology training Motivation to sales force – sales meeting, sales contest, compensation and incentives. Evaluation of Sales Performance – Sales record and reporting, Value added selling

Strategic Marketing

- 6. Marketing Strategy Overview and Analysis -** Objectives, Market-led strategic management. , Identification of attractive markets, Industry/business analysis and sustaining competitive advantage. Porter's three generic competitive strategies, competitive advantages and its pivotal role in strategic marketing planning.
- 7. Offensive and defensive competitive strategies -** Build strategies - Hold strategies - Market niche strategies - Harvesting strategies - Divestment/deletion
- 8. Recent trends in Marketing-** Virtual Marketing- Concept of e-Business and e- markets (including B2C, B2B and C2C), motivation for shopping on the net-attributes of online shopping.Promotional strategies for social websites. Ambush marketing, Green Marketing, Affiliate Marketing and Contextual marketing.

Books Recommended:-

1. Sales Management - Richard Rstill, Edward W. Cundiff
2. Strategies for selling-Gerald A.Michaelson
3. Sales Management Handbook – Forsyth Patrick
4. Marketing Strategy - Boyd Walker, Mullins Larrech, TMGH

5. Strategic Marketing Management - David Aaker
6. Value added selling-Tom Reilly
7. Building a Winning Sales Team – Gini Graham & Scott
8. Professional Sales Management – Anderson, Hair and Bush
9. Motivation and Job Satisfaction – M. D. Pestonjee
10. Sales Management – Thomas
11. International Marketing – Robert Reed.....
12. Industrial Marketing – Richard M. Hill
13. Strategic Marketing Planning – Colin Gilligan & Richard M.S.Wilson(Routledge)

Group B- Financial Management -Paper I **INDIAN FINANCIAL SYSTEM**

1. Introduction to IFS- System –Overview of the Indian Financial System Post independence period, Pre and Post 1991 period, developments in last five years. Components of the formal financial system, Organisational structure of the Indian Financial System.
2. Capital Market – A) Primary Market - Public Issue, Right Issue and Private Placement. Steps in Public Issue, Role of various agencies in public issue-Merchant Bankers, Underwriters, Brokers, Bankers to the Issue, Registrar to the Issue. Promotional agencies. Concept of Book Building.
3) Capital Market - B) Secondary Market – Constituents of Secondary Market – Brokers, Sub Brokers, Depository, Custodians, Stock Exchange : Definition, Overview of Stock Exchanges in India, Trading on stock exchanges, Order types, cash/margin trading, Rolling Settlement, Role of Clearing House, Introduction to E-Trading. Introduction to Derivatives on stock exchanges, BSE Sensitive Index and Nifty.
- 4)Accessing international capital market- Various instruments in the market. Introduction to NASDAQ, New York SE. Tokyo SE, Shenghai SE .
- 5) Money Market - Concept of money market, money market Instruments and its features Money Market Intermediaries. Banking – Management of Bank Funds, Concept of Core Banking, NPA, Securitisation, Innovations in E-Banking. Parameters for evaluation of Banks. NBFC- Major functions of NBFC.
- 6) Insurance – Life Insurance and General Insurance. Pension Funds.
 - a) Major schemes of Life Insurance – Endowment, Term, Pension and ULIP schemes.
 - b) Major schemes of General Insurance and its features.
 - c) Background of Pension Funds – Pension Fund Management, Pension Fund participation in Financial Markets.

7) Mutual Fund –History, Concept and role of MF, Fund structure and constituents, Schemes of MF – Open ended and Close ended , Growth, Balance and Debt schemes. Concept of SIP, STP, SWP, NAV. Overview of MF industry at present.

8) Regulators, SEBI, RBI and IRDA – Establishment, structure and Functions. Critical evaluation of the working of these regulators.

Books Recommended

1. Financial Institutions and Markets- Bhole
- 2 Indian Financial System- Khan M.Y.
- 3 Financial Markets and Services- E.Gorden and K.Natarajan
- 4 Indian Financial System – Bharati V.Pathak
- 5 Indian Financial System – H.R.Machiraju
- 6 Indian Financial System – Dr.G.Ramesh Babu
7. Financial Markets and Institutions – Jeff Madura(Cengage)

Group B- Financial Management -Paper II **STRATEGIC FINANCIAL MANAGEMENT**

1.Introduction to Strategic Financial Management.- meaning of SFM, evaluation of cost and benefits, reasons for managing business financially, strategy and strategist, 9-s model of SFM.s

2.Cost of Capital – Concept, importance, Measurement of specific cost- Cost of debt, Cost of preference shares, Cost of equity capital, Cost of Retained Earnings. Computational of overall cost of capital, Cost of capital practices in India.

3.Capital Structure Decision: EBIT-EPS Analysis, ROI-ROE Analysis, Leverage Analysis – Operating leverage, Financial leverage and Combined leverage. Capital structure Theories – Net Income Approach, Net Operating Income Approach, Modigliani- Miller Approach.

4 Funds Flow Statement analysis and Cash Flow Statements analysis - Theory and Problems.

5 Strategic wage management- need of compensation management, types of employees and compensation strategy, design of wage policy, design and implementation of VRS, Implication of FBT.

Financial Aspects of Supply Chain Management: Vendor management, purchasing, distribution management, relationship with dealers, product pricing, and market cost analysis.

6. Leasing –Essential Elements, , Types of leases, Rationale for leasing, Mechanics of leasing, Leasing as financing decision. Impact of taxation on leasing decision. Higher Purchase Finance-Meaning & Characteristics, Lease financing v/s Hire purchase financing, Taxation Aspect.

7 Corporate Restructuring -- Forms of corporate structuring, Financial Aspects of Corporate Restructuring. Mergers and acquisition as a Growth strategy, motives and synergies. Takeover and Defence tactics, Legal and Procedural Aspects of Merger. Acquisition of Corus by Tata Steel. Merger of ICICI with ICICI Bank.

8. Business Valuation – conceptual Framework of Valuation, Methods of Valuation and Approaches to Value Measurements – Market Value added approach, (MVA),Economic Value Added approach (EVA). Valuation, Innovative Financial Engineering.

Books Recommended-

1. Financial Management- Fifth Edition- Prasanna Chandra
2. Financial Management- Van Horne, James C.
- 3 Fundamentals of Financial Management – Brigham & Houston (Cengage Learning)
- 4 Strategic Financial Management – Dr.G.P.Jakhotiya (Vikas Publishing)
- 5 Financial Management – Paresh Shah (biztantra)
- 6 Financial Management- Khan and Jain
7. Financial Management- I.M. Pandey
8. Management Accounting & Financial Accounting.– M.Y Khan & P.K.Jain
- 9 Principles of Financial Management-R.P.Rustagi
- 10 Mergers, Acquisitions and Corporate Restructuring – Prasad Godbole (Vikas Publishing)
- 11 Financial Management – G.Sudarshan Reddy (Himalaya Publishing)

Group C HUMAN RESOURCE MANAGEMENT. PAPER – I

STRATEGIC HUMAN RESOURCE MANAGEMENT

1. **Strategic Human resource Management:** Strategic Management- concept, process. Challenges for HRM, Strategic HRM, Traditional HR Vs Strategic HR, Role of Strategic Human Resource Management, Linking Company & HR Strategy – HR and corporate strategy, HR and Business Strategy; Barriers to SHRM.
2. **Strategy & Human Resource Planning:** Human Resource Planning- concept, process, factors affecting HRP, Techniques of forecasting – Trend analysis, Ratio Analysis, Scatter Plot, Computerized forecasting, Delphi Method, Managerial Judgment, Supply Forecast
3. **Strategic Approach to Job Design & work System:** Job Design- Concept, Approaches to work system design, Elements in redesigning work systems, Organisational Design Process, Factors affecting design process.
4. **Strategic Approach to Manpower Acquisition:** Recruitment strategy- Location based employee market segmentation- internal market Vs external market. Selection Strategy –

- skills of selected candidates, Selection Instruments- blank application forms, Application letter, Qualification, work experience, Interview. Role of line & HR manager in selection
5. **Training & Development Strategies:** Strategic Issues in training & development, Competency Mapping, Multiskilling, Succession Planning, cross cultural training.
 6. **Compensation Strategies:** Difference between traditional pay & strategic pay, Generic approach to strategic compensation, Individual pay system, Group pay system, ESOPs,
 7. **Performance Management strategies:** Strategic Dimension of Performance Appraisal, Defining Key Result Area (KRA), Result based performance, linking performance to pay, Merit based promotions, Competency based pay, Organisational Appraisal – Balance Score card, Economic Value added
 8. **Changing Environment of HRM:** Internal & External Factors. Internal Factors – Human Resource of country, changing demands of employers, employees organization. External factors – Change in technology, Legal & government, Social factors, Economic and political factors.

References :

1. Strategic Human Resource Management – Rajesh Vishwanathan (HPH)
2. Personnel and Human Resource Management – by P. Subba Rao (HPH)
3. Strategic Human Resource Management - S K Bhatia (Deep & Deep publication)
4. Strategic Human Resource Management – Pulak Das (CENAGE Learning)
5. Strategic Human Resource Management – V S P Rao (Excel Books)
6. Strategic Human Resource Management – Jeffrey Mello
7. Strategic Human Resource Management – Pulak Das (Cengage)

Group C HUMAN RESOURCE MANAGEMENT. PAPER – II

Training and Development

1. **Training & Development-** Meaning and concept, Importance of training, Stages of training – Assessment of training needs; Designing the Programme – Principles of training, Areas of training; Implementation – Training methods; Evaluation of programme.
2. **Management Development** - Objectives, Essential ingredients of Management Development, Techniques of Management Development: On-the-job & off-the-job techniques,
3. **Management of Careers** – Careers stages, Career Anchors, Career Planning – Objectives, Need and Process, Career development – Individual and Organisational career development, Managing Promotions and transfers.
4. **Evaluation of training programme-** Need of evaluation, Models of evaluation – Hamblin model, Kirkpatrick's design, Warr's Framework, Peter Bramely's. Stages of Evaluation – Pre- training & Post training evaluation, Evaluation during training, Cost-benefit analysis. Reviewing effectiveness of training – Training Records, Performance of trainees, Performance of training itself.

5. **International training** – Expatriate training stages; Phases of expatriate training – Objectives, Global assignments, Training need analysis, CCT goals and measures, Develop and deliver CCT programmes, Evaluation of CCT.
6. **Modern methods to training** : E-training – Computer based training, Electronic performance support system (EPSS), Distance and Internet based training- Tele-training, Video conferencing. Grid training, Supervisory Skill Level (SSL Technology), Action Learning, Competency based training, Out Bound Training programme (OBT), Self-efficacy training programme.
7. **Organisational Development** : Concept, Process, Interventions/Techniques- Survey feedback, process consultation, Goal setting and planning, Managerial Grid.

Reference Books :

1. Human Resource Management by Gary Dessler.(PHI)
2. Enriching Human Capital through Training & Development by P L Rao. (Excel Books)
3. Essentials of Human Resource Management – P. Subba Rao. (HPH)
4. Human Resource Management – K Aswathappa (Tata Mcgraw Hill, New Delhi)
5. Training & Development by S.K.Bhatia. (Deep & Deep Publication)
6. International Human Resource Management K Aswathappa & Sadhna Dash (Tata Mcgraw Hill, New Delhi)

**Group D – System Management Paper-I
Management Information System**

1. **SCOPE AND OBJECTIVES OF MIS** : The role and importance of information systems, The place of information systems in the organisation, The power of MIS, strategic role of information systems. Uses of MIS.
2. **THE CHALLENGE OF INFORMATION SYSTEM**: Difference between computer literacy and information system literacy. Information needs of different organisation levels. Major types of information system in organisation and relationship between them, Enhancing management decision making, decision support systems (DSS) – understanding DSS, characteristics components, major DSS applications. Group decision support systems (GDSS), - elements, characteristics, how GDSS can enhance group decision - making? Executive support systems (ESS) – role of ESS in the organisation, developing ESS, benefits of ESS.
3. **FOUNDATIONS OF INFORMATION SYSTEM**: Devices and tools for interacting with MIS – hardware, software and telecommunication. Managing data resources – organising data in a traditional file environment and problems, modern database environment, logical and physical view of data, advantages of database management system.
4. **STRATEGIC ROLE OF INFORMATION SYSTEMS AND BUILDING INFORMATION SYSTEMS**: Information as a strategic resources and concept of strategic information system. Contribution of information systems to pursue competitive strategies.

5. **INFORMATION SYSTEM SUCCESS AND FAILURE:** Major problem areas in information system, causes of information system success and failure, evolution of success of information systems. Principle causes of information system failure, appropriate strategies to implement the process
6. **APPLICATION OF MIS IN VARIOUS FUNCTIONAL AREAS:** Marketing information systems, financial information systems, human resource information systems, production information systems.
7. **KNOWLEDGE MANAGEMENT :** Introduction and difference between the terms data, Information and Knowledge, Need of Knowledge Management, Types of Knowledge, Impact of IT on Knowledge Management, Role of ICT in Knowledge Management. Case Study.

REFERENCE BOOKS:

1. Management of Information systems – Gordon B. Davis & Margreth H. Olson
2. Management of Information systems – Jawadekar W.S.
3. Information systems management in practice – Ralph H. Sprague Jr. & Barbara C. McNurlin
4. Management of information systems – James A. O'Brien
5. Information system concepts for management – 4th edition Lucas
6. Management of information systems – 2nd edition – Kroenke David.
7. Management of information systems – Organisation and Technology by Kenenth C. Laudon, Jane P. Laudon.

Group D – System Management Paper-II
ERP and SPD

1. Enterprise Resource Planning –Introduction What is ERP? Need of ERP, Advantages of ERP and Growth of ERP, Common ERP myths, The role of CIO.
2. ERP and Related Technologies – ERP and Related Technologies – Business process Reengineering (BPR)- Business Process, Process Model of Organization, What delays the business process?, Relevance of IT. BPR, ERP and IT. Supply Chain Management (SCM)- Concept, Supply Chain Performance: Achieving Strategic Fit and Scope. Introduction to Customer Relationship Management (CRM).
3. ERP Implementation in detail- Implementation Basics, Implementation cycle, Package Selection, Implementation Process, Project Team and other stakeholders
4. . Introduction to System Development- Characters of a software, SDLC, Role and skills required for Software Engineer and Software Project Manager
5. System Analysis- Problem Definition, Requirement Gathering (Fact Finding methods), Requirement Modeling- Meaning and Tools (DFD, ERD, Decision Trees, Decision Tables)
6. System Design- Design of input & Control, Design of output, User Interface design: good design, design issues, features of modern GUI, Design of program Specification, Code Design
- 7 ERP Case Studies: Post implementation review of ERP Packages in Manufacturing , Services , and other Organizations

REFERENCE BOOKS:

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| 1. Enterprise Resource Planning | Alexis Leon |
| 2. ERP Ware : ERP Implementation Framework | V.K. Garg & N.K. Venkitakrishnan |
| 3. ERP | Leon |
| 4. ERP Concepts and Planning | Garg & Venkitakrishnan |
| 5. ERP | Dr. Milind Oka |
| 6. Modern System Analysis and Design | Jeffrey A. Hoffer, Joey F. George,
Goseph S. Valacich |
| 7. System Analysis & Design | Elias Awad |
| 8. System Analysis & Design methods | Whiten, Bentley |
| 9. Enterprise Resource Planning | Ashim Raj Singala (Cengage) |

**Group E -PRODUCTION & MATERIALS MANAGEMENT – PAPER I
PURCHASING AND INVENTORY MANAGEMENT**

1. Purchasing Management – Objectives of purchasing, purchasing function, Responsibilities of Purchase Department, Purchase Cycle.
2. Demand forecasting objectives, quantitative and qualitative methods of forecasting, factors affecting accuracy of forecasting
3. Purchasing research, Centralized and decentralized purchasing strategy, Timing of purchase, Forward buying, Hand-to-mouth buying, Speculative buying, Hedging, receiving and issuing procedures, purchasing of capital equipment, International Purchasing and global sourcing, purchasing using internet.
- 4 Design specification and engineering drawings, Importance and selection of source of supply, evaluating performance of supplier, Vendor rating, Negotiation and price determination, Order preparation and follow-up, legal aspects of purchasing
5. Materials requirement planning, Bill of materials, Master production schedules, Explosion of requirements, Determining Gross Net Requirements and various reports, Introduction to MRP II systems, Management of inventories in multiple locations.
6. Inventory concept, functions, need for inventory, cost associated with inventory, classification of materials, Documents in inventory, Purchase requisition, Purchase orders, Receiving and inspection formats, management reports, zero inventory concept.
7. Cost-reduction techniques, Standardization, Simplification and variety reduction, Value analysis.
8. Stores – Functions, Stores layout, Stores equipments, preservation of materials, disposal of scrap and surplus, Materials Handling Equipments used in stores.

9. Make Or Buy Decisions: Factors influencing make or buy decisions, Analysis of make or buy decisions. Concept of outsourcing

Books Recommended:-

1. Production and Operations Management – K.Ashwathappa, K. Sridhar Bhatt
2. Purchasing and Supply Chain Management – Leanders Johnson
3. Purchasing and Supply Management - Dobler and Burt
4. Sourcing and supply chain management- Handfield, Moncza, Gunipero,Cenage Learning
5. Handbook of Materials Management - Gopalkrishnan
6. Materials & Logistics Management - L.C.Jhamb
7. Materials and Purchasing Management – S.A.Chunawala
8. Operations Management – Malhotra, Ritzman
9. Operations Management – Russel, Taylor

Group E - PRODUCTION & MATERIALS MANAGEMENT Paper II

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

1. Logistics and Supply chain management: meaning and objectives, Role and importance of logistics and supply chain in business. Activities of logistics. Principles of supply chain management.
2. Logistics interfaces with other functional areas, Service driven logistics systems, Supply chain as a competitive advantage, Collaborative buyer-seller relationships,
3. Lean supply chain management, characteristics of lean supply system, inventory investment, MRP as tool to control dependent demand inventory.
4. Logistical objectives of transport, Transportation strategy, transport documentation, Transportation Economics and pricing, transport cost considerations.
5. Need for outsourcing logistics, 3 PL and 4 PL service providers, considerations for hiring 3PL and 4 PL service providers,
6. Importance of warehousing, warehousing decisions, layout and design principles of warehouse, packaging and its importance, packaging materials, material handling equipments used in warehouses
7. Inventory Management in Global Supply Chain Management, Supply Chain Security, Critical tasks of logistics and supply chain managers.
8. Role of information in supply chain, managing supply chain information, technology used to implement supply chain, role and importance of IT in supply chain, E-commerce as a tool to world class supply chains

Books recommended

1. Supply Chain Management - K.Sridhar Bhat - Himalaya Publishing House
2. A Logistics approach to Supply Chain Management – John Coyle, Langley– Cenage Learning
3. Manufacturing Planning and control for Supply Chain Management – Vollmann, Berry
4. Designing and Managing the supply chain - David Simchi, Levi & Philip Kaminski, McGraw-Hill Companies Inc., 2000.
5. Supply Chain Management – Chopra, Meindel, Kalra
6. Logistics Management – S.K.Bhattacharaya
7. Business Optimisation thru Supply Chain Management – Anand Sharma
8. SCM in 21st Century – B.S.Sahay

Group F – Agriculture & Co-operative Management Paper-I

FUNDAMENTALS OF AGRICULTURE & CO-OPERATIVE MANAGEMENT

- 1: Utilization of Land and Cropping pattern
Natural Environment: -Geographical situation, Physical features. Problems of soil Erosion: - Types of soil Erosion, water erosion, wind erosion. Land resources, Classification of land, Cultivated Area, Cropping Pattern
- 2 : Agriculture Input Technology: -
Irrigation: - need, role, development. Manures and Fertilizers: Soils and Losses of Nutrients, Nature and Function of Manures, Chemical fertilizers: - Types, time of application
- 3 : Improved seeds and plant protection measures.
Improved seeds: - Importance, varieties. National Seeds Corporation. Plant protection measures: - causes of plant diseases, Measures
- 4 : - Agricultural Labour: -
Definition of Agricultural labour, Characteristics, Special Programmes for agriculture labour, Lines of improvement of landless labour
- 5 : - Introduction of Co-operation
Co-operation concept, definition and principal of co-operation. Relevance and significance of Co-operative Law. Growth of co-operative movement in India.
- 6 - Co-operative Management
Introduction of co-operative management. General Body of Members. Requisite of meeting. Board meetings/managing committee meetings. Committees of the Board. Power and duties of the chairman. Board of Directors and the executives. Successful functioning of Board of directors. Unique features of co-operative Management.
- 7 : - Agri. and Non-Agricultural Co-operatives in India.
Self Help Groups. Consumers Co-operatives. Marketing Co-operatives. Co-operative Housing.

8- Co-operative Banks at Different Levels in Maharashtra.

State co-operative Bank (SCB), Land Development Bank (LDB), District Central Co-operative Bank (DCCB), Primary Co-operative credit societies (PCCS), Maharashtra State Co-operative Bank, National Housing Bank, Regional Rural Banks

Books Recommended:

1. Ansari A.A.- Co-operative Management Pattern.
2. Akmat J.S.- New Dimensions of Co-operative Management.
3. Goel B.B.-Co-operative Management and Administration.
4. Sah A.K.-Professional Management for Co-operatives.
5. Ajit Singh-Rural Development and Banking in India.
6. Dandekar V.M.- Financing small and Marginal Farmers through co-operative credit structure.
7. Naidu L.K.-Bank Finance Rural Development
8. Mamoria- Agriculture problems of India-

Group F – Agriculture & Co-operative Management Paper-II
AGRICULTURAL MARKETING

1 : Agricultural Marketing- Introduction:-

Concept and Definition, Need and Scope, Need Differences in Marketing of agricultural and manufactured goods.

2: Market and Market Structure.

Market:- Meaning, Components of market, Classification of Market, Growth of Markets. Market Structure:-Meaning, Components of Market Structure.

3 :-Agricultural Marketing functions.

Marketing function:-Meaning and Classification. Packaging:-Meaning, Types, Packaging Materials and New inventions, IIP (Indian Institute of Packaging). Transportation:-Advantages, Means of transportation, Transportation cost. Grading, Standardization and Quality Control:-AGMARK. Storage:-Meaning, Need, Risk in Storage, Storage Structure. Warehousing:-Meaning, Functions, Types. Processing and Value addition: Meaning, advantages. Market Information: Meaning, Importance, Types.

4 :-Marketing Agencies, Institutions and Channels.

Introduction. Marketing Agencies. Marketing Institutions. Marketing channels:- Definition, Marketing channels for:-cereals, Oilseeds, Pulses. Innovative marketing Channel:-farmers Markets. Contract Marketing:-Meaning, Advantages, types.

5 - Marketing of Farm Inputs:-

Theory of determination of input Price. Supply, demand, distribution, Marketing Pattern and Price policy of important farm inputs: Chemical fertilizers, seeds, Plant Protection chemicals (Pesticides), Electricity, Farm Machinery.

6 :-Government intervention and Role in Agricultural Marketing.

Characteristics of Traditional Agricultural Marketing System. Directorate of marketing and Inspection. Regulation of Agricultural Marketing:- Definition, Features, Classification. State Trading:- Objectives, Types.

7 Rural Marketing:

Introduction, Classification, Characteristics, Rural Consumer, Segmentation, Rural Product, Rural Price, Rural Distribution, Rural Communication.

Books Recommended:

1. Arora R.C.-Integrated Rural Development.
2. Mishra S.N.- Politics and Society in Rural India.
3. Porter, Michael E- Competitive Strategy
4. Philip Kotler -Marketing Management.
5. Rudra AShok-Indian Agricultural Economics-Myths and Realities.
6. Stalk George-Competing Against Time.
7. Export Management -Prof. Laxmi Narayn

Group G – INTERNATIONAL BUSINESS- PAPER I
INTERNATIONAL BUSINESS ENVIRONMENT

1. Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalisation process and managerial implications. Globalization - Forces, Meaning, dimensions and stages in Globalization, impact of globalization on India, Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Hecksher
2. Environmental Context of International Business: Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions (PESTEL analysis).
3. Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.
4. Definition and Scope of competitiveness. Indicators of world competitiveness. Ranking of the current year and India's position.
5. International Economic Institutions and Agreements: GATT, WTO, IMF, World Bank, IMF, UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements.
6. Regional Economic Groupings in Practice: Regionalism vs. multilaterallism, Trading blocs - Structure and functioning of EC and NAFTA; Regional economic cooperation.
7. Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances. Potential, Need and Problems of MNCs.
8. Business culture and corporate culture; Cross -cultural values and business management; Management of Personnel with Different Social and Cultural Background. Cultural Factor in human resource policies; Complexities and issues in managing human resource across countries.
9. Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business. Business values ethics and social responsibilities

Suggested Readings:

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
2. Bhattacharya, B., Going International: Respon se Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.

3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
4. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8th ed., Addison Wesley, Readings, 1998.
5. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.

Group F – INTERNATIONAL BUSINESS- PAPER II

INTERNATIONAL TRADE PROCEDURES AND DOCUMENTATION

1. **EXIM Operations and Documentation:** Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and documentation. Preparation for Exports. Categories of Export . Current trends in exports and imports in India.
2. **EXIM Policy Framework:** Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; Convertibility of Rupee and its impact on foreign trade.
3. **Foreign Exchange Facilities and Regulations:** Legal framework in India – FEMA- Origin and objectives, Main provision o f FEMA; Other relevant acts.
4. **International Trade Terms:** Trade contract and trade terms; Trade terms and need for standardisation; INCO terms.
5. **Export Payment Terms:** Credit risk management and payment terms; Main features of payment terms -Advance payment, open account, documentary collection, documentary credit – Documentary collection –DP and DA process and operation; Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Process and operation; UCPDC - Major clauses; Consignment sale.
6. **Transit Risk Management:** Nature of transit risk; Contract of cargo insurance Parties involved – Insurer/assured, Indemnity and insurable value; Perils and losses; Insurance policy and certificate; Cargo loss claims – Procedure and documentation.
8. **Credit Risk Management:** Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements.
9. **Customs Clearance of Export and Import Cargo:** Legal framework – Customs Act 1962;. Customs Tariff Act 1975; Foreign Trade (Development and Regulations) Act 1992; Valuation and types of duties and Harmonised System of Nomenclature; Documentation requirements and document processing; Physical examination of goods; EDI and customs operations.
11. **Export benefits:** Duty Drawback, Advances Licensing CENVAT, Sales Tax Exemption, IPRS, Excise Clearance Benefit / Rebate, Income Tax Benefit. Central Excise Clearance:
12. **Import Policy and Export Promotion:** Duty exemption schemes (export promotion schemes); Import of capital goods; Export, trading star trading, super star trading house policy and procedures; EoU's/EPZs/SEZs schemes and procedures. Export promotion councils. Provision and restrictions for import and export in India. Import Procedures:
13. Global trade and its growth, India's relative position in the world trade over a period of Time. Analysis of India's Foreign trade since 1950 – Commodity, Composition, Direction Changes

BOOKS RECOMMENDED

1. New Import Export Policy - Nabhi Publications
2. EXIM Policy & Handbook of EXIM Procedure – VOL I & II
3. A Guide on Export Policy Procedure & Documentation– Mahajan
4. How to Export – Nabhi Publications
5. Export Management – D.C. Kapoor
6. Foreign Exchange Hard Book – H. P. Bhandari
7. Annual Report (Recent Years) Ministry of Commerce, Government of India
8. India Balance of Payments, RBI Bombay
9. Economic Survey Ministry of Finance Government of India.
10. Nabhi's How to import –
11. The New Export Marketer -Young G.
12. Practical Guide to the Foreign Trade of India -Arora R.S.

Solapur University

M.B.A. – II – SEM. IV

Paper-XXVI

Entrepreneurship Development and Project Management

1. Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities through change.

Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur –comparative study - Roles, Responsibilities, Career opportunities. Entrepreneurship as a career, Entrepreneurship as a style of management, The changing role of the entrepreneur: mid career dilemmas – Closing the window. Sustaining Competitiveness - Maintaining competitive advantage. Contemporary issues in Entrepreneurship.

2. Theories of Entrepreneurship:

- Innovation Theory by Schumpeter & Imitating
- Theory of High Achievement by McClelland
- X-Efficiency Theory by Leibenstein
- Theory of Profit by Knight
- Theory of Social change by Everett Hagen

3. Influences on Entrepreneurship Development :

a. Entrepreneurial Traits

b. External Influences on Entrepreneurship Development: Socio- Cultural, Political, Economical, Personal. Entrepreneurial culture with special reference to Intrapreneurship / Corporate Entrepreneurship.

c. Entrepreneurial Success and Failure: Reasons and Remedies.

4. Women Entrepreneurs: Challenges to Woman Entrepreneurs, Achievements of Woman Entrepreneurs, Role Models of Woman Entrepreneurs.. Social Entrepreneurship. Concept, examples of Social Entrepreneurship and its features.

5. Creating Entrepreneurial Venture - Entrepreneurship Development Cycle . Business Planning Process - The business plan as an entrepreneurial tool Elements of Business Plan, Objectives, Market Analysis, Development of product / idea, Marketing, Finance, Organisation & Management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones.

7. Project Management

Technical, Financial, Marketing Personnel and Management feasibility Reports
Financial schemes offered by various financial institutions like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, Angel Capitalist

8. Entrepreneurship Development and Government

Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc. – with special reference to ‘Export oriented unites’

Role of the following agencies in the Entrepreneurship Development

1. DIC – District Industrial Center
2. SISI – Small Industries Services Institute
3. EDII – Entrepreneurship Development Institute of India
4. NIESBUD – National Institute of Entrepreneurship and Small Business Development
5. NEDB – National Entrepreneurship Development Board

Note:

Case studies of Entrepreneurs – successful, failed, turnaround ventures should be discussed in the class.

Exercises should be given for preparation Business Plan for a group of 3-4 students, Interactive sessions with Entrepreneurs, authorities of financial institutions, Government officials should be organized

Books Recommended:

1. Dynamics of Entrepreneurship Development – Vasant Desai.
2. Entrepreneurship: New Venture Creation – David H. Holt
3. Entrepreneurship Development New Venture Creation – Satish Taneja, S.L. Gupta
4. Project management – K. Nagarajan.
5. Entrepreneurship: Strategies and Resources – Marc J. Dollinger
6. The Culture of Entrepreneurship – Brigitte Berger.
7. Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
8. Entrepreneurship as Strategy- G. Dale Meyer, Kurt A. Heppard
9. Entrepreneurship and Small Business Management – Siropolis
10. Lead like a Entrepreneur – Neal Thornberry
11. You Too can become an Entrepreneur – Nalinaksha Mutsuddi
12. Corporate Entrepreneurship – Vijay Sathe
13. Make the move : Demystifying Entrepreneurship – Ishan Gupta and Rajat Khare
14. Entrepreneurship – Text and Cases – P. Narayana Reddy (Cengage)

Paper-XXVII

Excellence in Management

1. Excellence: concept, foundation of Excellence, Necessary Skills to achieve Excellence, . Creating Excellence
2. Leadership : Role of Individual Leaders in Creating Excellence b) Leadership Styles- Charismatic Leadership, Transformational Leadership, Visionary Leadership c) Contemporary Issues in Leadership – Emotional, Intelligence and Leadership, Team Leadership, Cross-cultural Leadership.
3. Emotional Intelligence : Importance of Emotions and Emotional Intelligence in creating Excellence : Emotional Literacy – a concept, Emotional Intelligence Applied, Improving Emotional Literacy
- 4) Knowledge Management – Concept, KM Strategies, Architecture and Tools – KM practices. Designing and building a talent reservoir, segmenting talent reservoir, Talent management grid, creating a talent management system, institutional strategy for dealing with talent management.

5) Business Process Reengineering – Reengineering and its relationship with functional areas of business, history of reengineering, making effective BPR IT enabled services Business/Knowledge Process Outsourcing.

6. Corporate social responsibility- concept, practices adopted by Indian Companies, government policy towards SCR

7. E- business: Traditional commerce v/s e-commerce, e-commerce v/s e-business, category of e-commerce, development and growth of e-commerce, advantage and disadvantage of e-commerce. E-commerce Indian experience.

8. Creating Excellence in the process :a) TQM – Objectives , procedure b)ISO series – an overview, c) Quality Standards d) Kaizen way of thinking– Usefulness of Kaizen in managing for Excellence – e) 5 S concept, Total Productivity maintenance f) Six Sigma – Concept, a tool to make improvements in all operations within a process g) Stages of six sigma implementation – Discover, Decide, Organize, Initialize, Deploy, Sustain h) Studying minimum one international company that achieved an excellence and sustained growth with the help of application of Six Sigma Strategy.

Books Recommended –

1. Creating Excellence – Craig R.Hickman & Michael A.Silva – George Allen & Unwin, London Universal Book Stall, New Delhi
2. Six Sigma – Mikel Harry and Richard Schroeder Doubleday, A division of Random House Inc. Newyork.
3. Secrets of Break- through Leadership – Peter Capezio and Debra Morehouse – Jaico Publishing House, Mumbai.
4. Organizational Behaviour – Stephen Robbins – PHI, New Delhi
5. Achieving Managerial Excellence – S.K.Bhattacharya – Published by S.G.Wasani for Macmillan India Ltd., New Delhi
6. Managing Creativity for Corporate Excellence- P.N.Rustogi
7. The EQ Edge- Stevan J.Stein and Howard E.Book
8. Talent Management Handbook- Berger and Berger (Tata McGraw)
9. E Commerce Strategy Technology and Implementation- Gary P Schneider (Cengage Publication)

GROUP A : MARKETING MANAGEMENT PAPER-III INTEGRATED MARKETING COMMUNICATIONS & CONSUMER BEHAVIOUR

1. Concept and Process of Integrated Marketing Communications (IMC): Elements -
 - a) Advertising – Classification of advertising, types, advertising appropriation, advertising campaigns
 - b) Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising
 - c) Publicity – Types of Publicity , relationship between advertising and publicity

- d) Personal Selling
- e) Direct marketing and direct response methods
- f) Event Management
- g) E-Commerce
- h) Corporate Communication
- i) Public Relations – Types of PR
- j) Media relations
- k) Community relations
- l) Industrial relations and
- m) Government relations
- n) Employee relations (House Journals / Newsletter)
- o) Crisis Management
- p) Trade Fairs and Exhibitions

2. IMC Message Design: AIDA model - Considerations for creative idea, visualization

3. Media Management - Media Process - Media Jargons - Media Buying - Strategies and execution

4. Suppliers in IMC: Hoarding Contractors/Printers etc., Ad. Agency – Departments of Ad. Agency, Client Servicing-client Agency relationship, account planning

5. Consumer Behavior: Concept, diversity of consumer behavior, Characteristics of Indian Consumers. Consumer Decision Making & Consumer Behaviour Model.

6. Influences on the Consumer: Consumer needs, motives - positive and negative motivation - rational versus emotional motives. Consumer relevant reference groups - opinion leaders - family decisions making and consumption related roles - family life cycle - social class and consumer behaviour - influence of culture on consumer behaviour - cross cultural context. Diffusion of innovations: the diffusion process - the adoption process - consumer innovativeness and personality traits.

7 Post purchase behavior: Consumer satisfaction concept & Models – Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance, Consumer delight, consumer complaint behaviour. Changing pattern of Consumer Behaviour.

8. Consumerism: Evolution of consumer society. Definition of consumerism, buyer's & seller's rights, effects of consumerism. Dimensions of Consumerism.

Books recommended:

- 1 Advertising and Promotions - Belch & Belch, Tata McGraw Hill 2001
- 2 Advertising Management - Rajeev Batra, John G. Myers & David A Aaker-PHI
- 3 International Edition - Contemporary Advertising Irwin/McGraw –Hill
- 4 Integrated Marketing Communications - Duncon- TMH

- 5 Foundations of Advertising Theory & Practice- S.A.Chunawalla & K.C.Sethia- Himalya Publishing
- 6 Consumer Behaviour – Suja Nair (HPI)
- 7 Consumer Behavior – Leon Schiffman, Leslie Lazar Kanuk – Pearson / PHI, 8/e
- 8 Consumer Behavior – Hawkins, Best, Coney – TMH, 9/e, 2004
- 9 Customer Behavior – A Managerial Perspective – Sheth, Mittal – Thomson,
- 10 Conceptual Issues In Consumer Behavior Indian Context – S Ramesh Kumar – Pearson,
- 11 Consumer behaviour - Louden, Delebeta
- 12 Consumer Behaviour – Srabanti Mukharjee

GROUP A : MARKETING MANAGEMENT PAPER-IV RETAIL AND RURAL MARKETING

Chapter 1 Retail Marketing

Definition and scope of retailing, retailing scenario – Indian vs Global Prospects of Retailing in India, Role of service in retailing, Functions of retailing Key drivers of retailing in India, Challenges & Opportunities for Retailing in India Foreign direct investment in retail in India.

Chapter 2 Retail Formats

Types of retailers non-store, store based service retailing, Retail formats and their evolution Different kinds of formats – convenience store, supermarket, departmental store, hypermarket, mall, etc. Franchising

Chapter 3 Store Planning, Design and Layout

Store planning, Location planning, Site selection, Store design, Retailing image mix The space mix, Effective retail space management, Store layout, Floor space management

Chapter 4 Retail Merchandising

Meaning and concept, Nature and process of merchandising, the evolution of merchandising

The merchandiser: role and responsibility, Planning, Directing, Co-ordinating, Controlling
The Buyer: role and responsibility, Function of buying for different types of organizations
Buying for- Single store, Chain store, Non-store Retailers

Chapter 5 Rural Marketing

Introduction, Phased Evolution of rural marketing, Rural marketing model, Rural vs Urban Marketing, Nature and characteristics of rural marketing, challenges and opportunities in rural marketing, segmentation, approaches for segmenting the rural market in India.

Chapter 6 Rural Marketing Mix

Rural marketing mix, Additional Ps of Rural Marketing 4 As of Rural Marketing Mix, Needs and wants of Rural Consumer Profile and Lifestyle of Rural Consumer

Chapter 7 Marketing Strategies for Retail and Rural Market

Development of retail brand, Strategies on social-group influence, Need for paradigm shift in strategic perspective for rural markets Rural marketing strategies, new product development for rural market, e-Rural marketing, Application of product life cycle in rural market IT as a tool for sustainable rural development

Chapter 8 Supply Chain Management

Rural retail channel management, Rural marketing of FMCG, Rural marketing of Consumer Durables, Marketing for Agriculture Inputs, Marketing for Financial Services.

References:

- Retailing Management – Swapna Pradhan (The McGraw-Hill companies)
- Retail Management – Gibson Vednani
- Channel Management & Retail Management – Meenal Dhotre
- Retail Management – Suja Nair (Homalaya Publishing House, Mumbai)
- Rural Marketing Concept and Practices – Balram Dogra and Karminder Ghuman (The McGraw-Hill companies)
- Rural Marketing – T.P. Gopalswamy (Vikas Publishing House)
- Rural Marketing – C S G Krishnamacharyula and Laltha Ramkrishnan (Pearson Education)
- Rural Marketing – R V Badi and N.V. Badi (Himalaya Publishimh House)

GROUP A : MARKETING MANAGEMENT PAPER-V INTERNATIONAL MARKETING

1. Introduction To International Marketing

Concept, scope & Objectives. Challenges and opportunities in International Marketing, Underlying forces of International Marketing. Deciding whether to go abroad, Deciding which markets to enter, Deciding how to enter the market, Deciding on the marketing programme, Deciding on marketing organization.

2. Global Marketing Environment

Economic, Social, Cultural, Demographic, Political, Legal and Regulatory, Geographic , Technological Environment. Internatinal trading Environment, trading blocks and intra-regional trade – EU, Euro, SAARC, Indo-Sri Lanka Free Trade Agrrement, WTO, GATT, UNCTAD, UNIDO, WTO, ITC.

3. Global Segmentation Targeting and Positioning

Global Market Segmentation, market segment selection, Global Targeting – Global Product Positioning [Study few Indian multinational companies entered into Global Market]

4..Global Marketing Mix

Product - International Product life cycle, Product decisions, Price - Pricing objectives, Pricing for exports, Pricing problems, Essential matters of export prices, Factors influencing international pricing decisions, Place – Channel objectives and constraints, channel structure, channel strategy for new market entry, Promotion – Global media decisions

6. Market Entry Strategies

Licensing and franchising, exporting, Contract manufacturing, Turnkey contract, Fully owned manufacturing facilities, assembly operations, joint ventures, Third country Location, Mergers and acquisition, Strategic alliances, Counter trade.

7. Export Procedure And Documentation

Important steps in export procedure, Documents – Pre-shipment document, Documents related to goods, Certificate related to shipments, documents related to payment, documents related to inspection, documents related to excisable goods, Compulsory Quality Control and Pre-shipment Inspection, Excise Clearance, Marine Insurance.

8. Trade Policy and Regulation of India

Trade strategy in India, Foreign trade policy, Regulation and Promotion of Foreign trade.

Reference Books :

- 1) Global Marketing Management – Warren J. Keegan
- 2) International Marketing – Francis Cherunilam
- 3) Export Marketing – B.S.Rathor and J.S.Rathor
- 4) Global Marketing Management – S.A.Sherlekar and V.S.Sherlekar
- 5) Marketing Management – Philip Kotler
- 6) International Marketing – Sak Onkvisit & John Shaw – Pearson .
- 7) International Marketing, R.M. Joshi

Group B- Financial Management -Paper III
Project Planning And Working Capital Management

1 Project planning- Generation and screening of project ideas, Market and Demand Analysis, Technical Analysis, Financial Estimates and projections.

2. Capital Budgeting-Techniques- Pay Back Period, ARR, NPV, PI, IRR,MIRR.
Project selection under Capital Rationing. Inflation and Capital Budgeting. Risk Analysis in Capital Budgeting- Definition of risk- Sensitivity analysis, Scenario Analysis, Simulation Analysis and Decision Tree Analysis. Risk Analysis in Practice.

3 Development of Financial Institution – Financial institution: IFCI, IIBI Ltd., IDFC Ltd. The Export Import Bank of India, SICOM. Major schemes of Project financing and appraisal of term loans by financial institutions.

Venture Capital- Concept, features, venture capital financing- early and later stage, after care stage. Disinvestment mechanism, Indian venture capital scenario. .

4. Financial Management in Sick Units- Definition of Sickness, Causes of Sickness, Symptoms of sickness, Prediction of Sickness, Revival of a Sick Units. Introduction to BIFR.

5 Working Capital Management – Need for working capital, Determinants of working Capital, Computation of working capital Working Capital Financing- Trade Credit, Bank Credit, Commercial Papers, Factoring.

6 Management of Cash- Motives of holding cash, Objectives of cash management, Factors determining the cash need, Cash Management Techniques. Cash Budget. Options for investing surplus funds and strategies for managing surplus funds. Determining the Optimum level of cash balance – Baumol Model, The Beranek Model.

7 Receivables Management Objectives, Costs - Collection Cost, Capital Cost, Delinquency cost, Default Cost. Benefits of Management of Receivables, Credit Policies, Credit Terms and Collection Policies. Collection experience Matrix, Aging Analysis of Account Receivables.

8 Inventory Management- Concept, Benefits and costs of holding inventories, Inventory Control Techniques- ABC Analysis, EOQ, Reorder level, Maximum and Minimum Level, Danger level, Safety stock.

Books Recommended

1. Projects : Planning, Analysis, Selection, . Implementation and Review- Prasanna Chandra
2. Financial Management – Paresh Shah(Biztantra)
3. Financial Management – Eugene F.Brigham, Michael C. Ehrhardt
4. Financial Management- P.V.Kulkarni & B.G.Satyaprasad
- 5 Financial Management – M.Y.Khan & P.K.Jain
6. Working Capital Management- V.K.Bhalla

7. Working Capital Management- Scherr F.C.
8. Working Capital Management – J.J.Hampton and C.L.Wagner

Group B- Financial Management -Paper IV
INVESTMENT MANAGEMENT

1. Investment : Concept, Investment v/s speculation, Characteristics of Investment, Investment Attributes, Investment Avenues, Tax saving avenues, Meaning of Portfolio, Benefits of Portfolio
2. Risk and Return— Meaning of Risk, Types of Risk, Elements of Risk- Systematic Risk and Unsystematic Risk, Measurement of Risk - Variance, Standard Deviation, Beta, Measuring Return: Ex-Post and En-Ante, Risk and Return of Two and Three Assets Portfolio, Effect on Portfolio return due to Risk free assets.
3. Asset Pricing Model – Markowitz Model, Capital Market Line, Sharpe Model, Security Market Line.
4. Random Walk Theory- Assumptions of Random Walk Theory, Efficient Market Hypothesis- Weak, Semi-strong, Strong efficient markets.
5. Bond valuation - Types and features of Bonds, Bond Pricing, Bond Yields, Risks in Bonds, Rating of Debt Securities- Various Rating Companies in India, Process of Rating adopted by these companies, Bond Portfolio Management- Passive Strategy and Active Strategy.
6. Analytical Framework for investment in Share- Fundamental Analysis- Economic Analysis, Industry Analysis and Company Analysis, Technical Analysis - Charting Techniques, Technical Indicators. Trends, Indicators, Indices and moving averages applied in Technical Analysis, Difference between Fundamental and Technical Analysis.
7. Portfolio Management – Specification of Investment Objectives and Constraints, Selection of Assets Mix, Formulation of Portfolio Strategy, Selection of Securities, Portfolio Execution, Portfolio Revision, Performance Evaluation.
8. Personal Financial Planning: Meaning, Rewards of Financial Planning, Steps in Financial Planning Process, Financial Planning for Life time, Planning Environment, Determinants of Personal Income.

Problems to be covered for following topics:

1. Risk and Return
2. Sharpe Model i.e. CAPM
3. Bond Valuation

Books Recommended:

1. Security Analysis and Portfolio Management – Donald E. Fischer and Ronald J. Jordon
2. Modern Investments and Security Analysis – Russell J.Fuller & James L. Farrell, Jr.
3. Investment Analysis and Portfolio Management – Prasanna Chandra
4. Investment Analysis and Portfolio Management- M. Ranganatham and R.Madhumathi
5. Security Analysis and Portfolio Management – Punithavathy Pandian
6. Investment Management - V.A.Avadhani
8. Portfolio Management – Samir Barua, J.R.Varma, V.Raghunathan
9. Personal Financial Planning guide - Ernst and Young's

Group B- Finance Management -Paper V
INTERNATIONAL FINANCE

- 1 International Business Environment : Nature and characteristics of International Business, Globalisation and India's financial sector reforms. Scope of International Finance, Importance of International Finance.
 - 2 World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market. Introduction to NASDAC.
 - 3 Foreign Exchange Market - Structure of Foreign Exchange Market, Types of Transactions, Exchange Rate quotations and arbitrage, Interrelationship between Exchange and Interest Rate.
 4. Exchange Rate Mechanism- Exchange rate quotations, Determination of exchange rate in spot market and forward market. Factors influencing exchange rate, Theories of Exchange Rate Behavior– Purchasing Power Parity, Interest Rate Parity,
 5. Risks in International Operations : Exchange rate risk, Interest rate risk and political risk. Techniques of covering risks- Internal and External.
 6. Exchange Control Regulations – Export Credit Guarantee Corporation – EXIM Bank – Foreign Exchange Dealers' Association of India – Convertibility,
 7. Export Import Financing Mechanism – Buyers' Credit – Suppliers' Credit – Financing in foreign currency for exports and rupee finance
 8. Financial Management of the Multinational Firm – Foreign Direct Investment – Cost of Capital and Capital Structure of a Multinational Firm - Multinational Capital Budgeting – Multinational Cash Management – Country Risk Analysis – International Taxation – Double Taxation Avoidance Agreements
- Problems should be covered on following topics only.
- a) Exchange Rate quotations and arbitrage
 - b) Determination of exchange rate in spot market and forward market.
 - c) Techniques of covering risks
 - d) Multinational Capital Budgeting –
- Books Recommended
1. International Financial Management- Cheol Eun & Burce Resnick
 - 2 Finance of International Trade – Alastair Watson, Paul Coddell
 3. International Corporate Finance- Madura (Cengage Learning)
 - 4 International Finance – Mihir Desai (Wiley India Edition)
 4. International Finance – P.G.Apte
 5. Exchange Control Regulations – Nabhi
 - 6 Global Business Finance- V.A.Avadhani
 - 7 International Financial Management- P.K Jain & others.

Group C HUMAN RESOURCE MANAGEMENT. PAPER – III

INDUSTRIAL RELATIONS & LABOUR REGULATIONS

1. Industrial Relation & Democracy –

Definition and concept of industrial relation, scope, importance of industrial relations, Approaches to Industrial relations-Karl Mark's approach, Gandhian approach, Human Relations approach. **Collective bargaining-** meaning, definition, importance, types ,prerequisites of effective collective Bargaining & Collective Bargaining at different levels; **Workers participation:** Concept & meaning, Aims & objective, Forms & levels of participation, conditions essential of working of the scheme.

2. Grievances & Disputes –

Industrial Dispute Act-1947, Object Definition, Authorities, duties of authorities, Industrial Disputes-causes, remedial & prevention measures, settlement machinery,. Consequences of Industrial disputes on Industry & Society, Significance of Peace & Harmony to Industrial Productivity & progress, Grievances- concept, causes, Grievance procedure Disciplinary procedure

3. Labour Welfare & Social Security Concept –

Meaning & scope, Labour welfare & welfare officer role, duties and responsibilities, Social Security, meaning, importance Aims of social security ,methods of providing social security, evolution, origin and growth of the idea of social security.

4. Labour Legislations & ILO –

Meaning, objectives, Scope, growth & development of labour legislation In India, Constitution, working & impact of ILO on Labour Legislations in India, objectives of ILO

5. Industrial Relations Legislations –

Factories Act 1948- object of the act, applicability, provisions, **Trade Union Act 1926-** object of the act, applicability, provisions, registration , cancellation, re-registration, duties and liabilities of registered trade union, **Industrial Employment standing order Act 1946-** object of the act, applicability, provisions, pre-requisites

6. Wage Legislation –

Minimum wages Act1948- object of the act, applicability, provisions, fixation and revision of wages, fixing up of hours of work, **Payment Of wages Act 1936-** object of the act, applicability, provisions, authorities, obligation of the employer, rights of employer and employee, **Payment of Bonus Act 1965-** object of the act, applicability, provisions, definition, allocable surplus, appropriate government.

7. Social Security Legislations –

Workmen's compensation Act-1923 object applicability, payment of compensation doctrine , **Employees state Insurance Act 1948-** object, applicability, provisions benefits, obligation of the employer, penalties and damages, recommendations and suggestions, **The Maternity Benefit Act, 1961**

8. Social Security Legislations -

Provident Fund Act 1952- object of the act, applicability, provisions, main features of the act, The Employees Pension Scheme 1995 , The Employee's Deposit Linked Insurance Scheme 1976 , **Payment of Gratuity Act 1972**

Reference Books.

1. Dynamics of Industrial Relations by Mamoria & Mamoria – Publisher: Himalaya Publishing House.
2. Industrial Jurisprudence & Labour Legislation by A.M. Sarma, 9 th revised edition – Publisher: Himalaya Publishing House
3. Industrial Relations and Labour Laws by P.C.Tripathi. C.B.Gupta, N.D.Kapoor- Publisher: Sultan Chand and Sons.
4. Labour Laws for Managers by B.D.Singh, Publisher- Excel Books
5. Industrial Relations and Collective Bargaining- Theory and Practices, Publisher- Deep & Deep Publications Pvt. Ltd.
6. Labour Welfare, Trade Unionism and Industrial Relation by Punekar, Deodhar and Sankaran, publisher Himalaya Publishing House

Group C HUMAN RESOURCE MANAGEMENT. PAPER – IV

Performance Management & Compensation

1. **Performance Management** - Concept, scope, significance, Advantages of Performance Management(PM) process, Implication of PM process, PM framework.

2Performance Appraisal –Meaning, Need & Purpose, Who should appraise, When to appraise, Method to Performance appraisal- Trait Methods, Behavioural Methods, Result Method. |Ethical approach to appraisal, Use of Performance appraisal, Problem to appraisal, Essential characteristics of effective appraisal system.Appraisal Process, Challenges of appraisal, Legal issues associated to performance appraisal, Potential appraisal. Basic concepts in performance management and appraisal.

3Assessment Centre – Origin, Process of designing of assessment centre. Essential features of assessment centre, Accuracy of assessment centre, Development centre.

4Job Evaluations / Grade Structure – Meaning, objectives, Procedure of job evaluation, Methods to Job Evaluation – Non-Quantitative Methods- Ranking Systems, Job Classification / Grading method. Quantitative methods - Points rating, Factor Comparison Method, Advantages of job evaluation and problems to evaluation.

5Wage and salary administration – Concepts, objectives, Principles, Wage & salary differentials, Components of remuneration, Challenges to remuneration.

6Incentives – Meaning, nature, scope, pre-requisites of an effective incentive system, Types of incentive schemes. Individual employee incentives and recognition programs - Piecework plans, Merit pay as an Incentives, Merit pay options, Incentives for professional employees, recognition based awards. Incentives for salespeople- salary plan, commission plan, combination plan, setting sales quotas, strategic sales incentives. Team/Group incentives. Incentives for managers and executives.

7 Fringe Benefits: Meaning, Objectives, Types of fringe Benefits- Payment for time not worked, Employee Security, Safety & Health, Welfare Recreational facilities, Old age & Retirement benefits.

8. HR Accounting – Meaning, Objectives, need, methods of valuation of HRA, Benefits of HRA

Reference books:

1. Essentials of Human Resource Management by P. Subba Rao (PHP)
2. Human Resource Management, by Biswajeet Pattnayak (PHI)
3. Human Resource Management, by Gary Dessler Publication (PHI)
4. Human Resource Management by VSP Rao (Excel Books)
5. Human Resource Management by K Ashwathapa (Tata McGraw Hill)
6. Performance Management – Soumendra Narain Bagchi (Cengage)

Group C HUMAN RESOURCE MANAGEMENT. PAPER – V

Global Human Resource Management

- 1) Global business and Human Resource: HR managers global challenge, Impact of inter country differences on HRM, Legal, political and labour relation factors, ethics and code of conduct.
- 2) Staffing the Global Organisation: International staffing, Off-shoring – meaning, offshoring & HR, international staffing policy- ethnocentric, polycentric, regiocentric, geocentric, Selecting expatriate managers, sending women managers abroad.
- 3) Recruitment and selection of international managers: Criteria for recruitment and selection, Gender & ethnicity in recruitment and selection, Online recruitment websites, Employee leasing and applicability, Headhunting.
- 4) Human resource practices in Multinational companies: Diffusability of employment practices- meaning, process.
- 5) International Pay and Reward: Meaning, Cross- national variation in reward structure, strategies in international rewards, best practice in international rewards, Steps in establishing a global pay system.
- 6) Managing HR in challenging times: International Labor Relations, Terrorism – safety and global HR, Kidnapping & Ransom Insurance, Traveling with Google Mps.
- 7) Knowledge management and IHRM: Meaning, Knowledge and knowledge transfer, Knowledge management in MNC, Knowledge management in IHRM.
- 8) International Corporate Social Responsibility and employment relations: HRM and corporate social responsibility, Brands and Multinationals, Codes of conduct: mandatory or voluntary?

Reference Books:

- 1) International Human Resource Management by ‘Tony Edwards and Chris Rees’. – Pearson Publications
- 2) Human Resource Management by ‘Gary Dessler and Biju Vakkey’.- Pearson Publication

- 3) Essentials of Human Resource Management by 'Indranil Mutsuddi'. – New Age International Publishers
- 4) International Human resource Management by 'P Subba Rao'. – Himalaya Publishing House

Group D – System Management Paper-III
Relational Database Management System

1. Introduction -History : Advantages and limitations of RDBMS; Users of RDBMS, Software Modules in RDBMS; Architecture of RDBMS.
 - 2 Modeling Techniques: Different Types of Models, Hierarchical Database, Network Database, Relational Database Introduction, Comparison between HDB-NDB-RDB, ERD in detail.
 - 3 Relational Database- Codd's Rules; Concept of Domain, Tuple, cardinality; Relational data model & relational algebra, Relational model concept, Relational model constraints, Relational Algebra
 - 4 Relational Database Design- Database Design – ER to Relational Functional dependencies, Normalization- Normal forms based on primary keys (1 NF, 2 NF, 3 NF, BCNF, 4 NF, 5 NF), Advantages and Disadvantages of Normalization, Anomalies
 - 5 SQL Basics- Basic Structure, Data Types, Operators- Arithmetic, Logical, Comparison. Functions- Date- Sys_date , next_day, Add_months, last_day, months_between,
Numeric- round, trunc, abs, ceil, cos, exp, floor
Character- initcap, lower, upper, ltrim, rtrim, translate, length, lpad, rpad, replace
Conversion- to_char, to_date, to_number
Miscellaneous- Uid, User, nvl, vsize, decode, rownum
Group function- avg, max, min, sum, count
- 6 SQL Commands- DDL commands-Create, Alter, Drop, Truncate, Rename, Constraints
DML Commands- Insert, Update, Delete with where clause. Queries- SELECT Statement with all clauses, Subqueries and joins
- 7 Report Writing- Title, Btitle. Skip, set, pause, column, sql.pno, Break on, computer sum, set server output on

REFERENCE BOOKS:

1. An introduction to Database
2. Mastering SQL- Martine Gruber-BPB
3. Database System Concept
4. Database System-Connollytm-Pearson
5. Database Management System-P K Gupta-PHI

6. An Introduction to Database System-Date C J-Pearson
7. An Introduction to Database System-Bipin Desai-Galgotia

Group D – System Management Paper-IV
Security and control Information system

Security Concepts – Introduction, Need for security and control, risks to information system data and resources, Confidentiality, integrity, availability, Security policies, security mechanisms, assurance, types of Security Introduction

Cryptography – Introduction, Historical background, Transposition/ Substitution, Caesar Cipher, Introduction to Symmetric crypto primitives, Asymmetric crypto primitives, and Hash functions, Secret Key Cryptography, Data Encryption Standard (DES), Advanced Encryption Standard (AES)

Message Digests – Introduction, Applications, Strong and weak collision resistance, The Birthday Paradox, MD5, SHA-1

Operators – Arithmetic, Relational, Logical, Unary-Binary, Increment-Decrement, Assignment, Conditional. Operator Precedence

Authentication – Introduction, Basic concepts of identification and authentication, Password authentication, Authentication protocols

Trusted Intermediaries: Introduction, Public Key infrastructures, Certification authorities and key distribution centers, Kerberos

Real-time Communication Security Introduction, IPsec: AH and ESP, IPsec: IKE, SSL/TLS, and Firewall, Auditing and intrusion detection

Access Control- Introduction, Basic concepts of access control, Discretionary access control and mandatory access control, Lattice-based Models, Covert Channels, Role based Access Control

Security audit- Introduction, Assurance and Evaluation of Secure Information Systems, Database Security (Security requirements in databases, Access control and authorization in databases, Inference control), Malicious software, Adminstrating Security (Risk Analysis, Security Planning, Organizational, Security Policies

REFERENCE BOOKS:

- Charlie Kaufman, Radia Perlman, and Mike Speciner, *Network Security: Private Communication in a Public World, 2nd Edition*, Prentice Hall, 2002, ISBN: 0-13-046019-2. (Price: USD 54.99)
- EDP Auditing by Ron Weber
- PC and LAN security by Stephan Cobb

- Enterprise Security- protecting information assets by Michael E. Kabey
- Enterprise Disaster Recovery Planning by Miora
- Computer Security for Dummies
- Internet Security by Derek Atkins et al
- Systems Audit - Revati Shrira

Group D: System Management -Paper V
Programming Concepts & Advanced Excel

Programming Concepts :

1. Introduction to Programming, Structured Programming, Object Oriented Programming, Difference between Structured & OOP.
2. Algorithm, Flowchart, Identifiers, Data Types, Character Codes (ASCII).
3. Variable, Constant, Variable Declaration & Initialization, Expressions, Array (single, Two-Dimensional)
4. Operators – Arithmetic, Relational, Logical, Unary-Binary, Increment-Decrement, Assignment, Conditional. Operator Precedence
5. Programming Construct – Branching Purpose, IF, IF-ELSE, Nested IF, SWITCH-CASE
6. Programming Construct – Looping Purpose, FOR, WHILE, DO-WHILE, Jump Statements – Break, Continue.
7. Functions – Definition and Purpose, Inbuilt functions, User-defined, Without Parameters, With Parameters, Return Statement, Local-Global variables, Recursion.

Advanced Excel

8. Revising Important Basic Functions, Advanced Functions – AND, OR, RAND, DGET, LOOKUP, VLOOKUP, HLOOKUP, Data Filter and Advanced Filter, Subtotals, Goal Seek, Solver, Scenario Manager, Data Tables, Pivot Tables. Security – Cell Level, Sheet Level, Book Level.

Reference Books:

1. Concepts, Techniques, and Models of Computer Programming by [Peter Van Roy](#) and [Seif Haridi](#)- MIT Press
2. Comdex Book on Excel
3. Microsoft Excel by Microsoft Press
4. Computer Today by Suresh K Basendra- Galgotia Publications Pvt. Ltd.
5. Computer Programming in C- V. Rajaraman- PHI Learning
6. Computer Concepts and Programming in C- J.B.Dixit

**Group F = PRODUCTION & MATERIALS MANAGEMENT - PAPER III
INDUSTRIAL ENGINEERING**

1. Productivity: - Production System. Definition of Productivity, Factors affecting productivity, Kinds of Productivity Measures, Increasing Productivity of Resources.
2. Work Study: - Definition and Concept, Objectives and need, Basic Procedure.
3. Method Study: - Need for method study, Procedure, Principles of motion Economy.
4. Recording of Method Study: - Use of various chart, Outline charts. Flow process chart for Worker and Materials and Equipment. Man-machine chart, Two hundred chart, SIMO Chart, Multiple Chart, Multiple Activity Chart, Travel Chart, String diagram.
5. Work- Measurement: - Technique of work, Measurement including estimating, Stop watch time study, Pre-determined time standards, Synthetic estimate of work times, Activity Sampling, Computation of Standard Time – Elements – Types of Elements – Performance Rating – Allowances – Types of Allowances.
6. Computation Of Standard Time :- Elements, Types of Elements, Performance Rating, Allowances, Need for Allowances, Types of Allowances.
7. Ergonomics: - Nature of, Factors in ergonomics, Socio-technical System.
8. Business Process Reengineering: Concept of BPR, process of BPR, prerequisites for effective BPR implementation, application of BPR in productivity improvement.

Books Recommended :-

1. Work Study – I.L.O.
2. Work study of Ergonomics – L.C. Jhamb
3. Work Study – Curie and Faraday
4. Industrial Engg. And Management – O.P.Khanna

**Group E – PRODUCTION & MATERIALS MANAGEMENT - PAPER IV
QUALITY MANAGEMENT**

1. Basic concept of Total Quality, Quality & Competitive Advantage, Quality Policy, Quality objectives, Leadership for Quality
2. Principles of Total Quality Management, Elements of Total Quality Management, Malcolm Baldrige National Quality Award Criteria, Benefits of Total Quality Management. Deming Management Philosophy, Deming's 14 Points for Management. The Juran Philosophy Juran Quality Trilogy, Crosby's Philosophy, Taguchi Loss Function.

2. Concepts of Quality Control, Acceptance Sampling, inspection plans, Statistical Process Control, Control charts, benefits of control charts.
3. Quality assurance, Quality Audit, Quality certification systems-Introductory treatment to ISO 9000, QS 14,000 and QS 9000 and other standards.
4. Management of Quality Circles and Zero Defect Program, Ishikawa Fish Bone diagram, Pokka Yoke
5. Quality Improvement team, Role of workers, Supervisors and Management in TQM, Team building, cross functional teams.
6. Quality Costs-Analysis of various quality cost and losses, balance between cost of quality and value of quality.
7. Failure Analysts, functional linkage of Quality with Reliability and Maintainability.
8. Marketing aspects of TQM, Total quality of Service, Total quality and safety, Six Sigma.

BOOKS RECOMMENDED:

1. Statistical Quality Control-R.C.Gupta.
2. ISO 9000 Handbook-Ed.Robert Peach.
3. Total Quality control-Armond V.Flegenbaum.
4. ISO 9000 Quality management system-International Trade Center Geneva.
5. Six Sigma – Deepali Desai
6. Total Quality Management – K.Shridhar Bhat
7. Quality Management – Gitlow, Oppenheim
8. Quality Control - Dale H Besterfield – Pearson Education
9. The essence of Total Quality Management – Hunsen & Ghare
10. Managing for Total Quality – Logothetic
11. Manuals of various standards.

Group E - PRODUCTION & MATERIALS MANAGEMENT -PAPER V
WORLD CLASS MANUFACTURING

1. World Class Manufacturing Environment, Imperatives for success, System approach and change in mindset, Strategic decisions in Manufacturing Management. Choice of technology, Capacity and layouts, Automation in Material handling system.
2. State of international business Excellence, Globalization and Global Companies. Managerial attitude towards globalization of business, entering the international area, Managerial challenges for the future, Experience of Indian Companies in World Class Manufacturing
3. Characteristics of WCM companies, what is world class Performance – Six Sigma philosophy, Concepts of benchmarking and best practices

4. Lean Production, Principles advocated in just-in-time system, JIT, manufacturing system , JIT pull system, use of kanban system, JIT purchase, source development, supply chain management.
5. Human Resource Management in WCM: Adding value to the organization. Organizational learning, People as problem solvers, New organizational structures. Associates and Facilitators, Motivation and reward in the age of continuous improvement.
6. Total productive maintain concept of reliability , reliability improvement, concept of maintainability and maintainability improvement.
7. Automation in design and Manufacturing, Role of IT in World class Manufacturing, Concept of Flexible Manufacturing System, Group technology, Cellular Manufacturing Systems.
8. Environment Pollution, Factors causing Pollution, Effect on human health, Control of environment Pollution.

BOOKS RECOMMENDED:

1. World Class Manufacturing – K. Shirdhar Bhat
2. Management today- Burton and Thakur.
3. Operation Management- Hughes, Chris.
4. Supply Chain Management for competitive advantage – R. Raghavan
5. World Class Manufacturing - Strategic Perspective - B.S. Sahay, KBC Saxena, Ashish Kumar. (Mac Milan)
6. Making Common Sense Common Practice – Models for manufacturing excellence – Ron Moore (Butter worth Heinmann)
7. The Toyota Way - Jeffrey K.Liker – (Tata McGraw Hill)
8. Just In Time Manufacturing – M.G.Korgaonkar

Group F – Agriculture & Cooperative Management Paper-III
AGRICULTURAL PRODUCTION MANAGEMENT

Chapter I: Agriculture and Productivity Trends: -

Occupational Structure, Agricultural Production and productivity trends, Causes for low productivity.

Chapter II: Fundamentals of Farm Management:

Scope of modern agriculture, special features of agricultural and industrial production, difference between farm and non-farm business management

Chapter III: Farm production systems and management functions:

Peasants, proprietorship, co-operative farming. Capital farming, corporate farming. Land tenure systems and agricultural production management

Chapter IV: Farm Economics:

Demand for agricultural products, Production and supply of farm product- Production function and its type, Law of Diminishing Returns Input combinations; Production management decision-Factor-factor decisions, factor-products decision, product-product decision, relationship between outputs.

Chapter V: Farm Technology:

Effects of new technology, management and technology change, gains from technological improvement to producers and consumers, mechanism and automation. Green houses

Chapter VI: Cost of Production:

Farm records, Farm Accountancy, Farm Inventory, Depreciation, Farm Efficiency and measures. Problems on cost estimation

Chapter VII. Issues in Farm Management:

Size-Productivity debate, Measurement of farm efficiently, Irrigation Management, Production Planning -Specialisation and diversification

Books Recommended:

1. Robertson C.A.-An Introduction to Agricultural Production Economics and Farm Management -Tata Mcgraw Hill
2. Heady, Earl O and Jensen Herald R-Farm Management Economics - Prentice Hall
3. Barnard C.S. and Nix J.S,-Farm Planning and Control
4. Blake C.D.-Fundamentals of Modern Agriculture
5. Sandhu and singh - Fundamentals of Agriculture
6. Agrawal A.N.-Indian Agriculture
7. Sharma A.N. and Sharma V.K.-Elements of Farm Management.

Group F – Agriculture & Co-operative Management Paper-IV

AGRO- PROCESSING INDUSTRIES & RURAL INDUSTRIALIZATION

1, Rural Industrialization: Meaning of Rural Industrialization, Role of Agriculture in Rural Industrialization, Dependence on Agriculture, Policies for Agro development, Socio- Eco benefits of Rural Industries, Promotional measures, Need, Opportunities & Constraints

2: Rural Industries

Cottage & Small Scale Industries, genesis of Development of their Industries, Classification: Village & cottage of SSI, SSI: Role of SSI, Problems of SSI, Performance: Production, Employment, Export.

3: Khadi and Village Industry Corporation

Introduction of KVIC, Organization & Administration of KVIC, Promotional measures of KVIC, Subsidies, Incentives, Financial Inputs.

4 Introduction of Agro Processing Cooperatives

Importance & Functions, Pattern of Organization & Management, Growth & Development, Recent positions, Difficulties & problems, role of Agriculture cooperative.

5 Agriculture Produce Pricing

Market forces: - Demand, Supply. Simple market model and Price Determination:-Tabular Approach, Graphical Approach. Fluctuations in Agriculture Prices, causes & Impact, Price Stabilization, trends in Agri Prices.

6 WTO & Its impact on Agro-based Industries

External trade in Agriculture Products, Share in export, Challenges, AOA, Role of Reserve Bank of India In the Agriculture Credit National Bank for agriculture and Rural Development (NABARD)

7 : Agro Processing Cooperatives in Maharashtra

Cooperative Sugar Industries, Cooperative Spinning Mills, Dairy Cooperatives, Fishery Cooperatives, Industrial Cooperative Management, Problems & Prospects for agro processing cooperatives.

8: Rural Credit

Need, Objectives, Sources of Agricultural Finance, Rural indebtedness, Factor analysis and implications, systems of rural and agricultural credits in India. Non Agricultural Credit Sector
Urban Co-operative Banks: - objects, working of the society Urban Credit societies:- objects, working ,Employees credit societies: -objects, working

Books Recommended:

1. Acharya S. S & Agarwal N. L – Agricultural Marketing in India
2. Dasgupta S.-Diffusion of Agricultural Innovation in village India
3. Desai Vasant – Rural Development
4. Dholkia R. H & Iyengar- Planning for rural Development Issues & Case Studies
5. Hanumantha Rao C. H.- Technological Change & Distribution of Gains in Indian Agriculture.
- 7 Mamoria,-Agriculture Problems in India,

Group F- Agriculture & Co-operative Management Paper – V
INTERNATIONAL TRADE AND AGRICULTURE

Chapter I. Scope and gains from International trade ; Theory of comparative advantages ; trade and welfare; factor mobility ; International capital flows; transfer of technology; Terms of credit, comparative cost.

Chapter II. Trade Policies; tariffs & Quota, Effects of Tariff Monopoly and price discrimination state Trading; Bilateral Trade; Multilateral Trade.

Chapter III. Organisation and Objectives of International Organisation like IMF, IBRD, IDA, IFC, & their Affiliate s; The SDR Mechanism and its working; international liquidity problem; international monetary system & trade, GATT, UNCTAD. WTO, Organisation & their functions.

Chapter IV. World Trade Agreements, trade liberalization, Regional Integration & Economic Growth; Import -Export Procedure; Strategies of Exports for agro based industries.

Chapter V. India's position in the Global market; Loading Agriculture Produces/products for Export Earnings; importing countries of these products; Competing Countries; Strategies to Boost Exports.

Chapter VI. Processing; AGMARK Grading & Quality Control Packaging, Brand Names; Labelling; Sales Promotion with the country & outside the country.

Chapter VII. SWOT Analysis for each of the commodities mentioned below from the point of the view of exports:

- A] Cereals--Important crops like wheat, rice, etc...
- B] Pulses--Important crops like grams, moong, urd, etc...
- C] Oil seeds important crops like soybean, mustard, ground nuts, linseed etc...
- D] Commercial Crops --Important crops cotton, jute, sugarcane, textiles, chillies, Onion, potato, etc...
- E] Horticulture crops--Important fruits like apple, banana, mango, grapes, pomegranates, etc...
- F] Vegetables--Important crops like tomato, brinjal, cauliflower, cabbage, etc...

REFERENCE BOOKS:

1. Agricultural Research Through International Co-operatives---Ravi Shrivastav & G.C. Shrivastav
2. International Economics-- Dominik Salvatore
3. Export Management --Prof. Laxmi Narayn
4. Changing Prospective in Indian Agriculture-Bhanushali S.G. & Pujari A.G.

Group G - INTERNATIONAL BUSINESS
INTERNATIONAL MARKETING – PAPER III

1. **Introduction:** Nature, importance, objectives and scope of international marketing International market orientation and involvement, Challenges and opportunities in International Marketing, International marketing management process – an overview.
2. **International Marketing Environment :** Influence of physical, economic socio - cultural, political and legal environments on international marketing operations; Scanning and monitoring global marketing environment; International marketing information system. Market selection, International Market entry strategies.
3. **International Market Segmentation and Positioning;** Screening and selection of markets; International market entry strategies -Exporting licensing contract manufacturing, joint venture, setting -up of wholly owned subsidiaries abroad.
4. **International Product Planning:** Major Product decisions-Product features and quality, Product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.
5. **Pricing for International Markets :** Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing.
6. **International Distribution Decisions :** Distribution channel strategy-International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics inventory management Transportation, warehousing and insurance.
7. **International Promotion Strategies :** Communications across countries-complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; Developing international promotion campaign; Standardisation vs. adaptation issue; Planning for direct mail, sales literature, trade fairs and exhibitions. Brand management
8. **International Marketing Planning, Organising and Control:** Emerging trends in international marketing; International Marketing through Internet; Ecological concerns and international marketing ethics.

9. International Marketing Research: Nature, scope and complexities of marketing research; marketing research in international context-importance; International Marketing Information System (IMIS).

Books Recommended

1. International Marketing - Rathor Jani Rathor
2. International Business - P. Suhbarau
3. Global marketing Strategy - Jeannet & Hennissey
4. Managing International Marketing - Dr. V. O. Varkey
5. Modern Marketing Research - M. N. Mithani
6. Marketing Research - G. C. Berry
7. Marketing Research: Applied Orientation. - Naresh Malhotra
8. Marketing Research - Boyd, Westfall & Stasch
9. Creating Market across the Globe: Strategies for business excellence – Korwar
10. Essence of International Marketing –Stan Paliwoda.
11. Global Marketing Management-Warren J. Keegan.
12. International Marketing Management-Subhash Jain.
13. International Marketing Micheal- R Czinkota, Iikka A Ronkainen
14. .International Marketing, R.M. Joshi

Group G - INTERNATIONAL BUSINESS
INTERNATIONAL FINANCIAL SYSTEM AND MARKETS –PAPER IV

1. Introduction to International Financial System: International Finance Management: Need and Importance; International Monetary System: Features and requirements; System of exchanging currencies – From Bretton Woods system to free float and convertibility; Fixed-Flexible Exchange Rate Systems; European monetary system; International liquidity. Recent changes in global financial markets.

2. Foreign Exchange Markets and its Activities: : Meaning of the Term “Foreign Exchange”, Exchange Market, Introduction to Exchange Rate Mechanism: Spot- Forward Rate, Exchange rate quotations and practices; Foreign exchange market activities; Arbitraging, hedging and speculation. Forwards, Swap[s, Futures and Options.

3. Exchange Rate Determination: Exchange rate determination in spot and forward market – Interest rate parity (IRP), purchasing power parity, Fisher open equation Monetary and portfolio balance approaches; Short run demand and supply theory, BOP theory, and growth theory; Forecasting exchange rate. Factors affecting exchange rates.

4. International Financial Markets and Instruments: Changing scenario; International capital and money market instruments; International development banking; Euro – currency markets; International securities markets and instruments -Bond and notes market; equity market, GDR, ADR, EDR and IDR; Integration of financial markets and approach; Role of financial intermediaries.

5. **International Debt Problem:** Problem of debt servicing and developing countries (with special reference to India). India's Forex Scenario: BOP crisis of 1990; Forfeiting / Factoring,
6. **Managing Company Finance:** Complexities and issues in financial decisions of a multinational firm: Foreign investment decisions: Exchange rate movement and decision to invest; Commercial Borrowings: export finance, import finance, Buyers Credit, Suppliers Credit, Foreign investment Management: FDI.

Books Recommended :

1. Foreign Exchange Management - H.P. Bhardwaj
2. International Financial Management - P. G. Apte
3. International Financial Management - V. K. Bhalla
4. Multinational Finance - K. C. Bulter
5. International Financial Management - A. K. Seth
6. Multinational Financial Management – Shapiro Allen
7. International Financial Management – V. Sharan

Group G- INTERNATIONAL BUSINESS
INTERNATIONAL LOGISTICS –PAPER V

1. INTRODUCTION:

International Logistics and Supply chain management: meaning and objectives, importance in global economy , Characteristics of global supply chains,; Supply chain relationship to business performance, -Key tasks of logistics and supply chain managers, Role of Government in controlling international trade and its impact on Logistics and supply chain

2. SUPPLY CHAIN STRATEGY AND PLANNING:

Supply chain as a competitive advantage, Global Supply chain strategy, Structuring supply chain capabilities, Business matching supply chain design with business strategy; Planning the global supply chain, Measuring logistics cost and performance. Benchmarking the supply chain, Performance measurement and evaluation in global supply chains

3. TRANSPORTATION:

Strategic importance of transport in global logistics, logistical objectives of transport, International Ocean Transportation, International Air Transportation, and International Land Transportation: types, characteristics and salient features, international shipping - characteristics and structure; intermodal transportation in international operations, factors influencing mode and carrier selection decision,

4. OUTSOURCING AND LOGISTICS SERVICE PROVIDERS

Intermediaries and Alliances in Global Logistics, Meaning of 3 PL and 4 PL service providers, role in Global logistics, types of services, considerations for hiring 3PL and 4 PL service providers. Concept and need of outsourcing, determinants for outsourcing decisions, role of outsourcing in global supply chain management

5. CUSTOMER SERVICE:

The marketing and logistics interface, customer service and customer retention, Service driven logistics systems, customer service priorities and standards, customer service strategy, managing relationships with buyer and seller.

6. INVENTORY FLOW AND WAREHOUSING:

Approaches to Inventory Management in Global Supply Chain Management; Distribution Resource Planning; Symptoms of poor Inventory Management, Modeling in Supply chain: inventory models, safety stock determination for service level, and lead time; forecasting models, routing problem; Objectives and functions of warehousing; Warehousing evaluation and requirements; Warehousing location strategies

7. COORDINATION IN SUPPLY CHAIN:

Importance of Coordination in Supply Chain, Bullwhip Effect, Effect of lack of Coordination on performance, Obstacles to Coordination, Strategies to achieve coordination, Building Strategic Partnership and Trust In Supply Chain

8. INFORMATION TECHNOLOGY IN SUPPLY CHAIN:

Role and Importance of IT in Supply Chain Management, IT solutions for Supply Chain Management, Supply Chain Information Technology in Practice, MR, DRP, ERP, PDM, EIP and CPFR. Future trends in logistics.

9. PERFORMANCE MEASUREMENT AND TRENDS

Dimensions of Performance Metrics, Approaches/tools for Performance Measurement, Measuring logistics cost and performance. Benchmarking the supply chain, Performance measurement and evaluation in global supply chains, Impediments to improve Performance, Trends in International supply chain management.

Suggested Readings:

1. Ballau, R.H., Business Logistics Management, Prentice Hall, Englewood Cliffs, 1992.
2. Cristopher., M., Logistics and Supply Chain Management: Strategies for Reducing Cost and improving Services, Pitman, London, 1992.
3. James, C.J. and D.F. Wood, Contemporary Logistics, Macmillan, New York, 1990.
4. Shapiro, R., Logistics Strategy: Cases and Concepts, West Publishing, St. Paul, 1995.
5. Stern, L.W., et. al., Marketing Channels, Prentice Hall of India private Ltd. New Delhi, 1996.
6. Douglas Long International Logistics: Global Supply Chain Management Springer-Verlag New York, LLC;2004
7. Philippe-Pierre Dornier, Panos Kouvelis, Michel Fender Global Operations and Logistics: Text and Cases Wiley, John & Sons, Incorporated 1998
8. Alan Branch Global Supply Chain Management in International Logistics Routledge 2007
9. Kent N. Gourdin Global Logistics Management: A Competitive Advantage for the New Millennium Blackwell Publishing 2006