


Unit-V: Capability Management: Structural Components of The People Capability Maturity Model (PCMM) : Maturity levels –Initial, Managed, Defined, Predictable, and Optimizing Levels. Process Areas - Developing Individual Capability - Building Workgroups and Culture - Safing the work force. Uses of PCMM - The Ideal Life Cycle Model for Improvement - Adoption of PCMM and its benefits.

Suggested Books:
Unit – I: Nature and Scope of Managerial Economics:

Unit – II: Demand & Supply Analysis:

Unit – III: Production and Cost Analysis: 

Unit – IV: Market Structures:

Unit – V: Macro Economics and Business:

Suggested Books:
17. Joel Dean, 2005, Managerial Economics, PHI.
20. D.N. Dwivedi, 2006, Managerial economics, Vikas
21. Thomas Maurice, 2006, Managerial Economics, TMH.
23. D.M. Mithani, 2006, Managerial economics – HPH.
103 / 103 E : Accounting for Management

Unit – I : Understanding Accounting Cycle :

Unit – II : Understanding Terminal Statements :

Unit – III : Financial Statement Analysis – Ratio Analysis :

Unit – IV : Financial Statement Analysis – Funds flow Analysis :
Funds flow analysis – Concept of funds – Preparation of Statement showing changes in net Working Capital – Funds from business operations – Statement of Sources and uses of funds – Cash flow Statement – advantages of funds flow analysis.

Unit – V : Basics of Costing :

Suggested Books:

104 / 104 E : Marketing Management


UNIT-V: Marketing Organisation and Control: Types of Marketing Organisation Structures and Factors affecting Marketing Organisation Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control, Marketing Audit, Online Marketing.

Suggested Books:

3. Rajan Saxena, 2006, Marketing management, TMH.
6. Perreault, 2005, Basic Marketing, TMH.
8. Ettel, Walker & Stanton, 2005, Marketing, TMH.


Suggested Books:


**Unit - III : Companies Act :** Definition of company – Characteristics - Classification of Companies- Formation of Company - Memorandum and Articles of Association – Prospectus - Share holders meetings - Board meetings - Law relating to meetings and proceedings- Company Management - Qualifications, Appointment, Powers, and legal position of Directors - Board - M.D and Chairman - Their powers.


**Suggested Books:**

Unit - I: An Overview of Business and Information Technology & Systems:
Business in the information age, information systems, computer based information systems, trends in IT evolution, types of information systems- Impact of IT on organizations and jobs.

Unit - II: Information Technology Infrastructure:
Computer Hardware, Software, Managing and Organization of data & information, Telecommunications and networks. The Internet and Intranet.

Unit - III: Information Systems Planning and Development:
Information Systems Planning and Development – Systems Planning, Traditional system development lifecycle (SDLC), alternate methods for system development, dataflow analysis, system development outside the system.

Unit - IV: Information Systems Application:

Unit - V: Intelligent Systems In Business:
Artificial Intelligence and Intelligent Systems- Expert systems, other intelligent systems, Intelligent Agents, Virtual Reality, Ethical and Global issues of Intelligent Systems.

Suggested Books:

1. Turban Rainer and Potter – Introduction to Information Technology- John Wiley & Sons, INC.
4. ITL Education Solutions Ltd (R & D Wing), Introduction To Information Technology, Pearson Education.
6. Vikas Gupta, Information Technology Course Kit, Comdex.
I.T. Lab

Unit-1: Introductory concepts of MS-EXCEL spreadsheet:

Unit - II: Data And Graphical Options:
Filling a Series, Sorting data, querying of data. Working with graphs and charts.

Unit - III: Advanced Options of MS-EXCEL:
  a) Statistical tools – use statistical functions such as average, Standard Deviation, ANOVA, etc.
  b) Financial Tools – use of Financial Functions such as NPV, IRR etc.
  c) Date Functions
  d) Building Simple Macros.

Unit -IV – Introduction to MS-ACCESS:

Unit - V: Advanced Options of MS-ACCESS:
Creating and Viewing simple applications- Building of Macros- Transfer of data between Excel & Access.

Suggested Books :

Unit – I: Human Resource Management:
Gaining a Competitive advantage – Responsibilities and Roles HR Departments perform – Changing nature of the HRM function – Competitive Challenges influencing HRM – Meeting competitive challenges through HRM practices – HRM and Competency Building – HRM and Change Management – HR as a Strategic Business Partner - The role of HR in providing Sustainable competitive advantage.

Unit – II: Human Resource Process:

Unit – III: Managing Careers:

Unit – IV: Performance Management:

Unit – V: Contemporary Issues in HRM:

Suggested Books:

Unit – I : Business Environment and Analysis:

Unit – II : Indian Financial System:

Unit – III : Economic Policies of India:

Unit – IV : Liberalisation, Privalisation and Globalisation (LPG) of Indian Economy:
Concept of LPG, Adopted Process of LPG in India. Structural reforms, emerging trends and issues of LPG in Indian Economy. Strategic alternatives. Practices of adoption to Globalization – Lessons from Europe, China, South East Asia and Other Countries. Emergence and impact of various economic blocks

Unit – V : Economic Survey and Union Budget:

Suggested Books:
Unit – I: The Finance function:

Unit – II: The Investment Decision:

Unit – III: The Financing Decision:

Unit – IV: Current Assets Management:

Unit – V: Corporate Restructures:

Suggested Books:

1. Richard A Brealey et al., 2007, Principles of Corporate Finance, Tata McGraw Hill
Unit – I: Meaning and importance of marketing research: Marketing information system - Marketing decision support system. Research design Introduction to design of experiments - Exploratory, causative, conclusive and experimental designs.

Unit – II: Marketing research process: Sources and methods of gathering marketing information - Respondents, Experiments, Simulation (as a source of Data Generations) and Panels.
Measurement and scaling - Concept of measurement and scaling – Types of Scales - Nominal, Ordinal, Interval and Ratio Scales - Thurstone's, Likert's, Guttman's, Semantic differential, Attitude scales. Reliability and validity of a scale.

Decision tree analysis - Decision Tree- Sequential decision making
Design of questionnaire- Should design Five to Six Questionnaires covering different areas of Business, interview schedule,
Sampling and Sample size determination.

Markov Analysis- Brand switching and loyalty, Transition probability matrix, Steady state probability.

Unit – V: Multi-Variate analysis:
Multiple Regression (Numerical with two independent variables)
Cluster analysis- Objectives, Concept, Cluster analysis Model, statistics associated with Cluster analysis, Conducting Cluster analysis and determination of number of Cluster, applications.
Factor analysis- Objectives, Concept, Factor analysis Model, statistics associated with Factor analysis, Conducting factor analysis and determination of factors, applications.
Discriminant (linear two group) analysis- Objectives, Concept, Discriminant analysis Model, statistics associated with Discriminant analysis, applications.
MDS- Objectives, Concept, Statistics and terms associated with MDS, Conducting MDS, Determination of Number of dimensions, labeling the dimensions, Assumptions and limitations of MDS.
Conjoint analysis – concepts, Statistics associated with conjoint analysis, Selection of the procedure and conducting analysis, Assumptions and limitations.

Suggested Readings:
Unit - I: Introduction to OR:
Origin, Nature, definitions, Managerial applications and limitations of OR. Linear and Non-Linear, Integer, Goal [Multi-Objective] and Dynamic Programming Problems Emphasis is on Conceptual frame work-no numerical problems]. Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by the Graph, Exceptional cases.

Unit - II: Solution to LPP Simplex Method:
(Maximisation and Minimisation) Degeneracy, Dual: Dual formulation, Solution of dual, Economic interpretation of dual, and Sensitivity analysis.

Unit - III: Transportation Problem (TP):
Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method(LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications.
Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, Travelling salesman problem, Managerial applications of AP and TSP.

Unit - IV: Network Analysis:

Unit - V: Queuing Theory:
Concepts of Queue/Waiting Line - General structure of a Queuing system-Operating characteristics of Queues, deterministic Queuing models -Probabilistic Queuing Model -Cost Analysis - Single Channel Queuing model - Poisson arrival and exponential service times with infinite population.

Game Theory: concepts, saddle point, Dominance, Zero-sum game, two, three and more persons games, analytical method of solving two person zero sum games, graphical solutions for (m x 2) and (2x n) games.

Simulation: Process of simulation, Applications of simulation to different management problems.

Suggested Books:

Unit - I: Introduction to Operations Management:

Unit – II: Scheduling and control of production operations:

Unit - III: Quality control:
Standards and specifications, Quality Assurance and Quality Circles – Statistical Quality Control – Control Charts for Variables - Average, Range and S.D., Control charts for Attributes - fraction defective and number of defects, Acceptance Sampling Plans, OC Curve Work Study, various techniques in the Methods Study for identifying the most appropriate method. Work measurement - its uses and different methods, computation of allowance and allowed time.

Unit - IV: Materials Management:
Need use and importance of Material management - Materials Requirement Planning - Materials Budgeting - Techniques for prioritization of materials - Sources of Supply of Materials - election, evaluation and Performance of suppliers - make or buy decisions and its implications under various circumstances Vendor rating - determinants of vendor rating

Unit - V: Stores Management:

Suggested Books:


Unit - I: Introduction to E-Business:

Unit - II: E-Marketing and Advertising:

Unit - III: Electronic Payment Systems:

Unit - IV: Customer Relationship Management:
Customer Relationship Management- Fundamentals of CRM, call center as hub, centralized customer support.

Unit - V: Ethical, Legal & security issues in e-business:

Suggested Books:

2. David Ferries and Larry Whipple, Building an Intelligent E-Business, PHI.
Unit – I: Introduction to Management Control:

Unit – II: Accounting for Control:

Unit – III: Responsibility Accounting:

Unit – IV: Activity based Costing and Customer account profitability analysis:

Unit – V: Strategic decisioning for Product life cycle and Competitor analysis:

Suggested Books:
10. James Jianbalvo, 2004, Managerial Accounting, John Wiley & Sons, inc-
302 / 304E : TOTAL QUALITY MANAGEMENT

Unit-I: TQM- History and Evolution
Core concepts, Definition, Frame work, Learning’s from Quality Gurus – Shewhart, Deming, Juran, Feigenbaum, Ishikawa, Crosby, Conway, Imai Taguchi.

Unit – II: Tools for Quality:

Unit – III: Management Tools
Management Tools: Forced field analysis, Affinity diagram, AQL, Deming wheel, Poka-yoke, Gantt Charts, JIT, Kaizen, Pareto analysis, Quality Circles, Cost-benefit analysis, Flow charts, Run and control charts, Check sheets, Histogram, Scatter diagrams, Cause and Effect analysis, Process simulation.
Taguchi methods-Quality loss function, Orthogonal arrays, Signal to noise ratio, parameter design, Tolarence design.

Unit – IV: Six Sigma:
Definition, Competitive advantages, Setting business metrics, Implementation of six sigma, core of six sigma, Design for six sigma (DFSS) and Tools.

Unit – V: Business Process Reengineering:
Introduction, principles and methods, Methodology for Reengineering business, the matrix of change, process Reengineering, Measurement issues, Redesign organisation for time based management, creating customer value, reengineering for revenue, Beyond Reengineering, Operational aspects, Reengineering methodologies and tools, creating robust work processes.

Suggested Books:
Unit - I: Global Imperative:

Unit - II: Global Business & National Regulation:
Rationale for Government Intervention – Forms of Trade Regulation at National Level - Tariff and Non-Tariff Barriers. Regional Economic Integration: Levels of Economic Integration – Benefits & Costs of Economic Integration - Major Trading Blocks: EU, NAFTA, ASEAN and SAARC.

Unit - III: Global Business and Multilateral Regulation of Trade and Investment:

Unit - IV: Global Business and Entry Strategies:

Unit - V: Managing Global Business:

Suggested Books:

Unit: I:
Strategic Management, Developing a strategic Vision, Mission Statement, Establishing objectives, the concept of strategic Intent, Crafting a Strategy.

Unit: II:
The external environment - opportunities, threats, Industry Competition, Competitor analysis, the internal environment - Resources, capabilities and core competencies.

Unit: III:

Unit: IV:
Tailoring strategy to fit specific industry and company situations - Strategies for competing in Emerging industries, Turbulent and high velocity markets, Maturing Industries, Stagnant industries, and Fragmented industries. Strategies for Industry leaders, Runner - up firms, weak and crisis ridden Business. Diversification Strategies.

Unit: V:
Corporate Governance, Organizational Structure and Controls, Strategic Leadership, Strategic Entrepreneurship.

Suggested Books:
7. Pearce and Robinson, 2005, Strategic Management, TMH.
17. Robert A Pitts and David Lei, 2006, Strategic Management-Building and
402 / 404E : Supply Chain Management

Unit - I: Introduction to Supply Chain Management:
Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy, operating model for supply chain, Managing the External and internal supply chain, Global Supply Chain Management, EDI, Problems of complexity confronting supply chain Management, The role of Modeling, Reverse Supply Chain. Value chain and value delivery systems for SCM. Organization Design and Management of supply chain.

Unit - II: Logistics Management:
Logistics Management, Inbound, Internal and Outbound Logistics in SCM, Developing the logistics organization for effective Supply Chain Management, development of integrated logistics strategy, Logistics in Maximizing profitability and cash flow, 3PL, 4PL, International Logistics, Reverse Logistics. Transportation in supply chain, factors affecting transport selection. Role of Handling in SCM, Role and importance of Handling systems, Selection of Handling systems, Breakdown pattern analysis, Spare parts and Equipment Maintenance.

Unit - III: Sourcing:
Sourcing of material, Global sourcing - issues, Problems. e-Procurement, Group Purchasing, Inventory Management in Supply chain: Role and importance of inventory in SC, Inventory policies, JIT, VMI. Role of Stores management in SC, inventory as an element of customer service.

Unit - IV: Strategic Issues in Supply Chains:
Lean Manufacturing, Strategic Partnerships, Alliances, and Collaborative advantage. Strategic relationships in – logistics, Handling systems and equipment, Stores management. Best practice and Bench marking, Re-engineering of supply chain, Modeling and optimization in supply chain.

Unit - V: Retailing and supply chain Interface:
Retail supply chain management, Transportation and inventory in retail SC, Channel design and management, Role of Packaging and Repackaging in Retail business, Customer led business, Customer focus in Supply Chain, Complaint Handling, developing customer service strategy, RFID, Bar coding. Role of Human Resources in SCM. Issues in Workforce Management and Relationship Management with suppliers and Customers and employees.

Suggested Books:
3. Altekar, V. Rahul, 2005, Supply Chain Management, PHI.
Unit – I: Entrepreneur and Entrepreneurship:

Unit – II: Factors Affecting Entrepreneurial Growth:
Economic and Non-Economic Factors – Government Actions; Entrepreneurial motivation; Entrepreneurial competencies; Entrepreneurial mobility; and Entrepreneurship Development Programmes (EDPs) – Need for, objectives, course contents and curriculum, phases, evaluation of EDPs.

Unit – III: Small Enterprises:

Unit – IV: Institutional Finance to Entrepreneurs:
Commercial Banks – Other Financial Institutions such as IDBI, IFCI, ICICI, IRBI, LIC, UTI, SFCs, SIDCs, SIDBI, and EXIM Bank; Need for Institutional support to Entrepreneurs – Role of NSIC, SIDO, SSIB, SSICs, SISI, DICs, Industrial Estates, Specialized Institutions, and TCOs.

Unit – V: Venture Capital:

Suggested Books:
Unit- I : Introduction to Risk Management :

Unit – II : Measurement and Management of Risk :
Value at risk (VaR): The concept, computation, stress testing, back testing.
Cashflow at risk (CaR): VaR and CaR to make investment decisions.
Managing risk when risk is measured by VaR or CaR.
Asset-Liability Management (ALM): evolution & concept, RBI guidelines.
Management of interest rate risk, liquidity risk, credit risk and exchange risk.

Unit – III : Techniques and Tools of Risk Management :
The concept and major types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns.
Forward contracts: Definition, general concepts, pay-off’s and forward rate agreements.
Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk.
Valuing forward contracts.
Futures contracts: Definition. Clearing house, margin requirements, marking to the market. Basis and convergence in futures contracts. Differences between forward contracts and futures contracts. Individuals, speculators, hedgers, arbitrageurs and other participants in futures industry. Risk management with Futures contracts – the hedge ratio and the portfolio approach to a risk – minimizing hedge

Unit – IV : Swaps :
Definition, types of swaps. Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising interest rates, hedge against risk of falling interest rates. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination. Types of Currency Swaps. Using Currency Swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in Revenue, to hedge against risk of an increase in Cost, to hedge against risk of a decline in the value of an asset, to hedge against risk of a rise in the value of a liability. Pricing of currency swap at origination and valuing of currency swap after origination.


Unit – V : Practice of Risk Management & Risk Reporting:
Suggested Books:

4) Options, Futures and Other Derivatives, John C. Hull, 6th edition, Pearson Education / Prentice Hall of India.
5) Asset Liability Management, Ravi Kumar, Vision Books Pvt. Ltd.
Unit - I : Product Decisions:

Unit - II: Product Market Evolution:

Unit - III : Product Modification and New Product Introduction:

Unit - IV: Market Segmentation:

Unit - V : Product Development and Testing:

Suggested Books:
UNIT - I : Introduction to Strategic Compensation Management:

UNIT - II - Compensation and Employee Behaviour:

UNIT - III - Designing Compensation System:

UNIT - IV - Employee Benefits Management:

UNIT - V - Contemporary Strategic Compensation Challenges:
International Compensation and Competitive Strategies - Executive Compensation Packages – Compensating Executives - Compensating the Flexible Workforce - Contingent Employees and Flexible Work Schedules – Compensation for Expatriates and Repatriates – Strategic Issues and Choices in Using Contingent and Flexible Workers.

Suggested Books:
4. MatthewJ.DeLuca, Hand Book of Compensation Management(TextBook Binding) - Prentice Hall
Unit-I: Financial services:
Concept and meaning. Classification – Traditional and Modern activities; Fund-based and non-fund based activities. Financial Engineering – Need for financial innovation; Model for new product development; new financial products and services. Current scenario and challenges to the financial services sector in India.

Unit-II: Merchant Banking:
Concept and evolution of merchant banking (MB) in India. SEBI (MB) Regulations, 1992. Functions of MBs – underwriter, banker, broker, registrar, debenture trustee and portfolio manager. MBs' activities and SEBI guidelines related to issue management.

Unit-III: Leasing and Hire-Purchasing:

Unit – IV: Insurance:
Definition and basic characteristics of insurance. Requirements of an insurable risk. Types of insurance. Benefits and Costs of insurance to society. Fundamental legal principles of insurance. Functions of insurer. IRDA and recent trends in insurance sector in India.

Unit – V: Other financial services:
(a) Factoring and bill discounting concept, process and forms. Functions of a factor. Legal aspects of factoring and bill discounting. Financial evaluation of factorial services – cost of factoring – decision analysis for factor services. Factoring scenario in India.
(b) Credit rating concept and utility. Credit rating agencies in India and their performance. Financial dimensions of crediting rating methodology. Types of ratings and symbols.

Suggested Books:
305/ 306 / 503E/ 504E (M) : Promotion and Relationship Management

Unit - I: The Marketing Communication Process:
A Model of communication effects. Promotion Mix, Integrated Marketing Communication (IMC) Strategy. Promotion and IMC planning and Strategy. The International market environment for Promotion & IMC.

Unit - II: Advertising:

Unit - III: Personal Selling & Sales Management:

Unit - IV: Customer Relations Management:
Meaning, definition, Practice, Technology. Customer Life Cycle, CRM Process, Negotiating with Key Customers- Call Centres, Customer Interaction, Negotiation as a Process, Tools of Negotiation, Negotiation Audit, Application Providers and CRM.

Unit - V: Foundations of Customer Centric Business:
Internal process and Customers, External Process and Customers, Key Customers, prioritizing Key Customers, Customer Strategy grid. Partner Relationship Management (PRM), The Technology in PRM.

Suggested Books:

2. Belch, 2005, Advertising and Promotion, TMH.
8. Paul Greenberg , 2005, CRM at the Speed of Light, TMH
Unit – I: General introduction to OD:

Unit – II: Foundations of OD:
Models and theories of planned change -- (a) Lewin’s change model (b) Burke – Litwin model (c) General model of planned change -- Systems theory - Participation and Empowerment - Teams and Team work - Parallel learning structures – A normative - reeducative strategy of changing - Applied behavioural Science - Action Research as a process and an approach.

Unit – III: Managing the OD Process:

Unit – IV: Human Process Interventions:
(b) Organisational process approaches : Organisation confrontation – Inter-group Relations interventions – Grid OD - Third wave organization – Strategy Culture Theory.

Unit – V: Techno-structural and Strategic interventions:

Suggest Books:
306 / 504E (S) : Data Base Systems

Unit – I: (a) Database Concepts and Data Modeling:
Introduction & overview – Client/Server Technology: 3 Tier architecture, data modeling, hierarchical, network, object oriented, Introduction to distributed databases.
(b) Relational Systems and Modeling: Relational Data structure: tuple, attributes, set; relational algebra operators, entity relationship diagrams, design of E-R Schema, E-R Schema to tables.

Unit – II: (a) Relational Database Design:
Functional dependence: normal forms, integrity constraints, domain, referential integrity, Codd’s rules.
(b) SQL & other Relational Languages
Elementary operations, set operations, aggregate functions, null values, nested sub queries, derived relations, views, joined relations, DDL, embedded SQL, QBE, QUEL.

Unit – III: Transaction Processing :
Transaction concepts, states, atomicity, durability, Serializability, isolation, transaction definition in SQL, concurrency control, locking, deadlock, handling, recovery systems, log based shadow paging.

Unit – IV: Distributed Databases:
Distributed data storage, network transparency, distributed query processing, commit protocols, concurrency controls, deadlock handling. Introduction to Special databases: Data analysis, data warehousing, spatial and geographical, multimedia database, mobility and personal database, distributed information system. World Wide Web.

Unit – V: Oracle:
Introduction: SQL-SQL commands for data definition & data manipulation, views-procedures-indexing, PL/SQL, forms design process, triggers, SQL report writer, SQL menus.

Suggested Readings:
2. Rob & Coronel, Database Systems, Thomson
7. David M. Krociue, Data Processing-Fundamentals, Design and Implementation- IE- Pearson Education / PHI.

RDBMS – LAB : Oracle – Practicals Syllabus
Creating Tables & Applying All Constraints. Inserting Data into Tables. Updating Tables Alias Table. Deleting Data From Table. Drop Table. Working with All SQL Queries using functions(Number, string functions etc.). Working with sub queries. Working with Joins. Creating Views. Creating Objects (i.e. Cluster, Synonyms, Indexes etc.). Writing PL/SQL programmes. Creation of Cursors. Creation of Functions. Creation of Procedures. Creation of
Unit-I: International Financial System:

Unit – II: Foreign Exchange Markets:
The mechanism of FE transfers. CHIPS. FE dealings and quotations. Exchange rate determination – BOP approach, Parity conditions: purchasing power parity, interest rate parity; International Fisher’s effect; Unbiased forward rate theory; The asset approach; technical approach. Sterilization.


Suggested Books:

UNIT – 1:

Unit – II:
Learning principles and their marketing implications: Concepts of conditioning, important aspects of information processing theory; encoding and information Retention, Retrieval of information, Split-brain Theory.

Unit – III:
Social and cultural settings: Culture, Sub-culture and Cross culture and Cross cultural marketing practices. Family Life Cycle-1, 2, 3 and reference groups – direct and indirect- and their marketing implications.

Unit – IV:

Unit – V:

Suggested Books:
2. Loudon and Della Bitta, 2004, Consumer Behavior, TMH.


Suggested Books:

Unit – I: Investments:
Concept; Real vs. Financial assets; Investment decision process; Sources of investment information; Investment vs. Speculation; Factors to be considered in investment decision - Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return - realized and expected return. Ex-ante and ex-post returns. The concept of risk. Sources and types of risk. Measurement of risk - Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis - Fundamental Analysis; Technical Analysis; Efficient Market Hypothesis

Unit – II: Fixed Income Securities - Analysis, Valuation and Management:

Unit – III: Common Stocks - Analysis and Valuation:
Basic Features of Common Stock.. Approaches to valuation – dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model.

Unit – IV : Portfolio Theory:

Unit – V: Portfolio Evaluation and Management:
Mutual funds: genesis, features, types and schemes. NAV’s, costs, loads and return of mutual funds - geometric mean return, dollar weighted return, and time weighted returns. Mutual funds in India – Problems and prospects, Regulation of mutual funds and investor’s protection in India. Formulation of investment policy, capital market expectations, developing and implementing investment strategies, rebalancing the portfolio, performance measurement - Sharpe’s reward to variability index, Treyner’s reward to volatility index, Jensen’s differential index, Fama’s decomposition of returns.

Suggested Books:
2. Zvi Bodie, Alex Kane, Marcus.A.J, Pitabas Mohanty, 2006, Investments, TMH.
Unit – I: Service:

Unit - II: Service marketing Mix:

Unit – III: Strategies for Marketing:

Unit – IV: Introduction to Retailing :
Types, Franchising in retail, Technology in retail, Factors affecting retail, Retailing process. Retailing in India and emerging trends and Policy imparatives.

Unit – V: Merchandise management:

Suggested Books:
4. Zeithaml Valorie A. and Bitner Mary , 2000, Services Marketing TMH.
9. Fernie & Sparks, 2005, Logistics & Retail Management, Viva Books
10. Gilmore , 2005, Services marketing and Management, Response Books
Unit – I: Empowering manager:

Unit – II: Leadership and management:
Leadership behaviours – leadership styles – transactional and transformational leadership - servant leadership – ethical leadership – women leaders – visionary leaders – Cultural differences in leadership – Contribution of Jim Collins, John Kotter and John Adair to leadership theory

Unit –III: The leader as a social architect:
Creating Vision and strategic direction – Designing and leading a learning organization – Leading change – Learning to Change – Leadership Challenges in Managing Transformational Change in a Strategic Organisation.

Unit – IV: Leadership development:
Leadership through self awareness and self discipline – Leadership development programs – Characteristics of leadership program –Types of leadership development program – evaluation of leadership development efforts – Traditional approach to evaluation – Domains of impact of a leadership program – Leadership Succession

Unit – V: Developing an engaged workforce:

Suggested books:

1. Daft, Richard: The Leadership Experience, Thomson
5. Lussier, Robert and Christopher Fachua ‘Leadership’ Thomson
Unit - I: Information Systems Audit: Need for Control & Audit of Computers-
Effects of Computers on Internal Controls and Auditing- Foundations of IS Audit – Nature of Control –
Dealing with Complexity – Audit risks – Types of Audit Procedures- Overview of steps in an Audit. Top
Management Controls: Evaluating the Planning, Organizing, Leading and Controlling. System
Development Management Controls: Approaches to Auditing, Normative Methods of the systems
development – evaluating the major phases in Systems development process.

Unit - II: Other Management Controls: Programming Management Controls-
Program development life cycle, Organizing Programming Teams, Managing the systems programming
group. Data Resource Management Controls- Motivation towards the DA and DBA Rules, Functions
of the DA and DBA, Data Repository Systems. Security Management Controls- Conducting a Security
Program – Major Security Threats and Remedial Measures, Controls of Last Resort. Operations
Management Controls – Computer Operations, Network Operations, Data Preparation and Entry,
Production Control, Documentation and Program Library- Capacity Planning and Performance
Monitoring. Quality Assurance Functions- Organizational Considerations- Relationship between Quality
Assurance and Auditing.

Unit - III: Application Control Framework: Boundary Controls:
Cryptography controls, Access Controls, PIN, Digital Signatures, Plastic Cards, Audit Trial Controls.
Input Controls- Data Input Methods – Data Code Controls- Check Designs- Data Entry Screen Design-
Batch Controls- Validation of Data Input- Instruction Input. Communication controls, Processing
controls, Database controls and Output controls.

Unit - IV: Evidence Collection: Audit Software:
Generalized Audit software- Utility Software- Expert Systems, Neural Network Software, Specialized
Audit Software. Code Review, Test Data and Code Comparison. Concurrent Auditing Techniques,

Unit - V: Evidence Evaluation:
Evaluating Asset Safeguarding and Data Integrity, Evaluating Systems Effectiveness and Efficiency.
Information Systems Audit Management: Functions of Information systems Audit, IS Auditor, Future of
Information Systems Auditing

Suggested Books:

   Information: Technology Systems and Management, Hyderabad, Allied Publishers
   Ltd.
4. Case study/Project : Study on Information System (CBIS). Audit IT based on audit
   checklist. Identify problem areas, risks and non-conformities, prepare an audit report.
5. CISA Material, Information Systems Audit and Control Association, USA.
6. Revathy Sriram M Systems Audit, TMH.
7. Srivastava RM., Management Policy and Strategic Management – Concept Skills and