

MASTER LIST OF NEW CODES

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Software Project Management	—	ITM401	83
Software Quality Management	—	ITM315	84
Strategic Cost Management	—	FM10	84
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LIST OF NEW CODES FOR Ph.D

New Paper Name (One name across all papers)	Old Code	New Code	See Course Contents on Page no.
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Business Process Re-engineering	OM58	DOM04	50
Computer Networks	MIT09	DIS04	50
Customer Relationship Management	MM69	DMM09	52
Economic and Social Environment	M03	DGM02	54
Human Resource Management	M02	DHR01	59
International Finance	FM45	DFM04	61
International Human Resource Management	HR27	DHR06	61
Internet Marketing	MM66	DMM06	62
Knowledge Management	ITM35	DIS08	63
Management Functions and Organizational Behaviour	MIT02/ITM03	DGM11	63
Managing Change through OD	HR30	DHR07	65
Managerial Leadership	-	DHR08	65
Marketing of Services	MM65	DMM05	67
Mergers & Acquisitions	FM47	DFM08	67
Options, Futures and other Derivatives	FM46	DFM07	70
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Project Management	OM57	DOM03	74
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Research Methodology	C3	DGM07	77
Security Analysis and Portfolio Management	FM44	DFM03	78
Strategic Management & Ethics	-	DGM14	79
Supply Chain Management	ITM36	DOM05	81
Systems Management	MIT33	DIS11	82
Technology Management	OM55	DOM02	82
Training and Development	HR24	DHR04	83

COURSE OUTLINES

(Block Level)

DETAILED COURSE OUTLINE

(Old Code: MIT04/M04/ITM09)

(New Code: FM01) (DFM01 - Ph.D) **ACCOUNTING AND FINANCE FOR MANAGERS**

The Framework: The World of Finance, Accounting Simplified; Financial Markets and Financial Instruments; Financial Reporting

Financial Information Analysis for External Decision Makers: Balance Sheet Demystified; Profit & Loss A/c Demystified; Cash Flow Statement Demystified; Financial Statement Analysis

Financial Information Analysis for Internal Decision Makers: Accounting for Decision Making; Standard Costing & Variance Analysis; Activity Based Costing; Cost-Volume-Profit Analysis

Financial Decisions: Investment Appraisal, Basic Concepts, Investment Appraisal - Methods and Considerations; The Financing Mix; Payout Decisions

Operating Decisions: Budgets as a Basis for Planning and Control; Introduction to Working Capital; Managing Liquid Assets Issues in Finance

(Code: ITM103) **ACCOUNTING INFORMATION SYSTEMS**

Introduction to Accounting Information Systems: What are Accounting Information Systems?; What's New in Accounting Information Systems?; Accounting in the Information Age; Career in Accounting Information Systems

Documenting Accounting Information Systems: Why Documentation is Important; Document & Systems Flowcharts; Data Flow Diagrams; Other Documentation Tools; End-User Computing and Documentation

Computer Crime, Ethics, and Privacy: Computer Crime and Computer Abuse: An Overview; Examples of Computer-Crime cases; Thwarting Computer Crime and Abuse; Computers and Ethical Behavior; Computers and Privacy Issues

Computer Security and Controls for Accounting information Systems: Security and Controls for Technology; Security and General Controls for Organizations; Security and Application Controls for Transaction Processing

Accounting Information Systems and Business Processes: Part I: Business Process Fundamentals; Collecting and Reporting Accounting Information; Two Core Business Processes; Business Processes and Business-Without-Boundaries

Accounting Information Systems and Business Processes: Part II: Additional Business Processes; Business Processes in Special Industries; Business Process Reengineering

Accounting and Enterprise Software: Integrated Accounting Software Programmes; Enterprisewide Accounting Software Solutions

Systems Study: Planning and Analysis: The System Development Life Cycle: An Introduction; Systems Planning and the Initial Investigation; Systems Analysis

Systems Study: Systems Design and Selection: The Feasibility Evaluation; Detailed Systems Design; Selecting a Final System

Systems Study: Implementation, Follow-up, and Maintenance: Systems Implementation; Systems Follow-up and Maintenance; Outsourcing

(Code: MM03) ADVERTISING AND BRAND MANAGEMENT

Nature and Scope of Advertising: Definition; Significance and Changing Concepts of Advertising, Functions and Types of Advertising; Social and Economic Effects of Advertising

Campaign Planning: Advertising Campaign; Campaign Planning Process; Product Market Analysis; Setting Advertising Objectives; DAGMAR Approach; Budgeting and Creative Strategy

Media Planning: Types of Media; Basic Media Strategy; Media Planning and Research; Factors Affecting Media Selection; Media Characteristics and Media Scheduling

Copy Design and Development: Nature and Use of Appeals; Message Format and Copy Writing and Script; Storyboard; Layouts and Illustrations

Advertising Agency - Operations and Management: The Ad Agency; Types of Agency; Agency Organization Structure; Agency-Client Relationship and Selection of an Ad Agency

Measuring Advertising Effectiveness: Pre-testing and Post-testing Techniques

Brand Management: Concept; Decision; Elements and Brand Portfolio

Brand Association: Brand Awareness; Identity; Image; Personality and Loyalty; Managing Brand Equity through Brand Loyalty; Measuring Brand Equity

Branding Strategies: Evaluation of Brands; Perceived Quality; Brand Positioning and Repositioning; Brand Extension Decisions

(New Code: RM06) APPLICATION OF SUPPLY CHAIN MANAGEMENT & TECHNOLOGY IN RETAIL

An Introduction to Supply Chain Management: The Evolution of the Supply Chain; How the Supply Chain Works; The Evolving Structure of Supply Chains; Participants in the Supply Chain; Aligning the Supply Chain with Business Strategy.

The Retail Distribution Channel: Participants in the Distribution Channel; Types of Channels; Channel Relationships.

Supply Chain Operations – Planning: Five Links in the Chain; Demand Forecasting; Inventory Management.

Supply Chain Operations – Sourcing Materials and Making Products: Procurement; Credit and Collections; Production Scheduling; Facility Management.

Supply Chain Operations – Deliveries and Returns: Order Management; Delivery Scheduling; The Reality of Returns; Outsourcing Supply Chain Operations.

Technology and Supply Chain Coordination: The “Bullwhip Effect”; Coordinating the Supply Chain; Collaborative Planning, Forecasting, and Replenishment; Starting Supply Chain Collaboration; Information Systems; Inventory Management Systems; Assessing Technology and System Needs.

Role of IT in Retail: Application of software in Retail Management; UPC, EDI, Data Management; RFID.

Customer Transaction and Service: The Dimensions of Customer Value; Price and Brand; Customer Value Measures; Information Technology and Customer Value.

(Code: DFM15) BUSINESS ANALYSIS AND VALUATION

Framework for Business Analysis and Valuation Using Financial Statements: The Role of Financial Reporting in Capital Markets, From Business Activities to Financial Statements; From Financial Statements to Business Analysis

Business Analysis and Valuation Tools – I: *Strategy Analysis* – Industrial Analysis and Its Application, Competitive & Corporate Strategy Analysis; *Accounting Analysis* – Factors Influencing Accounting Quality, Steps in Doing Analysis, Accounting Analysis Pitfalls, Implementing Accounting Analysis

Business Analysis and Valuation Tools – II: *Financial Analysis* – Ratio Analysis, Cash Flow Analysis; *Prospective analysis: Forecasting* – Relation of Forecasting to Other Analysis, Techniques of Forecasting

Prospective Analysis: Valuation Theory and Concepts (Discounted Abnormal Earning Valuation Method, Valuation Using Price Multiples, Discounted Cash Flow Model); *Valuation Implementation* – Computing Discount Rate, Estimated Values, Terminal Values

Business Analysis and Valuation Applications: *Equity Security Analysis* – Equity Security Analysis and Market Deficiency, Process of Comprehensive Security Analysis, Performance of Security Analysts; *Credit Analysis and Distress Prediction* – Process, Financial Statement Analysis and Public Debt.

(New Code: GM12) BUSINESS COMMUNICATION

Communication in Business Organizations: Introduction to Communication in Business Organizations

Communication Theory: Nature, Scope and Process of Communication; Channels and Networks of Communication; Principles of Effective Communication; Barriers in Communication

Verbal and Nonverbal Communication: Introduction to Oral Communication; Informal Conversations; Introduction to Nonverbal Communication

Formal Conversations and Making Oral Presentations: Meetings, Interviews and Group discussions; Listening Skills, Need for Oral Presentations; Features of a good Presentation; Planning the presentation.

Written Business Communication: Principles of Effective Business Correspondence; Formal and Informal Letters; Letters of Request and Complaint; Positive and Negative Writing; Accepting and Declining Letters; E- Mail and Web Writing; Job Applications and Resume Writing; Report Writing: Business Reports; Academic Report Writing.

Negotiation Skills: Introduction to Negotiation Skills

(Code: ITM334) BUSINESS INTELLIGENCE

Introduction and Basics: Understanding Business Intelligence (BI); Fitting BI with other Technology Disciplines.

Business Intelligence User Models: Content Management and Unstructured Data ; End User Segmentation; Basic Reporting and Querying; OLAP : Online Analytical Processing; Dashboards and Briefing Books; Advanced / Emerging BI Technologies.

The BI Lifecycle: Human Factors in BI Implementations; Taking a Closer Look at BI Strategy; Building a Solid BI Architecture and Roadmap.

Implementing BI: Building the BI Project Plan; Collecting User Requirements; BI Design and Development; Maintenance and Enhancement; Corporate Performance Management (CPM) and BI.

BI and Technology: Platform Selection for BI; BI Target Databases: Data Warehouses, Marts, and Stores; BI Products and Vendors.

(Old Code: M12)

(New Code: GM06) BUSINESS LAW & CORPORATE GOVERNANCE

Mercantile or Business Law: Meaning and Nature of Law

Law of Contract: Law of Contract; Consent and Free Consent; Consideration; Capacity to Contract; Performance of the Contract

Contract of Guarantee and Indemnity: Contract of Guarantee and Indemnity; Rights and Discharge of Sureties and Creditor; Contract of Indemnity

Contract of Bailment: Contract of Bailment: Duties and Rights of Bailee; Contract of Bailment: Duties and Rights of Bailor and Termination of Bailment

Contract of Agency: Contract of Agency-Kinds of Agency and Agents; Duties and Rights of an Agent; Principal's Duties to the Agent and Termination of an Agency

Sale of Goods Act: Law of Sale of Goods-Essentials of a Contract of Sale and Classification of Goods; Conditions and Warranties; Unpaid Seller and Remedies for Breach of a Contract

Negotiable Instruments Act: Law of Negotiable Instruments: Meaning and Essential Elements of Negotiable Instrument; Bill of Exchange and Promissory Note; Holder and Holder in Due Course; Discharging of Negotiable Instrument and Liability of Parties; Dishonour of Negotiable Instrument

Company Law: Elements of Company Law: Company and its Incorporation; Company Management and Winding up

Corporate Governance Concepts: Corporate Governance; Desirable Codes for Corporate Governance; Effective Corporate-Governance: International Experiences

(Old Code: ITM29/OM58)

(New Code: OM04) (DOM04 - Ph.D) BUSINESS PROCESS RE-ENGINEERING

Introduction to Business Process Reengineering: Introduction to Business Process Reengineering

Theory of Business Processes: Theory of Business Processes

Approach to BPR: Approach to BPR

BPR Leading to ERP: BPR Leading to ERP

Relevance of BPR in Indian Scenario: Indian Management Ethos

(Code: ITM343) CHANGE MANAGEMENT & BUSINESS PROCESS RE-ENGINEERING

Introduction to BPR

Reengineering and the Organization of Tomorrow

Principles and Methods of BPR

Strategic Aspects of BPR

Measurement Issues in

BPR Operational Aspects of BPR

BPR and Total Quality Management

BPR and Information Systems

The Management of BPR

(Code: ITM201) COMPUTER NETWORKS (FOR PGDITM)

Physical Layer : Analog Transmission; Digital Transmission; Multiplexing; Transmission Media; Circuit Switching; High-Speed Digital Access : DSL, Cable Modems, and SONET

Data Link Layer : Error Detection and Correction; Data Link Controls and Protocols; Point-to-Point Protocol; Multiple Access; Local Area Networks; Wireless LANs; Backbone Networks and Virtual LANs; Cellular Telephone and Satellite Networks; Frame Relay and ATM.

Network Layer : Addressing and Routing; Network Layer Protocols; Routing Protocols.

Transport Layer : UDP and TCP; Congestion Control and Quality of Service.

Application Layer : Socket Interface; Domain Name System; Electronic Mail; HTTP and WWW.

(DIS04 - Ph.D) COMPUTER NETWORKS

Introduction: Introduction to Computer Networking

Network Fundamentals: Application Layer; Physical Layer; Data Link Layer; Network and Transport Layer

Network Technologies: Local Area Networks; Backbone Networks; Metropolitan and Wide Area Networks; The Internet

Network Management: Network Security; Network Design; Network Management

(Code: MM07) CONSUMER BEHAVIOUR

Introduction to Consumer Behaviour: Nature; Scope and Application; Consumer Research; Market Segmentation.

The Consumer as an Individual: Consumer Need and Motivation; Learning and Involvement; Personality; Perception; Attitudes; Value; Lifestyle.

Group Dynamics and Reference Groups: Reference Group; The Family; Social Class; Culture; Subcultural and Cross-cultural Influences; Role of Communication.

Consumer Decision-making Process: Models of Consumer Decision-making; The Purchase Process and Consumption Experience; Low Involvement Decision-making; Situational Influences.

ARM and Consumer Behaviour: Word of Mouth; Communication; CRM; Consumer Protection.

(Old Code: FM48)

(New Code: FM05) CORPORATE FINANCE

Investment Decisions: Introduction to Corporate Finance; Making Investment decisions with NPV Rule; Capital Budgeting and Risk; Practical Problems in Capital Budgeting; Organizing Capital Expenditure and Evaluating Performance

Financing Decisions: Corporate Financing; Lessons of Market Efficiency; How much

should be Firm Borrow?; Interactions of Investment and Financing Decisions; Valuing Risky Debt

Short-term Financial Decisions: Short Term Financial Decisions; Credit Management; Cash Management

The Final Words: Mergers; What we do and do not know about Finance

(Code: RM03) CUSTOMER ATTRACTION AND RELATIONSHIP MANAGEMENT

RETAIL IMAGE - Significance of Retail Image: Components of a Retail Image; Dynamics of Creating and Maintaining Retail Image

Layout and Display: The Interior Decoration; Atmospherics; Store Design; The Exterior Design

Visual Merchandising: The Scope and Significance of Visual Merchandising

Community Relations: Collaboration in Retail Supply Chain; Developing Anchor Outlets; Co-parking and Co-branding

Retail Promotional Mix: Role of Advertising; Public Relations; Personal Selling and Sales Promotion in Retail

Planning a Retail Promotion Strategy: Determining Promotional Objectives

Managing Retail Advertising: Managing Print and Electronic Advertising; Global Trends in point of purchase advertising

Point of Purchase Promotion: Sales Promotion Planning; Display Product Methods & Material; Post-promotion Evaluation

Retail Event Management: Organizing Seasonal Sales; Organizing Contests; Celebrity Endorsement

Evaluation of Promotional Programs: Identifying the best methods of promotion

Customer Relationship Management: The CRM Process: Concept of Loyalty; CRM Process

Developing CRM Programs: Demand Smoothing;

Implementing CRM Programs

Integrated Retail Brand Management - Retail Brand Management: Targeting & Prioritizing; Category of Store Brand Development; Promotional Schemes; Cross Promotions; Customer Attraction Strategy

(New Code: DMM09) CUSTOMER RELATIONSHIP MANAGEMENT

Relationships with Customers: The Importance of Customer Relationships; The Customer Development Process

Identifying and Measuring Customer Related Factors: Customer Performance Factors; Customer Focus Factors

The Customer Marketing: Phases of Customer Marketing; Key Elements of Customer Marketing
Implementation of CRM with Customer Marketing: Phase-I – Preparation;

Phase-II – Diagnosis; Phase-III – Decisions; Phase-IV – Rollout and Phase-V – Audit

eCRM: Dimensions of eCRM

(Code: DRM03) DATA EDITING & CODING

The Sources & Collection of Data: Nature of Measurement; Measurement Scale – Selection and Rating of Scales; Questionnaire and Instruments; Sampling

Data Preparation & Description: Editing – Field, Central Editing; Coding; Data Entry; Exploring, Displaying & Examining Data

Hypothesis Testing: Introduction; Logic of Hypothesis Testing; Statistical Testing Procedure; Test of Significance

Written and Oral Reports: The Written Research Report – Short-long Reports; Research Report Components; Writing the Report; Presentation of Statistics; Oral Presentation

(Old Code: MIT14)

(New Code: IS07) DATABASE MANAGEMENT

Introduction to Databases: Types of DBMS; Entities, Attributes and Keys

Database Handling: Entities and ERD; Relational Algebra; SQL

Database Design: Normalization; Transactions; Partitioning; Logical and Physical Design

Contemporary trends: Object Oriented Databases; Data Warehousing, Mining and OLAP; Databases for the Web; DBA Role and Functions

(Code: ITM202) DATABASE MANAGEMENT SYSTEMS (FOR PGDITM)

Introduction to Data Bases

Database Environment

The Relational Model

Relational Algebra and Relational Calculus

SQL : Data Manipulation

SQL : Data Definition

Database Planning, Design, and Administration

Entity-Relationship Modeling

Normalization

Conceptual Database Design

Logical Database Design for the Relational Model

Physical Database Design for Relational Databases

Monitoring and Tuning the Operational System

Database Security

Transaction Management

Query Processing

Distributed DBMS

Object-Oriented DBMS

Oracle RDMS architecture

(Code: ITM311) DATA STRUCTURES, ALGORITHMS, & PROGRAMMING IN JAVA

Advanced Java

Object-Oriented Programming

Abstract Data Types

Generics in java

Linked Structures

Stacks, Queues

Collections

Lists

Hash Tables

Recursion

Trees, Binary Trees, Search Trees

Heaps and Priority Queues

Sorting

Sets

Graphs

(Code: ITM402) DATA WAREHOUSING AND DATA MINING

Data Warehouse Environment

Data Warehouse Design

Distributed Data Warehouse

External Data and Data Warehouse

Multidimensional Modeling

Data Mining Processes and Knowledge Discovery

Database Support to Data Mining

Overview of Data Mining Techniques

Cluster Analysis

Regression Algorithms in Data Mining

Neural Networks in Data Mining

Decision Tree Algorithms

Business Data Mining Applications Applications

Market-Basket Analysis

Market-Basket Procedure

Text and Web Mining

(Code: ITM405) E-COMMERCE

Introduction: E-Commerce Framework; Domain Names and Digital Certificates; Merchant Account; Payment Options

E-Commerce Technologies: Serve Hardware and Configuration; Search Engines and Directories; Commerce Servers

E-Commerce Management: Links Management; Content Management; Hardware and Infrastructure Maintenance, Security Policy

Web-hosting Services: The Web-hosting Service Models; Types of Hosting Accounts; Choosing a Web-hosting Service

E-Commerce Strategy: Formulating an E-Commerce Strategy; Ownership Issues; Sector Strategies in Segmenting Markets; Service Leadership; E-branding

(Code: ITM335) ECRM

Introduction: Defining CRM; CRM vs eCRM: Features of eCRM; Sales Management vs CRM.

Sales Force Automation: Purpose; Functionality; Technology; SFA Return on Investment.

Marketing Automation: Enterprise Marketing Automation (EMA); EMA Components; EMA Implementation.

Partnership Relationship Management. eCRM Technologies.

(Old Code: M03)

(New Code: GM02) (For PGDM) ECONOMIC & SOCIAL ENVIRONMENT

Concept of Business Environment : Significance and nature, interaction matrix of different environmental factors; the process of environmental scanning

Political-legal Environment : Business and the Constitution; Introduction to some important business laws: MRTP, Competition (Amendment) Bill 2007; IDRA 1951; FEMA; SEBI Act; Consumer Protection Act; Changing dimensions of these laws and their impact on business

Economic Environment: Public Sector; Private Sector and their changing roles; Industrial Policy in India and their Changing Role; Small-scale Industries and their Role; Industrial Sickness in India; Monetary Policy; Fiscal Policy; Financial Institutions; Union Budget and its impact on business

Technological & Socio-Cultural Environment: Need for Technology and its Regulations; Problem of Selecting appropriate Technology; Multinationals as a Source of Technology; Indian Culture and Values and their Implications for Industrialization and Economic Growth; Social Responsibility and Indian Business

International Economic Environment: Globalization and its impact on Indian economy; WTO & India; Foreign Trade Policy; Regional Trade Blocks or Regional Trade Arrangements (RTAs)

(Code: DGM02 – Ph.D) — ECONOMIC & SOCIAL ENVIRONMENT

The International Economic Environment: Components of International Economy; World Trade Organization (WTO); Regional Trade Blocs or Regional Trade Arrangements (RTAs)

The Domestic Economic Environment: Economic Growth and Economic Development; Asian Economic Crisis; State of the Economy-Recession; Macro-Economic Overview; Inflation; Savings

The Legal Environment: Business and the Constitution; Law Related to Labour Activities; Land, Power for Business; Business and the Environment.

Emerging Issues: Paradox of Reform Measures; Infrastructure, Budget - 1999-2000 and Effects on the Economy

Government and Business: Government and its Role; Why the State is Needed; If Market Fails, then what?, Planning, when state fails

Trends and Structure of the Economy: The Indian Economy; National Income; Agriculture

Socio-Economic Paradigms: Population, Unemployment, Poverty and Inequality, Inflation and the Public Distribution System (PDS).

Industrial Licensing Policy: Rationale and Meaning of Industrial Licensing Policy, The Industrial Policy Resolution 1948, The Industries (Development and Regulation Act, 1951), The IPR 1956, Monopolies and Inquiry Commissions on them, ILP 1970, ILP 1973, 75 & 77, IPR 1980: Winds of Change, Liberalization of 1991.

Fostering Competition by Curbing Monopolies: Nature and Effects of a Monopoly, The MRTP Act - Scope and Outline, Concentration of Economic Power, The MRTP Commission, Monopolistic Trade Practices, Restrictive Trade Practices, Unfair Trade Practices.

Regulation of Foreign Exchange Flows: Objectives of Exchange Control, Some Important Definitions, Transactions Regulated by Exchange Control, Administration of Control, Penal Provisions under the Indian Statute, Immunity from Prosecution.

Foreign Technology: Need for Technology and its Regulations, The Regulations and Procedures, The Consolidated list of terms for automatic approval.

Banking and Credit Structure: Money Supply, RBI's Monetary Policy, Objectives, Instruments of RBI, Recent Developments, Indian Banking System, Banking Sector Reforms, Future Prospects.

Financial Institutions: Mobilization of Funds, Development Finance Institutions, Major Issues, Solutions, Financial Sector Reforms, Impact on the Corporate Sector.

The Fiscal System: Fiscal Scene, Budget, Budgetary Deficits, Public Debt, Taxes and Revenues, Expenditure Pattern, Fiscal Reforms.

The Promotion of Industrialization: Role of State, Growth of Indian Industry, Industrial Slowdown, Infrastructure, Industrial Sickness, Small Scale Industries.

Public Sector Enterprises: Evolution of Public Sector Policy, Performance of Public Sector Undertakings, Public Enterprises Reforms, Buy-back of Shares.

(Old Code: IM02)

(New Code: IB08) ECONOMICS FOR INTERNATIONAL MANAGERS

Concepts and Techniques: Introduction; Basic Techniques

The Theory of Demand: Demand and Supply; Determinants of Demand; Elasticity of

Demand and Supply; Demand Forecasting

The Theory of Production and Cost: Production Analysis; Cost Analysis

Price and Output Decisions: Market Structure; Perfect Competition; Monopoly; Imperfect Competition; Pricing Strategies

Investment Decisions: Investment Decisions

Basis of International Trade: Difference in Price; Labour as the Resource; Exact Price in International Trade

Barriers of Trade: Tariff; Quota Vs Tariff; Subsidy

Export Expansion and Import Substitution: Import Policy; Export Policy; Import Substitution

Balance of Payment & Devaluation: Equilibrium in Foreign Exchange; Foreign Exchange Adjustments; Balance of Trade; Devaluation

Exchange Systems: European Monetary System; Multiple Exchange Rate; Free Float; Fixed Exchange Rate

Reasons & Motivation for International Trade: Increasing Return to Scale in International Trade; Difference in Tastes between two nations

Multinational Institutions: World Trade Organization (WTO); International Monetary Fund (IMF); International Bank for Reconstruction and Development (IBRD)

Regional Economic Integration: Level of Economic Integration; The Case against Regional Integration.

(New Code: GM09) ENTREPRENEURSHIP & VENTURE CREATION

Understanding Entrepreneurship: Concept and Growth of Entrepreneurship; Nature and Importance of Entrepreneurship; Entrepreneurship and Economic Development; Entrepreneurship Motivation

Innovation and Entrepreneurship Opportunity: Innovation and Entrepreneurship; Business Opportunity Identification

Assessing Business Effectiveness and Market Sensing: Market Analysis; Business Preparation

Organizational Management and Expanding the New Venture: Forms of Ownership; Entrepreneurial Leadership; Managing and Expanding the Enterprise and New Venture

(New Code: GM13) ENTREPRENEURSHIP MANAGEMENT

Introductory Framework- Concepts of Entrepreneur and Entrepreneurship, Nature of Entrepreneurship, Categories and characteristics of Entrepreneurs, Entrepreneurs versus managers, Entrepreneurial Tasks, Role of Entrepreneurs, Entrepreneur versus Intrapreneur, Theories of En; Theories of Entrepreneurship; Business Planning for a New Venture; Buying an Existing Business; Franchises as Entry Strategies; Production Planning and Control; The Marketing Aspects; Organizational Planning; Human Resources Management; Funding the Enterprise: Sources of Capital; Financial Statements, Record Keeping, Budgeting and Control; E-entrepreneurship Inventory

(Code: ITM406) ENTERPRISE APPLICATION INTEGRATION

Overview of Application Integration

Categories of Integration: Information-Oriented Application Integration; Business Process Integration-Oriented Application Integration; Service-Oriented Application Integration; Portal-Oriented Application Integration. **Middleware:** Overview of middleware; Middleware types; Java-based middleware standards; Integration Servers; J2EE Connector Architecture.

Application Integration Standards: XML and XSLT; ebXML; BPEL4WS; UCCNET and Rosettanet; SOAP.

Applications and Cases

(Code: ITM403) ENTERPRISE RESOURCE PLANNING

Enterprise Resource Planning Systems

ERP Modules and Historical Development

ERP System Options and Selection Methods

ERP System Installation

ERP Project Management

ERP Implementation and Maintenance

Business Intelligence Systems and ERP

ERP and Supply Chains

Advanced Technology and ERP Security

Trends in ERP

(Code: RM02) ESSENTIALS OF MARKETING

The Nature And Scope of Marketing - Introduction to Marketing Management: Scope and importance of marketing; Marketing Concepts and Tools; The Changing Marketing Scenario

Identifying And Selecting Markets - Developing Marketing Strategies: Market Oriented Strategic Planning; PEST; SWOT; Marketing plan; Market research

Identifying Market Segment, Targeting and Positioning: Market Segmentation; Pattern Procedures, Evaluation of the Market Segment; Market Targeting, Identifying and understanding consumers; Information process, Developing and Communicating a Positioning Strategy

Understanding Customer And Creating Value - Creating and Delivering Customer Value: Concept of Value and value chain; Benefit- value -cost analysis; Value delivery process; Marketing mix (four Ps of marketing); Product and service quality; Customer retention; Maximizing customer life time value

Buying Process: Psychological processes;The buying decision process; Situational influences on customer decision making process; Impulse purchasing

Personal Selling In Sales Management - Selling Process: Type of Personal Selling; Selling skills the selling process

Contemporary Issues In Marketing - Marketing in 21st Century: Changing Trends in Marketing Mix; CRM; e- tailing essentials; B2B Marketing; Direct Marketing

(New Code: FM11) FINANCIAL AND MANAGEMENT ACCOUNTING

Management Accounting - An Overview

Using Financial Statements: Statement of Financial Information; Statement of Changes in Financial Position; Financial Statement Analysis

Cost Accumulation/Determination: Cost Concepts; Costing and Control of Materials; Costing and Control of Labour; Costing and Control of Factory Overheads; Job order, batch and contract costing; Process Joint and by-product costing; Unit/single/output and operating costing; Variable costing and absorption costing; Uniform costing and interfirm comparison; Reconciliation and integration

Profit Planning: Cost-Volume-Profit Analysis; Budgeting; Capital Budgeting

Cost Control: Standards costs; Variance Analysis: Cost Variances; Variance Analysis: Revenue Variances; Responsibility Accounting

Decision Making: Decision Making

(Code: FM12) FINANCIAL MANAGEMENT

Nature of Financial Management: Nature of Financial Management; Goals of Financial Management; Time Value of Money; Capital Budgeting

Capital Budgeting: Risk and Return in Capital Budgeting; The Cost Capital; Leverages

Financial Issue Management: Long Term Financing Issues; Dividend Policy; Financial Ratio Analysis

Working Capital Management: Principles of Working Capital Management; Receivable Management; Inventory Management; Cash Management; Working Capital Finance

(Code: DFM10) FINANCIAL RISK MANAGEMENT

Introduction to Risk Management: The meaning of risk, how risk is managed, sources of risk limitations of Risk Management

Corporate Risk Management: Approaches to Risk Management, Risk Management Process, Risk Management Tools – hedging, forward, future, options, swap

Introduction to Derivatives: The classification of derivatives, features, participants

Future – definition, mechanism of future market, difference between future and forward, motives behind using future Option – meaning, factors influencing option price, types of option

Financial SWAPS – meaning, limitations of SWAP market, types of SWAP

Issues in Risk Management: Regulatory Framework, Basel Committee, Legal Issues, Accounting Issues, Tax Issues, IT & System, Integrated Risk Management

(Old Code: MIT11)

(New Code: IS05) FUNDAMENTALS OF E-COMMERCE

Electronic Commerce Basics; Defining Your E-Business Idea

Traditional and Electronic Payment Methods; Creating an E-Business Plan; Getting Your E-Business off the Ground Building Your E-Business; Designing an E-Business Website Defining E-Business Security Issues; Understanding Back-End Systems; Launching Your E-Business

(New Code: PH04) FUNDAMENTALS OF PHYSIOLOGY, PHARMACOLOGY AND MICROBIOLOGY

(Only for the Students with non pharma background)

Cell Structure, Elementary Tissues of the body; Blood Composition; Structure and Function of different Organs of Body; Structure and Function of Skeletal Muscle; Physiology of Respiration; Digestive System & Vitamins; Function of heart, blood pressure and cardio vascular disorders; Nervous system and parts of brain; Endocrine Glands, Hormones; Urinary & Reproductive System

(Code: RM01) FUNDAMENTALS OF RETAILING

The World of Retailing - Introduction to Retailing: Definition and scope of retailing; Evolution of retailing; Organized retail in Abroad and India; Theories of retail development; Emergence and transformation; Contribution of retailing to Indian Economy; FDI in retail sector

Opportunity Analysis: Retailing Environment; Economic Environment; Socio-demographic change; Technological Environment; Changing Expenditure and shopping pattern; Legal & Ethical issues; Management opportunities; Entrepreneurial opportunities

Retail Format and Location - Formats of Retailing: Retail formats, Super markets, Hyper Markets, Departmental stores, Convenience store; Retail categories: Food; Banking; Health Services; Retail Institutions categorized by ownership: Independent, franchising, leased, vertical marketing system; Non- store Retailing: Direct Marketing, Vending Machines; E-Retailing

Site selection: Developing location strategy; Evaluating trading area; Researching the proposed trading area; Defining the catchment area; Estimating demand in new location

The Customer and Retail Business - Shopping behavior and Orientation: Consumer needs and desires; Customer Observations ; Motive for shopping; Store choice; Shopping attitudes; Factors influencing the retail shopper; Customer decision-making: Indian reality

Shopper Segmentation: Identifying best customers; Converting good customers in to best customers; Dealing with unprofitable customers

Servicing the Retail Customer: Concept of customer service; Perceived service; Measuring the gap in services; Knowing what customer wants - delivering gap; Enhancing loyalty; CRM in retail

Strategic Planning for Retailing - Retail Strategies: Positioning a retail outlet; Developing a retail brand strategy; Co-branding and luxury brands; Creating a marketing vision; Retail audit; Legal and ethical issues

(Old Code: IM01)

(New Code: IB04) GLOBALIZATION OF BUSINESS

Setting the Scene for the Twenty First Century: Global Business – An Evolving System; Means of Wealth Exchange; Organizing for World Class Business; Sourcing Globally

Setting the Scene for the Twenty First Century: Diverse Cultures; Conflicting Trade Theories; Competing Development Theories; Opposing Public Policies

The Trade 2 Development Link in Current Scenario; Trade Creation; Trade Barriers

Monetary Harmonization; Trade Harmonization; Regional Harmonization – Economic Integration

(Old Code: MIT03/M02/ITM14)

(New Code: HR01) (DHR01 - Ph.D) HUMAN RESOURCE MANAGEMENT

Introduction to Human Resource Management: Concept and scope of HRM, Global HRM

Acquiring and Deploying Human Resources: Human Resource Planning, Job Analysis, Recruitment, Selection

Assessing, Rewarding and Developing Human Resources: Managing Performance, Issues in Compensation and Benefit Administration, Training and Development, Career Planning

Management of Non-Executives: Management of Industrial Relations, Collective Bargaining, Employee Participation.

Emerging Issues in Human Resource Management: Employee Empowerment, Future of Human Resource Management

(Code: DRM02) HYPOTHESIS TESTING

Concepts, Issues & Methods: Statistical Hypothesis; Testing Hypothesis about μ ; One-tail Test; Consideration in Choice of ; Determining the Sample Size n ; Testing in Relation to Confidence interval

Testing Procedure & the Test: Test Concerning Mean; Test Concerning Population Proportion p ; Test Concerning Variance σ^2 ; Testing the Significance of Correlation; Testing the Significance of Regression

Non-Parametric Test – I: The Chi-Square Test; Test of Goodness of Fit; Test of Independence; Test of Homogeneity; Test of Equality of Several Population Proportion;

Non-Parametric Test – II: Sign Test; Sign Test for Paired Observations; Wilcoxon Signed – Ranked Test; McNemar Test; The Mann – Whitney U Test; Kruskal – Wallis H Test

(Old Code: IM03)

(New Code: IB03) IMPORT-EXPORT DOCUMENTATION

An Overview of Export-Import Documentation; Principal Export Documents; Auxiliary Documents; Documents in Import Trade; Export Documentation Procedures

Imports; Export Promotion Capital Goods Scheme; Duty Exemption Scheme; Export Oriented Units (EOUs) and units in Export Processing Zones (EPZs), Electronic Hardware

Technology Park Units (EHTP) and Software Technology Park Units (STP); Export Houses, Trading Houses, Star Trading Houses and Super Star Trading Houses

Key Issues in International Payments; Cyber Payments; Indian Cyber Laws

National Foreign Trade Policy 2004-09; Salient Features of the Exim Policy 2002-07

Appendix I: Uniform Customs and Practice for Documentary Credits

Appendix II: Glossary

(Old Code: IB10)

(New Code: IB02) INDIAN FOREIGN TRADE

India's Trade and Performance: Horizons of International Trade; India's Trade Performance; Export Profile; Principal Imports

India's External Sector: India's Foreign Trade Policy and its Evolution; Institutional Framework for Export Promotion; Export Incentives and Benefits to Exporters; Special Export Zones/Export Processing Zones/ Free Trade Zones/ 100% EOUs; Foreign Direct Investment & India's JVs Abroad

India's Trade with Major Markets/Trade Blocs: European Union (EU); Latin America; Africa; ASEAN; Middle East

Sectoral Performance of India's External Sector: Gems & Jewellery; Handicrafts; Readymade Garments; Engineering Goods; Computer Software

(Code: DHR10) INDUSTRIAL RELATIONS & LABOUR LAWS

Industrial Relations: Meaning of Industrial Relations; Overview of Industrial Relations in India; Functions of Industrial Relations; Role of Industrial Relations Manager; Industrial Relations Policy; System Model; Understanding Impact of Globalization on Industrial Relations; Future Trends in Industrial Relations

Industrial Dispute: Meaning of Industrial Dispute; Forms of Dispute; History of Labour Dispute in India; Industrial Truce Resolution of 1947; Industrial Truce Resolution of 1962; Causes & Results of Disputes; Methods for the Prevention and Settlement of Industrial Dispute; Authorities for the Settlement of Dispute; Central Industrial Relation Machinery in India; Labour Relation Management Bill 2003 Managing Employee Discipline; The Industrial Dispute Act 1947; The Industrial Employment (Standing Orders) Act 1946; Collective Bargaining; Grievance Resolution

Trade Unions: Definitions, Nature & Scope of Trade Unions; Trade Union as an Organization; Trade Union Theories; Need for Trade Unions; Functions of Trade Unions; Trade Union Recognition and Registration; Trade Unionism in the Unorganized Sector; Historical Development of Trade Unions in India; The Trade Union Act 1926; Relevance of Trade Union in Knowledge Economy

Labour Legislation: Background; Concept of Labour Legislations; Principles of Labour Legislation; Constitutional Framework of Labour Legislation in India; Role of ILO in Developing Labour Legislation; Restructuring Labour Policies

Important Labour Laws: The Factories Act 1948; The Mines Act 1952; Contract Labour (Regulation & Abolition) Act 1970; The Child Labour (Regulation & Abolition) Act 1986; The Apprentices Act 1967; The Minimum Wages Act 1948; The Payment of Wages Act 1936; The Payment of Bonus Act 1955; The Payment of Gratuity Act 1972; The Equal Remuneration Act 1976; The Employees State Insurance Act 1948; The Workmen's

Compensation Act 1923; The Employees Provident Fund and Miscellaneous Provision Act 1952; The Maternity Benefit Act 1961

(Code: ITM404) INFORMATION RISK MANAGEMENT

Introduction to Information Security: The Need for Security; Legal, Ethical, and Professional Issues in Information Security.

Risk Management

Planning for Security

Security Technology: Firewalls and VPNs

Security Technology: Intrusion Detection, Access Control, and Other Security Tools

Physical Security

Implementing Information Security

(Code: DITM01) INNOVATION AND TECHNOLOGY MANAGEMENT

Introduction: Definition and Characteristics; Management of Technology; Key Concepts

Theoretical Foundations: Technological Environment; Process of Technological Change; Innovation and Diffusion; Technology and Competition; Process Innovation, Value Chains, and Organization

Technology Strategy – Basics: Technology Intelligence; Technology Strategy: Overview; Technology Strategy: Collaborative Mode

Domains of Technology Strategy: Appropriation of Technology; Deployment in New Products; Deployment of Technology in the Value Chain

Role of General Management: Organizing for Innovation; Intellectual Property Strategy; Project Valuation and Financing

(Old Code: M13)

(New Code: IB06) INTERNATIONAL BUSINESS

Globalization & WTO: History of globalization implementation in different countries, Stages of globalization, History of WTO, Agreement of WTO, General Agreement on Trade and Service (GATS) and Agreement of trade related investment measures.

International Trade & WTO: Current trends in international trade, Reforms for the growth of foreign trade, Challenges and opportunities in international trade, WTO & Intellectual property rights and WTO & dispute settlements.

India's Trade Policies: History of India's trade policy, Long term export-import policies from 1990-92 onwards and Major highlights of foreign trade policy (2004-2009).

International Business Environment: Changes in the global economy, Economic reforms & international business, Opening up of different economies & India and Foreign direct investment.

Global Monitoring Systems and Foreign Exchange: Exchange rate theories, Exchange rate systems, Currency markets, Structure of FOREX market, Spot & Forward rate and Exchange rate determination.

Exchange Risk Management & FEMA (Foreign Exchange Management Act): Foreign

exchange risk, Exchange rate depreciation on export-import, Impact of exchange rate, Forecasting of exchange rate and Foreign Exchange Management Act.

Strategy of International Business: Role of strategy, Strategic choices, International market entry strategies and Global-HEX model in international business.

International Business: International marketing, International marketing theories, Forms of International marketing, Scanning of International environment, SWOT analysis, Segmenting International marketing, Pricing Strategies and Product Developments in international markets and international product strategies.

International Distribution and Promotion: Developing international channels, Managing international channels, Six Cs in international management, International promotion, Advertising in foreign markets and Promoting products abroad and Online marketing.

International Human Resources: Staffing policy, Strategies for global HRM, Outsourcing, Challenges of International HR, Managing cross-cultural workforce and Compensation and performance appraisal.

International Operations and Manufacturing Management: Operation in global markets, Managing material, Strategy in manufacturing, Location decisions, Role of foreign factories in domestic markets, Global supply chain management, Global logistics, Customary role of logistics service provides.

Global Financial Management: Capital markets, Benefits of global capital market, International capital decision, Global treasury management, International investment decision and Moving money across borders.

Expert-Import Management: Expert-Import procedures, Role of export promotion council & commodity boards, EXIM documentation, EXIM finance, Documentary credits and other documents.

Regional Trading Blocks: Types of regional groupings, NAFTA, Central American common market, Caribbean community & common market, South-Asian Association for regional corporation association of South-East Asian nations.

Global Sunrise Industry: Global Technological industry, Biotechnological industry, Country analysis on bio-tech industry, Bio-agriculture sectors, Electronic industry and Garments industry.

(Old Code: FM45)

(New Code: FM04) (DFM04 - Ph.D) INTERNATIONAL FINANCE

Essential Background: International Finance – Issues and Dimensions; International Monetary System; The Internationalization Process; International Financial Flows and Balance of Payments Framework

Foreign Exchange: Foreign Exchange Market; Foreign Exchange Derivatives Markets; Determination of Exchange Rates; Empirical Evidence on Exchange Rate Determination

Foreign Exchange Risk Management: Financial Accounting and Foreign Exchange; Managing Accounting Exposure; Measuring Economic Exposure; Managing Economic Exposure

International Capital Budgeting: International Portfolio Investment; Capital Budgeting for the Multinational Corporation; Cost of Capital for Foreign Investments; Managing Political Risk

Multinational Working Capital Management: Short-Term Financing; Financing Foreign

Trade; Current Asset Management for the Multinational; Multinational Financial System

(Old Code: HR27)

(New Code: HR06) (DHR06 - Ph.D) INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Introduction and Overview to International Human Resource Management: An Introduction; The Organizational Context; The World countries and Practical Guide to International Manager

International Human Resource Management – A Perspective: International Recruitment and Selection; Performance Management; Training and Development; Compensation

International Human Resource Management: Issues and Strategies: Reentry and Career Issues; Labour Relations

International Human Resource Management: Moving beyond Models, Challenges and Implications: HRM Trends and Future Challenges; Human Resource Issues in Multinational Corporations

International Human Resource Management: The Paradigm of Cross -Cultural Management: Cultural Variables in Organizational Context; Cultural Perspectives in Organizations; Cross-Cultural Issues

(Code: MM04) INTERNATIONAL MARKETING MANAGEMENT

Introduction to International Marketing: Scope of International Marketing; Theories of International Trade; Dynamic Environment of International Trades; Balance of Payments; World Trade Organizations; Difference between Domestic; International, Multinational, Global Market; EPRG Framework.

International Marketing Environment: Social, Cultural, Political, Legal and Economic Environment; International Economic Institutions; Regional Agreements; role of IMF & WTO.

International Marketing Mix: International Market Research; Identifying Foreign Market; Product Policy and Planning; Branding Pricing in International Market; Distribution Planning & Strategy; Promotion; International Advertising.

International Marketing Strategies: Export-import Policy; International Entry Method; Risk Management; Competitive Analysis and Strategy; Cooperative Strategies and Global Partnership; Implementing International Marketing Strategies; Export Documentation and Procedure

(Code: DMM06 - Ph.D) INTERNET MARKETING

Framework for Internet Marketing: Introduction; The Digital World; Networks; Individuals Online; Web Business Models

Online Marketing Themes: Customer Support and Online Quality; Personalization; New Product Development and the Net; Traffic and Brand Building; Online Community; Pricing and the Online World; E-commerce

Implementation and Organization: Internet Marketing Plans; Organizing for the Net

(Old Code: MIT01/M15)

(New Code: IS01) INTRODUCTION TO INFORMATION TECHNOLOGY

IT in the Business Environment: Introduction; Business and Information Technology; Information Technologies in the Modern Organization

IT Infrastructure: Computer Hardware; Computer Software; Managing Organizational Data and Information; Telecommunications and Networks; The Internet, Intranets and Extranets

Applying for Competitive Advantage: Electronic Commerce; Computer-Based Supply Chain Management and Information Systems Integration; Data, Knowledge, and Decision Support; Artificial Intelligence and Intelligent Systems

Achieving Informational and Organizational Goals: Strategic Information Systems and Reorganization; Information Systems Development; Implementation IT; Ethics, Impacts and Security

(Code: DRM04) INTRODUCTION TO SPSS

Introduction: Starting SPSS; SPSS Main Menus; Working with Data Editor; SPSS Viewer; Importing and Exporting Data

Basic Statistical Concepts: Research in Behavioural Science; Types of Variables; Reliability and Validity; Hypothesis Testing

Use of SPSS: *Use of SPSS in* - Descriptive Statistics, Comparing Means: One or Two Samples *t*-Tests, Comparing Means: Analysis of Variance, Chi-Square Test of Independence for Discrete Data, Correlation Analysis, Multiple Regression, Logistic Regression, Data Reduction and Scale Reliability: Factor Analysis

Advanced Data Handling: Sorting Cases; Merging Files; Splitting Files; Selecting Cases; Recoding Values; Computing New Variables

(Code: ITM316) IT GOVERNANCE

Types of Governance, Business Performance, and Common Sense

Impact and Challenges of Betrayed Trust

A Basis for IT Management

IT Portfolio Management

Activity-Based Costing, Economic Value Added, and Applied Information Economics

Take Action When Necessary

Leadership: Overseeing Change

Issuing Rules Is Maintaining Supervision

Frameworks and Accountants as Means of Supervision

(Code: ITM313) KNOWLEDGE MANAGEMENT (FOR PGDITM)

Introduction to Knowledge Management: Overview; Evolution; Knowledge Organizations; Knowledge Work- ers; Process; Technology; Solutions.

Value Creation Through Intangibles

Approaches and Methods for Valuing KM Performance

Global Dimensions of Knowledge Management

Technology and KM

KM and Environment Scanning

Knowledge Mapping: A Strategic Entry Point to KM

Case Studies

(DIS08 - Ph.D) KNOWLEDGE MANAGEMENT

Basics of Knowledge Management: Introduction

Leveraging Knowledge Capital: Leveraging Knowledge Capital

Core Elements of Knowledge: Core Elements of Knowledge

KM Technologies: KM Technologies

Learning Organizations: Learning Organizations

(Code: DSCM01) LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Supply Chain Management – An Introduction: The Changing Business Landscape; The Supply Chain Concept; Dimensions of Logistics; Logistics in the Economy: A Macro Perspective; Logistics in the Firm: The Micro Dimension; Approaches to Analyzing Logistics Systems; Logistics and Systems Analysis; Logistics in the Firm: Factors Affecting the Cost and Importance of Logistics; Third-Party Logistics – Industry Overview; A Note on Fourth-Party Relationships Need for Collaborative Relationships

Demand & Procurement Management: Demand Management; Traditional Forecasting; Collaborative Planning, Forecasting and Replenishment; Order Fulfillment and Order Management; Customer Services; Channels of Distribution; Inbound Logistics along the Supply Chain; Materials Management; Electronic Procurement; Types of E-commerce Models

Inventory Decision Making: Inventory in the Firm-Rationale for Inventory; Inventory Costs; Classifying Inventory; Inventory Decision Making; Fixed Order Quantity Approach (Condition of Certainty); Fixed Order Quantity Approach (Condition of Uncertainty)

Transportation Management: The Role of Transportation in Logistics The Transport Selection Decision; The Basic Modes of Transportation; Legal Classifications of Carriers; Intermodal Transportation; Management Strategy; Documentation-Domestic; Bases for Rates

Supply Chain Information Systems: Contemporary Issues in Information Systems; Architecture and Objectives of Information Systems; Major Drivers of the Connected Economy; Contemporary Logistics Information Technologies; Logistics Information System

Supply Chain Performance Measurement: Dimensions of Performance Metrics; Overview of Performance Measurement; Supply Chain Metrics

Network Design & Facility Location: The Strategic Importance of Logistics Network Design; Logistics Network Design; Major Locational Determinants

(Old Code: FM43)

(New Code: FM02) MANAGEMENT CONTROL SYSTEMS

Nature of Management Control Systems: Basic Concepts

The Management Control Environment: Understanding Strategies; Behaviour in Organizations; Responsibility Centres; Transfer Pricing; Measuring and Controlling Assets Employed

The Management Control Process: Strategic Planning; Budget Preparation; Analyzing Financial Performance Reports; Performance Measurement

Variations in Management Control: Controls for Differentiated Strategies; Modern Control Methods

(Old Code: MIT02/ITM02)

(New Code: GM11) (DGM11 - Ph.D) MANAGEMENT FUNCTIONS AND ORGANIZATIONAL BEHAVIOUR

Introduction to Management: The Nature of Organizations and Management; Philosophies and Approaches to Management Practice; Social Responsibility and Ethics

Planning & Controlling: Organizational Decision Making; Planning as an Organizational Activity; Controlling as an Organizational Activity

Organizing & Leading: Organizing and Co-ordinating the Work of the Organization; Power and Distribution of Authority; Leading Organizational Members; The Nature of Groups and Teams in Organizations

Organizational Behaviour & Perception: Perception; Personality and Cultural Differences; Attitudes in Organizations; Interpersonal Relations; Work Motivation; Conflict management

(Code: ITM101) MANAGEMENT INFORMATION SYSTEMS

Foundation Concepts: Foundations of Information Systems in Business; Competing With Information Technology.

Information Technologies: Computer Hardware; Computer Software; Data Resource Management; Telecommunications and Networks.

Business Applications: Electronic Business Systems; Enterprise Business Systems; Electronic Commerce Systems; Decision Support Systems.

Developing Processes: Developing Business/IT Strategies; Developing Business/IT Solutions. **Management Challenges:** Security and Ethical Challenges; Enterprise and Global Management of Information Technology.

(Old Code: FM49)

(New Code: FM06) MANAGEMENT OF FINANCIAL SERVICES

Financial System in an Economy: Financial System; Evolution of Indian Financial System; Types of Markets; Types of Banks

Regulation of Financial System: Regulatory Bodies of Financial System; Instruments of Financial System **International Exchange:** Foreign Exchange Market; Foreign Investment and its Regulations; Accessing International Capital Markets

Key Financial Intermediation Businesses: Commercial Banking; Leasing, Hire Purchase and Venture Capital; Securitization

Key Disintermediation Based Businesses: Merchant Banking; Mutual Funds;

Stockbroking

(Old Code: MIT31)

(New Code: IS09) MANAGEMENT OF INFORMATION TECHNOLOGY

Introduction: Fundamentals of Information Systems; Leadership Issues in Information Technology Management; The Strategic Role of Information Technology Management; Information Systems Planning

Managing Essential Technologies: Distributed Systems Architecture; Managing Information Resources I – Hardware and Software; Managing Information Resources II – Databases and Telecommunication; Managing Operations

Managing and Supporting Computing: Managing System Development; Decision Support Systems and Executive Information Systems; Group Support Systems and Expert Systems

The Human Angle: Managing People and Technology; Creating a New Work Environment

(New Code: GM04) MANAGERIAL ECONOMICS

Introduction, Utility of Managerial Economics, Equilibrium and Related Concepts: Utility of Managerial Economics, Case Study; Basic Principles of Economics

The Theory of Demand: Demand Schedule, Demand Function and Demand Curve, Law of Demand; Determinants of Demand, Elasticity of Demand; Utility Theory and Indifference Curve Approach; Demand Estimation

The Theory of Production: Production Function, Law of Diminishing Returns, Stages of Production, Isoquants and Isocost Line, Equilibrium of the Firm; Revenue and Costs, Break Even Analysis, Shut Down Point, Supply Curve, Factors Affecting Supply, Elasticity of Supply

Pricing and Output Decisions: Perfect Competition and Monopoly – Long Run and Short Run Equilibrium – The Supply Curve – Price Discrimination; Monopolistic Competition and Oligopoly: Equilibrium–Kinked Demand Curve, Cournot's Duopoly; Oligopoly–Price Leadership, Cartels, Game Theory

Alternate Theories of the Firm: Sales Maximization, Williamson's Model, Marris Model; Simon's Model, Cyert and March Model Please refer to the prescribed book, Chapter 13 page 363–371.

Decision Making under Risk and Uncertainty: Decision-Making Under Risk and Uncertainty; Game Theory

(New Code: HR08) (DHR08 - Ph.D) MANAGERIAL LEADERSHIP

Introduction to Leadership: Concept and Nature of Leadership; Leadership Traits

Focus on Leader: Behavioural Dimensions of Leadership; Contingency and Situational Dimensions of Leadership; Charismatic and Transformational Leadership; Ethical Dimensions of Leadership

Focus on the Followers: Power and Politics in Leadership; Leadership and Influence; Motivation and Mentoring; Leadership for Team Building

Focus on Skills: Creativity and Innovation; Communication and Conflict Resolution; Strategic Leadership and Knowledge Management Skills; Leadership for Cross-cultural

Management; Leadership Development and Succession Issues

(Old Code: HR30)

(New Code: HR07) (DHR07 - Ph.D) MANAGING CHANGE THROUGH ORGANIZATIONAL DEVELOPMENT

Overview of Organizational Development: Introduction to Organizational Development; Nature of Planned Change

Process of Organization Development: Diagnosing Organizations, Groups and Jobs; Collecting and Analyzing Diagnostic Information; Leading and Managing Change; Evaluating and Institutionalizing OD Interventions

Human Process Interventions: Interpersonal and Group Process Approaches; Organization Process Approaches

Techno-structural Interventions: Restructuring Organizations; Employee Involvement; Work Design

Human Resources Management Interventions: Performance Management; Developing and Assisting Members

Strategic Interventions: Organization and Environment Relationships; Organization Transformation

(Code: RM05) MANAGING RETAIL OPERATIONS

Human Resource Management in Retail: Setting-up a Retail Organization

Retail Organization Structure: Organization of a Single-store Retailer; Regional Departmental Store; Chain of Stores

Retail Organization Design Issue: Centralization Vs. Decentralization

Creating Functional Organization: Recruitment; Training; Compensation

Motivating Retail Employees and Developing Commitments: Policies and Supervision; Incentives; Organization Culture

Trends in Human Resources Management: Managing Delivery; Legal and Regulatory Issues; Use of Technology

Financial Planning and Budgeting - Setting-up Financial Objectives: Financial Objectives; Profit Planning; Profit Path; Turnover Path

Asset Management: The Strategic Profit Model; Other Key Business Ratios; Financial Trends in Retailing

Budgeting & Resource Allocation: Preliminary Budgeting Decisions; Ongoing Budgeting Process

Setting Performance Objectives: Top-down Vs. Bottom-up Process; Accountability; Performance Measure

Operations Management in Retail Business - Space Allocation: Operation's Blueprint - Store format; Size; Space Allocation; Personnel Utilization

Store Maintenance: Energy Management; Display Management; Inventory Management; Renovation; Insurance

Store Security: Cause of Shrinkage; Scale of Retail Crime; Dealing with Crime; Retail Loss

Prevention

Credit Management: Outsourcing; Computerization; Crisis Management

(Code: DOMM01) MANUFACTURING MANAGEMENT

Continuous, Waste Elimination, Customer Focus: Fundamentals of Continuous Improvement; JIT : Value Added and Waste Elimination; TQM : Customer-Focused Quality

Elements of Lean Production: Small-Lot Production; Setup-Time Reduction; Maintaining and Improving Equipment; Pull Production Systems; Workcells and Cellular Manufacturing

Quality Products, Quality Processes: Quality of Design; Quality Inspection and Statistical Sampling; Statistical Process Control; Systems for Eliminating Defects

Simplified Production Planning and Control Systems: Scheduling for Smooth Flow; Synchronizing and Balancing Processes; Planning and Control in Pull Production

Beyond the Production System: Managing the Supply Chain; Activity-Based Costing; Performance Measurement: Making Bean Counting Relevant

(Code: ITM 203) MARKETING INFORMATION SYSTEMS

Understand the Nature, Role and Strategic value of Marketing Information

Information Requirement for Marketing Management

Concept of Marketing Information System

Internal Documentary System of the Firm

Formal Marketing Research System

Market Intelligence System

Marketing Analytical System

Applications of Marketing Information System

International Marketing Information System

Marketing Information Systems and Decision Support Systems

(Code: MM01) MARKETING MANAGEMENT

Introduction to Marketing Management: Marketing Concepts and Tools; The Changing Marketing Scenario; Building Customer and Retaining Customers; Customer Value and Satisfaction; Customer Delight; Strategic Planning; Market Oriented Strategic Planning.

Analyzing Marketing Opportunities: MIS and Market Research; The Market and Non-Market Environment; Analyzing Consumer Market and Buyer Behaviour; Analyzing Business Market and Business Buying Behaviour.

Identifying Market Segment, Targeting and Positioning: Market Segmentation; Pattern Procedures; Evaluation of the Market Segment; Market Targeting; Developing and Communicating a Positioning Strategy.

Formulating Marketing Strategies: Differentiation Strategies; Product Life-cycle Strategies; New Product Development; Developing Competitive Advantage.

Marketing Decisions: Managing Product; Product Mix; Product Lines and Brands; Designing and Managing Services; Developing Pricing Strategies - Pricing Methods; Strategies.

Managing and Delivering Marketing Programs: Managing Marketing Channels; Managing Retailing; Wholesaling and Market Logistics; Developing Integrated Marketing Communication; Managing Sales Force.

Marketing in 21st Century: Changing Trends in Marketing Mix; CRM; e-Marketing; B2B Marketing; Socially Responsible Marketing

(Code: MM05) (DMM05 - Ph.D) MARKETING OF SERVICES

Concepts and Issues of Service Marketing: The Emergence of Service Economy; Nature and Classification & Characteristics of Services; Challenges in Service Marketing.

Strategic Issues in Service Marketing: The Service Encounter; Consumer Behaviour in Service Marketing; Segmentation; Differentiation and Positioning of Services; Obligation & Duties of Service Provider; Service Tax Provisions.

Marketing Mix in Services: Product; Price; Promotion; Place; People; Physical Evidence and Process Decisions.

Managing Service Quality & Demand: Introduction to Service Quality - Dimension of Total Quality; Management of People and Techniques; Controlling Quality of Services; Demand Measurement and Supply Management.

Application of Service Marketing: Marketing of Financial; Hospitality; Health; Educational and Professional Services; Marketing of Non-Profit Organizations and NGOs.

(Code: RM04) MERCHANDISE MANAGEMENT AND PRICING

Developing Merchandise Plans: The Decision-Maker in Retail Product Management; Centralized Retail Buying Organization; Decentralized Buying, Buying Organization; Managerial Roles; The Retail Buying Process

Designing Merchandize Plans: Forecasts; Innovativeness; Assortments; Brands; Timing; Allocation

Category Management: Efficient Consumer Response (ECR); Category Management Process

Selecting Products: Identification of Product Need; New Product Development; Tracking Product / Market Trends; Private Brands

Implementing Merchandize Plans: Supply Sources: Vendor Search, Selection & Evaluation

Evaluating Merchandize: Negotiating the Purchase; Receiving and Stocking Merchandize; Reordering Merchandize

Logistics: Performance Goals; Supply Chain Management; Order Processing and Fulfillment; Transportation and Warehousing

Inventory Management: Sales-based Inventory; The Merchandize Budget Plan; The Assortment Plan (Model Stock List); Inventory Levels; Merchandize Security; Reverse

Logistics; Inventory Analysis

Merchandise Management: Financial Dimensions - Inventory Valuation: The Cost Method; The Retail Method

Unit Control System

Financial Inventory Control

Pricing and Retailing - External Factors Affecting a Retail Pricing

Developing a Retail Pricing Objective: Retail Pricing Objectives; Broad Pricing Policy; Measuring Product Profitability

Pricing Strategies: Cost Oriented; Demand Oriented; EDLP

(Old Code: FM47)

(New Code: DFM08 - Ph.D) MERGERS & ACQUISITIONS

Strategic Framework for Mergers & Acquisitions: Overview; The Dynamics of Restructuring; Types of M&A; Critical Appraisal of M&A

Evaluation and Selection: Search and Screening; Financial Evaluation; Brand Valuation

Bids, Negotiations and Defences: Acquisition Routes; Bidding Process; Defensive Measures

Accounting and Financial Issues: Financing the Acquisition; Post-Merger Integration; Accounting Treatment; Taxation Effects

Statutory Formalities: Statutory Obligations; Documents

(Code: ITM314) NETWORK SECURITY MANAGEMENT

Overview of Network Security

Cryptographic Tools

User Authentication

Access Control

Intrusion Detection

Malicious Software

Denial of Service

Firewalls and Intrusion Prevention Systems

Security Management and Risk Assessment

Symmetric Encryption and Message Confidentiality

Public-Key Encryption and Message Confidentiality

Internet Security Protocols and Standards

Internet Security Applications

(Code: ITM312) OBJECT-ORIENTED ANALYSIS AND DESIGN

Foundation Concepts : Introduction and Problem Statement; Issues in Complexity

Modeling and Abstraction

Object Oriented Analysis : Introduction to Patterns and Pattern Languages; Use Cases; Class Identification Strategies; Data Modeling vs. Class Modeling. Problems and Challenges

Patterns: Layers and Blackboard; Classification and Abstraction; Programming Paradigms; Classes and Objects; State and Behavior

Models and Modeling Languages: Structural Aspects Static/Structural Modeling; Inheritance and Abstraction; Aggregation and Composition; Introduction to Static Modeling in UML; Behavioral Aspects: Polymorphism & Language Implementations

Aggregation and Composition; Class Relationships (Associations, Dependencies, Whole/Part)

Dynamic Modeling in UML: (Sequence/Collaboration Diagrams, etc)

Message Passing Paradigm; Event Model; Object Equivalence (Equivalence vs. Identity, Deep vs. Shallow Copying)

Process Management Methodologies: The Rational Unified Process; XP and Agile Methods

Architectural Considerations: Frameworks and Component Architectures; Tiered Architectures

(Code: ITM102) OPERATING SYSTEMS

Introduction to Operating System: Operating System Components and Goals; Operating System architectures.

Hardware and Software Concepts: Mainboards, Processors, Clocks, and Memory Hierarchy; Caching and Buffering; Peripheral Devices; Application Programming Interfaces; Compiling, Linking, and Loading; Middleware.

Process Concepts: Process Management; Interrupts; Interprocess Communication.

Thread Concepts: Thread States; Thread Operations; Threading Models.

Asynchronous Concurrent Execution : Mutual Exclusion; Semaphores.

Concurrent Programming

Deadlock and Indefinite Postponement

Processor Scheduling

Physical and Virtual Memory Management

Disk Performance Optimization

Multiprocessor Management

Operating System Case Studies

(Old Code: MIT13/M05/ITM08)

(New Code: OM01) OPERATIONS MANAGEMENT

Basic Concepts: Introduction, Operations Management Basics

Product and Process Design: The Product Development Process, Analyzing a Process, Process Decision

Facility Location Planning & Facility Layout: Facility Planning, Location Decisions, Facility Layout

Capacity Design and Planning: Introduction - Capacity Planning, Managing Supply and Demand

Production Planning: Introduction, Scheduling

Productivity and Work Study: The Organization and Productivity, Job Design

Materials, Purchasing & Stores Management: Materials Management, The Supply Chain, Supply Chain Performance

Inventory Management: Introduction - Inventory Management, Elementary Inventory Models, Inventory Control

Managing for Quality: Introduction, Statistical Control

Maintenance Management: Introduction-The Maintenance Function, Maintenance Strategies, Maintenance Performance

(New Code: OM09) OPERATIONS STRATEGY

Operations Strategy: Operations management as a function and a set of decisions, Trends and challenges in Operations Management, Market Analysis: Competitive Priorities and capabilities, Global strategies, Operations Strategy as a pattern of decisions

Major Process Design Decisions: Designing and developing Products and Services, Process

Re- engineering, Process Improvements, Benchmarking, Types of Process Design, Design in Services

Manufacturing Strategy: Capacity Planning, Aggregate planning, Work cell and cellular manufacturing Line balancing, New trends in manufacturing layout, Software systems for Automation (CAD/ CAM), Computer integrated manufacturing

Jit: Value Added and Waste Elimination: JIT Principles, JIT Limitations and Implementation Barrier, Sources of Waste, Toyota's Seven Waste, Waste Reduction and Environmental Responsibility

Innovation: Managing the Renewal of the Business: Innovation, Transforming Industries through Innovation, Innovation as a Process, Innovation and Operations Management, Managing Innovation

Information Technology and Value Chain: Value drivers, Core competencies/ capabilities and key success factors, Role of technology in improving business performance, E-commerce, ERP applications, Managing Information Technology and Value chain across the organization

Maintenance Management: Equipment Maintenance, Equipment Effectiveness, Preventive maintenance Program, Total Productive maintenance, Maintenance organization

Performance Measurement: Criteria Measures and Business Decisions, Performance Criteria, Enlightened Measures, Financial and Non financial Measures, Performance Measurement and Competitive Manufacturing Management

Human Resource and Strategic Management: Managing People, Commitment to people as strategic resources, Shared involvement, Learning

Environmental and Ethical Forces: Greening the environment, Ethics: Health and Safety

of employees and customers, Ethics and the supply chain, Ethics and the environment, Crisis management of Operations, Operational Issues for Safety and Security

(Old Code: FM46)

(New Code: FM07) (DFM07 - Ph.D) OPTIONS, FUTURES AND OTHER DERIVATIVES

Futures: Introduction to Derivatives; Futures Markets; Forward and Futures Prices; Interest Rate Futures

Swaps and Options: Swaps; Options Markets; Properties of Stock Option Prices; Option Trading Strategies

Derivative Pricing Methodologies: Introduction to Binomial Trees; The Black-Scholes Analysis; Options on Stock Indexes, Currencies and Futures Contracts; General Approach to Pricing Derivatives; Market Risk Management

(Old Code: HR21)

(New Code: HR02) ORGANIZATIONAL BEHAVIOUR

Introduction to Organizational Behaviour: What is Organizational Behaviour?

The Individual: Foundation of Individual Behaviour; Values, Attitudes, and Job Satisfaction; Personality and Emotions; Perception and Individual Decision Making; Basic Motivation Concepts

The Group: Foundations of Group Behaviour; Understanding Work Teams; Communication; Basic Approaches to Leadership; Power and Politics; Conflict and Negotiation

The Organization System: Foundation of Organization Structure; Organizational Culture; Organizational Change and Stress Management

(Code: DHR12) ORGANIZATION CHANGE AND DEVELOPMENT

Overview of Organizational Development: Introduction to Organizational Development; Nature of Planned Change

Process of Organization Development: Diagnosing Organizations, Groups and Jobs; Collecting and Analyzing Diagnostic Information; Leading and Managing Change; Evaluating and Institutionalizing OD Interventions

Human Process Interventions: Interpersonal and Group Process Approaches; Organization Process Approaches

Techno-structural Interventions: Restructuring Organizations; Employee Involvement; Work Design

Human Resources Management Interventions: Performance Management; Developing and Assisting Members

Strategic Interventions: Organization and Environment Relationships; Organization Transformation

(Old Code: HR23)

(New Code: HR03) PERFORMANCE MANAGEMENT

Performance Management: Concept of Performance Management; The Process of Performance Management; The Performance Management Theatre

Performance Planning: Basic Concepts of Performance Planning; Components of Managee Performance; Setting Performance Criteria

Monitoring Performance and Development: Basic Concepts on Monitoring Performance; Ongoing Performance Monitoring and Review; Ongoing Mentoring and Managee Development

Annual Stocktaking: Stocktaking Performance; Stocktaking Potential; Appraising for Recognition and Reward

Applications of Performance Management: Transmuting Learning into Action; Change Management through Performance Management; Building and Leading High Performance Teams

(Code: PH05) PHARMACEUTICAL PROMOTION AND ADVERTISING MANAGEMENT

Introduction To Integrated Marketing Communications In Pharma Industry: Trends in Pharmaceutical Advertising & Promotions

Integrated Marketing Communications in Pharma Industry: Concept of Integrated Marketing Communication; The Role of IMC in the Marketing Process

Integrated Marketing Program Situation Analysis: Organizing for Advertising & Promotion

Analyzing the Communication Process: The Communication Process; Communication Strategy

Developing The Integrated Marketing Communication Program - Creative Strategy: Planning & Developing Creative Strategy; Appeals and Execution Style; Creative Tactics

Advertising: Idiosyncrasies of Pharmaceutical Advertising; Pharmaceutical Advertising Channel and Activities; Advertising Planning & Development

Sales Promotion & Public Relation: Regulation in Pharma Promotions; Pharma PR Initiatives

Personal Selling: Personal Selling Task and Activities; Selling Styles

Web Advertising & Promotion: Trends in Web Marketing

Monitoring Evaluation & Control: Measuring Effectiveness of Promotional & Advertising Programs

Trends in Pharmaceutical Advertising & Promotion: Global Vs. Local Advertising

Regulations of Advertising & Promotion: Regulatory Authorities in Pharma Advertising; Social and Ethical Concern in Pharma Advertising

(Code: PH03) PHARMACEUTICAL REGULATORY/LEGAL ISSUES

Overview on World Pharmaceutical Regulations; Overview on Indian Pharmaceutical Regulations; The Drugs Policy in India; The Drugs and Cosmetics Act 1940; The Drugs and Magic Remedies (Objectionable Advertisements) Act, 1954; The Essential Commodities Act,

1955; Prevention of food adulteration; Introduction to Patents Law; The Patents Act, 1970; The Patents (Amendment) Act, 2002 (w.e.f. 20-5-2003); The Patents (Amendment) Act, 2005 (w.e.f. 1-1-2005); Apprehension of Pharmaceutical Industry; The World Trade Organization

(Code: PH02) PHARMACEUTICAL SALES AND DISTRIBUTION MANAGEMENT

Personal Selling And Marketing Strategy - Introduction to Pharma Sales Management: Nature and Role of Sales Management; Types of Personal Selling; Sales Management Process

Selling Strategies in Pharmaceuticals: Selling and Buying Styles; The Selling Process; Handling Physician Objections

Managing Sales Information in Pharmaceuticals: Forecasting Market Demand; Trend Projections; Factors Affecting Market Demand

Managing The Sales Force In Pharma Industry: Recruitment and Selection Criteria for Medical Sales Force **Training and Development of Sales Force:** Objective of Pharma Sales Training; Challenges in Pharma Sales Training; Career Progression

Sales Force Compensation and Motivation: Compensation Plans; Trends in Pharma Sales People Compensation

Evaluation of Sales Force: Performance Appraisal Process

Planning Sales Efforts - Structure of Pharma Sales Organization: Sales Organization Principles, Design; Key Account Sale; Sales Process Automation

Management of Pharma Sales Territory: Concept of Sales Territory

Management of Pharma Sales Quota: Concepts of Sales Quota; Defining Annual Objectives; Procedure of Setting Quota

Distribution Management in Pharma Industry - Distribution Channel: Concept of Distribution Channel **Wholesaling in Pharma Distribution:** Rise of Speciality Drug Wholesaling; Distilling the Drug Wholesaler Role; Challenges to Drug Wholesaling; Revised Distribution of Expired Quantities; Distribution Associated Costs

Medical Representatives in Pharma Distribution: Role of MR in Pharma Distribution; Importance & Power of Prescription

Physical Distribution: Transportation; Warehouse; Inventory Control; Emerging Trends in Physical Distribution; Implication on Physical Distribution due to Mergers & Acquisitions

(Code: PH01) PRINCIPLES AND PRACTICES OF PHARMACEUTICAL MARKETING MANAGEMENT

The Pharmaceutical Market - The Pharmaceutical Industry Environment: Overview of health-care system; Overview on Indian Pharmaceutical Industry; Industry Structure and Associated Industries

The Pharmaceutical Marketing Environment: The Concept of Marketing: Basics of Marketing Management; Pharmaceutical Vs. Consumer Market; Ethical Considerations of Pharmaceutical Marketing; Pharmaceutical Marketing; Current Issues in Pharma Industry: Patents, IPR

Marketing Research in Pharmaceuticals: Pharmaceutical Marketing Research Subjects;

Process & Methodology; MIS

Analyzing Marketing Opportunities - Marketing Segmentation: Market Definition; Concept of Market Segmentation

Opportunity Analysis: Situational Analysis Techniques: Resource Analysis, SWOT; Identifying Industries KSFs; Competitive Intelligence

Positioning, Targeting and Profiling: The Essence of Pharmaceutical Product Strategy; Targeting; Positioning; Branding; Profiling

Developing and Implementing Marketing Strategies - The Product: New Product Concept: Drug Discovery Method: R&D Strategies; Patent Protections; Strategies for Modifying Existing Products; Regulatory Cycle

The Place: Concepts and Functions of Channel Distribution; Role of Manufacturer, Physician, Wholesaler and Retailer

The Price: The Price Concept and Elements of Pricing; Multiple Pharmaceutical Product Prices in a Single Market; Government Price Control

The Promotion: The Process of Communication and Promotional Objectives; Promotional Mix; Principles of Medical Advertising

Personal Selling: Personal Task & Activities; Super Sales Person; Medical Representative's Role; Doctor's Expectation from MR

Evaluating & Controlling Marketing Strategies - Controlling Power Centres in Pharma Industry

Evaluating Marketing Strategies - Market Forecast and its Evaluation

Pharmaceutical Marketing In 21st Century - Winning Game Plans: Post GATT Policies; Good Manufacturing Policies and Principles

(New Code: FM09) PROJECT APPRAISAL & FINANCE

Planning: Overview; Capital Allocation Framework; Generation and Screening of Project Ideas;

Analysis: Market and Demand Analysis; Technical Analysis; Financial Estimates and Projections

Selection: Basic Techniques: The Time Value of Money; Investment Criteria; Project Cash Flows; The Cost of Capital; Risk Analysis of Single Investments

Selection: Advanced Techniques: Risk Analysis: Firm Risk and Market Risk; Special Decision Situations; Social Cost Benefit Analysis; Multiple Projects and Constraints; Valuation of Real Options; Judgmental, Behavioural, Strategic and Organizational Considerations

Financing: Financing of Projects; Financing Infrastructure Projects; Venture Capital; Project Review and Administrative Aspects

(Code: DMM08 - Ph.D) PRODUCT MANAGEMENT

Introduction to Product Management: The Development of Modern Product Management; The Indian Market Scenario; Strategic Response to Competition

Product Management & Branding: Branding; Market Segmentation; Positioning and Differentiation Strategies

New Product Development Process: New Product Planning; Pricing Concepts and Strategies

Distribution and Promotion Strategies: Distribution Channels: Structure and Strategy; Advertising Planning; Sales Management

Market Research & Product Manager: Market Research; The Product Manager's Job Responsibilities

(Code: ITM344) PROJECT MANAGEMENT (FOR PGDITM)

The Evolution of Project Management

The Project Management Process

The Strategic Context of Projects

Project Stakeholder Management

Strategic Issues in Project Management

Organizing for Project Management

Project Portfolio Management

Project Management Maturity

Project Planning

Project Management Information System

Project Monitoring, Evaluation, and Control

The Project Earned Value Management System

Project Termination

Project Leadership, Project Communications, Successful Project Teams

Continuous Improvement Through Projects

(Old Code: OM57)

(New Code: OM03) (DOM03 - Ph.D) PROJECT MANAGEMENT

Projects in Contemporary Organization: The Definition of a "Project", Why Project Management?, The Project Life Cycle, Project Management Maturity, Project Selection and Criteria of Choice, The Nature of Project Selection Models, Types of Project Selection Models

The Project Manager & Project Organization: Project Management and the Project Manager, Special Demands on the Project Manager, Selecting the Project Manager, Problems of Cultural Differences, Impact of Institutional Environments, The Project as Part of the Functional Organization, Pure Project Organization, The Matrix Organization, Mixed Organizational Systems, Choosing an Organizational Form, Human Factors and the Project Team

Generation and Screening of Project Ideas: Generation of Ideas, Monitoring The

Environment, Corporate Appraisal, Profit Potential of Industries, Porter Model, Scouting for Project Ideas, Preliminary Screening, Project Rating Index, Sources of Positive Net Present Value

Market and Demand Analysis: Collection of Secondary Information, Conduct of Market Survey, Characterization of the Market, Demand Forecasting, Uncertainties in Demand Forecasting

Technical Analysis: Manufacturing Process/Technology, Project Mix, Plant Capacity, Location and Site, Machineries and Equipment, Structures and Civil Works, Environmental Aspects, Project Charts and Layouts

Financial Estimates and Projections: Cost of Project, Means of Finance, Estimates of Sales and Production, Cost of Production, Working Capital Requirement and its Financing, Profitability Projections (or Estimates of Working Results), Projected Cash Flow Statement, Projected Balance Sheet

Selection: Basic Techniques: The Time Value of Money, Investment Criteria, Project Cash Flows, The Cost of Capital

Financing of Projects, Capital Structure, Menu of Financing, Equity Capital, Preference Capital, Internal Accruals, Terms Loans, Debentures, Working Capital Advance, Financing Infrastructure Projects, Venture Capital

Implementation: Project Management, Forms of Project Organization, Project Planning, Project Control, Pre-Requisites for Successful Project Implementation

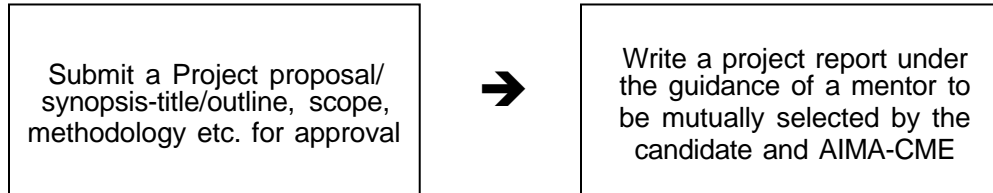
Network Techniques for Project Management, Development of Project Network, Time Estimation, Determination of the Critical Path, Pert Model, CPM Model

Project Review and Administrative Aspects: Control of In-Progress Projects, Post-Completion Audits

(Old Code: MIT100/M100/HR100)

(New Code: GM100) PROJECT WORK

The Course is equivalent to two regular courses. Students would be required to do a field case or empirical study.



The project is to allow students to demonstrate their ability in applying their knowledge and skills to a real life situation, usually within their own organization or based on a new application area. Under the supervision of a project guide, students are required to design and prepare a comprehensive report based on data collected from and about the organization under study. The students must try to apply some of the techniques that they may have learnt during the course.

(New Code: OM08) QUALITY MANAGEMENT

Basic Concepts: "Quality" Defined: The Quality Function: Managing for Quality; Quality, Costs, and Schedules; Prevention Costs; Appraisal Costs; Internal Failure Costs; External Failure Costs; Performance Measure Presentation; Malcolm Baldrige National Quality Award

Strategic Quality Management and Organization for Quality: Elements of Strategic Management; Integrating Quality into Strategic Management; Quality and the Management Cycle; Quality Policies; Quality Goals; Resources for Quality Activities; Implementing Total Quality; Obstacles to Achieving Successful SQM Evolution of Organization for Quality; Role of Upper Management; Role of Middle Management; Role of the Work Force; Role of Teams; Quality Circles

Benchmarking: Benchmarking Defined; Reasons to Benchmark; Deciding What to Benchmark; Understanding Current Performance; Planning

Quality Management Systems: Benefits of ISO Registration; ISO 9000 Series of Standards; Sector- specific Standards; ISO 9001 Requirements; Implementation; Internal Audits.

ISO 14000 Series Standards; Concepts of ISO 14001; Requirements of ISO 14001; Benefits of EMS; Integrating ISO 14000 with ISO 9000; Relationship to Health and Safety

Total Quality Management: W.Edwards Deming's Contribution to TQM; Juran's Contribution to TQM; Crosby's Contribution to TQM; Ishikawa's Contribution to TQM; Comparing the Quality Gurus; Kaizen;

Quality Function Deployment and Failure Mode and Effect Analysis: The QFD Team; Benefits of QFD; The Voice of the Customer; Organization of Information; QFD Process, Reliability; Reliability Requirements; Failure Rate; Intent of FMEA; FMEA Team; FMEA Documentation; Stages of FMEA

Business Process Reengineering (bpr): Concepts; Implementation and BPR; Re-engineering structure; Common Pitfalls in BPR; Change management and BPR

Total Productive Maintenance: The Plan; Learning the New Philosophy; Promoting the Philosophy; Training; Improvement Needs; Goal; Developing Plans; Autonomous Work

Groups

Statistical Process Control: Pareto Diagram; Process Flow Diagram; Cause-and Effect Diagram; Check Sheets; Histogram; Statistical Fundamentals; Introduction to Control Charts; Variable Control Charts; State of Control; Out-of-Control Process; Process Capability; Different Control Charts for Variables; Control Charts for Attributes; Scatter Diagrams

Service Quality Management: Products and Services; Classification of Services; Service Quality; Measuring Service Quality

(New Code: GM10) QUALITY MANAGEMENT

Introduction to Total Quality: Introduction; Approaches to Total Quality; Total Quality Tools and Statistical Thinking

Total Quality and Organization Theory: Quality in Customer-Supplier Relationships; Designing Organizations for Quality; Total Quality and Organizational Change

Total Quality and Organizational Behavior: Quality Teamwork; Empowerment and Motivation; Quality Leadership

Total Quality and Strategic Management: Total Quality and Competitive Advantage; Strategic Planning and Total Quality Implementation

(Old Code: MIT08/M08/ITM04/ITM24/C1)

(New Code: GM03) (DGM03 - Ph.D) QUANTITATIVE TECHNIQUES FOR MANAGERS

PART A

Set Theory: Set Theory- Functions and Applications

Defining Statistics, Statistics Data and Summary Measures, Basics of Statistics: Frequency distribution and Graphical presentation of data, Measure of central tendency, measure of dispersion, Standard Deviation and Computation, skew ness, moments and kurtosis

The Basics of Probability: Bayesian Theorem, Probability and Probability Distribution, uniform , Binomial and Poisson Distribution

Sampling and statistical Testing, Sampling Methods and Central Limit Theorem; Testing Hypothesis: chi-square and its applications

Forecasting and Time Series Analysis, Forecasting: Components of Time series, smoothing methods, Trend Projection, Regression and correlation

PART B

Management and Decision Making: Management and Decision-Making: Overview of Operations Research Modeling Approach, Development of Operation Research

Linear Programming and Specially Structures Linear Programming: Formulation and Graphical Solution, Simplex Method, Linear Programming Applications: Marketing Applications, Production Management applications, Blending Problem, Manpower Planning, Financial applications, Duality in LP, Sensitivity Analysis, Transportation, Transshipment and Assignment Problem

Sequencing and Queuing Theory: The Problem, General Structure of Queuing Theory, Operating Characteristics of queuing Theory, Models.

Decision Theory: Posterior Analysis, Decision Tree, Utility Theory: Utility as basis for Decision making

Basic Concepts: Markov Chain, Simulation and Theory of games

(Old Code: M95/C3)

(New Code: GM07) (DGM07 - Ph.D) RESEARCH METHODOLOGY

Overview of Marketing Research: Introduction of Market Research; Defining the Market Research Problem

Research Design and Formulation: Research Design; Exploratory Research Design; Secondary Data; Exploratory Research Design: Qualitative Research; Descriptive Research Design: Survey; Descriptive Research Design: Observation

Measurement and Data Collection: Measurement and Scaling: Fundamentals and Comparative Scaling; Measurement and Scaling: Non-comparative Scaling Techniques; Questionnaire and Form Design; Sample Design and Procedures

Data Analysis and Reporting: Frequency Distribution, Cross-Tabulation, and Hypothesis Testing; Analysis of Variance and Covariance; Correlation and Regression; Report Preparation and Presentation

(Code: MM02) SALES AND DISTRIBUTION MANAGEMENT

PART-I: SALES MANAGEMENT

Personal Selling & Marketing Strategies: Introduction to Sales Management; Personal Selling and Salesmanship; Personal Selling Objectives; The Selling Process.

Sales Planning: Sales Organization; Sales Forecasting; Sales Budgeting; Territory Designing; Managing Sales Quota; Sales Control and Cost Analysis.

Managing the Sales Force: Recruitment and Selection; Motivation and Compensation of Sales Force; Evaluation & Controlling Sales Force.

(Code: DRM01) SAMPLING METHODS & TECHNIQUES

Defining Statistics: Definition; Division of Statistics; Scope; Measures of Central Tendency (Arithmetic Mean, Median and Mode); Measures of Dispersion (Range, Quartile Deviation, Variance, Standard Deviation); Skewness and Kurtosis

Regression and Correlation: Linear Regression; Regression and Causality; Regression and Extrapolation; $S_{Y \cdot X}$ as a Measure of Correlation; Correlation Reconsidered; Correlation of Ranks r_s ; Statistical Inferences and Regression and Correlation; Multiple Correlation

A Brief of Sampling: Concepts; Sampling & Non-Sampling Errors; Sampling Methods (Simple Random Sampling, Stratified Random, Cluster Sampling, Systematic Random Sampling)

Sampling Distribution – I: Theoretical Basis of Sampling Distribution; Sampling Distribution of \bar{X} (Sampling with Replacement, Sampling without Replacement); Sampling Distribution of Differences; Sampling Distribution of \bar{P} (Sampling with Replacement, Sampling without Replacement);

Sampling Distribution – II: Limitation of Large Sampling; Degree of Freedom; Expected Value of Sample Variance; Pooled Variance; Chi-square Distribution; F-Distribution; Student's t-Distribution

PART-II: DISTRIBUTION MANAGEMENT

Distribution Management: Distribution in Marketing Mix; Role of Intermediaries in Distribution Channels; Vertical and Horizontal Marketing Systems.

Retailing and Wholesales: Importance, Role and Type of Retailer; Retail Management Strategies; Importance, Role and Classification of Wholesaler; Managing Channel Members.

Supply Chain & Logistics Management: Objectives; Order Processing; Warehousing; Inventory; Transportation; Managing Physical Distribution; EDI and Supply Chain Internet as a Medium for Order Processing and Information.

(Old Code: FM44)

(New Code: FM03) (DFM03 - Ph.D) SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

An Overview: Nature and scope of Investment Decisions; Components of Investment Risk; Evaluation of Securities

Security Market: Functioning and Organization; Regulation

Analysis for Equity Investment: Economy and Industry Analysis; Company Level Analysis; Technical Analysis; Efficient Market Hypothesis

Portfolio Theory: Portfolio Analysis; Portfolio Selection; Capital Market Theory; Portfolio Revision

Institutional and Managed Portfolios: Performance Evaluation of Managed Portfolios; Investment Companies; Mutual Funds

(Old Code: MIT12/ITM15)

(New Code: IS06) SOFTWARE ENGINEERING

Introduction to Software Engineering: Software Engineering & its Background; Software Life Cycle; Software Engineering & Its Relationship with other Disciplines; Software and Its Qualities

Software Engineering Principles & Design: Principles of Software Engineering; Objectives of Software Design; Techniques of Software Design

Software Design: Software Specifications; Software Verification; Analysis, Execution and Debugging Techniques; Software Production Process Models

Management of Software Engineering & Its Tools: Management Function & Project Planning; Project Management Tools; Classification of Software Engineering Tools; Role of Programming Language in the Environment; Case Studies

(Code: ITM401) SOFTWARE PROJECT MANAGEMENT

Overview of Software Project Management: Improving Software Economics; Life-Cycle Phases.

Software Architecture: Model-based architecture; Process Workflows; Process Checkpoints.

Software Project Planning and management: Iterative Process Planning; Project Organization and Responsibilities; Process Automation; Project Control and Process Instrumentation; Tailoring the Process.

Advanced Topics: Modern Project Profiles; Next Generation Software Economics.
Case Studies in Software Project Management

(Code: ITM315) SOFTWARE QUALITY MANAGEMENT

Elements of a complete Software Quality System

Standards

Reviews

Testing

Defect Analysis

Configuration Management

Associate Quality Concerns

Risk Management

(New Code: FM10) STRATEGIC COST MANAGEMENT

Conceptual Orientation to Strategic Cost Management: An Introduction to Strategic Cost Management; Three Key Themes in Strategic Cost Management; Demonstrating Strategic vs. Conventional Analysis: a Peek at the SCM theme

Value Chain Analysis: The value chain concept: The first key to Effective Cost Management; Cost analysis Considerations and Managerial Applications of Value chains: An Extended Field Study.

Strategic Positioning: Differentiated controls for Differentiated Strategies: Explicit Attention to Strategic Positioning: The Second key to Strategic Cost Management; Profit Variance analysis: a Strategic Perspective on a Common Cost Management Tool; Target Costing, Theory Of Constraints, Life Cycle Costing; Use target costing to facilitate strategic management, Application of the theory of constraints to strategic management, Life cycle costing to facilitate strategic management. Focus on the time dimension of cost management; Nonfinancial Performance Measures: Another key to Strategically Adapted Cost Management

Cost-Drivers Analysis: Activity Based Costing Quality, Technology – as Cost Drivers: What drives cost? Third key to Strategic Cost Management; Product Line Complexity as a Cost Driver – Activity Based Costing: Theory, Practice and Limitations; Measuring And Analyzing Cost for One Important Executional Cost Drivers – Quality: The SCM Perspective; Strategic Analysis For One Important Structural Cost Driver – Technology Choices

(New Code: GM14) (DGM14 - Ph.D) STRATEGIC MANAGEMENT AND ETHICS

Introduction to Strategic Management: Understanding Strategy; Defining and Explaining Strategy; Levels at which Strategy Operates; Strategic Decision-making; The Process of Strategic Management; Strategies and their Role in Strategic Management

Strategic Intent: Hierarchy of Strategic Intent; Vision; Mission; Business Definition; Goals and Objectives

Business Strategy Formulation: Business Level Strategy; The Concept of Competitive Advantage; SWOT Analysis; Key Success Factors; The Value Chain

External Analysis: Industry Structure; Pest Analysis; Defining the Scope of the Industry; Dynamics of Competition

Corporate Strategy Formulation: Typology of Corporate Strategy; Single-business Firms; Diversification; Portfolio Techniques for Corporate Strategic Planning; Mergers and Acquisitions; Joint Ventures, Strategic Alliances and Inter-Organizational Relations; Value through Corporate Strategy

International Strategies: Opportunities and Challenges from Globalizations; Impact of National Conditions on Competitive Advantage; Strategies in Geographical Expansion

Strategic Organizational Design: Organizational Structure and Design; Organizational Structure and Its Competitors; Basic Organizational Configurations; Relationship between Strategy and Structure

Learning and Knowledge Organization Strategy: Dynamic Capabilities; Organizational Learning; A Model for Knowledge Organizations

Family and Micro Business Strategy: Family Business as a System; Strategic Concerns of the Family Business; Corporate Strategy in Family Business; Strategic Decision-Maker in a Micro Business; Global Linkages of Micro Business; Local Linkages for Micro Business

Internetworking and E-learning Strategy: Value Proposition of the Internet working Strategy; Types of Internetworking Business Models; Level and Form of Internetworking Models

Strategic Leadership: Significance of Strategic Leadership; Models of Strategic Leadership

Corporate Governance and Business Ethics: Corporate Governance Mechanisms; Corporate Governance in India; Corporate Governance: Shareholder Versus Stakeholder Theory; Corporate Social Responsibility
Strategic Planning and Change Management: Triggers for change; Strategic Planning; Types of Changes in Organizations; Managing Strategic Change; Internal Changes as Firms Privatize

Strategic Control: Context for Strategic Control; Criteria for Strategic Control; Mechanisms for Strategic Control

Strategic Decision-Making: Planning Process; Programming System; Performing Modalities; Profitability Factor; Development Growth

(Code: PH06) STRATEGIC MANAGEMENT AND INTERNATIONAL PHARMACEUTICAL MARKETING

Introduction to Global Pharmaceutical Marketing: The Scope and Challenges of Global Pharma Marketing; Introduction to Global Marketing; Dynamic Environment of International Pharma Trade

International/Multinational Pharma Environment: Cultural Dynamics; The Political & Legal Environment; Multinational Corporation and Multinational Market Groups

Pharmaceutical Scenario-Indian Perspective – Developing a Global Vision through Market Research: Scope of International Pharmaceutical Marketing Research; The Research Process; Estimating Demand for Pharmaceutical Products

Identifying Foreign Market: Existing Market for Indian Pharmaceuticals

Pharmaceutical International Marketing: Policies & Practices – Export-Import Policies: India's EXIM Policy; Import Prohibition & Restriction; WTO and its Impact on India's Pharma Export Promotion Measures

Intellectual Property Right and its Implication on the Indian Pharma Industry: Concept of Intellectual Property Right & Changing Perception; Patent Law; Patented Vs. Generic

Product Market

International Pharmaceutical Marketing Mix –International Product Development: Discovery, Stability Testing & Clinical Trials of Medicine

Global Market Strategies: Emergence of Global Markets, Identifying Target Markets, Emerging Markets, The Triad Market, EU Market, Entry strategies

Strategy for Global Marketing Programmes: Localized strategy, standardized strategy

Marketing in Global Business Strategy: Configuration of Marketing activities; International Marketing coordination

Developing Global Marketing Strategy

Product Strategy: Dimensions of Pharma Product Strategy; Generic Strategy; Anti-Generic Strategy; Diversification Strategy; Value Market Strategy

Pricing Strategy: Pricing of New Product; Pricing for Established Product; Pricing Strategy to Built Market Share; Bundling Pricing Strategy

Distribution Strategy: Multiple Channel Strategy

Promotional Strategy: Global Advertising Strategy; Personal Selling Strategy; Brand Name; Global Trade Marks

Emerging Trends in Pharmaceutical Marketing – Expanding Healthcare Market: Nutraceuticals; Lifestyle Medicines; Alternative Medicines

(Old Code: ITM36/IM04/OM59)

(New Code: OM05) (DOM05 - Ph.D) SUPPLY CHAIN MANAGEMENT

Overview of Logistics: Introduction; Nature and Concepts; Evolution of the Logistics Concept; Logistical Mission and Strategic Issues; Logistics in India; Growing Importance of Logistics Management; Logistical Competitive Advantage; Strategic Logistics Planning Process; Operational Objectives; Components of Logistics Management; Functions of Logistics Management; Integrated Logistics System.

Supply Chain Management: Nature and Concept; Value Chain; Functions and Contributions; Supply Chain Effectiveness and Indian Infrastructure; Framework for Supply Chain Solution; Outsourcing and 3PLs; Fourth-party Logistics (4PLs); Bullwhip Effect and Supply Chain; Supply Chain Relationships

Demand Management and Customer Service: Outbound-to-Customer Logistics Systems; Demand Management; Traditional Forecasting; Collaborative Planning, Forecasting, and Replenishment; Order Fulfillment and Order Management; Customer Service; Expected Cost of Stockouts; Channels of Distribution.

Procurement and Supply Management: Introduction; Inbound Logistics along the Supply Chain; Materials Management; Procurement - Importance of Item and Service; Electronic Procurement; Types of E-commerce Models.

Inventory Control and Management: The Importance of Inventory; Inventory Costs; Classifying Inventory; Fundamental Approaches to Managing Inventory; Fixed Order Quantity Approach (Condition of Certainty); Fixed Order Quantity Approach (Condition of Uncertainty); Fixed Order Interval Approach.

Warehousing Decisions: The Nature and Importance of Warehousing; The Role of the Warehouse in the Logistics System; A Basic Conceptual Rationale; Basic Warehousing Decisions; Warehouse Layout and Design; Layout and Design Principles; Layout and Design Objectives; Materials Handling; Objectives of Materials Handling; Guidelines and Principles;

Packaging; The Role of Packaging; Packaging Materials; Bar Coding.

The Transportation System and Management: The Role of Transportation Selection Decision; The Basic Modes of Transportation; Legal Classifications of Carriers; Intermodal Transportation; Indirect and Special Carriers; Documentation – Domestic; Documentation – International; Bases for Rates.

Logistics and Supply Chain Information Systems: Introduction; Contemporary Issues in information Systems; Architecture and Objectives of Information Systems; Major Drivers of the Connected Economy; Logistics Information System.

Supply Chain Performance Measurement: Introduction; Dimensions of Performance; Metrics; Overview of Performance; Evolution of Metrics Utilization; Performance Categories; Supply Chain Metrics; SCOR Model.

Network Design and Facility Location: The Need for Long-range Planning; The Strategic Importance of Logistics Network Design; Logistics Network Design.

(Code: ITM 204) SYSTEM ANALYSIS AND DESIGN

The Context of System Analysis & Design: The Context of System analysis and Design methods: Information system Building Blocks and Development; Information Systems Management; Project Management.

System Analysis Methods: System Analysis; Fact-finding Techniques for requirements Discovery; Modeling System Requirements with Use cases; Data modeling and Analysis; Process modeling; Feasibility Analysis and the System Proposal; Object-Oriented Analysis and Modeling using the UML; Systems Design

Systems Design Methods: Application Architecture and Modeling; Database design; output design and Prototyping; Input Design and Prototyping; User Interface Design; Object-Oriented Design and Modeling Using UML.

Beyond Systems Analysis and Design: System Construction and Implementation; Systems Operations and Support.

(Old Code: MIT05)

(New Code: IS02) SYSTEM ANALYSIS AND DESIGN

System Analysis and Design: Introduction; Information System Building Blocks; Information Systems Development; Project Management

System Analysis Methods: System Analysis; Requirements Discovery; Data Modeling and Analysis; Process Modeling; Feasibility Analysis and the System Proposal

System Design Methods: System Design; Application Architecture and Modeling; Database Design; Output Design and Prototyping; Input Design and Prototyping; User Interface Design

Beyond Systems Analysis and Design: Systems Construction and Implementation; Systems Operations and Support

Advanced Analysis and Design Methods: Object Oriented Design and Modeling; Object Oriented Modeling

(Old Code: MIT33)

(DIS11 - Ph.D) SYSTEMS MANAGEMENT

Historical Perspective: Definitions and Key Concepts; Evolution of Systems Management; Staffing

Building Blocks I: Availability; Performance and Tuning; Change and Problem Management; Storage, Network and Configuration Management

Building Blocks II: Capacity Planning; Security; Disaster Recovery; Facilities Management
Technology: Process Robustness; Technology Applications for Client / Server and Web enabled Environments

(Old Code: OM55)

(New Code: OM02) (DOM02 - Ph.D) TECHNOLOGY MANAGEMENT

Understanding Technology: Defining Technology; Technology; An Evolution Process; Economic Analysis of Technology; Social Content of Technology; Knowledge base of Modern Technology

The Context of Management Technology: The new Techno Economic Paradigm; Management in Triad; MOT Issues in Developing Economics; Current Industry Practices in India; Long Business Cycles and Leading Sectors of Technology

Technology Selection: Technology Scanning; Searching for Window of Opportunity; Matching Internal/ External Competencies; Evaluating Risk vs Potential for Success; Product, Process, and Market Positioning; Short-term vs Long-term Considerations.

Technology Assessment: Origin and Evolution of Technology Assessment (TA); Recent Trends and Directions in TA; Methodologies of Technology Assessment; Problem Issues in TA; Organization and Management of TA; Key Issues of TA in Developing Countries.

Technology Transfer: Modes of Transfer; International – UN Systems; TNCs; Transfer from Advanced/ Industrialized Economy; Inter-firm Transfers; Development of Prototype and Full Scale Product/Processes;

Direct and Indirect Costs; Legal Costs; People Based vs Hardware/Software Transfers; Technology Transfer- Communication Model.

Managing Patents and Intellectual Property: What is Patent and Intellectual Property Rights; Rationale and Evaluation of Patent System; Patent System in India; How to Secure Patents; Strategic Uses of Patents.

(Old Code: HR24)

(New Code: HR04 / ITM352) (DHR04 - Ph.D) TRAINING AND DEVELOPMENT

Context of Organizational Training: Need and Attitude towards Training; Overview of Training in Organizations; Strategic Planning, Training and OD.

Process of Organizational Training: Learning, Motivation and Performance; Managing the Training Process-I; Managing the Training Process-II.

Pre-training Requirements: Needs Analysis; Training Design-I; Training Design-II; Training Methods-I; Training Methods-II.

Training and Thereafter: Development and Implementation of Training; Evaluation of Training; Key Areas of Organizational Training; Management Development.

(Code: ITM104) WEB APPLICATION DEVELOPMENT

Introduction to PHP: PHP scripts; Datatypes; Control Structures; Functions; Objects; Arrays; Character sets, and Web Forms.

Databases: Features of MySQL; the practicalities of using PHP with MySQL.

Web Application Design Issues : N-tier architectures; User interface design; Session and User management; Security (including specific coverage of SQL injection attacks).

Advanced topics: regular expressions; XML handling, web services, cookies and session management.

Applications: a blogging engine; an appointment manager; and a shopping cart application.

(Code: DHR11) WAGE & SALARY ADMINISTRATION

Components of Remuneration: Wages and Salary; Incentives; Fringe Benefits; Theories of Wages; Issues in Wage Determination; Components of Wage Payment; Theories of Remuneration – Reinforcement and Expectancy Theory; Equity Theory; Agency Theory; Importance of Ideal Remuneration Theory; Factors Influencing Employee Remuneration – Challenges Affecting Remuneration

Legal Framework of Wage & Salary Administration: Wage Concept and Definition of Wages Under Various Labour Legislation; The Minimum Wages Act 1948; The Payment of Wages Act 1936; The Payment of Bonus Act 1955; The Payment of Gratuity Act 1972; The Equal Remuneration Act 1976; The Workmen's Compensation Act 1923; The Employees Provident Fund and Miscellaneous Provision Act 1952; National Wage Policy

Compensation – Concept and Context: Role of Compensation and Rewards in Organization; Economic and Behavioural Issues in Compensation; Components Framework of Compensation Policy; Pay Packet Composition; Job Evaluation System

Reward System Incentive and Pay Restructuring: Design of Performance Linked Reward System; Incentives for Blue and White Collar Workers; Bonus Profit Sharing and Stock Options; Allowances and Benefits; Downsizing and Voluntary Retirement Scheme

Emerging Issues and Trends: Tax Planning; Overview of Future Trends in Compensation Management

Note: Syllabus for the remaining subjects in PGDITM (Course Code - 05) shall be provided separately.

MARKETING INFORMATION SYSTEMS ITM203

Understand the Nature, Role and Strategic value of Marketing Information
Information Requirement for Marketing Management
Concept of Marketing Information System Internal
Documentary System of the Firm Formal Marketing
Research System Market Intelligence System
Marketing Analytical System
Applications of Marketing Information System
International Marketing Information System
Marketing Information Systems and Decision Support Systems

ITM204 - System Analysis and Design

The Context of System Analysis & Design : The Context of System analysis and Design methods: Information system Building Blocks and Development; Information Systems Management; Project Management.

System Analysis Methods: System Analysis; Fact-finding Techniques for requirements Discovery; Modeling System Requirements with Use cases; Data modeling and Analysis; Process modeling; Feasibility Analysis and the System Proposal; Object-Oriented Analysis and Modeling using the UML; Systems Design

Systems Design Methods: Application Architecture and Modeling; Database design; output design and Prototyping; Input Design and Prototyping; User Interface Design; Object-Oriented Design and Modeling Using UML.

Beyond Systems Analysis and Design: System Construction and Implementation; Systems Operations and Support.

IT Applications in Retail Banking – ITM321

Objective:

To provide an opportunity to know the application of information technology and mechanization in Banking Industry in India.

UNIT I: Introduction : Computers and Commercial world Principles of Computer science with reference to banking operations different approaches to mechanizations Security information systems Audit of computerized banking systems.

UNIT II: Banking reconciliation : approaches to bank computerization computer in banks and Indian experiment Process for with drawing cash Teller machines at Bank counters ATMS in India. Electronic Commerce the emerging trends Internet as a Network Infrastructure Business of internet commercialization electronic Commerce and WWW consumer Oriented Electronic commerce Electronic Payment Systems Advertising and Marketing on the Internet Software agents.

UNIT III Home Banking Telephone banking Computerized corporate banking Electric funds transfer importance of cheques clearing magnetic ink character; Reconciliation (MICR) Optical character Recognition (OCR) Optional Mark Recognition (OMR) Computer output to Microphone (COM) Facsimile transformation.

UNIT IV: Inter branch reconciliation Uses in foreign exchanges, documentation handling systems Cheque sorting and balancing systems (MICR and OCK, etc.) Document storage and retrieval systems (Micro films, etc.) Documentation transmission systems (Fax etc.)

UNIT V: Cash management systems in banks Investment management systems and for Statistical analysis transmission Magnetic Stripe.

Recommended Books :

- 1. Sony and Agarwal : Computers and Banking.;**
- 2. Indian Institute of Bankers study material on introduction to computers in Banking industry:**
- 3. Ravi Kalakota & Andrew B whinston : frontiers of Electronic Commerce Addison Wesley Publications.**

IT Applications in non-banking Financial Services –ITM322

- Chapter 1 Merchant Banking
- Chapter 2 Regulatory Framework on Merchant Banking
- Chapter 3 Capital Structure Decisions
- Chapter 4 Public Issue Management
- Chapter 5 Marketing New Issues
- Chapter 6 Post-Issue Activities
- Chapter 7 Prospectus
- Chapter 8 Underwriting of Securities
- Chapter 9 Capital Market Instruments
- Chapter 10 Stock Exchange – Conceptual Framework
- Chapter 11 National Stock Exchange of India Limited (NSE)
- Chapter 12 Over-the-Counter Exchange of India (OTCEI)
- Chapter 13 M&A Advisory Services
- Chapter 14 Portfolio Management Services
- Chapter 18 Leasing – An Overview
- Chapter 19 Hire Purchase Finance

Reference:

Merchant Banking and Financial Services – Dr.S.Gurusamy

Project Finance ITM323

Overview – Capital Investments : Importance and Difficulties, Types of Capital Investments, Phases of Capital Budgeting, Levels of Decision Making, Facets of Project Analysis, Key Issues in Major Investment Decisions, Objective of Capital Budgeting, Common Weakness in Capital Budgeting

Financial Estimates and Projections – Cost of Project, Means of Finance, Estimates of Sales and Production, Cost of Production, Working Capital Requirement and its Financing, Profitability Projections (or Estimates of Working Results), Projected Cash Flow Statement, Projected Balance Sheet, Multi-year Projections, Financial Modeling Using Spreadsheet.

The Time Value of Money – Time Lines and Notation, Future Value of a Single Amount, Present Value of a Single Amount, Future Value of an Annuity, Present Value of An Annuity, Intra-year Compounding and Discounting

Investment Criteria – Net Present Value, Benefit Cost Ratio (or Profitability Index), Internal Rate of Return, Urgency, Payback Period, Accounting Rate of Return, Assessment of Various Methods, Investment Evaluation in Practice.

Project Cash Flows – Elements of the Cash Flow Stream, Basic Principles of Cash Flow Estimation, Cash Flow Illustrations, Cash Flows for a Replacement Project, Viewing a Project from Other Perspectives, How Financial Institutions and the Planning Commission Define Cash Flows, Biases in Cash Flow Estimation.

The Cost of Capital – Some Preliminaries, Cost of Debt and Preference, Cost of Equity: The CAPM Approach, Cost of Equity: Other Approaches, Determining the Proportions, Weighted Average Cost of Capital (WACC), Weighted Marginal Cost of Capital, Determining the Optimal Capital Budget, Floatation Cost and the Cost of Capital, Factors Affecting the Weighted Average Cost of Capital, Misconceptions Surrounding Cost of Capital, How Financial Institutions Calculate Cost of Capital.

Project Risk Analysis- Sources Measures, and Perspectives on Risk, Sensitivity Analysis, Scenario Analysis, Break-even Analysis, Hillier Model, Simulation Analysis, Decision Tree Analysis, Managing Risk, Project

Selection Under Risk, Risk Analysis in Practice, How Financial Institutions Analysis Risk.

Project Rate of Return – Pros and Cons of Multiple Costs of Capital, Divisional WACC and Project-specific WACC, Hurdle Rate and Cost of Capital, Portfolio Theory and Capital Budgeting.

Financing of Projects – Capital Structure, Menu of Financing, Internal Accruals, Equity Capital, Preference Capital, Debentures (or Bonds), Methods of Offering, Term Loans, Working Capital Advances, Miscellaneous Sources, Raising Venture Capital, Raising Capital in International Markets, Project Financing Structures, Financial Closure, Financial Institutions: What Information they Want and How they Appraise, Credit Risk Rating.

Financing Infrastructure Projects – Typical Project Configuration, Key Project Parties, Project Contracts, Financial Structure and Corporate Governance, Financing a Power Project, Financing Telecommunication Projects, Managing Risks in Private Infrastructure Projects, Public Private Partnership, Recommendations of the Committee on Infrastructure Financing.

Venture Capital and Private Equity – VC Investors, What is a VC Investment, What Makes a VC Investment Different, The VC Investment Appraisal Process and Management, VC and PE – A Comparison, The Indian VC and PE Industry, Regulation of VC Industry in India, Current Concerns of the India VC and PE Industry, How to Approach a VC Fund.

DEVELOPING FINANCIAL PORTALS –ITM324

Unit -I

The Need For Structure in Portal Interface Design, Visualization tools for Portal Organization, Emerging Trends and Technologies, Using a 3 Tier Architecture – The Presentation Layer, The Application server layer, The Enterprise information service layers.

Unit -II

The Need For Financial Impact Analysis, Tools for Analyzing Capital Expenditures – Present Value, Net Present Value, Payback Period, Return on investment, Internal rate of return. Calculating a Portal ROI and related measures,

Unit -III

Characteristics of Effective E-Commerce Portals – Customer Trust, Ease of use, Personalization for Commerce, Rapid Transaction Execution, Multichannel Integration, Customer Retention.

Case Studies

Reference Book

Proven portals By Dan Sullivan

ITM325 -Financial Engineering

Intoduction to Risk Management: The meaning of risk, how risk is managed, sources of risk limitations of Risk Management

Corporate Risk Management: Approaches to Risk Management, Risk Management Process, Risk Management Tools – hedging, forward, future, options, swap

Introduction to Derivatives: The classification of derivatives, features, participants

Future – definition, mechanism of future market, difference between future and forward, motives behind using future Option – meaning, factors influencing option price, types of option

Financial SWAPS – meaning, limitations of SWAP market, types of SWAP

Issues in Risk Management: Regulatory Framework, Basel Committee, Legal Issues, Accounting Issues, Tax Issues, IT & System , Integrated Risk Management

FUNDAMENTALS OF RETAILING

ITM331

The World of Retailing - Introduction to Retailing: Definition and scope of retailing; Evolution of retailing; Organized retail in Abroad and India; Theories of retail development; Emergence and transformation; Contribution of retailing to Indian Economy; FDI in retail sector

Opportunity Analysis: Retailing Environment; Economic Environment; Socio-demographic change; Technological Environment; Changing Expenditure and shopping pattern; Legal & Ethical issues; Management opportunities; Entrepreneurial opportunities.

Retail Format and Location - Formats of Retailing: Retail formats, Super markets, Hyper Markets, Departmental stores, Convenience store; Retail categories: Food; Banking; Health Services; Retail Institutions categorized by ownership: Independent, franchising, leased, vertical marketing system; Nonstore Retailing: Direct Marketing, Vending Machines; E-Retailing.

Site selection: Developing location strategy; Evaluating trading area; Researching the proposed trading area; Defining the catchment area; Estimating demand in new location.

The Customer and Retail Business - Shopping behavior and Orientation: Consumer needs and desires; Customer Observations; Motive for shopping; Store choice; Shopping attitudes; Factors influencing the retail shopper; Customer decision-making: Indian reality.

Shopper Segmentation: Identifying best customers; converting good customers in to best customers; Dealing with unprofitable customers.

Servicing the Retail Customer: Concept of customer service; Perceived service; Measuring the gap in services; Knowing what customer wants - delivering gap; Enhancing loyalty; CRM in retail.

Strategic Planning for Retailing - Retail Strategies: Positioning a retail outlet; Developing a retail brand strategy; Co-branding and luxury brands; Creating a marketing vision; Retail audit; Legal and ethical issues

Study Material :

1. Self Instructional Material: Study Guide RM01
2. Book: Retail Management A Strategic Approach by Barry Berman & Joel R Evans. PHI Publications

IT APPLICATIONS FOR MERCHANDISE ITM332

Developing Merchandise Plans: The Decision-Maker in Retail Product Management; Centralized Retail Buying Organization; Decentralized Buying, Buying Organization; Managerial Roles; The Retail Buying Process.

Designing Merchandize Plans: Forecasts; Innovativeness; Assortments; Brands; Timing; Allocation.

Category Management: Efficient Consumer Response (ECR); Category Management Process.

Selecting Products: Identification of Product Need; New Product Development; Tracking Product / Market Trends; Private Brands.

Evaluating Merchandize: Negotiating the Purchase; Receiving and Stocking Merchandize; Reordering Merchandize.

Logistics: Performance Goals; Supply Chain Management; Order Processing and Fulfillment; Transportation and Warehousing.

Inventory Management: Sales-based Inventory; The Merchandize Budget Plan; The Assortment Plan (Model Stock List); Inventory Levels; Merchandize Security; Reverse Logistics; Inventory Analysis.

Merchandize Management: Financial Dimensions - Inventory Valuation: The Cost Method; The Retail Method.

Computer Aided Designing: Introduction to computer Aided Design. Fundamentals of CAD design process, application, creating the manufacturing database.

SAP Implementation: Introduction to SAP, activity tables, performance cost ownership analysis, using SAP solution for stock vendor.

Study Material:

1. Self Instructional Material: Study Guide RM04
2. Book: Retail Product Management Buying and Merchandising by Rosemary Varley

IT APPLICATION FOR RETAIL SUPPLY CHAIN MANAGEMENT ITM333

An Introduction to Supply Chain Management: The Evolution of the Supply Chain; Participants in the Supply Chain; Aligning the Supply Chain with Business Strategy.

The Retail Distribution Channel: Participants in the Distribution Channel; Types of Channels; Channel Relationships.

Supply Chain Operations – Planning: Five Links in the Chain; Demand Forecasting; Inventory Management.

Supply Chain Operations – Sourcing Materials and Making Products: Procurement; Credit and Collections; Production Scheduling; Facility Management.

Supply Chain Operations – Deliveries and Returns: Order Management; Delivery Scheduling; The Reality of Returns; Outsourcing Supply Chain Operations.

Technology and Supply Chain Coordination: The “Bullwhip Effect”; Coordinating the Supply Chain; Collaborative Planning, Forecasting, and Replenishment; Starting Supply Chain Collaboration; Information Systems; Inventory Management Systems; Assessing Technology and System Needs.

Role of IT in Retail: Application of software in Retail Management; UPC, EDI, Data Management; RFID; RFID frequencies; RFID tags; RFID labels, RFID implementation; smart shelves.

Study Material:

1. Self Instructional Material: Study Guide RM06
2. Book: Information Technology for Retail by Girdhar Joshi , Oxford Publication

e – RETAILING (L)
ITM336

Introduction to e-retailing: Definition of e-commerce, ICT, E-marketing.

e-Retailing: The Application Domain: e-retailing practice; online merchandising ; online store management; online brand management.

e-retailing – The Current Trends: e-retailing status in India. Current trends and practices –use of portal/search engines; e-commerce, framework and issues; e-retailing international perspective.

E-commerce Procedure and Methods: Introduction to e-commerce; e-commerce Models; M-commerce; e-Payment Planning and Security; EDI; VAN; SOA; Smart Card; Mobile Technology Blue tooth.

Designing and Commercializing Web Portal: Website Designing; Meta Description Tag; Search Engines Optimization; Web Browsing Behaviour of Customer; Aesthetic Design of Web Store; Blogs and its Relevance.

Computer Network: Concept and Applications: Network Concept, NICS; Network Addressing and Protocols.

Study Material:

1. Book: e-Retailing Principles and Practice by D P Sharma; Himalaya Publishing House

Advanced Operations Research – ITM341

Chapter 1	Operations Research: An Introduction
Chapter 2	Linear Programming: Applications and Model Formulation
Chapter 3	Linear Programming: The Graphical Method
Chapter 4	Linear Programming: The Simplex Method
Chapter 5	Duality in Linear Programming
Chapter 6	Sensitivity Analysis in Linear Programming
Chapter 8	Goal Programming
Chapter 9	Transportation Problem
Chapter 10	Assignment Problem
Chapter 11	Decision Theory and Decision Trees
Chapter 12	Theory of Games
Chapter 16	Queuing Theory
Chapter 18	Markov Chains
Chapter 19	Simulation
Chapter 20	Dynamic Programming
Chapter 22	Sequencing Problem

Reference Books:

Operations Research – J K Sharma

IT Applications for Facility Planning –ITM342

Course Objectives

Develop an understanding of the importance of facility design on overall logistics systems.

Develop engineering skill in the design and analysis of complex facilities.

Provide team-based design experience through use of case studies and computer analysis.

Topics Covered

Introduction to Facilities Planning (2 hours)

Systematic Layout Planning, Relationship and Flow Analysis (4 hours)

Space Planning and Block Layout Formation (4 hours)

Layout Evaluation Techniques (2 hours)

Computerized Facilities Planning (2 hours)

Layout Analysis Using VisFactory Software (4 hours)

Midterm Exam (2 hours)

Overview of Material Handling Systems (2 hours)

Analysis of Material Handling Systems (2 hours)

Design of Warehousing and Distribution Centers (4 hours)

Order Picking (2 hours)

Single and Multi-Facility Location Analysis (2 hours)

Location of Facilities on a Network (4 hours)

Computer Usage

VisFactory, CRAFT, Microsoft Excel.

Text: Tompkins, White, Bozer and Tanchoco, *Facilities Planning*, 3rd Edition, Wiley

Introduction to BPR
Reengineering and the Organization of Tomorrow
Principles and Methods
of BPR Strategic
Aspects of BPR
Measurement Issues in
BPR Operational
Aspects of BPR
BPR and Total Quality Management
BPR and Information Systems
The Management of BPR

- Chapter 1 Introduction to Project Management
- Chapter 2 The Project Management and Information Technology Context
- Chapter 3 The Project Management Process Groups: A Case Study
- Chapter 4 Project Integration Management
- Chapter 5 Project Scope Management
- Chapter 6 Project Time Management
- Chapter 7 Project Cost Management
- Chapter 8 Project Quality Management
- Chapter 9 Project Human Resource Management
- Chapter 10 Project Communications Management
- Chapter 11 Project Risk Management
- Chapter 12 Project Procurement Management

Reference Book

Project Management in IT – Kathy Schewalbe

Contents

Understanding Services: The Role of Services in an Economy; the Nature of Services; Service Strategy

Designing the Service Enterprise: New Service Development; The Service Encounter; Service Quality; E-service; Service Facility Location; The Supporting Facility.

Managing Service Operations: Managing Supply and Demand; Managing Waiting Lines; Managing Service Supply Relationships; Managing Facilitating Goods; Managing Projects.

Towards World Class Service: Productivity and Quality Improvement; Growth and Globalization of Services.

Quantitative Models for Service Management: Forecasting Demand for Services; Queuing Models and Capacity Planning

Reference Book:

1. Service Management – Operations, Strategy and Information Technology
By James A.Fitzsimmons & Mona J Fitzsimmons; McGraw Hill

Overview of Logistics: Introduction; Nature and Concepts; Evolution of the Logistics Concept; Logistical Mission and Strategic Issues; Logistics in India; Growing Importance of Logistics management; Logistical Competitive Advantage; Strategic Logistics Planning Process; Operational Objectives; Components of Logistics Management; Functions of Logistics Management; Integrated Logistics System.

Supply Chain Management : Nature and Concept: Value Chain; Functions and Contributions; Supply Chain Effectiveness and Indian Infrastructure; Framework for Supply Chain Solution; Outsourcing and 3PLs; Fourth party Logistics(4PLs); Bullwhip Effect and Supply Chain; Supply Chain Relationships

Demand Management and Customer Service: Outbound-to-Customer Logistics Systems; Demand Management; Traditional Forecasting; Collaborative Planning, Forecasting, and Replenishment; Order Fulfillment and Order Management; Customer Service; Expected cost of Stock outs; Channels of Distribution

Procurement and Supply Management: Introduction; Inbound Logistics along the Supply Chain; Materials Management; Procurement –Importance of Item and Service; Electronic Procurement; Types of E-Commerce Models.

Inventory Control and Management: The Importance of Inventory; Inventory Costs; Classifying Inventory; Fundamental Approach to Managing Inventory; Fixed Order Quantity Approach (Condition of Uncertainty); Fixed Order Interval Approach.

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Supply Chain Performance Measurement: Introduction; Dimensions of Performance; Metrics; Overview of Performance; Evolution of metrics Utilization; Performance Categories; Supply Chain Metrics; SCOR Model.

Network Design and Facility Location: The Need for Long-range Planning; the Strategic Importance of Logistics Network Design; Logistics Network Design.