SYLLABUS

(2013-15)

Semester 1

- Principles and Practices of management
- Managerial Economics
- Managerial Accounting in Management
- Organizational Behaviour
- Marketing Management
- Quantitative Methods in Management
- Computer Applications in Management
- Managerial Oral Communication

Semester 2

- Information Technology for Management
- Advanced Financial Management
- Production & Operations Management
- Management Research Methodology
- Human Resource Management
- Business Environment
- Managerial Written Communication and Personality Development
- Contemporary issues and viva voce

Industrial Visit between 10th and 15th April during II Semester.

Summer Internship (Forty Five Days) After completion of II semester. (In the break between 2nd and 3rd Semester.)

Semester 3 (Student to Select Four Course Subject from Major and Two Course Subject from Minor Electives in This Semester)

- Strategic Management and Social Capital
- Business Laws
- Summer Training Project Report

ELECTIVES
Finance

- Security Analysis and Portfolio Management
- Indian Financial System
- Financial Decision Making
- International Financial Management

Marketing

- Sales and Distribution management
- Product Management and Brand Building
- Advertising Management
- International Marketing

Human Resource

- Organizational Development and Management of Change
- Sourcing, Training and Development
- Performance Management and Retention Strategies
- Strategic Human Resource Management

Information Systems

- Data Base Management System
- System Analysis and Design
- ERP
- Business Process Re-engineering

Production and Operation

- Materials Management
- Total Quality Management
- Operations Research
- Supply Chain Management

Semester 4 (Student to Select Two Course Subject from Major and One Course Subject from Minor Electives in This Semester)

- On the Job Training (2months internship)
- Managerial Ethics
- Project Management
**ELECTIVES**

**Finance**

- Working Capital Management
- Financial Derivatives
- Actuarial Sciences

**Marketing**

- Rural Marketing
- Retail Marketing
- Consumer Behavior and Market Research

**Human Resource**

- Industrial Relations and Labor Laws
- Knowledge Management
- Compensation Management

**Information Systems**

- Business Intelligence and Data Mining
- IT strategy and E-Business
- Information System Audit

**Production and Operation**

- Production Planning and Control
- Logistics Management
- Service Operations Management

**Team Assignments**

Students usually get a chance to work in teams wherein they learn to work and adapt with diverse workforce while working on specified assignments. Moreover, various managerial and negotiation skills get fostered in the students.

**Term Projects**
During the semester, students undertake project(s) in each course. Herein, the students are expected to research and analyze latest industry developments, incorporate theoretical concepts, understand and propose innovative solutions to the business challenges.

The On the Job Training is a distinctive feature of the MBA programme at JECRC University. After completing the course work in the first three semesters, the students are required to undertake the training programme in the last semester which is the part of the overall curriculum. Herein, all the students admitted get an opportunity to apply their classroom knowledge and skills to real life problems. Salient features of On the Job Training program are:

- 6 months of structured and evaluative internship. Graduates work on real time projects in domains of their area of interest.
- Enhancement of business acumen through inculcation of team working skills, decision making skills, interpersonal skills and leadership skills.
- Insight into industries that grooms students for corporate culture.
- The foundation level, advanced courses and electives in the first, second and third semester respectively makes the JECRC University MBA graduates enviable assets as managers.
- Handsome stipends along with other perks, which include travel, accommodation etc. Many graduates are offered Pre Placement Offers (PPOs) on completion.

In a nutshell, On the Job Training programme institutionalizes the essential link between educational and professional worlds, and prepares JECRC University MBA students to face and meet the challenges of the professional world before they graduate.

**Summer Internships**

After exhaustive learning in the first year, students undergo ninety days of summer internships. The time spent provides students an insight of the industry and grooms them for corporate culture. It also serves as an opportunity for them to streamline their area of interest and career objectives. Though, summer internships are not the compulsory part of the MBA curriculum but majority of the students take part and enhance their skills with necessary industry exposure.

**I SEMESTER**

**Principles and Practices of Management**

**Unit-I:**
Unit-II:
Fundamentals of Planning - Objectives, Strategies, Policies, Decision making, Strategic organizing design, line and staff authority and decentralization

Unit-III:
Direction-concept, Leadership- Meaning and Importance, transitions in leadership theories, trait theories, behavioral theories, contingency theories, leadership styles and skills, managerial culture and leadership. Coordination. Control- concept, nature and purpose, control technique, control of overall performance, span of control.

Managerial Economics
Unit-I:
Role of Economic Analysis in managerial decisions. Basic concepts; Objectives of Business Firms and profit policies. Theories of Profit; Demand analysis and Demand Management w.r.t. domestic and world markets. Determinants, estimation and managerial uses of elasticities of demand. Demand forecasting. Supply function and market equilibrium analysis.

Unit-II:
Cost concepts; cost function; Break-Even Analysis; Equilibrium Analysis of firm in an open economy. Pricing and output under different market situations. Recent advances in Pricing theory and practices. Production analysis and Input. Demand Functions. Project appraisal techniques. Social cost benefit analysis. Investment decisions under risk and uncertainty.

Unit-III:

Managerial Accounting in Management

Unit-I:

Unit-II:

Unit-III:

Unit-IV:
Budgetary control-meaning, need, objectives, essentials of budgeting, different types of budgets; Variance Analysis- Classification of variances, Material cost, Labour cost, Overhead cost variances. Causes and Disposition of variances. Cases and Problems

Organisational Behavior

Unit I:
The nature and functions of an organization; meaning and systematic study of O.B; contribution of behavioral sciences to O.B.; developing contingency model of O.B; OB in a global perspective; Challenges and opportunities in OB. Nature of human behavior; Personality; meaning; theories and determinants;

Unit II: Values, attitudes and job satisfaction; Perception – Meaning and definition, Perceptual process, perceptual errors. Motivation, early theories of motivation; contemporary theories of motivation; an integrative model of motivation; Motivational techniques for Indian managers.

Unit III:
Formation, classification, stages and group dynamics; Group decision making; teams and team work; transactional analysis; Conflict and stress management: meaning, process, functional and dysfunctional conflict, conflict handling, nature causes and consequences of stress. Management of change: concept, Lewin’s stages of change, forces of change, resistance to change, and managing planned change.

Marketing Management

Unit I:

Unit II:

Unit III:
Implementation and Control. The marketing organization- alternative organization structures; the concept of product management. Administration of the marketing programme: sales forecasting; marketing and sales budgeting; sales management; management of sales force. Evaluation of marketing performance; sales analysis; control of marketing effort; marketing audit.

**Quantitative Methods in Management**

Unit I
Role of quantitative methods and operations research for managerial decision making and support. Role of mathematical models in problem formulation and solving. Structure of decisions, statistical decision theory; decision making under uncertainty, risk, certainty. Decision Trees; method, Game theory applications.

Unit II
Simplex technique; transportation, assignment. Mathematical Programming models formulation and applications. Linear Programming- graphical problems.

Unit III
PERT and CPM. Queuing theory- M/M/1 and M/M/n model. Monte Carlo System Simulation concepts and applications. Case Study applications and use of OR software packages.

**Computer Applications in Management**

Unit I:

Unit II:
Disadvantages of DBMS. Hierarchical Model, Network Model, Relational Model. Normalization Process, Advance Technologies in Data Base Technology. Object-Oriented DB,

**Unit III:**
Distributed DB, Client Server Systems

**Managerial Oral Communication**

**Unit I:**

**Unit II:**
To develop Oral Communication and Handling a Group, Personal Interview, Paper Presentation, Speech, Group Discussion, Etiquette for Managers, Talk Shows, Movie Reviews, Article Reviews, Book Review

**II SEMESTER**

**Information Technology for Management**

**Unit I:**

**Unit II:**

**Unit III:**

**Advanced Financial Management**
Unit I:

Unit II:

Unit III:

Production and Operations Management
Unit I:

Unit II:

Unit III:
Concept of total Quality (TQ). International Quality Certification and other standards and their applicability in design manufacturing Humanistic and Marketing Aspects of TQ. Total Quality of services. Total Quality and safety. ERP and Business process engineering maintenance Management, project management.

Management Research Methodology
Unit I:

Unit II:
Sampling Decisions, Probability and Sampling. Introduction to probability theory; Measures of central tendency and dispersion. Testing hypotheses, Parametric one sample test and two sample tests, Level of Significance, Tables and Graphs, and using software for analysis Grouping and displaying data to convey meaning.

Unit III:
Non-Parametric methods - the sign test for paired data, the rank sums test. The mann-whitney U test, chi-square test and analysis of variance, Simple regression and correlation, the one sample Runs test, rank correlation. Attitude Measurement- Motivational Research, Focus Group; Scaling Techniques- Socio Metric and Rating Scale, Scalograms, Internal Consistency Scales. Report Writing Organization. Presentation, Bibliography and References.

Human Resources Management

Unit I:

Unit II:

Unit III:

Business Environment

Unit I:
Business Environment – Nature, Concept and Significance of Internal environment. Management of organisational resources for developing effective internal organizational environment, introducing organisational change when this equilibrium is found. External Environment-nature and significance - Economic, Socio- Cultural, Political and Technological factors influencing

Unit II:

Unit III:

Managerial Written Communication and Personality Development

Unit I:

Unit II:
What Makes A Winning Personality, Building Self – Esteem and Self – Confidence, Indicators of a Positive & negative Self – Image, Looking Great and Attractive, Eye Contact and body Language, Dressing and Make – up, Physical Fitness, Social Graces and Table, Manners in Conversations , Developing a Win – Win Attitude , Positive Strokes, The Magic of Affirmations, Becoming a Pro – Active and Responsible Adult, Ego States and Personality, Difference Between Reactive and Pro – active Response, Discipline in Problem Solving

Contemporary issues and viva voce

III SEMESTER

Strategic Management and Social Capital

Unit I:
Introduction: Business policy-evolution of the concept. Difference between business policy and strategic management. Corporate governance- concept, issues, models, evolution and

**Unit II:**
Competitive strategy and competitive advantage: Industry and competitive analysis, strategy and competitive advantage, Principles of Competitive Advantage-Identifying Value Activities, Competitive Scope and the Value Chain.

**Unit III:**
Social Capital-Social theory and social structure , Concept and characteristics ,concept of bonding-bridging & linking : Putnam’s theory ,A paradigm for social capital, Leveraging social capital in Business set-up & NGO's ,Social capital in the organisation, Social capital outside the organisation , Social capital, exchange and contribution, Social capital, intellectual capital and the organization advantage.

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**Business Law**

**Unit I:**

**Unit II:**

**Unit III:**
Negotiable Instruments act. Definition and characteristic of Negotiable instrument. Liabilities of Parties to Negotiable Instruments. Brief exposure to Company Law including incorporation of a
company - objects, registration, article of association, raising capital from public, company management and reconstruction, amalgamation and winding up.

**ELECTIVES**

**Finance**

*Security Analysis and Portfolio Management*

**Unit I:**

**Unit II:**

**Unit III:**

**Indian Financial System**

**Unit I:**

**Unit II:**
Unit III:
Mutual Funds, Insurance and others. Investment Policy and performance appraisal of Unit Trust of India, Insurance Industry, IRDA Insurance Regulator. New Developments such as financial instruments, Private foreign investments, case studies and problems.

Financial Decision Making

Unit I:

Unit II:

Unit III:
Strategic decisions regarding financial services—Valuation of exchange rate mechanism, strategic decisions regarding securitization factoring and forfeiting, value creation and value based financial strategy. Analysis of enterprise – concept of valuation EVA, MVA, enterprise value. Analysis of corporate financial models.

International Financial Management

Unit I:

Unit II:
Unit III:

Marketing

Sales and Distribution Management

Unit I:
The Sales Management - Introduction to sales management and sales organization, Sales function & policies, Personal selling - nature, scope & objectives, Formulating Personal selling strategy. Planning the Sales Effort - Sales planning and Budgeting, Estimating Market Potential and Sales forecasting, Setting the sales territory & quotas, Sales and cost Analysis.

Unit II:
Organizing and Directing the sales Force - Recurring and training sales personnel, Designing & compensating sales Personnel, Motivating and Leading the sales force, Evaluating sales force performance. Distribution Management - Managing marketing logistics & channels,

Unit III:

Product Management and Brand Building

Unit I:
The product in corporate life, Corporate and product objective, product management role, responsibility, scope and functions, product strategy and policy, optimum product pattern/line range.

Unit II:
Unit III:
Organization for Product Management, Marketing manager product manager-brand manager concept, approaches and organizational role, product manager- functions and tasks-tools and techniques. Brand extensions, acquisitions, Brand value, Consumer insight.

Advertising Management

Unit I:
Mass communication theory and practices, marketing and promotion mix interrelationship and interdependence advertising. Sales Promotion, Publicity and Public Relations- Scope, Objectives, activities and creative role. Advertising, objectives tasks and process, market segmentation and target audience- Message and copy development. Mass media, selection, planning, budgeting and scheduling. Integrated programme and budget planning. Implementing the programme, coordination and control.

Unit II:
Advertising Agencies in India, their services and terms, advertisement campaign development, Agency selection and appointment; Agency Organization and operation, Getting the best of the agency services. Analysis of effectiveness of advertisement and promotional campaign.

Unit III:
Why and when sales promotion support, Sales promotion activities; Consumer Oriented-Sales channel Oriented-Sales staff oriented, Planning, budgeting, implementing and controlling campaigns. Module III: Valuation and measurement of advertising and sales promotion effectiveness, Company organization for advertising: sales manager, Sales Promotion Manager, Market Development Manager- Role of Tasks, advertising ethics, economics and social relevance. The Public Relations Activities, Public relations and mass media.

International Marketing

Unit I:

Unit II:

Unit III:
Export credit system pre shipment and post-shipment, finance, medium and long term credit financing; ECGC; Transportation and shipment of cargo; Marine insurance of cargo; procedure for claiming rebate of excise duty. Import replenishment licensing procedures. Generalized scheme of preferences. Sourcing and Transfer pricing mechanism. WTO related issues and IPR related issues impacting global trade.

**Human resource**

Organizational Development and Management of Change

Unit I:

Unit II:

Unit III:

Sourcing, Training and Development:

Unit I:

**Unit II:**
Learning: Principles Of Learning, Theories of Learning, learning process; learning styles, Andragogy .Training – concept and rationale; training process of stakeholders in training programme; Organization and Management of training function; Training needs assessment - organization analysis, operational analysis, person analysis; competency mapping. Designing the training programme: process of learning in training programme- attributed and factors influencing; training climate and pedagogy; developing training modules;

**Unit III:**
Training aids. Training methods and techniques, Trainers. Budgeting Of Training, Evaluation of training-need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training; emerging trends in training and development; new perspectives on training –cross culture training, e-learning

**Performance Management and Retention Strategies**

**Unit I:**

**Unit II:**

**Unit III:**
Competency Analysis and Competency Mapping - Meaning of competency, Competency Analysis and Approaches to competency Analysis, Competency mapping; Need development and assessment of competency models, Competency and performance, Tools to identify the competencies of the employees

**Strategic Human Resource Management**

**Unit I:**
Understanding Strategic HRM: Traditional vs. strategic HR, Typology of HR activities, “best fit” approach vs. “best practice” approach, HR strategy and the role of national context, sectoral context, and organizational context on HR strategy and practices, investment perspective of human resources. Aligning HR systems with business strategy:

Unit II:
Sustained competitive advantage - how HR adds value to the firm - HR as scarce resource – non-substitutable resource, linking HRM practices to organizational outcomes – assessing and reducing costs – behavioral impact of HR practices – marginal utility models – auditing HR practices and department, linking strategy to HRM practices – corporate HR philosophy and company wide HR standards – HRM leading strategy formulation, alternative HR systems – universalistic – contingency – on figuralational, congruence and integrated HR systems.

Unit III:

Unit IV:
Accounting for HRM – purpose of measuring cost and benefits of HRM – approaches to HRM performances – employee wastage and turnover rates – cost of absenteeism – measuring human resource cost. HR Score card: HR as a strategic partner and measurement challenge, seven step model for implementing HR strategic role, creating an HR score card, measuring HR alignment – two dimensions of alignment – assessing internal and external alignment – systems alignment map.

Information Technology

Database Management System

Unit-I
Introduction to Database: Organization of Database; Components of Database Management Systems; Database & Database Users, Database Concepts & Architecture , Data Modeling Using the Entity- Relationship Approach , Record Storage & Primary File Organizations , Index Structures for Files.
Data Base Models: Entity-Relationship Model: Components of ER Model. ER Modeling Symbols, Super Class and Sub class types; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.

Unit-II
Database Normalization: Keys, Relationships, First Normal Form., Functional dependencies, Second Normal form, Third Normal Form, Boyce-Coded Normal form, Case study
Database Design: Normalization for Relational Databases, Decomposition of Relation Schemes, Introduction to Data Mining & Data Warehousing, Knowledge Extraction through Data Mining.

Unit-III
Introduction to SQL: SQL data types and literals, Types of SQL commands. SQL Operators and their precedence, Tables-Create, Alter, Rename, Drop, Insert, Update, Delete, Queries and Sub-queries, Arithmetic Operators, Range Searching, Pattern Matching, Viewing sorted Data, Joins, Unions, Intersection, Minus. Aggregate functions, Group Functions, String Functions, Conversion Functions, Security Management using grant, revoke and views
Advanced Data Models & Emerging Trends: Advanced Data Modeling Concepts, Object - Oriented Databases, Distributed Databases & Client Server Architecture, XML.

System Analysis and Design

Unit-I
Introduction: System Definition and concepts, System Environments and Boundaries. Real-time and distributed systems, Basic principles of successful systems, Structured System Analysis and Design

Systems Analyst: Role and Need of Systems Analyst. Qualifications and responsibilities, System Analysis as a Profession


Unit-II

Unit-III

Enterprise Resource Planning (ERP)

Unit-I

Unit-II

Unit-III
**Business Process Reengineering**

Unit-I
Historical background: Nature, significance and rationale of business process reengineering (BPR), Fundamentals of BPR.


Unit-II
Major issues in process redesign: Business vision and process objectives, Processes to be redesigned, measuring existing processes, Role of information technology (IT) and identifying IT levers.
Designing and building a prototype of the new process: BPR phases, Relationship between BPR phases. Typical BPR activities within phases: Change management, Performance management, and programme management.

Unit-III
BPR and Information Technology Process-People View and Perspectives-Empowering People through IT-Managing Change in the Global Environment-BPR Rediscovering Indian Paradigm-Need of Reengineering-Case Studies
BPR and continuous improvement: Co-ordination and complementary efforts, IT capabilities and their organizational impacts, Implementation of BPR, Stages of implementation and critical aspects, Case studies on BPR.
Total Quality Management (TQM) - Concept, Systems model of Quality, Deming's approach, TQM as a business Strategy. BPR vs TQM

**Production and operations**

**Materials management**

Unit I

Unit II

Unit III


**Total quality management**

Unit I

Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs - Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership – Concepts, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation.

Unit II


Unit III

The seven tools of quality, Statistical Fundamentals – Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Process capability, Concept of six sigma, New seven Management tools.

**Operation Research**

Unit I


**Unit II**
REPLACEMENT: Introduction – Replacement of items that deteriorate with time – when money value is not counted and counted – Replacement of items that fail completely, group replacement.

**Unit III**

**Unit IV**
INVENTORY : Introduction – Single item – Deterministic models – Purchase inventory models with one price break and multiple price breaks – shortages are not allowed – Stochastic models – demand may be discrete variable or continuous variable – Instantaneous production. Instantaneous demand and continuous demand and no set up cost. SIMULATION: Definition – Types of simulation models – phases of simulation– applications of simulation – Inventory and Queuing problems – Advantages and Disadvantages – Simulation Languages.

**Supply chain management**

**Unit I**

**Unit II**
Unit III

Unit IV

IV SEMESTER

Managerial Ethics

Unit I:

Unit II:
Ethical Responsibilities. Ethical responsibilities of economic agents: role obligations, obligation to shareholder, rights and, obligations to customers, obligations to pay taxes. Environmental protection. Corporate accountability, Ethical conflicts, concern for the locality, Attitude to labour. Ethics and Government policies and laws.

Unit III:

Project Management

Unit I
Introduction to Project Management: Definition, functions, evolution of Project Management, classification of projects, Project management in different environments. The Project Management Systems, Methodologies & Systems Development Cycle: Systems approach,
systems analysis, systems development, project feasibility, project life cycle, project appraisal, project contracting, the phases of system development life cycle.

**Unit II**
Project Feasibility Study: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis. Project Planning: Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.

**Unit III**

**Unit IV**
Project Control: Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control. Project Management Information System: Computer based tools, features of PMIS, using project management software, (MS Projects) Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract.

**Electives**

**Finance**

**Working Capital Management**

**Unit I:**

**Unit II:**
Unit III:

Financial Derivatives

Unit I:

Unit II:

Unit III:

Marketing

Consumer Behavior and Market Research
Unit I
Identifying and classifying customers, buying behavior, attitude of consumer, consumer perception. Factors influencing buying behavior; Reference groups, opinion leaders, social influences. Consumer behavior process; Understanding consumer motivation, personality and self concept, learning, memory.

Unit II
Research concepts; exploratory, descriptive and conclusive research. The marketing decision making process and the need of different types of research. Types of marketing problems and type of marketing research activity. Sources of data; use and appraisal of existing information.

Unit III
Information from respondents, sampling design, scaling techniques and questionnaire design, interviewing, mail surveys. Information from experiment, experimental design for marketing, Motivational research, Advertising research, Analysis and reporting. Module III: Marketing Information Systems, Structure and design, its role in planning and control; the place of marketing research.

Rural Marketing

Unit I
The objective of the course is to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required for planning of Rural Products. Rural Marketing: Characteristics and Dimensions of Rural Markets - Rural Market Profile - Rural Market in India - Size and Scope - Environment and Emerging Profile of Rural Markets in India - Constraints in Rural Marketing and strategy to overcome the constraints.

Unit II

Unit III
Channels of Distribution: Distribution pattern and methods in rural markets - Special characteristics of rural channels - Channel management in rural markets - Managing physical distribution in rural markets - Storage, warehousing and transportation. Marketing Communication in Rural Markets: Promotion as a component in marketing communication - Advertising and sales promotion for rural markets - Major challenges in Media planning - Sales force management in rural markets - Selecting the Media Mix - Evaluation of promotional activities.

Retail management
Unit I
Introduction to Retail marketing – retail environment – the growing importance of retail industry. Consumer behavior in the retail context - buying decision process – its implication for retail management.

Unit II

Unit III
Consumerism and ethics in retailing – international retail structures – future of retailing

**Human Resource Management**

*Industrial Relations and Labor Laws*

**Unit I:**

**Unit II:**

**Unit III:**

**Knowledge Management**

**Unit I**
Introduction to Knowledge Management: Definition, evolution, need, drivers, scope, approaches in Organizations, strategies in organizations, components and functions, understanding knowledge - difference between data, information and knowledge, various types of knowledge viz. tacit and explicit, consequences of knowledge types on managing knowledge; factors Influencing KM, , knowledge sources, and documentation. Learning organization: Concept. five components of learning organization, Process of building Learning Organization, Importance in current scenario.
Unit II
Essentials Of Knowledge Management, knowledge creation process, knowledge management techniques, Knowledge creation process, systems and tools, organizational knowledge management: architecture and implementation strategies, building the knowledge corporation and implementing knowledge management in organization. Designing Strategy that encompasses a Knowledge Advantage, Knowledge management and culture.

Unit III
Knowledge management system life cycle, managing knowledge workers, - knowledge audit, and knowledge management practices in organizations. KM: the Indian experience: Discussion of Organization experimenting with KM & Problems Indian organization face with respect to KM Futuristic KM: Knowledge Engineering, Theory of Computation, Data Structure.

Compensation Management

Unit I
Job Evaluation: Introduction and basic concept, Methods; Labour Market : Concept, Broad Types of Labour Market; National Wage Policy: Objectives, Concepts; Wage boards and Pay Commissions, Laws related to wage administration in brief .compensation- Concept, Wage concepts, Wage theories, objectives, nature of compensation, types of compensations, compensation responsibilities, Compensations Philosophies, compensation approaches, decision about compensation, Role, Economic and Behavioural issues. Managing Compensation:

Unit II
Corporate Policy: Wage Determination, Pay Grade, and understanding inter and intra-industry compensation differentials: Concept of Internal Equity, External Equity: Wage Surveys, Designing pay structure and administrating compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans; Profit Sharing plans, Stock Options, ESOPs, and pay for performance plans. Dearness Allowance: Computation of CPI – Exercise; Pay Incentives – Concept; different kinds of wage incentives plans and their application; Pay for performance, competency based pay; Bonus: Profit Bonus, Evolution of the Concept, Method of Determining Bonus;

Unit III
Fringe Benefits: Underlying Principles, Different Kinds of Fringe Benefits. Concept of human capital and its implications for compensating human resources, compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation. Calculation of Income Tax implications while calculating the income of an individual - Cost to the Company - Valuation of Perquisites - Taxability of various components of salary and wages; Fixation of Tax Liability - Tax deduction at source - Deductions and Tax Rebates to be considered while deciding tax deducted at source - Tax Deduction Certificates.
**Information technology**

**Business Intelligence and Data Mining**

**Unit-I**
Data Warehousing: Introduction and General Principle, On-line Transaction Processing (OLTP), Data Warehouse (DW) Architecture Fundamentals, Data Mart, Approaches to Architecture, Top-down, Centralized, Bottom-up, Architected

Data Warehouse Process: Technical and Business Meta Data, Meta Data Process, Data Warehouse Design, Star and Snowflake Schemas, Online Analytical Processing (OLAP) Architecture, Multidimensional Database (MDD), Data Cubes, ROLAP Data Model, MOLAP Data Model, Logical Models for Multidimensional Information, Data Warehouse and Business Strategy

**Unit-II**
Data Mining (DM): Fundamental Concepts, Architectural Aspects of Data Mining, Data Mining Techniques, Data Mining Issues and Challenges.

Data Mining and Business Analytics: Data Mining Process and Methodology, SAS SEMMA (Sample, Explore, Modify, Model Assess) Process and Methodology for Data Mining, Data Mining for Process Improvement, Data Mining as a Research Tool, Data Mining for Marketing, Data Mining for Customer Relationship Management,

Association Rules: Introduction and Overview, Discovering Association Rules, A Priori Algorithm, Partition Algorithm, Incremental Algorithm, Border Algorithm, Association Rules with item Constraints

**Unit-III**
Classification and Clustering: Introduction, Clustering Paradigms, Partitioning Algorithm, K-means Clustering Algorithm, Hierarchical Clustering, Fuzzy c-means Algorithm, Categorical Clustering Algorithm

Data Mining methods, tools and techniques: Regression, decision trees, neural networks, clustering, market basket analysis, association rules, fuzzy inference systems, genetic algorithms, and rough sets.

Advanced Mining Techniques: Web Mining (Web content Mining, Web usage Mining, Web Structure Mining) and Mining for e-Business, Text Mining, etc.

DW and DM Applications: Business Intelligence, Customer Relationship Management with Case Studies.

**IT Strategy and E-business**
Unit-I
Introduction of IT Strategy: Definition of IT Strategy, What is IT Alignment?, Causes of misalignment, IT Strategy process, Forces that Shape Business Strategy, Analyzing the Impact of IT on Strategic Decision Making, IT Evolution and its Implications for Business (Business—IT Alignment)

Building the Networked Economy: Value Chain and Value Creation: The Notion of Value and Value Creation is Examined in Relation to Value Chains and Business Processes.


Unit-II


Unit-III
IT Strategy and E-Business: Strategic impact of IT on E-business,

Managing IT Infrastructure for E- Business: IT Infrastructure and Strategic Alignment, Strategies for Managing Diverse IT Infrastructures, Managing IT Outsourcing: Strategies for Managing Outsourced Operations

Challenges and Opportunities in Assessing IT Payoff

Information Systems Audit

Unit-I
Introduction: Introduction to IS Audit, Objectives, Need for control and audit of computers, Effects of computers on internal controls, Effects of computer on auditing, foundations of information systems auditing Conventional Auditing versus IS Audit, Responsibilities of IS Auditor, Information System Audit and Control Association.

Framework of IS Audit: Information Systems Control Objectives, CobiT, ISACA, Indian Standards in IS Auditing, Steps in IS Audit, Internal control and IS Audit: Control, control framework IS control procedure.

Unit-II
Data Resource and Security Management Controls: Functions of DA and DBA, Data Repository Systems, Control over the DA and DBA, Conducting a Security Program, Major security Threats and remedial measures, Controls of last resort.

Operations Management and Quality assurance Controls: Computer Operations, Network operations, data preparation and entry, Production control, File library, Management of outsourced operations. QA functions, organizations considerations.

Unit-III
The Application Control Framework: Boundary Controls: Cryptographic controls, Access controls and audit, Personal identification numbers, digital signatures, plastic cards, audit trail controls. Input controls, Communication Controls,


Audit Software: Generalized audit software, industry specific audit software, high level languages, utility software, expert systems, neural network software, specialized audit software, control of audit software

Production & operation Management

PRODUCTION PLANNING AND CONTROL

Unit I
Objectives and benefits of planning and control-Functions of production control-Types of production-job- batch and continuous-Product development and design-Marketing aspect - Functional aspects-Operational aspect-Durability and dependability aspect aesthetic aspect. Profit consideration-Standardization, Simplification & specialization- Break even analysis-Economics of a new design.

Unit II
Method study, basic procedure-Selection-Recording of process - Critical analysis, Development - Implementation - Micro motion and memo motion study – work measurement - Techniques of work measurement - Time study - Production study - Work sampling - Synthesis from standard data - Predetermined motion time standards.

Unit III
Product planning-Extending the original product information-Value analysis-Problems in lack of product planning-Process planning and routing-Pre requisite information needed for process planning-Steps in process planning-Quantity determination in batch production-Machine capacity, balancing-Analysis of process capabilities in a multi product system.
Unit IV

Logistics Management

Unit I

Unit II
Development of transport through ages- Necessity of transport in industries and society In general-types of transport available for carrying: passengers only (b) livestock only (c) Goods only- (refrigerated/specialized vehicles)-what are the basic differences between these three types of transports Transport and country’s economy-transport and Pollution-transport and legal aspect-transport and Energy consumption. Rail transport-history-all India network-types of Goods train-Types of wagons vis-à-vis types of Goods carriage Procedure of booking goods-papers used-freights and freight structure-release of goods at destination

Unit III

Unit IV
Warehousing-need for knowledge-location of warehouse, Classes of warehouse, Designing of a warehouse, size of a warehouse, Functions & operations of a warehouse-consolidation,Breakbulk, Cross docking, Mixing, Assembly- Competitive advantage, production support warehouse- ERP Definition of Third Party Logistics-Ingredients of Logistics Partnership- 4PL service providers-Outsourcing-Risks of Outsourcing and risk management, Relationship Management.
Services Operations Management

Unit I
Importance and role of Services -Nature of services -Service classification Service Package
Service Strategy -Internet strategies - Environmental strategies. New Service Development -
Designing the Service delivery system: Service Blue-printing - Managing Service Experience -

Unit II
Service Quality- SERVQUAL, -Gap Model -Complaint management - Walk-through Audit -
Service Recovery - Service Guarantees - Service Encounter. Service operational planning and
control -Process Analysis - Process Simulation -Service Facility Location -Capacity
Management in Services – Queuing models - Waiting Lines – Simulation - Yield management.

Unit III
Inventory Management in Services – Retail Discounting Model - Newsvendor Model - Vehicle
Routing and Scheduling -Productivity and Performance measurement - Data Envelopment
Analysis (DEA) -Scoring System – Method for customer selection.