

CENTRE FOR MANAGEMENT STUDIES
JIS COLLEGE OF ENGINEERING
An Autonomous Institution

MASTER IN BUSINESS ADMINISTRATION (MBA)

THE MBA PROGRAMME AT CMS, JISCE

The Master of Business Administration (MBA) is a two-year full time programme divided into four semesters. The course structure of the programme is given here under:

SEMESTER 1st

Sl No	Paper Code	Title of the Paper	Credits	External Marks	Internal Assessment	Total Marks
1	MB 101	Managerial Economics	4	70	30	100
2	MB 102	Managerial Communication	4	70	30	100
3	MB 103	Management Principles & Practices of	4	70	30	100
4	MB 104	Quantitative Method for Managers	4	70	30	100
5	MB 105	Accounting for Managers	4	70	30	100
6	MB 106	Information Technology for Managers	4	70	30	100
7	MB 107	Business Ethics and Environmental Management	4	70	30	100
8	MB 108	Business Environment	4	70	30	100

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SEMESTER 2nd

SI No	Paper Code	Title of the Paper	Credits	External Marks	Internal Assessment	Total Marks
1	MB 201	Production & Operation Management	4	70	30	100
2	MB 202	Business Laws	4	70	30	100
3	MB 203	Organizational Behaviour	4	70	30	100
4	MB 204	Research Methodology	4	70	30	100
5	MB 205	Management Information Systems	4	70	30	100
6	MB 206	Financial Management	4	70	30	100
7	MB 207	Marketing Management	4	70	30	100
8	MB 208	Human Resource Management	4	70	30	100

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SEMESTER 3rd

Sl No	Paper Code	Title of the Paper	Credits	External Marks	Internal Assessment	Total Marks
1	MB 301	Management Accounting	4	70	30	100
2	MB 302	Operations Research	4	70	30	100
3	MB 303	Project Work & Viva Voce	8	70	30	100
4	Specialization	Four courses – three from one specialization and one from another specialization	16	70	30	100
		Total	32			700
1	MM 301	Sales & Distribution Management	4	70	30	100
2	MM 302	Advertising and Marketing Communication	4	70	30	100
3	MM 303	Marketing Research	4	70	30	100
1	FM 301	Corporate Taxation & Tax Planning	4	70	30	100
2	FM 302	Advanced Corporate Finance	4	70	30	100
3	FM 303	Security Analysis & Portfolio Management	4	70	30	100
1	HR 301	Employment & Compensation	4	70	30	100

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		Administration				
2	HR 302	Human Resource Planning	4	70	30	100
3	HR 303	Labour Laws	4	70	30	100
1	SM 301	Database Management	4	70	30	100
2	SM 302	System Analysis & Design	4	70	30	100
2	SM 303	Computer Aided Management	4	70	30	100

SEMESTER 4th

Sl No	Paper Code	Title of the Paper	Credits	External Marks	Internal Assessment	Total Marks
1	MB 401	Project Management & Entrepreneurship Development	4	70	30	100
2	MB 402	Strategic Management	4	70	30	100
3	MB 403	Comprehensive Viva Voce	8	70	30	100
4	Specialization	Four courses – three from one specialization and one from another specialization	16	70	30	100
		Total	32			700
1	MM 404	International Marketing	4	70	30	100
2		Service Marketing	4	70	30	100

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	MM 405					
3	MM 406	Consumer Behaviour	4	70	30	100
1	FM 404	Financial Institutes and Markets	4	70	30	100
2	FM 405	International Finance	4	70	30	100
3	FM 406	Derivatives & Risk Management	4	70	30	100
1	HR 404	Industrial Relations	4	70	30	100
2	HR 405	Organizational Development	4	70	30	100
3	HR 406	Human Resource Development	4	70	30	100
1	SM 404	Software Management	4	70	30	100
2	SM 405	E-Business	4	70	30	100
2	SM 406	Fundamentals Of Networking	4	70	30	100

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MB 101- MANAGERIAL ECONOMICS

Course Contents

1. **Introduction:** Meaning of Economics, Nature and Scope of Managerial Economics.
2. **Theory of Demand and Supply:** Demand functions, Determinants of Demand, Individual and Market Demand, Indifference curve approach and Consumer's Equilibrium, Income and Substitution effects, Concepts of Supply, Shift in Demand and Supply curves, Determination of equilibrium price and quantity Elasticity of Demand and Supply.
3. **Theory of Production:** Production Function, Laws of Production: Law of Variable Proportions and Returns to Scale, Equilibrium of the Firm, Concept of Revenue.
4. **Theory of Costs:** Concept of Short run and Long run, Different Cost Curves, Relation between Average costs and Marginal Costs, Relation between Short Run costs and Long run costs, Break-even analysis.
5. **Theory of Firm:** Theory of Profit maximization, Managerial Utility maximization and Sales Revenue maximization.
6. **Market Structure:** Features, Short run and Long run Equilibrium aspects under Perfect Competition, Monopoly and Monopolistic Competition, Concept of Oligopoly.
7. **Macro Economic Aggregates and Concepts:** GNP and GDP, Concepts and Measurement of National Income, Determination of National Income, Aggregate Consumption, Consumption Function.
8. **Inflation:** Causes and Remedies, Balance of Payments-components, Business Cycles-concepts.

MB-102-MANAGERIAL COMMUNICATION

Course Contents:

1. **Principles of Communication:** Definition, Purpose, Process, Types
2. **Verbal Communication:** Target group profile, Barriers of Communication, Listening, Feedback, Presentation Skills, Use of Aids, Public Speaking, Practice Presentation, Non-verbal Communication, Negotiation skills.

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3. **Written Communication:** Stages of Writing, Composing Business Messages, Preparing Notes, Style, Punctuation, Using simple words, Proof Reading.
4. **Report Writing:** Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.
5. **Internal Communication:** Circulars, Notices, Memos, Agenda and Minutes
6. **External Communication:** Resume/CV, Using Facsimiles (Fax), Electronic Mail, Handling Mail
7. **Writing Business Letters:** Formats, Styles Types – Request, Enquiry, Placing Order, Instruction, Action, Complaint, Adjustment, Sales, Reference, Good News & Bad News, Acknowledgement
8. **Handling Business Information:** Annual Report, House Magazine, Press Release, Press Report.

MB103-MANAGEMENT PRINCIPLES & PRACTICES

Course contents:

1. **Introduction:** Concepts, Function and Process of Management Discipline, as Arts or Science, Need for Management, Understanding Management and Administration, Managerial Skills, Roles of a Manager, Levels of Management.
2. **Development of Management Thought:** Early Classical Approaches - Scientific Management, Contribution and limitation of Scientific Management, Administrative Management: Bureaucracy, Neo-Classical Approaches – Human Relations Movement, Behavioural Approach -Douglas, McGregor, Abraham Maslow, Modern Approaches - Quantitative Approach, Social System Approach, Decision Theory Approach, Contingency Approach, Business Ethics and Social Responsibility.
3. **Planning:** Definition of Planning, Nature of Planning, Importance of Planning , Steps involved in Planning, Types of plans, Types of Planning, Process of Planning, Process of Managing by Objectives, Decision Making - Concept, Significance and Types of Decision.

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4. **Concept of Corporate Strategy:** The TOWS Matrix, The Portfolio Matrix, Three Generic Competitive, Strategies by Porter, Effective Implementation of Strategies.
5. **Organizing:** Concept, Process of Organizing, Forms of Organizational Structure, Formal and informal organization, Line and staff structure Functional structure, Span of Control, Authority, Responsibility, Accountability, Delegation of authority, Departmentation, Decentralization. Staffing – Selection Process – Techniques
6. **Leading:** Core of Leadership: Influence, Functions of Leaders, Leadership Style, Motivation, Hierarchy of Needs, Motivation theories, Motivational Techniques, Communication Process, Importance of Communication, Communication Channels, Barriers to Communication
7. **Controlling:** Definition, importance of controlling, Characteristics of control, Control process, Types of Control System, Essentials of good Control Systems, Techniques of Control, Budgetary and Non-Budgetary Control
8. **Change and Development:** Model for Managing Change, Forces for Change, Need for Change, Alternative Change Techniques, New Trends in Organisational Change.

MB-104-QUANTITATIVE METHODS FOR MANAGERS

Course Contents:

Module I

1. **Theory of Sets:** Meaning, elements, types, presentation and equality of sets; union, intersection, compliment & difference of sets; Venn diagrams; Cartesian product of two sets; applications of set theory
2. **Functions:** Basic concepts, different types and applications
3. **Derivatives (single variable):** Basic working rules
4. **Integration:** Concept of integration and working rules; application to business and economic problems
5. **Matrices:** Concept of matrices and their applications
6. **Probability:** Probability and its applications in business and economics

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Module II

1. **Introduction:** Scope, functions and limitations of statistics
2. **Collection and presentation of data:** Tabular and diagrammatic representation, Frequency distribution, relative frequency, cumulative frequency; Bar graphs and pie charts; Histogram, Ogive.
3. **Measures of Central tendency:** Mean, Median, Mode, Percentiles, Quartiles
4. **Measures of Dispersion:** Range, Inter-quartile range, Mean deviation, Mean Absolute deviation, Standard deviation, Variance, Coefficient of Variation.
5. **Correlation and regression analysis:** Simple correlation and regression analysis

MB 105- INFORMATION TECHNOLOGY FOR MANAGERS

Course Contents:

Module I: Basic Concepts of Computers: Introduction and definition of computer; functional components of a computer system; Types of memory and memory hierarchy; classification of computers; Essential Components of computer Hardware: (a) Input devices (b) Output devices (C) Storage Devices. Software: Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler. Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system Windows, Open Source Software concepts.

Module II: Use of MS-Office: Basics of MS-Word, MS-Excel and MS-PowerPoint, Word Processing using MS Word; spreadsheets using MS Excel, Presentations using MS Powerpoint. Application of these softwares' for documentation and making reports; preparation of questionnaires, presentations, tables and reports; Using excel functions/formula for various mathematical, statistical, financial activities (Practical)

Module III: Database Management System: Overview of DBMS; Components of DBMS, Recent trends in database, RDBMS. Concepts of tables, records, attributes, keys, integrity

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constraints, MS Access: Overview of MS-Access, Creating tables, queries, forms and reports in MS-Access. SQL: DDL & DML concepts, SQL commands [ANSI standard]

Module IV: Introduction to Data Communication and Computer Networks, Fundamentals of Data Communication: Analog and Digital, Bandwidth, Types of Transmission, Computer Networks: Advantages, types of computer networks, basic components of computer networks, Internet: Basic services over Internet like WWW, FTP, SMTP etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet, Internet applications in business

Module V: E-Business: Introduction, Traditional commerce and E-commerce; Advantages & disadvantages of e-commerce, Issues in Implementing Electronic Commerce. Threats: Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism). Concepts of security measures: firewall, encryption. Cyber security: meaning, importance, tools, etc.

MB-106-ACCOUNTING FOR MANAGERS

Course Contents:

Module I: Financial Accounting

1. **Overview:** Importance and scope of accounting, Objectives for accounting , Users of accounting information , Basic terminologies, Accounting Concepts and conventions, Transactions and events, Accounting equation, Classification of accounts under Traditional approach, Classification of accounts, Accounting Standards, International Financial Reporting System.
2. **Mechanics of Accounting:** Double entry system of accounting, journalizing of transactions; ledger posting and trial balance, preparation of final accounts.
3. **Depreciation Provisions and Reserves :** Concept of depreciation; Causes of depreciation; depletion, amortization and dilapidation; Depreciation accounting; Methods of recording depreciation; Methods for providing depreciation; Depreciation policy as per Accounting Standard, Provisions and reserves.
4. Using accounting software (practical)

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Module II: Cost Accounting

1. **Introduction:** cost concepts, classifications, total cost components, cost accounting and management accounting, cost accounting and financial accounting.
2. **Accounting for Material:** Material control; Concept and techniques; Pricing of material issues; treatment of material losses.
3. **Accounting for Labour:** Labour cost control procedure; Labour turnover; idle time and overtime; methods of wage payment-time and piece rates; Incentive schemes.
4. **Accounting for Overheads:** Classification and departmentalization; Absorption of overheads; determination of overhead rates; under and over absorption, and its treatment.

MB-107-BUSINESS ETHICS AND ENVIRONMENT MANAGEMENT

Course content:

Module 1: Business Ethics

1. **Values:** Importance, Sources of Value Systems, Types, Values, Loyalty and Ethical Behaviour, Values across Cultures.
2. **Business Ethics:** Nature, Characteristics and Needs, Ethical Practices in Management.
3. **Indian Values and Ethics:** Respect for Elders, Hierarchy and Status, Need for Security, Non-Violence, Cooperation, Simple Living high Thinking, Rights and Duties, Ethics in Work life, Attitudes and Beliefs.
4. **Corporate Social Responsibility:** Obligations under Law, Environmental Protection, Fair Trade Practices, Health and Well-being of Under-privileged People, Social Welfare and Community Development Activities
5. **Ethics and Corporate Excellence:** Code of Ethics in Business, Strategies of Organizational Culture Building, Customer Care, Care of the Employees as per Statutes.
6. **Environmental Ethics:** Sustainable Development, Industrial Pollution & Environmental Issues.

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Module 2: Environment Management

1. **Energy Management:** Fundamentals –Fossil Fuels use, Energy production and trade, Energy Balance.
2. **Ecosystem Concepts:** Basic Concepts and their application in Business, Industrial Ecology and Recycling Industry.
3. **Environmental Management System:** EMS Standards, ISO 14000. Environmental Auditing, Clearance/ Permissions for establishing industry, Environmental Impact Assessment
4. **Environmental Laws:** Acts, Patents, IPRS, Role of NGO'S, PIL., Pollution & Waste Management- Air, Water, Land Pollution, Trade in Wastes.

MB 108-BUSINESS ENVIRONMENT

Course Contents

1. **Introduction:** Concept of Business Environment, Systems and Environment, Concept of Micro and Macro Environment
2. **Business Organizations:** Classification of Business Organizations, The Sole Trader, Partnership, Public sector Organizations, Nondepartmental public bodies and Others: Co-operative societies, Charities and Voluntary organizations, Franchise Organizations
3. **Organizational Objective and Growth:** Objectives: Profit maximization, Market share maximization, Corporate growth, Satisficing, Survival, Loss Making, Personal objectives, Social Objectives, Maximizing benefits to Consumers and Public, Complexity of objective, Agency Theory Growth: Reasons for Growth, Organizational Lifecycle, Types of Growth, Sources of finance for growth.
4. **Business and Government:** Introduction to Indian Planning, The structure of the economy, Government Management of economy, Evaluation of Industrial Policy, Policy on Competition- MRTP to CCI, Policy on foreign direct investment, An evaluation of recent Fiscal Policy of Government of India (Highlights of Budget), Brief idea of Political environment. Globalization and Liberalization.

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5. **International Environment:** Reasons to enter international trade, Theory of International trade: Comparative Cost Advantage and its limitations, Exchange rates, European Monetary Union (EMU), Overseas Trade patterns International trade institutions and agreements: European market, Trading Blocks, OECD, World Bank, IMF, WTO, Magnitude and Direction of Indian International trade

Mb-201-PRODUCTION & OPERATION MANAGEMENT

Course Contents:

Module I

1. **Introduction to Production Management:** Production system; Types of production; preplanning planning and control functions; Relations with other departments; Efficiency of production planning and control.
2. **Plant Location and Layout:** Choice and selection of plant location; Plant design; Plant layout; Product layout and process layout; Criteria for a good layout.
3. **Plant Maintenance and Materials Handling:** Types of maintenance – preventive, predictive, corrective, breakdown and overhaul; Selection of good materials handling equipment; Methods of Materials handling.
4. **Scheduling :** Gantt Chart, Johnson's Rule
5. **Network Analysis:** PERT/CPM techniques, Shortest path algorithms and their applications (Dijkstra's algorithm; Flloyd's algorithm, Kruskal's algorithm, Ford-Fulkerson method).
6. **Inspection and Quality Control:** Types and criteria of inspection; Statistical Quality Control; Control Charts. Total Quality Management (TQM) Concept.
7. **Work and method study:** Motion study; work measurement, performance rating, standard time, normal time study; work sampling.

Module II

1. **Integrated Materials Management:** Need, scope, advantage, concept; materials requirement planning and budgeting; make or buy decision;. Materials Requirement Planning (MRP – I, MRP – II)

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2. **Purchase Management:** Purchase Policy, Systems, Procedures; Vendor Selection; Negotiation; Vendor Development and Evaluation; Make or Buy decision; Legal aspects of purchasing.
3. **Inventory Planning and Control:** EOQ Models – without shortage, with shortage, with price breaks; Effect of quantity discount; ABC, FSN and VED classification; Inventory control; Perpetual, Two-bin and Periodic Inventory System; Just In Time (JIT) system.

MB 202-BUSINESS LAWS

Course Contents

1. **Concept of Law** - Society, State and Law, Enforceability of Law, Mercantile Law.
2. **Indian Contract Act, 1872** – Contract defined, Elements of valid contract, Classification of contracts, Offer and acceptance, Consideration, Capacity to contracts, Free consent, Legality of object and consideration, Illegal agreements, Termination of contracts, Breach of contract, Indemnity and guarantee, Laws of agency
3. **Negotiable Instruments Act, 1881** – Definition and characteristics of different types of negotiable instruments, Parties to a negotiable instrument and their capacity, Dishonour of cheques, Discharge from Liability, Crossing of cheques, Bank drafts and Banker's cheques.
4. **Sale of Goods Act, 1930** – Classification of goods, Conditions & Warranties, Passing of ownership rights, Rights of an unpaid seller, Remedies for breach of Contract of Sale of Goods.
5. **Companies Act, 1956** – Nature and kinds of companies, Formation, Memorandum, Articles, Prospectus, Capital – shares, debentures, borrowing powers, minimum subscription, Appointment of Directors; Winding up of companies.
6. **Consumer Protection Act, 1986** – Salient features and objectives of the Consumer Protection Act, 1986, Different Consumer redressal Forums, Composition and jurisdiction of district, state and National forum, Mode of complaints, Procedures for disposal of complaints, Penalty.
7. **Laws relating to** - Patents, Trademarks, Competition, Copyright.

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MB-203-ORGANIZATIONAL BEHAVIOUR

Course contents:

1. **Introduction to Organization and Organisational Behaviour:** Mission, Goals, Characteristics, Concept, Structure, Types of Organization: Designs by Function, Product, Location, Matrix, Mechanistic and Organic Models Meaning of OB, Importance of OB, Field of OB, Contributing Disciplines, Applications in Industry.
2. **Determinants of Individual Behaviour:** Personality - Concept, Determinants and Theories. Perception-Perceptual Process, Selectivity and Managing Perception, Managerial Implications of Perception, Learning - Concept, Theories and Managerial Implications
3. **Motivation & Leadership:** Concept and Its relevance for Individual and Organization. Theories - Maslow, Herzberg, McClelland, Vroom's, Equity, ERG theory, Reinforcement theory, Basic Theories of Leadership Contemporary Issues in Leadership Practice
4. **Attitudes and Job Satisfaction:** Sources of Attitudes, Types of Attitudes, Attitudes and Consistency, Cognitive Dissonance Theory, Attitude Surveys
5. **Work Stress:** Understanding Stress, Potential Sources of Stress, Consequences of Stress, Managing Stress.
6. **Group Behaviour:** Characteristics of Group, Types of Groups, Stages of Development, Group Decision-making, Organizational Politics, Cases on Group Decision-making
7. **Communication in Organization:** Purpose, Process, Channels and Networks, Barriers, Making Communication Effective, Transactional Analysis (TA)
8. **Conflict in Organization:** Sources of Conflict, Types of Conflict, Conflict Process, Johari Window, Conflict Resolution
9. **Organizational Change and Development:** Meaning, Process, Resistance to Change, OD - Meaning, Process, Interventions: Sensitivity Training, Survey Feedback, Process Consultation, Team Building, Inter-group Development

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MB-204-RESEARCH METHODOLOGY

Course content:

1. **Introduction:** Business Research, Meaning and methods of research. Research Process, Identification and formulation of Research Problem
2. **Research Design:** Variables and types of variables, Hypothesis, Types and formulation of Hypothesis, Research Design and Types of research designs, Need for Research Design Features of a good research design and, Different research design-- Exploratory, Descriptive. Experimental and Diagnostic and Survey Research,
3. **Sampling Design:** Census and Sample survey, Implication of Sample design, Sample size determination, Characteristics of a good Sample design, Probability and non-probability samples
4. **Data Collection:** Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.
5. **Attitude Measurement and Scaling Techniques:** Measurement in Research, Types of Measurement Scales, Scaling Techniques - Likert, Thurstone, Semantic Differential.
6. **Data Analysis and Presentation:** Editing and coding of data, tabulation, graphic presentation of data, cross tabulation, Testing of hypotheses; type I and II errors, one tailed and two tailed tests of significance, Parametric and nonparametric tests for univariate and bivariate data, Tests of association; simple linear regression and other nonparametric tests, Introduction to ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis and Clustering Methods, Significance of these tools for Managerial Decision Making.
7. **Report Writing:** Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams – Appendix, norms for using Index and Bibliography

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MB-205-MANAGEMENT INFORMATION SYSTEMS

Course Contents:

Module 1: Systems concepts: Systems, components of a system, interfaces & boundaries, environment of a system, Types of Systems , Types of Systems, Distinction between Real Time, Online and Batch Processing System. Systems Development Life cycle (SDLC)
Life cycle models: Waterfall model, Prototyping model, Spiral model

Module 2: Information System (IS): Information system as a system, CBIS, Types of CBIS (brief descriptions and their interrelationships/hierarchies):OAS, TPS, MIS- Definition, Characteristics, Subsystems of MIS (Activity and Functional subsystems), Structure of MIS; Reasons for failure of MIS., DSS- Definition, Relationship with MIS, Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS, EIS, Knowledge based system, Expert system.

Module 3: Enterprise Systems

ERP(Enterprise Resource Planning):Concepts of ERP, architecture of ERP, Generic modules of ERP, Applications of ERP, Examples of Commercial Packages, SAP, Peoplesoft, NAV etc.
CRM (Customer Relationship Management): Concepts of CRM, Features of CRM (acquisition and retention) Features of commercial software like I2-Rhythm, SIEBEL, SCM (supply Chain Management): Concepts of SCM, drivers of SCM, inbound & outbound SC,
Definition, brief description and applicability of: eProcurement, eTailing, eLogistics, eCollaboration, eIntegration, Case studies for ERP, CRM, SCM

Module 4: Data Warehousing and Data Mining

Concepts of Data warehousing, data mart, meta data, multidimensional modelling, Online Analytical Processing (OLAP), Online Transaction Processing (OLTP), Features of commercial software like Informatica, ORACLE, Data mining concepts, knowledge discovery v. data mining, Case studies on data warehousing / data mining

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Module 5: Outsourcing

Concepts of BPO, KPO, Business Process Outsourcing: Concept & Application, Advantages & Disadvantages, Types of outsourcing, Resource Requirements. Documentation: contracts, Service Level Agreements (SLA), Non-disclosure Agreements (NDA).

MB-206-FINANCIAL MANAGEMENT

Course Contents:

1. **Introduction:** Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age.
2. **Time Value of Money:** Simple and Compound Interest Rates, Amortization, Computing more than once a year, Annuity Factor.
3. **Cost of Capital:** Concept, Computation of Specific Cost of Capital for Equity - Preference – Debt, Weighted Average Cost of Capital – Factors affecting Cost of Capital.
4. **Leverages:** Determination of operating leverage, financial leverage and total leverage, EBIT-EPS Analysis & Indifference Points.
5. **Management of Working Capital:** Concepts of Working Capital, Operating and Cash Conversion Cycle, Permanent and Variable Working Capital, Determinants of Working Capital, Estimation of working capital requirements of a firm, Management of working capital – cash, receivables, and inventories.
6. **Capital structure decisions:** Concept and Approaches of capital structure decision: NI, NOI, Traditional and Modigliani Miller Approach.
7. **Dividend Policy:** Factors influencing Dividend Policy, Forms of Dividends, Stock Dividends and Stock splits, Dividend Theories like Gordon's Model, Walters Model, M-M Approach and Residual Approach, Legal Consideration of Paying Dividends.
8. **Investment Decision:** Appraisal of project; Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting.

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MB-207-MARKETING MANAGEMENT

Course content:

1. **Introduction:** Fundamentals of Marketing – need, want, demand, value, exchange, transaction, competition; Definitions of marketing; Evolution of marketing concepts (orientations); Marketing Mix – 4Ps and their sub-elements.
2. **Marketing Environment and environment scanning:** SWOT Analysis; Product-Market Grid, Major components of the microenvironment and macro-environment
3. **Market Segmentation, Targeting and Positioning:** Consumer Behaviour, Concepts of market segmentation and targeting; Various bases for segmentation (consumer and industrial); Differentiation and Positioning strategies.
4. **Product and Branding:** Product Classification, Service – characteristics and expanded service mix elements; Product Mix; Product Life Cycle and marketing strategies at different stages of PLC; New Product Development; Purpose of branding; Characteristics of good brand name, Brand equity; Branding strategies; Purpose of Packaging; Types of Packaging.
5. **Pricing:** Procedure for price setting; Pricing objectives; Cost and demand consideration; Pricing methods; Modifying the price; Pricing Strategies and Tactics
6. **Marketing Channels:** Importance of Marketing intermediaries; Types of intermediaries and their functions; Levels of marketing channels; Channel flows and functions; Channel design decisions.
7. **Promotion:** Elements of Promotion Mix (advertising, sales promotion, personal selling, direct marketing, PR and publicity) – characteristics and their relative strengths and weaknesses; Concept of Integrated Marketing Concept.
8. **Emerging Trends in Marketing:** An Introduction to Internet Marketing, Multi Level Marketing and Introduction of CRM, E-Marketing, Green Marketing, Event Marketing, Rural Marketing, Global Marketing.

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MB 208-HUMAN RESOURCE MANAGEMENT

Course Contents:

1. **Human Resource Management:** Scope and Coverage, Structure and functions of HR Department, Role of HR manager.
2. **Human Resource Planning:** Supply and Demand Forecasting methods, Manpower Inventory, Career Planning, Succession Planning, Personnel Policy, Human Resource Information System (HRIS)
3. **Recruitment and Selection:** Process, Sources, Methods of selection, Interviewing Method, Skills and Errors.
4. **Human Resource Development:** Policy and Programmes, Assessment of HRD Needs, HRD Methods: Training and Non-Training.
5. **Performance Appraisal Systems :** Purpose, Methods, Appraisal instruments, 3600 Appraisal HR Score Card, Errors in appraisal, Potential Appraisal, Appraisal Interview.
6. **Compensation Management:** Wages - Concepts, Components; System of Wage Payment, Fringe Benefits, Retirement Benefit.
7. **Industrial Relations in India:** Parties; Management and Trade Unions, Industrial Disputes: Trends, Collective Bargaining, Settlement Machineries, Role of Government, Labour Policy in India.
8. **Workers' Participation in Management:** Concept, Practices and Prospects in India, Quality Circles and other Small Group Activities.
9. **Discipline Management:** Misconduct, Disciplinary action, Domestic Enquiry, Grievance Handling
10. **Time Management:** Definition, Importance, Benefits, Techniques, Time Management in Corporates, Role of Managers in Time Management.

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MBA Revised Syllabus 3rd and 4th sem

[MB-301]: MANAGEMENT ACCOUNTING

1. **Introduction:** Meaning, nature, scope and functions of management accounting; Role of management accounting in decision making; Management accounting vs financial accounting; Tools and techniques of management accounting.
2. **Cash Flow Analysis:** Introduction, Meaning of Cash Flow Statement, Purpose of Cash Flow Statement , Preparation of Cash Flow Statement, Format of Cash Flow Statement (AS3: Revised Method)
3. **Ratio Analysis:** Classification of ratios – Profitability ratios, turnover ratios, liquidity ratios, turnover ratios; Advantages of ratio analysis; Limitations of accounting ratios.
4. **Marginal Costing:** Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point
5. **Budgetary Control:** Meaning of a Budget , Budgetary control , Objectives of budgetary control , Types of Budgets , Cast Budget , Flexible Budget , Limitation of Budget Control
6. **Relevant Costing:** Concept – Sunk cost, Opportunity cost, Relevant cost etc. Decision making using relevant cost concept e.g., make or buy, export or domestic sale, closure of a department or a product etc.

[MB-302]: OPERATIONS RESEARCH

1. **Decision-making environments:** Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.
2. **Linear programming:** Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality.
3. **Transportation problem:** Various methods of finding Initial basic feasible solution and optimal solution.

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4. **Assignment model:** Algorithm and its applications.
5. **Game Theory:** Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.
6. **Sequencing Problem:** Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.
7. **Queuing Theory:** Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.
8. **Project Management:** Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; Crashing of operations.

MM-301 Sales and Distribution Management

1. **Sales Management:** Nature, Meaning and Scope, Objectives of Sales Department , Sales as a function of Marketing Management , Theories of Selling – Buyer Seller Dyads, AIDAS Theory, Right Set of Circumstances Theory, Buying Formula Theory, Behavioral Equation Theory
2. **Selling Process:** Prospecting, Planning the Sales call, Selecting the Presentation Method, Making the Sales Presentation, Handling Sales Objections, Closing the Sale, Follow up. Role of Relationship Marketing in Personal Selling, Value Added Selling
3. **Sales Organization:** Need & Structure, Sales Management Functions & Responsibilities
4. **Sales Force Management:** Recruitment and Selection, Training of Sales People, Determination of sales force size, Sales Force Motivation, Designing Sales Compensation plans, Evaluation of Sales Force
5. **Physical Distribution System:** Introduction, Need & Benefits, Distribution as link between Sourcing and Marketing, Distribution as Service function - Needs and Levels, Recent Developments in Sales and Distribution scenario.
6. **Information Systems for Physical Distribution:** Designing Distribution Logistics System, Logistics Management and Logistics Information System, Role of Logistics in Corporate Strategy, Suitability of Movement in Tracking System, Factors in Designing Strategic Distribution System

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- 7. Channel Management Decisions:** Selection & Compensation of Channel Members. Managing Channel Conflicts, Co-operation vs. Competition in Channels, Marketing Channel Policies and Legal Issues
- 8. Time and Territory Management:** Designing Sales Territories, Routing and Scheduling.
- 9. Sales Quota:** Purpose, Importance & Types.

Minimum 5 cases to be discussed

Suggested Readings

1. Fundamentals of selling, Charles Futrell, McGraw Hill
2. Marketing Channels , Louis W Stern and Adel L Ansary, Thomson Publishing
3. Sales Management-Still and Cundiff and Giovonni, Prentice Hall
4. Selling and sales management, Jobber, Prentice Hall
5. Professional Sales Management, Andersen R, McGraw Hill Education
6. Strategic Marketing Channel Management, Bowersox and Coope, - McGraw Hill

MM-302 Advertising and Marketing Communication

- 1. Introduction to Integrated Marketing Communication (IMC):** Evolution & significance of IMC, Role of Various promotional elements in Marketing Communication. The IMC Planning Process, Review of Consumer Buying decision process and factors affecting it.
- 2. Introduction to Advertising:** History of advertising, Classification of advertising, The structure of the Advertising & Promotions World , Advertisers, Advertising agencies, and Media. Economic Social and Ethical issues in Advertising, Advertising Regulation, Role of ASCI and other regulatory bodies.
- 3. The Communication Process:** Basic Communication Model, Traditional Communication Response Hierarchy Models, Consumer Involvement, The FCB Planning model, Kim Lord Model, Elaboration Likelihood Model.
- 4. Planning an advertising campaign:** Setting the advertising objective, Sales vs Communication Objective, DAGMAR, Defining the target audience, Apportioning the advertising budget.

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5. **Creative Strategy:** Role of Creativity in Advertising, Research inputs to the creative process, Relevance of Brand Positioning & USP, Advertising appeals, Finding the Big Idea, Creative Execution themes - Demonstration, Testimonial etc, Creative Execution in Print Advertising, Creative Execution in TV Advertising.
6. **Media Strategy:** Types of media, Media characteristic, Using Indexes (Brand Development Index & Category Development Index) to determine where to promote, Establishing the Media Objective, Factors affecting Media Selection, Media Scheduling, Establishing Reach & Frequency objectives, Audience Measurement , Media selection and scheduling, Media Buying
7. **The Advertising Agency:** Agency structure, Flow of work in an Agency, Agency Compensation, Client Agency Relationship
8. **Testing Advertising Effectiveness:** Communication and sales Effectiveness, Various methods of Pre & Post testing.
9. **The New Age Promotional Media:** Integrating the internet in the IMC programme, communicating through websites, Search Engine Marketing, Banner advertisements, Blogs & Community Forum, Marketing Communication through Social Media, Merchandising, Mobile Advertising
10. **Other Tools of Promotion:** Public Relations, Publicity, Direct marketing, Sales Promotion, Event Marketing.

Minimum 5 cases to be discussed

Suggested Readings

1. Advertising and Promotions; An IMC Perspective, Belch & Belch, McGraw Hill
2. Advertising and Promotions, An IMC Perspective, Shah & D'Souza, McGraw Hill
- Advertising and Sales Promotion , Kazmi and Batra, Excel Publishing
3. Integrated Advertising Promotion and Marketing Communications , Clow and Baack, Prentice Hall
4. Advertising Management, Jethwaney & Jain, Oxford Publishing

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MM-303 Marketing Research

- 1. Introduction:** Conceptual framework, Significance of Marketing Research (MR), the MR Industry, MR and Marketing Information System, An overview of the Marketing Research Process
- 2. Research Designs:** Types of research - exploratory studies, descriptive studies, causal studies, Types of information needed - behavioural and non-behavioural correlates.
- 3. Sources of Data:** Primary Data and Secondary Data, Secondary Data Sources for MR in India.
- 4. Sampling:** Census and Sampling, Sampling & Non Sampling error, The population, Sample frame, Sampling Units and elements, Sampling Techniques, Sample Size Determination.
- 5. Data Collection:** Survey Vs Observation method, Various Interviewing Methods, Process of Designing a Questionnaire, Types of Questionnaire.
- 6. Attitude Measurement:** Types of scales, Nominal, Ordinal, Interval, Ratio Scales, Thurstone, Likert and Semantic Differential Scales, Disguised Structured methods, Depth Interview and Focus Group Interview, Disguised and Unstructured Methods, Projective Techniques.
- 7. Data Analysis:** Data editing, coding and tabulation, Measures of Central tendency, Test of Hypothesis, Type I and Type II Errors, application of “z”& “ t” tests, Chi-square Analysis, Analysis of Variance, Factor Analysis, Cluster Analysis and Conjoint Analysis, Application of Correlation and Regression Analysis, Conceptual knowledge of SEM.
- 8. Report Writing:** The contents and characteristics of a good report.

Minimum 5 cases to be discussed

Suggested Readings

- 1 Marketing Research: Text & Cases, Boyd, Westfall & Stasch, R D Irwin
- 2 Research For Marketing Decisions ,Green & Tull, Prentice Hall
- 3 Marketing Research; Measurement & Method, Tull & Hawkins, Prentice Hall
- 4 Marketing Research ,G C Beri, Tata Mcgraw Hill
- 5 Marketing Research, Debashish Pati, Universal Press
- 6 Marketing Research: Text & cases, R Nargundkar, Tata Mcgraw Hill
- 7 Marketing research: An Application Orientation, Naresh K Malhotra, Pearson

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[FM-301]: CORPORATE TAXATION & TAX PLANNING

Part – A: Corporate Taxation:

Income Tax

1. Definition: Canons of Taxation Person, Assesse, Income, Previous Year, Assessment Year, Gross Avoidance, Planning, Exemption, Planning, Exemption, Deduction, Rebate, Relief.
2. Residential Status & Tax Incidence: Individual & Corporate. 3. Income Exempted from Tax: Individual & Corporate.
4. Computation of Taxable Income of Individual, Firm & Corporate
 - a) Heads of Income – Salaries, Income from House Property, Profits & Gains from Business or Profession, Capital Gains, Income from Other sources.
 - b) Deduction from Gross Total Income – 80CCC, 80D, 80DDB, 80E, 80G, 80GG, 80GGA, 80C, 80U.
 - c) Set Off & Carry Forward of Losses – Principles, Meaning, Inter – sources & Inter – head Set Off, Carry Forward and Set Off of Losses under sections 71,72 & 73.
5. Computation of Tax for Individual, Firm & Corporate:
 - a) Rate of Tax and Surcharge.
 - b) Tax Rebate.
 - c) Tax Management – Submission of Return and Procedure of Assessment, Pan, Tan, Preliminary ideas of Deduction and Collection of Tax at Source, Advance Payment of Tax, Refund of Tax.
 - d) Minimum Alternate Tax.

Indirect Tax

1. Central Sales Tax Act, 1956.
 - a) Definition: Dealer, Sale, Turnover, Sale Price, Sale or Purchase in course of interstate Trade or Commerce, Sale or Purchase outside a state, Sale or Purchase in the course of Import or Export.
 - b) Incidence & Levy of Tax, Exemption, Determination of Turnover.
 - c) Registration of Dealers & Procedures thereof.
2. Customs Act and Valuation: Basic Concepts only.

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3. Central Excise Act, 1944: Definitions – Broker or Commission Agent, Central Excise Officer, Excisable Goods, Factory, Manufacture, Sale & Purchase, Wholesale Dealer & Cenvat.

4. Value Added Tax: Basic concept of VAT.

Part – B: Tax Planning

1. Scheme of Tax Planning
2. Tax Planning for Salaries
3. Tax Planning for Profits and gains of Business or Profession
4. Tax Planning for Capital Gains
5. Tax Factor in Dividend Policy
6. Tax Planning for Employee's Remuneration
7. Tax Planning different forms of Business Organization

Readings:

1. Lal & Vasisht: Direct Taxes, Pearson Education
2. Singahnia: Direct Taxes, Taxman
3. Singhanian: Indirect Taxes, Taxman

[FM-302] : ADVANCED CORPORATE FINANCE

1. Alignment of Managers and Owners Goal: : Practical aspects of Capital Investment Process, Information and Capital Investment, Incentives and their role in agency Problem, Measuring and Rewarding Performance: EVA, Pros and Cons of EVA
2. Capital Budgeting and Risk: Company and Project Costs of Capital, Measuring the Cost of Equity, Capital Structure and the Company Cost of Capital, Risk Adjusted Discount Rate , Sensitivity Analysis, Monte Carlo Simulation, Real Options and Decision Trees.
3. Market efficiency and Corporate Financing Basics of EMH, The Anomalies, The lessons for the Corporate Manager
4. The Financing Decision: The Financing Process, The financing Mix: Tradeoffs and Theory, The Optimal Financing Mix, The Financing Mix and Choices, Concept of Asset Beta, Corporate Tax Shield – APV.

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5. Valuation: Principles and Practice of Valuation, Value Enhancement: Tools and Techniques, Acquisitions and Takeovers
6. Strategic Finance Decisions: Mergers & Acquisitions, Buy-backs, Spin Off, Divestures.

Readings:

Text:

1. Brearly, Myers , Mohanty: Corporate Finance, Tata McGraw-Hill
2. Copeland Weston Shastri: Financial theory & Corporate Policies, Pearson Education
3. Damodaran: Corporate Finance, Wiley
4. Ehrhardt & Brigham: Corporate Finance- a Focused approach, Thomson Learning
5. Megginson, Smart & Gitman: Principles of Corporate Finance, Thomson Learning
6. Ross, Westerfield & Jaffe: Corporate Finance, Tata McGraw-Hill

Reference:

1. Benninga & Sarig: Corporate Finance A valuation approach, McGraw-Hill Intl.

[FM-303]: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

1. Introduction: The Investment Environment, Financial Instruments, The Securities Trading – Market & Mechanism.
2. Security Analysis: Macroeconomic and Industry analysis, equity Valuation Models, Company analysis, Brief Overview of Technical Analysis (Charts, Line Charts, Line & Volume, Charts, Point & Figure Charts, Bar Chart, Candlestick Chart, Various Patterns, Dow Theory & Elliot wave Theory)
3. Portfolio Theory: Concepts of Risk & Return, Diversification of Risk, Optimum Portfolio Selection Problem - Markowitz Portfolio Theory - Mean Variance Criteria (MVC) - MVC and Portfolio Selection - Portfolio Selection.
4. Equilibrium in Capital Markets: The Capital Asset Pricing Model, Index Models, Arbitrage Pricing Theory and Multifactor Models of Risk and Return, Market Efficiency and Behavioral Finance, Empirical Evidence on Security Returns

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5. Bond Portfolio Management : Bond Prices and Yields, the Term structure of Interest Rates, Managing Bond Portfolios
6. Active Portfolio Management: Portfolio Performance Evaluation, International Diversification, The Process of Portfolio Management, The Theory of Active Portfolio Management

Readings:

Text:

2. Bodie, Kane, Marcus,; Mohanty : Investments, Tata McGraw-Hill
3. Chandra: Investment Analysis and Portfolio Management, Tata McGraw-Hill
4. Fischer & Jordan: Security Analysis & Portfolio Management, Pearson Education/PHI
5. Sharpe, Alexander, Bailey: Fundamentals of Investment, Pearson Education/PHI
6. Ranganatham & Madhumati: Investment analysis & Portfolio Management, Pearson education
7. Rielley & Brown: Investment analysis & Portfolio management, Thomson Learning

Reference:

1. Elton, Grubber: Modern Portfolio Theory, Wiley
2. Haugen: Modern Investment Theory, Pearson Education
3. Hirschey & Nofsinger: Investments, Tata McGraw-Hill
4. Luenberger: Investment Science, OUP
5. Sharpe: portfolio Theory & Capital Markets, McGraw-Hill Intl.

[HR – 301]: EMPLOYMENT & COMPENSATION ADMINISTRATION

Module – I

1. Employment – Policy and Programmes, Reservation Rules, Employment of Women and Dependents, Employment of Land Oustees
2. New Employment Practices – Outsourcing, Contingent Workers, Employee Leasing
3. Employment of Contract Labourers – Provisions and Practices under the relevant Act.
4. Case Studies on Contract Labourers

Module – II

5. Concept of Wage – Minimum Wage, Fair Wage, Living Wage, Wage Policy

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6. Compensation – Wage/Salary, Real Wage, Components of Wages: Basic, Dearness Allowances, House Rent Allowances, City Compensatory Allowance, Other Allowances, Wage Fixation, Pay for different types of employees, Managerial Compensation.
7. Dearness Allowance – Methods of DA payment, Consumer Price Index, Neutralization.
8. Productivity and Wages – Productivity Bargaining, Incentive Payments, Productivity Linked Bonus, Incentives – Individual & Group, Case Studies on Productivity Bargaining.
9. Employee Benefits – Statutory & Voluntary Benefits, Retirement Benefits – Provident Fund, Gratuity, Pension, Medical Insurance; Reward Management

Readings

Belcher, D.W.: Wage and Salary Administration, Prentice Hall

Dasgupta, A. K. : A Theory of Wage Policy, OUP.

Mondy, R.W. & Noe, R.M. : Human Resource Management, Pearson

Raynolds, G. L. : Labour Economics & Labour Relations, Prentice-Hall.

Verma, Pramod : Labour Economics and Industrial Relations, Tata McGraw Hill.

Govt of India : Report of the National Commission on Labour (1 st – 1969, 2 nd – 2002)

ILO : Payment by Results

[HR – 302]: HUMAN RESOURCE PLANNING

Module – I

1. Basics in HR Planning – Macro Level Scenario of HRP, Concepts and Process of HRP, Considerations – Technology, Finance, Product Demand.
2. Methods and Techniques – Demand Forecasting: Managerial Estimates, Trend Analysis, Utilization Analysis: Work Study, Job Analysis, Supply Forecasting: Inventory Analysis, Wastage Analysis, Markov Analysis, Balancing Supply & Demand, Issues of Shortage and Surplus.
3. Human Resource Information System (HRIS) - Concept and Procedures
4. Strategic HRP – Planning, Tools and Evaluation

Module – II

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5. Job Analysis & Job Evaluation – Job Analysis - Concepts, Process, Job Description, Job Specification, Uses, Limitations; Job Evaluations – Concepts, Methods, Limitations
6. Measurements of HR Planning – HR Audit, HR Accounting
7. HR Plan – Implementation Strategies – Recruitment, Redeployment, Redundancy, Retention, Productivity Plan, Training Plan, Career Plan, Succession Plan, Compensation Plan.
8. Case Studies on HR Planning

Readings

1. Bennis, M. & Casson, J. : The Manpower Planning Handbook, McGraw Hill.
2. Bell, D. J.: Planning Corporate Manpower, Longman.
3. Bohlander, G., Snell, S., Sherman, A.: Managing Human Resources, Thomson.
4. Mellow, Jeffrey A. : Strategic Human Resource Management, Thomson
5. Pettman, B. O. & Taverneir, G. : Manpower Planning Workbook, Gower.
6. Walker, J. W. : Human Resource Planning, McGraw Hill.
7. ILO : Job Evaluation

[HR – 303] : LABOUR LAWS

Module – I

1. Legal Framework: Evolution of Labour Laws in India 2. Laws regulating Establishment – Factories Act, 1948; Mines Act, 1952; Plantations Labour Act, 1951; Shops & Establishment Act
3. Laws relating to Remuneration – Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976
4. Case Laws on Remuneration

Module – II

5. Laws relating to Industrial Relations – Industrial Disputes Act, 1947; Industrial Employment (Standing Orders) Act, 1946; Trade Unions Act, 1926
6. Laws relating to Social Security – Workmen’s Compensation Act, 1923; Employees’ State Insurance Act, 1948; Employees’ Provident Funds & Misc. Provisions Act, 1952; Maternity Benefit Act, 1961; Payment of Gratuity Act, 1972
7. Case Laws on Industrial Disputes

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Readings

1. Agarwal, S. L. : Labour Relations Law in India, McMillan
2. Pathak, A. : Legal Aspects of Business, Tata McGraw Hill
3. Samant, S. R. & Dongre, B. N. (eds) : CLR's Yearly Labour Digest, Dwivedi.
4. Srivastava, S. C. : Labour Law in Factories, Mines, Plantations etc., Printice Hall.
5. Labour Law Journal – Case Laws

[SM-301] : DATABASE MANAGEMENT

1. DBMS: What is a DBMS. Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, 3-schema architecture, data independence. Data models – Hierarchical, Network, Relational
2. The Relational Model, Language & Systems : The Relational Data Model & Relational Algebra SQL: DDL , DML, & DCL concepts, SQL commands (ANSI standard) Oracle 8 or above/ MS SQL Server / MS Access
3. Integrity and Security: Integrity constraints, concept of triggers, stored procedures (theoretical concepts only), Database Security & Authorization (concept of GRANT / REVOKE)
4. Database Design :ER modeling [Entity-Relationship Diagrams (ERD), construction of tables], Functional Dependencies & Normalization (upto 3NF; concept of BCNF), Denormalization Case Study on Normalization.
5. System Implementation Techniques : Query Processing & Optimization (concept only), Transaction Processing Concepts, Concurrency Control and Recovery Techniques (concept only).
6. Indexing concepts: Ordered indices (primary , secondary, dense, sparse, multilevel), concepts of hashing (static, dynamic)
7. Advanced Data Models & Emerging Trends :Advanced Data Modelling Concepts, Object–Oriented Databases, Distributed Databases & Client Server Architecture, XML

Readings:

1. Elmasri, Navathe : Fundamentals of Database System, Pearson Education.

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2. Silberschatz, Korth, Sudarshan : Database System Concepts, McGraw Hill International.
3. Date : An Introduction to Database System, Pearson Education.
4. Hopper, Prescott, Mc fadden : Modern Database Management, Pearson Education.
5. Molina, Ullman, Widom : Database System , Pearson Education.
6. Schaum's Outline Series : Fundamentals of Relational Databases, Tata McGraw Hill.
7. Chang : Oracle XML Handbook , McGraw Hill.
8. ISRD, Introduction to Database Management Systems, Tata McGraw Hill

[SM-302] : SYSTEM ANALYSIS AND DESIGN

1. Overview of Systems Analysis & Design: Business Systems Concepts, Systems Development Life Cycle(SDLC), Life cycle models (Waterfall model, Prototyping model, Incremental model, Spiral model, RAD model), Feasibility Analysis, Design, Implementation, Testing & Evaluation.
2. Business Process Re-engineering: Concepts, Process involved; Case study.
3. System Requirement Specification & Analysis: Fact finding techniques, data - flow Diagrams, data dictionaries, process organization & interactions, decision analysis, standards (IEEE/ ISO). Data Modelling & Analysis.
4. Detailed Design Modularization: Module Specification, File Design, Systems Development involving Data Bases. Structured Design Methodology(SDM).
Database Design Output Design Input Design User Interface Design.
5. Object-Oriented Analysis & Design (OOAD): Modeling System Requirements using 'USE CASES' Object Modeling: Object Structure, Object Features, Classes & Objects, Key Concepts of object oriented approach, Object Representation methods, Object Status, State Diagram, Modeling behaviour in object Modeling - use cases, Object oriented Analysis, Object oriented Design, Modeling & Design using UML, Activity Diagram & Swim lane Diagram, Sequence & Collaboration Diagram.
OO Testing strategies & techniques.
6. System Control & Quality Assurance through testing: Design Objectives reliability & maintenance, Software Design & documentation tools, top – down, bottom – up and variants. Testing strategies & techniques: Unit and integration testing, testing practices and plans. System Controls, Audit Trails, CASE Tools.

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7. Hardware & Software Selection: Hardware acquisition, memory , process, peripherals, Benchmarking, Vendor selection, Software selection – operating system, languages, Language Processes, performance & acceptance criteria.

Readings:

1. Booch, Grady: Object Oriented Analysis & Design.
2. Hoffer: Modern System Analysis & Design, Pearson Education.
3. Jalote, Pankaj: An Integrated approach to Software Engineering, Narosa.
4. Kendall: System Analysis & Design, Pearson.
5. Kiewycs, Igor Hawrysz: Systems Analysis & Design, PHI
6. Rajaraman V., Systems Analysis and Design, PHI
7. Rambaugh, Jacobson, Booch: UML- Reference Manual, Pearson.
8. Roger Pressman: Software Engineering - A Practitioner's Approach , TMH
9. Senn: Analysis & Design of Information Systems, McGraw Hill International.
10. Sommerville : Software Engineering-Pearson Education.
11. ISRD, Structured System Analysis and Design, Tata McGraw Hill

[SM-303] : COMPUTER AIDED MANAGEMENT

Course Contents :

1. Management Support Systems: Introduction, Objective and Characteristics, Collaborative Computing Technologies: Group Support System, Technologies, Data Reviewing Concept and Applications
2. Data Warehousing : Access, Analysis, Mining & Visualization; OLAP & OLTP
3. Enterprise Decision Support Systems: Concepts, Definitions, EIS, Organisational DSS, Supply & Value Chains & Decision Support.
4. Knowledge Management: Concepts, Development Methods, Technologies & Tools, Electronic Document Management. Case Study.
5. Knowledge - Based Decision Support: - Artificial Intelligence (AI):
Concept, Definition, AI Vs Natural Intelligence. Expert System: Concept, Structure, Working, Benefits & Limitations. Knowledge Acquisition & Validation: Scope, Methods, Validation, Verification, Analysing, Coding, Documenting & Diagramming.

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Knowledge Representation Inference Techniques Intelligence System Development.

Fuzzy Logic, Genetic Algorithm

8. Neural Computing :Fundamentals, Types of Neural Networks, Neural Network Application, Development, Architecture, Learning Algorithms, Neural Network Software & Hardware, Benefits & Limitations of Neural Networks.

9. Grid Computing: Overview.

10. Implementing & Integrating Management Support Systems: Issues, Strategies, Generic Models, Integrating EIS, DSS, ES & Global Integration.

Suggested Readings:

1. Dan W. Paterson: Introduction to Artificial Intelligence & Expert System, PHI./Pearson Education
2. Kartalopoulos, Stamatios V : Understanding Neural Networks & Fuzzy Logic – Basic Concepts & Application, PHI.
4. Poole, Computational Intelligence, OUP
5. Rich, Elaine & Knight, Kevin: Artificial Intelligence, Tata McGraw Hill.
6. Turban, Aronson: Decision support system & Intelligent System, Pearson.
7. Yegnanarayana, B : Artificial Neural Networks, PHI
8. Zaruda, Introduction to Artificial Neural System, Jaico

[MB -401]: PROJECT MANAGEMENT & ENTREPRENEURSHIP DEVELOPMENT

Module I

1. Project Planning: Project Management scenario; Project Asset – issues & problems; Gantt Chart & LOB; Network Analysis; PERT / CPM, Resource Monitoring & Control.
2. Project Buying: Projects Procurement Process, Life – cycle Costing, Project Cost Reduction methods, Project Stores, Organization & HRD issues, Computerization.
3. Investment Feasibility Studies: Managing Project Resources Flow; Project Cost – Capital & Operating; Forecasting Income, Estimation of Investment & ROI, Project Evaluation, Financial Sources, Appraisal Process.
4. Issues in Project Management: Project Audit, Project Monitoring & MIS, Cost Control, Real Time Planning, Intangibles.

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5. Project Management: Case Studies

Module II

1. Entrepreneurship: Meaning & concept; psychological & social factors; conditions needed for entrepreneurship; role of government; qualities of a prospective entrepreneur.
2. Entrepreneurial Motivation: McClelland's N-Ach theory; self – analysis, personal efficacy, culture & values, risk- taking behaviour, technology backup.
3. Entrepreneurial Skills: Creativity, problem solving, decision making, communication, leadership quality.
4. Information: Assistance from different organizations in setting up a new venture; technology parks; industrial corporations; directorate of industries / cottage and small scale industries, SISI, Khadi & Village Industries Commission, DGS & DNSIC, DGFT, how to apply for assistance – procedure, forms, procedures for obtaining contract from Railways, Defence, P & T etc., SIDBI.
5. Preparation of Project Report: Product/service selection; feasibility report preparation
6. Case Studies: Diagnostic case studies of successful / unsuccessful entrepreneurs; key variables explaining success

[MB -402]: STRATEGIC MANAGEMENT

1. **Introduction:** Business policy and strategy, Nature and Scope of Strategic Management, Vision, Mission, Goal, Objective, Strategic Management process.
2. **Environmental Scanning:** SWOT Analysis, External Environment Analysis (Economic, Legal, Govt, Political, Social, Geographic, Technical); Internal Environment Analysis- Strategic Advantage Factors (Finance, Marketing, Production, HR, R & D, etc.)
3. **Competitive Strategy:** Porter's Five Forces Theory, Generic strategies, Competitive Advantage, Value chain analysis, Mc Kinsey's 7S Model, Balance Score card.
4. **Formulating Strategies :** Corporate, Administrative/Executive and Operating Levels, Developing Functional Strategies – Production/Operations, Finance, Marketing, HR, Materials, R & D; Portfolio analysis - BCG & GEC matrix.

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5. **Strategic Implementation and actions** : Stability, Growth, Turnaround, Retrenchment, Diversification, vertical integration, Horizontal integration, Strategic alliance, merger and acquisition, Divestment, Joint Ventures, De-Merger.
6. **Evaluation of Strategy:** Need, Problems, Criteria for Evaluation (Qualitative/Quantitative), Process of Evaluation.

MM-404 INTERNATIONAL MARKETING

1. **Introduction:** Definition of international marketing, Domestic vs. international marketing, Benefits of international marketing, Process of internationalization, EPRG framework.
2. **International marketing environment:** Business Practices and Ethics, Cultural, Political, and Legal Environment, Minimizing Environmental Risk.
3. **Trade Theories:** Basis of international trade, Principles of absolute and relative advantage, Factor endowment theory.
4. **International Institutions (only the objectives):** WTO, World Bank, IMF, ADB, UNCTAD, EEC, SAPTA, NAFTA etc.
5. **International Product Policy:** New product policy, International product life cycle, Product line policies, Branding, packaging and labelling
6. **International Pricing Strategies:** Factors in pricing, Alternative strategies, Forfeiting, Transfer pricing, Dumping, Counter trade.
7. **Export Import Process:** Export Documentation -certificate of origin, bill of lading, mates receipt, letter of credit, line of credit, Methods of payment.
8. **Overseas Distribution system:** Alternative Middleman Choices - Home country, Foreign country and Government affiliated Middlemen, Selection of Agents, Locating, Selecting & Motivating Channel Members.

Minimum 5 cases to be discussed

Suggested Readings

1. International Marketing-Analysis and strategy ,Onkvsit, Sak and Shaw,TMH
2. Global Marketing Management, Keegan ,Pearson

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3. International Marketing, Rajagopal , Vikas
4. International Marketing and Export Management, Albaum, Duer & Strandskov, Pearson
5. International Business Management, Si nha & Sinha, Excel Books
6. International Marketing, P K vasudev, Excel Books

MM-405 SERVICE MARKETING

- 1. Introduction:** Definition, Differences between Services and Goods, Tangibility Spectrum, Distinctive Characteristics of Services, Categories of Service Providers, Marketing Implications of Service Characteristics, Services Marketing Mix – People, Physical Evidence & Process.
- 2. The Gap Model of Service Quality:** The Customer Gap, The Provider Gap, The Customer Expectations of Service, The Zone of Tolerance, Customers Perception of Quality and Customer Satisfaction, SERVQUAL.
- 3. Understanding Customer Requirements:** Listening to Customers through Research, Building Customer Relationship, Service Recovery, Factors Necessary for Appropriate Service Standards, Types of Customer -Defined Service Standards
- 4. Physical Evidence and Servicescape:** Meaning, Types of Servicescapes, Strategic Roles of Servicescape, Guidelines for Physical Evidence Strategy, Strategic Roles of Servicescape .
- 5. Employees and Customers Role in Service Delivery:** Service Culture, Importance of Service Employees and Customers in Service Delivery.
- 6. Managing Demand and Capacity:** Capacity Constraints, Demand Patterns, Strategies for matching Capacity and Demand.
- 7. Marketing Communication:** Need for Coordination in Marketing Communication, Promotion in Services Marketing, Logistics and Distribution in Services Marketing.

Minimum 5 cases to be discussed

Suggested Readings

1. Services Marketing, Ziethmal & Bitner, McGraw Hill
2. Services Marketing, Lovelock, Pearson
3. Services Marketing , Jauhari & Dutta, Oxford
4. Services , Govind Apte, Oxford
5. Services Marketing, Lovelock, Pearson

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[MM 406]: CONSUMER BEHAVIOUR

1. **Introduction to Consumer Behaviour:** Defining consumer behaviour, Reasons for Studying Consumer Behaviour, Environmental Influences on Consumer Behaviour: Culture, Subcultures, Social Class, Reference Group and Family Influences, Personal Influences and Diffusions of Innovations.
2. **Consumer Decision Process:** Need recognition, information search, evaluation of alternatives, purchase decision, consumption and post-purchase evaluation, Types of decision process – complex decision making, variety seeking, impulse buying, loyalty.
3. **Individual determinants of Consumer Behaviour:** Motivation, Personality and Self Concept, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change.
4. **Family Influences on Buyer Behaviour:** Factors affecting the need of the family, family life cycle stage and size.
5. **Culture Subculture and Social Class:** Nature of culture, Types of subculture and their influence on behaviour, Nature of social class.
6. **Reference Groups, Opinion Leaders and Social Influences:** Nature and types of reference groups, How groups influence individuals, Opinion leadership, Word-of-mouth, Innovation and diffusion.
7. **Models of Consumer Behaviour:** Howard-Seth Model, Angle-Blackwell-Kollat (Multimediation Model), Nicosia Model.

[FM -404]: FINANCIAL INSTITUTES AND MARKETS

1. Indian Financial System in India: Financial Concepts, Financial Assets, Financial Intermediaries, Financial Markets, Classification, Components of Financial Market, Financial Instruments, Multiplicity of Financial Instruments.
2. Money Market: Definition, Money Market and Capital Market and their Features, Objectives, Features of a Developed Money Market, Importance of Money Market,

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Composition of Money Market, Money Market Instruments, Structure of Indian Money Market, Features of Indian Money Market , Call Money Market, Recent Developments.

3. New Issues Market: Relationship between New Issues Market and Stock Exchange, Functions of New Issue Market, Instrument of Issues, Players in the New Issue Market, Recent Trends, causes for Poor Performance - Suggestions.
4. Secondary Market: Introduction, Control Over Secondary Market, Registration of Stock Brokers, Registration Procedure, Method of Trading in a Stock Exchange, Depository services, Emergence of NSE, Objectives, Features of NSE- Comparative analysis of BSE & NSE functioning
5. Securities And Exchange Board of India: SEBI – Background, Objectives, Functions, Powers, Organization, SEBI and the Central Government, SEBI Guidelines for Primary Market, Secondary Market.
6. The Banking Sector – Industry Overview – Financial statements and Analysis, Regulation of Commercial Banks, Prudential accounting Norms
7. The Insurance Sector – Basic Principles of Insurance – components of insurance Market- The changing scenario of the Indian Insurance Sector
8. Mutual Funds: Concept - Types - Nature – NAV – Trends in Indian Mutual Fund Market - SEBI & Mutual Fund.
9. Merchant Banking: Concept -Types -Functions - Trends in Merchant Banking in India - SEBI & Merchant Banking.
10. Leasing & Hire Purchase Finance: Definition of Leasing, Types of Lease, The Leasing Process, Definition of Hire Purchase, Rights of Hirer, Rate of Interest, Evaluation of Leasing & Hire Purchase as method of financing
11. Credit Rating Agencies: Concept - Functions - Different Credit Rating Agencies - Popular Symbols – SEBI & Credit Rating. 2L
12. Personal Financial Services: Debit Card - Credit Card - Housing & Personal Loans.

[FM -405]: INTERNATIONAL FINANCE

1. International Dimensions of Financial Management : The Emergence of the MNC, Nature of the MNC, Objectives of the Firm & Risk Management, Domestic Financial Management & International Financial Management.

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2. International Monetary System: History of International Monetary System, Present Day Currency Regimes, Regime Choices for Emerging markets, Birth of EMU and EURO
3. Balance of Payments (BOP): Principles of BOP Accounting, Components of BOP, Significance of 'Deficit' & 'Surplus' in BOP, India's BOP and Economic Performance, Capital Mobility and Capital Account Convertibility.
4. The Foreign Exchange Market, Exchange Rate Determination, and Currency Derivatives: The Foreign Exchange Market – Functions, Participants and Transactions – Exchange Rates and Quotations – Indian foreign Exchange Market, Foreign Currency Derivatives – Currency Options , Futures, Forwards, Swaps – Foreign Currency Derivatives in India , International Parity Conditions – Purchasing Power Parity- Interest rate Parity, Foreign Exchange Rate Determination
5. Foreign Exchange Exposure & Risk Management: Two dimensions of Foreign Exchange Risk (viz. Exposure & Unanticipated change in Foreign Exchange Rates), Types of exposure Measuring and Managing Economic Exposure, Transactions Exposure & Translation Exposure : (a) internal hedging strategies. (b) External or market based Hedging strategies.
6. International banking Services – Capital Adequacy Standards-International Money Markets, International Equity Sources - Global Equity Markets- Methods of Sourcing - Cross-listing in Secondary Markets- New Equity Issues, International Debt Sources- Debt Management and Funding Goals - International Debt Instruments- International Bank Loans - Euronotes- International Bond Market
7. Financial Management of MNCs: Foreign Direct Investment and Cross- Border Acquisitions; International Capital structure and the cost of Capital- An Overview- Impacts of Internationalization on the Cost of Capital- Improving Market Liquidity- Overcoming Market Segmentation- Causes of Segmentation- International Diversification and the cost of capita l- International Cost of Capital Models- The Theory of Optimal Financial Structure- Impact of Internationalization on Optimal Financial Structure - Financial Structure of Foreign Affiliates
8. Multinational Capital Budgeting- Capital Budgeting: An overview- Capital Budgeting for Foreign Projects - Two methods- Foreign Complexities- Parent vs project valuations; Multinational Cash Management- The Management of Multinational Cash Balances-

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Cash Management Systems in Practice- Transfer Pricing & Related Issues- Blocked Funds

[FM-406]: DERIVATIVES AND RISK MANEGEMENT

1. Introduction- Forward contracts, Futures contracts, Options and other derivatives.
2. Forward and Futures – markets; use of futures for hedging; Risk Management Using Futures and Forwards; pricing- Cost of Carry Model; interest rate futures
3. Options – Markets; Payoffs; Risk Neutral Valuation; Binomial Option Pricing Model; Black Scholes Option Pricing Model; Put Call Parity; Uses of Options; Option Strategies
4. Management of market risk – Stop loss; Delta hedging; Theta; Gamma; Vega; Rho; Scenario Analysis; Portfolio insurance, VaR
5. Other derivatives- Swaps, Warrants, Convertibles
6. Risk Management in Financial Institutions – Overview of BASEL –II, Market Risk, Credit Risk and Operational risk elements

[HR – 404] : INDUSTRIAL RELATIONS

Module – I

1. Industrial Relations : Concept, Approaches to IR, Parties to IR, System Model of IR
2. Industrial Worker in India : Rise of Industrial Workers, Profile of Industrial Workers in India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics)
3. Trade Unionism in India : Origin, Growth, Structure and Management of Trade Unions, Recognitions, Leadership, Trade Unionisms, Employers’ Organisations in India, Managerial Associations.
4. Industrial Relations in India : Labour Policy in Five Year Plans, Tripartism, Role of Government and State, Role of Management, Role of Trade Unions.
5. Industrial Disputes : Causes, Types, Trends and Settlement of Disputes (Internal Options, Third Party Machinery).

Module – II

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6. Collective Bargaining : Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement – content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India.
7. Workers' Participation in Management : Concept, Purpose and Practices in other countries; Workers' Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council, WPM, EPM; Problems and Prospects in India; Quality Circles – Concept and Practices in India.
8. Labour Welfare and Industrial Relations : Concept, Purpose, Statutory and Non-Statutory Provisions, ILO Conventions and its application in India, Workers' Education Programmes in India.
9. Employee Discipline : Meaning Types, Misconduct, Disciplinary Action, Domestic Enquiry, Grievance Handling.
10. Case Studies - Wage Negotiation, Disciplinary Action, Industrial Disputes

Readings

1. Marchington, M. : Managing Industrial Relations, McGraw Hill.
2. Monappa, Arun : Industrial Relations, Tata McGraw Hill.
3. Ramaswamy, E. A. : Managing Human Resources, Oxford University Press.
4. Venkata Ratnam, CS: Industrial Relations, OUP
5. Govt. of India : Report of the National Commission on Labour

[HR – 405] : ORGANIZATIONAL DEVELOPMENT

Module – I

1. Organisational Change and Development : Concept, History, Assumptions, Organisational Change, Process, Lewin's Model, Organizational Life Cycle, Values and Assumption of OD.
2. Operational Components of OD : Diagnostic, Action and Process – maintenance component.
3. Characteristics and Foundation of OD Process : On-going interactive process, Form of Applied Behavioral Science, Strategy of Changing, Systems Approach, Approach to Planned Change, Experience-based, Goal Setting and Planning, Focus on Work Teams.
4. OD and Action Research : Process, Approach, Use of Action Research in OD.

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5. OD Interventions : Nature of OD Interventions, Major OD Interventions, Dimensions, Individual, Group and Task – Process, Effective OD Interventions – Characteristics, Factors for Design

Module – II

6. Team Interventions : Teams and Work Groups, Team Building Interventions, Diagnostic Meeting, Team Building Meeting, Role Analysis Techniques, Role Negotiation Techniques, Gestalt Orientation to Team Building, Intergroup Interventions.

7. Personal, Interpersonal and Group Process Interventions : Process consultation, Third – Party Intervention, Sensitivity Training, Transactional Analysis, Career Planning Interventions.

8. Comprehensive Interventions : Confrontation Meeting, Survey Feedback, Four System Management, Grid, Contingency Approach.

9. Structural Interventions : Job Design, MBO, QWL, Socio-technical Systems, Physical Setting, Conditions for OD, Re-engineering.

10. Issues in OD : OD facilitators Role, OD consultant, Consultant – Client relationship, Problems in OD Interventions, Resistance – Individual and Organizational, Research in OD.

Readings

1. French, W. L. & Bell, C. H. : Organisation Development, Prentice Hall of India./Pearson Education
2. French, W. L. & Bell, C. H. : Organisation Development and Transformation, Tata McGraw Hill
3. Gummings, T.G. & Worley, C.G. : Organization Development and Change, Thomson
4. Pareek, Udai : Understanding Organisational Behaviour, OUP
5. Robbins, S. P. : Organisational Behaviour, Prentice Hall of India./Pearson Education

[HR – 406] : HUMAN RESOURCE DEVELOPMENT

Module – I

1. Human Resource Development : Meaning, Scope and Purpose, HRD Process, Techniques of Assessment of HRD Needs – Organizational Analysis, Task Analysis, Individual Analysis.

2. Strategies of HRD: Organizational Development, Individual Development, Team Development, Organizational Culture Building.

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3. Individual Development through Training: Designing Training Programme; On-the-Job, Off-the-Job; Methods – Lecture, Case Analysis, Role Play, Games, Exercises; Role of Trainer, MDPs, Out-Bound Training.
4. Evaluation of Training : Need, Principles, Criteria, Technique of Evaluation, Impediments to Effective Training, Improving Effectiveness of Training.

Module – II

5. Individual Development through Non - Training - Job Redesign Programme; Job Enlargement, Job Enrichment, Job Rotation, Suggestion Schemes, Career Planning, Counselling.
6. Team Development Programmes – Methods and Schemes : Role of Staff and Line Managers in HRD, Quality Circle, Kaizen, Autonomous Small Group Activities.
7. Competency Management – Planning, Mapping, Measurement .
8. HRD Experiments and Cases – In India and Other Countries

Readings

1. Desimone, R. L., Werner, J. M. & Harris, D. M. : Human Resource Development, Thomson.
2. Pareek, Udai & Rao, T. V.: Designing and Managing Human Resource Systems, Oxford & IBH.
3. Rajsekharan, N.P. : Competency Web, Universities Press
4. Rao, T. V. : Readings in HRD, Oxford & IBH.
5. Silvera, D. M. : Human Resource Development – The Indian Experience-Publisher

[SM - 404] : SOFTWARE MANAGEMENT

1. Introduction to Software Processes and Metrics, problems: Goals and requirements of Software Development.
2. Software Project Planning: Project Process Groups (Initiating, Planning, Executing, Controlling and Closing Processes).Planning Activities – Schedule Development, Resource Planning, Cost estimating / Budgeting, Quality Planning, Human Resource Planning, Communication Planning, Risk Management Planning, Procurement Planning, Developing on Information Technology, Project Management Methodology, Software Project Management Plan (SPMP).Change Control on Information Technology Projects.

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3. Project Scope Management: Definition, Project Initiation – strategic planning & project selection, Project Charters, the scope statement, Work Breakdown Structure - approaches (using guidelines, the Analogy Approach, Top – Down & bottom – up Approaches), Scope Verification and Scope change Control.
4. Project Time Management: Project Schedule, Project Network Diagrams (AOA or ADM, PDM), Activity duration Estimating, Gantt Charts, Critical Path method , PERT.
5. Project Cost Management: Importance, Basic Principles, Cost Estimating (Types), Techniques and Tools, Problems with Cost Estimates, Cost Control, Earned Value Management. Estimation Techniques: COCOMO (Basic, Intermediate & complete COCOMO Model) Halstead's Software Science Putnam Model Jensen Model
6. Quality Management: Quality Planning, Assurance & Control, Leadership - Cost of Quality, Organizational Influences, Work Place factors & Quality, Maturity Models. [CMM, CMMi, Six Sigma], Zero defect, Quality assurance.
7. Project Human Resource Management: Managing People (Motivation Theories, Influences & power, Improving Effectiveness), Organizational Planning, Staff Acquisition & Team Development.
8. Project Communication Management: Importance, Communication Planning, Information Distribution, Performance Reporting, Administrative Closure.
9. Disaster Recovery Planning & Risk Management: Importance, Risk Management Planning, Sources of Risk, Risk Identification, Qualitative & Quantitative Risk, Risk Response Planning , Risk Monitoring & Control.
10. Change management: Configuration management, ITIL methodology
11. Project Procurement Management: Importance, Plannin, Solicitation Planning, Solicitation, Contract Administration & Close Out.
12. Using Project Management Tool: MS Project 2000 / 2003. Case Study.

Suggested Readings:

1. Behforooz: Software Engg. Fundamentals, OUP
2. Hughes & Cotterell, Software Project Management: TMH
3. Mall, Rajib: Fundamentals of Software Engineering, PHI.
4. Maylor: Project Mgmt., Pearson Education
5. Pressman: Software Engineering, McGraw Hill

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6. Schwalbe, Kathy: Information Technology Project Management, Thomson Learning.
7. Basics of Software Project Management: NIIT, PHI

[SM - 405] : E-BUSINESS

1. Electronic Commerce: Overview, Definitions, Advantages & Disadvantages of E – Commerce, Threats of E – Commerce, Managerial Prospectives.
2. Technologies: Relationship Between E – Commerce & Networking, Different Types of Networking For E – Commerce, Internet, Intranet & Extranet, Client – Server, Web – Server Architecture, Infrastructure Requirement For E – Commerce, Intelligent Systems.
3. Business Models of e – commerce: Model Based On Transaction Type, Model Based On Transaction Party - B2B, B2C, C2B, C2C, Revenue based models, E –Governance.
4. E – strategy: Overview, Strategic Methods for developing E – commerce, E-advertisement.
5. M-commerce: Definition, Hand Held Devices, Mobility & Commerce, Mobile Computing, Wireless Web, Web Security, concepts of WAP.
7. Supply Chain Management: E – logistics, Supply Chain Portal, Supply Chain Planning Tools (SCP Tools), Supply Chain Execution (SCE), SCE - Framework, Internet’s effect on Supply Chain Power.
8. E – Payment Mechanism: Payment through card system, E – Cheque, E – Cash, E – Payment Threats & Protections.
9. E – Marketing: eShopping, Telemarketing. Commercial packages for building eShopping portal e.g. One&One Case study
10. Electronic Data Interchange (EDI): Meaning, Benefits, Concepts, Application, EDI Model, Protocols (UN EDI FACT / GTDI, ANSI X – 12), Data Encryption (DES / RSA).
11. Risk of E – Commerce: Overview, Security for E – Commerce, Security Standards, Firewall, Cryptography, Key Management, Password Systems, Digital certificates, Digital signatures. Rules & Regulations For Controlling E – Commerce, Cyber Laws.
12. ERP Evolution through MRP I and MRPII, Need Identification, Scope and Problem of ERP selection and Implementation, Products and Packages of ERP, Selection of EEP processes, Integrating ERP with other systems, Opportunities and benefits. Case Study – BPR.

Suggested Readings:

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1. Bhaskar Bharat : Electronic Commerce - Technologies & Applications.TMH
2. Christopher J. & Clerk T.H.K., Global E-Commerce, University Press
3. Joseph P.T. : E-commerce An Indian Perspective, PHI
4. Kalakota, Whinston : Frontiers of Electronic Commerce , Pearson Education.
5. Loshin Pete, Murphy P.A. : Electronic Commerce , Jaico Publishing Housing..
6. Reynolds, Beginning E-Commerce, SPD
7. Whiteley, David, E – Commerce : Strategy Technologies & Applications, Tata McGraw Hill.

[SM - 406] : FUNDAMENTALS OF NETWORKING

1. Communications: [a] Need for computer networking, components of a data communication system, direction of data flow(simplex, half-duplex, full-duplex) [b] Types of networks: LAN, MAN, WAN; concepts of Internet, Intranet, Extranet, WWW. [c] Network topology, transmission media. [d] Applications of networking in business and society. [e] concepts of data transmission, signal encoding, modulation methods, synchronization, multiplexing and concentration, coding method, cryptography.
2. Network: Communication system architecture – OSI reference model, Topology types, selections, design, Local area networks (LAN), CSMA / CD, token bus, token ring techniques, link level control (LLC) protocols, HDLS, analysis of protocols & performance, concepts in network layer, switching techniques, routing methods (static & dynamic), concepts of ALOHA, MACA, MACAW protocols. Concepts of Wi-Fi & Wi-Max. Case study: telephone network and satellite network.
3. TCP / IP: Session, Presentation and Application Layers functions.
4. Networking and Internetworking devices: Introduction to repeater, hub, bridge, switch, router and gateway. Case study: Office network
5. Distributed Processing Potential: Client Server Computing, introduction to distributed database.
6. Internet: Internet Protocols, IP addressing (IP4 + IP6), class & subnets (concept only), Internet computing, MPLS.

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7. Mobile Computing: Introduction to mobile technology, concept of GPRS, Wireless Application Protocols & other protocols, concept of bluetooth.

8. Network Security & Privacy: overview, purpose, spamming , cryptography (ciphering, DES, RSA -concept only), authentication (concept only) and firewall.

Suggested Readings:

1. Comer : Internetworking with TCP / IP, Vol – 1, PHI/ Pearson Education
2. Forouzan : Data Communication & Networking, TMH.
3. Stallings, W., Data and Computer Communications, Pearson Education
4. Tanenbaum : Computer Networks, Pearson Education
5. Zheng, Computer Networks for Scientists & Engineers, OUP