



2-Year Master of Business Administration (MBA) Curriculum and Syllabus

Third Semester

Course Code	Course Title	Contact Hrs. / Week			Credit
		L	T	P	
Theory					
TIU-PMG-T201	Business Research Method	3	1	0	3
TIU-PMG-T203	Business Taxation & Corporate Finance	2	1	0	3
TIU-PMG-T205	Strategic Management	2	1	0	3
TIU-PMG-T207	Economic Environment & Policy	2	1	0	3
TIU-PEN-T201	Career Advancement Skill & Development-II	2	1	0	3
Elective Marketing					
TIU-PMG-E201	Advertisement and sales promotion	2	1	0	2
TIU-PMG-E203	Consumer based Business Strategies	2	1	0	2
TIU-PMG-E205	Marketing Research	2	1	0	2
Elective Finance					
TIU-PMG-E213	Managing Financial Institutions	2	1	0	2
TIU-PMG-E215	Modern Investment and Portfolio Management	2	1	0	2
TIU-PMG-E217	Mergers, Acquisitions & Corporate Restructuring	2	1	0	2
Elective- Human Resource Management					
TIU-PMG-E219	Training & Development	2	1	0	2
TIU-PMG-E221	Industrial Relations	2	1	0	2
TIU-PMG-E223	Talent Management	2	1	0	2
Elective- Systems					
TIU-PMG-E225	Project Management	2	1	0	2
TIU-PMG-E227	Advanced MIS	2	1	0	2
TIU-PMG-E229	Information Security And Risk Management	2	1	0	2
Elective- Construction Project Management					
TIU-PMG-E207	Construction Project Planning and	2	1	0	2



	Administration				
TIU-PMG-E209	Management of Quality and Safety in Construction	2	1	0	2
TIU-PMG-E211	Optimization Techniques	2	1	0	2
Practical					
TIU-PEN-L201	Communication Skill and Language Lab	0	0	2	2
Sessional					
TIU-PES-S299	Entrepreneurship Skill Development – II	0	2	0	2
TIU-PMG-I299	Evaluation of Summer Internship Training	0	0	2	2
Total Credits					27

BUSINESS RESEARCH METHOD

TIU-PMG-T201

L-T-P: 2-1-0

Credit: 3

Module 1

1. Introduction to Business Research, Definitions, Nature, Scope
2. Concept, Significance
3. Research Process, Research Design

Module 2

4. Exploratory Research: Focus Group, Projective Techniques, Depth Interview, Observation, Case Study Method, Secondary Data Collection and Analysis
5. Problem Discovery ~ Problem Definition, Hypothesis Formulation
6. Causal Research, Experimental Designs



Module 3

7. Questionnaire Construction
8. Measurement, Basic Scales, Validity Analysis, Reliability Analysis
9. Sampling

Module 4

10. Field work, Non-sampling Errors, how to overcome them, Data Preparation and Preliminary Analysis
11. Introduction to Multivariate Analysis
12. Factor Analysis, Regression Analysis, Cluster Analysis
13. Reporting and Concluding Integration

Books Recommended:-

1. Business Research Methods - Donald Cooper & Pamela Schindler, TMGH, 9th edition.
2. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
3. Research Methodology - C.R.Kothari

BUSINESS TAXATION & CORPORATE FINANCE

TIU-PMG-T203

L-T-P: 2-1-0

Credit: 3

Module I: Income Tax

1. Introduction: Canons of Taxation, Assessee, Income, Previous Year, Assessment Year, Residential Status & Tax Incidence, Income Exempted from Tax.
2. Computation of Taxable Income of Individual, HUF, Firm & Corporate: Income from Salaries, Income from House Property, Profits & Gains from Business & Profession, Income from Other Sources
3. Deduction from Gross Total Income : 80CCC,80D,80DDB,80E,80G,80GG,80GGA,80C,80U
4. Set off & Carry Forward of losses: Inter Sources and Inter Head Adjustment.



Module II: Indirect Tax

1. Central Sales Tax: Basic Concepts Only
2. Custom Acts & Valuation: Basic Concepts Only
3. Central Excise Act, 1944: Basic Concepts Only
4. Value Added Tax

Module III: Corporate Finance

1. Introduction to Corporate Finance
2. Capital Budgeting and Risk: NPV as Investment Decision Criteria, Sensitivity Analysis, Monte Carlo Simulation, Real Options and Decision Trees
3. Economic Value Added, Agency Problem
4. The Financing Decision: Financing Process, Financing Mix Tradeoffs and Theory, Optimal Financing Mix, Financing Mix and Choices.

Book Recommended:

- Corporate Tax Planning & Business Tax Procedures (Direct Taxes Planning and Management) by Dr. Vinod Kumar Singhania & Dr. Monica Singhania, Taxmann Publication



STRATEGIC MANAGEMENT

TIU-PMG-T205

L-T-P: 2-1-0

Credit: 3

Objectives

Being a capstone course of the Marketing Module, some of the key objectives of this course are:

- a) To help students sharpen their analytical abilities in integrating strategic marketing decision in a comprehensive manner.
- b) To become familiar with the concepts and framework in marketing strategy, strategic market planning, competition analysis and in creating competitive advantage.
- c) To relate marketing in the context of the whole organisation with special emphasis on strategic management.

Detailed Syllabus

Module I

1. Strategy and the Quest for Competitive Advantage: Military origins of strategy – Evolution - Concept and Characteristics of strategic management – Defining strategy – Mintzerbg’s 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process.
2. Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development.
3. Strategic analysis: Analyzing Company’s Resources and Competitive Position –30Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness.

Module II

4. Analyzing Company’s External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter’s Five Forces Model of competition.
5. Corporate Portfolio Analysis: Business Portfolio Analysis - Synergy and Dysergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit
6. Generic Competitive Strategies: Low cost, Differentiation, Focus.

Module III

7. Grand Strategies: Stability, Growth (Diversification Strategies, VerticalIntegration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies.



8. Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries.

9. New Business Models and strategies for Internet Economy: Shaping characteristics of E-Commerce environment – E-Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success factors in E-Commerce – Virtual Value Chain.

Module IV

10. Strategy implementation - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy.

11. Behavioural issues in implementation – Corporate culture – Mc Kinsey's 7s Framework - Concepts of Learning Organization

12. Functional issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT.

Module V

13. Strategy Evaluation – Operations Control and Strategic Control - Symptoms of malfunctioning of strategy — Balanced Scorecard.

14. Cases in strategic management: A minimum of 5 cases encompassing the above topics to be analyzed and discussed in the class.

Books Recommended:-

1. A A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy – The Quest for Competitive Advantage, Tata McGraw Hill, 4th ed., 2005.

2. Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, 2004.

3. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. 31 Free Press, New York.

4. Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future. HBS Press.

5. Ed. C.A. Montgomery, M.E. Porter, Strategy – Seeking and Securing Competitive Advantage, Harvard Business Review Publications, 1991.

6. Peter F. Drucker, Managing in a Time of Great Change, Truman Talley Books / Plume Penguin Group, 1998.



ECONOMIC ENVIRONMENT & POLICY

TIU-PMG-T207

L-T-P: 2-1-0

Credit: 3

Module 1

1. Environment of Business – Micro & Macro Environment of a Firm, Different Environmental factors, Interface of Market & Non-Market factors
2. Economic System – Capitalism, Socialism, Mixed Economy, Mixed Economy in India.

Module 2

3. Government and Business - Role of Govt – Market System, Fiscal & Monetary Policy, Industrial Policy (1948,1956,1970,1991), Industrial Licensing, MRTP Act (1967) and its Ammendments.-Liberalisation of Indian Economy.
4. Economic Planning in India – Features and Objectives, Planning Commission, Review of Five Year Plans, State Planning

Module 3

5. International Economic Linkage – GATT, WTO, EXIM Policy – Impact on Indian Foreign Trade
6. Parallel Economy in India – Meaning, Magnitude and Consequences, Causes and Remedies, Govt. measures

Module 4

7. Labour Scenerio – Employment Policy, Structure of employment, Changing dimension of unemployment and employment
8. Social Responsibility of Business - Welfare , Health & Hygiene, Area development, Sports.
9. Industry and Natural Environment - Impact on Environment, Environment Policy, Green Industry.

Books



- Environmental Economics - Theory, Management & Policy by M L Jhingan, Vrinda Publication
- Macroeconomics : Economic Growth, Fluctuations, and Policy by Robert E Hall, Viva Books Pvt Ltd
- Environmental Economics and Management : Theory, Policy and Applications By Scott Callan, Janet Thomas , South Western Educational Publishing

MARKETING ELECTIVE – I
ADVERTISING & SALES PROMOTION MANAGEMENT

TIU-PMG-E201

L-T-P: 2-1-0

Credit: 2

Module -I

- Communication Process - Communication models for rural communication and urban communication.
- Advertising - Organizational structure of advertising agency and its functions. Evaluation of agency functioning.
- Advertising objectives with specific reference to DAGMAR, Brand objectives and consumer attitudes and market structures.

Module -II

- Brand position and brand image strategy development.
- Persuasion and attitudinal change through appropriate copy development.
- Copy decision - creation and production of copy.

Module -III

- Advertising budget.
- Media planning and media research.
- Measuring the effectiveness of advertising campaign.
- Public relations.

Module -IV

- Planning and designing sales promotion programme with specific reference to sales contest, trade-in discount, coupons etc.
- The Message, the Target and the Media



- Cultural and Ethical Concerns in Advertising

Readings :

- Arens W.F.: Contemporary Advertising; TMH
- Belch G.E. & Belch M.A: Advertising & Promotion; TMH
- Clow K.E., Baack D.: Integrated Advertising, Promotion & Marketing Communications; Pearson
- O'Guinn T. C., Allen C.T.: Advertising and Integrated Brand Promotion; South Western
- Ogilvy David: Ogilvy on Advertising; Pan Books
- Percy: Strategic Advertising Mgmt; OUP
- Shimp T.A.: Advertising & Promotion; South Western
- WellsW., Brunett J.&MoriartyS.: Advertising; Pearson
- Wright J. S, Winter W. L. & Zeigler S K: Advertising; TMH

MARKETING ELECTIVE – II

CONSUMER BASED BUSINESS STRATEGIES

TIU-PMG-E203

L-T-P: 2-1-0

Credit: 2

Module I: Introduction

1. Consumer Behaviour - An Introduction & Key Foundations

Module II: Consumer Decision Process

2. Determinants of Buyer Behaviour and Framework of Buyer Behaviour; Overview of the Stages in the choice process, factors affecting each stage, and need recognition.
3. Information Gathering & Evaluation: Perceptual Mapping & Positioning: Value perception; Information Search, Defining criterion for choice, mapping perceptions and value perceptions of consumers. Evaluation rules used by consumers. Mapping attributes, comparison of brands, positioning options, product and promotions related strategies. Perceived value components, generating attribute lists, mapping methods.
4. Consumer Expectations & Perceptions: Satisfaction & Value Post-purchase Processes, Measuring satisfaction and value, Value/Satisfaction delivery process and programs. Satisfaction and retention. Quality and satisfaction

Module III Individual Determinants of Buyer Behaviour and Internal Processes

5. Self Concept, Needs & Brand Choice Need recognition process, gaps in selfimage and ideal image, why certain attributes are used for evaluating brands, importance of attributes and need strength, identifying need areas. VALS and grouping consumers. Segmentation, targeting and positioning based on self and brand images.



6. Consumer Personality and Consumer Motivation; Need identification and classification. Use of personality, purchase pattern to understand needs and segment markets.

7. Learning, Memory, Communication Applications and Behaviour Modification; Different learning methods used by consumers and marketers' use of same. Learning strength, generalization and discrimination, schema formation and change, positioning and repositioning. Communication objectives and techniques, hierarchy of communication effects.

Module IV Consumer Attitudes and Buying Behaviour

8. Formation, Measurement and Modification of Consumer Attitudes; Concept of attitude, measurement methods, data analysis and identification of problem areas. Attitude change methods. Market opportunity and promotional activities to assess markets and change attitudes towards products and brands.

9. Situational Determinants of Buyer Behaviour; Temporal, social, physical, task, purchase, usage, disposition and other antecedent states.

Books

- Assael, H.: Consumer Behaviour & Marketing Action; South-Western
- Blackwell, R.D., Miniard, P.W. & Engel, J.F.: Consumer Behaviour; South-Western
- Hawkins, D.I., Best, R.J., Koney, K.A. & Mookerjee, A.: TMH
- Kumar: Conceptual issues in Consumer Behaviors; Pearson Education
- Loudon & Bitta, Della: Consumer Behaviour; TMH
- Shiffman & Kanuk: Consumer Behaviour; Pearson Education
- Solomon, M. R., Consumer Behaviour, Pearson Education



MARKETING ELECTIVE – III
MARKETING RESEARCH

TIU-PMG-E205

L-T-P: 2-1-0

Credit: 2

Module -1

- Introduction: A Decision Making Perspective of Marketing Research
- An Overview of the Marketing Research
- Problem Identification
- Methodology

Module -2

- Qualitative Research
- Factor Analysis
- Multi-Dimensional Scaling
- Pre-processor to MDS

Module -3

- Conjoint Analysis
- Discriminant Analysis
- Cluster Analysis
- Segmenting and Positioning

Module -4

- New Product Development
- Pricing Research
- Media Research
- Strategy Formulation

Module -5

- Brand Value
- Selling the Idea of MR

Books

- P. Green & D. Tull & G. Alba: Research for Marketing Decisions; PHI.
- Boyd & Westfall: Marketing Research: Text & Cases; All India Traveller Bookseller
- Luck and Rubin: Marketing Research; PHI



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WEST BENGAL

EM 4, Sector V, Salt Lake, Kolkata-700091, West Bengal, India

Phone: +91 9836544416/17/18/19, Fax: +91 33 2357 1097

- D.R. Cooper & P.S. Schindler : Marketing Research; TMH
- Naresh K Malhotra: Marketing Research; Pearson
- G C Beri: Marketing Research; Tata McGraw Hill.
- M.J. Schmidt & S. Hollensen: Marketing Research; Pearson
- Aaker & Day: Marketing Research; Wiley
- G. Churchill & D. Iacobucci ; Marketing Research, South Western
- S. Easwaran & S. Singh: Marketing Research; Oxford

FINANCE ELECTIVE – I

MANAGING FINANCIAL INSTITUTIONS

TIU-PMG-E213

L-T-P: 2-1-0

Credit: 2

Objective

The objective of the course is to provide an overall view of the theory and practice of banking from a manager's perspective. The course is designed to assist students understand and appreciate the conceptual, strategic, and risk management issues involved in managing financial intermediaries, and understand the impact of interactions of business areas on financial performance.

Detailed Syllabus

MODULE I

Financial Institutions and Economic Development: Nature and Role of Financial System: Financial System and Financial Markets, Efficiency, Stability, Technology, Government Intervention in the Financial System.

Central Banking and Monetary Policy: Central Banking Functions, Money Creation: Process and control, Monetary Policy. [Will also cover an overview of Money, Prices, Exchange Rates, and Interest Rates: Monetary Expansion, Interest Rates and Exchange Rates, Monetary Expansion and Prices, Real and Nominal Values, Inflation and Interest Rates, Inflation and Exchange Rates. The Indian Financial System: Introduction, The Pre 1951 Period, The Post 1951 period, The Indian Financial System: The Emerging Horizon]

Money, Prices, Exchange Rates and Interest Rates: Monetary Expansion, Interest Rates and Exchange Rates, Monetary Expansion and Prices, Real and Nominal Values, Inflation and Interest Rates.

The Indian Financial System: Introduction, The Pre 1951 period, The Post 1951 period. The Indian Financial System: The Emerging Horizon.



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MODULE II

Commercial Banks

Evolution of Modern Commercial Banks: Evolution of Bank Assets, Liabilities and Activities, Banking Structure, Matching Revenues and Costs of Commercial Banks, Recovery of Advances and Documentation.

Capital Adequacy, Accounting Policies and related matters, Directed Investments and Credit Programs and Interest Rates, Methods and Procedures in Banks, Regulation and Supervision of the Financial Sector, Treasury and Risk Management in Banks, Marketing of Bank Services, Relationship Banking and Innovations.

MODULE III

International Banking: Off-Shore Banking, Multinational Banking, Banking Consolidation.

Finance Companies: The Evolution of Finance Companies, The Present Status and Micro Finance and its importance in Rural Economy.

Insurance Companies: Economics of Insurance, the Insurance Industry and its Regulation, LIC and GIC.

MODULE IV

Development Banks/Finance Institutions: Concept, Role of DFIs, Sources of Funds, DFI in India, Recent Trends.

Current Developments: e-Banking.

Books Recommended

Financial Marketing and Insitution By L M Bhole, TMH Publication



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FINANCE ELECTIVE – II
MODERN INVESTMENT & PORTFOLIO MANAGEMENT

TIU-PMG-E215

L-T-P: 2-1-0

Credit: 2

Objectives

This course aims at providing students with an understanding of economy-industry-company analysis and various inter linkages that influence the securities market. It enables them to establish the valuable linkage between modern theories of finance and the analytical techniques used by investors for valuing securities.

Detailed Syllabus

Module 1

Investment Scenario – Concept of investment – investment objectives and constraints – security and non-security forms of investment (including investing in Life Insurance Schemes, small savings schemes and bank deposits, real assets and real estate investment).

Source of Financial Information - sources of Economic Data – sources of market data sources of company data sources of international economic data.

Securities Markets - Markets and their functions – methods of raising capital book building development of stock market in India – Dematerialisation of shares – listing of securities – membership of stock exchange trading and settlement procedure stock market indices – regulation of securities markets.

Risk and Return : Total risk and its factors – concept and components of total risk security returns : measuring historical and ex-ante (expected) Returns – Systematic and Unsystematic risk – qualifying portfolio risk and return – benefits of diversification – characteristic regression line – capital assets pricing model.

Module 2

Valuation of Fixed Income Investments - The strategic role of bonds – bond returns and prices systematic and unsystematic risk involved in Fixed income securities – present value model and bond valuation – valuation of tax – sheltered investments – hedging for duration



shifts – convexity – bond price volatility – term structure of interest rates, warrants – convertible securities – valuation of convertible bonds.

Valuation of Equity Shares - Discount models – the dividend discount model, h Model, operating cash flow, free cash flow model, beta for levered and un-levered firm relative valuation techniques EPS, P/E, P/CR, P/BV and P/S. Dividend Capitalisation models – earnings capitalization models – other models.

Module 3

Economic Analysis – Economic forecasting and stock investment decision – forecasting techniques.

Industry Analysis - The economy and the industry analysis – key characteristics in an industry analysis – industry life cycle structural analysis techniques for evaluating relevant industry factors – sources of information for industry analysis.

Company analysis – sources of information – analysis of financial statements – impact of changes in accounting policies – sizing up the present situation and prospects – management evaluation – forecasting earnings.

Technical Analysis (should be delivered with suitable software like metastock) – theory of technical analysis – dow theory – bar charts point and figure charts – contrary opinion theories – relative strength analysis, moving average analysis – MACD, oscillator, Elliot wave theory evaluation of technical analysis.

Module 4

Efficient Market Theory - Fundamental and technical analysis – random walk – efficient market hypotheses – weak, semi strong and strong forms of efficiency – empirical test of EMH in the Indian context.

Introduction to portfolio management : the investment process – definition of investments – investment categories, defining investment objectives – risk and investor preferences – investment constraints – investment goals and constraints for institutional investor.

Asset Allocation – process, types of asset allocation, management style, different approaches to allocation decision, and overview of allocation techniques.



Module 5

Capital Market Theory : The capital asset pricing model, security market line, applications of the security market line , ex-post and ex-ante SMLs – non standard forms of CAPM – zero – beta CAPM – Tax adjusted CAPM – empirical evidence of Capital Asset Pricing Model – Arbitrage Pricing Theory.

Portfolio Analysis : Diversification, portfolio risk and return – single index model – the sharpe index model – portfolio beta – generating the efficient frontier

Portfolio Selection : Markowitz Risk – return Optimization, concept of utility, sharpe optimization model – other portfolio selection models – geometric mean model, safety first model and stochastic dominance model.

Bond Portfolio Management Strategies : Passive strategy – duration shift and immunization – semi active strategy – active strategies.

Module 6

Equity Portfolio Management Strategies : Efficient Market Hypothesis – passive vs active management strategies – types of passive portfolios : index funds – customized funds – factor / style funds – styles of active management – active management strategies – top down – bottom – up – combining active and passive – active / core portfolios – active / completeness fund portfolios.

Managed Portfolios and Performance Measurement : Classification of managed portfolios and typical examples – advantages of managed portfolios – management performance evaluation – methods for calculating rate of return : Money weighted rate of return – time weighted rate of return – linked internal rate of return – buying the index approach – components of investment performance – market timing issues in risk adjusted performance measures – sharpe's – treynor's = jensen's performance measure for portfolios.

Portfolio Management Schemes : Types of portfolio Management Schemes – features of portfolio management schemes – SEBI Guidelines on portfolio management.

Books Recommended

- Investment Analysis and portfolio Management by P Chandra, McGraw Hill Education (India) Private



FINANCE ELECTIVE – III

MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING

TIU-PMG-E217

L-T-P: 2-1-0

Credit: 2

Module 1

1. Introduction: Definition, Forms of Corporate Restructuring
2. Mergers and Acquisitions as a Growth Strategy: Ansoff's Product Market Matrix, Classes of Growth Opportunities and M&A

Module 2

3. Mergers & Acquisitions Motives & Synergies: Friedrich Trautwein's Merger Motive Model, Monopoly Theory, Efficiency Theory, Valuation Theory, Raider Theory, Empire Building Theory.
4. Takeover and Defence Tactics: Friendly versus Hostile Takeovers, Successful Takeover Tactics in India, Defence Tactics – Crown Jewels, Blank Cheque, Shark Repellents, Golden Parachute, Buy- Back etc

Module 3

5. Legal Aspects of M&A :Companies Acts, SEBI Regulations 1998, SEBI Regulations 1997, SEBI Guidelines 2003, Tax Aspects of M&A,
6. Funding of Acquisitions : Methods of Effecting payment of Consideration, Sources of Funds, Cross Border Acquisitions by Indian Companies.

Module 4

7. Cases: Acquisition of Corus by Tata Steel, Merger of ICICI with ICICI Bank, Demerger of Tower Business of RCOM and RTL into RTIL.



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Books Recommended

- Principles of Corporate Finance by Briley Myers & Allen, McGraw Hill Education (India) Private
- Mergers, Acquisitions & Corporate Restructuring in India by Godbole Prasad G, Vikas Publication

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HUMAN RESOURCE MANAGEMENT

ELECTIVES -I

TRAINING & DEVELOPMENT

TIU-PMG-E219

L-T-P: 2-1-0

Credit: 2

Module 1

1. Introduction To Training Concept: Definition, Meaning, Need For Training, Importance Of Training, Objectives Of Training, Concepts Of Education, Training And Development, Overview Of Training Functions, Types Of Training
2. Process Of Training: Steps In Training, Identification Of Job Competencies, Criteria For Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment Of Training Needs, Methods And Process Of Needs Assessment.

Module 2

3. Designing And Implementing A Training Program: Trainer Identification, Methods And Techniques Of Training, Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change), Management Development Program, Budgeting Of Training.
4. Evaluation Of Training Program: Kirkpatrick Model Of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI Of Training.

Module 3

5. Learning: Principles Of Learning, Theories Of Learning, Reinforcement Theory, Social Learning Theory, Andragogy, Resistance To Training.
6. Technology In Training: CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning.

Books Recommended:-

1. Employee Training And Development - Raymond Noe
2. Every Trainers Handbook- DevendraAgochia
3. 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma



4. Training And Development- S.K. Bhatia
5. HRM-BiswajeetPattanayak

HUMAN RESOURCE MANAGEMENT ELECTIVES -II

INDUSTRIAL RELATIONS

TIU-PMG-E221

L-T-P: 2-1-0

Credit: 2

Module 1

1. Industrial Relation :-Origin, Definition, Scope, Determinant, Socio-Economic, Technical, Political factors affecting IR in changing Environment, Approaches to the study of IR – Psychological, Human Relation, Socio,Gandhinian approach &It’s Effect on Management
2. Trade Union: - Function of Trade Union, Types & structure of Trade Union, Impact of globalization on Trade union movement.

Module 2

3. Industrial Dispute-Meaning, Causes.
4. Industrial Relation Machinery to solve Industrial Dispute: - Negotiation, Mediator. 67Arbitration- Work Committees, Conciliation, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal, Role of Judiciary & its impact on industrial relation.

Module 3

5. Collective Bargaining-Meaning, Characteristics, Need, Importance, Essential Conditions for Success of Collective Bargaining, Process of Collective Bargaining, Causes for Failure of Collective Bargaining, Options in Case of Collective Bargaining.
6. Workers Participation in Management-Concept, Pre-Requisites, Levels Of Participation, Benefits of Participation.

Module 4

7. Impact of Globalization &Information Technology on IR.
8. Role of Human Resource Development in Developing Industrial Relation- Industrial Relation Democracy, Industrial peace.
- 9 Salient features of Industrial Employment (Standing order) Act1946.



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Books Recommended:-

1. Dynamic Personnel Administration - Prof. M.N.Rudrabasavraj.
2. Personnel Management and Industrial Relations –P.C.ShejwalkarandS.B.Malegaonkar
3. Labour Management Relations in India – K.M.Subramanian
4. Trade Unionism. Myth and Reality, New Delhi, Oxford University Press, 1982.Mamkoottam
5. Management of Industrial Relations – PramodVerma
6. Elements Of Mercantile Law- N.D.Kapoor

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HUMAN RESOURCE MANAGEMENT ELECTIVES -III
TALENT MANAGEMENT

TIU-PMG-E223

L-T-P: 2-1-0

Credit: 2

Objectives

Objectives The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Development in organisations.

Module I: Macro Level manpower Planning and Labour market Analysis - Organisational Human Resource Planning -- Stock Taking -- Work Force Flow mapping -- Age and Grade Distribution mapping.

Module II: Models and Techniques of manpower demand and supply forecasting-- Behavioural Factors in HRD -- Wastage Analysis ñ Retention -- Redeployment and Exit Strategies.

Module III: Career Management, Career Planning and Career Development. Module IV: Performance Planning -- Potentials Appraisal -- HRD Climate.

Module V: Human Resource Information System -- Human Resource Accounting. Suggested

Readings:

1. Strategic HRM by Mabey and Salama
2. Development Human Resources by Mabey and Thompson
3. Human Resource Information System: Development and Application by Kavanagh M.J.



SYSTEMS ELECTIVES -I
PROJECT MANAGEMENT

TIU-PMG-E225

L-T-P: 2-1-0

Credit: 2

Module 1

- An Overview and Key Concepts of Project Management
- Project Feasibility Studies
- Project Identification
- Market and Demand Analysis
- Technical Analysis

Module 2

- Project Cost Estimate
- Financial Appraisal of Single Projects
- Financial Appraisal of Multiple Projects
- Human Aspects in Project Management

Module 3

- Project Organization
- Project Leadership
- Motivation in Project Management
- Communication in the Project Environment

Module 4

Conflict in Project Management

- Project Scheduling
- Time-Cost Trade-Off and Crashing of Projects
- Application of Project Management Software
- Contract Management

Module 5

- Project Cost Control
- Resource Scheduling and Resource Levelling
- Risk Analysis in Project Management
- Project Audit and Project Termination
- Project Control



Case Studies on Project Management

Books-

- Guide to the Project Management Body of Knowledge PMBOK (English) by PMI STANDARD, Project Management Institute
- Project Management : A Managerial Approach by JACK R. MEREDITH, SAMUEL J. MANTEL, WILEY INDIA PVT. LTD

SYSTEMS ELECTIVES -II

ADVANCE MIS

TIU-PMG-E227

L-T-P: 2-1-0

Credit: 2

1. Management and Systems
 - Advance in Management
 - The process of MIS Development
 - MIS Organization
 - Information Dynamics
2. Planning
 - Design and Implementation of MIS
 - IS Strategic Planning
 - MIS Design - Gross Design Concepts
 - Detail Design Concepts
 - MIS Implementation
 - Acquiring Information Systems: Contemporary Approaches
3. System Life Cycle
 - Information Flow
 - Entity Relationship Modeling
 - Data Modeling
 - Detailed Process Analysis
 - Data Flow Diagrams
4. Decision Support Systems
 - Introduction and Overview
 - From Human Decision making to DSS
 - DSS Architecture
 - Decision Modeling and Analysis
 - Decision Support Developments
 - Executive Information Systems
5. The Future Trends in MIS
 - The Emerging IT Trends
 - Electronic Data Interchange
 - Objected Oriented Approach



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Phone: +91 9836544416/17/18/19, Fax: +91 33 2357 1097

- Networking (Information System Highway)
- Extended Enterprise Systems
- Managing International Information Systems

Books Recommended

- Management Information Systems : Managing the Digital Firm by Laudon, Pearson India
- Analysis and Design of Information Systems by Rajaraman, PHI LEARNING PVT. LTD

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SYSTEMS ELECTIVES -III

INFORMATION SECURITY AND RISK MANAGEMENT

TIU-PMG-E229

L-T-P: 2-1-0

Credit: 2

Module 1. Aspects of Security

- Information Age and Risks
- Vulnerabilities
- Causes and Effects
- Communications Security Criteria
- Requirement Specification
- System Design
- Physical Security
- Organizational Integrity

Module 2. Risk Management

- Grade of Risk
- Level of Threat
- Constraints
- Balancing Risks and Countermeasures
- Standards

Module 3. Encryption Principles

- Theory and Terminology
- Public Key Systems
- Message Authentication
- Underlying Mathematics
- Data Encryption Algorithm
- Public Key Algorithms
- Current Developments

Module 4. Keys and Key management

- Algorithm and Keys
- Types of Keys
- Secret Key
- Public Key
- Digital Signature
- Key Management
- Digital Signature and One Way Hash Functions

Module 5. Application Specific Risks

- Real-Time Control Systems
- Banking and Financial Transactions
- Legal and Contract Data
- Intellectual Property
- Personal Data



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National Security

Books

- Information Security and It Risk Management by Pierce Campoe Agrawal John Wiley & Sons
- Operational Risk Management by S.K. BagchiJaico Publishing House

Elective- Construction Project Management

Elective-1

Construction Project Planning and Administration

TIU-PMG-E207

L-T-P: 2-1-0

Credit: 2

UNIT-I

Construction administration, control of quality in construction, organizational structure, responsibility for co-ordination of the trade-Introduction to Project planning and Scheduling-Processes of project planning- Project scheduling- Progress control.

UNIT-II

Project planning and scheduling techniques- Network scheduling techniques. Project planning using computer based models- Principles of project management.

UNIT-III

Certainty, risk and uncertainty, risk management, identification and nature of construction risks, contractual allocation of risk, types of risks, minimizing risks and mitigating losses, use of expected values, utility in investment decisions, decision trees, sensitivity analysis.

UNIT-IV

Resource management and inventory-Implementation of project planning management.

UNIT-V

Analysis and design of planning and control system- Disputes and claims management-Use of computer based project management tools.



Text books:

1. Callahan, M.T., Quackenbush, D.G., and Rowing, J.E., Construction project scheduling, McGraw-Hill, New York, 1992.
2. Cleland, D.I. and Ireland, L.R., project management: Strategic design and implementation, 4th Edition, McGraw-Hill, New York, 2002.
3. Fisk, D.R. 2000 Construction Project Administration, Prentice Hall International, London.
4. K Wakye, A.A 1997, Construction Project Administration: Addison Wesley Longman, London.

Elective-II

Management of Quality and Safety in Construction

TIU-PMG-E209

L-T-P: 2-1-0

Credit: 2

UNIT-I

Quality policy in construction industry-Consumer satisfaction- Ergonomics-Time of completion Statistical tolerance.

UNIT-II

Taguchi's concept of quality-contract and construction programming-inspection procedures.

UNIT-III

Quality assurance/Quality control programme and cost implication.

UNIT-IV

Different aspects of quality-appraisals-failure mode analysis-stability methods and tools-Influence of drawings-detailing.

UNIT-V



Specifications-Standardization-Bid preparation-construction Activity-Environmental safety-social and environmental factors.

Text Books:

1. Clarkson H.Oglesby, productivity improvement in construction, McGraw Hill, 2000.
2. James, J.O Brain, construction inspection handbook-quality assurance and quality control, Van Nostrand, New York, 1989.
3. Juran Frank, J.M. and Grybana, F.M. quality planning and analysis, Tata McGraw Hill, 1982.
4. Kwaku A., Tenah and Jose M. Guevera, fundamental of construction management and organization PHI 1995

Elective-III
Optimization Techniques
TIU-PMG-E211

L-T-P: 2-1-0

Credit: 2

UNIT-I

Introduction to Optimization: Introduction - Historical developments - Engineering applications of Optimization - Statement of an Optimization problem - Classification of Optimization problems - Optimization Techniques. Optimization by calculus: Introduction - Unconstrained functions of a single variable - Problems involving simple constraints - Unconstrained functions of several variables – treatment of equality constraints - Extension to multiple equality constraints – Optimization with inequality constraints - The generalized Newton-Raphson method.

UNIT- II

Linear Programming: Introduction - Applications of linear programming - standard form of a linear programming problem - Geometry of linear programming problems - Definitions and theorems - Solution of a system of Linear simultaneous equations - Pivotal reduction of a general system of equations - Motivation of the Simplex Method - Simplex Algorithm - Two phases of the simplex method.



UNIT- III

Non-Linear Programming: Introduction - Unimodal Function - Unrestricted search - Exhaustive search - Dichotomous search - Interval Halving method - Fibonacci method - Golden section method - Comparison of elimination methods Unconstrained optimization techniques - Direct search methods- Random search methods - grid search method - Univariate method - Powell's method – Simplex method - Indirect search methods - Gradient of a function - Steepest descent method – Conjugate gradient - Newton's method.

UNIT-IV

Dynamic Programming: Introduction - Multistage decision processes - concept of sub-optimization and the principle of optimality - computational procedure in dynamic programming – example illustrating the Calculus method of solution - example illustrating the Tabular of solution – conversion of a final value problem into an initial value problem continuous dynamic programming – Additional applications.

UNIT- V

Network Analysis: Introduction - Elementary graph theory - Network variables and problem types - Minimum-cost route - Network capacity problems - Modification of the directional sense of the network. Application of Optimization Techniques

Text Books:

1. Optimization: Theory and Applications by S.S.Rao. New Age International (p) Ltd.
2. Numerical Optimization Techniques for Engineering Design with applications by G.N.Vanderplaats 2007.
3. Elements of Structural Optimization by R.T.Haftka and Z.Gurdal Kluwer academic publishers
4. Optimum Structural Design by U.Kirsch. Tata Mc Graw Hill
5. Optimum Design of Structures by K.I.Majid.
6. Introduction to Optimum Design by J.S.Arora. Academic press, 2012 ISBN : 978-0-12-381375-6.