



PANJAB UNIVERSITY, CHANDIGARH -160014 (INDIA)

(Estd. under the Panjab University Act VII of 1947 enacted by the Govt. of India)

FACULTY OF BUSINESS MANAGEMENT AND COMMERCE

OUTLINES OF TESTS SYLLABI AND COURSES OF READING

FOR

MASTER OF BUSINESS ADMINISTRATION (INFRASTRUCTURAL
MANAGEMENT)

(MBA - INFRASTRUCTURAL MANAGEMENT)

For the Session 2013-2014

SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA) FOR THE EXAMINATION OF 2013 -14

Note:

1. Examination in each subject will be of 3 hours duration.
2. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters

IF THERE ARE TWO UNITS Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

IF THERE ARE FOUR UNITS Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions selecting at least one question from each unit.

N.B: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

FIRST SEMESTER

SUBJECT CODE	PAPER TITLE	CREDITS	MARKS
MBAIM -1001	PRINCIPLES AND PRACTICES OF MANAGEMEN	4	100
MBAIM -1002	MANAGERIAL ECONOMICS	4	100
MBAIM -1003	ACCOUNTING FOR MANAGEMENT	4	100
MBAIM -1004	BUSINESS STATISTIC	4	100
MBAIM -1005	ORGANIZATIONAL BEHAVIOUR	4	100
MBAIM -1006	LEGAL AND ETHICAL ASPECTS OF BUSINESS		

INFRASTRUCTURAL MANAGEMENT

Note

Note - The student has to opt for ONE Specialization Group and select TWO papers out of the papers offered.

FOURTH SEMESTER INFRASTRUCTURAL MGT.

SUBJECT
CODE

PAPER TITLE

Objectives: The objective of the paper is to acquaint the students with the importance of management in our day to day life, help student to trace the evolution of Management thought and appreciate the various functions of management.

SECTION - A

Management Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

SECTION - B

Evolution of management thought, Contribution made by Taylor, Gantt, Gilbreth, Fayol, Weber, Elton Mayo, Chester Barnard

Objectives: To provide students with an understanding of basic economic principles of production & exchange essential tools in making business decisions in today's global economy. The participant is expected to gain understanding of how the economy works, covering microeconomic description of business applications, including pricing for profit maximization, price elasticity, market structures and modeling of business in varying economic climates.

SECTION A

Introduction to Managerial Economics: Nature Scope and Importance of Managerial Economics.

Basic Concepts in decision making: Opportunity cost principle, incremental principle, time element in decision making.

Distinction between micro and macroeconomics.

SECTION B

Demand Concepts and Analysis: Individual Demand, Market Demand, Kinds of Demand, Determinants of Demand, Demand Functions, Demand Schedule and Law of Demand.

Objectives: The objective of this course is to develop acquaintance with basic techniques of accountancy. The course attempts to build potential to use appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analyzing financial statements.

SECTION A

Accounting: Accounting and its functions, Accounting as an information system, Basic Accounting Concepts and Accounting Conventions, Accounting Principles, Generally Accepted Accounting Principles (GAAP), Accounting Standards.
Branches of Accounting: Financial Accounting, Cost Accounting, Management Accounting, Accounting

Objectives: The objective of the course is to equip the students with techniques for data analysis. Data need to be analyzed, classified and interpreted to facilitate decision making. The participants are expected to use statistical analysis as a

Paper CodeMBA

Paper CodeMBA IM -1006 LEGAL AND ETHICAL ASPECTS OF BUSINESS Credit = 4
Marks = 100

Objectives: The objective of the paper is to create Legal Awareness to give exposure to various laws and acts which have impact on business industry, to give inputs relating to procedure of starting a new company. The paper also aims to make the students

Paper Code MBA IM -1007

WORKSHOP ON INFORMATION
TECHNOLOGY AND SYSTEMS

Credits = 2
Marks = 50

Objectives: This course aims at good understanding of basics of Information Technology. The participants are expected to develop proficiency in the use of personal computers

SECTION A

Introduction to Computers: Classification of computers, Components of Computer System, Introduction to

Objectives: The objective of the subject is to provide insight to the participants about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another major aim of this subject is to help identify economic trends and business currents that affect individual firms and the wider industry.

SECTION A

Economic Environment

Objectives: The objective of the paper is to make participants aware of the various functions and importance of the Human Resource department in an organization. It is concerned with managing the human resources, whereby the underlying objective is to attract, retain and motivate the human resources in an organization, which is a challenging and daunting task.

SECTION A

Introduction to HRM: Meaning, Function, Scope of HRM, Importance of HRM, HRM and HRD a comparative analysis, Line vs. staff authority, Challenges of Human Resource Management.
Job Analysis and Design: Concept of Job Analysis and Design, Methods of Job analysis, Job Description, Job Specification, Modern Management Techniques, Flexible Work Arrangements, Competency Mapping
Human Resource Planning (HRP): Definition, Need and Importance of HRP, Process of HRP, Levels of HRP, Forecasting Demand for employees, Forecasting supply for employees

SECTION B

Recruitment: Definition and concept of Recruitment, Factors Affecting Recruitment, Sources of recruitment, Internal and External
Selection Process: Steps in the Selection Procedure, Various types of Tests, Selection Interview, Methods and Process (including reference check and medical examination), Placement and induction process
Managing Careers: Concept, Career stages, Career Anchors, Career Development Cycle, Benefits of career planning to individual as well as organization, Internal mobility, promotions, demotions, transfers, Separation and Succession planning.
Employee Training and Management Development: Importance and objectives, Distinction between

Objectives: This course offers an understanding of basics of Information Systems. It has been designed to acquaint the participants about the evolution of computer based information systems, basic computer software, types of information systems that are needed to support the various levels of a business enterprise. This course is helpful in Business.

SECTION A

Introduction : Definition & Significance, Foundation of IS in Business, MIS Support for Programme Non-Programmed Decision Making, and Model of Decision Making.

Structure of MIS: Based on Management Activity & Organisational Function, Conceptual & Physical Structure of MIS, Systems Concept: Definition of a System, Types of Systems

SECTION B

Microsoft Access: Creating and opening database, Importing data, Tables, keys, Field names, Data Relationships, Normalization, Basic Queries Using Query Wizard, AND (&) operator, Forms and Subforms, adding bound text boxes, Linking the main form and subform.

Combo Box Controls, aggregate function, hiding the text box, Parameter Queries: Dynamic queries, parameter queries, using parameters to generate prompts on forms as parameters, Action Queries

SECTION C

Electronic Commerce System: Introduction, Scope of E-Commerce, Categories of E-Commerce, E-Commerce Payment Systems

Decision Support Systems Introduction to DSS, DSS Components, Using DSS in What-if Analysis, Sensitivity Analysis, Goal Seeking Analysis, Optimization Analysis

SECTION D

Introduction to SPSS: SPSS Basics, Creating and Manipulating Data in SPSS, Printing a Report, Generating Descriptive Statistics in SPSS, Generating Graphical Statistics in SPSS, Statistical Models in SPSS, Parametric and Non Parametric Tests, Linear Regression, Correlation, Analysis of Variance

Suggested Readings:

1. James A O'Brien: Management Information Systems, Tata McGraw
2. Microsoft: MS Access User's Manual.
3. SPSS Inc: SPSS Base 16.0 User's Guide.
4. K.C. Laudon and J.P. Laudon: Management Information Systems - Organization and Technology in the Network Enterprise, Prentice Hall India.
5. M.M. Goyal: Management Information Systems: Managerial Perspective, McMillan.
6. R.D. Murdick & J.E. Claggett: Information Systems for Modern Manager, Prentice Hall India.
7. G. Davis & M.H. Olson: Management Information Systems - Conceptual Foundation, Structure & Development, McGraw Hill.
8. E. Turban, J. E. Aronson, T. Liang: Decision Support Systems & Intelligent Systems, Dorling Kindersley India.

Paper Code MBA IM -2006

SEMINAR ON RESEARCH METHODOLOGY

Credit = 2

Marks = 50

Objectives: The main objective of this course is to help understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills.

Objective- To introduce the infrastructure sector highlighting infrastructure in relation to the larger economy and its role in providing growth impetus; to introduce various sub-sectors within the infrastructure sector highlighting their size and importance.

SECTION A

Introduction: Definition by various committees, nature, importance and scope of infrastructure sector, Business models of infrastructure sector, Infrastructure and constructed environment, ASIMOTs of infrastructure industry

Basic Indicators of Growth, GDP, capital markets for financing infrastructure sectors, Economic Reforms and implication on Infrastructure.

SECTION B

Urban & Rural Infrastructure Sector: Sector Structure and Size, Specific features.

Transportation Sector Components- Roads and Highways, Mass Transit Systems, Rail Systems, Airports, Ports, Inland Waterways, Water, Wastewater management, Sector Issues and Outlook.

SECTION C

Energy and Telecommunication Sector: Sector Structure and Size, Components- Electric Power Industry Electricity Act 2003, Energy Conservation Act 2001, Captive Power Generation, thermal, hydropower, nuclear power, Oil and Natural Gas Industry, Renewable energy, Telecommunication Industry, Sector Issues and Outlook, Rural Electrification Programmes in India; Promotion Policies for Renewable Power Sources.

SECTION D

Infrastructure and the Construction Industry: Government initiatives, Modes/Frames of PPP, private Sector Participation Delivery mechanisms, constraints and challenges, Infrastructure as a P0.1727(ne)7.44348(w)25

Paper Code MBAIM -2008

REGULATORY FRAMEWORK OF
INFRASTRUCTURAL MANAGEMENT

Credit = 4
Marks = 100

Objective: To introduce various policies of the Government to boost infrastructure in different sectors such as government investment and promotional policies that includes PPP, FDI, attracting investments etc. Participants are expected to gain insights into

Objectives: Projects are nonrecurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing the understanding of project activities and relevant skills.

SECTION A

Introduction to Project Management: Objectives of a Project, Need for Project Management, Project Life cycle, Project Management Framework, Steps in Project Planning, Managing Risk, Components of Risk Management

SECTION B

Market Analysis: Market and Demand Analysis, Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting.

Objective: To increase awareness about the investing and financing options and financing models in infrastructure sector along with the return and risk analysis associated with the infrastructure projects.

SECTION A

Introduction: Investments in Infrastructure, C

Paper CodeMBA IM -M-3005

MARKETING RESEARCH AND
CONSUMER BEHAVIOUR FOR
INFRASTRUCTURAL PROJECTS

Credit = 4
Marks = 100

Objectives: The course is intended to help participants get acquainted with various research concepts, techniques and procedures and to develop their ability to conduct, evaluate, use and present findings with special reference to Infrastructural projects. The course will also help students understand the various factors affecting consumer behavior and to understand the process of consumer buying in infrastructural projects.

SECTION A

Introduction to Consumer Behavior: Introduction, Applications of consumer behavior, Consumer behavior and marketing strategy, Situational characteristics and consumption behavior, Consumer decision making

Objectives: The course is designed with an aim to develop an understanding of the decision processes in advertising from a marketer's point of view and to understand the concept, methods and strategies of sales management which are applicable for Infrastructural projects

SECTION A

Introduction to Advertising: Advertising - an element in Marketing Mix, Role and Importance, Difference between advertisement and publicity, Advertising as a means of communication, Setting Advertising Objectives, DAGMAR approach to setting objectives, Media, selection, measurement of effectiveness of Media, Preparing advertising plan, Developing message, writing copy, Advertising appeals pre and post testing. Media decisions, media strategy and scheduling decisions, Planning and managing advertising campaigns

SECTION B

Integrated marketing Communications: Different types of advertising, public relations, advertising budget and relevant decisions, Advertising agencies their role and importance, management problems of agencies client-agency relationships, advertising in India, Problems and Prospects.
Role of Integrated Marketing Communications (IMC), Design Objectives Setting and Budgeting for IMC programs, Developing effective communications, Managing Mass Communications: Events, Experiences and public relations, Measuring media

SECTION C

Sales Management: Sales organization, Sales Functions and its relationship with other marketing functions External relationship of the Sales Department e.g. with distribution, Government and Public Functions and qualities of a Sales Executive, Routing and Scheduling, International Sales Management
Salesmanship: Theoretical aspects of Salesmanship, the process of selling, Sales forecasting methods, budget.
Sales force management: Recruitment, Selection, Training, Motivation and Compensation of the field sales force and sales executive
Evaluation and control of sales force, Sales Territories, 62(c)-13.3881(e)30.1727()-11.3646(a)-13.3881(nd)19.13

Paper CodeMBA IM -M-3007

INTERNATIONAL MARKETING OF
INFRASTRUCTURAL PROJECTS

Credit = 4

Paper Code:

Objectives: The course has been designed to develop understanding of different concepts relating to analysis of investment and portfolio management and to provide exposure to derivatives market, its working and inputs on strategies used in derivatives market

SECTION-A

Introduction to Investment Management: Concept and objectives of investment, Difference between Investment and Speculation, Investment and Gambling, Meaning of Investment Management, Investment Management Process, Investment Alternatives, Features of Investment Avenues, Types of Management Strategies, Approaches to Investment.

Risk and Return: Concept of Risk, Components of Investment Risk, Measurement of Risk through Standard Deviation, Regression Equation, Covariance, Concept of Return, Expected Actual Yield, Holding Period Yield, Relationship between Risk and Return

Valuation of Security: Valuation of Equity Shares: Balance Sheet Techniques, Relative Valuation Techniques, Discounted Cash Flow Techniques, Valuation of Bonds: Bonds with a Maturity Period, Perpetual Bonds, Valuation of Preference Shares.

SECTION-B

Efficient Market Theory: Random walk Weak form, semi-strong and strong form of market Empirical tests Comparison between random walk.

Paper CodeMBA IM -F-3010

STRATEGIC COST MANAGEMENT OF
INFRASTRUCTURAL PROJECTS

Credit = 4
Marks = 100

Objective: To enable the students to understand cost management system and develop an insight into application of cost analysis from strategic perspective in infrastructure industry.

SECTION A

Strategic Cost Management Meaning, Nature and Significance of Strategic Cost Management, Limitations of Traditional Costing, Difference between Conventional Cost Analysis and Strategic Cost Analysis, Financial, Operational and Strategic Views of Cost, Contemporary Cost Management Tools

Objective: This course aims at developing understanding and analytical skills among participants regarding applications of Financial Engineering, with special reference to the infrastructure industry.

SECTION A

Meaning of Financial Engineering, Factors Contributing to Growth of Financial Engineering, Financial Engineering Process and Strategies.

SECTION B

Credit analysis:

Risks: sovereign and country risks, industry risks, management factor, financial analysis.

Credit ratings: credit spreads, interest coverage ratio and its effect on industries classification, process of credit ratings.

SECTION C

Options:

Principles of options, factors affecting option value, option pricing models: single stage and two stage binomial models Black Scholes.

Strategies: bullish options strategies, bearish options strategies and neutral strategies, Collar spread.

Interest rate options: calls and puts, caps, floors and collar.

Swaps:

Interest rate swap: definition, structure of swaps, valuation of swap at outset.

Currency swap: definition, valuation of currency swap.

SECTION D

Forwards and Futures: introduction, features hedging with forward contracts, futures pricing models, difference between forwards and futures contracts.

Hedging with futures: hedging concepts including long hedge & short hedge, the basis, risks in hedging.

Minimum variance hedge ratio, price sensitivity hedge ratio and stock index futures hedging, Hedging strategies.

Credit Derivatives: Credit default swap and Total return swap.

Application of financial engineering tools to the infrastructure industry.

Case studies on financial engineering practices Infrastructure industry.

Suggested Readings:

1. Salih N. Neftci: Principles of Financial Engineering, Academic Press
2. Marshall, Bansal: Advanced Finance Financial Engineering, P.H.I
3. David Dubofsky and Thomas Miller: Derivatives Valuation and Risk management. Oxford University Press.
4. Don Chance: An introduction to Derivatives and Risk Management Cengage Press, Delhi
5. James A. Overdahl: Financial Derivatives: Pricing and Risk Management John Wiley & Sons, De
6. Andrew M. Chislohm: Derivatives Demystified: A Step-Step Guide to Forwards, Futures, Swaps and Options John Wiley & Sons, Delhi
7. Ganguin, Bilardello: Standard & Poor's Fundamentals of Corporate Credit Analysis McGraw Hill, Boston
8. T.S. Beder, C. Marshall: Financial Engineering: The Evolution of a Profession John Wiley & Sons, Delhi

Objective: The objective of this course is to provide students with a comprehensive understanding of International HRM. The course emphasizes importance of Human Capital in the organizations of today. It also provides a comprehensive overview of International Human Resource Management (IHRM) practices being used by IHRM practitioners in multinational enterprises.

SECTION A

International HRM: Concept Defining International HRM Differences between domestic and international HRM, Variables moderating the difference between domestic and International HRM Developments leading to global HRM Issues in global organizations, Management of external environment Relevance and importance of IHRM

Sustaining International Business Operations Approaches to staffing ethnocentric, polycentric, geocentric, regiocentric, reasons and types of international assignments role of expatriates

Recruiting and selecting staff for international assignments issues in staff selection reasons for expatriate failure, factors moderating performance, selection criteria

SECTION B

Training and development: Role of expatriate training effective predeparture training programmes effectiveness of pre departure training developing staff through international assignments

Compensation Objectives of International compensation key components of international compensation programme Approaches to international compensation

Re-entry and Career Issues Repatriation Process, individual reactions to re-entry, Multinational responses Designing repatriation programme

SECTION C

HRM in host country context: standardisation and adaptation of work practices retaining, developing and retrenching staff

Culture and IHRM: Concept of Culture, Cross Cultural Studies Hofstede's Model of National Culture

Industrial Relations: Key issues in international Industrial relations trade unions and international industrial relations response of trade unions to multinationals

Performance Management: Multi4 1 Tf BT 11.0191 0 0 11.04 208.08 337.2 Tm () Tj ET BT 11.0191 0 0 38

Paper CodeMBA IM -H-3014 ORGANIZATIONAL DEVELOPMENT AND Credit = 4
ITS APPLICABILITY IN Marks = 100
INFRASTRUCTURE SECTOR

Objective: The aim of this course is to provide valuable insight in managing change in such a way that knowledge and skills are transferred to build the organization's capability to achieve goals and solve problems. It provides a critical assessment of the symptoms, mechanisms and dynamics of Organizational Development (OD) and evaluate the range of OD Interventions

Paper CodeMBA IM -H-3015

LABOUR LAWS WITH SPECIAL
REFERENCE TO INFRASTRUCTURE
SECTOR

Credit = 4
Marks = 100

Objective: The objective of this course is to enhance the understanding of Indian corporate environment relating to legislative framework. Emphasis would be given to provisions and case laws of various acts

Objectives: This course integrates concepts and current day practices to provide insight into Performance Management systems and models to understand and appreciate the intricacies of Reward Management in Infrastructure organizations.

SECTION A

Performance Management Definition, Disadvantages of poorly implemented Performance Management (PM) Systems, aims and role of PM Systems, Characteristics of ideal PM Systems
 Process of Performance Management, Prerequisites, Performance Planning, Performance Execution, Performance Assessment, Performance Review, Performance Renewal and Recontracting
 Performance Management Theatre: Concept, pillars of Performance management theatre, Planning, managee Performance and development, Monitoring managee performance and development, Annual stocktaking

SECTION B

Planning Managee Performance and Development, Setting objectives, Organisational and individual performance plans, Components of Managee performance and development, Setting Mutual Expectations and Performance Criteria
 Monitoring and Mentoring Managee Performance and Development: Introduction, Supervision, Objectives and Principles of Monitoring, Monitoring process, Periodic Reviews, Problem solving process and Principles of managee development, Role efficacy

SECTION C

Annual Stocktaking: Stock taking performance, stock taking discussions, Stocktaking potential, Tools for stocktaking potential (assessment centres, 360 degree feedback, managee career development window)
 Appraising for Recognition and Rewards: Pros and cons of appraising

Paper CodeMBA IM -O-3018

ADVANCED PRODUCTION
MANAGEMENT

Credit = 4
Marks = 100

Objectives: The paper aims to make the students understand a systems view of operations and to understand the conversion of inputs into outputs with various technologies

SECTION

Objective: The objective of this course is to develop abilities to evaluate existing management practices so as to design and reengineer processes, with a focus on infrastructure organizations

SECTION A

Definition of reengineering, time for reengineering, why business process start to fail, explanation of change theory, reengineering mission and scope, reengineering survival and growth strategies, rethinking business processes.

SECTION B

The new world of work, the enabling role of information. technology, perspectives on the customer, understanding markets, customer research within markets, service and products from the customer, insights from customer analysis.

SECTION C

Understanding the influences in the background, perspectives on the background, dynamic nature of the industry, competitive intelligence: Bringing the background into focus, mapping the way work gets done, identifying areas for improvement.

Planning for change, refined mission and scope, design options and alternatives, mapping the new process, developing business policies, information channels and communications, feedback for continuous improvement, implementing system and structural changes.

SECTION D

Specific issues in application of BPR principles in Infrastructural sector

Paper CodeMBA IM -O-3020

MANAGEMENT OF TECHNOLOGY AND
INNOVATION IN INFRASTRUCTURAL
PROJECTS

Credit = 4
Marks = 100

Objectives: This course is designed to help participants understand the importance of managing Technology and innovation

Objective: The objective of this course is to create indepth understanding of various corporate strategies, their formulation, implementation and process of change in strategies. Further the course will participants to appraise various strategies issues.

SECTION A

Paper CodeMBA IM -4003

WORKSHOP ON DEVELOPING
ENTREPRENEURIAL SKILLS

Credit = 2
Marks = 50

Objectives: The prime focus of this workshop is on developing entrepreneurship skills in participants by sensitizing them of the competencies required and institutional framework promoting entrepreneurial spirit in India. The course also aims at giving insights into the Management of Small Family Businesses.

SECTION

Objective: To understand the basic concepts of operations research and its usage for business managers. The paper also deals with understanding Total Quality Management concept and principles and the various tools available to achieve Total Quality Management and to create awareness about the ISO and QS certification process and its need for the industries.

SECTION A

Operations Research: Introduction to OR Definition, Characteristics, Scope and Necessity of OR Models Principles and Types

Decision making: Decision making environment, Decision making under certainty, Decision making under uncertainty, Decision making under risk, Decision Tree Analysis.

Modelling with Linear Programming : Two variable LP Model, Graphical LP solution, Simplex Method and Duality.

SECTION B

Transportation Model and its variants: Definition of Transportation Model, Non-traditional Transportation Models, The Transportation Algorithm, The assignment model, The Transshipment Model.

Network Models: Scope and Definition of Network Model, PERT, CPM, Tj ET BT 11.0191

Objective: The purpose of the course is to support the goals of environmental protection, sustainable development, and economic decisions at the earliest stages, assess and mitigate any adverse impacts. It aims at involvement of the public and Government agencies in the review of the proposed activities.

SECTION A

Sustainable Infrastructure Development: UNIDO definition, Sustainable development in the light of Climate change, Globalization of trade and services; Growing Regional Disparities in the Context of Rapid Urbanization and Decentralization; Changing Global Financial Conditions, Rising Energy Prices, Potential Breakthroughs in Technologies for Delivering Infrastructure Services in a More Sustainable Manner; Food Prices Crisis.

SECTION B

Introduction: General Legislation (Forest, Wildlife, Water, Air), ADR in Environmental Law Arbitration, Environmental Mediation, Conciliation in Environmental Dispute Avoidance and Resolution, Moderation, Facilitation and Factfinding.

Environmental Assessment as a Project Management Tool Benefits, Cost, Timing, Duration, and Acceptable Level of Environmental Impact

Monitoring Environmental Impact, Assessment, Stakeholders, Preparing an Environmental Assessment Report.

SECTION C

EIA and SEA: SEA/EIA Systems Legal and Institutional Arrangements, trends and status, factors and capabilities, implementation, Public involvement and consultation, EIA report.

Impact management and monitoring, Public involvement and consultation Stakeholder involvement, EIA/SEA report preparation, Implementation and Evaluation, Associated Costs.

SECTION D

Legal and institutional changes: National Legislative and Institutional regimes, Current status of EIA legislation in developing countries, Biodiversity Impact Assessment (BIA)

Environmental clearances for construction of Hydro, Thermal and Nuclear Power Plants

Tools and Techniques for monitoring and prediction, Managerial Input and assessment in Infrastructure Projects for risk, Overview and Scope of Social Impact Assessment (SIA) and Community, Marginalized/Vulnerable Groups, Indigenous People, Resettlement Rehabilitation and Development Social Health Fiscal and Economic Impact Assessment; Incorporating Risk and Uncertainty in EIA Projects.

Suggested readings:

1. Jos Arts and Angus Morrison Saunders: Assessing Impact Handbook of EIA and SEA flow-up, CPL Press.
2. John Brady (Ed.): Environmental Management in Organizations The IEMA Handbook, James & James Earthscan
3. Y Anjaneyulu: Environmental Impact Assessment Methodology, BIS Publications
4. Environmental impact assessment for developing countries in Asia,

Paper Code MBAIM -4008

EMERGING TRENDS IN
INFRASTRUCTURAL MANAGEMENT

Credit = 4

Marks = 100

Objective: The objective of the course is to provide knowledge about developments in infrastructure

Paper Code MBA IM -4009

URBAN, RURAL AND SOCIAL
INFRASTRUCTURE DEVELOPMENT AND
FINANCING

Credit = 4
Marks = 100

Objectives: This course has been designed to provide participants with in-depth understanding of the developments in the domain of urban, rural and social infrastructure

SECTION A

Urban and Rural Infrastructure: Role and Function of Local Self Government, 74th Amendment, Urban Local Bodies, its organization structure, constraints & challenges, IDSP Assessment at the ULB Level, Urban Morphology & Investment Needs in Urban India and Financing

Objectives: The course aims at imparting the knowledge about industrial marketing and also to orient participants to the realities of marketing Infrastructural projects in rural India.

SECTION A

Introduction to Industrial Marketing: Definition of Industrial & Consumer Product, Basis of Classification Difference between Industrial & Consumer Marketing, Concept of Derived Demand, Classification of Industrial Consumers, Industrial goods, Key Characteristics of Organizational Buying Process Purchasing Organization: Structure / Function, Commercial Enterprises Government/ Institutional Markets Industrial Buying Process.

SECTION B

Marketing Strategies:

Objective: The objective of this course is to acquaint the students with the opportunities and challenges of financial management in open economies. It is designed to develop basic understanding of financial management, investment decision making and hedging ~~usage~~ ^{usage} multinational level.

SECTION A

Financial management and Globalization: Opportunities, Emerging challenges and Recent changes in global financial market, Sources of capital for MNCs, Difference between Cost ~~of~~ ^{of} for MNCs and Domestic Firms.

International Monetary System: Gold Standard, Bretton Wood System, Current Exchange Rate Regime, Optimal Exchange Rate Regime, Role of International Monetary Fund, International Liquidity and International Reserves, Special Drawing Rights.

Balance of Payment: meaning, components, deficit surplus in BOP.

Foreign Exchange Market: Characteristics, Market Participants, Market Segments, Foreign Exchange Rates, Cross Rates, Spot and Forward Transaction, Arbitrage, NOSTRO, VOSTRO and LORO accounts, ~~for~~ ^{for} Network International Transactions.

Structure of Indian Foreign Exchange Market, Trading Platform in India, Foreign Exchange Derivatives.

SECTION B

Exchange Rates Meaning and Determination of Exchange Rates (ER), Balance of payment Theory, Purchasing Power Parity Theory: Absolute Form, Relative Form and Expectation Form, Real Exchange Rate, Nominal and Real Effective Exchange Rate, Interest Rate Parity Theory, ~~and~~ ^{and} Rate Parity Theory, Fisher Effect, Monetary Model, Asset Market Model

Forecasting of exchange rates.

Foreign Exchange Exposure: Meaning, Difference between Foreign Exchange Exposure and Foreign Exchange Risk, Types of Exposure.

SECTION C

Management of Transaction Exposure: Hedging with forwards and futures, money market hedge, hedging with swaps, hedging with options, Netting and Offsetting, Currency of Invoicing, Leading and Lagging.

Management of Operating Exposure: Operating Exposure and Real Exchange Rate, Determinants of Operating Exposure, Effect of real Appreciation on Exporter as well as on importer

Strategies of managing exposure; Product and Market Strategy, ~~Product~~ ^{Product} and Technology

Objective: The objective of the course is to acquaint the students with various Financial Services and Techniques to manage them

SECTION A

Financial Services Introduction of Financial Intermediaries and Financial Services, Organisation of the Financial Service Industry, Various Financial Intermediaries, Recent Developments in Financial Services, Financial Services in India

Financial Regulation: Need for Regulation of Financial Market, Theoretical and Economic Perspective of Regulation, International Regulatory Framework, Deregulation of Indian Financial System, Revolution in Financial Services, Financial System and Securitised Financial System, Financial Market, Functions of Stock Exchange, Debt Market, Government Securities Market, Regulations for Primary Market, Regulations for Secondary Market.

SECTION B

Depository Services: Introduction to Depository Services, Depository Participants in India, Role of NSDL and CDSL, Difference Between NSDL and Bank

Services offered by Depository Participants, Products offered by Depository Participants, Process of Dematerialisation, Difference Between Physical and Electronic Holding of Securities.

Broking: Broking Services and Trading in Equity Broking and Trading in Debt

Mutual Funds: Concept of Mutual Funds, Types of Mutual Funds, Advantages, Structure of Mutual Funds and tax treatment, SEBI and Mutual Funds Regulations.

Insurance Services Introduction, Types of Insurance, Life Products, Non-Life Products.

SECTION C

Debt Securitisation and Corporate Finance

Paper Code MBA IM -H-4014

INDUSTRIAL RELATIONS AND LABOUR
WELFARE IN INFRASTRUCTURE
SECTOR

Credit = 4
Marks = 100

Objectives: The Management of employees, both individually and collectively, remains a central feature of organizational life. This course is an attempt to understand the conceptual and operational aspects of employee relations at the macro and micro levels with an emphasis on Infrastructure sector

SECTION A

Overview of Industrial Relations: Concept, Nature and Objectives of IR, Evolution of IR in India, Theories of IR, Systems approach to IR.

Trade Unionism: Concept of Trade Unions, Functions of Trade Unions, Approaches, Structures of Trade Unions.

Collective Bargaining: Concept, Meaning, Objectives of collective bargaining, Negotiating techniques and

Objective: The objective of the course is to provide the participants with the necessary skills and understanding of the training and development concepts that will help them in designing and delivering better training for employees in the infrastructure industry.

SECTION A

Introduction to Training and Development- Definition, Objectives, Benefits, Role and Responsibility of Training, Forces influencing working and learning

Training Needs Assessment- Concept, Process of Training Needs Assessment, Levels of Training Needs Analysis- Organisational Analysis, Task Analysis, Person Analysis; Significance of Training Needs Analysis

Learning Concept, Principles of Learning, Kolb's Learning Cycle, Conditions for Transfer of Learning

SECTION B

Training Design- Defining objectives of Training, Make vs. Buy Decision, Selecting the Trainer, Preparing Lesson Plans, Selecting Training Methods and Media, Preparing Training Materials, Scheduling the Training Programme, Factors influencing Transfer of Training

Training Methods

Objectives: The subject aims at providing a comprehensive overview of applications of Enterprise Resource Planning for business managers with special emphasis on infrastructure sector and analyse the future prospects of ERP implementation in Indian scenario

SECTION A

Introduction: Overview to ERP, Typical Business Process Workflow, Fundamentals, Functionalities, Benefits, Modern Business Concepts Commerce, Advance Planning and Scheduling, Business Analytics, Service oriented architecture Current and future ERP market, Key Players and Market Shares.

SECTION B

Issues, Concerns and Purchasing Disadvantages of ERP Solutions, Users, Developers, Customers of ERP, Purchasing or Outsourcing, Planning, Purchasing and Selection of ERP, Managing implementation partners, ERP strategy options and risk mitigation.

SECTION C

Implementation of ERP: Implementation plan of ERP, Methods and tools, Business process mapping, Gap analysis, risks and dependencies, Project plan, Project organization plan, Structure and coding, Data migration and historical record, Prototype testing, User training program, Knowledge management, Disaster recovery plan, RDBMS, Data communication system, Hardware requirements, Software architecture.

SECTION D

ERP Implementation in Infrastructure Organizations: Introduction to ERP Project success and failure with case studies, Continuous business improvement through ERP in infrastructure sector.

Suggested Readings:

1. A. Pandey Enterprise Resource Planning, Wiley Publishers.
2. Vinod Kumar Garg and R.K. Venkita Krishnan Enterprise Resource Planning: Concepts and Practice Prentice Hall India.
3. Mary Sumner Enterprise Resource Planning, Pearson Education.
4. A. Leon: Enterprise Resource Planning, Tata McGraw Hill.
5. M.E. Wagner: Concepts in Enterprise Resource Planning, Cengage Learning.
6. S. Sadagopan: ERPA Management Perspective, Tata McGraw Hill.
7. V.K. Garg and R.K. Venkita Krishnan: ERPWARE and ERP Implementation Framework, Prentice Hall India.

