

COURSE STRUCTURE AND DETAILED SYLLABUS

For

MASTER OF BUSINESS ADMINISTRATION



**JAWAHARLAL NEHRU TECHNOLOGY UNIVERSITY KAKINADA
KAKINADA - 533 003, Andhra Pradesh, India**

**JAWAHARLAL NEHRU TECHNOLOGY
UNIVERSITY KAKINADA
MASTER OF BUSINESS ADMINISTRATION
Course Structure (Regular) 2013-2014**

(Effective for the students admitted into first year from the academic year
2013-2014)

SEMESTER - IV

Subject	Title	Marks	Credits
1	Logistic and Supply Chain Management	100	3
2	Entrepreneurship Development	100	3
3	Elective-III	100	3
4	Elective-IV	100	3
5	Elective-III	100	3
6	Elective-IV	100	3
7	Major Project & Comprehensive Viva	Grade	8

Dual Electives:

The elective papers will be offered in the areas of Marketing, Finance, Human Resource Management (HRM), and Systems. The students should choose any **Two** of the following **elective areas** in the beginning of the third semester of MBA. Specialization will be offered subject to a minimum of 20 students.

HRM (Elective-III)

- I. Compensation and Performance Management
- II. Management of Industrial Relations
- III. Global Human Resource Management
- IV. Management of Change and Development

Systems (Elective-IV)

- I. E-Business
- II. Enterprise Resource Planning
- III. Information Systems Audit & Control
- IV. Software Project Management

I – IV	L	P	Credits
	4	-	3
LOGISTICS AND SUPPLY CHAIN MANAGEMENT			

UNIT-I

Logistics and Competitive strategy: Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management.- Customer service and retention- Basic service capability Value added services

UNIT-II

Measuring logistics costs and performance: The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottom-line – Impact of Logistics on shareholder value - customer profitability analysis – direct product profitability – cost drivers and activity-based costing.

UNIT-III

Logistics and Supply chain relationships: Benchmarking the logistics process and SCM operations –Mapping the supply chain processes – Supplier and distributor benchmarking –setting benchmarking priorities – identifying logistics performance indicators –Channel structure – Economics of distribution –channel relationships –logistics service alliances.

UNIT -IV

Sourcing, Transporting and Pricing Products: sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation - pricing and revenue management Lack of coordination and Bullwhip Effect - Impact of lack of coordination. - CRM –Internal supply chain management - .

UNIT-V

Managing global Logistics and global Supply Chains: Logistics in a global economy – views of global logistics- global operating levels – interlinked

global economy – The global supply chains -Global supply chain business processes –Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Donald J.Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Brady, John J Coyle: “ A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
3. D.K.Agrawal: “Distribution and Logistics Management”, MacMillan Publishers, 2011
4. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
5. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
6. R.P.Mohanthy: Supply Chain Management, Biztantra, New Delhi, 2010.
7. Deepak P, Miiind M.Oka: “Supply Chain Management” Everest Publishing House, NewDelhi, 10.S K Battacharya: “Logistics Management”, S.Chand New Delhi, 2013.
8. Manish Bansal, Babita Singla: “Retail and Supply Chain Management “, Kalyani Publishers, NewDelhi, 2012.

I – IV	L	P	Credits
	4	-	3
ENTREPRENEURSHIP DEVELOPMENT			

UNIT-I

Entrepreneurship: Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation.

UNIT-II

Training: Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit - Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees. Creativity and Entrepreneurship: Sources and Methods of Ideas Planning and Development of Programmes E-business Ventures; New Venture Management – Emerging Trends.

UNIT-III

Planning and Evaluation of Projects: Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study - Post Planning of Project-Project Planning and Control.

UNIT-IV

Small and Micro Enterprises: Importance, definitions – policies and their support to MSMEs - growth and growth strategies – sickness in small business and remedies – small entrepreneurs in international business.

UNIT-V

Institutional support to entrepreneur and MSMEs: Role of Government - Role of IDBI, NIESBUD, SISI, DIC - Financial Institutions-Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Arya Kumar: “Entrepreneurship”, Pearson, Publishing House, New Delhi, 2012.
2. VSP Rao, Kuratko: “Entrepreneurship’, Cengage Learning, New Delhi,
3. K.Ramachandran: “Entrepreneurship Development”, TMH, New Delhi, 2012
4. B.Janakiram, M Rizwana: “Entrepreneurship Development” Excel Books, New Delhi, 2011
5. Rajeev Roy: “Entrepreneurship”, Oxford University Press, New Delhi, 2012
6. P.C.Shejwalkar: “Entrepreneurship Development”, Everest Publishing House, New Delhi, 2011
7. Manjunatha, Amit Kumar Goudar: “Management and Entrepreneurship” University Science Press, New Delhi, 2011
8. Eric A Morse, Ronald K Mitchell: “Cases in Entrepreneurship”, SAGE Publiccation, New Delhi, 2011

I – IV	L	P	Credits
	4	-	3
(HRM-ELECTIVE-III) GLOBAL HRM			

UNIT-I

Introduction- A Global HR Perspective in New Economy-Challenges of Globalization -Implications of Managing People and Leveraging Human Resource- - Conflicts - Strategic role of International HRM – Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy – Talent crunch – Indian MNCs and Challenges - Legal content of Global HRM.

UNIT-II

Managing International Assignments: Significance – Selection methods - Positioning Expatriate – Repatriate – factors of consideration - Strategies - International assignments for women - Problems.

UNIT -III

Cross Culture Management: Importance – Concepts and issues – theories-considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams.

UNIT -IV

Compensation Management: Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – global compensation implications on Indian systems - Performance Management.

UNIT-V

Globalization Strategic Advantages through HRD: Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization- HR interventions in Y2K- New Corporate Culture

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES:

1. Peter Dowling: “International Human Resource Management”, Cengage Learning, 2012
2. Subba Rao P: “International Human Resource Management”, Himalaya Publishing House, Hyderabad, 2011
3. Nilanjan Sen Gupta: “International Human Resource Management Text and cases” Excel Books, New Delhi.
4. Tony Edwards :”International Human Resource Management”, Pearson Education, New Delhi, 2012
5. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi,
6. Charles M Vance: “Managing a Global Work Force”, PHI Learning, New Delhi, 2009
7. Monir H Tayeb: “International Human Resource Management”, Oxford Universities Press, Hyderabad, 2012.
8. S.C.Gupta: “International Human Resource Management Text and Cases”, MacMillan, New Delhi, 2012
9. Dave Ulrich, Jon Younger: “Global HR”, TMH, New Delhi, 2013

I – IV	L	P	Credits
	4	-	3
(HRM-ELECTIVE-IV)			
MANAGEMENT OF CHANGE & DEVELOPMENT			

UNIT-I

Basics of Change Management: Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.

UNIT-II

Mapping change: The role of diagramming in system investigation – A review of basic flow diagramming techniques – systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -Systems approach to change: systems autonomy and behavior – the intervention strategy model – cases in intervention – total project management model (TPMM). Learning organization: The relevance of a learning organization – kindling learning processes in organizations- strategies to build a learning organization

UNIT-III

Organization Development (OD): Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD practitioners.

UNIT-IV

Negotiated change: Change in the labour-management relations in the post-liberalized India – a review of the response of collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security.

UNIT-V

Team Building: Nature and Importance of Teams – Team Vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – role of managers as linking pins- team building skills – Perspectives on effectiveness of Team working - Virtual teams: High performance teams – self managing teams – Building team relationships – empowered teams – leadership on teams – Managing cross –cultural diversity in teams – Group think as a decision making process – effective decision making techniques for teams and groups – role of change consultant— contemporary issues in managing teams.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Vijayakumar P., Ravikanth B., Ratna Madhuri, Himalaya Publication, New Delhi.
2. Cummings: “Theory of Organisation Development and Change”, Cengage Learning, New Delhi, 2013.
3. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011.
4. NilanjanSengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
5. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2012.
6. Radha R Sharma: Change Management, TMH, New Delhi, 2012
7. R.L.Nandeshwar R L, Balakrishna Jayasimha: “Change and Knowledge Management”, Excel Books, New Delhi, 2011.
8. Deepak Kumar Bhattacharyya: “Organisational Change and Development”, Oxford University Press, New Delhi, 2011.
9. Mark Hughes: “Managing Change”, University Press, New Delhi, 2011.

I – IV	L	P	Credits
	4	-	3
(MKT-ELECTIVE-III) SERVICES MARKETING			

UNIT-I

Understanding services marketing: Introduction, services in the modern economy, Classification of services, marketing services Vs. Physical services, services as a system Creating value in a competitive market- Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.

UNIT-II

Customer Relationship Marketing: Relationship Marketing, the nature of service consumption, understanding customer needs and expectations, Strategic responses to the intangibility of service performances.

UNIT-III

Services market segmentations: The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations, customer loyalty.

UNIT-IV

Pricing strategies for services: Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice.

UNIT-V

Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix. Planning and managing service delivery- Creating delivery systems in price, cyberspace and time. The physical evidence of the service space. The role of intermediaries, Marketing plans for services: The marketing planning process.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Rajendra Nargundkar: Services Marketing, TMH, New Delhi 2011.
2. Christian Gronroos: Service Management and Marketing, Wiley India, New Delhi, 2010
3. Ram Mohan Rao, K: “Services Marketing”, Pearson Education, New Delhi, 2013.
4. GovindApte: Services Marketing, Oxford University Press, New Delhi, 2010
5. S.M. Jha: “Services Marketing”, Himalaya Publishing House, 2011
6. Nimith Chowdhary: “Marketing of Services”, MacMillan Publishers, New Delhi, 2009
7. John E.G.Bateson, K.Douglas Hoffman: “Services Marketing”, Cengage Learning, New Delhi, 2012
8. C.Bhattacharjee: “Services Marketing”, Excel Books, New Delhi, 2010

I – IV	L	P	Credits
	4	-	3
(MKT-ELECTIVE-IV) CONSUMER BEHAVIOR			

UNIT-I

Introduction to Consumer Behaviour- Understanding consumers and market segments. Evolution of consumer behaviour, consumer analysis and business strategy. Models of Buyer Behavior, Howard Model, Howard-Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behaviour Model.

UNIT-II

Psychological Foundations of Consumer Behavior: Consumer Motivation, Perception, Personality and Behavior, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change. Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio–Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence.

UNIT-III

Communication and Consumer Behaviour :- Components of communications process, designing persuasive communication and Diffusion of Innovations. Consumer Decision Processes High and Low Involvement, Pre-purchase Processes, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behaviour.

UNIT-IV

Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.

UNIT-V

Consumer Protection: Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes

redressal agencies, consumer disputes redressal forum, National Consumer Disputes redressal Commission.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Ramneek Kapoor, Nnamdi O Madichie: “Consumer Behaviour Text and Cases”, TMH, New Delhi, 2012.
2. Ramanuj Majumdar: “Consumer Behavior insight from Indian Market”, PHI Learning, New Delhi, 2011.
3. M.S.Raju: “Consumer Behavior Concepts, applications and Cases”, Vikas Publishing House, New Delhi, 2013.
4. David L Loudon and Albert J Della Bitta, Consumer Behaviour, 4/e, TMH, New Delhi, 2002.
5. Schiffman, L.G and Kanuk L.L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2003.
6. Roger D. Black Well et al, Consumer Behaviour, 9/e Cengage, New Delhi, 2012.

I – IV	L	P	Credits
	4	-	3
(FIN.-ELECTIVE III)			
INTERNATIONAL FINANCIAL MANAGEMENT			

UNIT-I

International Financial System: Evolution of international financial system: Bretton woods system, floating exchange rate; currency board, sterilized and unsterilized intervention; international financial markets-Eurocurrency market, international bond market, international equity market, international money market; global financial institutions-IMF, Bank for International Settlements; international banking-euro bank. International financial instruments-euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs

UNIT-II

Foreign Exchange Market and International Parity Relationships: Participants in foreign exchange market, structure of foreign exchange market in India; quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER); currency derivatives-forwards, futures, forward rate agreement, options, swaps; Foreign Exchange Management Act ; BOP, BOP trends in India; current account deficit, capital account convertibility, Tara pore Committee Report; Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory. International debt crises and currency crises-Asian currency crisis, Greek debt crisis.

UNIT-III

Multinational Corporate Decisions in Global Markets: Foreign direct investment (FDI) and motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment-licensing, management contracts, joint venture, Greenfield investment, acquisition, strategic alliance, evaluation of overseas investment proposal using APV; Financial goals of MNC, financial performance measurement, international cash management, multinational capital structure decision, cost of capital , international portfolio diversification- rationale, barriers, home country bias, project financing

UNIT-IV

Risk Management in Multinational Corporations: Types of risk-currency risk, transaction exposure, translation exposure, accounting standard for translation exposure in India, economic exposure and assessment; interest rate risk, country risk assessment–political risk, financial risk; risk management through hedging-natural hedges, hedges with currency derivatives–forward market hedge, options market hedge, money market hedge, hedging recurrent exposure through swaps, hedging contingent exposure, hedging through invoice currency.

UNIT-V

International Tax Environment: Types of tax–income tax, withholding tax, value added tax, Tobin tax; taxation methods–worldwide approach, territorial approach; tax havens, offshore financial centers, re invoicing centre; Tax treaties-Double taxation Avoidance agreement, multilateral tax treaties; foreign tax credit, tax neutrality tax equity, taxes and the location of foreign operations, tax implications of dividend remittance by overseas affiliate, taxes and organizational form–controlled foreign corporation; Taxation of foreign source income in India; Transfer pricing (TP) and tax planning–TP methods, TP rules in India

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Eun C.S., Resnick B.G: “International Financial Management”, Tata McGraw Hill Education Pvt. New Delhi 2010
2. Ephraim Clark: “International Financial Management”, Cengage Learning, 2010
3. Sharan V., “International Financial Management”, PHI Learnings, New Delhi, 2012.
4. V.A.Avadhani: “International Financial Management” Himalaya Publication, 2013
5. P.K.Jain, Surendra S Yadav, Peyrard: International Financial Mangement”, MacMillon, 2013

6. Madhu Vij: “International Financial Management”, Excel Books, New Delhi, 2011
7. G.Shailaja: “International Finance”, University Press, New Delhi, 2011
8. Michael Melvin, Stefan C.Norrbin: “International Money and Finance”, Elsevier, New Delhi, 2013
9. Shashi K Gupta, Praneet Rangi: “International Financial Management”, Kalyani Publishers, New Delhi, 2013.

I – IV	L	P	Credits
	4	-	3
(FIN. ELECTIVE-IV) FINANCIAL RISK MANAGEMENT			

UNIT-I

Introduction to Risk Management: Concept, nature and scope of risk. Possible risk events and risk indicators. Risk Management Process: pre-requisites and fundamentals misconceptions of risk. Types of risk: Product market risk and capital market risk. An integrated approach to corporate risk management and methods. Comprehensive view of Risk in Financial Institutions. Risk reporting process—internal and external.

UNIT-II

Measurement and Management of Risk: Value at risk (VaR): The concept, computation, stresses testing, back testing. Cash flow at risk (CaR): VaR and CaR to make investment decisions. Managing risk when risk is measured by VaR or CaR. Non-Insurance methods of Risk management vs. Risk avoidance, Loss Control, Risk retention and Risk transfer. Asset-Liability Management (ALM) evolution and RBI guidelines. Capital adequacy ratio Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

UNIT-III

Techniques and Tools of Risk Management: The concept and importance of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Players in the stock/ derivative market: Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market.

Forward contracts: Definition, features and pay-off profile of Forward contract, Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk- limitations of Forward contract. Futures contracts: Definition of future contracts. clearing house, margin requirements, marking to the market. valuation of futures contracts. Risk management with Futures contracts—the hedge ratio and the portfolio approach to a risk—minimizing hedge.

UNIT-IV

Techniques and Tools of Risk Management: SWAPS; Definition, types of swaps. Interest rate swaps, Currency swaps. Mechanics of Interest rate swaps .Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination. Currency Swaps: Types of Currency Swaps. Valuation of currency swaps. Using Currency Swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in Revenue, to hedge against risk of an increase in Cost, to hedge against risk of a decline in the value of an asset, to hedge against risk of a rise in the value of a liability. Pricing of currency swap at origination and valuing of currency swap after origination.

UNIT-V

Techniques and Tools of Risk Management: Options; Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The Binominal option pricing model (BOPM): assumptions - single and two period models

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Vijayakumar P., Naidu.BVR, Venkateswarlu.Ch., Himalaya Publication, New Delhi.
2. Dun and Bradstreet: “Financial Risk Management”, TMH, Delhi. 2011
3. Paul Hopkins, Kogan Page: “Fundamentals of Risk Management”, Institute of Risk Management. 2010,
4. Jayanth Rama Varma: “Derivatives and Risk Management”, TMH, 2012

5. Rajiv Srivastava: "Derivatives Valuation and Risk Management", Oxford University Press. 2012
6. Jean-Philippe Bouchaud and Mark Potters: "Theory of Financial Risk and Derivative Pricing", Cambridge press 2013
7. John C. Hull & Sankarshan Basu, "Options, Futures and Other Derivatives", Pearson Education.
8. Taxmann: "Theory and Practice of Treasury and Risk Management in Banks", Indian Institute of Banking and Finance, March 2006,
9. Vivek, P.N. Asthana: "Financial Risk Management", Himalaya Publishing House, 2012
10. Don M Chance, Robert Brooks: "An Introduction to Derivatives and Risk Management", Cengage Learnings, 2013.
11. Dr. Vidyadhar Bhate: "Risk Management" Everest Publishing House, New Delhi, 2009
12. Dhanesh Kumar Khatri: "Derivatives and Risk Management" MacMillan, 2012

I – IV	L	P	Credits
	4	-	3

(SYS-ELE.-III)
SOFTWARE PROJECT MANAGEMENT

UNIT-I

Conventional Software Management- Principles modern software management- Life cycle Phases –Artifacts of the Process – Model Based Software Architectures –Project organization and responsibilities. Traditional Project Management - Scoping the Project – Process Automation.

UNIT-II

Estimating Duration, Resource Requirements and Cost - Constructing and Analyzing the Project Network Diagram - Finalizing the Schedule and Cost Based on Resource Availability - Organizing and Conducting the Joint Project Planning Session- Case Studies.

UNIT-III

Recruiting Organizing and Managing the Project Team - Monitoring and Controlling Progress - Closing out the Projects - Critical Chain Project Management. Introduction to the Adaptive Project Framework - Version Scope - Cycle Plan - Cycle Build - Client Checkpoint - Post-Version Review - Variations to APF.

UNIT-IV

Model Based Software Architectures: Management Perspective and Technical Perspective. Software process Work flows – Checkpoints of the Process. Organizational Considerations - Project Portfolio Management - Project Support Office Process Control and Process Instrumentation

UNIT-V

Modern Project Profile: Continuous Integration – Early Risk Resolution – Evolutionary Requirements. Top ten Software Management Principles – Best Practices – Culture Shifts and Denouement.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Walker Royce: “Software Project Mangment”, Pearson, New Delhi, 2013.
2. Mahapatra: “Software Project Management”, Cengage Learning, New Delhi
3. Bob Hughes, Mike Cotterell: *Software and Project Management*, TMH, New Delhi.
4. Maylor : *Project Management*, Pearson Education.

I – IV	L	P	Credits
	4	-	3

(SYS-ELE-IV)
SYSTEMS AUDIT AND CONTROL

UNIT-I

Overview of Information System Auditing: Effect of Computers on Internal Controls, Effects of Computers on Auditing, Foundations of information Systems Auditing, Conducting an Information Systems Audit.

UNIT-II

The Management Control Framework-I: Introduction, Evaluation the Planning Function, Leading Function and Controlling Function, Systems Development - Management Controls, Approaches to Auditing Systems Development , Normative Models of the Systems Development Process, Evaluating the Major phases in the Systems Development Process, Programming Management Controls, Data Resource Management Controls.

UNIT-III

The Management Control Framework-II: Security Management Controls, Operations Management Controls Quality assurance Management Controls-Case Studies.

UNIT-IV

Evidence Collection: Audit Software, Code Review, Test Data, and Code Comparison, Concurrent Auditing techniques, Interviews, Questionnaires, and Control Flowcharts. Performance Management tools- Case Studies.

UNIT-V

Evidence Evaluation: Evaluating Asset Safeguarding and Data Integrity, Evaluating System Effectiveness, Evaluating System Efficiency. Information Systems Audit and Management: Managing the Information Systems Audit Function,

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES

1. Ron Weber: “Information Systems Control and Audit”, Pearson Education, 2013.
2. D P Dube: Information System Audit and Assurance, TMH, New Delhi, 2008.