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1. To introduce the concepts of organisation and management
2. To ensure the understanding of different principles, functions and process of Management

Organisation: - Definition and nature of organisations – characteristics- Types of organisations: Formal and informal - Management: Definition and Characteristics. Management as an Art, Science and Profession. Concept of efficiency and effectiveness – Functions of Management: Planning, Organizing, Staffing, Leading, and controlling – Approaches: An Overview of Classical, Human Relations and Systems Approaches- Fayol's Principles of Management.

Types of Plans – MBO - Decision Making: Decision Making Process, Types of Decisions - Decision Making Models: Classical, Administrative and Political - Group Decision Making Techniques: Brain Storming, Delphi, Nominal Group Technique, Lotus Blossom Technique

Departmentation: Product, Functional, Matrix and other bases for Departmentation, Team based, Virtual, Boundary-less and Learning Organization - Authority and Responsibility: Bases for authority, power and responsibility, distinctions - Delegation and Decentralization: Concept, Barriers and Overcoming barriers to delegation, factors pointing to decentralization - Span of Management: Factors influencing Span, Span and Organisation Structure - Line and Staff: Concepts and conflicts, resolution of conflicts.

Direction: Elements - Motivation: Nature of Motivation, motivators, financial and non-financial.- Leadership: Nature, Trait and Charismatic approach, leadership styles, Ohio and Michigan studies, Managerial Grid – Communication: Process, types and barriers. – Coordination: Nature, methods and techniques. – Controlling: Control process, types-Problems, Requisites of Good Control System.

International Management: Challenges of present day management- Factors influencing International Management-International Organisational design: Organisational structures in international organisations. - Leadership in international organisations: Leadership traits and preferences in international organisations. - Communication in international organisations: Communication in International Organisations.

**Text Books:**

1. Weihrich Heinz, Cannice V Mark and Koontz Harold, 2008, Management: A Global and Entrepreneurial Perspective, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Cullen B John and Praveen K Parboteeah, 2005, International Management: A Strategic Perspective, Cengage Learning India Private Limited, New Delhi.

**Reference Books:**

1. Daft L.Richard, 2006, The New Era of Management, Thomson Corporation, New Delhi.
2. Robbins P Stephen and Decenzo A David, 2006, Fundamental of Management: Essential Concepts and Applications, Pearson Education, New Delhi, p 53.
3. Sridhara Bhat, 2005, Management and Behavioural Process: Text and Cases, Himalaya Publishing House, Hyderabad.
4. Satya Raju, R and Parthasarathy, A, 2005, Management: Text and Cases, Prentice Hall of India Private Limited, New Delhi.
5. Hill W L Charles and McShane L Steven, 2008, Principles of Management, Tata McGraw Hill Company Limited, New Delhi.

# **MASTER OF BUSINESS ADMINISTRATION**

**Course Name: BUSINESS ENVIRONMENT**

Course No: 102

**Semester: M.B.A I**

**Marks Distribution:20+80**

## **Learning Objectives:**

1. To understand the nature of business and the influence of the environment;
2. to explain the influence of the various factors on business;
3. to enable the students to understand business in its proper perspective; and
4. to understand the symbiotic relationship between business and its environment.

## **Unit I – Business and its Environment**

Concept of Business Environment – Characteristics of Business Environment – Significance – Environmental Scanning – Process – Techniques of Environmental Scanning – Practices of Environmental Scanning.

## **Unit II – Economic Environment**

Economic Systems – Nature, Growth and Role of Public Sector – Privatization – Nature and Objectives – Privatisation Routes – Disinvestment – Globalization – Nature and Rationale – Multinational Corporations – India & WTO – Fiscal and Monetary Policy – Foreign Direct Investment – Mergers and Acquisitions – Business Process Outsourcing – Competition Policy.

## **Unit III – Industry Analysis**

Industry Analysis – Economic Reforms and Competitive Environment – Business Environment and Current Issues – Airlines Industry, Mobile Services, Software Industry, Steel Industry, Cement Industry, Passenger Cars, Two –wheelers, Pharmaceutical Industry, Organised Retailing, Express Services Industry

## **Unit IV – Political, Social & Cultural Environment**

Political Institutions – Legislature, Executive, Judiciary and Judicial Activism – Culture and Business Ethics – Social Responsibility of Business – Nature, Models and Strategies – Corporate Governance & Corporate Social Responsibility – Social Audit – Ecology and Business – Nature of Physical Environment – Impact on Business.

## **Unit V – Technological Environment**

Technological Environment – Features and Impact on Technology – Technology and Society – Restraints on Technological Growth – Status of Technology in India – Technology Policy.

### **Textbooks**

1. Aswathappa : Essentials of Business Environment, Himalaya Publishing House.
2. Justin Paul: Business Environment-Text and Cases, The McGrawHill.

### **Reference Books:**

1. Misra & Puri: Economic Environment of Business, Himalaya Publishing House.
2. Mathew: Business Environment, RBSA Publications.
3. Adhikary: Economic Environment of Business, RBSA Publications.
4. Sengupta: Government and Business, Vikas Publishing House, New Delhi.

# **MASTER OF BUSINESS ADMINISTRATION**

**Course Name: MANAGERIAL ECONOMICS**  
**Course No. 103**

**Semester: M.B.A I**  
**Marks Distribution:20+80**

## **Learning Objectives:**

1. To highlight the significance of Managerial Economics in Business Management & Managerial Decision Making;
2. To outline the basic tools and techniques of economic analysis useful for business decisions;
3. To explain different types of competitive situations of a business firm in the market for gaining competitive advantage; and
4. To enable the students to gain expertise in the core areas of Business operations of a firm.

## **Unit I-Introduction**

Nature, Scope and Significance of Managerial Economics- Tools and Techniques of Analysis- Theory of Firm- Alternatives- Objectives of Firm- Functions of Managerial Economist in Business Firm- Impact of Information Technology on Managerial Economics- Economic factors influencing and decision making.

## **Unit II- Demand Analysis**

Demand Analysis- Significance- Demand Functions- Law of Demand- Elasticity of Demand- Supply Analysis, Supply function, Elasticity of Supply- Significance of Elasticity Demand in Pricing Decision- Demand Forecasting- Techniques of Demand Forecasting, Supply Function, Elasticity of Supply, Significance of Supply Elasticity. (Simple Problems).

## **Unit III- Cost and Production Analysis**

Cost Analysis- Types of Costs and their impact on Management- Behaviour of Short run Average Cost Curves (SAC)- Behaviour of Long run Average Cost Curve (LAC)- Cost - Production function- Types of Production Function, Linear, Quadratic, Cubic, Power and Cobb-Douglas- Managerial uses of Cost and Production function(Simple Problems).

## **Unit IV- Market Analysis**

Structure of Competition- Features of Perfect Competition- Types of Imperfect Competition- Features of Monopoly- Negative consequences of Monopoly- Oligopoly Competition- Monopolistic Competition- Price and Output in different competitive situations-Pricing Method Dual Pricing- Administered Price- Subsidies- Trend towards Monopolistic Competition- Emerging scenario of Oligopoly Competition with mergers and Acquisitions in National and International Markets ( M & A).

**Unit V- Profit Analysis**

Profit Analysis- Nature, Significance and Theories of Profits- Functions of Profit- -Profit-earning Vs Profiteering- Profits for Control- Profit Performance Chart- Du Pont Control Chart- Profit Policies- National Income concepts, Business Cycles.

**Textbooks:**

1. Varshney & Maheshwari: Managerial Economics, Sultan Chand & Sons, New Delhi.
2. Mehta: Managerial Economics, Sultan Chand & Sons, New Delhi.

**Reference Books:**

1. Joel Dean: Managerial Economics, Prentice Hall, New Delhi.
2. Mote, Paul & Gupta: Managerial Economics- Concepts and Cases, McGraw Hill, New Delhi.

# MASTER OF BUSINESS ADMINISTRATION

**Course Name: ACCOUNTING FOR MANAGERS      Semester: M.B.A.I**  
**Course No. 104      Marks Distribution:20+80**

### Learning Objectives:

1. To provide Basic understanding about Accounting Process; and
2. To expose to latest trends in Corporate Accounting Practices.

## Unit I

– Accounting and Economic Decisions- Processing Transactions-Accounting Cycle-Journal Ledger-Trial Balance- Accounting for Merchandising Transactions- Internal Control Systems relating to Cash and Receivables- Basic Accounting Concepts and Conventions.

## Unit II-

Accounting for Inventories- Inventory Valuation- Pricing the Inventory-Specific Identification Method- First in First Out Method- Last In First Out Method- Weighted Average Method- Accounting for Manufacturing Costs-Direct Costing and Absorption Costing.

### Unit III-

Accounting for Fixed Assets- Determining Cost of Acquisition- Accounting for Depreciation- Methods of Depreciation- The Straight Line Method, Accelerated Methods, Written Down Method, Sum of the Years Digits Method, Annuity Method, Production Units- Method of Revaluation of Fixed Assets-Special Problems in Depreciation Accounting- Capital and Revenue Expenditure.

## Unit IV-

Preparation of Financial Statements- Profit and Loss Account- Balance Sheet- Measuring Business Income-Completing Accounting Cycle- Corporate Financial Reporting.

## Unit V-

Financial Statements Analysis- Objectives- Using Financial Ratios- Liquidity, Solvency, Profitability and Turnover Ratios- Funds Flow and Cash Flow Analysis.

**Text Books**

1. R.Narayanaswamy, Financial Accounting, Prentice Hall of India, New Delhi, 2008.
2. Ashish K.Bhattacharya, Essentials of Financial Accounting, Prentice Hall of India, New Delhi, 2008.

**Reference Books**

1. Jain and Narang, Accounting , Part 1,, Kalyani Publishers, Ludhiana.
2. Meigs and Johnson, Intermediate Accounting, Prentice Hall.
3. Dryden and Bhattacharya, Accounting for Management, Prentice Hall of India.
4. Ashok Banerjee, Financial Accounting- A Managerial Emphasis, Excel Books.
5. S.Jayapandian, Accounting for Managers- Effective Techniques for Decision Making, Ane Books.
6. P.Periaswamy, A Text Book of Financial, Cost and Management Accounting, Himalaya Publishing House,
7. Arulanandam, Advanced Accounting, Himalaya Publishing House.



# **MASTER OF BUSINESS ADMINISTRATION**

**Course Name: CREATIVITY AND INNOVATION**  
Course 105

**Semester: M.B.A. I**  
Marks Distribution:20+80

## **Learning Objectives:**

1. To enhance creative potential by strengthening various mental abilities and shape an ordinary learner to become an extraordinary learner;
2. To expose the learners to creative problem solving exercises by developing integrative intelligence to become managers with creative skills;
3. To help the learners to become thoughtful managers by understanding workplace creativity and ways of harnessing it for organizational excellence; and
4. To expand the knowledge horizon of individual creativity and corporate creativity to transform the living conditions of the society.

## **Unit I Realms of Creativity-**

Creativity-Concept-Convergent and Divergent Thinking-Creativity Intelligence-Enhancing Creativity Intelligence-Determinants of Creativity-Creativity Process-Roots of Human Creativity-Biological, Mental, Spiritual and Social-Forms of Creativity-Essence, Elaborative and Expressive- Existential, Entrepreneurial and Exponential.

## **Unit II Creative Personality-**

Traits Congenial to Creativity- Motivation and Creativity-Strategies for changing Motivation-Creativogenic Environment- Formative Environment and Creativity- Adult Environment-Environmental Stimulants-Blocks to Creativity-Strategies for unblocking Creativity.

## **Unit III Corporate Creativity-**

Creative Manager-Techniques of Creative Problem Solving- Creative Encounters and Creative Teams- Perpetual Creative Organisations-Creative Management Practices-Human Resource Management, Marketing Management, Management of Operations, Management of Product Design and Growth Strategies.

## **Unit IV Creative Organisation-**

Issues and Approaches to the Design of Creative Organisations-Policy frameworks-Organisational Design for Sustained Creativity-Mechanism stimulating Organisational Creativity-Creative Diagnosing-Creative Societies-Necessity-Model of a Creative Society.

## **Unit V Management of Innovation-**

Nature of Innovation-Technological Innovations and their Management-Inter-Organisational and Network Innovations- Design of a Successful Innovative Organisation-Training for Innovation-Management of Innovation-Agents of Innovation- Skills for Sponsoring Innovation.

**Textbooks**

1. Pradip Khandwalla- Lifelong Creativity- An Unending Quest, Tata McGraw Hill, 2006.
2. Pradip Khandwalla- The Corporate Creativity- The Winning Edge, Tata McGraw Hill, New Delhi

**Reference Books**

1. Pradip Khandwalla- The Fourth Eye, Wheeler Publishing, New Delhi.
2. Rastogi, P.N, Managing Creativity for Corporate Excellence, Macmillan, New Delhi.
3. Jone Ceserani, Peter Greatwood- Innovation and Creativity, Crest Publishing House, New Delhi.
4. Clayton, Christensen- Innovation and the General Manager, McGraw Hill.
5. Margaret,A. White & Gary D. Bruton- The Management of Technology Innovation- A Strategic Approach
6. Praveen Gupta-Business Innovations in the 21<sup>st</sup> Century, S.Chand, 2008.
7. CSG Krishnama Charyulu & R.Lalitha- Innovation Management, Himalaya Publishing House, 2007.

# **MASTER OF BUSINESS ADMINISTRATION**

**Course Name: STATISTICS FOR MANAGEMENT**  
**Course No: 106**

**Semester: M.B.A. I**  
**Marks Distribution:20+80**

## **Learning Objectives**

The basic objective of this course is to familiarize the students with the statistical techniques popularly used in managerial decision making. It also aims at developing the computational skill of the students relevant for statistical analysis.

## **Unit I- INTRODUCTION**

Statistics: Meaning and Salient Features of Statistics-Statistical Techniques- Role of Statistical Techniques in Management Decision Making- Techniques of Business Forecasting: Correlation and Regression Analysis with two variables.

## **Unit II-PROBABILITY AND PROBABILITY DISTRIBUTIONS**

Probability: Concepts of Probability-Additive and Multiplicative Laws-Bayes's Decision Rule- Probability Distributions: Binomial, Poisson and Normal Distribution.

## **Unit III- SAMPLING THEORY AND TESTS OF SIGNIFICANCE**

Sampling: Concept of Sampling- Reasons for Sampling- Types of Samples- Estimation- Hypothesis Testing –Type I and Type-II Errors- Large Sample Tests: Mean Test-Difference between Two Means- Difference between Two Standard Deviations-Small Sample Tests: Mean Test- Difference between Means of Two Independent Samples-Difference between Two Dependent Samples or Paired Observations.

## **Unit IV- NON-PARAMETRIC TESTS**

Meaning-Advantages and Limitations of Non-Parametric Tests-The Sign Tests: One Sample Sign Test- The Two Sample Sign Test for paired and independent observations- The Runs Tests: One Sample Runs Test- Test of Randomness using Runs above and below the Median-Rank Sum Tests: The Mann Whitney U Test- The Kruskal Wallis Test- The Wilcoxon Signed Rank Test- Chi Square Test for Goodness of fit.

## **Unit V- ANALYSIS OF VARIANCE (ANOVA)**

Meaning- Assumptions-Procedure for Analysis of Variance-General form of ANOVA-One-way Classification-Two-Way Classification-Computation of Variance.

**Text Books**

1. Amir D.Aczel & Jayavel Sounderpandian- Complete Statistics, 6<sup>th</sup> Edition, TMH.
2. GC Beri- Business Statistics, TMH.

**Suggested Readings**

1. Anderson R, David Sweeney J, Dennis & Williams A Thomas- Statistics for Business and Economics, 9<sup>th</sup> edition, Thomson.
2. ND Vohra-Management Decisions, New Age Publications.
3. SP Gupta & MP Gupta-Business Statistics, Sultan Chand & Sons.
4. Levin R.L.Rubin S. David-Statistics for Management, 7<sup>th</sup> Edition, Pearson/PHI.

# **MASTER OF BUSINESS ADMINISTRATION**

**Course Name: INFORMATION TECHNOLOGY FOR MANAGERS Semester: M.B.A. I**

**Course No. 107**

**Marks Distribution: 20+60**

## **Learning Objectives:**

1. To expose the students to the latest trends in Information Technology; and
2. To provide necessary IT working skills for office productivity with emphasis on MS-Office.

### **Unit I**

Information Technology-Development and Trends-Managerial Issues in IT Planning-Information Technology Economics- Cost-Benefit Analysis of IT- Role of Computers in Management-MIS-Concept and applications-Decision Making Process-Programmed and Non-Programmed Decisions.

### **Unit II**

Data Communication and Management- Computer Networks-Network Topology-Security in Data Communication-Internet and World Wide Web- E-Commerce and E-Business-Concepts.

### **Unit III**

Database Management Systems-Database Models-Creating and Managing Databases-Data Warehousing and Data Mining-Concepts and Applications.

### **Unit IV**

Working with Office Productivity Software-I

MS-Office-Document Creation and Management through MS Word-Mail Merge-Spread Sheet Applications- MS Excel- Creation and Applications of Spread Sheets-Data Analysis and Management through Spread Sheets-Use of functions and diagrams. (Theory -8 hours and Practicals-10 Hours)

### **Unit V**

Working with Office Productivity Software-II

Presentation Graphics through MS Power Point-Creation and Organisation of Slides-Organising presentation through Multi-media Files and Slides-Data Management through MS-Access-Database Creation-Table creation-Establishing relationships-Creation of forms and reports.

**IT LAB:**

MS-Word-Creation of Document- Format Document-Text editing and saving-Organising information with tables and outlines-Mail merge-Publishing documents on Web.

MS Excel-Creating and editing worksheets-Cell formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts.

Data Analysis with Statistical Tools-Use of Financial Tools-Use of other functions in Excel for data analysis.

MS Power Point-Creation of slides-Use of templates and slide designs for creating power point slides-use of drawings and graphics- Developing a Professional presentation on Business Plans, Institutions, Products, People etc.,

MS Access-Create Databases, Tables, Relationships- Create forms to enter data-filter data-use of queries in data manipulation-Generating reports.

**Text Books**

1. Turban,McLean,Wetherbe-Information Technology for Management, 4<sup>th</sup> Edition,Wiley India,2007.
2. Peter Norton- Introduction to Computers-Sixth Edition, 2007, Tata McGraw Hill.
3. Brian K.Williams, Stacey C.Sawyer-Using Information Technology-A Practical Introduction to Computers and Communications-Sixth Edition-Tata McGraw Hill, 2007.
4. V.Rajaraman-Introduction to Information Technology, Prentice Hall India, 2008.

**Reference Books**

1. Cox et all- 2007 Microsoft Office System Step-by- Step, First Edition, Prentice Hall India, 2007.
2. Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Ediction, Prentice Hall India, 2007.
3. Lambet, Lambert III & Preperneau, Microsoft Office Access 2007 Step-by-Step, First Edition, Prentice Hall India, 2007.
4. David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press, 2007.

# **MASTER OF BUSINESS ADMINISTRATION**

**Course Name: Human Resource Management**  
**Course No: 201**

**Semester : MBA II**  
**Marks Distribution: 20+80**

**Learning Objectives:** This paper aims at providing an understanding about the functioning of the human resource function in an organisation. It makes the learner to know the recent trends in the Human resource management.

## **Unit I: Introduction Human Resource Management:**

Meaning nature, scope and significance of human resource management (HRM) – HRM and related concepts (Personal Management, HRD, Human Capital Management, Knowledge Management, Talent Management) HRM Model – Functions of human resource management, Qualities of HR Manager, Role and Responsibility of HR Managers, HRM environment in India – Changing role of HRM – e- HRM.

## **Unit II: Human Resource Planning**

Human Resource Planning: Nature and Process, Forecasting Demand and Supply of HR – Job Analysis: Nature, Importance, Tools for Analysis – Job Description: Job Specification, Role Analysis – Job Design: Factors and Approaches – Job Enrichment: Nature, Process and Problems. Recruitment: Factors influencing, Process and Sources, e Recruitment and Job Portals – Selection: Nature and Process – Testing: Objectives, Administration, Advantages and Problems of Selection Tests –Types of Selection Tests, Physical Skills and Psychological Testing – Pseudo Scientific Methods of selection - e- selection.

## **Unit III: Socialization and Performance Appraisal**

Induction: Placement - Induction Programmes – Training: Nature and Process – Techniques: On the Job and Off the Job Training, Evaluation — Development- Management Development- Executive Development - Career Planning and Development - Performance Appraisal: Nature, Uses and Process Appraisal – Techniques: Traditional and Modern Methods – Limitations - Effective Performance Appraisal Criteria.

## **Unit-IV Employer Employee Relations**

Industrial Relations – Concept – Importance – Evaluation of Industrial Relations system – Industrial disputes – Machinery for Settlement of disputes – Trade Union – Strengths and Weakness of trade unions in India –Workers participation in management- Employee Grievance handling and Discipline.

## **Unit V: Contemporary Issues in HRM**

Contemporary Issues: HRIS – HR Account - HR Audit, Balance Score Card, Competency Mapping, Employer's Brand, Benchmarking – HR Outsourcing: Temping, Talent Management, Managing HR in BPO and Call Centres, Attrition, Exit Interviews – Strategic HRM and International HRM-Concept and Issues – Growing Importance of HRM in Globalization.

### **Text Books:**

1. Mondy R Wayne and Noe M Robert, 2006, Human Resource Management, 9<sup>th</sup> Edition, Pearson Education, New Delhi.
2. Subba Rao P, 2008, Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games, Himalaya Publishing House, Mumbai.

### **Reference Books:**

1. Aswathappa K, 2008, Human Resource Management: Text and Cases, 5<sup>th</sup> Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. V S P Rao, 2007, Human Resource Management: Text and Cases, 2<sup>nd</sup> Edition, Excel Books, New Delhi.
3. Ivancevich M John, 2001, Human Resource Management, 8<sup>th</sup> Edition, McGraw Hill Irwin, Boston.
4. Pattanayak Biswajeet, 2002, Prentice Hall of India Private Limited, New Delhi.
5. Bhattacharyya K Dipak, 2008, Human Resource Management, 2<sup>nd</sup> Edition, Excel Books, New Delhi.



# **MASTER OF BUSINESS ADMINISTRATION**

**Course Name: MARKETING MANAGEMENT**  
**Course No. 202**

**Semester: M.B.A. II**  
**Marks Distribution: 20+80**

## **Learning Objectives:**

After completing this course, the student should be able to understand the marketing concepts and major decisions involved in marketing management. Further he/she is expected to develop necessary skills in analyzing marketing problems and situations.

### **Unit-I**

Marketing :Definition - Importance – Scope - Marketing Management : Tasks and Trends - Company orientations towards marketplace : Production Concept – Product Concept – Selling Concept – Marketing Concept – Holistic Marketing Concept – Building customer value, satisfaction and loyalty – Customer Relationship Management(CRM) - Analyzing marketing environment : Demographic, Economic , Political and Legal environment – An overview of Indian marketing environment.- Marketing mix: concept and components.

### **Unit – II**

Developing marketing strategies and Plans: Corporate and Division Strategic Planning – Business Unit Strategic Planning –Concept of Marketing Plan – Dealing with Competition : Identifying and Analyzing Competitors – Competitive Strategies for Market Leaders, market challengers, market followers and market nichers.

Identifying Market Segments and Targets: Levels of Market Segmentation – Bases for segmenting consumer markets – Bases for segmenting business markets – Targeting, Positioning: Concept – Developing and communicating positioning strategies.

### **Unit – III**

Marketing Information: Components of modern marketing information system - Analysing consumer markets: A brief discussion about factors influencing consumer behaviour – Consumer buying decision process.

Analyzing Business Markets: Buying situations – Participants in buying process – Purchasing process – Stages in buying process Designing and managing services: Meaning – Nature and characteristics of services.

## **Unit – IV**

Product : Concept, levels, classification, differentiation and hierarchy – Product systems and mixes – Products line analysis – Product life cycle and marketing strategies – New product development process – Branding : Meaning, role and scope of brands – Brand Equity.

Packaging, labeling, warranties and guarantees.

Price: Concept – Steps in setting the price – Adapting the price – Initiating and responding to price changes.

## **Unit – V**

Designing and managing integrated marketing communications: Integrated marketing communications – Marketing communication mix.

Developing and managing an Advertising Programme: Deciding on media – Measuring effectiveness- Sales promotion: Objectives – Major decisions - Events and experiences: Objectives – Major decisions- Marketing Public Relations: Major decisions in marketing public relations- Direct Marketing: Channels used for direct marketing – Interactive marketing.

Personal Selling – Principles of personal selling – An Overview of sales force management decisions.

Designing and managing marketing channels: Concept of Channels and value Networks – Role of marketing channels – Channel design, Management and integration decisions – Channel conflict, cooperation and competition.

Marketing logistics: Objectives – Decisions.

## **Text Book:**

Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha: **Marketing Management** - A South Asian Perspective (Thirteenth Edition), Pearson Education Inc., New Delhi.

### **Reference Books:**

1. Philip Kotler, Kevin Keller : Marketing Management (2008)  
Prentice Hall of India, New Delhi 13<sup>th</sup> Edu.
2. Tapan K. Panda : Marketing Management (2008)  
Text and Cases ( Indian context)  
Excel Books, New Delhi.
3. Michael.J.Etzel Brance J.Walker : Marketing : Concepts and Cases  
William J.Station, Ajay Pandit  
McGraw Hill Education, New Delhi, 2005
4. William D. perreantl J.R : Essentials of Marketing : A Global Management  
And E.Jerone Mc Carthy  
Approach  
McGraw Hill (International Edu)
5. V.S.Rama Swamy : Marketing Management – Planning, Implementation  
& Nama Kumari  
And control – the Indian context,  
McMillan India Ltd.
6. Rajiv Lal, John Quelch : Marketing Management : Text & Cases –  
& kasthuri Rangan  
Tata Mc Graw Hill
7. Rajan Saxena : Marketing Management  
Tata, McGraw Hill Publishing company Ltd.  
New Delhi.
8. Dharuv Grewal and Michael Levy : Marketing  
Tata Mc Graw Hill Publishing Company Ltd  
New Delhi 2008.
9. Roger A.Kerin Steven Hartely : Marketing  
Eric N. Berkowitz and William

# **MASTER OF BUSINESS ADMINISTRATION**

Course Name: Financial Management  
Course No:203

Semester :M.B.A II  
Marks Distribution : 20+80

## **Learning Objectives:**

The course aims to ensure broad understanding of the concepts, theories, and techniques and functions of Financial Management.

## **Unit – I**

Introduction – Concept, Scope and Functions of Financial Management – Profit Maximization Vs. Wealth Maximization – Financial Planning : Concept, Types and Estimation of Financial Requirements – Time value of money.

## **Unit – II**

Financing Decision – Concept of capital structure – Capital Structure determinants – Sources of financing: Cost of Capital – theories of capital structure; NI, NOI Traditional and MM approach – Operating and Financial leverage – EBIT and EPS analysis (Problems and cases)

## **Unit – III**

Investment Decision – Nature of Capital budgeting decision – investment evaluation criterion - Traditional Vs Discounted cash flow techniques – Risk analysis in capital budgeting: Measurement of Risk and return – Risk evaluation approaches – Probability distribution approach – Sensitivity and Decisions Tree Approach ( Problems\_

## **Unit – IV**

Working Capital Decision – Concept – Components – of working Capital – Operating cycle – working capital determinants – forecasting working capital requirements (Problems and cases ) Management of inventory, Receivable and Cash – Financing Current assets ( theory only)

## **Unit – V**

Dividend Decision – types of dividend – dividend Vs. Profit Retention decision – Dividend policies – Factors influencing dividend policy – dividend theories: Relevance and irrelevance of dividends – walter and Gordon's models – MM approach ( Problems and cases)

**Test Books:**

1. Khan and Jain : Financial Management TMH
2. IM pandey : Financial Management, Vikas Publications

**Reference Books:**

1. James C vanhorne: Financial Management and Policy (PHI)
2. Prasanna Chandra: Fundamentals of Financial Management (TMH)
3. SN.Maheswari: Financial Management: Principles and practice, Sultan Chand
4. John J. Hampton: Financial Decision Making (PHI)
5. Lawrence J. Gilma: Principle of Managerial Finance, Addisa werly

# **MASTER OF BUSINESS ADMINISTRATION**

Course Name: Management Accounting  
Course No: 204

Semester: M.B.A II  
Marks Distribution:20+80

## **Learning Objectives:**

1. The course aims at understand the various concepts of cost and management accounting which are useful for decision making.
2. It also deals with various accounting control measures.

## **UNIT-I: Introduction to Management Accounting**

Management accounting: Definition – Scope – Importance – Nature and Characteristics of Management Control System – Role of Management Accountant – Cost Behaviour and Decision Making: Fixed and variable costs – Relevant and Opportunity Costs.

## **UNIT-II: Cost Analysis for Decision Making**

Cost-volume- Profit Analysis: Concept of Break-Even Point – Assumptions – Profit-Volume Graph – Equation Approach – Margin of Safety – Profit Planning – Managerial Uses for Decision Making – optimization of product mix – Make or Buy – Capacity Utilisation – Plant shutdown - Add or Drop – Equipment Replacement – Key factor analysis.

## **UNIT-III: Management Accounting for Control**

Standard Costing: Meaning – Purpose of standards – Types of standards – Standard Setting – Variance Analysis – Controllability of Variances – Advantages of Standard Costing – Budgetary Control: Meaning and Purpose – component of effective budgeting programme – Performance Budgeting – Zero-based Budgeting – Concept – Importance and Relevance – Balanced Score Card – Linking Balanced Score Card to Organisation Strategy

## **UNIT-IV: Activity Based Costing**

Activity Based Costing systems – Tracing costs from activities to products and services – Activity-Based Management – Activity cost drivers – Activity based costing vs. traditional costing.

## **UNIT-V: Responsibility Accounting**

Responsibility Centres – Need for Divisionalisation – Types of Responsibility centres – Performance Reports – Responsibility Accounting and Behavioural aspects – Segmented Performance evaluation – Transfer Pricing.

**Text Books:**

- 1) Hansen & Mown, 2003 – Cost Management – Accounting and Control, 4<sup>th</sup> edition, Thomson South-Western.
- 2) Ronald W. Hilton, “Managerial Accounting – Creating Value in a Dynamic Business Environment” – Tata Mc Graw Hill, 6<sup>th</sup> Edition

**Reference Books:**

- 1) Charles T. Horngren Gary L. Sundem Willam O Stratton “ Introduction to Management Accounting, Perason Publication 13<sup>th</sup> Ed.
- 2) S.N. Maheswari “ Management Accounting” Sultan Chand and Sons, New Delhi
- 3) Shashi K. gupta and R.K. Gupta “ Management Accounting Principle and Practices” Kalyani publication, New Delhi.
- 4) B.K. Chatterles Cost and Management Accounting for Managers” Jaico publishing House, New Delhi.
- 5) Khan and Jain “Management Accounting” Tata McGraw Hill, New Delhi.
- 6) Robert N. Anthony “ Management Accounting (R.D Irwin)
- 7) Cases in Management Accounting and control systems Brandt R.Allon e. Richered Brownless Mark E.Haskins Luann J. Lynch, Pearson Education, New Delhi.

## **MASTER OF BUSINESS ADMINISTRATION**

Course Name: **Managerial Communication**  
Course No: **205**

Semester : **M.B.A. II**  
Marks distribution: 20+80

**Learning Objective:** To prepare the students to understand the nature and importance of different forms of communication. It also aims at making them to develop communication skills for organizing their jobs.

### **Unit-I**

Communication in Business: Importance and benefits, components – concepts and problems- nonverbal communication – The seven Cs of effective communication: Completeness, Conciseness, consideration, concreteness, clarity, courtesy and correctness – Business Communication in the Global Context: Background to inter-cultural communication, national cultural variables, individual cultural variables – Business Communication and the Technology Context – Managing information within organization-E-mail and other communication technologies – managing information outside organization.

### **Unit – II**

Oral Communication: Strategies for improving oral presentation, listening skills – Informative and persuasive speaking kinds, audience analysis , organization supports – interpersonal communication: Dyadic Communication – interviewing – Telephoning – dictating- meetings – kinds of meetings – solving problems in meetings – leadership responsibilities and participant responsibilities in meetings.

### **Unit – III**

Written Communication: The process of preparing effective business messages – planning steps, organizational plans, beginning and ending of meetings, Appearance and Design of Business Messages – Business letters, memorandums, time saving – message media – Reports – Types of Preparation of Reports.

### **Unit – IV**

Organizational Communication: Perspectives on communication – Classical, human, integrative and contemporary perspectives – structural issues affecting communication – communication networks – External Communication – environmental scanning – the management of external communication.

### **Unit – V**

Communication for organizational Effectiveness - sources and effects of conflict – Ladden Communication – Approaches to managing conflict communications - Communication and role conflict – Communication for improving organizational efficiency and effectiveness.



**Text Books:**

1. Herta A Murphy, Herbert W Hildebrandt and Jane P Thomas” Effective Business Communication”, Tata McGraw Hill Publishing Company Limited, New Delhi 1997
2. Dalmar Fisher “Communication in Organizations”, Jaico Publshing House, Mumbi, 1999

**Reference Books:**

1. Lesikar, Pettit & Flatley. Lesikar’s Basic Business Communication, Tata McGraw Hill.
2. Chappan and Reed: Business Communication.
3. N.H. Arthereya: Writeen Communication and Results.
4. Kaul: Effective Business Communication.

## MASTER OF BUSINESS ADMINISTRATION

**Course Name: OPERATIONS RESEARCH**  
**Course No: 206**

**Semester : M.B.A. II**  
**Marks Distribution: 20+80**

### **Learning Objective:**

1. The course aims at understanding the various techniques used in the research operations in an Organization.

#### **I. DECISION THEORY**

Anatomy of Decision Theory- Decision Models: Probabilistic Decision Models: Maximum Likelihood Rule- Expected Payoff Criterion- Competitive Decision Models: Maximin, Minimax, Savage, Hurwicz, Laplace Decision Models- Game Theory : Two Person-Zero-Sum Game- Saddle Point- Value of Game- Dominating Strategy- Mixed Strategy.

#### **II. LINEAR PROGRAMMING PROBLEM (LPP)**

Meaning ,Assumptions, and characteristics of LPP - Business Applications of Linear Programming Technique – Formulation of LPP – Solution by Graphic Method – Simplex Method – Concept of Dual.

#### **III. TRANSPORTATION AND ASSIGNMENT PROBLEMS**

Transportation Models: Problem statement – Loops in Transportation Table- Steps in Transportation Methods: North – West Corner Method – Least Cost Method – Vogel's Approximation Method (VAM) – Modified Distribution ((MODI) Method.

Assignment Problems: Meaning - Presentation of Assignment Problem- Steps in Assignment Problem – Hungarian Assignment Method (HAM)

#### **IV. QUEUING THEORY**

General Structure of a Queuing System – Arrival Process – Service System – Queue Structure – Operating Characteristics of Queuing System – Basic Concepts in Queuing Theory

Queuing Models: (1) Poisson Exponential Single Server Model Infinite Population - (2) Poisson-Exponential Single Server Model Finite Population- (3) Poisson Exponential Multi Server Model – (4) Erlang's Method

#### **V. SEQUENTIAL DECISION MAKING**

Meaning – Need and Importance - Steps in Sequential decision making – Applications of Sequential decision making to different situations: Traveling salesman's problem – Pricing problem – Production scheduling and Inventory problem.

**Text Books:**

1. C.R.Kothari : Introduction to Operational Research, Vikas Publishing House
2. N.D.Vohra : Quantitative Techniques in Management, TMH

**Reference Books:**

1. G.V. Shenoy, U.K. Srivastava and S.C. Sharma : Operations Research for Management, New Age Publications
2. Hamdya Taha : Operations Research – An Introduction, TMH
4. Richard Bronson, Govindasami Nadimuthu : Operations Research, Schaum Series, TMH
5. Ravindran, Phillips, Solberg : Operations Research- Principles and Practice, John Wiley & Sons
6. Nita H.Shah, Ravi M. Gor and Hardik Soni : Operations Research, PHI
7. Anand Sharma : Quantitative Techniques for Decision Making, Himalaya Publishing House, Mumbai,2000

# **MASTER OF BUSINESS ADMINISTRATION**

**Course Name: Business Research Methods**  
**Course No: 207**

**Semester: M.B.A. :II**  
**Marks Distribution :20+80**

## **Learning Objectives:**

The Course addresses the methods of research with an emphasis on various stages that are necessary to obtain and process information to enable well informed decision-making.. It allows the students to grasp and comprehend the methods and techniques used in research and provide with the knowledge and skill to undertake research.

## **Unit-I:Introduction**

Business Research: Definition-Types of Business Research. Scientific Investigation: The Building Blocks of Science in Research-Deduction and Induction. The Language of Research: Concepts, Constructs, Definitions, Variables, Propositions and Hypotheses, Theory and Models. Technology and Business Research: Information needs of Business - Technologies used in Business Research: The Internet, E-mail, Browsers and Websites. Role of Business Research in Managerial Decisions Ethics in Business Research: Ethical Treatment of Participants-Informed Consent, Rights to Privacy, Confidentiality.

## **Unit-II: The Research Process**

Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Online Data Bases Useful for Business Research - Problem Definition- Theoretical Framework- -Components of Theoretical Framework - Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis

## **Unit-III: The Research Design**

Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study - Measurement of Variables- Operational Definitions and Scales-Nominal and Ordinal Scales- Rating Scales- Ranking Scales- Reliability and Validity- Content Validity, Criterion Related Validity and Construct Validity.

## **Unit-IV: Collection and Analysis of Data**

Sources of Data-Primary Sources of Data-Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews-Face to face and Telephone Interviews- Observational Surveys- Questionnaire Construction: Organizing Questions-Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires. Data Analysis: An overview of Descriptive, Associational and Inferential Statistical Measures.

## **Unit-V: The Research Report**

Research Reports-Components-The Title Page-Table of Contents-The Executive Summary-The Introductory Section-The Body of the Report-The Final Part of the Report- Acknowledgements – References-Appendix - Guidelines for Preparing a Good Research report Oral Presentation- Deciding on the Content-Visual Aids-The Presenter-The Presentation and Handling Questions

### **Text Books**

1. Uma Sekaran, “Research Methods for Business–A Skill Building Approach”, John Wiley & Sons (Asia) Pte.Ltd, Singapore,` 2003.
2. Donald R Cooper and Pamela S Schindler, “Business Research Methods”, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2007

### **Reference Books**

1. William G. Zikmund, “Business Research Methods”, Thomson Business Information India Pvt. Limited, Bangalore, 2005.
2. Wilkinson & Bhandarkar: Methodology and Techniques of Social Science Research, Himalaya Publishing House.
3. C.R. Kothari: Research Methodology – methods & Techniques, Vishwa prakashan, New Delhi.
4. Speegal, M.R.: An Introduction to Management for Business Analysis, McGraw Hill.
5. Michael, V.P: Research Methodology in Management , Himalaya Publshing House.

# **SEMESTER-III**

## **301-ORGANIZATIONAL BEHAVIOUR**

### **UNIT: I**

Foundations of organizational behaviour : Concept- Importance- Cognitive approach - Reinforcement Approach - Psycho-analytic approach - Factors influencing Organizational behaviour - Challenges and opportunities for organization behaviour - A managerial perspective.

### **UNIT: II**

Individual in the organization: Individual - nature of man - Models of man- Personality - stages of development of personality - Determinants of Perception - Factors influencing perception - Learning - Theories of Learning- Attitudes - Formation of attitudes. Personality and emotions - Managing emotions and stress in organizations - Individual decision making - Motivation theories - Application of motivation.

### **UNIT: III**

Groups in organization: Basic group concepts – Formation - Types Group decision making- Group Cohesiveness- Dissonance - Small Group behaviour - Groups Vs. Teams- Understanding work teams - Types of teams - Creating effective teams. Conflicts- Types of Conflicts - Strategies for resolution of Conflicts in Groups.

### **UNIT: IV**

Group Dynamics: Communication- Hindrances in achieving effective communication- Leadership and managerial effectiveness- Trust and Leadership- power and politics- Basis of power- organizational politics.

### **UNIT: V**

Organizational Systems: Organization Structure- Size and design- Organizational culture- Creativity and innovation- Organizational change- Resistance to change- Introducing change in large organizations- Organizational stress- Factors contribute to Stress- Coping strategies- Stress and performance. Organizational effectiveness- Quality of work life- International Organizational behaviour- New options- Virtual Organization- Technology and Organization.

### **Suggested Readings:**

1. Robbins: Essentials of Organizational Behaviour, Pearson Education, 2008.
2. Gordon. J.R: Diagnostic approach to Organizational behaviour: Allyn and Bacon: New York, 1987.
3. Lorbch J.W. (Ed.) Handbook of Organization Behaviour: Englewood Cliffs: Prentice Hall.
4. Harrison M.LK.: Diagnosing Organizations: Methods, Models and Processes: Sage Publishers, New Delhi, 1987.
5. Ford. R.C.: Organization Theory- An Integrative Approach: Harper & Row Publishers: New York, 1988.
6. Robbins P. Stephen: Organizational Behaviour, Concepts, Controversies and Applications, Pearson Education.
7. Sarma,VVS: Organizational Behaviour, Jaico Publishing House

8. Ashwatappa: Organizational Behaviour, Himalaya Publishing House
9. Subba Rao,P: Management and Organisational Behaviour,Himalaya Publishing House.
10. Andre – Organizational Behaviour, Pearson Education.
11. LM Prasad: Organizational Behaviour: Sulthan Chand.
12. Gerlad Green Berg and Robart A Baron: Organizational Behaviour Pearson Education.
13. Nelson: Organizational Behaviour, Cengage Learning.
14. Hellireigel: Organizational Behaviour, Cengage Learning.



## **302- OPERATIONS MANAGEMENT**

### **UNIT – 1:**

INTRODUCTION – Evolution –Concept-Definition- Scope – Systems Perspectives – Challenges – Priorities – Special features of goods and services – Operations Strategy – Strategy Formulation – Operational Excellence – Role of Operations Management-World Class Manufacturing & Services.

### **UNIT – II:**

DESIGNING OPERATIONS – Product Design – Process Design – Facilities Location – Steps in Facilities location – Factors influencing facilities location – Plant Layout – Factors influencing plant layout – Process and Product System – Group and Static Product Layout – Plant Capacity and Line Balancing – Capacity Planning – Work Study-Techniques of work study – Method Study – Work Measurement-methods of work measurement. (Problems and cases in Work Study & Measurement)

### **UNIT – III:**

PRODUCTION PLANNING AND CONTROL – Scope – Classification – Functions – Factors determining Production Planning and Control – Production Cycle – Characteristics of Process Technologies – Project – Job – Shop – Batch – Assembly and continuous – Interrelationship between product life cycle and process life cycle-Elements and Issues in JIT.

### **UNIT – IV:**

INVENTORY PLANNING AND QUALITY CONTROL – Purchasing System – Inventory Planning – Inventory Control Techniques – Quality control – Standards and specifications – Quality Assurance and quality circles – Statistical quality control – Control Charts for Average, range, fraction defectives – Total Quality Management (Problems and cases in SQC).

### **UNIT – V:**

PROJECT AND MAINTENANCE MANAGEMENT – Concept of Project – Types of Projects – Feasibility Report – Detailed Project Report – Project management techniques-PERT and CPM – Maintenance Management-equipment cycle – Requirements for effective maintenance management.(Problems and Cases in PERT & CPM).

### **Suggested Readings:**

- 1.Aswathappa K & Shridhara Bhat K.: Production and Operations Management, Himalaya Publishing House, Mumbai, 2009
- 2.B. Mahadevan: Operations Management-Theory and Practice, Pearson Education, 2008
- 3.Elwood S. Buffa & Rakesh K. Sarin: Modern Production/Operations Management, Wiley Edition, 2009
- 4.Chunawalla & Patel: Production and Operations management, Himalaya Publishing House, Mumbai, 2009

5. William J. Stevenson: Operations Management, Tata McGraw-Hill Pvt. Ltd., New Delhi, 2007
6. Panneer Selvam R: Production and Operations Management, PHI, New Delhi, 2005
7. James R. Evans & David A. Collier: Operations Management-Concepts, Techniques, and Applications, Cengage Learning, 2009
8. Shridhara Bhat: Production and Materials Management, Himalaya Publishing House, Mumbai
9. Nair N.G: Production and Operations Management, Tata McGraw-Hill Publication, New Delhi, 2008
10. Rajesh K. Prasad & Bijoya Prasad: Production Management, Jain Brothers, New Delhi, 2008.
11. Roberta S. Russell & Bernard W. Taylor: Operations Management-Along the Supply Chain, Wiley Edition, 2009
12. Norman Gaither: Production and Operations Management, The Dryden Press

### **303-STRATEGIC MANAGEMENT**

#### **Unit I- Introduction to Strategic Management**

Concept of Strategy- Levels-Strategic Decision Making-Strategic Management-Elements-Process-Model-Vision-Mission-Business Definition-Goals and Objectives-Balanced Scorecard Approach to Objectives-setting-Key Performance Indicators.

#### **Unit II- Environmental and Organisational Appraisal**

Appraising the Environment-Factors affecting Environmental Appraisal-Internal Environment-Organisational Resources-Synergistic Effects-Competencies-Organisational Capability Factors-Methods and Techniques used for Organisational Appraisal-Preparing the Organisational Capability Profile.

#### **Unit III- Corporate-Level**

Corporate-Level Strategies-Expansion-Stability-Retrenchment-Combination-Concentration-Integration-Diversification-Internationalisation Strategies-Merger and Acquisition Strategies-Stability-Retrenchment-Turnaround-Combination Strategies.

#### **Unit IV- Strategic Analysis, Choice and Implementation**

Process of Strategic Choice-Strategic Analysis-Factors in Strategic Choice-Strategy Implementation—Project Implementation-Procedural Implementation-Resource Allocation-Structural Implementation-Functional Strategies

#### **Unit V- Strategic Evaluation and Control**

An Overview of Strategic Evaluation and Control-Strategic Control-Operational Control-Techniques of Strategic Evaluation and Control-Role of Organisational Systems in Evaluation.

#### **Suggested Readings:**

- |   |  |
|---|--|
| 1. Azhar Kazmi  | -Strategic Management and Business Policy<br>Tata McGraw Hill.   |
| 2.R.M.Srivastava  | -Management Policy and Strategic<br>Management – Concepts, Skills and Practices<br>Himalaya Publishing House.        |
| 3. V.S. Ramaswamy<br>S. Namakumari                          | Strategic Planning- Formulation of Corporate<br>Strategy Text& Cases The Indian Concept<br>Macmillan Business Books. |
| 4. Thomas L. Wheelen<br>J. David Hunger<br>Krish Rangarajan | Concepts in Strategic Management and<br>Business Policy<br>Pearson Education.  |

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|--|---|
| 5. Ireland, Hoskisson,<br>Hitt                                   | Strategic Management<br>Cengage Learning.   |
| 6. Subba Rao,P   | Business Policy and Strategic Management<br>Himalaya Publishing House.                                  |
| 7. John A Pearce II<br>Richard B Robinson, Jr.<br>Amita Mital    | Strategic Management Formulation,<br>Implementation and Control<br>Tata McGraw Hill                     |
| 8. R. Srinivasam   | Strategic Management<br>Prentice Hall of India Pri.Ltd – Delhi  |
| 9. Vipin Gupta<br>Kamala Gollakota<br>R. Srinivasam              | Business Policy and Strategic Management<br>Prentice Hall of India Pri.Ltd- Delhi                       |
| 10. VSP Rao<br>V Harikrishna                                     | Strategic Management<br>Excel Books   |
| 11.. C. Appa Rao<br>B. Parvathiswara Rao<br>K. Shivarama Krishna | Strategic Management and Business Policy<br>Excel Books   |
| 12. Upendra Kachru   | Strategic Management<br>Excel Books   |
| 13.Charles W.L. Hill<br>Gareth R. Jones                          | An Integrated Approach to Strategic<br>Management<br>Cengage Learning India Edition                     |
| 14. George Johnson<br>Kevam Scholes<br>Richard Whittlnton        | Exploring Corporate Strategy (Text & Cases)<br>Pearson Education  |
| 15. J. David Humger<br>Thomas L. Wheelen                         | Essentials of Strategic Management<br>Prentice Hall of Indian Pri. Ltd- Delhi                           |
| 16. Barney<br>Hesterly   | Strategic Management and Competitive<br>Advantage (Concepts)<br>Prentice Hall of Indian Pri. Ltd- Delhi |

## **304- E BUSINESS**

### **Unit I : Introduction to E-Business**

E-Business: Meaning, significance – Opportunities and Risks – E-Business Models: B2B: Meaning and implementation, B2C: Meaning and implementation, B2G: Meaning and implementation, C2G: Meaning and implementation and C2B: Meaning and implementation – Advantages and Limitations – Mobile Commerce: Meaning, Framework and Models – E-Business Trade: Bookshops, grocery, software, newspaper, banking auction, share dealing.

### **Unit II : E-Business Infrastructure**

Internet: Meaning, Issues, Problems and Prospects, ISP – Intranets: Trends, Growth and Applications – Extranet: Applications, VPN – EDI: Definitions and Benefits – Technology and Implementation. Portals.

### **Unit III : E-Business Applications**

E-Business Strategy: Definition, Objectives, Analysis and Implementation - E-Marketing: Meaning, Areas, Planning, Strategy and implementation – Internet Advertising - E-CRM: Meaning, Technology for CRM and application – E-Procurement: Meaning, Drivers, Risks and implementation – E-SCM: Meaning, Focus and implementation – E-Payment Systems: Meaning, Pre and Post paid payments systems – E-Cash.

### **Unit IV : E-Security**

E-Security: Meaning, Attacking methods, SET and SSL, Hacking Security Tools: Cryptology and Encryption – Password – Authentication: Keys and Kerberos – Digital Signatures – Security Protocols – Firewall Security – E-Commerce Law: Information Technology Act, 2000 – Government Policy and Recommendations.

### **Unit V : E-Business Web Technologies**

Web site meaning – Types – Planning and Organizing – Web page Designing, Essentials in designing good web site – Web page development tools – Testing and evaluating web site – Creating Web site using MS Front Page: Using Wizard – Viewing and closing web sites – HTML: Basics, Syntax, HTML Editors – Multimedia: Graphics, web image formats, VRML.

### **Suggested Readings:**

1. Albert Napier H, Rivers N Ollie, Wagner W Stuart and Napier JB (2008), **E-Business – Creating a Winning**, 2<sup>nd</sup> Edition, New Delhi, Cengage learning India Private Limited.
2. Murthy C S V (2009), **E-Commerce – Concepts, Models, Strategies**, Mumbai, Himalaya Publishing House.
3. Schneider, E-Commerce, Cengage Learning.
4. Rayudu C S (2008), E-Commerce – E-Business, Mumbai, Himalaya Publishing House.

5. Bharat Bhasker (2009), **Electronic Commerce – Framework, Technologies and Applications**, 3<sup>rd</sup> Edition, New Delhi, Tata McGraw Hill Publishing Company Limited.
6. Chaffey Dave (2009), **E-Business and E-Commerce Management**, 3<sup>rd</sup> Edition, New Delhi, Pearson Education.
7. Kamlesh K Bajaj and Debjani Nag (2005), **E-Commerce – The Cutting Edge of Business**, 2<sup>nd</sup> Edition, New Delhi, Tata McGraw Hill Publishing Company Limited.
8. David Whiteley (2009), **E-Commerce – Strategy, Technologies and Applications**, New Delhi, Tata McGraw Hill Publishing Company Limited.
9. Parag Diwan and Sunil Sharma (2005), **E-Commerce**, New Delhi, Excel Books.
10. Henry Chan, Raymond Lec, Tharam Dillon, Eligabeth Chang, - **E-Commerce, Fundamentals & Applications** – John Wiley & Sons.
11. Ravi Kalakota – **Frontiers of Electronic-Commerce**, Pearson Education.

## **HUMAN RESOURCE MANAGEMENT-ELECTIVES**

### **311:HUMAN RESOURCE DEVELOPMENT**

#### **UNIT-I : Foundations of HRD**

Evolution of HRD- The Relationship between HRM and HRD- HRD functions- Role and Competencies of an HRD, Professional – Challenges to organization and to HRD Professionals- A framework for the HRD-Learning and instruction- Maximising Learning- Learning strategies and styles.

#### **UNIT-II: Framework of HRD**

Assessing HRD Needs- Strategic organizational analysis-Task analysis-Personal analysis – Prioritising HRD Needs- The HRD Process model debate- Designing effective HRD programmes – Deciding the objectives of HRD interventions- - Implementing HRD Programmes- Evaluation of HRD Programmes- Purpose, models and Ethical issues in evaluation – Assessing the Impact of HRD Programmes in financial terms.

#### **UNIT-III : HRD APPLICATIONS**

Career Management - Defining Career Concepts- Stages of life and career development- Models and process of career Management – Issues in career Development – Designing effective Management Development Programmes- Organisational Development and Change- Concepts, Theories and Models- Types of Interventions – Adopting to labour market changes – HRD Programmes for Cross-Cultural Employees.

#### **UNIT-IV : COMPETENCY DEVELOPMENT**

Basic Workplace Competencies- Programmes for Professional Development and Education – Maintaining affective performance encouraging superior performance skills – employee coaching and wellness services – Issues in employee counseling – Employee Assistance programmes – Stress Management Interventions – Employee wellness and Health promotion programmes.

#### **UNIT-V : HRD IN INDIA**

HRD Audit in leading organizations – Structuring of HRD- HRD Movement in India- HRD Challenges for India for building world class organizations- Suggestions to make HRD effective in Indian Organisations- HRD Climate Development Measures – Constraints on HRD - HRD Vision of India – Knowledge base of HRD in India- Resource requirement for making HRD work in India.

##### **Suggested Readings:**

- |                    |   |
|--------------------|---|
| 1. T.V. Rao        | Human Resources Development-Experiences-<br>Interventions Strategies<br>Sage Publication, New Delhi, 2006 |
| 2. Kalgani Mohanty | Human Resource Development<br>Organisational effectiveness<br>Excel Books- 2009                           |
| 3.Topomay Deh      | Human Resource Management Theory & Practice<br>Ane Books India-2006                                       |
| 4.R. Krishnaveni   | Human Resource Development<br>a Researcher's perspective<br>Excel Books- 2009                             |
| 5.T.V. Rao         | Readings in Human Resource Development<br>Oxford & IBH Publishing Co. Pvt .Ltd.,                          |

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|--|---|
|  | New Delhi-2001  |
| 6.T.V. Rao   | Future of HRD<br>Macmillan India Ltd-2003   |
| 7.Randy L.Desimone<br>Jan M. Werner<br>David M. Hariis | Human Resource Development<br>Thomson Asia Pvt Ltd-2002   |
| 8. Dipak Kumar Bhattacharyya                           | Human Resource Planning<br>Excel Books-2006   |
| 9.Monica Belcourt<br>Kenneth J. McBey                  | Strategic Human Resource Planning<br>Cengage Learning – 2008  |
| 10.Wendell, L. French &<br>Ceil H.Bellor Jr.           | Organisational Development, Penties Hall of<br>India-2006   |
| 11.Paul Turner and Others                              | Encyclopedia of Human Resource Development<br>Jaico Publishing House- 2007                            |
| 12.Kalgani Mohanty                                     | Human Resource Development and Padmalita Roulary<br>Organisational effectiveness<br>Excel Books- 2009 |
| 13.Topomay Deh   | Human Resource Management Theory & Practice<br>Ane Books India-2006                                   |
| 14. Werner and Desimone                                | Human Resource Development<br>Cengage Learning India Pvt.Ltd. 2009                                    |

## **312-LABOUR LAWS**

### **UNIT-I : Introduction**

Origin, Objectives and Classification of Labour- Impact of Labour Laws on HR Management, and Industrial Relations, Labour Laws, Indian Constitution and International Labour Organisation (I.L.O.)

### **UNIT-II : Laws Related to working conditions**

Indian Factories Act-1948  
Shops and Establishment Act  
Child Labour Act 1986

### **UNIT – III: Industrial Relation Laws**



Trade Unions Act – 1928  
Industrial Disputes Act- 1947

#### **UNIT-IV:               Laws on Wages**

Minimum Wages Act – 1948  
Payment of Wages Act- 1938  
Payment of Bonus Act- 1965

#### **UNIT-V:               Laws on Labour Welfare**

Workmen's Compensation Act-1923  
Payment of Gratuity Act-1972  
Employee State Insurance Act- 1948

#### **Suggested Readings:**

- |                                      |   |   |
|--------------------------------------|---|---|
| 1. P.L. Malik                        | - | Industrial Law<br>Estron Book Comp-Luknow                               |
| 2. I.A. Saiyed                       | - | Labour Laws<br>Himalaya Publishing House                                |
| 3. B.D. Singh                        | - | Industrial Relations and Labour Laws<br>EXCEL Books – N. Delhi          |
| 4. Tulsian                           | - | Business Law<br>Tata McGraw Hill, 2008.                                 |
| 5. Pathak                            | - | Legal Aspects of Business<br>Tata McGraw Hill, 2007.                    |
| 6. Malik P.L.                        | - | Industrial Dispute Act 1947 (Annotated)<br>Estron Book Company, Lucknow |
| 7. Srivathsava K.D.<br>Choudary U.K. | - | Payment of Bonous Act 1965<br>Trade Union Acts-1926                     |
| 8. Srivethsava K.D.                  | - | Commentaries on Minimum wages Act-<br>1948                              |
| 9. K.D. Srivastava                   | - | Commentaries on Factories Act, 1948<br>Estern Book Centre               |
| 10. Sinha                            | - | Labour Laws, Pearson Education.   |

### **313-ORGANISATION DEVELOPMENT**

#### **Unit-I :       The Field of OD**

Definition – Evolution – Different Stems – The laboratory straining stems – The Survey Research and Feed back stem – The Action Research Stem – The Socio Technical and Socio Clinical Stem – Second Generation – Values Assumptions and belief in O.D. – Implications of O.D. – O.D. Values in Indian Organisations.

#### **Unit-II :       Foundations and Interventions of O>D>**

Models and theories of planned change – Participation and Empowerment – Parallel learning structures – Normative, Re-educative Strategy of Changing - Action Research – Managing the OD Process – OD Interventions – Team Interventions – Teams and work groups – Process Consultation Interventions - - A gestalt approach to Team Building – Techniques and Exercises used in Team Building –Large Scale Change and High Performance Systems – Trans

Organisational Development – Structural Interventions and the applicability of O.D.

### **Unit-III: Key Considerations and Issues**

Issues in Consultant – Client Relationships – Defining the client System – Entry and Contracting – The Issue of 'Trust' – The Nature, Expertise, Diagnosis, Appropriateness and Depth of Interventions – The Consultant Team as a model and microcosm – Ethical Standards in O.D.

### **Unit-IV: Power, Politics and O.D.**

Team work for analyzing power and politics – Importance in the planned change and practice of O.D. – O.D. Practitioner – Competencies of an effective O.D. Practitioner – Professional Values and Ethics – Evaluation of O.D. Interventions – Managing in Turbulent Times – Organisational Deconstruction – Distributed Intelligence - Technological connectivity – Creative Destruction – Disruptive Innovation – Clash of Culture and Implications of O.D. – Incorporating future in to the present.

### **Unit-V: The Future and O.D.**

Fundamental Strengths of O.D. and Changing Environmental – Diffusion of Techniques – Integrative Practice – The Search for High Performance Community – Organisation Transformation for large scale Paradigm Shift – The O.D. Value Cycle – O.D. Interventions for special situations like turnaround situations, Managing Discontinuities – The New Agenda for O.D.

### **Suggested Readings:**

1. Wendell L. French Cecil H. Bell, Jr. Veena Vohra Organization Development 6<sup>th</sup> Edition Pearson Education, 2008
2. Wendell L. French Cecil H. Bell Jr. Robert A. Zawacki Organization Development and Transformation - Managing Effective Change, 6<sup>th</sup> Edition Tata McGrawHill, 2008
3. Cummings Worley Organization Development & Change, 8<sup>th</sup> Edition Cengage Learning India Pvt. Ltd. New Delhi, 05
4. Bhupan Srivatsava Organization Design & Development Concepts & Applications, Himal Impressions, New Delhi, 2009
5. Cummings & Worley Organization Development & Change, 8<sup>th</sup> Edition Cengage Learning Pvt. Ltd., 2009
6. Kalyani Mohanty Padmalita Routray Human Resource Development and Organisational Effectiveness Excell Books, 2009
7. Gareth R. Jones Organisational Theory, Design and Change, 5<sup>th</sup> Edn Pearson Education, 2007
8. Richard H. Hall Pamelas. Tolbert Organisations – Structures, Process and Outcomes 9<sup>th</sup> Edn. Pearson Education, 2007

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|-----|--|---|
| 9.  | Nilanjan Sengupta<br>MS Bhattacharya<br>R.N.Sengupta | Managing Change in Organizations<br>Prentice Hall of India Ltd., 2006.                    |
| 10. | V. Nilakant<br>S. Ranavayan                          | Managing Organisational Change<br>Response Books 1998                                     |
| 11. | Elias M. Award<br>Hasan M. Ghazire                   | Knowledge Management<br>Pearson Education Pvt. Ltd. 2004                                  |
| 12. | K. Hari Gopal  | Management of Organizational Change<br>Learning Transformation<br>Response Books – 2001   |
| 13. | Amrit Tiwana   | The Knowledge Management Took Kit, 2 <sup>nd</sup> Edition<br>Pearson Education Ltd. 2007 |
| 14. | Slowcum/Hellriegel                                   | Fundamentals of Organizational Behaviour<br>Cengage Learning Pvt. Ltd. 2008               |
| 15. | V.G. Kondalker                                       | Organization Effectiveness and Change Management<br>Prentice Hall India Ltd.              |

## **314- INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

### **Unit-I: Basics of IHRM**

Importance - Definition, Nature, Scope and components of IHRM Strategy, Functions, Objectives, Problems – IHRM-compared with domestic HRM- Growing interest in IHRM -Three Dimensions of IHRM activities- functional positioning and organizational context of IHRM- Approaches to the study of employment policy across countries.

### **UNIT-II: The Functional Aspects of IHRM**

Process in IHRM-Staffing patterns of the International Managers/ - Approaches to multinational staffing Decisions- Selection Criteria and Technologies- Competencies needed for Global Managers – Transfer policies- Expatriate Failures - cultural awareness programmes-objectives and key components of International compensation- Emerging Issues in Global Compensation Management- Performance Management of Expatriates-Study of Different Models .

### **UNIT-III: IHRM Practices in Selected Countries**

The American Model of HR Management- Recent Trends in HR Development in USA- The British model of HR Management- Training & Development with in a total model from learning to knowledge – Japanese style of HR Management- Implications for managers- Reward system across cultures- Motivational system across culture- German Model of HR Management – The main features of the work values in Germany - Chinese model of HR Management- The two way classification of workers and cadres – Chinese work values.

### **UNIT-IV: IHRM Model of India**

Culture and Indian Managers- Indian Managers-Responses to HR practices across the world-Implication for multinationals – MNCs skill based approach and staff training and Development priority – The global managers and future organizations - India's Response to Universalization of HR Principles, Policies and Practices – Cross- Convergence.

### **UNIT-V: Special Issues in IHRM**

Challenges of Globalisation and implications of Managing people and leveraging Human Resources for competitive advantage – Impact of Information Technology on Human Resource Management- Human side of Technology- The New knowledge economy, IT and HR- out sourcing HR- Globalisation, Quality of Work life and productivity- Reorienting work force through HR Interventions – Women expatriates and their problems – Exit policy and practices – Impact on participative Management and Quality circles.

### **Suggested Readings:**

- |  |   |   |
|--|---|---|
| 1. P.L. Rao                            | - | International Human Resource Management – Text and Cases<br>Excel Books- New Delhi                          |
| 2. K. Aswathappa<br>Sadhna Dash        | - | International Human Resource Management<br>Text and Cases<br>Tata McGraw Hill Publishing Company Ltd        |
| 3. P. Subba Rao                        | - | International Human Resource Management<br>Himalaya Publishing House  |
| 4. Peter J. Dowling<br>Denice E. Welch | - | International Human Resource Management<br>4 <sup>th</sup> Edition, Thomson Learning USA                    |
| 5. Dr. Nilanjam Sengupta-              |   | International Human Resource Management<br>Excel Books, New Delhi   |
| 6. Sujata Mangalai                     | - | Globalization and Human Resource Management<br>Excel Books  |
| 7. Charles M. Vance                    | - | Managing a Global Workforce<br>(-challenges and opportunities in IHRM)<br>PHI-Private Ltd, New Delhi - 2007 |
| 8. Wendell L. French                   | - | Human Resource Management<br>Houghton Mifflin USA   |
| 9. Edwards                             | - | International HRM, Pearson Education.   |

## **MARKETING MANAGEMENT-ELECTIVE**

### **321- CONSUMER BEHAVIOUR AND CRM**

#### **UNIT:I**

Consumer Behaviour – Concept – Types of consumers-Current Trends in consumer behaviour Approaches to studying Consumer Behaviour – Inter – disciplinary analysis -Consumer Behaviour applications in designing marketing strategies – Problems in studying Consumer Behaviour.

### **UNIT:II**

Internal Determinants of Consumer Behaviour: Motivation- Learning- Perception-Attitude, Personality and life style.

### **UNIT:III**

External Determinants of Consumer Behaviour: Family Social Class- Reference Group and Opinion Leader- Diffusion of innovations- Culture and Subculture.

### **UNIT:IV**

Consumer Decision making Process –Consumer Dissonance – Consumer Decision Making Models: Howard Sheth Model-EKB Model-Organisational Buyer Behaviour and Influences on Organisational Buyer Behaviour.

### **UNIT:V**

CRM concept and components- Evolution and development- Challenges in implementing CRM- Organization for CRM, CRM Strategy cycle – CRM Programme measurement and Tools – CRM practices in Banking, Insurance and Retail.

#### ***Suggested Readings:***

1. Schiffman, Leon, G and Kannuk, Leslie Lazar: Consumer Behaviour Prentice Hall of India.
2. David L.Loudon & Albert J. Della Bitta: Consumer Behaviour, Mc Graw Hill.
3. Suja R.Nair: Consumer Behaviour in Indian Perspective, Himalaya Publishing House.
4. Dr. Rajeev Kumara, Consumer Behaviour: Himalaya Publishing.
5. Roger J.Baran, Robert J. Galka, Deniel P. Strunk: Customer Relationship management, South West Cengage Learning.
6. S. Shanmuka Sundaram: Customer Relationship management, Modern Trends and Perspective, Prentice Hall of India.
7. Peelan – Customer Relationship Management, Pearson Education.

## **322- ADVERTISING MANAGEMENT**

### **UNIT -I**

Integrated Marketing Communications Meaning – Definition - the Promotion Mix and IMC Planning Process. Introduction to Advertising – Scope – Objectives DAGMAR- 5Ms of Advertising – Functions and Importance –

Socio- Cultural and Ethical Dimensions of Advertising – Recent Trends in Advertising – Advertising for Social Causes.

## **UNIT - II**

Advertising Copy: Meaning – Essentials of Good Advertising copy – Message Strategy – Copy Writing – Art Direction and Production – Advertising Copy for Print Media – Advertising Copy for Electronic Media – T.V., Radio, Internet – Creativity in Advertising.

## **UNIT -III**

Advertising Media – Planning and Strategy – Types of Media - Electronic Media–Out Door Media – Media Scheduling Decisions – Media Mix Decisions and an overview of Media Scenario in India.

## **UNIT -IV**

Advertising Budgets – Planning for Advertising Budgets – Methods of Determining Advertising Budgets – Advertising Effectiveness – Need and Problems – Tools and Techniques of Measuring Communication Effectiveness and Sales Effectiveness of advertising.

## **UNIT -V**

Advertising Agency and Advertising Industry and Regulation: Structure of Indian Advertising Industry – Advertising Agencies – Media Companies and Supporting Organizations – Recent Trends in Indian Advertising – Advertising Agencies- Functions – Selecting and Compensation to Advertising Agencies – Advertising Agencies in India. Legislation affecting advertising – Self Regulating code of advertising – Regulations Governing Different types of Advertising. Advertising council of India.

### **Suggested Readings:**

- 1) Devi A Aakar & John Myer – Advertising Management, Prentise Hall of India.
- 2) Chunawala S.A. and K.C. Sethiya – Fundamentals of Advertising Theory and Practice., Himalaya Publishing House.
- 3) George, E. Belch & Michel A. Belch – Advertising and Promotion, Tata Macgraw Hill. Co.
- 4) Kruti – Shah and Alan D' Souza – Advertising and promotion Tata Macgraw Hill. Co.
- 5) O' Guinn Allen Semenik – Advertising Management, Cengage Learning.
- 6) Monendra Mohan – Advertising Management, Concepts and Cases – Tata Macgraw Hill. Co.
- 7) Shirgy: Integrated Marketing Communications, Cengage Learning.
- 8) Shimp: Advertising & Promotion, Cengage Learning.
- 9) Lane – Advertising Procedures, Pearson Education.

## **323- SALES AND DISTRIBUTION MANAGEMENT.**

### **UNIT -I**

Introduction to Sales and Distribution Management: Sales Management – Concept – Nature and Scope – Growth and Evolution of Sales Management – Contemporary issues in Sales Management - Distribution Management – Concept – Scope– Differences between Channels of Distribution and Physical Distribution – Linking of Sales and Distribution Management

### **UNIT -II**

Personal Selling: Personal Selling – Qualities of Salesmanship, Theories of Selling – Steps in Selling Process – Personal Selling and Sales Promotion – Selling Function – Different steps in Buying Decision Process – Buying Situations – Sales Organization – Sales Department Functions – Sales Forecasting and Control – Sales Budgets – Sales Quotas and Budgets.

### **UNIT -III**

Sales Force Management Decisions – Recruitment – Selection – Training – Motivating – Compensating and Controlling of Sales Force.

### **UNIT -IV**

Managing Channels of Distribution : Distribution Management – Need for Distribution Channels – Marketing Channels – Selecting Channels of Distribution - Channel Policies – Motivating Channel Members – Channel Dynamics – Channel Cooperation – Channel Conflict – Channel Competition.

### **UNIT -V**

Management of Logistics and Supply Chain Management: Definition – Scope – Origin – Key Logistic Activities – Order Process – Inventory - Transportation and Storage – Developing Logistics Strategies – Extension into Supply Chain Management – International Sales and Distribution.

### **Suggested Readings:**

1. Krishna K. Havaladar and Others – Sales and Distribution Management, TATA Mcgraw.Hill Co.
2. Louis W. Stern and Ansar – Marketing Channels, Prentice Hall India.
3. Dr. Matin Khan – Sales and Distribution Management, Excel Books.
4. S.A. Chunawala – Sales and Distribution Management, Himalaya Publishing House.
5. Mark W Johnstan and Others. – Sales Force Management, TATA Mcgraw.Hill Co.
6. Spiro – Stanton Rich – Management of Sales Force, TATA Mcgraw.Hill Co.
7. Richard R Still and Others – Sales Management,
8. Joseph Fhar & others – Sales Management, Cengage.
9. Tanner – Honey Cutt – Erffmeyer “Sales Management”, Pearson & Educational.
10. Rosenbloom:Marketing Channels, Cengage Learning.
11. Ingram: Sales Management, Cengage Learning.
12. Coughlan – Marketing Channels, Pearson Education.



## **324- PRODUCT AND BRAND MANAGEMENT**

**Unit I:** Product Management – Concept – Need and Importance - Evolution of Product Management – Product Management Process – Role of Products – Levels of Products – Buy Grid analysis – Product Customization – Product focused Organizations – Role of Product Manager in Modern Marketing.

**Unit II:** Competitive Strategy for Products – Market Mapping – Category Analysis - Competitor analysis – Customer analysis – Product portfolios – BCG Matrix – Shell's Policy Matrix – Product mix and line decisions – Managing line extensions – Product Positioning strategies.

**Unit III:** Product Development – Product Innovation – Product Development Process – Factors affecting success or failures of new products – Product Life Cycle – Management of Product Life Cycle – Managing different stages of PLC – Product Revival Strategies – Product Elimination Decisions.

**Unit IV:** Concept of Brand – Brand and Firm – Brands and Consumers - Brand Identity - Brand Image – Protecting Brand – Brand Perspectives – Brand Levels – Brand Evolution

**Unit V:** Brand Equity – Brand Loyalty and Brand Equity -- Brand Personality - Building Brands – Brand Extension strategies – Brand Positioning – 3 Cs of Positioning – Competitive Positioning

### ***Suggested Readings:***

1. Ramanuj Mazumdar – Product Management in India – PHI Learning – New Delhi – 2009
2. Harsh V Verma - Brand Management – Text and Cases – Excel Books – New Delhi – 2008
3. Michael Baker and Susan Hart – Product Strategy and Management – Pearson Education – New Delhi – 2009
4. Donald R Lehman – Product Management – Tata McGraw Hill Pvt Ltd – New Delhi – 2005
5. S.A.Chunawalla – Product Management – Himalaya Publishing House – New Delhi – 2009
6. U C Mathur – Product and Brand Management – Excel Books – New Delhi -2007
7. Karl T Ulrich and Steven D Eppinger – Product Design and Development – Tata McGraw Hill Pvt Ltd – New Delhi – 2009
8. Tapan K Panda – Building Brands – Excel Books – New Delhi – 2009
9. S.A.Chunawalla - Compendium of Brand Management - Himalaya Publishing House – New Delhi – 2009

## **FINANCIAL MANAGEMENT-ELECTIVES**

### **331-SECURITY ANALYSIS**

#### **Unit I- Investment Setting**

Investments-Definition-Investment, Speculation and Gambling-Objectives and Constraints-Investment Process-Investment Environment-Investment Alternatives and their Evaluation.

Security Markets-Markets and their Functions-Participants-Stock Markets-Primary and Secondary Markets-Trading and Settlement Systems-Stock Market Quotations and Indices(Construction)-Latest Developments in Stock Market Operations. (Problems on Stock Index Construction).

#### **Unit II- Risk and Return**

Security Returns-Concept and Measurement-Historical (Ex-post) Return and Expected (Ex-ante) Return-Total Return and Holding Period Return-Arithmetic and Geometric Return-Nominal and Real Return-Return Relatives.

Risk- Concept-Sources-Classification-Systematic and Unsystematic Risk-Risk in a traditional sense and in contemporary mode-Measurement of Historical Risk and Expected Risk-Measures of Risk-Standard Deviation and Variance.(Problems on Measurement of Return and Risk on different securities in various situations).

#### **Unit III-Security Valuation**

Common Stock Valuation-Balance Sheet Valuation-Dividend Capitalization Model-Free Cash Flow Model-Earnings Multiplier Approach-Earnings-Price Ratio, Expected Growth and Growth-Other Valuation Ratios.

Bond Valuation-Bond Characteristics-Bond Prices and Yields-Risk in Bonds and Duration-Analysis and Valuation of Straight and Convertible Bonds.(Problems on Valuation of Common Stocks and Debt Securities in different situations and Bond Yields and Duration).

#### **Unit IV- Common Stock Analysis**

Equity Analysis-Objectives-Approaches-Fundamental Analysis-Economic Analysis-Global Economy, Government Policy and Macro Economy-Industry Analysis-Industry Classification-Key Characteristics-Industry Life-Cycle Analysis-Company Analysis-Strategy Analysis-Accounting Analysis-Financial Analysis-Intrinsic Value Estimation-Equity Research in India. (Problems on Intrinsic Value Estimation).

#### **Unit V- Technical Analysis and Efficient Market Hypothesis**

Technical Analysis-Meaning-Fundamental and Technical Analysis-Market/Technical Indicators-Charting Techniques-Testing of Trading Rules-Evaluation of Technical Analysis-Elliot Wave Theory.

Efficient Market Hypothesis- Forms of Efficiency-Random Walk Theory and Efficient Market Hypothesis-Empirical Tests-Implications of Investment Analysis.

**Suggested Readings:**

1. Fischer and Jordan, Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi, 2008.
2. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill, 2008.
3. William F. Sharpe, Gordon J Alexander and Jefferay V. Bailey, Investments, 6<sup>th</sup> Edition, PHI Learning Private Limited, New Delhi, 2008.
4. Reilly and Brown, Investment Analysis and Portfolio Management, 8<sup>th</sup> Edition, Cengage Learning, New Delhi, 2009.
5. Kevin S, Security Analysis and Portfolio Management, PHI Learning, New Delhi, 2009.

## **332- FINANCIAL MARKETS AND INSTITUTIONS**

### **UNIT – 1:**

Financial System – Overview – Structure of Financial System – Components- Markets, Institutions, Instruments, Services – Functions of financial system – Role of Financial system in Economic Development.

### **UNIT – II:**

Money Market – Functions – benefits – money market instruments – Treasury Bills market – Call/notice money market – commercial papers – certificate of deposits – commercial bills market – discount markets.

### **UNIT – III:**

Capital Market-Primary Markets: Initial Public Offer (IPO) – Follow on Public Offering (FPO) – Rights Issue – Private Placements, Preference Issues – Book Building, American Depository Receipts (ADRs), Global Depository Receipts (GDRs), Foreign Currency Convertible Bonds (FCCBs).

### **UNIT – IV:**

Capital Market-Secondary Markets: Stock Exchange – Organisation, management & membership – functions – listing, trading and settlement – Bond market: Significance, functions, participants – Depositories and Custodians – National Securities Depository Ltd (NSDL), Central Depository Services (India) Ltd (CDSL), The Stock Holding Corporation of India Ltd (SHCIL).

### **UNIT – V:**

Regulatory Framework: RBI: Functions and Role – Monetary Policy. SEBI: Objectives, Powers and functions – SEBI Regulations relating to Capital Markets – Investors' Protection.

### **Suggested Readings:**

1. *Bhole L.M. & Jitendra Mahakud: Financial Institutions and markets, Tata McGraw-Hill Education Private Ltd., new Delhi*
2. *Bharati V. Pathak: The Indian Financial System – markets, Institutions and Services, Pearson Education Pvt. Ltd., new Delhi.*
3. *Srivastava R.M. & Divya Nigam: Management of Indian Financial Institutions, Himalaya Publishing House, Delhi.*
4. *Clifford Gomez: financial Markets, Institutions and Financial Services, Prentice Hall of India Pvt. Ltd. New Delhi.*
5. *Guruswamy.S: Financial markets and Institutions Tata McGraw-Hill Education Pvt. Ltd.*
6. *Vasant Desai: The Indian Financial System and Development, Himalaya Publishing House, Mumbai, 2009.*
7. *Jeff Madura: Financial markets and Institutions, Cengage Learning, 2006*
8. *Frederic S. Mishkin & Stanley G. Eakins: Financial Markets and Institutions, Pearson Education.*

### **333- INTERNATIONAL FINANCIAL MANAGEMENT**

#### **UNIT – 1:**

International Financial System: Meaning, scope and significance of International Finance. International Financial System – Components and environment. Finance function in global context – International Monetary System – fixed and floating systems – Balance of Payments (BOP). International Financial Institutions – World Bank – IMF – ADB

#### **UNIT – II:**

Foreign Exchange Market: Players and components, functions – Foreign Exchange Rates – Spot – Forward and Cross Rates. Theories of determining foreign exchange rate – International Parity condition. Indian Foreign Currency Market – Foreign Exchange Management Act (FEMA) – Recent development (Problems and cases).

#### **UNIT – III:**

Management of Foreign Exchange Risk: Meaning and types of risk – Management of Translation, Transaction, and economic exposure. Tools, Techniques and Hedging strategies for foreign exchange risk management (Problems and cases)

#### **UNIT – IV:**

International Monetary System: Forwards, Swaps, and interest rate futures. European Monetary markets, Asian Currency Markets, GDRs, ADRs, Blocked Accounts, Dealing position, Speculation and leveraged arbitrage (problems)

#### **UNIT – V:**

Financial Management of Multinational Firm – Foreign Capital Budgeting Decisions – Cash Flow Management – Tax and Accounting implications of International activities (Simple Problems).

#### **Suggested Readings:**

1. APTE P.G: International Financial Management, Tata McGraw-Hill Company Pvt. Ltd., New Delhi.
2. Madhu Vij: International Financial Management, Excel Books, New Delhi.2003.
3. Machiraju,H.R, International Financial Management, Himalaya Publishing House.
4. Alan C. Shapiro: Multinational Financial Management, Wiley India Pvt. Ltd., New Delhi.
5. Ephraim Clark: International Financial Management, Cengage Publications, Delhi.
6. Cheol S.Eun & Bruce G. Resnick: International Financial Management, Tata McGraw-Hill Company Pvt. Ltd., New Delhi.
7. Eiteman – Multinational Business Finance, Pearson Education.

## **334-CORPORATE TAXATION AND PLANNING**

### **UNIT – I:**

Direct and Indirect Taxes — Significance of corporate taxation - Basic Concepts and definitions – Residential Status and Scope of Total Income of a Company – Classification of companies for tax purpose – Incomes exempt from tax applicable to company.

### **UNIT – II:**

Computation of Income from House Property – Income from Business – Capital Gains – Other Sources (Problems) – Set-off and Carry forward of losses – Deductions from GTI u/s.80 applicable to companies — Computation of Total Income and Tax Liability (problems). – New Provisions of MAT.

### **UNIT – III:**

Wealth Tax – Scheme of wealth tax – Valuation Date, Net Wealth, Assets for wealth tax purpose, Deemed Assets, Exempted Assets applicable to companies – Computation of wealth tax liability of Corporate Assessee.

### **UNIT – IV:**

Tax Planning: Meaning and Scope of Tax Planning and Tax Management – Tax Evasion vs. Tax Avoidance – Special Provisions relating to Avoidance of Tax – Tax Planning with reference to Financial Management Decisions-Capital Structure decision – Dividend – Bonus shares – Personnel compensation plans.

### **UNIT – V:**

Tax Planning in respect of Mergers and Amalgamations - Tax consideration in setting up New Industrial Undertaking – Tax planning in respect of Export Promotion – Capital Gains Investments – Tax planning and foreign collaborations.

### **Suggested Readings:**

1. *Gaur and Narang: Income Tax Law and Practice*, Kalyani Publishers, New Delhi, 2009
2. *B.B.Lal & N. Vashisht: Direct Taxes*, Pearson Education.

**SYSTEMS MANAGEMENT-ELECTIVES**  
**341- RELATIONAL DATABASE MANAGEMENT SYSTEMS (RDBMS)**

**Unit-I**

Introduction to databases- Introduction – Application development without databases- Advantages- Concepts and history of DBMS- commercial databases.

Data base design- Feasibility study- designing system – class diagrams- data types- elements.

**Unit-II**

Data normalization- Introduction – Sample database- first – second – third Normal Forms Beyond third normal form- Data rules and integrity – effects of Business rules- Converting class diagram to normalized tables- data dictionary.

**Unit-III**

Queries and sub queries- Data queries- basics- computation- group by – multiple tables- sub queries- joins- SQL testing queries.

**Unit-IV**

SQL FORMS - Application development using SQL FORMS organization of SQL FORMS- Function Key- Screen Painter, default form designing a complete form- trigger and their types trigger command syntax- Use of macro generating a form, running a form, user exits.

**Unit-V**

SQL Report writer- Types of reports, entering the query formulating the report, calculated field, group settings modifying report settings, previewing a report running a report, SQL LOADER, Database Administrator

**Suggested Readings:**

1. James Perry T and Joseph, G. Lateer: Understanding Oracle, BP
2. Abbey and Corey, Oracle: A Beginners Guide, Tata MC Graw Hill
3. Gerald V. Post: Data Base Management Systems- Designing and Business Application, Tata Mc Graw Hill.
4. McFadden: Database Management System, Addison Wesley.

## **342- MANAGEMENT OF SOFTWARE PROJECTS**

### **Unit-I**

Introduction to Software engineering – Evolving role of Software – changing nature of Software – Legal Software – Software myths- A generic view of process-Software engineering – a layered technology-A Process Framework-CMMI-Process Patterns- A process Assessment – personal and team process models – Process Technology – Product and process.

### **Unit-II**

Process models- perspective models- waterfall model – incremental process models- evolutionary process model- specialized process model – Unified process. An agile view of process- agility – Agile process – Agile process models

### **Unit-III**

Software engineering practice - communication practice- planning practices – modeling practices- construction practice- deployment- system engineering – computer-based system- system engineering hierarchy- Business process engineering- product engineering – system modeling

### **Unit-IV**

Requirement engineering – Requirement engineering tasks- Initiating Requirement engineering process- Eliciting Requirements- Developing user care- Building Analysis model- Negotiating Requirements- Validating requirements

### **Unit-V**

Building the analysis model- Requirement analysis – Analysis modeling Approaches – Data Modeling concepts- Object oriented analysis- Scenario Based Analysis- Flow oriented modeling- Clan Based modeling- Creating Behavioral Model.

### **Suggested Readings:**

1. Roger s. Prenman -Software Engineering A Practitioner's Approach McGraw Hill – International edition



### **343-ENTERPRISE RESOURCE PLANNING (ERP)**

#### **Unit-I**

ERP overview- Evolution of ERP-ERP Technologies-ERP Technologies- ERP As Decision support system- ERP Architecture Consideration for ERP implementation

#### **Unit- II**

Introduction to ERP: ERP Vs MRP, Evolution- Growth- Benefits and limitations of ERP- Phases of ERP- Sales, Marketing, Distribution Manufacturing- Finance- Personnel- Purchase and Inventory- Planning & Control

#### **Unit-III**

ERP- Related Techniques Business Process Reengineering (BPR), MIS-DSS- EIS- Data warehousing- Data Mining- Online Analytical Processing (O&AP), Supply- Chain Management CAD/CAM-, Materials Requirement Planning, Bills of Materials, Manufacturing Resource Planning, Distribution Requirement Planning, JIT & Kanban -Make to order- make to stock- Assemble to order, engineer-to-order.

#### **Unit-IV**

ERP Models-Finance- Plant and Maintenance- Quality Management- Materials Management- Benefits of ERP.

#### **Unit-V**

ERP Implementation life cycle- pre-evaluation screening, Package Evaluation- Project Planning Phase- GAP Analysis- Reengineering, Configuration- Team Training- Testing & Going Live

#### **Suggested Readings:**

1. S. Sadgopan: ERP A Managerial Perspective, Tata McGraw Hill.
2. Alexisleon: Enterprise Resource Planning, Tata Mc Graw Hill.
3. Vinod Kumar Kard and Arid NK Venkaita Krishtean: E.R.P Concepts and Practice, Prentice Hall of India.
4. Luvai F Motiwallo, Jeff Thompson Enterprise Systems for Management – Pearson Education, 2009
5. Jyotindram, Enterprise Resource Planning, Himalaya Publishing House.

## **344-SYSTEMS ANALYSIS AND DESIGN**

### **Unit-I**

Assuming the role of the systems analyst- Types of systems – Integrating Technologies for system- Need for systems Analysis and Design- Role of the system Analyst- System Development life cycle- using case tools- Upper and Lower case- Object oriented systems- Analysis and Design- Agile approach and other alternative methodologies.

### **Unit-II**

Understanding organizational style and its impact on information systems- organizations as systems – Depicting systems graphically – Use case modelling – Levels of Management – Organisational culture

### **Unit-III**

Project Management – Project initiation- Determining Feasibility – Activity planning and control- Computer-based project Scheduling- Function point Analysis- Managing Analysis and Design activities- Agile Development.

### **Unit-IV**

Information Gathering-Interactive methods-Interviewing-Joint Application Design-Using Questionnaires-Sampling-Investigation-Observing a Decision making behaviour

### **Unit V**

Agile modeling and prototyping- prototyping – Developing prototype – user's Role in prototyping Rapid application development – Agile modeling comparing agile modeling and structured methods

### **Suggested Readings:**

1. System Analysis and Design by Kendall Kendall (seventh edition)
2. Analysis & Design of information systems by James A. Sen (second edition)
3. Sodzinger Jackson Burd: Systems Analysis & Design.

# **SEMESTER - IV**

## **401-INTERNATIONAL BUSINESS**

### **UNIT-I: The Structure and Strategy of International Business**

An overview of international business environment- International Business strategies of the firm, profiting from global expansion. Pressures for cost reductions and local responsiveness – strategic choices - The organization of international business - control systems and incentives - entry strategy and strategic alliances – Theory of global competitiveness alignment, mapping competitiveness shifts.

### **UNIT-II: Managing Technology and Knowledge in International Operations**

Problems of control in an international company – Designing an international control system – Understanding Technology – Technology transfer – Knowledge in Organizations – The Process of knowledge management in International Organizations –Negotiations and Decision making across borders and cultures – Mergers and acquisitions (M & A) –Implications for India for the practice of global leadership in business.Ethics and Social Responsibilities of International Firms- International ethical codes of conduct –Cross Cultural, Cross Religion and Cross Racial Issues.

### **UNIT-III: Role of Multi National Enterprises (MNEs)**

How MNE's exploit market imperfections – seeking markets, efficiency and knowledge – MNE's and life cycle of product – The MNE's and competitive advantage of nations – Regulatory environment of MNE's – Guidelines for Managers of MNE's - Areas of particular concern to MNE's – Multinational bankruptcy – Cross Border Liability and Trade Disputes – Protection of Intellectual Property – Trade offs between business abroad and national security / foreign policy at home – Role of Indian MNE's in International Business – Hidden Values and responsibilities to stake holders.

### **UNIT-IV: International Economic Institutions Agencies and Agreements**

Regional Trading Arrangement – The European Union and NAFTA – Bilateral Trade laws, Multilateral Trade laws – An overview of GATT / WTO, IMF and World Bank Group, UNCTAD, ILO, Regional Economic Integration – Trade Areas and Economic Unions – OPEC – Commercial policy implications of customs union – International Economic Policies - Policy Implications of barriers to trade - Debate on Trade policy i.e. free trade verses protectionism – The China Syndrome - impact of International Economic Institutions and Agencies.

## **UNIT-V: Functional Operations Management**

International Marketing Strategy – International HR management strategy – International Operations Management Strategy – International Financial Management Strategy – Global Standard Quality Management – Porter's model of competitive advantage – The 10-P model of global strategic management – A Global perspective on corporate governance mechanisms.

### **Suggested Readings:**

1. K. Ashwathappa - International Business, Tata McGraw Hill, 2006.
2. P. Subba Rao, International Business – Text & Cases, Himalaya Publishing House, 2009.
3. Manab Adhikary – Global Business Management, McMillan, 2001.
4. Mike W.Peng – International Business, South-Western Cengage Learning, 2008.
5. Justin Paul – International Business, PHI Learning.
6. Michael R. Czinkota & Others – International Business, Cengage Learning.
7. Charles W.L. Hill and Arun Kumar Jain – International Business : Competing in the Global Market Place, McGraw Hill, 2007.
8. Aravind V. Phatak, Rabi S. Bhagat & Roser J. Koushikar – International Management, Tata McGrawhill, 2007.
9. Anant K. Sundaram & J. Steward Black – The International Business Environment, Prentice Hall of India, 1999.
10. Manab Thakur, Ganeeburton & B.N. Srivastava – International Management (Concepts & Cases), Tata McGraw hill Publishing Company Ltd., New Delhi.
11. Richard M. Hodgetts, Fred Luthans & Janathan P. Doyh – International management, Tata McGraw Hill Publishing Co. Ltd.
12. Cherunilam – International Business Text & Cases, P.H.I. Learning.
13. Sanjay Misra & Y.K. Yadav – International Business Text & Cases, PHI Learning.
14. Daniels, Radebaugh & Sullivan – International Business Environment & Operations – Pearson Education.
15. Cavusgil – International Business, Pearson Education.

## **402-BUSINESS LAW AND ETHICS**

### **Unit-I : Elements of Company Law**

Indian Companies Act 1956. Formation of a company\_ General meetings and proceedings- Accounts audit and Dividend- Inspection and Investigation- Inter-corporate loans and Investments – The Company Secretary- Duties and Powers- Compromise and Arrangement – Winding up of Companies.

### **Unit-II : Contract Act, Sale of Goods Act, & Negotiable Instruments Act**

Nature of contracts – Offer -Acceptance –Consideration- Capacity of parties- Free consent – Legality of object and consideration- Contingent contracts – Quasi contracts- Performance of contract – Discharge of contract – Remedies for Breach of contract.

Essentials of contract of sale – Goods and their classification – Price- Conditions and Warranties – Transfer of title – Performance of contract of sale of goods- Unpaid seller and his rights – Types of Negotiable instruments – Holders and. Holder in due course- Presentation and Dishonour.

### **Unit-III: Miscellaneous Acts**

- 1.The Consumer Protection Act 1986 –
- 2.The Competition Act
- 3.Foreign Exchange Management Act
- 4.The Information Technology Act 2000.

### **Unit-IV: Business Ethics**

Definition – Importance of Ethics in Business- Distinction between Values and Ethics- Characteristics of Ethical Organization – Morality and Professional Ethics- Ethical Dilemmas- How to create an ethical working environment- Ethical Decision making in Business- Role of corporate Governance in ensuring ethics in workplace – Indian Ethical Traditions.

### **Unit-V: Creating an Ethical Organization**

Role of Corporate Governance, Corporate Culture, Corporate Social Responsibility (CSR) and other influences in creating an Ethical organization – Codes of Conduct – Ethics committee- Ethics Training Programmes- Benefits – The relationship between Corporate Ethics and good governance .

### Suggested Readings:

- |                                     |        |  |
|-------------------------------------|--------|--|
| 1. Maheshwari & Maheshwari          | -      | A Manual of Business Laws, Himalaya Publishing House.  |
| 2. D. Chandra Bose                  | -      | Business Law<br>PHI-Private Limited, New Delhi   |
| 3. A.C. Fernando                    | -      | Business Ethics<br>An Indian Perspective<br>Pearson Education                                  |
| 4. Manuel G. Velasquez              | -      | Business Ethics<br>Concepts and Cases<br>Prentice-Hall of India Pvt. Ltd, 2008                 |
| 5. S.S.Gulshan                      | -      | Business Laws<br>Excel Books, New Delhi  |
| 6. N.D. Kapoor                      | -      | Business and Economic<br>Laws, Sulthan chand   |
| 7. Kapur and Gulshan                | -      | Business Laws<br>Sulthan chand   |
| 8. Tulsion P.C.                     | -      | Business Law<br>Tata McGraw Hill, New Delhi  |
| 9. Ronald D Francis<br>Mukti Mishra | -<br>- | Business Ethics<br>An Indian Perspective<br>Tata McGraw-Hill Publishing Company Ltd, New Delhi |
| 10. C.S.V. Murthy                   | -      | Business Ethics and Corporate<br>Governance<br>Himalaya Publishing House                       |
| 11. A.B. Rao                        | -      | Business Ethics and Professional<br>Values<br>EXCEL Books, New Delhi                           |
| 12. Sherlekar                       | -      | Ethics in Management<br>Himalaya Publishing House, 1999  |
| 13. Ritu Parna Raj                  | -      | A Study in Business Ethics<br>Himalaya Publishing House, 2001.                                 |
| 14. John R. Boatright               | -      | Ethics and the Conduct of Business<br>Pearson Education, 2005.                                 |
| 15. Hartment & Abha Chatterjee      | -      | Perpectives in Business Ethics<br>TMH, 2008.   |

## **403-ENREPRENEURSHIP DEVELOPMENT**

### **UNIT-I: Entrepreneur, Entrepreneurship & Entrepreneurial Development**

Definition and Concept - Characteristics of Entrepreneurs-Traits and Skills-Classification-Entrepreneurial Behaviour and Motivation-Nature and Importance of Entrepreneurs - The Entrepreneurial Culture - Theories of Entrepreneurship-Entrepreneurship Development – Intrapreneurship - Causes – Climate for Intrapreneurship - Institutions involved in fostering Entrepreneurship.

### **UNIT-II: Creativity and Feasibility Planning**

Sources of New Ideas - Methods of Generating Ideas-Creative Problem Solving - Opportunity Recognition - Feasibility Planning - Four-Stage Growth Model - Fundamentals of a Feasibility Plan - The Feasibility Plan.

### **UNIT-III: Management of SMEs**

Financial Management - Sources of Finance - Working Capital Management - Venture Capital – Characteristics - Types of Venture Financing - Marketing Management - Product Development – Pricing - Channels of Distribution - Marketing Communications - Production Management - Materials Management - Human Resource Management in SMEs.

### **UNIT-IV: Entrepreneurial Strategy**

Generation of a New Entry Opportunity - Assessing the attractiveness of a New Entry Opportunity - Entry Strategy for New Entry Exploitation - Risk Reduction Strategies for New Entry Exploitation - Growth Strategies - Economic Implication of Growth-Implications of Growth for the Firm.

### **UNIT-V: Emerging Issues in Entrepreneurial Development**

Family Business - Importance - Types - Succession - Strategies for improving the Family Business-Entrepreneurship Development Programmes - The Indian EDP Model – Phases - Evaluation of EDP - Women Entrepreneurship – Concept – Empowerment - Factors governing Women Entrepreneurship - Rural Entrepreneurship.



### **Suggested Readings:**

- |     |   |   |
|-----|---|---|
| 1.  | Vasant Desai                                      | Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House         |
| 2.  | Robert Hisrich<br>Michael Peters<br>Dean Shepherd | Entrepreneurship<br>Tata McGraw Hill  |
| 3.  | David H.Holt                                      | Entrepreneurship<br>New Venture Creation, Prentice Hall of India                          |
| 4.  | Poornima Charantimath                             | Entrepreneurship Development & Small Business Enterprises, Pearson Education              |
| 5.  | Sahay<br>Sharma                                   | Entrepreneurship and New Venture Creation, Excel Books                                    |
| 6.  | S.K.Mohanty                                       | Fundamentals of Entrepreneurship<br>Prentice Hall of India                                |
| 7.  | Kuratko   | Entrepreneurship in a New Millenium,<br>Cengage Learning.                                 |
| 7.  | Jack M. Kaplan                                    | Patterns of Entrepreneurship, Wiley India   |
| 8.  | Madhurima Lall<br>Shikha Sahai                    | Entrepreneurship, Excel Books   |
| 9.  | Vasant Desai                                      | Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publishing House |
| 10. | Sahay<br>Chhikara                                 | New Vistas of Entrepreneurship, Excel Books   |
| 11  | Cynthia L Greene                                  | Entrepreneurship, Cengage Learning  |
| 12. | K.Ramachandran                                    | Entrepreneurship Development<br>Tata McGraw Hill  |
| 13. | Lakshman Prasad<br>Subhasih Das                   | Entrepreneurial Climate, Excel Books  |
| 14. | Mary Coulter                                      | Entrepreneurship in Action, Prentice Hall of India.                                       |

## **404-MANAGEMENT INFORMATION SYSTEM**

### **Unit-I:**

Meaning-Evolution of MIS-Manager's view of Information System-Strategic Planning-Management Control-Operational Control-Using Information Systems for Competitive Advantage-Value Chain Model-Synergies-Core Competencies and Network based Strategies-Information Technology and Business Process Reengineering.

### **Unit-II:**

Decision Making and Information Systems-Herbert Simon Model of Decision Making Process-Criteria for Decision Making-Behavioural Model of Decision Making –Optimisation Model-Decision Support Systems and Expert Systems-Relevance of Decision Making Concepts for Information Systems.

### **Unit-III:**

Strategic Planning of Information Systems-Techniques of Planning-Applications of Information Systems-Financial Information Systems-Marketing Information Systems-Production Information Systems-Human Resources Information Systems.

### **Unit-IV:**

Systems Analysis and Design-Development Strategies-Structured Analysis-Prototyping-System Development Life Cycle-Feasibility-Requirement Analysis-Design of the System-Development of Software-Implementation and Evaluation-Systems Project Management.

### **Unit-V:**

Organisation of Information System-Centralised, Decentralised and Distributed Processing-Role and Responsibilities of Information Systems Professionals-Security and Ethical Issues in Information Systems-Risks, Controls and Threats.

### **Suggested Readings:**

1. Robert Schultheis and Mary Summer, Management Information Systems-The Manager's View, Tata McGraw Hill, 2008.
2. Kenneth C Laudon and Jane P Laudon, Management Information Systems- Managing the Digital Firm, Pearson Education, 2009.
3. Murthy, CSV, Management Information Systems- Text & Applications, Himalaya Publishing House, 2009.

4. Gordon B. Davis, Magrethe H.Olson, Management Information Systems, Conceptual Foundations Development, Tata McGraw Hill, 2008.
5. James A O'Brien and George M.Marakas, Management Information Systems, Tata McGraw Hills, 2009.
6. Effy Oz, Management Information Systems, Cengage Learning, 2008.
7. Satyasekhar, GV, Management Information Syste3ms, Excel Books, 2007.
8. Miller – MIS Cases, Pearson Education.

## **HUMAN RESOURCE MANAGEMENT-ELECTIVES 411: PERFORMANCE MANAGEMENT**

### **Unit-I : An overview of Performance Management.**

Definition - Objectives and process of Performance Management – Development in the field – The Performance Contract Principles and Limitations – Impact of “Competency Goal” in the Performance Management System.

### **Unit-II : Essential Features of Effective Performance Management System**

Key Results Areas (KRAs) in Performance Management - Top Management Commitment Component of Performance Management - Recognizing excellence in Performance - Consistent Reward System - Organizational Goal Linked. Performance Management - Deciding key performance Indicators (KPIs) - Performance linked Increments and promotions - conditions for the successful outcomes from Performance Management - Assessment of the Organizational effectiveness in Performance Management - Linking rewards to Performance Management and Performance Counseling - Performance Management strategy for creating High Performance Organization.

### **UNIT – III: Challenges in Nurturing Architecture of P.M**

Organization specific PMS- Reward based Performance Management System and its Significance - Interventions and Drivers - Refinement and Reinforcement of Reward System - Career based Performance Management - Team based Performance Management - Significance, theoretical foundations, culture based Performance Management - Lessons of culture Theories - Internalization of Performance Values - Lessons of Leadership theories.

Competence based Performance Management Significance - Leadership based Performance Management – Performance Management practices in Indian Organizations.

## **UNIT – IV: Performance Appraisal System for Supervisory Staff**

Performance appraisal system for Supervisory Staff, General Staff and shop Floor worker - Diagnosing Performance Problems - Managing Individual performance in Cross functional Teams Problems - Corporate Performance Management - True value of Hiring and Retaining Top Performers.

## **UNIT – V: Competitive Advantage of P.M.**

Competitive advantage through Performance Management - Performance Management and Strategic HR Planning and Linkage - Planning performance for Role Clarity, Accountability and Effectiveness - Implications of Performance Management on Knowledge Management - Role of CEO's in leveraging knowledge through Performance Management.

### **Suggested Readings:**

- |    |  |   |
|----|--|---|
| 1  | Srinivas R. Kandula                          | Performance Management<br>Prentice - Hall India 2006  |
| 2  | Tapomoy Deb                                  | Performance Appraisal and Management<br>Excell Boks - 2008  |
| 3  | R.K. Sahu                                    | Performance Management System   |
| 4  | Dinesh K. Srivastava                         | Strategies for Performance Management<br>Excel Books - 2005   |
| 5  | Dixon, J.R.<br>A.J. Nanni &<br>J.E. Vollmann | The New Performance Challenge measuring<br>Operations for World Class Companies, Dow<br>- Jones : Irwon Homewood 1990 |
| 6  | Fitz Enz, Jack                               | ROI of Human Capital Amazon Books -New<br>York 2000   |
| 7  | Kaplan Robert &<br>David Norton              | Balanced Score Card: Translating Strategy<br>into Action : Massacchusets : HBS Press -<br>1996                        |
| 8  | T.V. Rao                                     | Appraising Developing Managerial<br>Performance, Excel Books - 1999   |
| 9  | Porter, L.W. and<br>E.E. Lawer               | Managerial Attitudes and Performance<br>Homewood: Irwin - 1968  |
| 10 | Candy  | Performance Management -Concepts, Skills<br>and Exercise PHI - New Delhi  |
| 11 | Aguinis                                      | Performance Management, Pearson<br>Education.   |

## **412- Management of Industrial Relations**

### **Unit-I: An Overview of Industrial Relations System**

Definition -Objectives of IR- Participants in Industrial Relations – Functional requirements of successful Industrial Relations programmes- Industrial Relations perspectives- The system model (Dunlops approach)- The plaudits approach- Webers social action approach- Evaluation and growth of Industrial Relations in India- Changing dimensions of Industrial Relations -Changing profile of major stakeholders- Government policies and IR.

### **Unit-II: Union Management Relations**

Trade Unions- Definition-Types-Governments role- Structure and Management of Trade Unions – Indian Trade Unions- Problems.

Industrial disputes – Causes and Consequences of Disputes- Methods of settling Industrial Disputes- Adjudication or compulsory arbitration in India Adjudication/ compulsory arbitration V/s collective bargaining –Dispute settlement machinery for the prevention and settlement of Industrial Disputes – Statutory and Non-statutory machinery- Management of strike and Lockouts- Negotiations for win- win-dispute resolution

### **Unit-III: Collective Bargaining and Grievance Handling**

Meaning and Importance of collective bargaining- Levels, Influencing factors and subject matter of collective bargaining – problems in collective bargaining in India- Works committee- Joint council of Management – Workers participation in Management – schemes of workers participation management in India-.

Employee grievances- Approaches to the Grievance machinery- Nature & Causes of Grievances – The Grievance procedure- Grievance and Industrial Relations – Discipline- Code of Discipline in Industry- Disciplinary proceedings – steps involved in the procedure for disciplinary action.

### **Unit-IV: International Industrial Relations**

Recognition of Trade Unions practices in foreign countries- Social security schemes in abroad – Glimpse into Industrial Policy of East Asia- Industrial Relations in Japan – Labour Relations in china- Industrial Relations system in Great Britain and USA- Unions strategy- a USA perspective- International Trade Union Organizations.

### **Unit-V: Contemporary Issues in Industrial Relations**

ILO-Objectives and Impact- Difficulties in adoption of ILO conventions and recommendations- Problems of ratifications. Economic reforms and Restructuring, Adjustment process and VRS schemes in public sector- Management of sexual Harassment – Management of contract labour- BPO/KPO (call centers) and their employee related matters- Recommendations of the Second National Commission on labour (2002) – Impact of technological change on IR.

### **Suggested Readings**

- |   |   |   |
|---|---|---|
| 1. Mamoria.C.B.<br>Mamoria.S.<br>S.V.Gankar                       | - | Dynamics of Industrial Relations<br>* Himalaya Publishing House                   |
| 2. P.R.N. Sinha<br>Indu Bala Sinha<br>Seema Priyadarshini Shekar- |   | Industrial Relations, Trade<br>Unions and Labour Legislation<br>Pearson Education |
| 3. R.C. Saxena  | - | Labour Problems and Social Welfare,<br>K.Nath & Co.                               |
| 4. Arun Monappa   | - | Industrial Relations<br>TataMcGraw Hill publishing Co., New Delhi                 |
| 5. .Monal Arora   | - | Industrial Relations<br>Excel Books- New Delhi                                    |
| 6. B.D. Singh   | - | Industrial Relations<br>Excel Books- New Delhi                                    |
| 7. Yodar Dale   | - | Personnel Management and Industrial Relations<br>Prentice Hall India              |
| 8. Sharma,A.M.,   | - | Industrial Relations, Himalaya Publishing House.                                  |

## **413-COMPENSATION MANAGEMENT**

### **Unit-I : Foundation of Compensation Management**

Definition – Objectives, Principles and Importance – The Pay Model – Compensation Objectives – Stake Holders – Forms of Pay – Cash Compensation Base – Merit Pay – Cost of living Adjustments – Incentives – Allowances – Policies on Internal Alignment and External Competitiveness – Strategic Perspective of total compensation – Mapping total compensation strategy – Pay Decisions and Organisation Strategy – “Best Fit” Vs. “Best Practices” Dilemma – Issues and Models of Executive Compensation.

### **Unit-II: Components of Pay Structure**

Organisational Strategy – Work Flow – Fairness – Motivation of Behaviour – Economic Pressures – Government Policies – Law and Regulations – External Stakeholders – Cultures and Customers – Organisations of Human Capital – Organisation Work Design – Overall HR Policies – Internal Labour Markets – Employee Acceptance – Research Findings – Equity Theory – Tournament Theory – Institutional Model – Pay Structure based on jobs, Employees and Competencies – Use of Job Analysis and Job Evaluation in Designing Pay Structures.

### **Unit-III: Compensation Strategy and Competitiveness**

Influencing factors of external competitiveness – Modifications to the Supply and Demand side – Compensating Differentials – Job Structure and Pay Structure – Grades and Ranges – Broad banding – Determinants of Grades and Ranges of Pay – Differences in Quality of Individuals applying for work – Differences in the productivity and value – Differences in the pay mix of Competitors – Issues in pay for performance – Employee Stock Ownership Plans (ESOPs) – Performance Plans – Broad Based Option Plans (BBOPs) – The Role of Performance Appraisal in Compensation Decisions.

### **Unit-IV: International Compensation Systems**

Managing Variations in International Pay System – Determinations of International Compensation System – (1) Institutional Factors, (2) Economic Factors Competitive Dynamics/Markets, (3) Employee Related (4) Organizational Factors

Components of International Compensation.

The Three approaches to International Compensation Management (1) The Budget System (2) The Balance Sheet or Home Net System (3)



The Local Going Rate System – The Challenge of Rewarding Excellence.

### **Unit-V: Components of Pay Structure in India**

Basic Wage – Dearness Allowance – Flat Rate – Graduated Scale – Cost of Living and Consumer Price Index Number (CPIM) – Over time payment – Annual Bonus – General Allowances – Special Allowances – House Rent Allowances, Canteen Allowances etc. – Fringe Benefits – Recent Developments, CEO Compensation Package – The Indian Context – Compensation Issues in VRS – The Challenge of Rewarding Excellence.

#### **Suggested Readings:**

1. Milkovich GT                      Compensation, Tata McGra Hill, 2005  
Newman TM
2. B.D. Singh                      Compensation and Reward Management  
Excel Books, New Delhi, 2007
3. Tapomoy DEB                      Compensation Management Text & Cases  
Excel Books, New Delhi, 2009
4. Mousumi S. Bhattacharya                      Compensation Management  
Nilanjan Sen Gupta                      Excel Books, 2009
5. Narain,                      Managerial Compensation and Motivation and  
Laxmi                      Public – Enterprises  
Oxford Public House, 2007
6. Sibson                      Wages and Salaries  
American Management Association, 2006
7. McClelland,                      The Achieving Society, Princeton, NJ : Van  
David                      Nostrand, 1961
8. Peters, Thomas                      In search of Excellence  
J.                      Harper & Row Publishers, New Delhi, 1981  
and  
Waterman.RH
9. Hendelson                      Compensation Management in a Knowledge –  
Based World
10. Knouse.S.B.                      The Reward and Recognition Procession TQM  
AQSC Quality Press, Wisconsin, 1995
11. Lawler                      Pay and Organisational Effectiveness  
Edward.E                      McGraw Hill, New Delhi, 1971
12. Martocchio,                      Strategic Compensation Prentice Hall Inc.  
Joseph.J                      1998
13. R. Brayton                      Recommendations and Rewarding Employees  
Bowen                      – CAN, New Delhi, 2003
14. Geaff White                      Reward Management – A Critical Text  
Jamet Drunker                      Routledge, New York, 2003

## **414- Strategic Human Resource Management**

### **UNIT-I: The Framework of SHRM**

Definition – Importance – components of HRM strategy – models of strategy –Contribution of HR in formulating and implementation of business strategy – Methods of structuring HR Department in organizations – Linkage between strategic business planning (SBP) and strategic HR development (SHRD) – HR contribution to organizational learning – competency mapping – building the core competencies –Avoiding conflicting HR systems in designing the congruent and integrated HR systems: Trade – offs – Knowledge based HR management strategy.

### **UNIT-II: HR Environment Scanning**

Technology and organizational structure – environment turbulence, adaptation –environmental scanning and competitive intelligence – influence on HR information system –management of diversity – Trends in utilization of HR, relocation of work – Employee leasing-Global sourcing of labour –The influence of organizational purpose, mission and top management team –The impact of organization design and learning

### **UNIT-III: HR Strategy Formulation**

Strategic planning – Multinational Strategies – Strategic alliance – Sustainable global competitive advantage –Assessment of strategic alternatives – Managerial issues in strategic formulation – Importance and methods of forecasting the supply of HR – Key HR activities in Mergers and Acquisition (M & A) – Ensuring alignment – Ensuring strategic flexibility for the future – An investment perspective of Human Resources – HR investment consideration.

### **UNIT-IV: HR Strategy Implementation**

Implementation of Human resource and reallocation decisions – Cross training and flexibility in assigning work – Using work teams – Strategically oriented performance measurement system – Strategically oriented compensation systems –Improving the quality of performance measures - Results oriented vs Process oriented measures – Individual best practices and systems best practices – Universal practices vs Contingency perspective – practices for evolution of high performance HR systems.

## **UNIT-V: HR Strategy Evaluation**

HR evaluation process – Overview– Scope – Strategic impact – Level of analysis – Criteria – Level of constituents – Ethical dimensions – Approaches to evaluation – Audit approach – Analytical approach – Quantitative and Qualitative measures – Outcome process criteria - Balanced score card perspective – Bench marking – Evaluating strategic contribution of traditional areas such as selection, training, compensation – Evaluating strategic contribution in emerging areas such as management of diversity and quality readiness.

### **Suggested Readings:**

1. Jeffray A. Mello, Strategic Human Resource Management, Cengage Learning Indian Pvt. Ltd., New Delhi, 2008.
2. Richard Regis, Strategic Human Resource Management and Development, Excel Books, New Delhi, 2008.
3. Charles R. Greer, Strategic Human Resource Management – A General Managerial Approach, Second Edition, Pearson Education Asia, 2007.
4. Monica. Belcourt and Kenneth J. Mc Bey, Strategic Human Resource Planning (Second Edition), Cengage Learning India Pvt. Ltd. New Delhi, 2008.
5. R. Srinivasan, Strategic Management – The Indian Context, Prentice Hall of India Pvt. Ltd., New Delhi, 2002.
6. R. Venugopal, Contemporary Strategic Management, Vikas Publisshing House Pvt. Ltd., 2000.
7. Shaun Tyson, Strategic Prospects in HRM, Jaico Publishing House, 2001.
8. Gangaram Singh, R. Nandagopal and R.G. Priyaadarshini, Strategic Human Resource Management in a Global Economy, Excel Books, 2007.
9. Dreher Dougherty, Human Resource Strategy – A Behavioural perspective for the General Manager, Tara McGraw Hill, 2007.

## **MARKETING MANAGEMENT-ELECTIVES**

### **421- SERVICES MARKETING**

#### **UNIT-I:**

Introduction to Services Marketing – Meaning and Definition of Service Marketing – Nature – Classification of Services – Characteristics of Services – Difference between Product and Services – Reasons for Growth and Development of Service Marketing. – Recent Trends in Service Marketing. – Problems and Challenges in Service Marketing.

#### **UNIT-II:**

Services Marketing Mix – Traditional 4P's – Product – Pricing – Promotion and Physical Distribution. – Extended Marketing Mix 3P's physical Evidence – People and Process.

#### **UNIT-III:**

Marketing Strategies for Service Firms – Internal Marketing – Interactive Marketing and Relationship Marketing – Differentiation Strategy – Service Quality – Demand Management and Productivity – Service Strategies – Dimensions – Product Support Services.

#### **UNIT-IV:**

Marketing of Tourism and Travel services – Tourism Marketing Strategies – Tourism Products – Tourism Potential in India. – Hotel Marketing (Hospitality Marketing) Products – Marketing of Transport Services – Airways, Railways, Road Ways – Multimode Transportation Services.

#### **UNIT –V:**

Marketing Strategies for Financial and Other Services : Marketing of Financial & Banking Services – Marketing of Insurance Services – Marketing of Telecom Services – Marketing of Health Care Services.

#### **Suggested Readings:**

- 1) Ravi Shankar – Services Marketing, Excel Marketing.
- 2) Love Lock Christopher H. – Services Marketing, Prentices Hall of India.
- 3) Philip Kotler & Clarke N Robert – Marketing for Health Care Organizations.
- 4) Rajendra & Nargundkar – Services Marketing, TATA Mc graw. Hill. Co.
- 5) Ziethman & Others – Services Marketing, Pearson Education.
- 6) Zaa – Servicing Marketing, Himalaya Publishing House.

- 7) K. Douglas Hoffman & Others – Essentials of Services Marketing, Thomson.
- 8) Thina Harrison, Financial Services Marketing, Pearson Education.
- 9) Ram Mohan – Services Marketing, TATA Mc.graw Hill. Co.
- 10) Venugopal, Services Marketing, Himalaya Publishing House.
- 11) Verma – Services Marketing, Pearson Education.

## **422- GLOBAL MARKETING**

### **Unit-1:**

Global Marketing – Concepts – Key Concepts – Evolution of Global Marketing – Drivers towards Globalization – Global Marketing objectives – Theoretical Foundations – Country Specific Advantages – Firm Specific Advantages – Rivalry between Global Competitors.

**Unit-II:** Global Marketing Environment – Economic Environment – Political and Legal Environment – Cultural Environment – Analyzing Global Marketing Environment.

### **Unit-III:**

Global Market Selection and Entry Strategies – Assessing Global Market Opportunities – Country Attractiveness – Understanding Local Customers – Multinational Market Regions – Global Segmentation and Positioning – Global Mature Markets – Growth Markets – Emerging Markets.

### **Unit-IV:**

Global Marketing Strategies – Global Products and Services – Standardization Vs Localization – Global Product Lines – Global Brand Management – Global Pricing – Financial Issues – Transfer Pricing – Counter Trade – Global Pricing Policies.

### **Unit-V:**

Global Promotion Strategies – Promotion as Competitive Advantage – Pros and Cons of Global Advertising – Global Advertising Decisions – Global Sales Promotion – Direct Marketing – Global Personal Selling – Global Distribution – Rationalizing Local Channels – global Logistics – Global Channel Design.

### **Suggested Readings:**

1. Johnny K. Johansson – Global Marketing – Foreign Entry, Local Marketing and Global Management – Tata McGraw Hill Pvt. Ltd. New Delhi, 2008.
2. Kate Gillespie, Jean Pierre Jeannet, H. David Hennessey – International Marketing – Cengage Learning – New Delhi-2009.
3. Philip R Cateora, John L Graham, Prashat Salwan – International Marketing – Tata McGraw Hill, New Delhi-2009.
4. P.K.Vasudeva – International Marketing – Excel Books – New Delhi, 2006.
5. Sak Onkvist, John J Shaw – International Marketing – Analysis and Strategy – PHI Learning Pvt. Ltd. New Delhi, 2009.
6. Michael R Czinkota, Iikka Aronkainen – International – Cengage Learning India Pvt. Ltd. New Delhi, 2008.
7. Masaaki Kotabhe, Antony Peloso, Gary Gregory, Gary Noble, Wayne Macarthur, Cathy Neal, Andreas Riege, Kristian Nelsen – International Marketing – An Asia Pacific Focus – Wiley India Pvt. Ltd. New Delhi, 2008.
8. Francies Cherunilam – International Marketing, Himalaya Publishing House.
9. Albaum – International Marketing & Export Management, Pearson Education.

## **423- RURAL MARKETING**

### **Unit-I: Introduction to Rural Marketing**

Meaning and definition – stages in development of rural markets – characteristics of rural markets – difference between urban and rural markets – rural marketing environment- problems and challenges of rural markets

### **Unit-II –Agricultural Marketing-I**

Marketing of agricultural inputs – Features-seeds- fertilizers – pesticides – tractors -challenges and opportunities –An overview of Indian agrochemical market.

Marketing of agriculture products– definition and scope - features of agricultural products – classification of agricultural markets-methods of sale- Channels of distribution –

### **Unit-III: Agricultural Marketing -II**

Defects in agricultural marketing - Steps to improve agricultural marketing - Role of middleman in agricultural marketing Aims, Objectives, Role and functioning of different agricultural marketing agencies and institutions – Regulated markets , Co-operative marketing institutions, Periodic markets, Rural retail outlets – NAFED, MARKFED, APEDA.

### **Unit-IV: Rural Marketing Mix Strategies**

Rural product strategies and brand management –Rural pricing strategies –Rural distribution strategies –Rural promotional strategies.

### **Unit-V: Rural Consumer Behaviour and Innovations in Rural Marketing**

Rural consumer behaviour – Types and characteristics of rural consumers – Factors influencing rural consumer behaviour – Shopping habits of rural consumers – Opinion leaders

Rural marketing initiatives by corporate sector – corporate sector in agri-business – cultivation, processing and retailing

### **Suggested Readings:**

1. Balram Dogra and Karminder Ghuman : Rural Marketing - Concepts and Practices, Tata McGraw Hill.
2. CNG Krishnama charyulu and Lalitha Ramakrishnan : Rural Marketing – Text and Casesd ,Pearson Edn.
3. RV Badi and NV Badi : Rural Marketing : Himalaya
4. R Krishna Murthy : Introduction to Rural Marketing : Himalaya
5. CK Prahlad : The Future of the Bottom of the Pyramid : Pearson Edn.
6. Y Ramakishen : Rural and Agricultural Marketing : JAICO
7. UC Mathur : Rural Marketing - Text and Cases : Excel Books
8. Gopala Swamy : Rural Marketing- AH Wheeler and Co.
9. Rajagopal : Rural Marketing : Rawat Publication
10. Pradeep Kashyap and Siddartha Raut : Rural Marketing in India



## **424-RETAIL MARKETING MANAGEMENT**

### **Unit-I: Introduction to Retail Marketing Management**

Retailing –Meaning –Importance of retailing – theories of structural changes in retailing-Different formats of retailing – Organised and unorganized retailing-Retailing environment-Retailing in India –Recent trends in retailing - Problems and Challenges of retailing

### **Unit-II: Retail Store Selection, Store Layout and Design**

Types of store locations- Steps involved in store location – Principles elements of store design – Layout selection – important considerations in store selection and design

### **Unit-III: Retail Merchandise Management**

Types of merchandise –Product range- Merchandise procurement- Process of merchandise procurement- Merchandise assortment plan – Category management- process of category management  
Retail pricing –Factors effecting retail pricing –different approaches of retail pricing-

### **Unit-IV: Retail Human Resource and Promotion Management**

Overview of Human Resource in retail-recruitment, selection training,motivation and evaluation of performance of personnel  
Need and importance of promotion mix in retailing – Retail promotion mix strategies – Visual display

### **Unit-V: Retail Customer Behaviour and CRM**

Factors affecting customer buying behaviour- customer segmentationin in retailing Customer loyalty- Customer relationship management in retailing–Retail Customer services

### **Suggested Readings:**

1. Levy, Weitz and Pandit : Retailing Management: Tata McGraw Hills.
2. Chetan Bajaj, Rajanu\ish Tuli and Nidhi V Srivastava, Retail Management, Oxford
3. Suja Nair : Retail Management: Himalaya
4. Barry Berman and Joel R Evans: Retail Management – A Strategic Approach:Pearson Edn
5. Lamba: Art of Retailing : Tata McGraw Hill
6. KVS Madan : Fundamentals of Retailing: Tata McGraw Hill
7. A Shiva Kumar : Retail Marketing: Excel Books
8. Gipson G Vedamani: Retail Management. JAICO publishing house.
9. Diamond – Retail Buying, Pearson Education.

## **FINANCIAL MANAGEMENT-ELECTIVES**

### **431-PORTFOLIO MANAGEMENT**

#### **Unit-I: Portfolio Theory**

Concept of Portfolio – Basic Principles of Portfolio Theory – Process of Portfolio Management – Setting Portfolio Objectives and Identifying Constraints – Investment Policy – Traditional Vs. Modern Portfolio Theory.

#### **Unit-II: Portfolio Analysis**

Traditional Portfolio Analysis – Portfolio Theory – Concept of Diversification – Random and Markowitz Diversification – Effects of Combining Securities – Portfolio Return and Portfolio Risk – Portfolio Beta : Concept and Measurement – Generating Efficient Frontier – Efficient Set Theorem – Markowitz Risk-Return Optimization – Sharpe Index Model – Adequate Diversification ( Problems on Portfolio Return, Portfolio Risk, Portfolio Beta and Minimum Variance Portfolio).

#### **Unit-III: Portfolio Selection**

Portfolio Selection: Risk and Investor Preferences – Best Portfolio Selection – Markowitz Optimization – Sharpe Optimization – Significance of Beta in the Portfolio Selection - Traditional Portfolio Selection (Problems on Portfolio Selection).

#### **Unit-IV: Capital Asset Pricing and Arbitrage Pricing Theory**

Capital Market Theory: Basic Assumptions – Capital Market Line (CML) – Security Market Line (SML) – Inputs for Applying Capital Asset Pricing Model (CAPM) – Empirical Tests of CAPM.

Arbitrage Pricing Theory (APT): Principle of Arbitrage – Arbitrage Portfolios – Two Factor and Multi Factor Models – Synthesis of APT and CAPM. (Problems on CAPM and APT).

#### **Unit-V: Portfolio Performance Evaluation**

Performance Evaluation: Measures of Return – Market Indices – Risk Adjusted Measures of Performance – Reward to Variability (Sharpe) Ratio; Reward to Volatility (Treynor) Ratio; and Ex-Post Differential Return (Jensen Measure) – Comparison and Criticism of Risk-adjusted Performance Measures (Problems on Portfolio Performance Evaluation).

**Suggested Readings:**

1. William F. Sharpe, Gordon J. Alexander and Jeferray V. Bailey, "Investments", 6<sup>th</sup> Edition, PHI Learning Private Limited, New Delhi, 2008.
2. Fischer and Jordan, Security Analysis and Portfolio Management, Prentice Hall of New Delhi, 2008.
3. Reily and Brown, Investment Analysis and Portfolio Management, 8<sup>th</sup> Edition, Cengage Learning India Pvt. Ltd., New Delhi, 2009.
4. Robert A. Strong, Portfolio Construction, Management – Theory and Applications, Mc Graw Hill International Editions.
5. Prasanna Chandra – Investment Analysis and Portfolio Management, Third Edn. 2008, Tata Mc Graw Hill Publishing Co. Pvt. Ltd., New Delhi, 2008.

## **432:: FINANCIAL SERVICES MANAGEMENT**

### **Unit-I:**

Financial Services – An overview – Meaning and concepts – scope and features – classification – growth and problems of financial services sector – Distinctiveness of Financial Services – Role of Financial Services in Economic Development

### **Unit-II:**

Merchant Banking: Meaning – origin – functions – services – problems – code of conduct – SEBI guidelines – Credit Rating: Objectives – types – Rating Methodology – Credit Rating Agencies – SEBI guidelines.

### **Unit-III:**

Mutual Funds: Concept – significance – classification – merits and problems – performance evaluation – SEBI guidelines. Factoring: meaning – types – functions. Factoring Vs. Forfeiting – Securitization.

### **Unit-IV:**

Venture Capital: origin and concept – features – scope – significance – venture capital institutions in India – SEBI guidelines.

### **Unit-V:**

Lease Financing: Meaning – features – types – merits and demerits – Lease or Buy decision – Hire Purchasing: Concepts – salient features - Leasing Vs. Hire Purchasing – Tax aspects of Hire Purchasing (problems & case).

### **Suggested Readings:**

1. Khan M.Y.: Financial Services, Tata McGraw Hill Education Private Limited, New Delhi.
2. Vasant Desai: Financial Markets and Financial Services, Himalaya Publishing House, Mumbai.
3. Gordon & Natarajan: financial Markets and Services, Himalaya Publishing House, Mumbai.
4. Tripathy Nalini Prava: Financial Services, Prentice Hall of India, New Delhi.
5. Guruswamy.S: Financial Services, Tata McGraw-Hill Education Pvt. Ltd., New Delhi.
6. V. Avadhani: Financial Services in India, Himalaya Publishing House, Mumbai, 2009

## **433-STRATEGIC FINANCIAL MANAGEMENT**

### **Unit-I:**

Introduction Strategic Financial Planning – Corporate Strategy for Growth – Regulatory Framework – Rights Issue – Value of Right – Initial Public Offer – Private Placement – Venture Capital.

### **Unit-II:**

Capital Structure Planning – Estimating Financial Requirements – Understanding Debt – Debt Securitization – Syndicatisation – Debt Policy – Pecking Theory Hypothesis – EBIT-EPS Analysis Indifference Point – Levered Beta – Un-levered Beta (Simple Problems).

### **Unit-III**

Corporate Acquisitions – Types of Acquisitions – Mergers – Reasons – Merits and Demerits – Exchange Ratio – Dilution and Accretion of Earnings – Evaluation of Mergers and Takeovers – Consolidated Balance Sheet (Simple Problems).

### **Unit-IV**

Corporate Valuation – Approaches – Estimating Equity Free Cash Flows – Valuation based on EFCF – DCF – (Simple Problems) Value Based management – Economic Value Added Approach.

### **Unit-V**

Corporate Restructuring and Reengineering Changing Ownership – Spin-off – Split-off – Leveraged Buyout – Financial Restructuring – Buy Back of Shares – Problems in Implementing Corporate Restructuring Policies – (Theory only).

### **Suggested Readings:**

1. Prasanna Chandra – Financial Management, Tata McGrawhill Book Co. Ltd. 4<sup>th</sup> Edn.
2. Aswath Damodaran – Corporate Finance Wiley India 2<sup>nd</sup> Edn.
3. Shridan Titman, John DMartin, V. Ravi Anushuman – Valuation Analyzing Global Opportunities, Pearson Education 1<sup>st</sup> Edn.
4. J. Fred Weston, Kwang SC Hung, Susan E. Hoag Mergers – Restructuring and Corporate Control, Prentice Hall, India, 2007.
5. Glen Arnold, Mohan Kumar – Corporate Financial Management, 3<sup>rd</sup> Edn. Pearson Education.
6. Jonathan Berk Peter DeMarzo – Financial Management Pearson Education, 1<sup>st</sup> End. 2007.
7. R. Srivastava – Financial Management and Policy, Himalaya Publishing House, 4<sup>th</sup> Edn. 2009.
8. Sudhindra Bhat – Financial Management, 2<sup>nd</sup> Edn. Excel Books, 2008.

## **434:: FINANCIAL DERIVATIVES**

### **Unit-I:**

Derivatives – Introduction – Evolution – Signification and functions – Types - Financial and Commoditize – Players in Derivatives Market – Trading and types of Orders – Settlement Procedure – Clearing House – Mark-to-Market – SPAN Margin System.

### **Unit-II:**

Forward & Future Contracts – Concept – Features – Forward Contract Types – Forward Rate Agreements – Forward Trading Mechanism – Forwards Vs. Futures – Future Contracts – Types – Evolution of Futures Market – Players in future market – Functions – Trading Mechanism – Specifications of future contracts – Pricing of futures- Yielding no income, known income, known dividend – Hedging with futures and forwards (Problems)

### **Unit-III:**

Options – Concepts – Options Vs. Futures – Types – Trading with options – Basic principles – Strategies involving options – Hedging with options – Currency options.

### **Unit-IV:**

Valuation of Options – Factors determining option value – Binomial Option Pricing Model-single period and two periods – Black-Scholes Option Pricing Model-non dividend and dividend paying strategies – The Greeks of Black Scholes Model.

### **Unit-V:**

Financial Derivative Market in India – Recommendations of L.C. Gupta Committee on derivatives – Trading Mechanism at NSE and BSE – Eligibility of stocks – Regulation of Trading System – J.R. Verma Committee Report on Regulation of derivatives in Indian Stock Market.

### **Suggested Readings:**

1. S.L.Gupta: Financial Derivatives-Theory, Concepts and Problems, Prentice-Hall of India Pvt. Ltd., new Delhi, 2008
2. David A. Dubofsky & Thomas W. Miller, JR: Derivatives-Valuation and Risk Management, Oxford University Press
3. John C. Hull: Options, Futures, and Other Derivatives, Pearson Education, Seventh Edition.
4. G.Kotreshwar: Risk Management-Insurance and Derivatives, Himalaya Publishing House, Mumbai, 2007
5. Somanathan T.V: Derivatives, Tata McGraw-Hill Publishing Co.Ltd., New Delhi,2008
6. Rene Stulz: Risk management and Derivatives, Cengage Learning, 2006
7. S.S.S.Kumar: Financial Derivatives, PHI Learning Pvt. Ltd., New Delhi, 2008
8. D.C. Patwari & Anshul Bhargava: Options & Futures, Jaico Publishing House, Mumbai
9. N.R.Parasuraman: Fundamentals of Financial Derivatives, Wiley India Pvt. Ltd.
10. Jayanth Rama Varma: Derivatives and Risk management, Tata McGraw-Hill Publishing Company Ltd., New Delhi.

## **SYSTEMS MANAGEMENT-ELECTIVES**

### **441-Artificial Intelligence**

#### **Unit-I:**

AI roots and scope- History of applications from Eden to ENIAC: Attitudes towards intelligence knowledge, and Human Artifice, Overview of AI Application areas.

**Artificial Intelligence as Representation and Search :** Introduction, The propositional Calculus, The predicate calculus, Using co Rules to produce predicate calculus Expressions, Applications: A Logic Based Financial Advisor.

#### **Unit-II:**

Structures and Strategies for state space search : Introduction, Graph Theory- Strategies for state space search, Using the state space to represent. Reasoning with the predicate Calculus.

#### **Unit-III:**

Heuristic Search:\_Introduction, An algorithm for Heuristic search, admissibility, Monotonicity and Informedness, using Heuristics in Games, Complexity issues.

#### **Unit-IV:**

Representation and Intelligence : The AI Challenge knowledge representation: Issues in knowledge representation- A brief History of AI representational schemes- conceptual Graphs: A Network Language- Alternatives to Explicitly Representation- Agent based Distributed Problem solving

Strong Method Problem Solving:

Introduction, Overview of Experts systems- Technology- Rule-Based Expert systems- Model, Case based and Hybrid systems, Planning.

#### **Unit-V:**

Reasoning in uncertain situations: Introduction- Logic-Based Abductive Inference- Abduction - Alternatives to Logic- The Stochastic Approach to Uncertainty.

#### **Suggested Readings:**

1. George Fluge, Artificial Intelligence, Pearson Education, 5<sup>th</sup> Edition 2008.
2. Elaine Rich Kevin Knight, Artificial Intelligence, Tata McGraw Hill, New Delhi, 2007



## **442 - DATA COMMUNICATIONS AND NETWORKING**

### **Unit-I : Introduction**

Data Communications – Components - Data Representations - Data Flow - Networks - Distributed Processing, Network Criteria - Physical Structures - New work models - Categories of Networks - Interconnection of Networks - The Internet-Protocol and Standards.

### **Unit-II:**

Network Models - Layered tasks - OSI model- Layered architecture- Peer-to peer processes- encapsulation layers in the OSI model- TCP/IP Protocol suite- Addressing

### **Unit-III:**

Data and Signals - Analog and Digital - Periodic Analog Signals - Digital Signals - Transmission Impairment - Data Rate Limits – Performance.

### **Unit-IV:**

Digital Transmission - Digital – to Digital Conversion – Analog - to Digital Connection - Transmission modes Analog Transmission- Digital to Analog Conversion - Analog-to-Analog conversion.

### **Unit-V:**

Bandwidth Utilization: Multiplexing and Spreading – Multiplexing- Spread Spectrum- Guided Media- Unguided media- Wireless- Radio waves- Micro Waves- Infra red.

### **Suggested Readings:**

1. Data Communication and Networking by Behraaz A Forouzan (Fourth edition) McGraw Hill Companies
2. Communication Networks Principles and Practice by Sumit Kasua/ Nishil Narang Sumita Narang.
3. Tomasi – Introduction to Data Communications & Networking, Pearson Education.
4. William A Shay: Understanding Data Communications & Networks, Vikas Publishing.
5. William Stallings: Data and Computer Communications, Pearson Education.

## **443 - DISTRIBUTED COMPUTING AND APPLICATIONS**

### **Unit-I:**

Introduction – Definition - the history of distributed computing – Different forms of computing – the strengths and weakness of distributed computing – Basics of operating systems- Network basics– s/w engineering basics.

### **Unit-II:**

Inter process communication- An archetypal IPC program interface – event synchronization- Timeouts and threading- Deadlocks and timeouts – Data representation- Data encoding – Text –Based protocols- Request Response protocol-Event Diagram and sequence diagram – connection oriented Vs Connectionless IPC- Evolution of paradigms for interprocess communication.

### **Unit-III:**

Distributed computing paradigm – paradigms and abstraction – An example application – Paradigms for distributed applications - Trade offs.

### **Unit-IV:**

The Socket API- Socket Metaphor in IPC-The Datagram Socket API- Stream Mode Socket API-Sockets with Non-blocking I/o operations- Secure Socket API.

### **Unit-V:**

Client-server paradigm- Client- server paradigm issues – Software engineering for a N/w service-connection oriented and connection less server - Iterative server and concurrent server- stateful servers.

### **Suggested Readings:**

1. Distributed computing principles and applications by M.C. Liu. (Pearson education)
2. Distributed Databases principles & Systems by Stefanoceri, Ciaeppe pelagatti Fater Mc Graw Hill Edition
3. Principles of distributed Database systems by M. Tamer Ozscl Patrick valderiez (Pearson education)

## **444-Data Mining and Data Warehousing**

### **Unit-I: Introduction**

Data Mining Functionalities- Classification of Data Mining systems- Data Mining task primitives- Integration of a Data mining system with a Database or Data warehouse system- Major Issues in Data Mining.

### **Unit-II:**

Data Processing- Descriptive Data Summarization – Data cleaning – Data Integration and Transformation – Data Reduction- Data Discretization and Concept hierarchy generation.

### **Unit-III:**

Data warehouse and OLAP Technology – an overview- A multi Dimensional Data Model- Data ware house Architecture- Data warehouse Implementation – from Data ware house into Data Mining.

### **Unit-IV:**

Mining Frequent patterns, Association and Co-relation – Basic Concept and a road map- efficient and Scalable frequent item set mining methods- Mining various kinds of Association rules.

### **Unit-V:**

Classification and Prediction – Issues regarding classification and Prediction – Classification by decision tree induction- Bayesian classification – Rule Based classification.

### **Suggested Readings:**

1. Jiaweihan and Micheline Kamber: Data Mining Concepts and Techniques.
2. Richard J. Roigel, Michael W. Geatz, Data Mining – A tutorial Based primer – Pearson Education, New Delhi, 2005.
3. Tan – Data mining, Pearson Education.

## **BUSINESS ANALYTICS (ELECTIVE)**

### **SEMESTER-III**

Course Name: **QUANTITATIVE ANALYSIS**

Course No: **BA 305**

Semester: **M.B.A. III**

Marks Distribution: 20+80

#### **UNIT-I**

Descriptive Statistics: Regression Analysis, Assumptions of OLS Regression, Regression Modelling. Correlation, ANOVA, Forecasting, Heteroscedasticity, Autocorrelation, Introduction to Multiple Regression.

#### **UNIT-II**

Statistical Inference & Regression Analysis: Need for Business Modelling, Regression – Concepts, Blue property-assumptions-Least Square Estimation, Variable Rationalization, and Model Building etc.

#### **UNIT-III**

Excel as a tool to analyse quantitative data -Lab

#### **UNIT-IV**

Excel Workshop on various operations including VBA Programming – Lab

#### **UNIT-V**

Usage of statistical functions in excel - Lab

#### **Books Recommended:**

1. Statistics for Management, R. I. Levin and D. S. Rubin, 7th Edition, Pearson Education.
2. Fundamentals of Statistics, S. C. Gupta, Himalaya publications.

### **UNIT – I**

Business Intelligence Introduction, Introduction, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Business Intelligence Systems, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications in Industry

### **UNIT –II**

Business Intelligence Essentials, Creating Business Intelligence Environment, Business Intelligence Landscape, Types of Business Intelligence, Business Intelligence Platform, Dynamic roles in Business Intelligence, Roles of Business Intelligence in Modern Business, Challenges of BI

### **UNIT– III**

Architecting the Data, Introduction, Types of Data, Enterprise Data Model. Enterprise Subject Area Model, Enterprise Conceptual Model, Enterprise Conceptual Entity Model, Granularity of the Data, Data Reporting and Query Tools, Data Partitioning. Metadata, Total Data Quality Management (TDQM).

### **UNIT – IV**

Data Warehousing, Introduction to Data Warehousing, Advantages and Disadvantages of Data warehousing, Data Warehouse and Data Mart, Aspects of Data Mart, Online Analytical Processing, Characteristics of OLAP, OLAP Tools, OLAP Data Modeling, OLAP Tools and the Internet, Difference between OLAP and OLTP, Multidimensional Data Model, Data Modeling using Star Schema and Snowflake Schema

### **UNIT – V**

Data Mining, Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works? Types of relationships. Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining, Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining, Ethical issues in Data Mining, Analysis of Ethical issues, Global issues.

### **Text Books:**

1. Turban, Efraim, et al. Business intelligence: A managerial approach. Upper Saddle River, NJ: Pearson Prentice Hall, 2008.
2. Shmueli, Galit, Nitin R. Patel, and Peter C. Bruce. Data mining for business intelligence: concepts, techniques, and applications in Microsoft Office Excel with XLMiner. John Wiley & Sons, 2008.
3. Vercellis, Carlo. Business intelligence: data mining and optimization for decision making. John Wiley & Sons, 2011.

Course Name: **INFORMATION SYSTEM IN BUSINESS**  
Course No: **BA 307**

Semester: **M.B.A. III**  
Marks Distribution: 20+80

### **UNIT-I**

Describe the basic concepts, terminology, and principles of information systems and, Recognize their importance to the success of any organization.

### **UNIT-II**

Describe the potential capabilities, use, and application of different types of information systems within an organization.

### **UNIT-III**

Identify the major methodologies/challenges involved in building/acquiring and using information systems.

### **UNIT-IV**

Account S/W like Tally or efront Accounting or similar application work through - Lab,  
Purchase S/W efront Accounting or similar application walkthrough-Lab, Store & Inventory  
Management efront Accounting or similar application walkthrough -Lab

### **UNIT-V**

Understand HRIS applications like Orange HR or similar application – walkthrough -Lab,  
Understand Sales application like Salesforce-Lab

### **Books Recommended:**

1. Management Information Systems: Managing the Digital Firm by Kenneth C. Laudon.
2. Fundamentals of Information Systems by Ralph Stair.

Course Name: **ETL, DATA MODELING AND CUBE DESIGN**  
Course No: **BA 308**

Semester: **M.B.A. III**  
Marks Distribution: 20+80

**UNIT:1**

ETL Overview, OLTP vs Data Warehousing, What Is ETL? The Evolution of ETL Solutions, ETL Building Blocks, ELT and EII, Virtual Data Integration, Data Integration Challenges, ETL Design, Data Acquisition, Design for Failure, Change Data Capture, Data Quality, Data Profiling, Data Validation, ETL Tool Requirements, Various ETL tools overview, ETL in big data/Hadoop solution overview

**UNIT:2**

KETTLE/Pentaho ETL CONCEPTS (Lab) The Building Blocks of Kettle Design, Transformations, Jobs, Transformation or Job Metadata, Database Connections, Tools and Utilities, Repositories, Virtual File Systems, Parameters and Variables, Installation and Configuration, Kettle Software Overview, Installation, Installing Kettle, Configuration, The Rental Star Schema, Prerequisites and Some Basic Spoon Skills, Setting Up the ETL Solution, Working with Spoon, The Sample ETL Solution, The Sample ETL Solution overview.

**UNIT: 3**

Data Extraction, Cleansing and Conforming (Lab) - Kettle Data Extraction Overview, File-Based Extraction, Database-Based Extraction, working with ERP and CRM Systems, Data Profiling Using eobjects.org Data Cleaner, CDC: Change Data Capture, Data Cleansing, Data-Cleansing Steps, Using Reference Tables, Data Validation, Error Handling, Auditing Data and Process Quality, Data Deduplication.

**UNIT: 4**

Handling Dimension Tables & Loading Fact Tables (lab) -Managing Keys: Managing Business Keys, Loading Dimension Tables, Snowflake Dimension Tables, Star Schema Dimension Tables, Slowly Changing Dimensions, Generated Dimensions, Junk Dimensions, Recursive Hierarchies, loading in Bulk, Dimension Lookups, Maintaining Referential Integrity, Scheduling, Monitoring, Versioning and Migration

**UNIT-V**

Overview of OLAP concept & architecture, Overview of dimensional models & cubes, Preparing the data for OLAP cubes, Role of Meta Data in modelling, Designing the Dimensional Model – Star Schema & Snowflake

**Books Recommended:**

1. Data Extraction, Management and Analysis by Nhung Do
2. Data warehouse Aggregates: Solutions for Star Schema Performance by Christopher Adamson
3. Pentaho for Big Data Analytics by Manoj Patil and Feris Thia