Jamal Mohamed College
(Autonomous)
College with Potential for Excellence
Accredited with ‘A’ Grade by NAAC, CGPA 3.6 out of 4.0
(Affiliated to Bharathidasan University)
Tiruchirappalli, Tamil Nadu

Jamal Institute of Management (JIM)
(AICTE Approved & NBA Accredited, New Delhi)
(Ranked with ‘A’ Grade by AIMA, New Delhi)

Since 1951

Master of Business Administration
(Semester Pattern)

Curriculum & Syllabi
(From 2014-15 onwards)
Programme Objectives

This MBA programme is structured to enable undergraduate students of any discipline to evolve as Masters in Management. The programme imparts basic management concepts and learning in functional areas such as Marketing, Finance, Human Resources and Information Systems. The programme also provides for development of comprehensive knowledge and skills to manage businesses in the emerging environment.
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* Not Considered for Grand Total and CGPA
### LIST OF SPECIALIZATIONS OFFERED

Dual Specializations are offered in the following areas:

- Marketing
- Finance
- Human Resource
- Systems

### LIST OF ELECTIVES (SPECIALIZATION I & II) – III SEMESTER

**Specialization I :** Two Electives can be opted out of Five in Specialization I

**Specialization II :** Two Electives can be opted out of Five in Specialization II

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Marketing                      | 4           | 4       | 40       | 60         | 100    |
| 14MBA3CEM2  | Marketing Communications                        | 4           | 4       | 40       | 60         | 100    |
| 14MBA3CEM3  | Sales Management                                | 4           | 4       | 40       | 60         | 100    |
| 14MBA3CEM4  | Brand Management                                | 4           | 4       | 40       | 60         | 100    |
| 14MBA3CEM5  | New Horizons in Marketing                       | 4           | 4       | 40       | 60         | 100    |
| 14MBA3CEF1  | Security Analysis and Portfolio Management  
Finance                      | 4           | 4       | 40       | 60         | 100    |
| 14MBA3CEF2  | Financial Derivatives                           | 4           | 4       | 40       | 60         | 100    |
| 14MBA3CEF3  | Strategic Financial Management                  | 4           | 4       | 40       | 60         | 100    |
| 14MBA3CEF4  | Risk Management                                 | 4           | 4       | 40       | 60         | 100    |
| 14MBA3CEF5  | Financial Institutions and Markets              | 4           | 4       | 40       | 60         | 100    |
| 14MBA3CEH1  | Strategic Human Resource Management             | 4           | 4       | 40       | 60         | 100    |
| 14MBA3CEH2  | HRM in knowledge based organisations            | 4           | 4       | 40       | 60         | 100    |
| 14MBA3CEH3  | Change Management                               | 4           | 4       | 40       | 60         | 100    |
| 14MBA3CEH4  | Training and Development                        | 4           | 4       | 40       | 60         | 100    |
| 14MBA3CEH5  | Labour Legislations                             | 4           | 4       | 40       | 60         | 100    |
| 14MBA3CES1  | RDBMS with Oracle - Theory                      | 2           | 2       | 24       | 36         | 60     |
| 14MBA3CES1:P| RDBMS with Oracle - Practical                   | 2           | 2       | 16       | 24         | 40     |
| 14MBA3CES2  | IT Strategy for Business                        | 4           | 4       | 40       | 60         | 100    |
| 14MBA3CES3  | SAP                                             | 4           | 4       | 40       | 60         | 100    |
| 14MBA3CES4  | E-Commerce                                      | 4           | 4       | 40       | 60         | 100    |
| 14MBA3CES5  | Data Mining and Data warehousing               | 4           | 4       | 40       | 60         | 100    |
LIST OF ELECTIVES (SPECIALIZATION I & II) – IV SEMESTER

Specialization I: Two Electives can be opted out of Five in Specialization I

Specialization II: Two Electives can be opted out of Five in Specialization II

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SEMESTER I: CORE I
MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

OBJECTIVE: The objective of the Course is to introduce the basic management concepts and familiarize with the processes and current issues in Management, as also analyze the dynamics of behavior at Individual, interpersonal, Group and organizational levels.

UNIT - I MANAGEMENT (12 Hrs)
Introduction Concepts, Function and Process, Management Discipline, as Arts or Science, Understanding Management and Administration, Managerial Skills, Roles of a Manager, Levels of Management. Evolution of management thought – Management Competencies

UNIT - II PLANNING AND CONTROL (12 Hrs)
Planning - Importance, types of plans, and process of planning, business forecasting -Benefits, limitations and process of Management by Objectives - Organizing: Concept, types and process of organization - Control ,Concept, importance, characteristics, process of control, types, process and techniques of control.

UNIT - III ORGANISATIONAL BEHAVIOUR (12 Hrs)
Definition of OB, contributing disciplines to OB, challenges and opportunities for OB. Learning, Types of Learners, Attitudes – Characteristics , Components, Personality – Types, Determinants of Personality, Perception – importance, factors influencing

UNIT - IV LEADERSHIP AND GROUPS (12 Hrs)

UNIT - V ORGANISATIONAL POWER AND CULTURE (12 Hrs)
Concept, Sources of Power, Distinction Between Power, Authority and Influence - Emotional Intelligence in Contemporary Business Organization Organizational Change - Resistance to change, Managing resistance to change, Organizational Culture - Characteristics, Elements, Process.

TEXT BOOK
3. Pareek Udai.,

REFERENCES
3. Stephen Robbins, Organization Behaviour, Pearson Education
4. Hersey, Management of Organizational Behaviour, Prentice Hall India
8. Suja Nair, Organisational Behaviour
9. Keith Davis
OBJECTIVE: This course mainly deals with the use of Mathematical & Statistical Concepts in the resolution of Management decision problems.

UNIT – I MATHEMATICS (15 Hrs)

UNIT - II STATISTICS (15 Hrs)

UNIT - III PROBABILITY DISTRIBUTION & SAMPLING (15 Hrs)
Binomial, Poisson and Normal Sampling and Types of Sampling – Concept of Standard Error – Central Limit theorem: Estimation: Types of Estimates – point Estimate, Interval Estimate of their population mean, variance and proportion.

UNIT - IV HYPOTHESIS TESTING (15 Hrs)
Testing of Hypothesis – Significance level – Type I & Type II error – One & two tail tests – Hypothesis testing of means, proportion – Z and T tests– Chi - Square as a test of independence and goodness of fit.

UNIT - V BUÍNESS FORECASTING (15 Hrs)
Theory of Correlation and Regression: Meaning of Correlation and Regression– Correlation Coefficient – Rank Correlation – Simple Linear Regression, Time Series Analysis – Determination of trend by graphical, moving average and least square methods – Calculation of Seasonal Indices by Simple Average and Link relative method

TEXTBOOKS
2. Dr. Gupta S.P., Statistical Methods published, Sultan Chand & Sons.

REFERENCES BOOKS:
SEMMER I: CORE III  
ECONOMICS FOR DECISION MAKING

Code: 14MBA1C3  
Max Marks: 100

Hours/week: 4  
Internal Marks: 40

Credits: 4  
External Marks: 60

OBJECTIVE: To make the students to realize the usefulness of economic tools, principles, laws etc. in business decisions.

UNIT-I  
INTRODUCTION (12 Hrs)

UNIT-II  
DEMAND ANALYSIS (12 Hrs)
Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods. Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Production concepts & analysis; Production function, single variable - Law of variable proportion, two variable-Law of returns to scale. Short-run and long-run cost curves and their managerial uses.

UNIT-III  
MARKET STRUCTURE (12 Hrs)

UNIT-IV  
PRICING METHODS (12 Hrs)
Full cost pricing – target pricing- marginal cost pricing - going rate pricing- customer pricing – limit pricing, cartels, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.

UNIT-V  
NATIONAL INCOME & SURPLUS THEORY (12 Hrs)
National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Profit concept; Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory.

TEXT BOOK

REFERENCE BOOKS
OBJECTIVE: This course builds basic foundation in oral and written communication ability, which makes vibrant in managerial decision making. It develops them in leadership competency enhancement. And also this paper is aimed at giving the students an exposure to personal or inner growth which is only the real growth essential at this presence junction.

UNIT – I  COMMUNICATION – MEANING, NATURE, SCOPE AND FUNCTIONS

UNIT – II  ORAL COMMUNICATION
Oral communication (Verbal) – Body Language – Making effective oral presentations – One to One communication – Negotiation skills – Interview Techniques – Audience analysis – Assertive communication participation in Meetings, Seminars and Conferences – Group Discussion.

UNIT – III  WRITTEN COMMUNICATION

UNIT – IV  INTERNAL ASSESSMENT
Understanding human Behaviour – Individual differences - Approaches to understand human - Behaviour personality-Determinants of personality- Type and Traits approaches to personality – Theories of personality – Cartell’s 16 primary traits- Locus of Control- Type A or Type B - Personality - Carl Jung Personality theory- Erikson’s eight life stages theory – Sheldon theory – Body builds and personality characteristics passage theory – Maturation theory- Attitudes values – Socialization influence on personality values and attitudes – Achievement Motivation.

UNIT – V  PERSONALITY DEVELOPMENT
Brand your personality –facilitator-Achievement Motivation – Characteristics of an achiever – importance of achievement motivation - Developing of achievement motivation- Big five – Five main aspects of personality - using mind style questionnaire to measure five dimensions of personality – Interpretation- MBTI Introduction - administration of MBTI - Personality type identification and analysis managerial implication.

(Evaluation: Theory 60 % & Computer Lab 40 %)

TEXT BOOK

REFERENCE BOOKS
Objectives: To make the students understand the basic principles of financial accounting and make them familiar with financial statements and their presentation.

UNIT I   INTRODUCTION  (15 Hours)  

UNIT II  FINAL ACCOUNTS (15 Hours)  
Final Accounts of Sole Trader — Non – Trading Organizations.

UNIT III  OTHER ACCOUNTS (15 Hours)  
Branches (excluding Foreign Branch) – Departments – Investment Accounts.

UNIT IV  COMPANY ACCOUNTS (15 Hours)  
Issues of Shares and Debentures – Redemption of Preference Shares and Debentures

UNIT V   FINANCIAL STATEMENTS (15 Hours)  
Profit prior to incorporation - Final Accounts of companies – Accounting Standards and IFRS.

(20% Theory and 80% Problems)

TEXT BOOK  

REFERENCE BOOKS  
4. Bhattacharya, Financial Accounting for Business Managers, PHI.  
SEMESTER I: CORE VI
OPERATIONS MANAGEMENT

Code: 14MBA1C6
Max Marks: 100
Hours/week: 4
Internal Marks: 40
Credits: 4
External Marks: 60

OBJECTIVE:
- To understand the concepts and techniques of Operations Management.
- To use the above for improving the Operational Productivity of Organisations.

UNIT – I

UNIT – II
Product design: Types, Importance, Objectives, Characteristics, Factors influencing product design.
Capacity planning: Factors affecting plant capacity - determination of plant capacity, procedure for capacity planning.
Plant location: meaning, need for location decisions, factors influencing plant location, rural and urban location, government control on location of industries.

UNIT – III

UNIT - IV
Inventory Control: benefits, Inventory costs, Factors influencing Inventory control – EOQ, review of Basic Models of Inventory, Quantity Discount Model - Selective inventory Control techniques (ABC, VED Analysis etc.,) JIT. Materials management: Purchasing Management: Purchase System, Functions - Special Purchase System and Aspects of Purchase Management.

UNIT – V

TEXT BOOKS

REFERENCE BOOKS
Objective: The course discusses key issues pertaining to information systems in the managerial context. Focus is on the functional applications of management information systems and MIS practices in organizations.

UNIT – I FOUNDATIONS OF INFORMATION SYSTEM (IS) (12Hrs)
System concepts - The Importance of IS and IT - Components of IS-IS resources-IS Activities; Operations support system-Management support system- other classifications of IS- Systems approach to problem solving;

UNIT – II I.S. FOR BUSINESS OPERATIONS (12 Hrs)

UNIT – III I.S. FOR MANAGERIAL DECISION SUPPORT (12 Hrs)
Management Information System - Decision support system – Executive Information System - Expert systems.

UNIT – IV I.S. FOR STRATEGIC ADVANTAGE (12 Hrs)
Competitive Strategy concepts – Roles and Challenges of Strategic Information systems- Breaking Business barriers-Reengineering Business Process – Creating virtual company -Building knowledge creating company – Using Internet Strategically

UNIT- V MANAGING INFORMATION TECHNOLOGY (12 Hrs)
Organization Planning – Information systems Planning methodologies -Business system planning- Computer aided planning tools - Security and control issues in IS - The importance and need of controls - IS controls – Facility controls- Procedural controls- Auditing IS.

TEXT BOOK

REFERENCE BOOKS
1. Daniels N.C.,Information Technology, Addision waisely Publications.
OBJECTIVES: To make the students understand and make them familiar with cost and management accounting tools and techniques.

UNIT I: INTRODUCTION (12 Hours)
Cost Accounting – Definition-objectives- advantages-limitations- installation of costing system- Methods of Costing-cost concept-cost classification-preparation of cost sheet-
Material – Purchase and stores control-Methods of valuing material issues-FIFO, LIFO, simple and weighted price averaging-Base stock method.

UNIT II: LABOUR AND OVERHEAD (12 Hours)

UNIT III: MANAGEMENT ACCOUNTING (12 Hours)

UNIT-IV: (12 Hours)

UNIT V: (12 Hours)

TEXT BOOKS
2. Dr. Maheshwari S.N., Management Accounting, Sultan Chand & Sons Publications.

Reference Books:
1. Prasad N.K., Prasad A.K., Cost Accounting, Book Syndicate.
3. Jawaharlal, Cost Accounting, Sultan Chand &co., New Delhi
4. Management Accounting, ManMohan and Goyal, Publications.
5. Sharma, Gupta,Management Accounting, Kalyani Publishers, Ludhiyana.
SEMESTER II: CORE IX
OPERATIONS RESEARCH

Code: 14MBA2C9
Hours/week: 5
Credits: 4
Max Marks: 100
Internal Marks: 40
External Marks: 60

OBJECTIVE: To acquaint the student with the application of operation research to business and industry. Students will be tested on the application of operation research to business related problems.

UNIT - I LINEAR PROGRAMMING

UNIT - II INTEGER PROGRAMMING & GAME THEORY

UNIT - III TRANSPORTATION MODEL

UNIT - IV NETWORK ANALYSIS & SIMULATION
Network Analysis: Critical path method, Total, free and Independent Floats- PERT Problems - Simulation Monte Carlo Method, Inventory Simulation, Queuing Simulation.

UNIT - V DECISION & WAITING LINE MODELS

(Theory - 20% Problems - 80%)

TEXT BOOKS
4. J.K.Sharma

REFERENCE BOOKS
OBJECTIVE: The purpose of this course is to acquaint the students with the broad framework of financial decision making in a business unit.

UNIT – I INTRODUCTION

UNIT – II CAPITAL STRUCTURE
Capital Structure – Long Term Sources of Capital - Optimum Capital Structure, Net Income approach - Net Operating Income approach; Traditional theory, MM theory.

UNIT – III COST OF CAPITAL AND LEVERSAGES

UNIT – IV CAPITAL BUDGETING

UNIT – V WORKING CAPITAL & DIVIDEND

(TEXT BOOK:-

REFERENCE BOOKS
OBJECTIVE: The course helps the student’s decision making skills in dealing with complex, dynamic and challenging market situations.

UNIT – I MARKETING CONCEPTS (12 Hrs)

UNIT - II CONSUMER BEHAVIOUR & STP MARKETING (12 Hrs)
Consumer Behaviour Model - Buying decision process- Buying roles & stages in buying.

Segmentation: Approach. Patterns and Segmentation Procedures, basis for segmentation consumer market – Targeting – Positioning - Marketing Strategies: for leaders, for followers, for niche marketers, for challengers, for global markets.

UNIT – III PRODUCT MIX (12 Hrs)

UNIT – IV PRICING AND PROMOTION MIX (12 Hrs)
Pricing – Objectives, Influencing factors, methods, methods strategies for new products and existing products; Place - Channels decision Nature and Characteristics of Marketing channel Functions, Channel dynamics, Channel Design and Management decisions – Promotion - Promotional mix, tools Advertising, Sales promotion, personal selling, Public relations, and direct marketing.

UNIT – V MARKETING ORGANIZATION & IMPLEMENTATION (12 Hrs)
Marketing organization & implementation: evolution, ways of organizing the marketing departments – Annual Plan control, Sales analysis Market Share analysis, Profitability analysis.

TEXT BOOKS

REFERENCE BOOKS
1. Zikmund d’Amico, Marketing, South Western, Thomson Learning.,
4. NAG, Marketing successfully A professional perspective, Macmillan.
SEMPER II: CORE XII
HUMAN RESOURCE MANAGEMENT

Code: 14MBA2C12
Max Marks: 100
Hours/week: 4 Internal Marks: 40
Credits: 4 External Marks: 60

OBJECTIVES: To equip the budding managers with a complete, comprehensive review of essential concept and techniques of Human Resource Management.

UNIT – I INTRODUCTION
(12 Hrs)

UNIT – II PLANNING AND RECRUITMENT
(12 Hrs)

UNIT – III TRAINING AND DEVELOPMENT
(12 Hrs)

UNIT – IV EMPLOYEE REMUNERATION
(12 Hrs)

UNIT – V EMERGING HORIZONS IN HRM
(12 Hrs)

TEXT BOOKS:

REFERENCE BOOKS:

12
OBJECTIVE: The course aims to provide students a basic understanding in the planning and implementation of advanced enterprise-wide systems and technologies.

UNIT I INTRODUCTION TO ENTERPRISE RESOURCE PLANNING (ERP) (12 Hrs)

UNIT II BUSINESS PROCESS REENGINEERING (BPR) (12 Hrs)
History of BPR – Basics and Definitions of BPR- Emergence of BPR- Need for re-engineering- Benefits of BPR- BPR guiding principles – Phases in BPR- Key targets of BPR- Myths about BPR- BPR vs. TQM- BPR vs. Continuous Improvement – BPR vs. Restructuring – Role of IT in BPR.

UNIT III ERP IMPLEMENTATION (12 Hrs)

UNIT IV ERP MODULES (12 Hrs)

UNIT V ERP TECHNOLOGIES (12 Hrs)
SAP AG- People soft – Baan - JD Edwards – Oracle - ERP and Internet - Future of ERP (Cloud Computing).

TEXT BOOKS
1. Alexis Leon, ERP Demystified, TMH, New Delhi, 2000

REFERENCE BOOKS:
OBJECTIVE: This course aims at introducing the basic concepts of research methodology. The course develops relevant techniques and skills for identifying problems, hypotheses and information needs. It further discusses how to systematically collect data, analyze and interpret data.

UNIT –I INTRODUCTION TO RESEARCH (12 Hrs)

UNIT –II SCALING AND INSTRUMENTATION (12 Hrs)
The Laboratory and the Field Experiment - Internal and External Validity - Factors affecting Internal validity. Measurement of Variables - Scales and Measurements of Variables. -Developing Scales: Rating Scale and Attitudinal scales. Validity testing of scales developed, Reliability Concept in the Scales being developed.

UNIT – III DATA COLLECTION METHODS (12 Hrs)
Interviewing, Questionnaires - Secondary sources of data collection- Guidelines for Questionnaire Design - Electronic Questionnaire Design and Surveys - Special Data Sources: Focus Groups, Static and Dynamic panels - Review of the Advantages and Disadvantages of Various Data-Collection Methods and When to use each - Sampling Techniques: Probabilistic and non-probabilistic samples - Issues of Precision and Confidence in Determining Sample Size, Determination of Optimal sample size.

UNIT – IV A REFRESHER ON SELECT STATISTICAL TECHNIQUES (12 Hrs)

UNIT – V THE RESEARCH REPORT (12 Hrs)
Purpose of the Written Report - Basics of Written Reports - Integral Parts of a Report - Title of a Report, Table of Contents, Synopsis, Introductory Section. Results Section -Discussion Section - Recommendations and Implications.

TEXTBOOKS

REFERENCES BOOKS
OBJECTIVES: To Understand the Basic Issues and Concepts related to Strategic Management and Learn in Detail the most Relevant and Up to date Methodologies and Tools to address these Issues.

UNIT I STRATEGY AND PROCESS (15 Hrs)

UNIT II COMPETITIVE ADVANTAGE (15 Hrs)
Analysis of External and Internal Environment - Porter's Five Forces Model - Generic Strategy - Capabilities and Competencies - Core Competencies - Distinctive Competencies - Resources and Capabilities Durability of Competitive Advantage - Avoiding Failures and Sustaining Competitive Advantage.

UNIT III STRATEGY FORMULATION (15 Hrs)

UNIT IV STRATEGY IMPLEMENTATION (15 Hrs)

UNIT V STRATEGY EVALUATION AND CONTROL (15 Hrs)
Strategy Evaluation and Control Process - Elements of Control - Effective Control System - Methods of Control

TEXT BOOKS
3. Prasad L. M., Strategic Management,

REFERENCE BOOKS
OBJECTIVES:
This course will help the student to gain an in-depth knowledge about starting New Business and about managing small and medium enterprises.

UNIT I ENTREPRENEUR CONCEPT - OVERVIEW (12 Hours)

UNIT II ENTREPRENEURIAL CLIMATE (12 Hours)

UNIT III EDP AND BUSINESS IDEAS (12 Hours)
Entrepreneurial Development Programmes (EDPs) – Needs- Objectives – Phases - Evaluation - Introductory framework of small enterprises – Business Idea generation techniques – Identification of Business opportunities - Project identification and selection

UNIT IV PROJECT MANAGEMENT (12 Hours)
Project formulation – Significance of project report – Contents of a project report – Formulation of the project report - Project appraisal - Financing of enterprise - ownership structures – Sole trader, Partnership Firm, Joint stock company – Cooperative Organization.

UNIT V AGENCY SUPPORT TO ED (12 Hours)
Institutional finance to Entrepreneur - lease financing and hire purchase - institutional support to Entrepreneur – Need – NSIC – SIDO – SISI- SSICS – DIC - Taxation benefits to small scale industry

TEXT BOOKS

REFERENCE BOOKS:
SEMESTER III: CORE XVII
LEGAL ASPECTS OF BUSINESS

Code: 14MBA3C17
Max Marks: 100
Hours/week: 5
Internal Marks: 40
Credits: 4
External Marks: 60

OBJECTIVE: To provide a basic knowledge about the legislations relating to business.

UNIT: I (15 Hours)

UNIT: II (15 Hours)
Performance of contracts-Modes and discharge of contracts-Remedies for breach of contract - Indemnity and guarantee-Agency-modes of creating agency-rights-duties and liabilities of agent and principal-Termination of agency.

UNIT: III (15 Hours)

UNIT: IV (15 Hours)
Introduction to companiesAct,2013-Important definitions-Private company-public company-small company-one person company-promoter-prospectus-key managerial personnel-Incorporation of a company and matters incidental to incorporation-Prospectus and allotment of securities- share capital and debentures – Reports and Returns to be submitted to ROC (up to Sec.72-Chapters I to IV of New Companies Act, 2013).

UNIT : V (15 Hours)

TEXT BOOKS

REFERENCE BOOKS
1. N.D.Kapoor, Elements of Commercial law, Sultan Chand &Co., New Delhi
2. Companies Act,2013, Taxmann Publications, New Delhi
5. Kuchhal M.C., Business Law, Sultan Chand Co.,New Delhi,2006
OBJECTIVES: This course will help the student to gain an in-depth knowledge on customer expectations buying patterns and buying habits so as to fulfil the customer needs.

UNIT I INTRODUCTION  (12 Hrs)

UNIT II CONSUMER AS AN INDIVIDUAL  (12 Hrs)

UNIT III CONSUMERS IN THEIR SOCIAL AND CULTURAL SETTINGS  (12 Hrs)
Group dynamics and consumer reference groups – Family – Social class cultural and sub-cultural aspects – cross cultural consumer behaviour.

UNIT IV CONSUMER DECISION PROCESS AND POST-PURCHASE BEHAVIOUR  (12 Hrs)

UNIT V ADDITIONAL DIMENSIONS  (12 Hrs)
Consumerism – consumer protection – difficulties and challenges in predicting consumer behaviour – online consumer behaviour – organizational and industrial buyer behaviour – consumer behaviour in Indian context – emerging issues - Understanding the research framework in consumer behavior and use of consumer characteristics in market segmentation.

TEXT BOOKS

REFERENCES BOOKS
SEMESTER III: ELECTIVE
MARKETING COMMUNICATIONS

Code: 14MBA3CEM2
Max Marks: 100
Hours/week: 4
Internal Marks: 40
Credits: 4
External Marks: 60

OBJECTIVE: This course discusses the key issues pertaining to advertising and media management. It also inculcates the functional applications of ad agencies, ad design advertising research tools and techniques of sales promotion.

UNIT- I INTRODUCTION TO ADVERTISEMENT (12 Hours)

UNIT –II MEDIA MANAGEMENT (12 Hours)
Media plan – type and choice criteria – reach and frequency of advertisements – cost of advertisements related to sales – media strategy and scheduling - Supporting media in advertising.

UNIT –III DESIGN AND EXECUTION OF ADVERTISEMENTS (12 Hours)

UNIT –IV INTRODUCTION TO SALES PROMOTION (12 Hours)
Scope and role of sale promotion – definition – objective sales promotion sales promotion techniques – trade oriented and consumer oriented sales promotion

UNIT -V SALES PROMOTION CAMPAIGN & INTEGRATED MARKETING COMMUNICATIONS (12 Hours)
Sales promotion – Requirement identification – designing of sales promotion campaign – involvement of salesmen and dealers – out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – online sales promotions - Public relations – Publicity – Corporate Advertising.

TEXT BOOK

REFERENCE BOOKS
OBJECTIVE: This course will help the students to gain a thorough knowledge about managing sales, including budget preparation and promotional measures and the sales force as well.

UNIT- I MEANING AND FUNCTIONS (12 Hrs)
Introduction - Meaning and Objectives - Responsibilities of sales managers - Sales management Vs. Marketing management - Organization and structure of the Sales Department - Objectives - Functions - sales department’s integration with other departments - Social and Ethical Issues faced by sales manager

UNIT- II SALES FORCE MANAGEMENT (12 Hrs)

UNIT -III SALES VOLUME AND TERRITORY MANAGEMENT (12 Hrs)
sales forecasting - Objectives - Methods and procédures of sales forecasting- sales budgets, Sales Territories and Quotas- assigning territories – Purpose of using quotas- types of quotas and quota selling procedures- Administering the quota system - Reporting formats in primary and secondary sales.

UNIT- IV SALES PROMOTION (12 Hrs)
Sales Promotion Techniques - Customer oriented techniques- salesman oriented techniques- dealer oriented techniques- Government department oriented techniques.
Direct marketing – Definition - scope and importance of direct marketing - direct marketing mode – Telemarketing- catalogue marketing- network marketing- and data base marketing- challenges in direct marketing

UNIT -V INDUSTRIAL SELLING & MODERN TECHNIQUES IN SELLING (12 Hrs)

TEXT BOOK

REFERENCE BOOKS
2. Ramneek Kapoor, Fundamentals of Sales Management, Mac Millan India Pvt Ltd.
SEMESTER III: ELECTIVE
BRAND MANAGEMENT

Code: 14MBA3CEM4  Max Marks: 100
Hours/week: 4  Internal Marks: 40
Credits: 4  External Marks: 60

OBJECTIVE: This course aims to Examine and understand the process of building, designing, measuring and maintaining, brand equity and to discuss actual application of Brand Management Strategies & Methodologies through Presentations, cases & exercises.

UNIT – I  INTRODUCTION TO BRAND MANAGEMENT (12 Hours)
Basic understanding of brands – concepts and process – significance of a brand –brand mark and trade mark – different types of brand – family brand, individual brand, private brand – selecting a brand name – functions of a brand – branding decisions – influencing factors.

UNIT – II  IMAGE MANAGEMENT (12 Hours)
Brand vision – brand ambassadors – brand as a personality, as trading asset, Brand extension – brand positioning – brand image building

UNIT – III PRODUCT MIX STRATEGIES & BRAND PROTECTION (12 Hours)

UNIT - IV  ORGANIZING BRAND MANAGEMENT SYSTEM & RECENT TRENDS IN BRANDING (12 Hours)
Brand rejuvenation and re-launch, brand development through acquisition takes over and merger – Monitoring brand performance over the product life cycle. Co-branding. Designing and implementing branding strategies – Case studies

UNIT – V  BRANDING AND THE INTERNET & GLOBALISATION OF BRAND (12 Hours)
Role of product managers, Brand mangers. Trends in Brand Management: Brand Cult, Brand alliances – Cobranding, Destination Branding, Brand Audit,Brand Building and the web - Branding in Different Sectors: Customer, Industrial, Retail and Service Brands. – Globalization of brands – Brands in M&A

TEXT BOOK

REFERENCE BOOKS
OBJECTIVE: To give students a framework for understanding and implementing contemporary marketing practices in the business.

UNIT - I CAUSE RELATED MARKETING (12 Hrs)
Meaning – Evolution - cause related marketing in the context of corporate reputation
Challenges in cause related marketing

UNIT - II SUSTAINABLE MARKETING (12 Hrs)
Meaning – Sustainable consumer behavior– Components of sustainability - Sustainable Development Sustainable marketing strategy - Competitive advantage - Sustainable marketing mix – Benefits to the Companies-Marketing Ethics

UNIT - III GREEN MARKETING & SOCIAL MARKETING (12 Hrs)
Meaning – need – importance – opportunities – CSR – Govt. Pressure – Competitive Pressure – cost or profit issues – Challenges for green marketing.

UNIT - IV SOCIAL MEDIA MARKETING (12 Hrs)
Introduction to Social Media Marketing - Scope - Impact of Social Media on our daily life - Generating Profits through Social Media - Social Media Platforms and Tools - Auditing the outcomes of Social Media - Crowd sourcing & Collaboration Techniques - Developing strategy framework for Social Media – reputation management

UNIT - V SOFTWARE MARKETING (12 Hrs)
Role of promotion in software marketing - Distribution strategies for software products/service factors involved in pricing software products - Price estimation for software product

TEXT BOOK

REFERENCE BOOKS
4. Sue Adkins, Cause Related Marketing, Reed professional and publishing Ltd.
SEMESTER III: ELECTIVE
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Code: 14MBA3CEF1
Hours/week: 4
Credits: 4
Max Marks: 100
Internal Marks: 40
External Marks: 60

OBJECTIVE:
- To have understanding on investment and avenues of investment
- To have exposure on functioning of capital market
- To understand various theories of portfolio management

UNIT – I INTRODUCTION (12 Hours)
Investment - meaning - objectives - Investment avenues - Sources of investment information - SEBI’s role on securities market. An overview of Indian capital market - Reforms in Indian capital market, types of issues of securities in Indian capital market - Risk and Return – Computation of return – Meaning and definition of risk – Types of risk.

UNIT- II FUNDAMENTAL ANALYSIS (12 Hours)

UNIT –III TECHNICAL ANALYSIS (12 Hours)
Fundamental analysis Vs Technical analysis- Charting methods - Market indicators - Trend reversals - Patterns - moving average - exponential moving average – Oscillators - ROC Momentum - MACD - RSI.

UNIT –IV PORTFOLIO ANALYSIS AND SELECTION (12 Hours)

UNIT-V PORTFOLIO EVALUATION AND REVISION (12 Hours)

TEXT BOOKS

REFERENCE BOOKS
SEMESTER III: ELECTIVE
FINANCIAL DERIVATIVES

Code: 14MBA4CEF2
Max Marks: 100
Hours/week: 4
Internal Marks: 40
Credits: 4
External Marks: 60

OBJECTIVES: The purpose of this course is to acquaint the students with the broad framework of financial derivatives in a share market.

UNIT I  INTRODUCTION (12 Hrs)
Financial derivatives – An Introduction; Futures Market and Contracting; Forward Market – Pricing and Trading Mechanism; Futures Pricing – Theories and Characteristics.

UNIT II  REGULATIONS (12 Hrs)
Financial derivatives market in India; Regulation of financial derivatives in India.

UNIT III  STRATEGIES (12 Hrs)
Hedging strategy using futures; Stock index futures; Short-term interest rate futures; Long-term interest rate futures; Foreign currency futures; Foreign currency forwards.

UNIT IV  OPTIONS (12 Hrs)
Options basics; Option pricing models; trading with options; Hedging with options; currency options; Financial Swaps and Options; Swap markets.

UNIT V  ACCOUNTING (12 Hrs)
Accounting treatment of derivative transactions; Management of derivatives exposure; Advanced financial derivatives; Credit derivatives.

TEXT BOOK


REFERENCE BOOK

SEMESTER III: ELECTIVE
STRATEGIC FINANCIAL MANAGEMENT

Code: 14MBA4CEF3
Max Marks: 100
Hours/week: 4
Internal Marks: 40
Credits: 4
External Marks: 60

OBJECTIVE: To impart knowledge on the latest strategic aspects of financial management

UNIT – I (Theory Only)  (12 Hrs)

UNIT – II (Theory & Problems) (12 Hrs)

UNIT – III (Theory Only) (12 Hrs)
Expansion and Financial Restructuring: Mergers and amalgamations - corporate restructuring, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring.

UNIT – IV (Theory & Problems) (12 Hrs)

UNIT – V (Theory Only) (12 Hrs)
Financing Re-engineering: Hybrid securities namely convertible and non - convertible Debentures, deep discount bonds, secured premium notes, convertible preference shares; Option financing, warrants, convertibles and exchangeable.

(Theory 60% and Problems 40%)

TEXT BOOKS

UNIT-I

UNIT-II

UNIT-III

UNIT-IV

UNIT-V

REFERENCE BOOKS

OBJECTIVE: The purpose of this course is to acquaint the students with the broad framework of managing the risk in the investment world.

UNIT-I INTRODUCTION (12 Hrs)

UNIT-II RISK CLARIFICATION (12 Hrs)
Classification of risk-risk opportunity-Risk Drivers-Risk measurement and pooling-Total Loss Distribution-Barriers in Risk analysis

UNIT-III ENTERPRISE RISK MANAGEMENT (12 Hrs)
Enterprise Risk management- concept -scope-challenges-Risk identification-analysis –risk response and strategy-

UNIT-IV RISK TRANSFER (12 Hrs)
Risk Insurability and Liability-risk transfer- Financial risk-Risk management and insurance

UNIT-V OPERATIONAL RISK MEASUREMENT (12 Hrs)

TEXT BOOK

REFERENCE BOOKS:
2. Kaiser and Kohne – An Introduction to Operational Risk
OBJECTIVE: The aim of the course is to familiarize the students with the different components of financial markets and the role and functions of select financial intermediaries.

UNIT- I INTRODUCTION (12 Hours)

UNIT- II INDIAN CAPITAL MARKET (12 Hours)

UNIT- III FOREIGN EXCHANGE MARKET (12 Hours)
Foreign Exchange market – Meaning, Characteristics, Rates & Quotations, Forex Risk, Risk Management Tools, Exchange Rate Management; Swaps; Currency Trading.

UNIT- IV MUTUAL FUND (12 Hours)
Mutual funds- Meaning & Current Market Scenario, Types of Mutual funds; Global Financial Markets - Global Bond Markets; Innovative Instruments; Global Banking – Offshore Banking, LIBOR, MIBOR; Derivatives Market.

UNIT- V CREDIT RATING INSTITUTIONS (12 Hours)

TEXT BOOK

REFERENCE BOOKS
SEMESTER III: ELECTIVE
STRATEGIC HUMAN RESOURCE MANAGEMENT

Code: 14MBA3CEH1
Max Marks: 100
Hours/week: 4
Internal Marks: 40
Credits: 4
External Marks: 60

OBJECTIVES: To make the students to understand the concept, evolving H R Environment, Challenges faced by HRM functions of Strategic HRM and its relationship and integration with business.

UNIT – I INTRODUCTION (12 Hrs)

UNIT – II STRATEGIC PLANNING, ACQUIRING, TRAINING AND EVALUATION (12 Hrs)

UNIT – III PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEMS (12 Hrs)

UNIT – IV HR STRATEGIES (12 Hrs)

UNIT – V MANAGING CAREERS AND MENTOR RELATIONSHIPS (12 Hrs)

TEXT BOOK

REFERENCE BOOKS
SEMESTER III: ELECTIVE
HRM IN KNOWLEDGE BASED ORGANISATIONS

Code: 14MBA3CEH2
Max Marks: 100

Hours/week: 4
Internal Marks: 40

Credits: 4
External Marks: 60

OBJECTIVES: To make students globally competitive by learning the HR practices in Knowledge Based Organizations and its integration with business.

UNIT I INTRODUCTION (12 Hrs)
Concepts and characteristics of knowledge based organisations - Knowledge boundaries - Adopting knowledge based approach - Steps towards knowledge based organization-linking human behavior and knowledge.

UNIT II HR MANAGERS IN KNOWLEDGE ORGANIZATIONS (12 Hrs)
Various roles of HR managers in knowledge organizations - Opportunities and threats of HRM in knowledge based organizations - Knowledge as intellectual capital - Key drivers of knowledge management - Linking knowledge to strategy.

UNIT III KNOWLEDGE CULTURE (12 Hrs)
Organization Culture - Effective knowledge culture - Knowledge Culture During Change - Knowledge Sharing Behaviour - managing knowledge workers across different stages of employment - HR strategy applicable to knowledge based organization - Effective people centric partnership in knowledge based organization.

UNIT IV MANAGING INTELLECTUAL CAPITAL (12 Hrs)
Fine tuning HR system - Recruitment - Retainment - Performance and Reward management of intellectual capital in knowledge based organizations.

UNIT V MANAGING KNOWLEDGE WORKERS (12 Hrs)
Internal competency building - leadership and coordination in knowledge based organizations - Role of HR functions to effectively manage knowledge workers.

TEXT BOOKS
1. Amrit Tiwara, The Knowledge Management Tool Kit, - Pearson.

REFERENCES BOOKS
OBJECTIVES: This course defines sequential process, role and dynamics to organizational change. It further highlights ways of dealing with it. It focuses on need, phases and conditions for successful organizational change.

UNIT- I INTRODUCTION (12 Hrs)
Organizational Change: Meaning- Necessity for Change- Classification of change-factors affecting change- consequences of change - environmental and internal organizational determinants of change.

UNIT - II MODELS OF CHANGE (12 Hrs)
Lewin’s Model of Organizational change - Force Field Analysis- Systems theory, 7 Stage models, Burke-Litwin model - Change Agent-Role and Skills of a change Agent -HR Role as change agent - Impact of change on Human Resources Planning.

UNIT - III MAPPING CHANGE (12 Hrs)
Areas and parties involved in change - Planned and Unplanned Change - Strategic Changes - Resistance to change and overcoming resistance, Barriers to organizational change, rethinking resistance to organizational change, strategies to deal with resistance.

UNIT – IV BEHAVIOURAL CHANGE (12 Hrs)
Behavioral Implications of change - The positive and negative functions of resistance- Intended and unintended behavioral reaction to downsizing and delayering - Understanding and managing uncertainty and ambiguity in the change process.

UNIT – V LEADERSHIP AND CHANGE (12 Hrs)
Intervention Strategy - Structural, technological and process factors in intervention strategies - Advantages and limitations of change strategies - Role of leadership in change process - Leadership and emotional knowledge strategies to achieve congruence of personnel, structure and culture - Challengers of leading change.

TEXT BOOKS
2. Jim Grieves, Organizational Change Themes & Issues, Oxford University Press.

REFERENCE BOOKS
2. Tupper Cawsly, Gene Deszca, Organizational change, Sage Publications.
OBJECTIVE: The purpose of this paper is to provide an in-depth understanding of the role of training in HRD and enable the course participants to develop basic skills for designing and conducting the training Programmes and also an appraisal.

UNIT – I DESIGN (12 Hrs)

UNIT – II TRAINING NEED ANALYSIS (12 Hrs)
Training need analysis – Need, time to conduct TNA, Gathering Data, Outcomes of TNA, Approaches, Organization analysis, operational analysis – Training Design – Objectives, Deliveries, Instructional approaches, Training Design Budgets and Schedules , Training Project Management , Design Blue Print and Prototype.

UNIT – III TRAINING METHODS (12 Hrs)

UNIT – IV IMPLEMENTATION (12 Hrs)

UNIT – V EVALUATION OF TRAINING (12 Hrs)

TEXT BOOKS:

REFERENCE BOOKS:
OBJECTIVE: This paper gives an exposure about various labour legislation and to enable the students to acquaint with the legal cases.

UNIT – I: (12 Hours)

UNIT - II: (12 Hours)

UNIT - III: (12 Hours)

UNIT - IV: (12 Hours)
The Industrial Disputes Act, 1947 – Equal Remuneration Act, 1976

UNIT - V: (12 Hours)

TEXT BOOKS:

REFERENCE BOOKS:
OBJECTIVE: The course is aimed at providing skills on developing and implementing applications in ORACLE.

UNIT - I

UNIT - II
Operators: Arithmetic – Comparison – Logical; SQL Functions: Date – Numeric – Character – Conversion – Miscellaneous functions - Group Functions.

UNIT - III
Joins: Simple Join – Equi join – Non-equi join – Self-join – Outer Join; Set operators: Union, Union all, Minus, Intersect; Sub Queries: Multiple Sub Queries and Correlated Sub Queries; Constraints: Introduction, Types and Implementation; Report Writing using SQL.

UNIT- IV
PL / SQL: Introduction – Advantages – Architecture - PL / SQL blocks - Date types –Attributes- Basic programs in PL/SQL; Data base triggers: Syntax – Parts – Types- Enabling and Disabling Triggers - Dropping Triggers;

UNIT - V
Procedures: Definition - Implementation - Execution; Functions: MAX, MIN, SORT, COUNT, AVERAGE and Factorial; Exceptions: User defined and pre defined exceptions;

TEXT BOOKS:

OBJECTIVES: To provide hands on experience in computer lab on developing and executing various oracle applications

UNIT – I
1. Table Creation using SQL commands
2. Operators
3. Set operators

UNIT – II
4. Report Creation
5. SQL Functions
6. Update operations

UNIT – III
7. Constraints
8. Joins
9. Sub queries

UNIT – IV
10. PL/SQL basic programs
11. Cursors
12. Functions in PL/SQL

UNIT – V
13. Data base Triggers
14. Factorial Function
15. Procedures

TEXT BOOKS:
Objective: This course aims to provide the students with different aspects of IT and business strategies and their cross-linking through their various strategic initiatives in different sectors.

UNIT - I  IT AND STRATEGY (12 Hours)

UNIT - II  IT STRATEGIES FOR IT COMPANIES (12 Hours)

UNIT - III  IT STRATEGIES FOR KNOWLEDGE MANAGEMENT (12 Hours)

UNIT - IV  IT STRATEGIES FOR NON-IT COMPANIES (12 Hours)

UNIT – V  IT STRATEGY IMPLEMENTATION (12 Hours)

TEXT BOOK:

SEMESTER III: ELECTIVE
SAP

Code: 14MBA3CES3 Max Marks: 100
Hours/week: 4 Internal Marks: 40
Credits: 4 External Marks: 60

OBJECTIVE: The course aims to provide a broad overview and understanding of SAP BI Modules through online practicals.

UNIT – I ACCOUNTING AND FINANCIALS (12 Hrs)
General Ledger and journal entries – Cost accounting- budget and project management –Banking statements – Payment processing and reconciliation - Financial statements and reportings – Sales Tax and VAT

UNIT – II SALES AND CUSTOMERS (12 Hrs)
Opportunities and pipeline management – Customer and prospect contact – Sales quotations and orders – Web based CRM – Service contact management – Service call management, enquiry and tracking

UNIT – III PURCHASING AND OPERATIONS (12 Hrs)
Purchase orders and deliveries – Good receipts and returns – A/P invoice – credit notes – Bill of materials – Production orders – forecasting -MRP

UNIT – IV INVENTORY AND DISTRIBUTION (12 Hrs)
Items management and queries – Receipt to stock, release from stock and stock transactions – warehouse transfer and serial numbers – Inventory revaluation and replenishment – customer and vendor catalog – price lists and special pricing – batch management , pick and pack.

UNIT – V HUMAN RESOURCE (12 Hrs)
Employee directory and administration – HR reports – Excel based reportings

TEXT BOOKS:

1. SAP BI VENDOR’S GUIDE
SEMESTER III: ELECTIVE
E-COMMERCE

Code: 14MBA3CES4 Max Marks: 100
Hours/week: 4 Internal Marks: 40
Credits: 4 External Marks: 60

OBJECTIVES: This course aims to provide the basic concept of e-commerce and also enable them to understand the requirements and applications of e-commerce.

UNIT-I INTRODUCTION (12 Hrs)

UNIT II BUSINESS MODELS OF E-COMMERCE (12 Hrs)

UNIT-III WORLD WIDE WEB (12 Hrs)

UNIT-IV SECURITY ISSUES (12 Hrs)

UNIT - V ELECTRONIC PAYMENT SYSTEMS (12 Hrs)
Electronic Checks – E-cash - Credit card -Debit card - Smart card - e-wallet - Risk Management options.

TEXT BOOKS

REFERENCE BOOKS:
1. Elias.M. Awad, 'Electronic commerce', Prentice Hall-India
7. Schneider, Gery P: Electronic Commerce, Course Technology, Delhi.
SEMESTER III: ELECTIVE
DATA MINING AND DATA WAREHOUSING

Code: 14MBA3CES5
Max Marks: 100
Hours/week: 4
Internal Marks: 40
Credits: 4
External Marks: 60

Objective: The course aims to provide a broad overview of analytic decision support using Data warehousing and Data mining in industry

UNIT –I DECISION MAKING SYSTEMS (12 Hrs)
Introduction and Definitions – Decision Making Process – Problem Solving Techniques – How decisions are supported – Decision Styles – Case studies

UNIT – II DSS CONCEPTS (12 Hrs)

UNIT – III DSS CONSTRUCTION AND INTELLIGENT DSS (12 Hrs)

UNIT – IV DATA WAREHOUSING (12 Hrs)
Data Warehouse definition- OLAP and Data Warehouse components- Architecture- Design and Implementation- Case studies.

UNIT – V DATA MINING (12 Hrs)
Definition – components – techniques- architecture- Design and Implementation – Case studies.

TEXT BOOKS

REFERENCE BOOKS
OBJECTIVES: The objective of this module is to provide the participants with a good knowledge on logistics and supply chain management. It is designed to give the students exposure as to how to use the concepts in real management arena.

Unit I

Unit II
Types of Inventory Control - Demand Forecasting - Warehousing and Stores Management – Routing - Transportation Management - Some Commercial Aspects in Distribution Management – Codification - Distribution Channel Management - Distribution Resource Planning (DRP) - Logistics in 21st Century

Unit III
Supply Chain Management: Introduction and Development- Nature and Concept - Importance of Supply Chain - Value Chain - Components of Supply Chain - The Need for Supply Chain - Understanding the Supply Chain Management - Participants in Supply Chain – Global Applications

Unit IV
Role of a Manager in Supply Chain - Supply Chain Performance Drivers - Key Enablers in Supply Chain Improvement - Inter-relation between Enablers and Levels of Supply Chain Improvement-Systems and Values of Supply Chain

Unit V


Reference Book:
SEMESTER IV: CORE XVIII
INTERNATIONAL BUSINESS ENVIRONMENT

Code: 14MBA4C18
Max Marks: 100
Hours/week: 6
Internal Marks: 40
Credits: 4
External Marks: 60

OBJECTIVE: The objective is to impart knowledge and skill of analysis of operational processes of business between two or more nations and to gain an in-depth knowledge of Global business environment, relevant theories and concepts including institutions involved.

UNIT – I INTRODUCTION (12 Hrs)

UNIT – II ENVIRONMENT AND INTERNATIONAL BUSINESS THEORIES (12 Hrs)

UNIT – III WORLD FINANCIAL ENVIRONMENT (12 Hrs)

UNIT – IV INTERNATIONAL ECONOMIC INSTITUTIONS (12 Hrs)
Role of International Economic Institutions :UNCTAD - Basic Principles and objectives, WTO - Role and Advantages of WTO, Impact of WTO agreements on developing countries – TRIPS, TRIMS, GATS. Regional Economic Integration - Introduction, Levels of Economic Integration, Impact of EU, ASEAN, SAARC in International Business.

UNIT – V STRATEGY FOR GLOBAL OPERATIONS (12 Hrs)

TEXT BOOK:
1. Black J - International Business Environment (Prentice Hall)

REFERENCES:
1. Dr.Francis Cherrunilam, International Business Environment, Himalaya Publishing House
4. Robinson D Richard - International Business Management
SEMESTER IV: ELECTIVE
RETAIL MANAGEMENT

Code: 14MBACEM6 Max Marks: 100
Hours/week: 6 Internal Marks: 40
Credits: 4 External Marks: 60

OBJECTIVE: This course will help the student to gain an in-depth knowledge of Retail Management and Concept Environment.

UNIT- I RETAILING CONCEPTS (12 Hrs)
Definition of retailing – Characteristics of retailing – Traditional and non-Traditional retailing – Applications of information technology in retail management - E –Retailing –

UNIT-II ENUMERATION OF RETAILING (12 Hrs)
Global trend in retailing – Indian retail industry – Drivers to the growth of retail – Macro and micro environmental influences – Creativity in retailing - Emerging trends and challenges - FDI in retailing, Rural retailing.

UNIT-III RETAIL FORMATS (12 Hrs)
Different types of retail formats – Choice of location – Store layout and designs – Positioning of retail shops – Retail store image – Retail service quality Management - Retail Administration: Store Management, HRM, Information systems.

UNIT-IV RETAIL MARKETING MIX (12 Hrs)
Merchandise management – Service retailing Vs. Product retailing – Retail branding - Pricing for retail – Promotion – Supply chain and logistics - handling returns – Retail marketing strategies - Retail Communications, Shrinkage Management –

UNIT-V RETAIL SHOPPERS BEHAVIOUR (12 Hrs)
Shopping process – Influences of shoppers’ attitude, perception, personality and life style in retail shopping behaviour – Handling complaints – Delivering value to retail shoppers - CRM In retailing – Retail research.

TEXT BOOKS
1. Malcolm Sullivan, Dennis Ad Cock, Retail marketing, Thomson

REFERENCE BOOKS
3. S.C. Bhatia, Retail Management, Atlantic Publishers & Dist
OBJECTIVE: The main objective of this course is to develop a managerial understanding of international marketing which will help students enhance their analytical, decision making and implementation skills in an intense, highly challenging project of developing an actual marketing plan.

UNIT I INTERNATIONAL MARKETING AND ENVIRONMENT (12 Hrs)

UNIT II MARKETING INTELLIGENCE, MARKET SELECTION AND ENTRY STRATEGIES (12 Hrs)

UNIT III INTERNATIONAL PRICING & PROMOTION DECISIONS (12 Hrs)

UNIT IV INTERNATIONAL INVESTMENT AND FINANCE (12 Hrs)

UNIT V EXPORT PROCEDURES AND DOCUMENTS (12 Hrs)

TEXT BOOKS
1. Francis Cherunilam, International Marketing

REFERENCE BOOKS
1. Francis Cherunilam, International Business.
OBJECTIVE: To help the students understand the nature and importance of customer relationship management and to acquaint them with the major aspects of CRM.

UNIT I CONCEPTS AND CONTEXT OF CRM (12 Hrs)
Meaning - Definition – Concepts - Importance - CRM strategies for retail and business customers - CRM as part of a customer service quality strategy - The business environment of CRM: legal, ethical, economic, competitive and social - CRM in other business sectors eg retailing (home shopping, loyalty cards, globalization distribution management) - e-CRM

UNIT II UNDERSTANDING CUSTOMERS (12 Hrs)
Consumer Behavior principles - Organizational buyer behavior - Retail and business customer profiling - Relationship life cycles - Understanding and evaluating customer business plans.

UNIT III CUSTOMER RESEARCH AND EVALUATION (12 Hrs)

UNIT IV MANAGING CUSTOMER RELATIONSHIPS (12 Hrs)

UNIT V DEVELOPING CRM STRATEGY (12 Hrs)

TEXT BOOKS

REFERENCES BOOKS:
SEMESTER IV: ELECTIVE
SERVICES MARKETING

Code: 14MBACEM9
Max Marks: 100
Hours/week: 6
Internal Marks: 40
Credits: 4
External Marks: 60

OBJECTIVE: This course explores the role of Marketing of Service Organizations. The Marketing variables distinctive impact on service organizations are also discussed with practical implications.

UNIT - I SERVICE MARKETING (12 Hrs)

UNIT - II CUSTOMER FOCUS (12 Hrs)

UNIT - III CREATING VALUE IN COMPETITIVE MARKET (12 Hrs)
Positioning, Service Development and Designing Services, Service Blue Printing, Quality Function Deployment, Adding Value, Physical evidence and Service Cape.

UNIT - IV DELIVERY AND PERFORMING SERVICE (12 Hrs)

UNIT - V MARKETING OF SERVICES (12 Hrs)

TEXT BOOKS

REFERENCE BOOKS
6. Research Articles in services marketing from international and national reputed refereed marketing journals.
OBJECTIVE: The purpose of this course is to make the student as a knowledgeable research consumer and a beginning practitioner. The focus will be on qualitative (exploratory) and quantitative research execution and the application of research findings and analysis in decision making. The course is geared towards the practical application of research, through gaining working knowledge of certain terminologies.

UNIT I INTRODUCTION & RESEARCH PROCESS (12 Hrs)
The Role of Research in Marketing – M R Industry - Purpose - General steps in doing research -Secondary vs. Primary Research - Qualitative vs. Quantitative Research

UNIT II QUALITATIVE & QUANTITATIVE RESEARCH TECHNIQUES (12 Hrs)
Observation -Focus Group -Conditions under which each technique is more applicable - Surveys (including issues in questionnaire development such as measurement and translation) - Experiments - Conditions under which each technique is more applicable

UNIT III SAMPLING, RESEARCH REPORT PREPARATION & PRESENTATION (12 Hrs)
Purpose - Sampling Considerations, Methods & Procedures – Format-Writing Style

UNIT IV MARKETING RESEARCH TECHNIQUES (12 Hrs)
Market development research: Cool hunting – socio cultural trends, Demand Estimation research, Test marketing, Segmentation Research – Cluster analysis, Discriminant analysis. Sales forecasting – objective and subjective methods

UNIT V APPLICATIONS OF MR (12 Hrs)
Marketing Mix Research, Concept testing, Brand Equity Research, Brand name testing, Commercial eye tracking – Package designs, Conjoint analysis, Multidimensional scaling – Positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Ad tracking, Viral marketing research. Marketing effectiveness and analytics research, Customer Satisfaction Measurement, mystery shopping, Market and Sales Analysis

TEXT BOOKS
1. Cooper Schindler., Marketing Research, Concept & Cases.

REFERENCES BOOKS:
2. Nargundkar, Marketing Research.
3. Beri, Marketing Research.
4. Donald S.Tull, Del I.Hawkins, Marketing Research –
5. Aakar, Kumar, Day, Measurement & Methods –Marketing Research
SEMESTER IV: ELECTIVE
CORPORATE RESTRUCTURING

Code: 14MBACEF6
Hours/week: 6
Credits: 4
Max Marks: 100
Internal Marks: 40
External Marks: 60

OBJECTIVES: To make the students to familiarize the various types of Mergers, acquisitions and takeovers.

UNIT-I INTRODUCTION AND CONCEPTS (12 Hrs)
Meaning of Corporate Restructuring - Need, Scope and Modes of Restructuring - Historical Background - Emerging Trends - Planning, Formulation and Execution of Various Corporate Restructuring Strategies – Mergers - Acquisitions, Takeovers, Disinvestments and Strategic Alliances, Demerger and Hiving off - Expanding Role of Professionals.

UNIT-II MERGER AND AMALGAMATION (12 Hrs)

UNIT-III CORPORATE DEMERGER - REVERSE MERGER AND TAKEOVER (12 Hrs)
Concept of Demerger; Modes of Demerger - by Agreement, under Scheme of Arrangement - Demerger and Voluntary Winding Up - Legal and Procedural Aspects; Tax Aspects and Reliefs - Reverse Mergers – Procedural Aspects and Tax Implications Takeover - Meaning and Concept - Types of Takeovers; Legal Aspects – SEBI Takeover Regulations - Disclosure and Open Offer Requirements - Bail Out Takeovers and Takeover of Sick Units - Takeover Defences - Cross Border Takeovers.

UNIT-IV FUNDING OF MERGER AND TAKEOVER (12 Hrs)
Financial Alternatives; Merits and Demerits - Funding through various Types of Financial Instruments including Equity and Preference Shares - Debentures, Securities with Differential Rights, Swaps, Stock Options; ECBs, Funding through - Financial Institutions and Banks - Rehabilitation Finance - Management Buyouts/Leveraged Buyouts.

UNIT-V FINANCIAL RESTRUCTURING (12 Hrs)
Reduction of Capital - Reorganization of Share Capital - Buy-Back of Shares – Concept and Necessity - Procedure for Buy-Back of Shares by Listed and Unlisted Companies.

TEXT BOOKS

REFERENCE BOOKS
1. ICSI : Handbook on Mergers Amalgamations and takeovers.
2. Sampath .K.R., Mergers/Amalgamations, Takeovers, Joint Ventures, LLPs and Corporate Restructure, Snow White Publications
4. Ray : Mergers and Acquisitions Strategy, Valuation and Integration, PHI Merger
6. Shiv Ramu - Corporate Growth Through Mergers And Acquisitions - Response Books
8. Machiraju - Mergers And Acquisitions - New Age Publishers

Important Websites (a) www.sebi.gov.in (b) www.rbi.org.in (c) www.finmin.nic.in (d) www.dipp.nic.in (e) www.mca.gov.in.
OBJECTIVE:
To introduce the recent developments in the banking and insurance sector

UNIT- I  INTRODUCTION TO BANKING  (12 Hrs)
Indian Banking - Types of banks –Commercial banks Main Functions and other services-Creation of credit –sound principles of Lending -Capital Adequacy Basel Norms- NPAs and profitability.

UNIT II  RESERVE BANK OF INDIA (12 Hrs)

UNIT III E- BANKING (12 Hrs)
Electronic banking; ATM; Online banking; Electronic payment system-Mobile banking and other recent trends in commercial banking- Bank Marketing; Positioning; Competition; Bank Supervisions and bank audit; Bank assurance.

UNIT IV  INSURANCE (12 Hrs)
Definition- nature –functions-principles of insurance- -Basics of insurance contract- kinds of insurance-Life and general insurance - Types — IRDA-powers and functions-Role of FDI in insurance sector.

UNIT V INSURANCE AGENCY AND PRODUCTS (12 Hrs)

TEXT BOOK
1. Jyotsna Sethi and Nishwan, Bhatia-Elements of banking and insurance-Prentice Hall of India New Delhi,2007

REFERENCE BOOKS:
2. Dr.Gurursamy,S, Banking Law and Practice-Vijay Nicole Printers, Chennai,2008
OBJECTIVES: The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

UNIT I INTRODUCTION (12 Hours)
The International monetary system; Balance of payments, exchange rates; the basic equations; foreign exchange markets; Exchange Rate Quotations & Arbitrage; Forward Quotations; definitions of foreign exchange risk; Exchange Rate Regimes and Foreign Exchange Market in India.

UNIT II FOREIGN EXCHANGE EXPOSURE & RISK (12 Hours)
Exposure & Risk: A Formal Approach; Classification of Foreign Exchange Exposure and Risk; Measuring and Management of Transaction, Translation and Economic Exposure; Exchange Rates & Quotation, Interest Rates, Inflation Rates & Exposure; Currency Trading.

UNIT III OPTION MARKET (12 Hours)
Swaps & Deposit Markets; Currency Swap, Interest rate Swap, Cross currency Swap; Future Contracts and Prices; Hedging with Currency Futures; Hedging with Interest Rate Futures; Options on Spot & Futures; Options Terminology; Hedging with Currency Options; Option Pricing Models; Currency Options in India.

UNIT IV SHORT TERM FINANCIAL MANAGEMENT IN MNC (12 Hours)
Short term borrowing and investment – Centralized Vs Decentralized cash management – Cash Transmission – Methods of payment – Other financing mechanics.

UNIT V INTERNATIONAL PROJECT APPRAISAL (12 Hours)

TEXT BOOKS:

BOOKS FOR REFERENCE
1. Alan P Shapiro, “Multinational Financial Management”, PHI Publication
SEMESTER IV: ELECTIVE
FINANCIAL SERVICES

Code: 14MBACEF9
Max Marks: 100

Hours/week: 6
Internal Marks: 40

Credits:  4
External Marks: 60

OBJECTIVE: The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

UNIT I INTRODUCTION (12 Hrs)
Financial System and Financial Markets; Participants in Financial Markets; Financial Services – Types - Fund based and Fee based financial services -An introduction; Management of Risk in Financial Services; Regulatory framework for Financial Services- Growth of Financial Services in India.

UNIT II BOOK BUILDING (12 Hrs)
Book Building – Concepts, Characteristics, Process, Allocation Procedure - Recent Changes in Book- Building Mechanism -Limitations of Book Building Mechanism - Regulatory Framework Credit Cards; Debit Cards; Smart Cards; Credit Rating.

UNIT III HIRE PURCHASE & LEASING (12 Hrs)
Commercial Bill Financing; Consumer Finance – Types, Mechanics & Sources; Hire Purchase Finance; Lease Financing, Types of Lease; Lease Vs Hire Purchase Evaluation; Factoring and Forfeiting- Evaluation of Leasing Option Vs. Borrowing.

UNIT IV MERCHANT BANKING (12 Hrs)
Merchant Banking – Functions and Regulatory Framework; Mutual Funds – Products / Schemes- Types, Mechanics of Mutual Funds Operations, Functions of Asset Management Company (AMC); Money Market Mutual Funds (MMMF); Public Issue Management– Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management

UNIT V SECURITISATION & VENTURE CAPITAL (12 Hrs)
Securitisation – Meaning, Features and Needs; Asset Securitisation – Mechanism; Underwriting of Securities – Mechanics & Underwriting Agencies; Venture Capital; Infrastructure Financing; Housing Finance Services- Recent developments in the financial Services industry.

TEXT BOOKS

REFERENCE BOOKS
OBJECTIVE: The present course aims at familiarizing the participants with the principles, problems and structure of different types of business taxes in Indian and relevance of these taxes in business decisions. Besides, a broad understanding or role of taxation in economic and industrial development of an economy will also be given.

UNIT I INTRODUCTION OF TAX MANAGEMENT (12 Hrs)

UNIT II TAX ON INDIVIDUAL INCOME (12 Hrs)

UNIT III CORPORATE INCOME TAX (12 Hrs)
Corporate Income Tax: Tax concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax planning regarding Employees Remuneration, Tax appeals, Revision & Review.

UNIT IV WEALTH TAX (12 Hrs)
Wealth tax on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification.

UNIT V CENTRAL EXCISE AND CUSTOMS ACT (12 Hrs)
Central Excise Act 1994 and Excise planning; Customs Act and Customs Duties Planning- VAT – Meaning, Procedures under VAT, Determination of value of goods under VAT.

TEXT BOOKS
1) Bhatia H L - Public Finance (Vikas)
2) Lakhotia R N - How to Save Wealth Tax (Vision Book 2001, 9th Ed.)
3) Prasad Bhagwati - Income Tax Law & Practice (Vishwa Prakashan)
5) Singhania V K - Direct Taxes, Law & Practice (Taxmann, 40th Ed.)
6) Datey V.S. - Indirect Taxes – Law & Practice (Taxmann, 20th Ed.)

REFERENCE BOOKS
2. V.S.Datry, Central Sales Tax & VAT, Taxmann Publishers.
4. Direct Taxes, Dinkar Pagare, Sultan Chand.
OBJECTIVE: The objective of the course is to develop basic skills among students to independently handle a wide range of Employees Counseling and Performance Counseling.

UNIT I INTRODUCTION (12 Hrs)
Counseling - Meaning, Evolution of Counseling, Types of Counseling, Theories of counseling and Principles of Counseling – Counseling and Psychotherapy - Difference between psychotherapy and counseling

UNIT II COUNSELING PROCESS (12 Hrs)
Counseling process – Preparation for Counseling - Counseling content and Counseling Process- Counseling interactions, variables affecting counseling process Counselor’s Skills- Counselor Qualities - Guidelines for effective counseling.

UNIT III COUNSELLOR – CLIENT RELATIONSHIP (12 Hrs)
Counselors - Client Relationship - Counseling Interview – Nonverbal Communication in counseling interview, Interviewing techniques in counseling, Structuring the counseling Relationships, Relationship techniques, Sharing of experience - Group Counseling – Process of Group counseling.

UNIT IV PERFORMANCE COUNSELLING (12 Hrs)
Performance Counseling - Objectives conditions for effective counseling - Sequential Process of Performance Counseling - Need of Counseling Cell in the Organization - Application of Counseling to Organizational situations with a focus on Performance counseling.

UNIT V EVALUATION (12 Hrs)
Evaluation of Counseling – problems in the evaluation of counseling, approaches to the evaluation of counseling, criteria of evaluation of counseling – Approaches to counseling - Behaviouristic, Humanistic - Role of Counseling in Understanding of Low Productivity of Indian Workers.

TEXT BOOKS

REFERENCE BOOKS
1. McLennan, Nigel - Counseling for Managers
3. Faster Personal.J.M., Counselling, Better Yourself Books Bandra, Bombay - 400050
OBJECTIVE: The objective of this paper is to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organisations. It also exposes the application and operationalization of human resource management principles and practices more relevant to the emerging knowledge economy.

UNIT I OVERVIEW (12 Hrs)

UNIT II APPROACHES (12 Hrs)
Learning: Approaches to the learning organisation managing innovation and creativity, barriers to learning, managing Failure and success. Bench marking against best practices. Adopt, adopt or reject, Mentoring, sharing knowledge, learning, corporate university, Role of Human Resources in facilitating.

UNIT III IDENTIFICATION OF COMPETENCIES (12 Hrs)
Attracting Talent - From left brain to right, call for competencies. Identification and measurement of competencies, recruitment practices, selection practices, designing recruitment strategies around core, contrast and casual employees, retailing talent, aligning organizational goals with employee needs, managing careers selective retention.

UNIT IV PERFORMANCE DEVELOPMENT (12 Hrs)

UNIT V MULTINATIONAL CONTEXT (12 Hrs)

TEXT BOOKS

REFERENCE BOOKS
1. Berlett, C and Ghoshal, S. Transactional Management; text, cases and readings in cross broder management, Chicago, Irwin, 1995
SEMESTER IV: ELECTIVE
PERFORMANCE MANAGEMENT

Code: 14MBACEH8
Max Marks: 100
Internal Marks: 40
External Marks: 60

OBJECTIVES: Performance Management is the most critical function for all organizations intending to enrich the worth of human capital and delivering profits to different stakeholders. The objective of this course is to provide the students with the theoretical framework. Adequate emphasis is on learning the application of concepts to become an effective appraiser.

UNIT I INTRODUCTION (12 Hrs)
Performance Management-objectives, scope and benefits, Job role and competency analysis, Goal setting process, Organizational, functional and individual Key result areas, Key performance indicators.

UNIT II TECHNIQUES OF PERFORMANCE MANAGEMENT (12 Hrs)
Performance appraisal methods: traditional & modern - MBO, BSC, BOS, assessment centers, Multirater assessment, Potential appraisal, Documentation and appraisal communication, appraisal interview, feedback, Performance coaching.

UNIT III MEASUREMENT AND COMMUNICATION (12 Hrs)
Measuring performance – objectives, measurement approaches – traits, behaviour, results based, types, measurement issues, Performance communication – formal & informal methods.

UNIT IV IMPLEMENTATION (12 Hrs)
Developing, implementing and maintaining PMS, Performance improvement and performance management discipline, PMS in public and private organizations.

UNIT V COMPETENCY MAPPING (12 Hrs)
Competency mapping – concept, competency mapping process & models, competency assessment personal competency framework, Core competencies PCMM – concept, benefits, HR score card.

TEXT BOOKS

REFERENCE BOOKS
5. Seema Sanghvi, Competency mapping, Response books, New Delhi.
OBJECTIVES: To make the students to understand the managerial job & making the job more effective and its relationship with corporate environment.

UNIT I DEFINING THE MANAGERIAL JOB
Defining dimensions of managerial jobs - methods - Model -Time dimensions in managerial jobs - Effective and ineffective job behaviour - Functional and level difference in managerial job behavior – Managing the Boss – Managing Political Issues.

UNIT II DESIGNING THE MANAGERIAL JOB

UNIT III THE CONCEPT OF MANAGERIAL EFFECTIVENESS
Definition - The person, process, product approaches - Bridging the Gap - Measuring Managerial Effectiveness - Current Industrial and Government practices in the Management of managerial effectiveness - the effective manager as an optimizer – Quality Circle.

UNIT IV ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS

UNIT V ORGANISATIONAL EFFECTIVENESS
Organizational Life Cycle – Organization Mirroring – Organizational Learning – Six Sigma – Organizational Effectiveness – Perspective – Approaches – Factor Intenancing OE – Organizational Mirroring – Fostering Creativity.

TEXT BOOKS:

REFERENCE BOOKS
OBJECTIVE: The purpose of this paper is to facilitate the understanding of the concepts, methods and strategies for HRD, and Comparative HRD Experiences in Various Sectors.

UNIT I: INTRODUCTION (12 Hrs)

UNIT II: ROLE ANALYSIS (12 Hrs)
Role Analysis, Role efficiency, potential appraisal, Assessment centre, competency mapping, potential development, Task Analysis.

UNIT III: PERFORMANCE MANAGEMENT (12 Hrs)
Performance Management – Performance appraisal, Key result areas, current practices of performance appraisal, 360 degree appraisal, balanced score card, performance coaching, counseling, Evaluation of Performance Appraisals.

UNIT IV: HRD CLIMATE (12 Hrs)

UNIT V: COMPARATIVE HRD EXPERIENCES (12 Hrs)

TEXT BOOKS

REFERENCE BOOKS
SEMESTER IV: ELECTIVE  
KNOWLEDGE MANAGEMENT

Code: 14MBACES6  
Max Marks: 100
Hours/week: 6  
Internal Marks: 40
Credits: 4  
External Marks: 60

OBJECTIVE: The course aims to give students a basic understanding on planning, designing and implementing Knowledge management.

UNIT I INTRODUCTION  
(12 Hrs)
Intellectual capital - Knowledge Economy - Knowledge Based Organization – KM drivers – Knowledge Management Life Cycle – KM Road Map

UNIT II KNOWLEDGE CREATION AND CAPTURE  
(12 Hrs)
Types of Knowledge - Knowledge Attributes - Fundamentals of knowledge formation: Tacit and Explicit knowledge – Nonaka’s Model - Organisational Knowledge creation: Knowledge sourcing, abstraction, conversion, diffusion, Development and refinement; Knowledge Capture Techniques.

UNIT III KNOWLEDGE MANAGEMENT SYSTEMS  
(12 Hrs)
Leveraged infrastructure – Strategic Alignment - Knowledge codification: Importance, tools and procedures; Knowledge Repositories: Contents and features; Knowledge Management Architecture – Knowledge Transfer and sharing: Essentials, Strategies, Pillars and Impediments; Knowledge Management Applications - Collaborative platforms

UNIT IV KNOWLEDGE CULTURE IN ORGANISATIONS  
(12 Hrs)
Elements of culture - The Link between knowledge and culture – Developing effective knowledge oriented culture - Knowledge Management team - CKO.

UNIT V KNOWLEDGE MANAGEMENT - LOOKING AHEAD  
(12 Hrs)
Knowledge Management tools and techniques - Knowledge audit - Knowledge Workers - Leadership and reward structures

TEXT BOOKS
2. Elias M. Awad, Hassan M. Ghaziri, Knowledge Management, Pearson Education, New Delhi, 2006

REFERENCE BOOKS
3. Madanmohan Rao, Knowledge Management tools and techniques, Butterworth – Heinemann , an imprint of Elsevier, USA, 2005
OBJECTIVES: This course aims to provide a thorough update of Information Technology Used in Business Organization and also to develop an understanding of Managerial Aspects so as to use Information Technology.

UNIT I HARDWARE MANAGEMENT (12 Hrs)

UNIT II SOFTWARE MANAGEMENT (12 Hrs)
Application Software Management – Overview of General Purpose Application Software Such as Software Suites, Messaging, Groupware, Conferencing Commercial and Corporate Tools and Overview of Application Specific Software Such as Programming Language, ERP, e-commerce, CRM, Scientific and Engineering Programs.

UNIT III NETWORKING MANAGEMENT (12 Hrs)

UNIT IV DATA MANAGEMENT (12 Hrs)

UNIT V PEOPLE MANAGEMENT (12 Hrs)

TEXT BOOKS

REFERENCE BOOKS
SEMESTER IV: ELECTIVE
SOFTWARE PROJECT MANAGEMENT

Code: 14MBACES8 Max Marks: 100
Hours/week: 6 Internal Marks: 40
Credits: 4 External Marks: 60

OBJECTIVE: The course objective is to introduce students to the basic concepts and techniques of Software Engineering and Project Management, with a focus on applications to business organizations and their software development efforts.

UNIT I PROJECT MANAGEMENT FRAMEWORK (12 Hrs)
Overview of project Management, Project Organization, Planning a s/w project, Project management life cycle, Risk management, Identification of Risks, Risk Analysis, Risk Planning & Monitoring.

UNIT II SOFTWARE PROJECT ESTIMATION (12 Hrs)
Project Estimation, Different methods of estimation (COCOMO model, Delphi cost estimation etc.), Function point analysis. Project Management Tools & Techniques: PERT & Gantt Charts, Introduction to Microsoft Project Software Quality

UNIT III MANAGEMENT & TESTING (12 Hrs)

UNIT IV S/W TEAM MANAGEMENT (12 Hrs)

UNIT V ROLE OF USER IN PROJECTS (12 Hrs)
User role in project management, User role in various stages of S/W, Development, User role in System implementation.

TEXT BOOKS
1. Edwin Bennatan, Software Project management.
2. Roger S. Pressman, Software Engineering.

REFERENCE BOOKS
3. IAN Sommerville, Software Engineering.

UNIT I (12 Hrs)
Create a Workbook, Enter Data in a Worksheet; Format a worksheet, Format numbers in a worksheet, Create an Excel table, Filter data by using an Auto Filter, Sort data by using an Auto Filter. Using Help (F1), Key Board Shortcuts. Formatting Cells, Name Manager. Visualizing Data Using Conditional Formatting: Apply Conditional Formatting. Print a Worksheet, Using Print Preview & Other Utilities.

UNIT II (12 Hrs)
Working With Dates & Time - Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to Column. Create a Formula - Use a Function in a Formula. Creating a formula for V Look up, H Look up, Match & Index.

UNIT III (12 Hrs)

UNIT IV (12 Hrs)

UNIT V (12 Hrs)
Analyzing Data with the Analysis Tool Pak: Anova, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, T-Test, Z-Test. Create Data for Pivot, Analyzing Data with Pivot Tables, Producing Report with a Pivot Table.

TEXT BOOK


REFERENCE BOOK

OBJECTIVES: This course is aimed to develop an Understanding on the Legal Provisions of Information Technology Act, 2000 and the Case Law and Practical Ramifications of the Act.

UNIT I OBJECT AND SCOPE (12 Hrs)

UNIT II DIGITAL SIGNATURE (12 Hrs)
Technology Behind Digital Signature – Creating a Digital Signature – Verifying a Digital Signature – Digital Signature and PKI – Digital Signature and IT Act 2000: Legal Recognition of Electronic Records – Legal Recognition of Digital Signature – Use of Electronic Records and Digital Signatures in Governance and its Agencies.

UNIT III CERTIFYING AUTHORITIES (12 Hrs)

UNIT IV DOMAIN NAME DISPUTES AND TRADEMARK LAW (12 Hrs)

UNIT V CYBER CRIMES (12 Hrs)
Tampering with Computer Source Documents – Hacking with Computer System – Publishing of Information which is Obscene, in Electronic Form – Offences Related to Breach of Confidentiality & Privacy – Offences Related to Digital Signature Certificate.

TEXT BOOKS:
1) Farooq Ahmad, Cyber Law in India – Pioneer Books.

REFERENCE BOOKS:
OBJECTIVES To prepare the future managers to follow Ethics in managing business.

UNIT I BUSINESS ETHICS (12 Hrs)
Business Ethics—Need for business ethics—Ground Rules of Ethics—Myths about Business Ethics—Ethical Dilemma—characteristics—Ethical decision making—Ethical reasoning—Whistle Blowing—Ethics Codes—.

UNIT II OEDS-CERES (12 Hrs)
OEDS—Organizational Ethics Development System—Coalition for Environmentally Responsible Economics (CERES) Principles—Environmental Protection issues, and various laws—

UNIT III ETHICAL TRADING (12 Hrs)

UNIT IV CORPORATE GOVERNANCE (12 Hrs)
Meaning of corporate Governance—Emergence of CG—Cadbury Committee Report of UK; Sarbanes & Oxley Act 2002 of USA; The Indian Perspective: Naresh Chandra Committee Report; Kumara Mangalam committee Report; Guidelines of SEBI/OECDI—

UNIT V CORPORATE GOVERNANCE, CSR AND COMPANIES ACT, 2013 (12 Hrs)
Economic and financial issues in Governance; Disclosure and Transparency norms; Role of Board, Directors and Financial institutions; Nomination, Remuneration and Audit; Focus on Auditors, Bankers, Analysts; Role of Accountant; Accounting Standards; CG Compliance Report in Balance sheets—corporate social responsibility—arguments for CSR—recent guidelines under Companies Act, 2013 on CSR.

TEXT BOOK:

REFERENCE BOOKS
1. Petrick, J.A., Quinn, J.F., Management Ethics – Integrity at work, Sage Series
6. Devi Singh & Subhash Garg, Corporate Governance, Excel Books
7. Surendar Kumar, Corporate Governance – a Question of Ethics, Galgotia Publishing
8. ICRA, Guidelines for CG Rating.
QUESTION PATTERN (2014-15 ONWARDS)

Part A  10 x 1 = 10 Marks
Ten Questions (No choice)
Two Questions from each unit

Part B  5 x 8 = 40 Marks
Five Questions (Either or type)
One question from each unit

Part C  1 x 10 = 10 Marks
One Question (Compulsory)

Total = 60 Marks

CIA MARKS COMPONENTS

Two Tests (10 +10) = 20 Marks
Two Assignments (5+5) = 10 Marks
Two Quiz = 05 Marks
One Seminar/Case study/ Practical = 05 Marks
Total = 40 Marks

SPECIALIZATIONS OFFERED

The students are supposed to select their dual specialization at the end of first year of MBA program from the list given below.

- Marketing & HR
- Marketing & Finance
- HR & Systems
- Finance & Systems