

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)



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.

MBA PROGRAMME - COURSE STRUCTURE

Semester	Course code	Course	Course Title	Hours/Week	Credit	Int. Mark	Ext. Mark	Marks
I	14MBA1C1	Core I	Management Concepts and Organizational Behavior	4	4	40	60	100
	14MBA1C2	Core II	Mathematics and Statistics	5	4	40	60	100
	14MBA1C3	Core III	Economics For Decision Making	4	4	40	60	100
	14MBA1C4	Core IV	Communication Skills	4	4	40	60	100
	14MBA1C5	Core V	Financial Accounting	5	4	40	60	100
	14MBA1C6	Core VI	Operations Management	4	4	40	60	100
	14MBA1C7	Core VII	Management Information Systems	4	4	40	60	100
			TOTAL		30	28	280	420
II	14MBA2C8	Core VIII	Cost and Management Accounting	4	4	40	60	100
	14MBA2C9	Core IX	Operations Research	5	4	40	60	100
	14MBA2C10	Core X	Financial Management	5	4	40	60	100
	14MBA2C11	Core XI	Marketing Management	4	4	40	60	100
	14MBA2C12	Core XII	Human Resource Management	4	4	40	60	100
	14MBA2C13	Core XIII	Enterprise Resource Planning	4	4	40	60	100
	14MBA2C14	Core XIV	Research Methods in Management	4	4	40	60	100
			TOTAL		30	28	280	420
III	14MBA3PW1	Project Work	Project Work I - (6 Weeks)	-	4	40	60	100
	14MBA3C15	Core XV	Strategic Management	5	4	40	60	100
	14MBA3C16	Core XVI	Entrepreneurial Development	4	4	40	60	100
	14MBA3C17	Core XVII	Legal Aspects of Business	5	4	40	60	100
		Elective I	Paper 1 from Specialisation I	4	4	40	60	100
		Elective II	Paper 2 from Specialisation I	4	4	40	60	100
		Elective III	Paper 1 from Specialisation II	4	4	40	60	100
		Elective IV	Paper 2 from Specialisation II	4	4	40	60	100
	14MBA3EC1	Extra Credit-1	Logistics Management	-	4*	-	100*	100*
			TOTAL		30	32	320	480
IV	14MBA4C18	Core XVIII	International Business Environment	6	4	40	60	100
		Elective V	Paper 3 from Specialisation I	6	4	40	60	100
		Elective VI	Paper 4 from Specialisation I	6	4	40	60	100
		Elective VII	Paper 3 from Specialisation II	6	4	40	60	100
		Elective VIII	Paper 4 from Specialisation II	6	4	40	60	100
	14MBA4PW2	Project Work	Project Work II (8 weeks)	-	8	80	120	200
	14MBA4EC2	Extra Credit-2	Business Ethics and Corporate Governance	-	4*	-	100*	100*
			TOTAL		30	28	280	420
		GRAND TOTAL		120	116	1160	1740	2900

* 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

Course code	Course Title	Hours /Week	Credit	Int. Marks	Ext. Marks	Marks
SPECIALIZATION I - ELECTIVES						
14MBA3CEM1	Consumer Behaviour <i>Marketing</i>	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 <i>Finance</i>	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 <i>Human Resource</i>	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 <i>Systems</i>	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

Course code	Course Title	Hours /Week	Credit	Int. Marks	Ext. Marks	Marks
SPECIALIZATION II - ELECTIVES						
14MBA4CEM6	Retail Management <i>Marketing</i>	6	4	40	60	100
14MBA4CEM7	International Marketing „	6	4	40	60	100
14MBA4CEM8	Customer Relationship Management „	6	4	40	60	100
14MBA4CEM9	Services Marketing „	6	4	40	60	100
14MBA4CEM10	Marketing Research „	6	4	40	60	100
14MBA4CEF6	Corporate Restructuring <i>Finance</i>	6	4	40	60	100
14MBA4CEF7	Banking and Insurance „	6	4	40	60	100
14MBA4CEF8	International Financial Management „	6	4	40	60	100
14MBA4CEF9	Financial Services „	6	4	40	60	100
14MBA4CEF10	Taxation „	6	4	40	60	100
14MBA4CEH6	Counselling skills in work place <i>Human Resource</i>	6	4	40	60	100
14MBA4CEH7	International Human Resource Management „	6	4	40	60	100
14MBA4CEH8	Performance Management „	6	4	40	60	100
14MBA4CEH9	Managerial Behaviour and Effectiveness „	6	4	40	60	100
14MBA4CEH10	Human Resource Development „	6	4	40	60	100
14MBA4CES6	Knowledge Management <i>Systems</i>	6	4	40	60	100
14MBA4CES7	Information Technology Management „	6	4	40	60	100
14MBA4CES8	Software Project Management „	6	4	40	60	100
14MBA4CES9	Advanced MS Excel for Managers „	6	4	40	60	100
14MBA4CES10	Cyber Laws „	6	4	40	60	100

SEMESTER I: CORE I
MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

Code : 14MBA1C1
Hours/week : 4
Credits : 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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)

Leadership - Styles of Leadership , Groups - Nature of Group Formation, Stages of Group Formation, Teams - Difference between Group & Team , Group Dynamics - Conflicts – Sources, Interpersonal Skills – Johari Window model - Types of Grievance and Process of Grievance Handling - Theories of Motivation – Maslow – Herzberg – Douglas McGregor.

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

1. Fred Luthans ,Organization Behaviour, Tata McGraw Hill Education Private Ltd.
2. Prasad L.M. , Organisational Behaviour , S.Chand & sons,. New Delhi.
3. Pareek Udai.,

REFERENCE BOOKS

1. Heinz Weihrich, Cannice & Koontz, Management (A Global Perspective), Tata McGraw Hill Educational Private Ltd.
2. Mukherjee,Principles of Management and Organisational behavior , Tata McGraw Hill Education Private Ltd.
3. Stephen Robbins, Organization Behaviour, Pearson Education
4. Hersey, Management of Organizational Behaviour, Prentice Hall India
5. Parikh, Gupta, Organisational Behaviour, Tata McGraw Hill Education Private Ltd.
6. Aswathappa, Organization Behaviour, Himalaya Publications.
7. Locum, Fundamentals of Organisational Behaviour, Cengage Learning
8. Suja Nair, Organisational Behaviour
9. Keith Davis

**SEMESTER I: CORE II
MATHEMATICS AND STATISTICS**

Code : 14MBA1C2

Hours/week : 5

Credits : 4

Max Marks: 100

Internal Marks: 40

External Marks: 60

OBJECTIVE: This course mainly deals with the use of Mathematical & Statistical Concepts in the resolution of Management decision problems.

UNIT – I MATHEMATICS (15 Hrs)

Matrices & Determinants Addition – Subtraction – Multiplication – Inversion of Matrices – Solution of system of linear equals with the help of Matrices and determinants. Calculus: Variables – Constants – Functions: Graphs of function – simple differentiation of algebraic function – First & second order differentiation – solution of problems involving Maxima & Minima of Algebraic functions.

UNIT - II STATISTICS (15 Hrs)

Introduction to Statistics – Collecting & tabulating data – Measures of Central Tendency & Dispersion in Frequency Distribution – Skewness and Kurtosis – Probability Theory: Classical Objective & Subjective Approach – Addition, Multiplication & Bayes theorem.

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 BUISINESS 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

TEXT BOOKS

1. Vohra N.D. Quantitative Techniques in Management, Tata McGraw Hill Education Private Ltd.
2. Dr.Gupta S.P., Statistical Methods published, Sultan Chand & Sons.

REFERENCES BOOKS:

1. Gupta S.C., Fundamentals of Statistics published, Himalaya publishing House.
2. Croxton, Cowden & Kiein., Applied General Statistics, Prentice Hall.
3. Eihan D.N., Fundamentals of Statistics, Kitab Mahal.

**SEMESTER I: CORE III
ECONOMICS FOR DECISION MAKING**

Code: 14MBA1C3
Hours/week: 4
Credits: 4

Max Marks: 100
Internal Marks: 40
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)
Introduction to Economics; Nature and Scope of Management Economics, Significance in decision-making and fundamental concepts. Objectives of a firm. Managerial theories of firm, profit maximization, economies of scale and scope

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)
Market Equilibrium and Average Revenue Concept. Market Structure: Perfect Competition, features, determination of price under perfect competition. Monopoly: Features, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve.

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

1. Suma Damodaran., Managerial Economics. Oxford University Press,2010.

REFERENCE BOOKS

1. Suma Damodaran., Managerial Economics, Oxford University Press, 2006.
2. Hirschey Mark., Economics for Managers, Thomson, India Edition, 2007.
3. Petersen Craig H. etal., Managerial Economics, Pearson Education, 2006.
4. Dominick Salvatore., Managerial Economics, Oxford University Press, 2007.
5. Atmanand., Managerial Economics, Excel Books, 2007.
6. Mithani D.M., Principles of Economics, Himalaya Publishing House, 2005.
7. Dwivedi D.N., Managerial Economics, Vikas Publication, 7th Edition.
8. Mehta P.L., Sultan Chand & Sons.

**SEMESTER I: CORE IV
COMMUNICATION SKILLS**

Code: 14MBA1C4
Hours/week: 4
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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

Communication – Meaning, Nature, Scope and Functions. The High Frequency of communication – Factors Responsible for Significance of communication, Model of the communication process. Effective Communication skill – Barriers and Gateways in communication Formal communication – Different Dimensional Factors in Communication – Types of Grapevine chains

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

Written communication – Business letters – Structure and Layout of business letters – Sales letters – Collection letters – Letters of enquiry – Complaints – Reports - Methods of Case Analysis – Writing a Summer Project Report - Writing CVs & Application Letters

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

1. B.C – Theory and Application. Lesikar & A.I.T.B.S Publishers & Distributors, New Delhi – 51.
2. Personality Development and Soft Skills, Barun K. Mitra, Oxford University Press, New Delhi.

REFERENCE BOOKS

1. Skills Development for Business and Management Students, Kevin Gallagher, Oxford University Press, New Delhi.
2. Managerial Skills Development, Naveen kumar & A.S. Sudan Anmol Publications Pvt., Ltd., New Delhi – 2.
3. Sharma R.C., Krishna Mohan., Business Correspondence & Report Writing., TMH Publishing Co. Ltd., New Delhi – 8.
4. Urmila Rai., Rai S.M., Business Comm Himalaya Publishing House.
5. Sinha K.K. Business Communication Golgotha Publishing Company.
6. Ramachandran S., Creativity at work., Response Books

**SEMESTER I: CORE V
FINANCIAL ACCOUNTING**

Code: 14MBA1C5

Hours/week: 5

Credits: 4

Max Marks: 100

Internal Marks: 40

External Marks: 60

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)

Introduction to Financial Accounting –Accounting Concepts and Conventions – Journal , Ledger, Subsidiary Books and Trial Balance.

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

1. Shukla M.C., Grawel T.S., Gupta S.C., Advanced Accounts Vol –I and II, S.Chand & Co., New Delhi.

REFERENCE BOOKS

1. Gupta R.L., Radha samy., Advanced Accounts Vol –I and II, Sultan Chand & Co., New Delhi.
2. Jain S.P., Narang, Advanced Accounts Vol –I and II, Kalyani Publishers, Ludhiana.
3. Narayanaswamy, Financial Accounting: A Managerial Perspective PHI, 2nd Edition.
4. Bhattacharya, Financial Accounting for Business Managers, PHI.
5. Jawaharlal, Srivastav, Financial Accounting , S.Chand.
6. Ashok Banerjee., Financial Accounting: A Managerial Emphasis, Excel Books.

**SEMESTER I: CORE VI
OPERATIONS MANAGEMENT**

Code: 14MBA1C6
Hours/week: 4
Credits: 4

Max Marks: 100
Internal Marks: 40
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 **(12 Hours)**

Nature and scope of production and operations management: Production Function, Types of Production Systems – Decision making in operations management - Appropriate Technology – Automation - Hi-tech verses Low-tech, Capital intensive verses Labour intensive.

UNIT – II **(12 Hours)**

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 **(12 Hours)**

Plant layout: Introduction, needs, Objectives of good layout, Factors influencing Plant Layout, Classification of layouts – Process, Product, fixed and service Layouts. Plant Maintenance: Meaning, Scope, Objectives and Types. Quality Control: Techniques, Statistical Quality Control, Acceptance Sampling and Control Charts.

UNIT - IV **(12 Hours)**

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 **(12 Hours)**

Material Requirement Planning: – Objectives of MRP, Issues of MRP, MRP-I and MRP-II - Scheduling – Shop floor activity control - Flexible Manufacturing System - ISO 9001: 2008 - Introduction to TQM concepts – Quality circle.

TEXT BOOKS

1. Joseph G. Monks, Operations Management – Theory and Problems, Tata McGraw Hill Education Private Ltd.
2. Aswathapa K., Shridharan Bhat K., Production and Operation Management, Himalaya Publishing House.

REFERENCE BOOKS

1. Panneerselvam, R., Production and Operations Management, Third Edition, PHI Learning Pvt. Ltd., 2012, New-Delhi.
2. Alan Muhlemann and Others, ‘Production and Operations Management’, Macmillan.
3. Adam and Elbert, ‘Production and Operations Management’, Prentice Hall.
4. E.S.Buffa, ‘Modern Production and Operations Management’.
5. Chary, S.N., ‘Production and Operations Management’, Tata McGraw Hill Education Private Ltd, New Delhi.
6. Biswajit Banerjee, ‘Operations Management and Control’, S.Chand.
7. N. G. Nair, ‘Production and Operations Management’ Tata McGraw Hill Education Private Ltd, 2002.

**SEMESTER I: CORE VII
MANAGEMENT INFORMATION SYSTEMS**

Code: 14MBA1C7
Hours/week: 4
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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)

Cross-functional IS- Marketing Information system- Manufacturing Information System-Human Resource Information System – Accounting Information System – Financial Information System-Transaction Processing System.

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

1. James A. O'Brien, 'Management Information Systems, Tata McGraw-Hill Education Private Limited, Fourth Edition, New Delhi.

REFERENCE BOOKS

1. Daniels N.C., Information Technology, Addison waisely Publications.
2. Mcloed J.R.R., Management Information Systems, Maxwell McMillan International.

SEMESTER II: CORE VIII
COST AND MANAGEMENT ACCOUNTING

Code: 14MBA2C8
Hours/week: 4
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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)

Labour Cost-computation and Control – Labour Turnover – Remuneration and Incentives – Overhead – Allocation, Apportionment and absorption of overhead – Primary and Secondary Distribution summary – Machine Hour Rate.

UNIT III: MANAGEMENT ACCOUNTING (12 Hours)

Management Accounting – Nature and Scope: Functions: Financial Statement analysis – Comparative statement – Common Size Statement – Trend Percentage – Ratio Analysis –

UNIT-IV: (12 Hours)

Fund flow and Cash flow analysis – Budgetary Control – Functional Budget – Master Budget - Flexible Budget - Cash Budget.

UNIT V: (12 Hours)

Marginal Costing-BEP-Make or buy-profit planning-selection of a suitable sales mix- Standard Costing – Variance Analysis – Material and Labour.

(Theory - 20% Problems - 80%)

TEXT BOOKS

1. SP.Jain., Narang, Cost Accounting, Kalyani Publishers, Ludhiana.
2. Dr. Maheshwari S.N., Management Accounting, Sultan Chand & Sons Publications.

Reference Books:

1. Prasad N.K., Prasad A.K., Cost Accounting, Book Syndicate.
2. B.K. Bhar., Cost Accounting: Methods & Problems, Academic Publishers.
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 (15 Hours)
Linear Programming Problem: Mathematical Formulation, Graphical & Simplex Solution of LPP – Duality & Dual Simplex Algorithm- Sensitivity Analysis- Contribution & Resource Requirement.

UNIT - II INTEGER PROGRAMMING & GAME THEORY (15 Hours)
Integer Programming: Gomory's cutting plane method – Game Theory: 2 person zero sum game, graphical & simplex method - Markov Analysis.

UNIT - III TRANSPORTATION MODEL (15 Hours)
Transportation problem: North West Corner, Least Cost, Vogels Approximation Method, MODI method, Degeneracy and Unbalanced Transportation problem – Assignment Model: Hungarian method, Traveling Salesman problem.

UNIT - IV NETWORK ANALYSIS & SIMULATION (15 Hours)
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 (15 Hours)
Decision under Certainty, uncertainty & risk – Queuing Theory: Single Server Model – Software Application in O.R – Q.M for Windows.

(Theory - 20% Problems - 80%)

TEXT BOOKS

1. Handy A. Taha, An Introduction to Operation Research, Prentice Hall, Sixth Edition, 2000.
2. R.Paneerselvam, Operation Research, Prentice Hall of India, 2002.
3. Kanti Swarup, Manmohan and Gupta, "Operation Research", Sultan Chand & Sons.
4. J.K.Sharma

REFERENCE BOOKS

1. Apte, Operation Research and Quantitative Techniques, Excel Books.
2. Kalawathy S., Operation Research, Vikas Publications, IVth Edition.
3. Natarajan, Operation Research, Pearson.
4. Singh & Kumar, Operation Research, UDH Publisher, Edition 2013.
5. Taha Hamdy, Operations Research - An Introduction, Prentice-Hall, 9th Edition.
6. Vohra, Quantitative Techniques in Management, Tata McGraw - Hill Education Private Ltd., 2nd Edition.
7. Kothari, Quantitative Techniques, Vikas Publications, 3rd Edition, 1996.
8. Sharma J K., Operations Research., Pearson, 3rd Edition.

**SEMESTER II: CORE X
FINANCIAL MANAGEMENT**

Code: 14MBA2C10
Hours/week: 5
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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 (15 Hours)

Business finance-corporate finance-meaning of Financial management-nature, significance-functions-matrix of financial management-finance function-investing function-dividend payout function-Treasurer and controller's function-goals/objectives of Financial management-Profit maximization-Liquidity maximization-solvency maximization-minimizing risk- minimization of cost of capital-minimization of dilution of control-wealth maximization- risk return trade off.

UNIT – II CAPITAL STRUCTURE (15 Hours)

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 LEVERAGES (15 Hours)

Computation of Cost of Capital - Cost of Equity, Debt, Preference Share Capital, Retained Earnings and Weighted Average Cost of Capital.- Leverage: Operating, Financial and Composite leverages.

UNIT – IV CAPITAL BUDGETING (15 Hours)

Capital Budgeting –Introduction-definition-importance-types of capital expenditure decision-factors influencing capital expenditure decision-Tactical Vs strategic decisions-process of capital budgeting-evaluation-techniques- Pay Back period method-ARR method-NPV method-Profitability Index method- IRR method.

UNIT-V WORKING CAPITAL & DIVIDEND (15 Hours)

Working Capital Management – Nature, Need and Factors determining Working Capital, Operating Cycle, Estimation of Working Capital requirements Dividend-Theories of dividend-Dividend policy-Determinants of dividend-MM model-Walter's Model-Gordon's Model-determinants of dividend-forms of dividend.

(Theory – 40%, Problems – 60%)

TEXT BOOK:-

1. S.N.Maheswari, - Financial Management -Sultan Chand &co., 2006, New Delhi.

REFERENCE BOOKS

1. Prasanna Chandra, Financial Management, Theory and Practice, Tata McGraw-Hill Education Private Ltd, 5th Edition, 2006.
2. Pandey I.M., Financial Management, Vikas Publishing House Pvt. Ltd., 9th Edition, 2007.
3. James C Vanhorne, Financial Management and Policy, Pearson Education Asia (Low priced edition) 12th edition, 2006.
4. Khan and Jain, Theory and Problems of Financial Management, Tata McGraw-Hill Education Private Ltd, 5th Edition, 2006.
5. Sharma R.K., Shashi K. Gupta, Financial Management, Kalyani Publishers, 11th Edition, 2008.
6. Rajiv Srivastava, Anil Misra., Financial Management, Oxford University Press, 4th Impression, 2013.

**SEMESTER II: CORE XI
MARKETING MANAGEMENT**

Code: 14MBA2C11

Hours/week: 4

Credits: 4

Max Marks: 100

Internal Marks: 40

External Marks: 60

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)

Core concepts of marketing- Production Concept – Product Concept - Selling concept, Marketing concept – Societal Marketing – Green Marketing - Market Planning Process - Macro & Micro Environments – Marketing Mix.

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)

Product – Levels, Hierarchy, Classification, mix decision and line decisions. Product Life Cycle (PLC) Strategies to be adopted in the Introduction, Growth, maturity and decline stages - New Product development – Idea generation - screening concept development and using, Product development, Market testing etc - Brand – definition, equity, naming decisions and strategies decisions.

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 BOOK

1. Philip Kotler, Marketing Management (Millennium edition), Prentice-Hall of India (P) Ltd., New Delhi.

REFERENCE BOOKS

1. Zikmund d'Amico, Marketing, South Western, Thomson Learning,.
2. Michael R. Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning.
3. Douglas J.Darymple, Marketing Management, John Wiley & Sons.
4. NAG, Marketing successfully A professional perspective, Macmillan.
5. Boyd Walker, Marketing Management, Tata McGraw-Hill Education Private Ltds.

SEMESTER II: CORE XII
HUMAN RESOURCE MANAGEMENT

Code: 14MBA2C12

Hours/week: 4

Credits: 4

Max Marks: 100

Internal Marks: 40

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)

Meaning, Nature, Objectives, Scope and Functions – Evolution of Human Resource Management – Significance – Organisational design and Human Resource Management – Role of Human Resource Manager – Human Resource Policies - HR Accounting, HR Auditing.

UNIT – II PLANNING AND RECRUITMENT (12 Hrs)

Importance of Human Resource planning – Need For HRP – Forecasting Human Resource Requirement – HRP Process – Determinants of HRP - Importance of Recruitment – Internal and External sources. Selection process – Interview types, Employer Branding, Employee Branding.

UNIT – III TRAINING AND DEVELOPMENT (12 Hrs)

Types of Training, Methods, Purpose, Benefits and resistance – Steps of Training Program – Evaluation of Training Program – Executive development Programmes – Common practices – benefits – Career Development and Stages.

UNIT – IV EMPLOYEE REMUNERATION (12 Hrs)

Employee Remuneration: Components – Theories of remuneration – Types of Benefits – Fringe Benefits - Motivation – Monetary and Non-Monetary schemes - Performance Appraisal – Meaning, Need, Importance, Objectives, Methods, Problems – Requisites of Good appraisal Plan, Performance metrics.

UNIT –V EMERGING HORIZONS IN HRM (12 Hrs)

Issues in Virtual Organisations and Knowledge Based Organisations - Labor welfare measures in Organisations – International HR Management – Impact of Globalisation on HRM – Model of IHRM – Work force diversity – Downsizing – Voluntary Retirement Schemes - HR Information System.

TEXT BOOKS :

1. Dr.Gupta C.B., Human Resource Management, Sultan Chand & Sons, New Delhi.
2. Dr.Subba Rao.P, Personnel & HR Management, Himalaya Publication House,Delhi.
3. Pravin Durai, Human Resource Management, Pearson, Delhi

REFERENCE BOOKS:

1. Decenzo and Robbins, Human Resource Management, Wilsey, 6th edition, 2001.
2. Uday Kuamr Haldar, Juthika Sarkar, Human Resource Management, Oxford University Press.
3. Biswajeet Pattnayak, Human Resource Management, Prentice Hall Of India, 2001.
4. Aswathappa.K, Human Resource Management, Text and Cases, Tata McGraw-Hill Education Private Ltd. New Delhi-1,4th Edition, 1997.
5. Harold Koontz and Heinz Weihrich. Essentials of Management Tata McGraw- Hill Education Private Ltd. New Delhi-1, 2007.
6. Gary Dessler, Human Resource Management. Prentice – Hall of India Private Ltd New Delhi – 1,4th Edition, 2005.

SEMESTER II: CORE XIII
ENTERPRISE RESOURCE PLANNING

Code: 14MBA2C13
Hours/week: 4
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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)

Concept of System Island & Integration – An overview of ERP- ERP Need Analysis - ERP Evolution - ERP Characteristics - ERP Benefits and Limitations – Expectations of ERP- Why ERP Fails.

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)

Implementation life cycle- Implementation Methodology/Approach- Hidden costs – Team Formation - Vendors, Consultants and Users – Post Implementation – Risks and Issues.

UNIT IV ERP MODULES (12 Hrs)

Accounting and Finance – Manufacturing- Human Resources - Quality Management - Sales and Distribution.

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
2. Joseph A. Brady, Ellen F. Monk, Bred Wagner, Concepts in Enterprise Resource Planning, Thomson Course Technology, USA, 2000.

REFERENCE BOOKS:

1. Vinod Kumar Garg and Venkata Krishnan N.K., Enterprise Resource Planning - Concepts and Practice, PHI, New Delhi, 2003.
2. Mary Sumner, Enterprise Resource Planning, Pearson education, New Delhi, 2006.
3. Jagan Nathan Vaman, ERP in Practice, TMH, 2007, New Delhi.

**SEMESTER II: CORE XIV
RESEARCH METHODS IN MANAGEMENT**

Code: 14MBA2C14

Hours/week: 4

Credits :4

Max Marks: 100

Internal Marks: 40

External Marks: 60

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)

The Hallmarks of Scientific research-The Building Blocks of Science in Research - The Research Process for Applied and Basic Research - The need for Theoretical Frame Work -Hypothesis Development, Hypothesis Testing with quantitative data - The Research design -The Purpose of the Study: Exploratory, Descriptive, Hypothesis Testing (Analytical and Predictive) - Cross sectional and Longitudinal Studies.

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)

Analysis of Variance - Non Parametric Tests: Sign Test - Rank Sum Test - Mann Whitney U Test. Factor Analysis - Cluster Analysis - Discriminant Analysis - Multiple Regression & Correlation - Canonical Correlation - Application of SPSS Package.

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

1. Donald R. Cooper, Pamela S.Schindler, Business Research Methods, Tata McGraw- Hill Education Private Ltd, New Delhi, 2000.
2. Uma Sekaran, Research Methods for Business, John Wiley and Sons Inc., New York, 2000.

REFERENCES BOOKS

1. Kothari C.R., Research Methodology, Wishva Prakashan, New Delhi, 2001.
2. Donald H.McBurney, Research Methods.Thomson Asia Pvt. Ltd. Singapore, 2002.
3. Ticchurst G.W., Veal A.J., Business Research Methods, Longman, 1999.
4. Ranjit Kumar, Research Methodology, Sage Publications, London, New Delhi, 1999.
5. Raymond-Alain Thie'tart, et.al., Doing Management Research, Sage publications, London, 1999.

**SEMESTER III: CORE XVI
ENTREPRENEURIAL DEVELOPMENT**

Code: 14MBA3C16
Hours/week: 4
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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)

Entrepreneur – Entrepreneurship – Characteristics – Function – Types - Entrepreneur Development – Role in Entrepreneur Development - Women entrepreneurship – Problems & Issues – Development of women entrepreneur - Rural entrepreneurship – Need – Issues – Development steps.

UNIT II ENTREPRENEURIAL CLIMATE (12 Hours)

Factors affecting entrepreneurial Growth - Entrepreneurial motivation – Motivation Theories and factors - Entrepreneurial Competencies – Entrepreneurial mobility – factors influencing mobility.

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

1. S.S. Khanka , “Entrepreneurial Development”, S.Chand & Company Ltd., Edn.2001, New Delhi.
2. Gupta and Srinivasan N.P., Entrepreneurial Development, Sultan Chand & Sons, New Delhi.

REFERENCE BOOKS:

1. Saravanavel .P, Entrepreneurial Development, Ess Pee Kay Publishing House Edn. 1997, Chennai.
2. Robert D Michel, P. Peters, Entrepreneurship, Tata McGraw Hill Education Private Ltd, 5th Edition.
3. Prasanna Chandra, Projects, Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw Hill Education Private Ltd., 1996
4. Jain P.C.,(ed.), Handbook for New Entrepreneurs, EDII, Oxford University Press, 1999, New Delhi.
5. Vasant Desai, Small scale Industries and Entrepreneurship, (2013) Himalaya Publishing House, New Delhi.
6. Jayshree Suresh, “Entrepreneurial Development”, Margham Publications, Chennai.

**SEMESTER III: CORE XVII
LEGAL ASPECTS OF BUSINESS**

Code: 14MBA3C17
Hours/week: 5
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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

UNIT: I **(15 Hours)**

Legal environment – meaning – significance - Indian Contract Act 1872-Key definitions-essentials – offer – acceptance – consideration - capacity of parties - free consent - Void agreements

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)**

Sale of Goods Act,1930-Important definitions-differences between Sale and agreement to sell- Conditions and Warranties-Rights of unpaid seller-Sale by non-owner- Basics of Value Added Tax- Service Tax-Copy Right-Patents-Intellectual Property Rights (IPRs).

UNIT: IV **(15 Hours)**

Introduction to companies Act,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)**

Right to information and obligations of public authorities- The Central Information Commission-The State Information Commission- Powers and functions of the Information Commissions, appeal and penalties - Consumer Protection Act-rights of consumers-important definitions-consumer protection councils - Redressal machinery under the Act-District Forum-State Commission-National commission- Appeals-penalties.

TEXT BOOKS

1. Dr.Balachandran .V, Thothadri.S, Legal Aspects of Business- Vijay Nicole Imprints (P) Ltd., Chennai, 2013.
2. Daniel Albuquerque, Legal Aspects of Business, Texts, Jurisprudence and Cases, Oxford University Press, New Delhi.

REFERENCE BOOKS

1. N.D.Kapoor, Elements of Commercial law, Sultan Chand &Co., New Delhi
2. Companies Act,2013, Taxmann Publications, New Delhi
3. Bare Acts- -Contract Act-1872-Sale of goods Act,1930-Companies Act,2013.
4. Right to Information Act,2005- Consumer Protection Act,1986.
5. Kuchhal M.C., Business Law, Sultan Chand Co.,New Delhi,2006
6. Tejpal Sheth, Legal aspects of Business, Pearson Publications.
7. DAS P.K., Handbook On The Right To Information Act.
8. R.S.N.Pillai, Bhagavathi,Business Law, S.Chand & Co., Chennai.

**SEMESTER III: ELECTIVE
CONSUMER BEHAVIOUR**

Code: 14MBA3CEM1
Hours/week: 4
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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)

Consumer Behaviour – concepts – dimensions of consumer Behaviours – application of Consumer Behaviour Knowledge In Marketing Decisions – approaches to the study of consumer behaviour.

UNIT II CONSUMER AS AN INDIVIDUAL (12 Hrs)

Consumer needs and motives – personality and consumer behavior – consumer perception – learning – consumer attitudes – attitude formation and change – communication and persuasion – self image – life style analysis.

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)

Personal influence and opinion leadership – diffusion of innovations – consumer decision – making process – models of consumer decision process – Nicosia- Howard Sheth and Engel-Kollat model- post purchase behaviour – Consumer expectation and satisfaction – managing dissonance – consumer loyalty–types of loyalty programmes.

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

1. Leon G. Schiffman, Leslie Lazar Kanuk, “Consumer Behaviour”, Pearson Education, New Delhi.

REFERENCES BOOKS

1. David L.Loudon, Albert J Della Bitta, “Consumer Behaviour”, McGraw Hill, New Delhi.
2. Jay D. Lindquist, Joseph sirgy.M, “Shopper, buyer & consumer Behaviour, Theory and Marketing Application”, Biztantra Publication, New Delhis.
3. Sheth Mittal, “Consumer Behaviour A Managerial Perspective”, Thomson Asia (P) Ltd., Singapore.
4. K.K.Srivastava .K.K., “Consumer Behaviour in Indian Context”, Goal Gotia Publishing Co, New Delhi.
5. S.L. Gupta & Sumitra Pal, “Consumer Behaviour an Indian Perspective”, Sultan Chand, New Delhi.
6. Ms.Raju, Dominique Xavedel, “Consumer behaviour, Concepts Applications and Cases”, Vikas publishing house (P) Ltd., New Delhi.
7. Henry Assael, Consumer behaviour strategic approach Biztantra, New Delhi.

**SEMESTER III: ELECTIVE
MARKETING COMMUNICATIONS**

Code: 14MBA3CEM2
Hours/week: 4
Credits: 4

Max Marks: 100
Internal Marks: 40
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)

Concept and definition of advertisement – Social, Economic and Legal Implications of Advertisements – setting advertisement objectives – Ad. Agencies – selection and remuneration – advertisement campaign - International Advertising – Industrial Advertising.

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)

Message development – different types of advertisements – layout – design appeal – copy structure – advertisement production – print – Radio. T.V. and web advertisements – Media Research – testing validity and reliability of ads – measuring impact of advertisements. Conducting research to measure the effectiveness - DAGMAR Approach. Pre-Testing, Post-Testing Techniques of measuring Ad

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

1. Kenneth Clow. Donald Baack, “Integrated Advertisements, Promotion and Marketing communication”, Prentice Hall of India, New Delhi.

REFERENCE BOOKS

1. Kazmi S.H.H., Satish K Batra, “Advertising & Sales Promotion”, Excel Books, New Delhi.
2. George E Belch, Michel A Belch, “Advertising & Promotion”, Tata McGraw Hill Education Private Ltd., Singapore.
3. Julian Cummings, “Sales Promotion”, Kogan Page, London 1998.
4. Betch.E, Michael, Advertising and Promotion, Tata McGraw Hill Education Private Ltd.

**SEMESTER III: ELECTIVE
SALES MANAGEMENT**

Code: 14MBA3CEM3
Hours/week: 4
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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)

Salesmanship – Meaning – Importance - Process of selling - Focus on customer satisfaction and building seller customer relationship - sales Force Management Quantitative and qualitative planning of sales force- recruitment and selection- training- motivation- compensation- appraisal of performance and promotion- direction and control of sales force - Field Sales Planning

UNIT -III SALES VOLUME AND TERRITORY MANAGEMENT (12 Hrs)

sales forecasting - Objectives - Methods and procedures 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)

Concepts of Industrial Selling- Nature and characteristic of industrial goods- Procedures in buying industrial goods- Role of service in industrial selling- Sales Policies and Procedures- Terms and conditions of sale- Handling complaints - E-selling - Types Of E-selling - B2C - B2B - C2B - C2C.

TEXT BOOK

1. Richard R.Still, Edward W.Cundiff, Norman A.P.Goveni,Sales Management Decisions, Strategies & Cases, Prentice Hall, 5th Edition.

REFERENCE BOOKS

1. Charles M. Futvell , Sales Management, Team work, Leadership and Technology, Thomson learning, South Western, Sixth Edition.
2. Ramneek Kapoor, Fundamentals of Sales Management, Mac Millan India Pvt Ltd.
3. SahuP.K., Raut K.C., Salesmanship & Sales Management, Vikas Publications, Third Revised Edition.
4. Earl D.Honeycutt, John B.Ford, Antonis C.Simintiras, Sales Management: A Global Perspective, Routledge Publisher.
5. Gordon Bolt, Market & Sales Forecasting, Crest Publishing House.

**SEMESTER III: ELECTIVE
BRAND MANAGEMENT**

Code: 14MBA3CEM4
Hours/week: 4
Credits: 4

Max Marks: 100
Internal Marks: 40
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)

Branding impact on buyers – competitors, Brand loyalty – loyalty programmes –brand equity – role of brand manager – Interrelations with manufacturing, marketing, finance, purchase and R & D – brand audit. Brand cult ,Brand portfolio management, Brand Harvesting Strategies, Share building strategies, Commodity to Brand the Indian Experience – Brand Protection – Trade Marks – Copy rights

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

1. Kevin Lane Keller, “Strategic Brand Management: Building Measuring and Managing Brand Equity”, Prentice Hall.

REFERENCE BOOKS

1. Aaker, David, Managing Brand Equity, New York, Free Press.
2. Aaker, David, Building Strong Brands, New York, Free Press.
3. Kapferer, J.N.Strategic Brand Management, New York, Free Press.
4. Lan Batey Asian Branding – “A great way to fly”, Prentice Hall of India, Singapore.
5. Jagdeep Kapoor, Brandex, Biztantra, New Delhi.

**SEMESTER III: ELECTIVE
NEW HORIZONS IN MARKETING**

Code: 14MBA3CEM5
Hours/week: 4
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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.

Foundation of Social Marketing: Definition, Scope and Importance - Social Marketing Challenges -
Conceptual Framework of Social Marketing - Social Markets Segmentation - Marketing Mix: Product – Strategies - Pricing Strategies - Promotion Strategies -Distribution.

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

1. Piyush Sinha .K “Marketing”, 2nd edition ,Oxford University Press.

REFERENCE BOOKS

1. Alien, Kama, Yaeckel, One - to - one Web Marketing 2nd Edition, John Wiley & Sons.
2. Donald & Wilson, e-Marketing, Prentice Hall.
3. Reedy, Schullo & Zimmerman, Electronic Marketing Harcourt College Publishers.
4. Sue Adkins, Cause Related Marketing, Reed professional and publishing Ltd.
5. Bayne, K.M., "The Internet Marketing Plan, 2nd Edition, John Wiley & Sons.
6. Kotler P and Andreasen (2008) Strategic Marketing for Non-Profit Organisations, Prentice Hall of India, PHI, New Delhi

**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)

Economic analysis - Economic forecasting and stock investment Decisions - Forecasting techniques. Industry analysis - Industry classification. Economy and industry analysis. Industry life cycle - Company analysis measuring earnings - Forecasting earnings - Bond valuation – bond immunization

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)

Traditional portfolio analysis- effects of combining securities – Markowitz risk return optimization – Diversification of risk and investors' preferences – selecting best portfolio – Sharpe portfolio optimization – capital market theory – CAPM – Arbitrage pricing theory.

UNIT -V PORTFOLIO EVALUATION AND REVISION (12 Hours)

Portfolio evaluation – Sharpe – Treynor's – Jensen's performance measures of portfolio evaluation – Mutual funds and their performance evaluation - Portfolio revision – constraints in revision – Portfolio revision strategies.

TEXT BOOKS

1. Donald E.Fisher & Ronald J.Jordan, 'Security Analysis &Portfolio Management', Prentice Hall of India Private Ltd., Delhi 2000.
2. Punithavathy Pandian, 'Security Analysis and Portfolio Management', Vikas Publishing House Pvt. Ltd.

REFERENCE BOOKS

1. V.A. Avadhani - Securities Analysis and Portfolio Management', Himalaya Publishing House, 9th edition.
2. V.K. Bhalla, 'Investment Management', S. Chand & Company Ltd., 19th edition, 2012.
3. Prasanna Chandra, 'Investment Analysis and Portfolio Management', Tata McGraw Hill Education Private Ltd, Third Edition.
4. Preeti Singh, 'Investment Management', Himalaya Publishing House, 2006.
5. Kevin .S, Security Analysis and Portfolio Management, PHI Learning, New Delhi, 2009.

**SEMESTER III: ELECTIVE
FINANCIAL DERIVATIVES**

Code: 14MBA4CEF2

Hours/week: 4

Credits: 4

Max Marks: 100

Internal Marks: 40

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

1. Vohra.N.D., Bagri.B.R., 'Futures and Options', Tata McGraw Hill Education Private Ltd, II Edition.

REFERENCE BOOK

1. Gupta S.L., Financial Derivatives, Theory, Concepts and Problems, Prentice Hall India, 2006.

**SEMESTER III: ELECTIVE
STRATEGIC FINANCIAL MANAGEMENT**

Code: 14MBA4CEF3
Hours/week: 4
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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

UNIT – I (Theory Only) (12 Hrs)

Meaning of SFM – Features of SFM-Basic premises of SFM-Interface of financial policy with corporate strategic management-strategic decision making framework- 9-s model for SFM - Strategic approach to Financial Management-Strategic Planning-Financial Forecasting Techniques-Benefits-Steps in Financial Planning Process.

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

Investments Decisions under Risk and Uncertainty: Techniques of Investment Decision- Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method: Corporate Strategy and High Technology Investments.

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)

Corporate valuation - Adjusted book value approach - Stock and debt approach - Direct comparison approach - Discounted cash flow approach - Value Based Management - Methods and key premises - Marakon Approach - Alcar Approach - Mckensey Approach - EVA Approach - BCG Approach.

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**
1. Dr.Gupta J.B., Strategic Financial management, Taxman Publication-3rd edition, May2012.
 2. Ravi M.Kishore, Strategic Financial management-, Taxman Publication, 2nd edition May2012.
- UNIT-II**
1. Dr.Maheswari S.N., Financial Management, Sultan Chand &Co., 2012, New Delhi.
 2. Shashi K. Gupta, Sharma R.K., Financial Management, Kalyani Publishers, Ludhiyana.
- UNIT-III**
1. Dr.Maheswari.S.N., Financial Management, Sultan Chand & Co., 2012, New Delhi.
 2. Shashi K.Gupta, Sharma.R.K., Financial management, Kalyani Publishers, Ludhiyana.
- UNIT-IV**
1. Dr.Prasanna Chandra, Tata McGraw Hill Education Private Ltd, New Delhi.
- UNIT-V**
1. Rustagi.R.P., Financial Analysis and Financial Management, Sultan Chand & Co., 3rd edition, New Delhi.

REFERENCE BOOKS

1. Allen D: An Introduction to strategic Financial Management, CIMA/Kogan Page, London.
2. Chandra, Prasanna: Financial Management, 7th Edition, Tata McGraw Hill, Delhi.
3. Copeland, T., T Koller and J Murrin: Valuation: Measuring and Managing the value of Companies, John Wiley, International Edition, New York.
4. Vaan Horne – Financial Management and Policy – Printice Hall of India - New Delhi.
5. Prasanna Chandra Financial Management-Tata Mcgraw Hill, New Delhi.
6. G.P.Jakhotiya-Strategic Financial management—Vikas Publishing House Pvt.Ltd.,

**SEMESTER III: ELECTIVE
RISK MANAGEMENT**

Code: 14MBA3CEF4
Hours/week: 4
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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)

Introduction to risk-Nature of risk- Types of risks-Risk management-objectives-Risk management Process- scope-legal-financial and social benefits of managing risk-management of risk

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)

Concept - Identification-Drivers - Approaches-Managing operational risk - Insurance-Hedging using derivatives - Application of VAR-Risk Adjusted Performance Measurement - Earnings Based - VAR Based – SVA - Integrated Risk Management - Firm wide performance – Legal – Reputation - Accounting-Other types – Regulatory, Political - Controlling Firm Wide Risk -Model Risk.

TEXT BOOK

1. GARP – *FRM Handbook, 4th Edition.*

REFERENCE BOOKS:

1. Philippe Jorion – *Value at Risk, 3rd Edition.*
2. Kaiser and Kohne – *An Introduction to Operational Risk*

SEMESTER III: ELECTIVE
FINANCIAL INSTITUTIONS AND MARKETS

Code: 14MBA3CEF5
Hours/week: 4
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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)
Financial Markets – Meaning, Functions, Financial Instruments, Capital Market; Money market – Introduction – Features – Instruments – Secondary market for money market instruments – Money market regulations. Global Financial Markets.

UNIT- II INDIAN CAPITAL MARKET (12 Hours)
Indian Capital Market – Functions, Capital Market Instruments, Capital Market Reforms, New Issues Market (NIM), Secondary Capital Market; Debt Market – Meaning, Role of Bond Market, Secondary Debt Market, Repos.

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)
Working of different Credit Rating Financial Institutions like CIBIL, CCIL, CRISIL, DFHIL, ICRA, Moody's, Investor Service, Standard & Poor (S&P), Fitch Ratings, OTCEI, NSDL etc. International Aspects of Financial Institutions.

TEXT BOOK

1. Dr.Gurusamy.S, Financial Markets & Institutions, Tata McGraw Hill Education Private Ltd., 3rd edition,2009.

REFERENCE BOOKS

1. Meir Kohn, Financial Institution and Markets, Tata McGraw Hill Education Private Ltd.
2. Machiraju, H.R., Indian Financial System, Vikas Publishing House, New Delhi, 1998.
3. Hubbard, R.Glenn, Money: The Financial System and the Economy, Atlantic, 1990.
4. Dr.S.Gurusamy, Financial Services and Markets, Thomson Publishers.
5. Dr V A Avadhani , Marketing of Financial services, Himalaya Publishing House, 3rd edition, 2013.

SEMESTER III: ELECTIVE
STRATEGIC HUMAN RESOURCE MANAGEMENT

Code: 14MBA3CEH1

Hours/week: 4

Credits: 4

Max Marks: 100

Internal Marks: 40

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)

Human Resource Strategy – Human Resources as Assets – Evolution of SHRM – Strategic Fit: A conceptual framework – Distinctive Human Resource Practices – Theoretical Perspectives on SHRM – SHRM Approaches: The Indian Context – Alternative HR Strategies.

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

Business Strategy and HRP – HRP Horizons – HRP and Outsourcing – Job Analysis and SHRM – Strategic Recruitment and Selection – Hiring for a diverse workforce - New approaches to Recruitment and Executive Selection – Linkage between Business Strategy and Training – Special forms of Training and Development, Human Resource Evaluation: Background and Definition, HRM and firm Performance – Measures of HRM performance – Contemporary approaches to HR Evaluation.

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

Performance Management – Objectives of Performance Management Systems, Developing Performance Management Systems – Problems in Performance Management, Effective Performance Management Systems – Developments in Performance Management, Technology and Performance Management – Strategic linkage of Performance Management.

UNIT – IV HR STRATEGIES (12 Hrs)

Human Capital Management Strategy – High Performance Strategy – Corporate Social Responsibility Strategy – Organization Development Strategy – Employee Engagement Strategy – Knowledge Management Strategy – Employee Resourcing Strategy – Talent Management Strategy – Learning and Development Strategy – Reward Strategy – Employee Relations Strategy.

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

Careers – Contemporary Notions – Career Planning, Development, and Management – Career Stages, Career Management Systems – Design and Implementation of Career Management Systems, Organizational Career Management – A Typology, Career Management for Specific HR issues : HRD Approach, Career Management: An SHRM Approach –Concept of Mentoring – Mentoring Relationship – Mentoring Models – Design, Implementation and Outcomes of Mentoring Programme.

TEXT BOOK

1. Tanuja Agarwal, 'Strategic Human Resource Management', Oxford University Press, New Delhi.

REFERENCE BOOKS

1. Jeffrey A Mello, 'Strategic Human Resource Management', Thomson, Singapore, Southwestern 2003.
2. Randy L. Desimone, Jon M. Werner – David M.Marris, 'Human Resource Development', Thomson, Southwestern, Singapore, 2002.
3. Robert L. Mathis and John H. Jackson, 'Human Resource Management', Thomson, Singapore, Southwestern 2003.
4. Rosemary Harrison, 'Employee Development' – University Press, India Ltd, New Delhi, 2003.

SEMESTER III: ELECTIVE
HRM IN KNOWLEDGE BASED ORGANISATIONS

Code : 14MBA3CEH2

Hours/week : 4

Credits: 4

Max Marks: 100

Internal Marks: 40

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.

UNITV 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.
2. Premkumar Zha, ICTs and HRM, -Vista International Publishing House, Delhi.

REFERENCES BOOKS

1. Managing IT personnel in Corporate Environment, Pandee Ahlawal-Deed & Deep Publications Pvt.Ltd, New Delhi.
2. Knowledge Management, Shelde Debowski-John Wiley & Sons.

SEMESTER III: ELECTIVE CHANGE MANAGEMENT

Code: 14MBA3CEH3
Hours/week: 4
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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 - Challenges of leading change.

TEXT BOOKS

1. Kavita Singh, Organizational Change and Development, Excel Books.
2. Jim Grieses, Organizational Change Themes & Issues, Oxford University Press.

REFERENCE BOOKS

1. Nilakani, V., Ramnaryan.S., Change Management, By Sage Publications.
2. Tupper Cawsly, Gene Deszca, Organizational change, Sage Publications.
3. Harigopal.K., Management of Organizational Change Sage Publications.
4. Palmer /dunfordlakin, Managing Organizational change Indian Edition, Tata McGraw Hill Education Private Ltd.
5. Radha R. Sharma, Change Management, Tata McGraw Hill Education Private Ltd.

**SEMESTER III: ELECTIVE
TRAINING AND DEVELOPMENT**

Code: 14MBA3CEH4

Hours/week: 6

Credits: 4

Max Marks: 100

Internal Marks: 40

External Marks: 60

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)

Training – Design, Role and Responsibilities, scope, Objectives, beneficiaries, problems, future trends – Training Process – Phases, Elements Key factors, important considerations.

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)

Training Methods – Techniques – Aids – Traditional, Modern, Computer based methods – Trainer's skills and Styles – Competence of Trainer, Do's and Don'ts for Trainers, Trainers Roles – Methods of Training – on the Job Training – off the Job Training.

UNIT – IV IMPLEMENTATION (12 Hrs)

Implementation of Training – Arrangements, Tips For effective implementation – Class room Management – Training Policy – Factors influencing, Contents, Advantages.

UNIT – V EVALUATION OF TRAINING (12 Hrs)

Evaluation of Training – Role of Evaluation – Evaluation Reactions and Learning - Evaluating Transfer of Training – Types of Evaluation – Evaluating Result of Training – Past and Future Analysis

TEXT BOOKS:

1. Donald J.Ford 'Bottom- line Training', PHI, 1999.
2. Craig R.L. 'Training and Development Hand Book: A Guide to Human Resource Development' (4th Ed.), New York, NY: McGraw Hill 1996.

REFERENCE BOOKS:

1. Clarke RE 'Training design', Los Angeles, CA: Training, 1995.
2. ASTD models for performance Improvement: Roles Competencies, and outputs: Rothwell W., Alexandria, VA; ASTD., 1996.
3. B.Taylor and G.Lippit, Management Development and Training Hand book.
4. William E'Blank Hand Book for Developing Competency Based Training Programmes.
5. Bewnet Roger CD Improving Training Effectiveness Aldershot, Gower, 1998.

**SEMESTER III: ELECTIVE
LABOUR LEGISLATION**

Code: 14MBA3CEH5
Hours/week: 4
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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)
The Factories Act, 1948 – The Trade Unions Act, 1926.

UNIT - II: (12 Hours)
The Industrial Employment (Standing Orders) Act, 1946 – The Apprentices Act, 1961 - The Payment of Wages Act, 1936

UNIT - III: (12 Hours)
The Minimum Wages Act, 1948 – The Payment of Bonus Act, 1965 - The Payment of Gratuity Act, 1972.

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

UNIT - V: (12 Hours)
Employees Provident Fund and Miscellaneous Provisions Act - New Pension Scheme (NPS) – The Employees State Insurance Act, 1948 - The Maternity Benefit Act, 1961.

TEXT BOOKS :

1. Kapoor N.D. Elements of Industrial Law, Sultan Chand, 1998.
2. Srivastava, Industrial Relations and Labour Laws, Vikas, 4th Edition, 2000.
3. Das Gupta, Industrial and Company Laws.

REFERENCE BOOKS :

1. Respective Acts.
2. Dhandapani, Commercial and Industrial Law, Sultan Chand, 1998.
3. Das Gupta, Maintaining Industrial Discipline, Response Books, 2002.

SEMESTER III: ELECTIVE
RDBMS with ORACLE – Theory

Code: 14MBA3CES1
Hours/week: 2
Credits: 2

Max Marks: 60
Internal Marks: 24
External Marks: 36

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

UNIT - I **(6 Hrs)**
Overview of Database, DBMS and RDBMS - Introduction to Oracle – Oracle Objects/Tools – Data Types - SQL Commands: DDL – DML – TCL – DQL – DCL - Locks in Oracle.

UNIT - II **(6 Hrs)**
Operators: Arithmetic – Comparison – Logical; SQL Functions: Date – Numeric – Character – Conversion – Miscellaneous functions - Group Functions.

UNIT - III **(6 Hrs)**
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 **(6 Hrs)**
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 **(6 Hrs)**
Procedures: Definition - Implementation - Execution; Functions: MAX, MIN, SORT, COUNT, AVERAGE and Factorial; Exceptions: User defined and pre defined exceptions;

TEXT BOOKS:

1. George Koch & Kevin Loney, “ORACLE The complete reference”, TMH, New Delhi.

SEMESTER III: ELECTIVE
RDBMS with ORACLE – PRACTICALS

Code: 14MBA3CES1:P
Hours/week: 4
Credits: 4

Max Marks: 40
Internal Marks: 16
External Marks: 24

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

UNIT – I **(6 Hrs)**

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

UNIT – II **(6 Hrs)**

4. Report Creation
5. SQL Functions
6. Update operations

UNIT – III **(6 Hrs)**

7. Constraints
8. Joins
9. Sub queries

UNIT – IV **(6 Hrs)**

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

UNIT – V **(6 Hrs)**

13. Data base Triggers
14. Factorial Function
15. Procedures

TEXT BOOKS:

1. George Koch & Kevin Loney, “ORACLE The complete reference”, TMH, New Delhi.

**SEMESTER III: ELECTIVE
IT STRATEGY FOR BUSINESS**

Code: 14MBA3CES2
Hours/week: 4
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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)

Information Revolution – Business and Strategy – Information Technology Strategy – Strategies and Success – Design Parameters – Strategic Positioning – Evolution of Strategy – Strategic Sequences– Development of a Strategy – Strategic Planning and IT – Types of IT Strategies.

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

Knowledge Industries – Project Companies and Product Companies – Strategic Aspects for an IT Product Company – IT Strategic Perspective for Product Company – IT Strategies for Product Companies – Information Technology Strategy Development – IT Strategy and Innovation Driving Factors of Start –up Product Companies –Project Life Cycle and Strategies at Various Stages – Technology Selection and its Strategies Aspects – IT Strategies for IT Companies and Non-IT Companies – Technology Change Management.

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

Knowledge Management and IT Strategies – IT Strategies and Knowledge Management Road Map – Role of Knowledge Management in IT Strategies for IT Companies – Knowledge Industry and Knowledge Workers – IT Strategic Services, Product and Consulting.

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

Role of IT in Non-IT Companies – IT Investment Decision – Measurement of IT – IT Strategies for Non-IT Companies –Strategies for Operations and Production Management – IT for Business Performance Management - Technology Selection and Learning Methodologies– IT Strategies for Service, Product, and Consulting Companies –Strategic Importance of IT and ROI on IT Investment – IT for Supply Chain Management and Constraint Management –IT-enabled Business Models and Security Aspects of IT Strategy.

UNIT – V IT STRATEGY IMPLEMENTATION (12 Hours)

IT Strategy Implementation – Development of IT-Strategic Plan - IT Strategy Implementation to Gain Competitive Advantage – IT Strategy Implementation and Leadership – Implementation of an IT Innovation Strategy – IT Strategy Implementation for Differentiation – IT Strategy and Specialization – Staffing-related IT Strategies – Implementing IT Strategies for Execution – IT Strategy Audit.

TEXT BOOK:

1. Parag Kulkarni & P.K.Chandle, IT Strategy For Business, Oxford University Press, 2008.

**SEMESTER III: ELECTIVE
SAP**

Code: 14MBA3CES3

Hours/week: 4

Credits: 4

Max Marks: 100

Internal Marks: 40

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

Hours/week: 4

Credits: 4

Max Marks: 100

Internal Marks: 40

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)

Overview of E-commerce - Forces fueling e-commerce- Industry framework - Classifications of E-commerce - Advantages and Disadvantages - Managerial perspectives, Rules and Regulations of e-commerce – Business Applications of E-commerce.

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

Model Based on Transaction Type - Model Based on Transaction Party - B2B - B2C- B2G- Other Models of E-commerce.

UNIT-III WORLD WIDE WEB (12 Hrs)

Introduction - Life cycle of Site building - Web site strategies - Web site design principles and Criteria - Website Evaluation & Usability Testing - Role of website in ecommerce.

UNIT-IV SECURITY ISSUES (12 Hrs)

Security Risk of E-commerce – Types and Source of Threats - Fire walls and Network Security - Types of Fire walls - Firewall security policies; Digital Identity and Electronic Signature - Cryptography: Secret key encryption - Public key encryption - Implementation and Management Issues.

UNIT - V ELECTRONIC PAYMENT SYSTEMS (12 Hrs)

Electronic Checks – E-cash - Credit card -Debit card - Smart card - e-wallet - Risk Management options.

TEXT BOOKS

1. Ravi Kalakota and Andrew B.Whinston 'Electronic Commerce - A Manager's Guide', Addison Wesley Longman.
2. David kosiur, 'Understanding Electronic Commerce' - Microsoft Press.

REFERENCE BOOKS:

1. Elias.M. Awad, 'Electronic commerce', Prentice Hall-India
2. C. S.V. Murthy, 'e-commerce', Himalaya Publishing House, New Delhi.
3. Bharat Bhaskar, ' Electronic commerce- framework, technologies and applications', Tata McGraw Hill Education Private Ltd., New Delhi, 2008
4. Sandeep Krishnamurthy, 'E-commerce Management - Text and Cases', Thomson learning, 2003.
5. Diwan, Praq and Sunil Sharma: Electronic Commerce-A Manager's Guide to E-Business, Vanity Books International, Delhi.
6. Minoli and Minoli: Web Commerce Technology Handbook, Tata McGraw Hill Education Private Ltd., New Delhi.
7. Schneider, Gery P: Electronic Commerce, Course Technology, Delhi.
8. Young, Margarat Levine: the complete ference to Internet, Tata McGraw Hill Education Private Ltd., New Delhi.

**SEMESTER III: EXTRA CREDIT 1
LOGISTICS MANAGEMENT**

Code: 14MBA3EC1
Hours/week: -
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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

Logistics Management: Origin and Definition – Types of Logistics – Logistics Management – Ware House Management – Automation and Outsourcing - Customer Service and Logistics Management – A Perspective - Concepts in Logistics and Physical Distribution - Distribution and Inventory.

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

Aligning the Supply Chain with Business Strategy - SCOR Model –Outsourcing and 3PLs – Fourth Party Logistics – Bull Whip Effect and Supply Chain – Supply Chain Relationships – Conflict Resolution Strategies – Certifications.

Text Book: D K Agrawal, Textbook of Logistics and Supply Chain Management, MacMillan 2003, 1st Edition.

Reference Book:

1. G Raghuram & N Rangaraj, Logistics and Supply Chain Management - Cases and Concepts. Mac Millan.
2. Martin Christopher, Logistics & Supply Chain Management: Creating Value - Adding Networks, FT Press.
3. Janat Shah, Supply Chain Management: Text and Cases, 1st Edition, Pearson.

**SEMESTER IV: CORE XVIII
INTERNATIONAL BUSINESS ENVIRONMENT**

Code: 14MBA4C18
Hours/week: 6
Credits: 4

Max Marks: 100
Internal Marks: 40
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)

International Business - Definition, Nature, advantages and disadvantages of international business. Process of Globalization - Trends, Effects and Benefits of Globalization - Entry strategies for International Business - Types of International Business, Challenges, approaches to international business

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

Impact of Economical, Political, Demographical, Global, Social, Cultural, Technological, Legal, Environment of International Business Governmental influence on International Business and FDI - International Business Theories - Introduction to Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher - Ohlin Theory, Product Cycle Theory. Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Anti-dumping Policy.

UNIT – III WORLD FINANCIAL ENVIRONMENT (12 Hrs)

Foreign Exchange: Determinants of Foreign Exchange rate, Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Exchange Risk Management. Concepts relating to Balance of Payment – International Financial Institutions – IMF, IBRD, IDA, ADB – Objectives and Functions.

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)

Global Marketing Strategies - HRM, finance, Manufacturing and Supply chain strategies - International Asset Protection, Social, Labor, Environmental issues in International Business - Recent World Trade and Foreign Investment trends.

TEXT BOOK:

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

REFERENCE BOOKS:

1. Dr.Francis CherruniIam, International Business Environment, Himalaya Publishing House
2. Shyam Shukla, International Business,Excel Book, New Delhi
3. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi
4. Robinson D Richard - International Business Management
5. Bhalla V.K.& Sivramu- International Business Environment and Business
6. Ashwathapa .K - International Business Environment.

**SEMESTER IV: ELECTIVE
INTERNATIONAL MARKETING**

Code: 14MBACEM7
Hours/week: 6
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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)

Trends in international trade – global sourcing and production sharing – growing economic power of developing countries – international marketing: reasons for/ motives of –orientations – internationalization stages – decisions – scope of marketing Indian products abroad - driving and restraining forces – participants – future of international marketing. Economic environment – social environment – political and government environment – demographic environment – technological environment – trade barriers. – Cultural environment

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

Information requirements – sources – information system and marketing research – phases of research project – methods of data collection – research agencies – problems in international research. Market selection process – determinants - profiling – market segment selection. Market entry strategies: Licensing & franchising – exporting – contract manufacturing – turnkey contracts – fully owned manufacturing facilities – assembly operations – joint ventures – third party locations – mergers and acquisitions – strategic alliances – counter trade.

UNIT III INTERNATIONAL PRICING & PROMOTION DECISIONS (12 Hrs)

Exporter's costs – pricing objectives – factors – methods / approaches – transfer pricing – dumping – steps – retrograde pricing – export price structure – export price quotations – information requirements for pricing – promotion strategies – communication mix – role of export promotion – trade fairs & exhibitions – personnel selling – problems in international marketing communication.

UNIT IV INTERNATIONAL INVESTMENT AND FINANCE (12 Hrs)

Types of foreign private investment – significance of foreign investment – factors affecting international investment – foreign investment in India – international trade financing – payment terms – institutional finance for export – EXIM bank – global networking – financing services – forfeiting..

UNIT V EXPORT PROCEDURES AND DOCUMENTS (12 Hrs)

Preliminaries – inquiry and offer – confirmation of offer – export license – finance – production / procurement of goods – shipping space – packing and marking – quality control and pre-shipment inspection – excise clearance – customs formalities – exchange control formalities – insurance – shipping of goods – negotiation of documents – documents related to goods – documents related to shipment.

TEXT BOOKS

1. Francis Cherunilam, International Marketing

REFERENCE BOOKS

1. Francis Cherunilam, International Business.
2. Douglas & Craig., Global Marketing Strategy.
3. Bhattacharya .B., Export Marketing.
4. Francis Cherunilam., Export Marketing.
5. Chunnawala S.A., Essentials Of Export Marketing.

**SEMESTER IV: ELECTIVE
CUSTOMER RELATIONSHIP MANAGEMENT**

Code: 14MBACEM8
Hours/week: 6
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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)

Principles of customer research - Using internal information sources: Using customer data - Data warehousing and data mining Segmentation and targeting. Identifying cost effective external information sources: Published data Using the Internet Market research. Effective interviews with customers - Analysis and evaluation of information: identifying business opportunities - Preparing proposals for customers - Evaluating portfolio profitability and setting priorities.

UNIT IV MANAGING CUSTOMER RELATIONSHIPS (12 Hrs)

Understanding and managing customer expectations - Developing customer confidence - Building relationships - Planning and making persuasive presentations - Managing customer contact strategies: Face-to-face Telephone Post/ email Internet. Dealing with difficult situations: Imparting bad news Closing accounts Exit strategies. Time management and CRM: priority setting.

UNIT V DEVELOPING CRM STRATEGY (12 Hrs)

The role of CRM in business strategy - Understanding service quality: Technical quality: product knowledge - Functional quality - Determinants of service quality - Managing customer communications. - Planning and managing CRM projects -Target setting - Measuring performance of CRM: Setting standards Customer satisfaction Portfolio profitability.

TEXT BOOKS

1. Dick, L., *The Customer Relationship Marketing Planning Guide*, Hym Press.

REFERENCE BOOKS:

1. Peppers D., Rogers M., and Dorf Bob, *The One to One Fieldbook*, Doubleday Pub.
2. Dick, L., *The Customer Relationship Marketing Survival Guide*, Hym Pres.
3. Sterne J., *E-mail Marketing*, Wiley.

**SEMESTER IV: ELECTIVE
SERVICES MARKETING**

Code: 14MBACEM9
Hours/week: 6
Credits: 4

Max Marks: 100
Internal Marks: 40
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)

Service Marketing – Nature, Need, Classification of Services, Barriers and Issues in Services Marketing in the Indian Context.

UNIT - II CUSTOMER FOCUS (12 Hrs)

Gaps Model of Service Quality, Expectations and Perceptions, Measuring Service Quality -SERV QUAL, Building Customer Relationships and Service Recovery.

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)

Pricing Strategies for Services, Creating and Managing Service Delivery, Balancing Demand and Capacity, Integrated Services Marketing Communication, Services Advertising strategies.

UNIT - V MARKETING OF SERVICES (12 Hrs)

Marketing of Financial Services, Marketing of Hospitality Service & Marketing of Health Services.

TEXT BOOKS

1. Valarie A. Zeithrnal and Mary Jo Bitner “ Services Marketing - Integrating Customer Focus Across the firm” Tata McGraw – Hill, New Delhi, 2nd Edition.

REFERENCE BOOKS

2. Christopher Lovelock, “Services Marketing – People, Technology, Strategy”, Addison Wesley Longman(Singapore), Pearson Education Asia, 4th Edition.
3. Roland T. Rust Anthony J. Zahorik and Timothy L. Keiningham, “ Services Marketing”, Addition Wesley Longman(Singapore)
4. Ravi Shankar, “ Service Marketing – the Indian perspectives Text and Readings”, Excel Bools 1st edition, New Delhi.
5. Douglas Hoffman John E.G. Bateson, “Essentials of Services Marketing – Concepts, strategies and cases”, Thomson Asia Pvt. Ltd Singapore. 1st Indian edition.
6. Research Articles in services marketing from international and national reputed refereed marketing journals.

**SEMESTER IV: ELECTIVE
MARKETING RESEARCH**

Code: 14MBACEM10
Hours/week: 6
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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.

REFERENCE BOOKS:

1. Paul Green, Donald Tull, Gerald Albaurn ., Research for Marketing Decisions.
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 take overs.

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)

Introduction - Legal, Procedural, Economic, Accounting, Taxation and Financial Aspects of Mergers and Amalgamations including Stamp Duty and Allied Matters - Interest of Small Investors - Merger Aspects under Competition Law - Jurisdiction of Courts; Filing of Various Forms - Amalgamation of Banking Companies and Government Companies - Cross Border Acquisition and Merger.

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

1. Ramaiya .A, Guide to Companies Act, LexisNexis Butterworths, Wadhwa, Nagpur
2. Bhandari .M.C., Guide to Company Law Procedures, LexisNexis Butterworths Wadhwa Nagpur.

REFERENCE BOOKS

1. ICSI : Handbook on Mergers Amalgamations and takeovers.
2. Sampath .K.R., Mergers/Amalgamations, Takeovers, Joint Ventures, LLPs and Corporate Restructure, Snow WhitePublications
3. Ramanujam.S, Mergers et al, LexisNexis Butterworths Wadhwa, Nagpur.
4. Ray : Mergers and Acquisitions Strategy, Valuation and Integration, PHI Merger
5. Chandrashekar Krishna Murthy & Vishwanath, Acquisitions & Corporate Restructuring –. S.R - Sage Publication.
6. Shiv Ramu - Corporate Growth Through Mergers And Acquisitions - Response Books
7. Mohan Rao.P - Mergers And Acquisitions - Deep And Deep Publications
8. Machiraju - Mergers And Acquisitions - New Age Publisherss
9. Ramanujam et al - Megers - TMH, 2003.

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.

**SEMESTER IV: ELECTIVE
BANKING AND INSURANCE**

Code: 14MBACEF7
Hours/week: 6
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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)

Introduction – Functions– Instruments of credit control-NBFCs-CAMELS-Important aspects of Banking Regulations Act, 1949.

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)

Procedure for becoming agent – Code of conduct – Functions of an agent – Company profile-fundamentals/Principles of life insurance – financial planning and taxation – Life insurance products– Group insurance and pension plans – Health related insurance policies/Marine policies /Insurance documents.

TEXT BOOK

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

REFERENCE BOOKS:

1. Sundharam.K.P.M., Varshney.P.N., Banking Theory Law & Practice, Sultan Chand & Sons, New Delhi
2. Dr.Gurursamy.S, Banking Law and Practice-Vijay Nicole Printers, Chennai, 2008
3. Gordon and Natarajan, Banking-Theory, Law and Practice-Himalaya Publishing House, Mumbai.
4. Santhanam.B, Banking Law and Practices-Margham Publications-Chennai.
5. Vasudevan.S.V., Theory of Banking – S. Chand & Company Ltd., - New Delhi.
6. Mishra.M.N., Insurance principles and Practice-S.Chand &CO.New delhi, 2008
7. Bare Acts-RBI Act, 1934-BR Act, 1949-Insurance Act 1938
8. Gopalakrishnan, C., *Insurance Principles & Practices*, Sterling Publishers, 1993.
9. Jha, R.N., *Insurance in India*, Bharat Book Bureau, 1999.

**SEMESTER IV: ELECTIVE
INTERNATIONAL FINANCIAL MANAGEMENT**

Code: 14MBACEF8
Hours/week: 6
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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)

Introduction – Review of the NPV approach – Adjusted PV framework – Options approach to project appraisal – Determining cost of capital – International Capital Asset Pricing Model

TEXT BOOKS:

1. Apte. P.G, 'International Financial Management', Tata McGraw Hill, New Delhi
2. Prakash G Apte 'International Finance a Business perspective Tata McGraw Hills, New Delhi

REFERENCE BOOKS :

1. Alan P Shapiro, "Multinational Financial Management", PHI Publication
2. Yen and Rusnick, "International Financial Management", TMH.
3. David E Eitemen etal, "International Financial Management", Addison Wesley.
4. Jain.P.K., Josette Peyrard and Surendra S. Yadav, International Financial Management, Macmillan Publishers, 2001.

**SEMESTER IV: ELECTIVE
FINANCIAL SERVICES**

Code: 14MBACEF9
Hours/week: 6
Credits: 4

Max Marks: 100
Internal Marks: 40
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

1. Dr.Gurusamy.S, Financial Services and Markets, Thomson Publishers.
2. Avadhani.V.A., Marketing of Financial Services, Himalayas Publishers, Mumbai

REFERENCE BOOKS

1. Khan M.Y., ‘Financial Services’, Fourth Edition, Tata McGraw Hill Education Private Ltd, 2008.
2. Khan M.Y., ‘Indian Financial System’, Fourth Edition, Tata McGraw Hill Education Private Ltd.
3. Vasant Desai, ‘Indian Financial System’, Himalaya Publishing House.
4. Gordon and Natarajan, ‘Financial Markets and Services’, Himalaya Publishing House.
5. Dr.Gurusamy.S, Merchant Banking & Financial Services, Thomson Publications.
6. Dr.Shakila Banu M.A, Finance and Securities Market in India, Abhijeet Publications, New Delhi,2011.

**SEMESTER IV: ELECTIVE
TAXATION**

Code: 14MBACEF10
Hours/week: 6
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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)

Nature and Scope of Tax Planning: Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assessee – types, Residential status, Non-resident Indians.

UNIT II TAX ON INDIVIDUAL INCOME (12 Hrs)

Tax on Individual Income – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. Tax deductible at source Tax Management: Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements.

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. Lakhota R N - How to Save Wealth Tax (Vision Book 2001, 9th Ed.)
3. Prasad Bhagwati - Income Tax Law & Practice (Vishwa Prakashan)
4. Santaram R - Tax Planning by Reports (Taxmann, 1978).
5. Singhanian V K - Direct Taxes, Law & Practice (Taxmann, 40th Ed.)
6. Datey V.S. - Indirect Taxes – Law & Practice (Taxmann, 20th Ed.)

REFERENCE BOOKS

1. Singhanian V.K., Student Guide to Income Tax, Taxmann publications.
2. V.S. Darty, Central Sales Tax & VAT, Taxmann Publishers.
3. Monaharan.T.N. Direct Tax Laws, Snow White.
4. Direct Taxes, Dinkar Pagare, Sultan Chand.
5. Girish Ahuja & Ravi Gupta, Systematic Approach to Income Tax & Central Sales Tax, Bharat Law House.
6. Indirect Taxes: Law & Practice, Taxmann, Taxmann Publications.
7. Central Excise Rules & Forms, Taxmann, Taxmann Publications.
8. Jain R.K., Central Excise Manual, Centax Publications.

**SEMESTER IV: ELECTIVE
COUNSELING SKILLS IN WORK PLACE**

Code: 14MBACEH6
Hours/week: 6
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

OBJECTIVE: The objective of the course is to develop basic skills among students to interpedently 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 COUNSELLING 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

1. Kavita . S, 2011, Counselling Skills for managers, PHI Learning Pvt. Ltd., New Delhi.
2. Narayana Rao, S., Counselling and guidance, Tata McGraw Hill Education Private Ltd., 1992.

REFERENCE BOOKS

1. McLennan, Nigel - Counseling for Managers
2. Micheal Carrol, Work place counselling, sage publications, 1999.
3. Faster Personal.J.M., Counselling, Better Yourself Books Bandra, Bombay - 4000050
4. Asha K. Kinra – Guidance and Counselling - Pearson Education.

SEMESTER IV: ELECTIVE
INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Code: 14MBACEH7

Hours/week: 6

Credits: 4

Max Marks: 100

Internal Marks: 40

External Marks: 60

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)

Globalisation - Human Development - A human right. Over view of knowledge Economy and management. - Knowledge Management - What is knowledge Tapping the Tacit Knowledge. Knowledge work and knowledge workers, Characteristics of knowledge workers - measuring knowledge - Human Resources And Knowledge Management - strategic Human Resource Management, Measuring Human resource Effectiveness.

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)

Creating performance development systems - performance appraisal - performance development, Fairness in appraisal - Managing negative emotions - Coaching - prerequisite for effective performance development, Team appraisal, Multi store assessment - emerging practices- Creating reward systems - Limitations of traditional framework, Grading- How much to pay, pay for performance - The way to go.

UNIT V MULTINATIONAL CONTEXT (12 Hrs)

Managing people in a multinational context - Introduction - Structural frame work of cross cultural analysis - cross cultural validity of management trends - HRM in an international context - functional implications of international HRM - managing diversity.

TEXT BOOKS

1. Adler, N.J., International Dimensions of organisational behavior, Kent Publishing, 1991.
2. Mohan Thite, Managing people in the new economy response books, a division of saga publications, New Delhi 2004.

REFERENCE BOOKS

1. Berlett, C and Ghoshal, S. Transactional Management; text, cases and readings in cross broder management, Chicago, Irwin, 1995
2. Dr. M. Victor Louis Anfhuram. The Dynamics and the Impact if Globalisation, Amirtham Publications, Madurai.
3. Dowling P.J. etc. International Dimensions of Human resource Management. 2nd ed. California, Wordsworth, 1994.
4. Hofstede, G. Cultures Consequence; International Differences in work Related Values. London, Sage, 1984.
5. Marcic, D and Puffer, S.M. Management International; cases, Exercises and Readings. St. Paul, West Publishing, 1994.
6. Mead R. International Management; Cross Cultural Dimensions, Blackwell, Camb., Mass., 1994.
7. Mendenhall.M etc., Global Management, Cambridge Massachusetts., Blackwell, 1995.

**SEMESTER IV: ELECTIVE
PERFORMANCE MANAGEMENT**

Code: 14MBACEH8
Hours/week: 6
Credits: 4

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

1. Udai Preekh, Rao T.V., Designing and managing Human Resource Systems, oxford publications.
2. Suri G.K., Venkataraman.C.S., Gupta.N.K., Performance measurement and management, Excel Books Pvt Ltd.

REFERENCE BOOKS

1. Sahu R.K., Performance Management System, Excel Books Pvt Ltd.
2. Payal Upadhyay, Tulsi Goswami, Performance Management and Retention Strategies, RBD Professional Publications, Jaipur.
3. Rao TV., HRD Score card , Sage Publications.
4. Herman Aguinis, Performance measurement , Pearson education .
5. Seema Sanghvi , Competency mapping, Response books, New Delhi.

**SEMESTER IV: ELECTIVE
HUMAN RESOURCE DEVELOPMENT**

Code: 14MBA4CEH10
Hours/week: 4
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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)

HRD: Definition, Evolution of HRD from Personnel Management. Developmental Perspective of HRD, HRD at macro and micro levels; Outcomes of HRD in the national and organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the present context. Development of HRD Movement in India. HRD climate Human Resource Information.

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)

HRD Climate – Definition – Survey – HRD and Attitudinal changes – Best HR Practices Learning organization – Characteristics, Steps for Developing Learning Organization Implementation Strategies for Learning Organization – Learning cycle – Learning Organization – Learning Orientations – Model of Learning Organization - HRD Culture and Climate HRD for Workers – Organizing for HRD – Emerging Trends and Perspectives.

UNIT V: COMPARATIVE HRD EXPERIENCES (12 Hrs)

HRD over view in Government and Public Systems – HRD for Health and Family Welfare – HRD in other sectors (Defence, Police, Voluntary organizations and panchayat raj institutions) HRD in Service Industry – Comparative HRD – International Experiences.

TEXT BOOKS

1. Silvera D.M., Human Resource Development; The Indian Experience, New India Publication, 1988, New Delhi.
2. Rao T.V. and Pereira D. F. (1986), Oxford and IBH Recent Experiences in Human Resources Development New Delhi.

REFERENCE BOOKS

1. Kirkpatric D.L., (Ed). How to Manage Change Effectively – San Francisco: Josseybass, 1985.
2. Rao T.V., Udai Pareek., Developing and Managing Human Resource System, 1989.
3. Leonard Nadier, The Handbook of HRD, USA: John Wiley, (1984).
4. Robinson. Kenneth R., A Handbook of Training Management – (2nd Ed) Kogan Page Great Britain (1982).
5. Dipak Kumar Bhattacharyya, Organizational Behaviour Concepts and Applications, Oxford University Press.

**SEMESTER IV: ELECTIVE
KNOWLEDGE MANAGEMENT**

Code: 14MBACES6
Hours/week: 6
Credits: 4

Max Marks: 100
Internal Marks: 40
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

1. Amrit Tiwana, Knowledge Management tool kit, Pearson Education, New Delhi, 2001.
2. Elias M. Awad, Hassan M. Ghaziri, Knowledge Management, Pearson Education, New Delhi, 2006
3. Shelda Debowski, Knowledge Management, John Wiley & Sons.

REFERENCE BOOKS

1. Sudhir Warier, Knowledge Management, Vikas Publishing House Private Limited, New Delhi, 2003
2. Dr. Rathan Reddy.B, Knowledge Management – tools for Business development , Himalaya Publishing House, New Delhi, 2007
3. Madanmohan Rao, Knowledge Management tools and techniques, Butterworth – Heinemann , an imprint of Elsevier, USA, 2005
4. Jerry Honeycutt, Knowledge management strategies, PHI, New Delhi, 2000.
5. Janardhan Rao.N, Knowledge Workers, ICFAI University Press, Hyderabad, 2007
6. Stewart Barnes, Knowledge Management System Theory and practice, Thomson Learning.
7. Amrit tiwana – The essential guide to knowledge management - Pearson education 2001.
8. Ratnaja Gogula - 'Knowledge Management - A new dawn - ICFAI - 2002.

**SEMESTER IV: ELECTIVE
SOFTWARE PROJECT MANAGEMENT**

Code: 14MBACES8
Hours/week: 6
Credits: 4

Max Marks: 100
Internal Marks: 40
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)

Quality Assurance & Standards, Quality Planning, Quality control, Role of testing in Software, development, Testing Procedure, Defect Management. Configuration Management(CM): CM planning, Change, Management, Version and Release, Management, Configuration, Management Tools.

UNIT IV S/W TEAM MANAGEMENT (12 Hrs)

Characteristics of Performance management, High performance Directive and, collaborative styles, Team Structure, Team Communication, Managing customer expectations, Group Behavior – Documentation.

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

1. Richard Fairley Software Engineering concepts.
2. Kelkar S.A., Software Project Management.
3. IAN Sommerville, Software Engineering.
4. Whitten J.L., Bentley L.D., Dittman K.C., System Analysis and Design Methods.

**SEMESTER IV: ELECTIVE
ADVANCED MS EXCEL FOR MANAGERS**

Code: 14MBACES9
Hours/week: 6
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

OBJECTIVES: To Familiarize Students with Basic to Intermediate Skills for Using Excel in Business Applications. To Gain Proficiency in MS Excel Utilities and in Creating Solutions for Data Management and Reporting.

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)**

Introduction to Formulas such PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation Calculations. Chart your data, Creating Spark line Graphics, Using Insert Tab Utilities.

UNIT IV **(12 Hrs)**

Using Custom Number Formats: Right Click, Format Cells Window. Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply data Validation & Using Utilities from Data Tab. Protecting Your Work: Using Review Tab Utilities. Performing Spreadsheet What-If Analysis: Create a Macro, Activate and use an add-in.

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

1. John Walkenbach, Excel 2010 Bible (with CDROM), John Wiley & Sons, 2010 Edition.

REFERENCE BOOK

1. Greg Harvey, Excel 2007 for Dummies, New Perspectives on Microsoft Office Excel 2007.

**SEMESTER IV: ELECTIVE
CYBER LAWS**

Code: 14MBACES10
Hours/week: 6
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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)

Genesis, Object, Scope of the Act; Encryption – Symmetric Cryptography – Asymmetric Cryptography – RSA Algorithm – Public Key Encryption.

UNIT II DIGITAL SIGNATURE (12 Hrs)

Technology Behind Digital Signature – Creating a Digital Signature – Verifying a Digital Signature – Digital Signature and PKL – Digital Signature and the Law. E – Governance 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)

Need For Certifying Authority and Powers – Appointment, Function of Controller – Who Can be a Certifying Authority? – Digital Signature Certifications – Generation, Suspension and Revocation of Digital Signature Certificate. Cyber Regulations Appellate Tribunal : Establishment & Composition of Appellate Tribunal – Powers of Adjudicating officer to Award Compensation – Powers of Adjudicating officer to Impose Penalty.

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

Concept of Domain Names – New Concepts in Trademark – Jurisprudence – Cyber squatting, Reverse Hijacking, Meta tags, Framing, Spamming – Jurisdiction in Trademark Dispute.

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:

- 1) Vakul Sharma, Information Technology Law and Practice, Universal Law Publishing Co.Pvt.Ltd.
- 2) Suresh T. Vishwanathan, The Indian Cyber Law, Bharat Law House New Delhi.
- 3) Rodney D. Ryder, Guide to Cyber Laws, Wadhwa and Company Nagpur.
- 4) The Information Technology Act,2000 – Bare Act – Professional Book, Publishers – New Delhi.
- 5) Bakshi P.M., & R.K.Suri R.K., Hand Book of Cyber & E-commerce Laws, Bharat Law House New Delhi.

SEMESTER IV: EXTRA CREDIT 2
BUSINESS ETHICS AND CORPORATE GOVERNANCE

Code: 14MBA4EC2
Hours/week: -
Credits: 4

Max Marks: 100
Internal Marks: 40
External Marks: 60

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)

Ethical Trading – Ethical Sourcing-Caux Round Table Principles for Business, Business Charter for sustainable Development-principles of professional ethics-work culture-ethical theories-Indian Ethos in management-Upanishad-Gita-Bible-Quran.

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:

1. Bhatia S.K., Business Ethics and Corporate Governance ,Deep and Deep Publications, 2004.

REFERENCE BOOKS

1. Petrick, J.A., Quinn, J.F., Management Ethics – Integrity at work, Sage Series
2. Chakraborty, S.K., Values and Ethics for Organisations – Theory and Practice, Oxford University Press
3. Caroselli, M., Business Ethics, American Management Association, 2002.
4. Keasey, K., Corporate Governance – Economic and Financial Issues, Oxford University Press.
5. Gopaldaswamy, N., Corporate Governance – The New Paradigm, Wheeler Publishing.
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**