

REVISED MBA COURSE - 2007

REGULATIONS PERTAINING TO MBA DEGREE (DAY) COURSE

The Indian economy is progressively getting integrated with the global economy, calling for greater technological up-gradation and export orientation. India is poised for becoming a major economic player globally. The dawn of new millennium has brought about changes and vistas for global business, viz.; the emergence of economic unions, the incidence of e-business, the trend of mega mergers, the upheaval in cultural transformation and the like.

Against this backdrop of changing business environment and business concepts both within the country and abroad, the Department of Management Studies gears itself to produce effective and efficient human resource equipped with knowledge, analytical ability and the right kind of attitude and values, by revising the two year, full time, professional programme of Master of Business Administration.

1. OBJECTIVES

- Objective of the revised curriculum Master of Business Administration is to impart knowledge, skills, attitudes and competence among the prospective managers.
- To offer Multi, Inter and Cross Disciplinary modular programmes in Management with IT enabled teaching learning process to produce market driven managers.
- To develop a strong intellectual and ethical human capital base with a focus on industry and services sector.

2. METHODOLOGY

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|-----------------------|-------------------------------|
| • Conceptual learning | • Seminars |
| • Case studies | • Guest lectures |
| • Role play | • Technology enabled learning |
| • Internship | • Simulation |
| • Projects | • Assignments |
| • Presentations | • Management Fests |

3. ELIGIBILITY

- A graduate degree under **10+2+3** or **10+2+4** pattern under any discipline securing at least 50% marks in aggregate including languages from a recognized university.
- Honours degree under 10+2+4 pattern from a recognized university under UGC Act having atleast 50% marks in aggregate including languages.
- Candidates who have passed bachelor / master degree through correspondence / Open University system from this university or from any other university recognized by law are exempted from 10+2 pattern. The duration of the degrees must be 3 years 2 years respectively.
- Candidates who pass bachelor/master degree in any university system in single sitting pattern are not eligible.
- In case of SC/ST/Cat I candidates, there will be a relaxation of **5%** in the aggregate of marks obtained.
- Admission to the program will be effected through **MBA PGCET** or state approved admission test from time to time.

4. INTAKE OF THE PROGRAMME

- The number of seats shall be limited a maximum to 60 per section. (As per AICTE norms)
- Reservation for schedule caste and schedule tribes and other backward communities and physically challenged will be as per the Government of Karnataka Orders from time to time.
- Admissions to Supernumerary seats in CBSMS is as per the University Norms from time to time.

5. DURATION OF THE COURSE

- The course is spread over four semesters in two years. Each semester is for a period of five months.
- The first semester provides the foundation to management; the second semester introduces the functional areas of management. At the end of the second semester, students are to undergo a four week Internship in an organization and submit a report.
- The third and fourth semesters focus on elective courses. The Program offers a wide choice to the students with functional/sectoral areas of specialization to choose from.

6. ATTENDANCE, LEAVE, PROGRESS AND CONDUCT

- Each semester shall be taken as a unit for the purpose of calculating attendance
- Students are required to attend not less than 75% of the classes in each subject in order to be eligible to appear for the university examinations.
- Students shall attend all the seminars, workshops, project guidance, Internship Training programmes and the like as arranged by the Institution.
- Attendance of the students shall be taken into consideration from the date of admission as per University stipulation.
- If a student is found to be continuously absent from class without prior permission for a period of 2 weeks or more he/she will not be eligible to continue the course.
- The statement of attendance shall be displayed on the Notice Board by the institution at end of every month for information of students.

7. WORK LOAD

The class workload per week amounts to 24 - 28 hours of contact sessions. The courses are listed either as 6 credits or 3 credits indicating the classroom contact hours prescribed for each course. It is generally assumed that apart from the classroom contact time, the students have to invest time in course projects, preparation for class, quiz, case studies, assignments and discussion. Generally, this amounts to 50% of the time in-addition to classroom contact hours.

8. MEDIUM OF INSTRUCTION

The medium of instruction and examination shall be English only.

9. EVALUATION

Each paper will carry 100 marks of which 25 marks are for internal assessment and the remaining 75 marks for the written examination to be held at the end of each semester. The duration of the written examination for each paper shall be three hours. The assessment marks shall be based on factors such as:

EVALUATION	MARKS	EVALUATION METHOD	CONDUCTED	SCHEDULE
Mid-Semester Evaluation	15	Objective test / Presentations /written tests/ Attendance	By Institute as per calendar of events	First half of the semester
Mid-Semester Evaluation	10	Assignments / Project /Seminar Viva /Case Studies/ Attendance	By Institute as per calendar of events	Second half of the semester
End-Semester Examination	75	Written examinations	University Examination as per Time Table	After the completion of Semester Sessions

10. INTERNAL ASSESSMENT

Each course will have an internal assessment component of 25 marks of the total marks. The break up is given to ensure consistent performance of the students:

Sl.No	Particulars	Marks
a	Attendance and class work (75% of Attendance is compulsory)	5 75 - 79 % - 1 % 80 - 84 % - 2 % 85 - 89 % - 3 % 90 - 94 % - 4 % 95 + - 5 %
b	Internal Test/s for I & II Semesters Term Project from III Semester onwards	10
c	Assignments/Presentations - PPTs	10
TOTAL		25

- The tests are suggested to be miniature pattern of the University examination.
- The term project has to be a mini project at III & IV Semester in the respective core/elective course of study. This has to be carried out by the student under the guidance of their respective faculty member. The evaluation of the term project has to be on the basis of submission of project and its presentation subsequently. It is advisable to make the students to work on live issues having practical understanding.
- There has to be minimum of two assignments in each of the core/elective course of study. This may be either a case study or any other type according to the discretion of respective faculty member.
- Information Technology for Business paper will have theory of 4 credits and practical of 2 credits. The practical examination is to be conducted at the college level and the internal assessment marks of 25 should incorporate the practical exam marks also.

11. SCHEME OF EXAMINATION

11 (A). FINAL EXAMINATION

There shall be a university examination at the end of each semester in the prescribed papers which carries 75 marks each. A minimum for a pass is 40% in the individual paper (excluding internal assessment) and 50% in aggregate of all papers in the semester. A minimum for a pass in the internal assessment is 50% of the total assigned marks.

Board of examiners shall scrutinize and approve the question paper and scheme of valuation. For the purpose of setting question papers and evaluation it is necessary to consider a mix of both internal and external examiners drawn from CBSMS, affiliated colleges, other Universities and institutions with in the state as well as outside.

There shall be double valuation for all the theory and Dissertation papers one internal and other external. The average marks of the two valuations shall be considered for awarding marks in each paper. However if there is a difference of 20% between the two valuations then it is referred to the third examiner. The marks awarded by the third examiner shall be final.

A student who wishes to challenge the marks awarded to him/her may do so by applying for the challenge valuation with the prescribed fee to the Registrar evaluation, forwarded by the Director/Principal of the concerned college within 10 days from the issue of marks card by the university a student who applies for challenge valuation shall forfeit the marks secured earlier by him/her. The challenge valuation shall be carried out by another external examiner and the marks awarded in the challenge valuation shall be final.

11 (B). INTERNSHIP

Each candidate should undertake a Internship Project immediately after the second semester exam and submit a bound copy of the report within two weeks of commencement of III Semester. He/she is to visit any Organization/Industrial enterprise for four weeks to observe the structure, functions, problems and to make suggestion under the supervision of recognized guide. This internship project is evaluated by the one member of the board and the director/Principal shall from the board for conducting Viva and evaluating Internship Project of II semester examination for 50 marks. (25 marks for Internship report & 25 marks for Viva-voce). A minimum of 25 marks in total is required for a pass in the Internship project.

11 (C). DISSERTATION

Every student is required to work on a project in the area of his/her specialization and prepare a dissertation following research methodology under the supervision of recognized guide. Prior to the actual work, the students are required to submit a synopsis of the dissertation incorporating the statement of problem, objectives and methodology to be followed and submit the same to the Director, Management Studies, BUB. The dissertation may be in the nature of a case study, macro study or freelance study on a problem pertaining to management in the chosen area of specialization.

The dissertation duly signed by the guide and certified by the principal/director is to be submitted in a bound copy and a soft copy to the university at the end of the fourth semester before the commencement of the semester examination. The dissertation shall be evaluated for two hundred marks by two examiners (One of them will be the faculty member who has guided the work and other will be the external examiner appointed by the BOE). A minimum of 100 marks is required for a pass in the dissertation. There shall be a viva-voce examination for 50 marks on the dissertation and elective papers studied. Viva-voce will be conducted by Board of Examiners. A minimum of 25 marks is a must for pass in the viva-voce exam.

12. PROMOTION AND TIME LIMIT FOR COMPLETION

- Students are required complete the programme successfully in a maximum period of four years from the date of registration to the programme.
- The minimum marks for passing the examination in each semester shall be 40% in each paper and 50% in aggregate for all the courses of the semester.
- To be eligible for promotion to the III semester of the course, a student must clear successfully at least 8 papers out of the 14 papers offered during first year (I & II semester) of the course.

13. PROVISION FOR REPEATERS

- Such of those candidates who have failed / remained absent / opt to improve in any one or more papers are called as repeaters.
- Examination for odd / even semesters shall be conducted respectively at the end of odd / even semester (odd with odd, even with even).
- Any candidate who seeks to improve should surrender the marks already secured in the particular paper / papers and statement of marks of the said semester.
- The candidate shall take the examination as per syllabus and scheme of examination in force during the subsequent appearances.
- A repeater including a candidate who seeks improvement shall not be eligible for rank
- Improvement is allowed only in theory papers of university exams. This is not allowed in case of viva-voce, dissertation, Internship project and internal assessment.
- A candidate is permitted to apply for improvement in any paper of the particular semester within 30 days from the date of announcement of the result of the concerned semester.

14. CLASSIFICATION OF SUCCESSFUL CANDIDATES: SEMESTER WISE

FIRST CLASS: those who obtain 60% and above in the aggregate of all the papers of the semester.

SECOND CLASS: Those obtained 50% and above but below 60% in the aggregate in all the papers of the semester.

15. CLASSIFICATION OF SUCCESSFUL CANDIDATES: AS A WHOLE

FIRST CLASS: All the successful candidates who secure 60% and above in the aggregate of all the semesters put together shall be declared to have passed the Master of Business Administration Degree Examination in FIRST CLASS.

SECOND CLASS: All the successful candidates who secure 50% and above but less than 60% in the aggregate of all the semesters put together shall be declared to have passed the Master of Business Administration Degree Examination in SECOND CLASS.

DECLARATION OF RANK: There shall be a declaration of first five ranks based on the aggregate marks of all the subjects of all the semesters put together. However, only candidates who have passed each of the university examination at the first appearance shall be eligible for a rank.

16. PATTERN OF QUESTION PAPER

SECTION	TOTAL QUESTIONS	TO BE ANSWERED	MARKS	TOTAL MARKS
SECTION A	8	6	2	12
SECTION B	5	3	8	24
SECTION C	3	2	12	24
SECTION D	1 (COMPULSORY)	1 (COMPULSORY)	15	15
T O T A L				75

MASTER OF BUSINESS ADMINISTRATION REGULAR (DAY) COURSE
Revised syllabus (with effect from 2007-2008)

CREDITS

The university uses the concept of credits and one credit is equivalent to 10 class room contact hours.

COURSE MATRIX

FIRST SEMESTER – BASIC SUBJECTS

PAPER	SUBJECT	CREDIT	I.A	U. E	TOTAL MARKS
1.1	Managerial Communication	6.0	25	75	100
1.2	Accounting for Managers	6.0	25	75	100
1.3	Organisation Behaviour	6.0	25	75	100
1.4	Managerial Economics	6.0	25	75	100
1.5	Bumastics	6.0	25	75	100
1.6	Information Technology for Business	6.0	25	75	100
1.7	Business Perspectives	6.0	25	75	100
TOTAL		42.0	175	525	700

SECOND SEMESTER – CORE SUBJECTS

PAPER	SUBJECT	CREDIT	I.A	U. E	TOTAL MARKS
2.1	Research Methodology & Technical Writing	6.0	25	75	100
2.2	Financial Management	6.0	25	75	100
2.3	Production and Operations Management	6.0	25	75	100
2.4	Human Resource Management	6.0	25	75	100
2.5	Marketing Management	6.0	25	75	100
2.6	Quantitative Methods & Operations Research	6.0	25	75	100
2.7	Legal Aspects of Business	6.0	25	75	100
TOTAL		42.0	175	525	700

THIRD SEMESTER – CORE SUBJECTS & SPECIALISATIONS

PAPER	SUBJECT	CREDIT	I.A	U. E	TOTAL MARKS
3.1	Entrepreneurship Development	6.0	25	75	100
3.2	Business Ethics & Corporate Governance	6.0	25	75	100
3.3	Electives 1 from specialisation	6.0	25	75	100
3.4	Electives 2 from specialisation	6.0	25	75	100
3.5	Electives 3 from specialisation	6.0	25	75	100
3.6	Electives 4 from specialisation	6.0	25	75	100
3.7	Electives 5 from specialisation	6.0	25	75	100
	Internship Report and Viva-Voce	3.0	-	-	50
-TOTAL		42.0	175	525	750

FOURTH SEMESTER – CORE SUBJECTS & SPECIALISATIONS

PAPER	SUBJECT	CREDIT	I.A	U. E	TOTAL MARKS
4.1	Strategic Management	6.0	25	75	100
4.2	International Business	6.0	25	75	100
4.3	Electives 1 from specialisation	6.0	25	75	100
4.4	Electives 2 from specialisation	6.0	25	75	100
4.5	Electives 3 from specialisation	6.0	25	75	100
4.6	Electives 4 from specialisation	6.0	25	75	100
4.7	Electives 5 from specialisation	6.0	25	75	100
	Dissertation	12.0	-	-	200
	Dissertation Viva-Voce	0.0	-	-	50
TOTAL		42.0	225	525	950

ELECTIVES TO BE OFFERED IN III & IV SEMESTERS

1. Agri-Business management
2. Bank Management
3. Entrepreneurship
4. Finance
5. Human Resource Management
6. Information Technology
7. Insurance & Risk Management
8. International business
9. Management of NGO's & NPO's
10. Manufacturing management
11. Marketing
12. Services Management
13. Event & Media Management
14. Rural Management

THE UNIVERSITY RESERVES THE RIGHT TO OFFER OR NOT TO OFFER ANY OF THE ELECTIVES LISTED ABOVE

SPECIALISATION

A stream of electives will be offered. These will be developed and updated from time to time. To qualify for a specialization in a stream, a student will have to take a minimum of 5 elective courses in a stream to qualify for a specialization area. This will facilitate students to specialize in more than one stream of specialization. A student, however, can choose such combinations which will help him / her to have dual specialization depending on the courses offered in the specialization scheme. A student who fails to choose at least five papers in one of the electives shall not be eligible for any specialization.

LESSON PLAN AND COURSE OUTLINE

The faculty members concerned will be required to make a course outline available to the students. This should cover objectives of course, methodology to be adopted, session wise details of topics, required readings, additional readings, case studies and assignments of course.

SELF DEVELOPMENT AND ENRICHMENT (NON CREDIT) COURSES TO DEVELOP SOFT SKILLS

The Institutions are required to offer the following non credit courses in order to enhance soft skills among the students. Although there is no examination for these courses it is very essential to keep a record of the performance of the student in the such courses offered and colleges shall send a report and teaching plan to the Director, CBSMS Bangalore University, Bangalore for information.

- Introduction to communications, Inter personal skills
- Listening skills
- Group communications, team work, Interviews
- Writing skills – letters, memos, reports
- Writing skills – persuasion, marketing, CVs
- Stress management
- Public speaking skills – Stage fear, eye contact and preparation
- Public speaking skills – Voice, modulation, gestures and postures
- Power point and presentation skills
- Use of Graphics, slides, video and audio
- Negotiations and Conflict management
- Rapid reading skills
- Meetings, agenda, minutes and conducting meetings
- English language and relevance to business communications
- Corporate and cyber communications

MANAGERIAL COMMUNICATION

OBJECTIVES:

The course is aimed at equipping the students with the necessary techniques and skills of communication to inform others inspire them and enlist their activity and willing cooperation in the performance of their jobs.

MODULE - 1

COMMUNICATION IN BUSINESS: Importance of Communication Forms of Communication, Communication Network of the Organization; Process of Communication: Different Stages, Difference Between Oral and Written Communication

MODULE - 2

ORAL COMMUNICATION: Fundamentals of Oral Communication: Introduction, Barriers and Gateways in Communication, Listening, Feedback, Telephonic Messages, Public Speaking, and Presentation of Reports, Power point presentation, body language, non-verbal, facial expressions, communication and emotional intelligence, creativity in oral communication, persuasive communication, communication through organizing various events like conferences, committee meeting, press meets, seminars, fests and the like.

MODULE - 3

REPORT WRITING: Writing an Effective Report: Stages of Writing, Composing Business Messages, Style and Tone; Five Ws and one H of Report Writing, Planning and Types of Reports, Divisions, Numbering and use of Visual Aids, creativity in written communication, use of picture, diagram in written communication.

MODULE - 4

BUSINESS COMMUNICATION: Writing Commercial Letters: Business Letter Format, Types of Letter – Routine Business Letters, Sales Letters, Resume and Job Applications, Business Memos, E- Mail Messages, Proposals, Technical Articles, Telegrams, Telex Message, Facsimiles, Electronic Mail, Handling a Mail, Maintaining a Diary, Legal Aspects of Business Communication, Negotiation Skills.

MODULE-5

ROUTINE CORRESPONDENCE: circulars, drafting notices, handling complaints, evaluating interview performance, articles, formal invitations, proforma for performance appraisal, letters of appointment, captions for advertising, company notice related shares, dividends, MoA, AoA, Annual Reports, Minutes of Meeting, action taken report on previous resolution.

BOOKS RECOMMENDED

1. Scot Ober, Contemporary Business Communication, Biztantra
2. Bovee, Thill and Schatzman, Business Communication today, Pearson
3. Nageshwar Rao and Rajendra Das, Business Skills, HPH
4. Mary ellen Guffy, Business Communication, Thomson
5. M Ashraf Rizvi, Effective Technical Communication, TMH
6. Meenakshi Raman and Sangeeta Sharma, Technical Communication, Oxford
7. Micheal Osborn and Suzanne Osborn, Public Speaking, Biztantra
8. John Seely, Oxford Writing and Speaking, Oxford
9. Parag Diwan, Business Communication, EB

ACCOUNTING FOR MANAGERS

OBJECTIVES

To enable the students gain knowledge about concepts, principles and techniques of accounting and to enable the students use financial and cost data in planning, decision making and control.

MODULE: 1

Introduction to financial accounting, uses and users of accounting information, generally accepted accounting principles and the accounting environment, the role of accounting in capital market and corporate governance. Recording of business transaction, classification of commonly used accounts, the double entry system, journal, Ledger and trail balance.

MODULE: 2

Measurement of Business Income and Financial position, preparation of Profit and loss account, balance sheet, understanding of corporate Financial Statements in annual reports.

MODULE: 3

Valuation of Fixed assets, depreciation accounting, valuation of inventories (as per respective accounting standards issued by Accounting Standard Board of Institute of Chartered Accountants of India)

MODULE: 4

Financial statement analysis, objectives, standards of comparisons, sources of information, Techniques of financial statements analysis: Ratio analysis, du-pont analysis, Trend analysis, common sized analysis, fund flow statements, cash flow statements. (As per AS-3)

MODULE: 5

Introduction to cost accounting, concepts and classification, standard costing and variance analysis, budgetary control, absorption costing and marginal costing, applications of Marginal Costing, Cost-volume – profit analysis, Concepts of Target costing, activity based costing and life cycle costing.

BOOKS RECOMMENDED

1. R. Narayanaswamy, Financial Accounting, PHI
2. Nitin Balwani, Accounting and Finance, EB
3. Dr. Jawaharlal, Accounting for Management, HPH
4. Khan and Jain, Management Accounting, TMH
5. Louderback and Holmen, Managerial Accounting, Thomson
6. Ambrish Gupta, Financial Accounting for Management, Pearson
7. Robert Anthony, David Hawkins and Kenneth Merchant, Accounting, TMH
8. James Stice and Michael Diamond, Financial Accounting, Thomson
9. Tulsian, Financial Accounting, Pearson
10. Warren Reeve Fess, Financial Accounting, Thomson
11. Bannerjee, Financial Accounting, EB

ORGANISATIONAL BEHAVIOUR

OBJECTIVES

To enhance understanding of the dynamics of interaction between individual and the organisation facilitate a clear perspective to diagnose and effectively handle human behavior issues in organizations and Develop greater insight into their own behavior in interpersonal and group team situations. And Acquire skills in influencing people in organizations, to provide to the students a Foundation of knowledge in organizations and help them to become aware of the influence of organisation, structure on the attitudes behavior performance of people working in organizations.

MODULE-1

Organizational Behavior and Management functions of management. What Manager do elements of an organisation, role of a manager in an organisation, why study organizational behavior, an organizational behavior model, learning organizations.

MODULE 2

Foundations of individual behavior; Personality, shaping of personally, determinants of personality. The self concept, self esteem and self efficiency, perception, perceptual process, managing the perceptual process, Learning Process, Reward System and Behavioral management, The Theoretical process of learning, Principles of Learning, Reward and Punishment, Organizational Reward Systems

MODULE 4

Attitude formation, functions, change of attitudes, values, types of attitudes

MODULE 5

Management of Motivation: Motivation in work settings managerial issues and challenges. Theories, Maslows Need theory, K McGregor theory X&Y, Herzberg's Motivation hygiene theory, Vroom's Valance and instrumentality.

MOLDULE 6

Team Building and group dynamic, working teams and team effectiveness. Intra team dynamics, influence of the group on individual group decision making, inter group relations collaboration, conflict management and Change Management.

MODULE 7

Dynamics of managerial leadership, what is leadership, transition of leader ship theories, leadership, theories, power and politics leadership and management change

MODULE 8

Behavior structure, process & Design: the course mainly connected with nature of management – Introduction to organizations the structural Perspectives, dimensions of structure.

BOOKS RECOMMENDED

1. Uday Pareekh, Organizational Behaviour, Oxford
2. Stephen Robbins and Timothy Judge, Organizational Behaviour, PHI
3. Fred Luthans, Organizational Behaviour, TMH
4. Steven Robbins and Seema Sanghi, Organisational Behaviour, Pearson
5. P Subba Rao, Management of Organizational Behaviour, HPH
6. Gregory Moorhead and Ricky Griffin, Organizational Behaviour, Biztantra
7. Debra Nelson and James Quick, Organisational Behaviour, Thomson
8. PG Aquinas, Organization Behaviour, EB

MANAGERIAL ECONOMICS

COURSE OBJECTIVE

The course will sharpen their analytical skills through integrating their knowledge of the economic theory with decision making techniques. The course covers the standard topics of managerial economics that are crucial to understanding the behavior of business firms in a global setting.

MODULE 1: NATURE, SCOPE AND METHODS OF MANAGERIAL ECONOMICS

Scarcity, choice and allocation problems in business. Basic factors in business decision making: Marginalism, Equi-marginalism, and Opportunity cost principle, Risks and uncertainties, Time value of money. Use of quantitative techniques in managerial economics: Mathematical functions, derivatives, optimization principles and statistical techniques.

MODULE 2: DEMAND ANALYSIS, ESTIMATION AND FORECASTING

Demand theory. Types of demand. Demand elasticity: Types, measurement and factors. Elasticity of demand and marginal revenue. Uses of elasticity concept in business decision making. Estimation of Demand function. Demand forecasting: Importance and methods. Qualitative and quantitative techniques.

MODULE 3: PRODUCTION ANALYSIS

Production functions with one-variable and two-variable inputs. Returns to a factor and returns to scale. Isoquants, isocost curves and ridgelines. Optimum factor combination. Elasticity of output and Elasticity of substitution. Empirical production functions. Forms of Production function. Cobb-Douglas and CES production functions. Production possibility analysis. Optimum product mix of a multi-product firm.

MODULE 4: COST AND REVENUE ANALYSIS

Cost theory and its applications: Types of costs. Theoretical and Empirical cost curves. Short-run and long-run cost curves. Derivation of cost functions from production functions. Empirical estimation of cost functions. Economies of scale versus economies of scope. Optimum firm. Learning curve. Cost control and cost reduction. Revenue concepts and functions. Break-even analysis.

MODULE 5: MARKET STRUCTURE AND PRODUCT PRICING

Features of and pricing-output decisions in perfect competition, monopoly, oligopoly and monopolistic competition. Equilibrium of the firm and of industry under different market conditions. Degree of monopoly power. Discriminating monopoly. Welfare triangle. Pricing methods and practices of modern business firms: Cost-based and demand-based pricing strategies.

MODULE 6: THEORIES OF THE FIRM AND PROFIT

Alternative objectives of the firm. Profit maximization versus sales maximization objectives. Traditional, behavioral and managerial theories of the firm. Accounting profit versus Economic Profit. Theories of Profits.

BOOKS RECOMMENDED

1. Atmanand, Managerial Economics, EB
2. Sk Misra and VK Puri, Indian Economy, HPH
3. Dominick Salvatore, Managerial Economics, Thomson
4. Damodaran, Managerial economics, Oxford
5. Keating and Wilson, Managerial Economics, Biztantra
6. Craig Peterson, Chris Lewis and Sudhir Jain, Managerial Economics, Person
7. Chirstopher Thomas and Charles Maurice, Managerial Economics, TMH
8. Mankar, Business Economics, McMillan
9. Paul Keat and Philip Young, Managerial Economics, Pearson

BUSINESS MATHEMATICS AND ANALYTICS

OBJECTIVE

The course facilitates the students to develop and hone statistical skills for managerial decision making

MODULE 1

Mathematical basis for managerial decision making, Matrices, Functions linear, quadratic exponential applications, Differentiation, Maxima & Minima Emphasis on cost and revenue functions, Fundamentals of integration, Ratio and Proportion.

MODULE 2

Business Statistics and scope, Application of Statistics in Managerial Decisions making, Definition of Statistics, Measures of Central tendency, dispersion, Skew ness & Kurtosis - interpretation and business applications.

MODULE 3

Probability Theory-meaning and importance, Theorems of probability, conditional probability, joint probability, Baye's Theorem, Random variable, expectation and variance of random variable, Probability distributions-binomial, Poisson, normal and exponential with business application

MODULE 4

Decision Theory, Decision Tree, Decision making under certainty, uncertainty and risk, Bayesian approach

MODULE 5

Sampling, sampling distributions, Introduction to central limit theorem Estimation, confidence interval, Hypothesis testing -basic concept, Hypotheses testing for mean and proportions for small and large samples, ANOVA ONE WAY AND TWO WAY, NON parametric tests, Chi square, sign test, run test, median test rank sum test, Kruskal Walkusm K.S test, Mann Whitney test.

MODULE 6

Index Numbers construction and application, Tests of consistency, Correlation analysis, Methods of correlation analysis, Lag and lead in correlation, Multiple Correlation, Regression analysis Linear and multiple regression, Introduction to regression model building via SPSS, Introduction to time series- secular trend and applications

BOOKS RECOMMENDED

1. Mittal, Sathyaprasad and Pradeep Rao, Mathematics and Statistics for Management, HPH
2. Azel and Sounderpandian, Complete Business Statistics, TMH
3. JK Sharma, Business Statistics, Pearson
4. RS Bhardwaj, Mathematics for Economics and Business, EB
5. RP Hooda, Statistics for Business and Economics, McMillan
6. GC Beri, Business Statistics, TMH
7. BR Dey, Managerial Statistics, McMillan

INFORMATION TECHNOLOGY FOR BUSINESS

OBJECTIVES: The primary objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes and decision making.

COMPUTER HARDWARE AND SOFTWARE: Application and Systems Software, introduction to Programming and their Classification.

INFORMATION SYSTEMS AND STRATEGIC IMPLICATIONS

Data information systems, difference between data and information, information system activities and resources, system approaches, organizational sub-systems, support system, systems applications in strategy building.

FUNCTIONAL AND ENTERPRISE SYSTEMS: Management Information Systems, Types of Operating Systems – functional and cross functional system, organizational sub systems - Transaction Processing Information Systems, Accounting and Finance Systems, Marketing and Sales Systems, Production and Operation Management Systems, Human Resources Management Systems, e-CRM, SCM, KMS, ERP and BPR.

INTRODUCTION TO E-BUSINESS: Electronic Business, Electronic Commerce, Electronic Commerce Models, Types of Electronic Commerce, Value Chains in Electronic Commerce, E-Commerce in India. Internet, World Wide Web, Internet Architectures, Internet Applications, Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange - Components of Electronic Data Interchange and Electronic Data Interchange Communication Process.

DATA AND SYSTEMS INTERFACE

Database Management Systems, Systems Analysis and Design

DECISION SUPPORT SYSTEM

DSS and ES, Software for Decision Support, Group Decisions making, Enterprise wide computing, object oriented analysis and design

ETHICAL AND SECURITY ISSUES IN INFORMATION TECHNOLOGY

Need for security, security techniques – firewalls, encrypting, cyber terrorism and other measures preventing misuse of IT.

PRACTICAL: MS Office, Excel, PowerPoint, SPSS.

BOOKS RECOMMENDED

1. Ralph Stiar and George Reynolds, Fundamentals of Information technology, Thomson
2. Introduction to Information Technology, Pearson
3. Williams and Sawyer, Information Technology, TMH
4. Carroll Frenzel and John Frenzel, Management Information Technology, Thomson
5. Wanan Jawadekar, Management Information Systems, TMH
6. Ashok Arora and Akshya Bhatia, Management Information systems, EB
7. Mahadeo Jaiswal and Monika Mital, Management Information System, Oxford

BUSINESS PERSPECTIVES

OBJECTIVES:

The course aims to provide basic concepts and knowledge with regard to a business enterprise and its various functional areas.

MODULE - I

Introduction: Concept, Nature and Scope of Business; forms of business enterprise Concept of business as a system; Business and Environment Interface; Business objectives; Business Ethics and Values; Code of Conduct and Corporate Governance.

MODULE -2

Key indicators of economic perspectives; Gross Domestic product, sectoral shares, agricultural output, electricity generation, rate of inflation, money supply, foreign trade, forex reserves, exchange rates, economic infrastructure, social indicators.

MODULE 3

Industrial and regulatory perspective of business: Regulatory role of government impact of political environment on business–industrial policy and performance –public sector – privatization –government and business interface –trends industrial production , industrial diversification – SMEs policy and development – incentives for SSIs, Industrial Sickness, Role of BIFR and status of entrepreneurship India

MODULE 4

Social and technological perspectives: Social responsibilities of business, environmental cost audit –Technology policy technology transfer, energy recourse management, R&D environment, incentives for technological research, information system for technology development.

MODULE 5

Monetary and fiscal perceptives: Monetary policy, impact on business, Instruments of monetary policy, fiscal policy, union budget, state budget, finances of union and state and finance commissions.

MODULE 6

Global environment: Meaning and levels of globalization, factors influencing globalization, effected of globalization, concept of MNCs and TNCs- International business salient features of exim policy, international business risk, recent growth trends in major industrial segments.

BOOKS RECOMMENDED

1. Suresh Bedi, Business Environment, EB
2. Francis Cherunilam, Business environment, HPH
3. Saleem, Business Environment, Pearson
4. Justin Paul, Business Environment, TMH
5. Raj Agarwal, Business Environment, EB
6. Adhikary, Global Buisness Management, McMillan
7. Palle Krishna Rao, WTO, EB

RESEARCH METHODOLOGY & TECHNICAL WRITING

OBJECTIVES:

The objective of this course is to develop the research skills of students in investigating the research problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports. They are also expected to learn basic statistical tools of analysis to sharpen their research studies.

MODULE 1

Meaning and significance of Research in Management, Different Approaches to research – Scientific method and non scientific Methods, Types of research – Historical studies, case studies, survey and experimental studies, criteria for good research, the manager and researcher relationship.

MODULE 2

Formulation of research problem, Defining research problem, Generating research hypothesis, Research process, Research Design, Classification of research designs, Need for Research design, Features of good research design, Research proposal

MODULE 3

Sampling Techniques, Steps in sampling, Types of sample Design – probability and Non Probability sampling designs, size of sample, sampling errors, concept of Measurement and scaling, Scaling techniques, characteristics of sound measurement.

MODULE 4

Sources of data – primary vs. secondary data, sources of primary data – observation, Interview methods, survey method, questionnaire construction and design.

MODULE 5

Processing of Research data – Editing, coding, classification and Tabulation.

MODULE 6

Hypothesis testing – Null and alternate hypothesis, level of significance, one and two sample tests, Measures of central tendency, Measures of variation, Measures of Dispersion and skewness, Test of randomness, correlation and Regression analysis, ANOVA, Discriminate Analysis, cluster Analysis, Data Analysis by software packages.

MODULE 7 Technical Report writing, Types of reports objectives and function of report formal and informal, report writing process, target audience, pre-research proposals, progress reports, final reports, guidelines for effective writing, Research report format, Presentation of a report, Persuasive nature of reports, Reports for Decision Making, technical proposal, instructions manuals, precis writing and reporting committee findings.

BOOKS RECOMMENDED

1. OR Krishnaswami & Rangantham, Methodology of Research, HPH
2. Donald Cooper and Pamela Schindler, Business Research Methods, TMH
3. Dipak Kumar Bhattacharyya, Research Methodology, EB
4. KN Krishnaswamy, Sivakumar and Mathirajan, Management Research Methodology, Pearson
5. William Zikmund, Business research Methods, Thomson
6. Panneerselvam, Research Methodology, PHI
7. Daniel Riordan and Steven Pauley, Technical Report Writing Today, Biztantra
8. Alan Bryman and Emma Bell, Business Research Methods, Oxford
9. William Trochim, Research Methods, Biztantra

FINANCIAL MANAGEMENT

OBJECTIVE: To provide a strong conceptual foundation for corporate finance and an overview of the global and Indian context.

MODULE – 1:

INTRODUCTION TO FINANCIAL MANAGEMENT: Scope, Objectives, Functions, Role of Financial Manager, Interface of Financial Management with other functional areas, the financial environment: Markets and Institutions.

MODULE – 2:

FUNDAMENTAL CONCEPTS IN FINANCIAL MANAGEMENT: Risk and Return trade off, Risk in a portfolio context, Measuring portfolio Risk, Capital Asset pricing model, Time value of money, Valuations of bonds and stocks.

MODULE – 3:

INVESTMENT DECISIONS: Nature and importance of capital budgetary process, Basic principles in estimating costs and benefits of investments, Appraisal criteria – pay back period, Average rate of return, Net present value, Benefit cost ratio, Internal rate of return, Risk analysis in capital budgeting.

MODULE – 4:

COST OF CAPITAL AND SOURCES OF FINANCE: Cost of debt, Cost of Equity and reserves, Cost of preferred stock, weighted average cost of capital, Factors affecting cost of capital. Long term financing: shares, Debentures, Warrants, Term loans, Lease financing, Hybrid financing, Venture capital financing.

MODULE – 5:

CAPITAL STRUCTURE: Introduction, Factors affecting capital structure, Features of an optimal capital structure, Capital structure theories: Net income approach, Net operating income approach, Miller Modigliani propositions I and II, Leverages: Operating, Financial and Combined, Leverage and firm value.

MODULE – 6:

DIVIDEND POLICY: Introduction, Dividend decisions and valuation of firms, Determinants of dividend policy, Dividend theories – relevance and irrelevance: Walter, Garden and M M Hypothesis, Bonus issues, stock split, Buy back of shares, Tax issues.

MODULE – 7:

WORKING CAPITAL MANAGEMENT AND FINANCING: Meaning, Importance, Concepts at working capital, Determinants, Managing various components of working capital, Tools for analysis and managing working capital, Credit management.

BOOKS RECOMMENDED

1. Prasanna Chandra, Financial Management, TMH
2. Khan and Jain, Basic Financial Management, TMH
3. James Van Horne and John Wachowicz, Financial Management, Pearson
4. Brigham & Houston, Fundamentals of Financial Management, Thomson
5. Paresh P Shah, Financial Management, Biztantra
6. Ashok Banerjee, Financial Management, EB
7. Prasanna Chandra, Fundamentals Financial Management, TMH
8. John Wild, Subramanyam & Robert Halsey, Financial Statement Analysis, TMH

PRODUCTION AND OPERATIONS MANAGEMENT

OBJECTIVES

To familiarize the concepts of production and operations management systems and to appraise customer expectations of quality and relationships and to update and Technologies to meet global competition and to understand functions of interrelation departments and decisions involved therein for effective operations management.

OPERATIONS MANAGEMENT

Plant Location Criteria, Plant Layout Types: Product, Process, Cell Layout, Fixed Station, Merits & Demerits: Volume – Variety relationship, Modern Practices of Production Management, Line Balancing, Desired Output, Limited Resources, Product Design Criteria, Work Study, Method Study, Work Measurement, Various Techniques of Method Study and Work Measurement + Problems.

QUALITY MANAGEMENT

Inspection V/S Quality: Seven Stages of Quality, ISO 9000 & ISO 14000, Seven Tools of Quality Circles, Pareto Chart, Cause and Effect Diagram, Histogram, Stratification, Scatter Diagram, Control Charts, Check Sheets, Concept of Total Quality Management + Problems, Excellence in all Subsystem Leading to Organisational Excellence, Introduction to SIX SIGMA, QFD and FMEA & POKAYOKE, Vender Development and Vender Quality Rating, Cases – How to improve quality.

MAINTENANCE MANAGEMENT

Different Types of Maintenance: Breakdown, Preventive, Predictive, condition Maintaining, Total Productive Maintenance (TPM), Concept of OEE (Overall Equipment Effectiveness) + Problem, Concept of “5S” House Keeping.

PLANNING

Material Requirement Planning (MRP), Enterprise Resource Planning (ERP), Production Planning and Control, Master Production Scheduling, Yearly Planning – to Quarterly- to Monthly – to Weekly – to Daily, Capacity Planning and Assessment, Line of Balance, Cost Control V/S Cost Reduction, Concept of Value Engineering.

MATERIAL MANAGEMENT

Inventory Management: RMC Inventory, ABC Analysis, JIT, Lead-time Management, Pareto Principles. WIP: Lean Manufacturing, Line Balancing, SPC. FGS: Push V/S Pull System, Advantages of Pull System. Spares: EOQ & Breakeven Analysis to Reduce Total Inventory Cost, Supply Chain Management & Logistics Management – Introduction.

MANUFACTURING TECHNOLOGY

CIM / CAD Introduction, Automation, Concept of Special Purpose M/C (SPM's), Designing Production Systems at Shop Floor, Work Instructions, Standard Operating Procedure, Monitoring Productivity Measurements, Productivity, Quality, Breakdowns & etc.,

BOOKS RECOMMENDED

1. SN Chary, Production and Operations Management, TMH
2. Upendra Kachru, Productions and Operations Management, EB
3. Chunawalla and Patel, Productions and Operations Management, HPH
4. Martin K Starr, Production and Operations Management, Biztantra
5. Mahadevan, Production and Operations Management, Pearson
6. Kansihka Bedi, Productions and Operations Management, Oxford
7. William Stevenson, Operations Management, TMH
8. Norman Gaither and Greg Frazier, Operations Management, Thomson

HUMAN RESOURCES MANAGEMENT

OBJECTIVES

- ☛ To prepare the students to understand the changing environment and its implication for managing the Human Resources to achieve the competitive advantage and corporate excellence.
 - ☛ To make the students to understand the linkages between corporate vision mission strategies policies and human resources management.
 - ☛ To help the students to understand the intricacies of Human Resources management and acquire skills in effectively managing human resources in whatever functional areas of management they would be engaged
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MODULE 1

Environmental context: New economic policy and changing business, technological, socio-economic and political, legal environment structural reforms their implication for HRM in India; response of the management, workers and unions to structural adjustment.

MODULE 2

The Paradigm shifts in people Management, Emergence of Human Resource Management as a distinct model of people management; Union and non union HRM Comparison of conventions models and HRM MODEL; IS HRM possible in India Various obstacles to its implementation, concept of learning organization and knowledge management.

MODULE 3

Concept of Human Resource Management: Meaning, objectives, scope and functions: Perspectives of Human Resource Management; linking corporate strategies and policies with Human Resources Management.

MODULE 4

Human Resource Planning: Concept of Human Resource Planning meaning objectives scope corporate planning and human resource planning process methods and techniques of human resource planning human resource information system

MODULE 5

Resourcing and recruitment, selection and socialization; legal and social constraints on employment

MODULE 6

Human resources development: Concept, meaning, objectives, training and development programmes, human resources development for managers and workers, HRD movement in India – HRD or HRM for total quality management, HRD experiences of different companies.

MODULE 7

Performance management and appraisal: Concept, objectives, philosophy and process, performance appraisal systems, performance coaching and counseling, performance management for team and team appraisal, career planning and management, promotion and transfers.

MODULE 8

Compensation/rewards system: Significance of reward system in business organization, compensation systems, the dilemma of practice, systems of promoting equity compensation/rewards, dearness allowance, employee benefits, bonus, laws on wages, bonus and social security, managerial compensation.

MODULE 9

Labour management relations: Objectives and theories of industrial relations, law on industrial relations, characteristic features of industrial relations in India, state and industrial relations, labour and industrial relations policy, changing nature of industrial relations, collective bargaining-a method of managing employment relations, productivity bargaining.

MODULE 10

Trade unions and trade unionism: Theories of trade unions, trade union law, trade unionism in India, issues and problems, employees associations, managerial unionism

BOOKS RECOMMENDED

1. VSP Rao, Human Resource Management, EB
2. Wayne F Cascio, Managing Human Resources, TMH
3. Fisher, Schoenfeldt and James Shaw, Human Resource Management, Biztantra
4. Raymond, John, Barry and Patrick, Human Resources Management, TMH
5. Robert Mathis and John Jackson, Human Resource Management, Thomson
6. Gary Dessler, Human Resource Management, Pearson
7. Jyothi and Venkatesh, Human Resource Management, Oxford
8. Angelo DeNisi and Ricky Griffin, Human resource Management, Biztantra
9. Wayne Mondy and Robert Noe, Human Resource Management, Pearson

MARKETING MANAGEMENT

Present to the students an insight into the basic concepts of marketing, Impart an grasp on the crucial topics like market segmentation, buyer behaviour, elements of marketing and marketing strategy and to develop in them application skills towards managerial decision-making based on theoretical knowledge.

MODULE 1: AN INTRODUCTION TO MARKETING AND ITS BASIC CONCEPTS

Meaning and Scope of Marketing, Fundamental Marketing Concepts, Company orientations towards the Marketplace, Marketing and customer value, Strategic Planning, Marketing plan, Marketing in the Indian Economy, implications.

MODULE 2: MARKETING TRENDS

Scanning the environment, marketing intelligence and information system, Market research system, demand measurement and forecasting, data warehousing, data mining, changing consumption pattern of global consumer and Indian consumer.

MODULE 3: CUSTOMER CONCERNS

Building and maximizing customer value, satisfaction and loyalty, constructing a customer database, analyzing consumer markets and key psychological processes, the Buyer decision process and theories of consumer decision-making, measuring customer satisfaction, customer relationship management customer profitability, customer equity, customer life time value, value chain

MODULE 4: STP AND THE MARKETING MIX

Identifying Market Segments and Targets, Brand Positioning, Creating brand equity and Brand Strategy, Product and product mix decisions, management of product lines; Product Life-Cycle marketing strategies, Pricing strategies and programs, Managing Marketing channels, Competitors, Marketing Communication, advertising and sales promotion, Events and Public Relations.

MODULE 5: NEW TRENDS

Direct Marketing, Online marketing Challenges, Network marketing, Implications of Global marketing, (country-of origin effects, marketing Organization), Corporate social responsibility in Marketing, Environmental concerns, internal marketing, outsourcing, benchmarking, supplier partnering, merging, flattening, focusing, accelerating, empowering & customer engagement

MODULE 6: RURAL MARKETING

Rural market environment, Problems of Rural Marketing, Scope, Rural Marketing Strategies, e-choupals.

BOOKS RECOMMENDED

1. Kotler & Koshy, Marketing Management – A South Asian Perspective, Pearson, 2007.
2. Rajen Saxena, Marketing Management, 3rd Edition, TMH
3. S Jayendran, Marketing Management, EB
4. Adrian Palmer, Introduction to Marketing, Oxford
5. Joel R Evan and Barry Bervan, Marketing, Biztantra
6. Czinkota and Kotabe, Marketing Management, Thomson
7. Ramaswamy and Namakumari, Marketing Management, McMillan
8. S.A. Sherlekar, Marketing Management, HPH

QUANTITATIVE METHODS & OPERATIONS RESEARCH

OBJECTIVES

To introduce students to tools and techniques of OR and to equip them to make optimal managerial decisions.

MODULE 1

Introduction to OR, Importance of OR, Scope of OR in business activities, Optimization concept, OR Models: Linear programming, Introduction to LP, Problem formulation, product mix and various managerial applications and Graphical method of problem solving, Alternate solution of LP, Duality in LP, Formulation of dual problems, advantages, its economics interpretation, Sensitivity analysis only just to know no problems need be worked out and software packages to be used to solve LP models.

TRANSPORTATION MODELS

Nature and scope of transportation and allocation models, Methods of allocation, different methods for finding initial solution – VAM, N-W Corner Rule, and other methods, degeneracy. Finding optimal solution, Tests for optimality, Imbalance in total availability and total allocation – impossible shipments, Alternate methods of solutions, and maximization as objective Scope of transportation models.

ASSIGNMENT PROBLEMS

Traveling salesman problem, Row Minimum, Column Minimum, Iteration, Balanced, Unbalanced, Infeasible, Maximization.

MODULE 2

Queuing theory (waiting line), Single server/Single Queue, Essential features of queuing system, Single Queue, Operating characteristics of queuing system, Probability distribution in queuing system, Multi server, description of other queuing models (only description)

SEQUENCING PROBLEMS

Processing 'n' jobs through 2 machines, Processing 'n' jobs through 3 machines, No 2 jobs on 'n' machines

REPLACEMENT MODELS

Replacement of items deteriorating with time, Replacement of items that fail completely, (No group replacement)

MODULE 3

Network models, Introduction to PERT, CPM techniques, Network components, precedence, events, activities, errors and dummies, Critical path analysis, float, Probabilities in PERT analysis, project time calculations, Project crashing, time cost considerations (No resource leveling)

MODULE 4

Inventory models, Meaning and importance of inventory management, , EOQ formula, economic lot size, Problems based in EOQ formula, Types of Inventory control methods

MODULE 5

Theory of games – introduction, two person zero - sum games, Saddle point, Dominance theory, description of other models and their managerial application (only description, no problems and No Graphical method)

SIMULATION

Introduction to basic concepts, Simulation procedures, Application of simulation, critical evaluation of software and using customized software.

NOTE: TEACHERS ARE ADVISED TO EXPOSE STUDENTS TO VARIOUS SOFTWARE PACKAGES, WHEREVER POSSIBLE.

BOOKS RECOMMENDED

1. JK Sharma, Quantitative Techniques, McMillan
2. ND Vohra, Quantitative Techniques in Management, TMH
3. Anderson, Sweeney, Williams, Quantitative Methods for Business, Thomson
4. JK Sharma, Operations Research, McMillan
5. Barry Render, Ralph Stair and Michael Hanna, Quantitative Analysis, Pearson
6. Frederick Hillier and Gerald Lieberman, Operations Research, TMH
7. Natarajan, Balasubramani and Tamilarasi, Operations Research, Pearson

LEGAL ASPECT OF BUSINESS

OBJECTIVES

To equip students to have the glimpses of various business legislations in the global environment and to make students understand legislations and enabling them to assert their rights emerging out business at the same time knowing the compliance of legal requirements of business transactions.

MODULE: 1

Introduction - Overview of Business laws in India - sources of business law. The constitution of India with special reference to economic principles enshrined in the constitution, Article 246 read with Schedule 7 of Indian Constitution. **(BUSINESS RELATED MATTERS ONLY)**

MODULE: 2

THE INFORMATION TECHNOLOGY ACT, 2000: Significance of E- Commerce and E-governance, paperless society importance terms in IT Act, digital signature, certifying authority, computer resources, cyber crimes, offences and penalties.

THE COMPETITION ACT, 2002: Salient features covering essentials of competition, components of competition act, competition commission of India, offences and penalties.

THE RIGHT TO INFORMATION ACT, 2005: Background, salient features covering important terms in the act, powers and functions information officers, transparency, rights of the citizens to get information of the Public Authority (Central and State Government), offences and penalties under the Act.

MODULE: 3

THE CONTRACT ACT, 1872: Salient features covering essentials of Contract, offer, acceptance, consideration, contingent Contracts. Salient features of sale of goods act 1930

THE CONSUMER PROTECTION ACT, 1986: Rights of the Consumer, Defects and deficiency, services included under the act, district forums, state commission, national commission, treatment of complaints of goods and services.

MODULE: 4

THE INDIAN PATENT ACT, 1970 & 2004: Patent, patentee, Inventions and Non-inventions, EMR, grant of patent, opposition to patent, surrender of patent, infringement of patent, WTO and patent rules, decided cases on Basumathi Rice, Turmeric, Tomato and Pharma products.

FOREIGN EXCHANGE MANAGEMENT ACT, 1999: Definition of Foreign Exchange, money changer, rules regarding ownership of immovable property, money laundering, hawala transaction, directorate of enforcement, penalties and offences.

MODULE: 5

INDIAN COMPANIES ACT, 1956: meaning of company, types of company, memorandum of Association, articles of association, IPO, book building, difference between private and public company, different kinds of meeting, agenda, quorum, resolutions, winding up of the companies.

MODULE: 6

WOMEN AND HUMAN RIGHTS AT WORK-PLACE: Gender Equality, harassment of women in organisation, types, fundamentals rights, nature of human rights, NHRC, UN protocol on Human Rights, Job reservation in private sectors, discrimination, whistle blowing, pros and cons, Supreme Court on protecting women rights at workplace.

ENVIRONMENT PROTECTION ACT, 1986: concepts of environment, environment pollution, environment pollutants, hazardous substance, occupier, types of pollution, global warning, causes for ozone layer depletion, remedies, powers and rules of central government to protect and promote environment in India.

BOOKS RECOMMENDED

1. S.S. Gulsan, Business Law, 3rd Edition, EB
2. Akhileshwar Pathak, Legal Aspects of Business, 2nd edition, TMH
3. K.R. Bulchandani, Business Law for Management, 4th edition, HPH.
4. Prof. (Cmde) P.K. Goel, Business Law for Managers, Biztantra
5. C L Bansal, Business and Corporate Laws, EB
6. P. Sarvanvel and S. Sumathi, Business Law for Management, HPH.

MBA I SEMESTER (DAY)

MANAGERIAL COMMUNICATION

BOOKS RECOMMENDED

1. Scot Ober, Contemporary Business Communication, Biztantra
2. Bovee, Thill and Schatzman, Business Communication today, Pearson
3. Nageshwar Rao and Rajendra Das, Business Skills, HPH
4. Mary ellen Guffy, Business Communication, Thomson
5. M Ashraf Rizvi, Effective Technical Communication, TMH
6. Meenakshi Raman and Sangeeta Sharma, Technical Communication, Oxford
7. Micheal Osborn and Suzanne Osborn, Public Speaking, Biztantra
8. John Seely, Oxford Writing and Speaking, Oxford
9. Parag Diwan, Business Communication, EB

ACCOUNTING FOR MANAGERS

BOOKS RECOMMENDED

1. R. Narayanaswamy, Financial Accounting, PHI
2. Nitin Balwani, Accounting and Finance, EB
3. Dr. Jawaharlal, Accounting for Management, HPH
4. Khan and Jain, Management Accounting, TMH
5. Louderback and Holmen, Managerial Accounting, Thomson
6. Ambrish Gupta, Financial Accounting for Management, Pearson
7. Robert Anthony, David Hawkins and Kenneth Merchant, Accounting, TMH
8. James Stice and Michael Diamond, Financial Accounting, Thomson
9. Tulsian, Financial Accounting, Pearson
10. Warren Reeve Fess, Financial Accounting, Thomson
11. Bannerjee, Financial Accounting, EB

ORGANISATIONAL BEHAVIOUR

1. Uday Pareekh, Organizational Behaviour, Oxford
2. Stephen Robbins and Timothy Judge, Organizational Behaviour, PHI
3. Fred Luthans, Organizational Behaviour, TMH
4. Steven Robbins and Seema Sanghi, Organisational Behaviour, Pearson
5. P Subba Rao, Management of Organizational Behaviour, HPH
6. Gregory Moorhead and Ricky Griffin, Organizational Behaviour, Biztantra
7. Debra Nelson and James Quick, Organisational Behaviour, Thomson
8. PG Aquinas, Organization Behaviour, EB

MANAGERIAL ECONOMICS

BOOKS RECOMMENDED

1. Atmanand, Managerial Economics, EB
2. Sk Misra and VK Puri, Indian Economy, HPH
3. Dominick Salvatore, Managerial Economics, Thomson
4. Damodaran, Managerial economics, Oxford
5. Keating and Wilson, Managerial Economics, Biztantra
6. Craig Peterson, Chris Lewis and Sudhir Jain, Managerial Economics, Person
7. Chirstopher Thomas and Charles Maurice, Managerial Economics, TMH
8. Mankar, Business Economics, McMillan
9. Paul Keat and Philip Young, Managerial Economics, Pearson

BUSINESS MATHEMATICS AND ANALYTICS

BOOKS RECOMMENDED

1. Mittal, Sathyaprasad and Pradeep Rao, Mathematics and Statistics for Management, HPH
2. Azel and Sounderpandian, Complete Business Statistics, TMH
3. JK Sharma, Business Statistics, Pearson
4. RS Bhardwaj, Mathematics for Economics and Business, EB
5. RP Hooda, Statistics for Business and Economics, McMillan
6. GC Beri, Business Statistics, TMH
7. BR Dey, Managerial Statistics, McMillan

MBA II SEMESTER (DAY)

RESEARCH METHODOLOGY & TECHNICAL WRITING

1. OR Krishnaswami & Rangantham, Methodology of Research, HPH
2. Donald Cooper and Pamela Schindler, Business Research Methods, TMH
3. Dipak Kumar Bhattacharyya, Research Methodology, EB
4. KN Krishnaswamy, Sivakumar and Mathirajan, Management Research Methodology, Pearson
5. Wiilam Zikmund, Business research Methods, Thomson
6. Panneerselvam, Research Methodology, PHI
7. Daniel Riordan and Steven Pauley, Technical Report Writing Today, Biztantra
8. Alan Bryman and Emma Bell, Business Research Methods, Oxford
9. William Trochim, Research Methods, Biztantra

FINANCIAL MANAGEMENT

1. Prasanna Chandra, Financial Management, TMH
2. Khan and Jain, Basic Financial Management, TMH
3. James Van Horne and John Wachowicz, Financial Management, Pearson
4. Brigham & Houston, Fundamentals of Financial Management, Thomson
5. Paresh P Shah, Financial Management, Biztantra
6. Ashok Banerjee, Financial Management, EB
7. Prasanna Chandra, Fundamentals Financial Management, TMH
8. John Wild, Subramanyam & Robert Halsey, Financial Statement Analysis, TMH

PRODUCTION AND OPERATIONS MANAGEMENT

BOOKS RECOMMENDED

1. SN Chary, Production and Operations Management, TMH
2. Upendra Kachru, Productions and Operations Management, EB
3. Chunawalla and Patel, Productions and Operations Management, HPH
4. Martin K Starr, Production and Operations Management, Biztantra
5. Mahadevan, Production and Operations Management, Pearson
6. Kansihka Bedi, Productions and Operations Management, Oxford
7. William Stevenson, Operations Management, TMH
8. Norman Gaither and Greg Frazier, Operations Management, Thomson

HUMAN RESOURCES MANAGEMENT

BOOKS RECOMMENDED

1. VSP Rao, Human Resource Management, EB
2. Wayne F Cascio, Managing Human Resources, TMH
3. Fisher, Schoenfeldt and James Shaw, Human Resource Management, Biztantra
4. Raymond, John, Barry and Patrick, Human Resources Management, TMH
5. Robert Mathis and John Jackson, Human Resource Management, Thomson
6. Gary Dessler, Human Resource Management, Pearson
7. Jyothi and Venkatesh, Human Resource Management, Oxford
8. Angelo DeNisi and Ricky Griffin, Human resource Management, Biztantra
9. Wayne Mondy and Robert Noe, Human Resource Management, Pearson

MARKETING MANAGEMENT

BOOKS RECOMMENDED

1. Kotler & Koshy, Marketing Management – A South Asian Perspective, Pearson, 2007.
2. Rajen Saxena, Marketing Management, 3rd Edition, TMH
3. S Jayendran, Marketing Management, EB
4. Adrian Palmer, Introduction to Marketing, Oxford
5. Joel R Evan and Barry Bervan, Marketing, Biztantra
6. Czinkota and Kotabe, Marketing Management, Thomson
7. Ramaswamy and Namakumari, Marketing Management, McMillan
8. S.A. Sherlekar, Marketing Management, HPH

QUANTITATIVE METHODS & OPERATIONS RESEARCH

BOOKS RECOMMENDED

1. JK Sharma, Quantitative Techniques, McMillan
2. ND Vohra, Quantitative Techniques in Management, TMH
3. Anderson, Sweeney, Williams, Quantitative Methods for Business, Thomson
4. JK Sharma, Operations Research, McMillan
5. Barry Render, Ralph Stair and Michael Hanna, Quantitative Analysis, Pearson
6. Frederick Hillier and Gerald Lieberman, Operations Research, TMH
7. Natarajan, Balasubramani and Tamilarasi, Operations Research, Pearson

III SEMESTER COMPULSORY PAPERS

- 3.1 ENTREPRENEURSHIP AND NEW VENTURE CREATION
- 3.2 BUSINESS ETHICS AND CORPORATE GOVERNANCE

IV SEMESTER COMPULSORY PAPERS

- 4.1 STRATEGIC MANAGEMENT
- 4.2 INTERNATIONAL BUSINESS

3.1 - ENTREPRENEURSHIP AND NEW VENTURE CREATION

Objectives:

- *To make students to understand the different dimensions of entrepreneurship.*
- *To inculcate the spirit of entrepreneurship in students and make them job creators instead of job seekers*
- *To develop the skills required to prepare a Business Plan*

Module 1 THE NATURE AND IMPORTANCE OF ENTREPRENEURS 4 hrs

Nature and Development of Entrepreneurship, Definition of Entrepreneur Today, Entrepreneurial Decision Process, Role of Entrepreneurship in Economic Development, Intrapreneurship, Entrepreneurship, Entrepreneurial Careers and Education, The Future of Entrepreneurship

Module 2 THE ENTREPRENEURIAL AND INTRAPRENEURIAL MIND 6 hrs

The Entrepreneurial Process, Identify and Evaluate the Opportunity, Develop a Business Plan, Determine the Resources Required, Manage the Enterprise, Managerial versus Entrepreneurial Decision Making, Causes for Interest in Intrapreneurship, Corporate versus Intrapreneurial Culture, - Climate for Intrapreneurship, Intrapreneurial. Leadership Characteristics, Establishing in the Organization, factors affecting entrepreneurship — qualities of successful entrepreneurship.

Module 3 SMALL & MEDIUM ENTERPRISES (SME) 4 hrs

Role of SME, concept and definitions of SME, government policy and SME in India, growth and performance of SME sector, problems for SMEs, Sickness in SME, criteria to identify sickness, causes, symptoms and remedial measures of sickness, institutional support for SMEs.

Module 4 STARTING THE BUSINESS - BUSINESS IDEA & INNOVATION 8 hrs

Business idea, Opportunity Recognition , Product Planning and Development Process, Establishing Evaluation Criteria, Idea Stage, Concept Stage Product Stage, Test Marketing Stage, Creativity, Innovation and entrepreneurship, barriers to creativity, techniques for improving the creative process, corporate entrepreneurship, causes, climate, intrapreneurial leadership characteristics, Establishing intrapreneurship in the organization

Module 5 LEGAL ISSUES FOR THE ENTREPRENEUR 4 hrs

Various forms of organization, Legal Issues in Setting up the Organization, The various statutory registrations and clearances required.

Module 6 PROJECT PREPARATION AND APPRAISAL

6 hrs

Project Preparation, feasibility and evaluation, what is the Business Plan? Various types of business plans, Format of business plan, Writing of business plan, Using and Implementing the Business Plan, Measuring Plan Progress, Updating the Plan, Why Some Business Plans Fail, Different sections of the business plan - The marketing plan, The organization plan, The financial plan

Module 7 FINANCING THE NEW VENTURE

6 hrs

Sources of capital - An Overview, Debt or Equity Financing, Internal or External Funds, Funding from Banks and Financial institutions, Governmental and Developmental Sources, Various schemes, Types of Loans, Procedure, Private Placement, Types of Investors, Private Offerings, Bootstrap Financing, Venture Capital , Nature of Venture Capital, Approaching, presenting and obtaining the funds, FDI

Module 8 MANAGING and GROWING THE NEW VENTURE

8 hrs

Risk Reduction Strategies for New Entry Exploitation, Market Scope Strategy, Imitation Strategies, and Growth Strategies: Where to Look for Growth Opportunities, Penetration Strategies, Market Development Strategies, Product Development Strategies, Diversification Strategies, turnaround strategies.

Module 9 CORPORATE VENTURING

14 hrs

The necessity of Corporate Venturing, Various Misconceptions, Creating the Right Environment, Formalizing the Vision for The Venture, Validating the Venture Concept, The Alpha Stage: The Shift from Planning to Product Creation, Building the Prototype of the Business, Testing the Waters, The Beta Launch, From Corporate Venture to Business, Market Calibration and Expansion, Capturing Strategic Value

REFERENCE BOOKS:

1. M.lall, Entrepreneurship, Excel books
2. Vasant Desai :- Dynamics of Entrepreneurial Development and Management-HPH
3. Hisrich, robert d., peters, michael p., and shepherd, dean a: entrepreneurship, tata mcgraw-hill; sixth edition, 2007
4. Mathew J Manimala :- Entrepreneurship at the Crossroads - Biztantra
5. Mohanty – Fundamentals of Entrepreneurship, Prentice Hall of India
6. Zimmerer & Scarborough – Essentials of Entrepreneurship & Small Business Management, Prentice Hall of India

3.2 BUSINESS ETHICS AND CORPORATE GOVERNANCE

OBJECTIVE: To enable students to critically examine ethical dilemmas and to understand the importance of governance mechanisms in a globalized economy.

Module 1 AN OVERVIEW OF BUSINESS ETHICS

10 hrs

Definition and Nature of Business ethics, Need and benefit of business ethics, History of the development of business ethics, Arguments for and against business ethics, Economic issues, Competitive issues, Legal and Regulatory Philanthropic issues, Framework for ethical decision making – Individual factors, organizational factors, Corporate Governance — a dimension of ethical making,

Module 2 INDIVIDUAL & ORGANISATIONAL FACTORS

10 hrs

Moral philosophy — definition and different perspectives, Teleology and Deontology, The relativist perspective, Virtue ethics, Justice and Fairness, The of care, Integration of the various perspectives, Cognitive moral development, Moral reasoning, The role of Corporate Culture and Leadership, structure and business ethics, Interpersonal relationships in organization, The role of opportunity and conflict,

Module 3 EXTERNAL CONTEXT

10 hrs

Ecology: The dimensions of pollution and resource depletion, the ethics of control, the ethics of conserving depletable resources. Consumers: -Markets and consumer Protection, The due care theory, the social costs view of duties, Advertising Ethics, Consumer Privacy

Module 4 INTERNAL CONTEXT — EMPLOYEE

10 hrs

Job discrimination — its nature and extent, Discrimination — utility, rights and justice, Affirmative action, Gender issues, The employee's obligation to the firm, Thee firms duties to the employees, The employee Rights, Need for organizational ethics program, Code of Conduct Ethics training and communication, systems to Monitor and enforce ethical standards, The ethics audit,

Module 5 BUSINESS ETHICS IN A GLOBAL ECONOMY

10 hrs

Ethical perceptions and international business, Global values, the multinational corporation and various ethical issues, cross cultural, cross religion & cross racial issues.

Module 6 CORPORATE GOVERNANCE

10 hrs

Meaning, Accountability issues, current context of CG in India, Board objectives and strategies, role of independent directors, board structure, performance evaluation of board, training and development of directors. Accounting standards & accounting disclosures.

REFERENCE BOOKS:

1. Hartman, Laura P; Perspectives In Business Ethics; Mcgraw-Hill
2. C.V. Baxi, Corporate Governance, Excel Books.
3. O C Ferrell-Business ethics-Biztantra.
4. P.S.Bajaj,Raj Agarawal :-Business Ethics Biztrantra
5. Steiner And Steiner; Government And Society; Mcgraw-Hill
6. Velasquez – Business Ethics: Concepts & Cases, Prentice Hall Of India
7. Prasad – Corporate Governance, Prentice Hall Of India
8. Gopaldaswamy – Corporate Governance, New Age International (P) Ltd.,

4.1 STRATEGIC MANAGEMENT

OBJECTIVE: To integrate the functional areas of management and to enable understand business from a strategy formulation and implementation perspective.

Module 1 CONCEPT OF STRATEGY:

6 hrs

Defining strategy, Levels at which strategy operates, Strategic Decision Making and Approaches to Strategic Decision making, Mission and Purpose, Objectives and Goals, Strategic Business Units, Corporate Planning Process

Module 2 ENVIRONMENT ANALYSIS AND DIAGNOSIS

8 hrs

Concept of Environment and its components, Environment scanning and appraisal, organizational appraisal, Strategic advantage analysis and diagnosis, SWOT analysis

Module 3 STRATEGY FORMULATION & CHOICE OF ALTERNATIVES

12 hrs

Strategies — Modernization, Diversification, Integration, Merger, Take-over and Joint Venture strategies, Turnaround -- divestment and Liquidation strategies, of Strategic Choice — Industry, competitor and SWOT analysis; Synergy and Dysergy, GAP Analysis; Porter's Five forces Model of competition; Mckinsey's 7's framework; GE-9 Cell Model, Boston's Consultancy Model, Distinctive competitiveness; Selection of matrix, Factors affecting Strategic Choice — Cost, Leadership, Differentiation focus, value chain analysis, bench marking, service blue printing.

Module 4 STRATEGY IMPLEMENTATION

10 hrs

Inter-relationship between formulation and implementation; Issues in strategy implementation, Resource Allocation, Budgets, Organization structure, Matching and strategy, Behavioural Issues — Leadership styles, Corporate culture and values power, Social Responsibilities — Ethics, Building capable organization; Functional Issues — Financial, Marketing, Operations and Personnel Plans an Policies

Module 5 STRATEGY AND STRUCTURE

8 hrs

Structural Considerations, Structure for strategies, Organizational design and change.

Module 6 STRATEGY EVALUATION

8 hrs

Importance, Symptoms of malfunctioning of strategy, Overview of strategic control, techniques of strategic evaluation and control, Control, Tailoring strategy to fit specific industry and company situation, strategy and competitive advantage in diversified agencies, Evaluating the strategies of diversified agencies.

Module 7 CONTEMPORARY ISSUES

8 hrs

Strategies for competing in globalizing markets, New Business Models and strategic for Internet Economy, technology and innovation, entrepreneurial ventures and strategies for SME, strategic issues in Non-profit organizations.

REFERENCE BOOKS:

1. U Kachru, Strategic Management, Excel Books
2. Hitt, Ireland And Hoskisson; Strategic Management; Thompson
3. Hill And Jones; Strategic Management; Biztantra
4. N. Balwani, Strategic Management & Business Policy, Excel Books
5. Thomson And Strickland; Strategic Management; Mcgraw-Hill
6. David – Strategic Management – Concepts And Cases, Prentice Hall Of India
7. Srinivasan, Strategic Management – Indian Context, Prentice Hall Of India

4.2 INTERNATIONAL BUSINESS

OBJECTIVE: To facilitate an understanding of International Business in a multi-polar, multi-cultural world; to examine the critical factors for success in different countries.

Module 1 INTRODUCTION

10 hrs

Definition — Trade and Investment flow — International trade- theories of international trade -Economic theories — forms of international business

Module 2 INTERNATIONAL BUSINESS ENVIRONMENT

10 hrs

Globalization of business — WTO and trade liberalization — emerging issues — implications for India — Regional Trade Blocks — Inter — regional trade among regional groups.

Module 3 GLOBAL BUSINESS STRATEGIC MANAGEMENT

12 hrs

Structural design of MNE's — Strategic planning — Strategic considerations- National VS Global competitiveness.

Module 4 EXIM TRADE.

12 hrs

Export trade, procedure, steps and documentation direction of India's trade, Export financing — document related to export trade — Export marketing — Import trade, procedure and steps documentations and problems, EXIM policy, Balance of payment. Institutions connected with EXIM trade.

Module 5 CONTROL & EVALUATION OF INTERNATIONAL BUSINESS

10 hrs

Control MNE's — approaches to control — the role of information systems — performance measurement — mechanics of measurement — various, performance indicators—Evaluation and Evaluation systems

Module 6 CONFLICT IN INTERNATIONAL BUSINESS & NEGOTIATIONS

6 hrs

Factors causing conflict — Conflict resolution actions — the role of negotiations in international business — the role of international agencies in conflict resolution.

REFERENCE BOOKS:

1. Francis Cherunilam; International Business, Prentice Hall Of India
2. Hill; International Business; Mcgraw-Hill
3. Shukla, International Business, Excel Books
4. Francis Cherunilam- International Business Environment – HPH
5. S.N.Charry :- Elements of International Business, Biztrantra
6. Harrison Et Al; International Business; Oxford
7. Daneils Et Al; International Business; Pearson
8. Hodgetts And Luthans; International Management; Mcgraw-Hill
9. Sundaram & Balck, International Business Environment, Prentice Hall Of India

SPECIALIZATION STREAM COURSES OFFERED
DURING III & IV SEMESTERS

STREAM	III SEMESTER	IV SEMESTER
FINANCE	F1 INVESTMENT ANALYSIS & MANAGEMENT	F4 INTL. FINANCIAL MANAGEMENT
	F2 FINANCIAL MARKETS & INTERMEDIARIES.	F5 STRATEGIC FINANCIAL MANAGEMENT
	F3 TAX COMPLIANCES & MANAGEMENT	F6 PROJECT ANALYSIS & IMPLEMENTATION
MARKETING	M1 BUSINESS MARKETING	M4 RURAL AND AGRICULTURAL MARKETING
	M2 SERVICES MARKETING	M5 RETAILING MANAGEMENT
	M3 SALES AND MARKETING CHANNEL MANAGEMENT	M6 ADVERTISING AND INTEGRATED BRAND MANAGEMENT
HUMAN RESOURCES	H1 HUMAN RESOURCES ACQUISITION AND DEVELOPMENT	H4 LABOUR LEGISLATION AND WELFARE
	H2 EMPLOYEE RELATIONSHIP MANAGEMENT	H5 KNOWLEDGE MANAGEMENT.AND LEARNING ORGANIZATION
	H3 PERFORMANCE AND COMPENSATION MANAGEMENT	H6 INTERNATIONAL HUMAN RESOURCES MANAGEMENT
PRODUCTION	P1 SUPPLY CHAIN MANAGEMENT	P4 ADVANCED OPERATIONS RESEARCH
	P2 PRODUCTIVITY TECHNIQUES AND TOTAL QUALITY MANAGEMENT	
	P3 TECHNOLOGY MANAGEMENT	P6 PROJECT MANAGEMENT
SYSTEMS	S1 SOFTWARE ENGINEERING MANAGEMENT	S4 E COMMERCE TECHNOLOGY AND MANAGEMENT
	S2 SOFTWARE DESIGN & PROJECT MANAGEMENT	S5 SYSTEM ANALYSIS & DESIGN
	S3 DATABASE MANAGEMENT SYSTEM	S6 ENTERPRISE RESOURCE PLANNING AND BUSINESS BUSINESS PROCESS RE-ENGINEERING

MARKETING ELECTIVE PAPERS

III SEMESTER

M1 BUSINESS MARKETING

M2 SERVICES MARKETING

M3 SALES AND MARKETING CHANNEL MANAGEMENT

IV SEMESTER

M4 RURAL AND AGRICULTURAL MARKETING

M5 RETAILING MANAGEMENT

M6 ADVERTISING AND INTEGRATED BRAND MANAGEMENT

M1 - BUSINESS MARKETING

Course objective

The subject is designed to give insights to the students about the applications of marketing concepts in business to business marketing scenario as it is different from consumer marketing due to some inherent characters. As industrial or business marketing is emerging as one of the major employment provider, the subject needs a special attention.

Module 1 BUSINESS MARKETING PERSPECTIVE

14 hrs

Understanding of the concept of Business marketing in contrast with the consumer marketing, Characteristics of Business Marketing, nature of industrial goods and services, Classification of Industrial products. Classification of Industrial customers- commercial enterprises, government, institutions. Unique characteristics of each type of industrial customers. Marketing strategies for each of industrial customer categories, Market segmentation and B2B Marketing.

Module 2 DIMENSIONS OF BUSINESS MARKETING

14 hrs

What is Industrial/Business Marketing; Difference between Business and Consumer Marketing; Nature of Demand in Industrial Markets, Types of Organizational customer; Classifications and characteristics of Industrial Products, Purchasing Orientations and Practices of Business Customers; Environmental Analysis in Industrial/ Business Marketing.

Module 3 MANAGEMENT OF MARKETING CHANNELS

10 hrs

Business marketing channels, participants in the business marketing channel design, channel administration, types of resellers, and selecting channel members, motivating channel members, channel member performance

Module 4 BUSINESS ADVERTISING, SALES PROMOTION & PUBLIC RELATIONS

12 hrs

The role of advertising in Business marketing, managing B-B advertising, publicity, internet based marketing communications, measuring advertising effectiveness, advertising budgets, sales promotion, tradeshow, Role of personal selling in business marketing, sales force organization, recruitment, selection, training, motivation, compensation, performance evaluation, sales effort control, sales territories, quotas, account management

Module 5 PRICING DECISIONS IN BUSINESS MARKETING

10 hrs

Meaning of price, cost fundamentals, industrial pricing process, pricing across PLC, Competitive bidding, strategies for competitive bidding, pricing strategies, pricing objectives, pricing methods

REFERENCE BOOKS:

1. Krishna K Havaldar; Industrial Marketing; Mcgraw-Hill
2. H.S. Mukherjee, Industrial Marketing, Excel Books
3. Industrial Marketing, Robert Reeder, Prentice Hall Of India,pearson
4. Francis Cherunilam-Industrial Marketing - HPH

M2 - SERVICES MARKETING

Objectives:

- *To develop insights in to the field of services marketing;*
- *To make student understand the differences between marketing of goods and services;*
- *To expose the students to marketing in various services industries of India.*

Module 1 INTRODUCTION

12 hrs

Emergence of GATS in world trade — Service sector and Indian economy- Definition and characteristics of services Difference between goods and services — Gaps model of service quality.

Module 2 FOCUS ON THE CUSTOMER

10 hrs

Consumer behavior in services: - Search, experience and credence properties; Consumer choice

Module 3 CUSTOMER EXPECTATIONS

8 hrs

Meaning, types and influencing factors, Customer perceptions: - Customer satisfaction; service quality and service encounters. Customer relationship and marketing research

Module 4 SERVICES MARKETING MIX

15 hrs

4Ps of Marketing: - Service product (including service blueprinting), price, place and promotion. Expanded mix: - people, process and physical evidence.

Module 5 SERVICE INDUSTRIES IN INDIA

15 hrs

Marketing strategies in service sectors like financial, hospitality, wellness (health care), telecom, tourism, retail, NGOs and public utility services,

REFERENCE BOOKS:

1. C. Bhattacharjee, Services Marketing, Excel Books
2. Valarie A Zeithamal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit, "Services Marketing" Special Indian Edition, Tata Mc Graw Hill, 2008
3. Dr.S.Sahajan – Services Marketing – HPH
4. Kenneth C Clow , David L. Krutz :- Services Marketing, Biztrantra
5. Christopher Lovelock, and Jochen Wirtz, "Services Marketing- People, technology, strategy", Prentice Hall
6. K Douglas 1-loffinan and John E.G Bateson, "Essentials of Services Marketing: Concepts, Strategies and cases", Thomson, 2002
7. Rajendra Nargundkar, "Services Marketing — Text and cases",Tata Mc Graw Hill
8. Ravi Shankar, "Services Marketing — The Indian Perspective," Excel Books
9. R. Srinivasan," Services Marketing — The Indian context", First Edition, Prentice Hall of India, 2004

M3 - SALES AND MARKETING CHANNEL MANAGEMENT

Course Objective

The Course has been designed to understand the importance of sales management and Marketing channel management for the overall success of the marketing efforts of an organization. The course deals with various aspects of sales management for coordinated sales efforts in achieving the over all corporate goals and effective management of marketing channels

Module 1 INTRODUCTION TO SALES MANAGEMENT

4 hrs

Sales Management: Its Nature, Rewards, and Responsibilities, Social, Ethical, and Legal Responsibilities of Sales Personnel

Module 2 PLANNING THE SALES TEAM'S EFFORTS

9 hrs

Building Relationships through Strategic Planning, The Market-Driven Sales Organization, Forecasting Market Demand and Sales Budgets Design and Size of Sales Territories, Sales Objectives and Quotas, **staffing the Sales Team** - Planning for and Recruiting Successful Salespeople, Selection, Placement, and Socialization of Successful Salespeople, **Training the Sales Team** - The Management of Sales Training and Development, Contents of the Sales Training Program: Sales Knowledge and the Selling Process, **Directing The Sales Team** - Motivating Salespeople toward High Performance, Compensation for High Performance, Leading the Sales Team

Module 3 CONTROLLING THE SALES TEAM

6 hrs

Analysis of Sales and Marketing Costs, Evaluation of Salespeople's Performance, Comprehensive Sales Force Cases and Exercises

Module 4 MARKETING LOGISTICS

7 hrs

Logistics and its importance, Functions of Logistics management - Procurement /Purchasing, Inward Transport, Receiving, Warehousing, Stock Control, Order Picking, Materials Handling, Outward Transport, Physical Distribution Management, Recycling, Returns, and Waste Disposal, Importance of Communication in Logistics, Technology in Logistics- Electronic Data interchange (EDI), Artificial Intelligence, Expert Systems, Communication Technology, Bar Coding and Scanning, Streamlining the Logistics Process, Strategic Issues in Logistics Management

Module 5 MARKETING CHANNELS

7 hrs

Evolution of Marketing Channels- The Production Era, The Sales Era, The Marketing Era, Relationship Marketing Era, Channel member and their roles, Roles of Channel Members, Channel Functions, Designing marketing channels - Channel Structure, Channel Intensity, Types of Channel Intermediaries at Each Level, Channel Flows and Costs

Module 6 CHANNEL INTEGRATION**7 hrs**

Importance of Channel Integration, Vertical Marketing Systems, Types of vertical marketing systems - Corporate VMS, Administered VMS, Contractual VMS, Horizontal Marketing Systems, Hybrid channel system, Designing and Managing Hybrid Channel Systems

Module 7 CHANNEL MANAGEMENT**10 hrs**

Recruiting Channel, Members - Recruiting as a Continuous Process, Recruiting Manufacturers, Screening, Criteria for Selecting Channel Members - Sales Factors, Product Factors, Experience Factors, Administrative Factors, Risk Factors, Motivating Channel Members, Distributor Advisory Councils, Modifying Channel Arrangements - PLC Changes, Customer-Driven Refinement of Existing Channels, Growth of Multi-Channel Marketing Systems, Managing Channel Relationships - Cooperation and coordination, Conflict, Power

Module 8 WHOLESALING & RETAILING**10 hrs**

Wholesaling and its importance, Types of Wholesalers - Merchant Wholesalers, Agents and Brokers, Manufacturer's Wholesalers, Strategic Issues in Wholesaling - Target Market Decisions, Marketing Mix Decisions Trends Shaping Wholesale Distribution - Functional Overlap, Increased Services, Pricing and Credit,, Regional Coverage Organizational Form and Size, Impact of Information Technology on Wholesaling - Challenges in Wholesaling - Inventory Management, Sales Management, Promotion Management, Financial Planning and Management - Retailing and its Importance - Importance to Consumers, Source of Employment - Evolution of Retailing and types of retailing

REFERENCE BOOKS:

1. Sales And Distribution Management, Tapan Panda And Sunil Sahadev, Oxford Publications
2. Sales Management, Still And Cundiff, PHI
3. S.L. Gupta, Sales & Distribution Management, Excel Books
4. Marketing Channels, Coughian, Anderson, PHI
5. Sales And Distribution Management; Krishna Havaladar And Cavale; Tata Mcgraw-Hill
6. Sales Management, Dasgupta, PHI

M4 RURAL AND AGRICULTURAL MARKETING

Objectives:

The course has been designed keeping in mind that the rural Indian market is one of the fastest growing markets in the world. Most of the corporate dealing with both FMCG and durables are already geared up to meet the demands being emerged from rural market The subject has covered to give insights in to the various characteristics, opportunities and problems in marketing the products or services in rural India.

Module 1 OVERVIEW OF RURAL MARKETS AND RURAL MARKETING 8 hrs

Rural economy — size and nature, Rural marketing — definition and scope, Characteristics of Rural markets Taxonomy of Rural markets, Changing patterns, Attractiveness of Rural markets, problems and constraints in rural marketing

Module 2 THE RURAL CONSUMER 10 hrs

Classification of Rural consumers, classification and characteristics of rural consumers, Rural consumer behavior — decision process, brand loyalty, Innovation Adoption, Factors influencing rural consumer behavior, consumer buying process — opinion leadership process — rural shopping habits, growing consumerism - Concepts and process of Rural market Segmentation — bases, Targeting, Positioning

Module 4 STRATEGIES FOR INDIAN RURAL MARKETING 20 hrs

Product Strategy — Scope and significance, Product mix decisions, Product personality, Rural Branding, Product Life Cycle, Rural Pricing — Pricing in Rural Markets, Objectives, policies and Strategies, Rural Distribution—Type of Channels, Distribution Strategies, Promotion — Role of Media in rural market, Conventional Media, Rural communication mix, Media and Creative Strategies, Personal selling — Role and management of rural sales force

Module 5 INTRODUCTION TO AGRICULTURAL MARKETING 10 hrs

Trends in Agricultural Marketing, Agricultural products, Agro processing sector in India — State and characteristics, Food processing sector — Size, scope and future prospects, Defects in Agricultural Marketing

Module 6 AGRICULTURAL MARKETS 12 hrs

Classification of markets, Regulated markets — role and problems, APMC act, Future scenarios, Methods of sales of agricultural products — Hatha, E.'choupal Dara, auction, Agents and Marketing Agencies, Commodity markets and trading,

REFERENCE BOOKS:

1. Krishnamacharyulu And Lalitha Ramakrishnan; Rural Marketing; Pearson Education India
2. Kashyap, Pradeep And Raut, Siddartha; Rural Marketing; Biztantra
3. U.C. Mathur, Rural Marketing, Excel Books
4. Velayudhan, Sanal Kumar; Rural Marketing; Sage
5. Ruchika Ramakrishnan; Rural Marketing; New Century

M5 RETAIL MARKETING MANAGEMENT

Course objective

With the economy in its upswing and consumer purchasing powers and life style is a change, India has become one of the major market for global retail brands and most of them are already in or on their way to be in, This has also triggered many companies also to set up retail chains and thus making retailing as one of the most vibrant growth area. The course has been designed to understand various aspects of retailing management like location, human resource issues, shop management, merchandising and promotion.

Module 1 THE WORLD OF RETAILING

14 hrs

What is retailing, Economic significance of retailing, Opportunities in retailing, The retailing management decision process, Types of retailers, Trends in retail industry, Food retailing, General merchandise retailing, Services retailing, Types of ownership, Non store v/s store based retailing, Electronic retailers, Catalogue and direct mail retailers, Direct selling, Vending machine retailing, Tele vision home shopping, E-Tailing.

Module 2 THE RETAIL CUSTOMER

12 hrs

Generational cohorts, Ethnic diversity, Income, Changing customer demography, Changes in consumer values, Types of buying decisions, Buying process, Factors influencing the decision making process, Market segmentation, Strategic advantage through customer service, Customer evaluation of service quality, GAPs model for improving retail services quality, communicating the service promise

Module 3 RETAIL MARKETING STRATEGIES

10 hrs

What is retail strategy, Target market and retail format, Building a sustainable competitive advantage, International growth opportunities, The strategic retail planning process

Module 4 MERCHANDISING MANAGEMENT

12 hrs

Organizing buying process .by categories, Setting merchandising financial objectives, The assortment planning process, Merchandise budget plans, Open to buy, Allocating merchandise to stores, Analyzing merchandising performance, Branding strategies, International sourcing decisions, Meeting vendors, Establishing and maintaining strategic relationship with vendors

Module 5 STORE LAYOUT, AND RETAIL PROMOTION

12 hrs

Store layout, Space planning, merchandising presentation techniques, Atmospheric, Role of retail communication, Planning retail communication, Retail advertising programme, frequent shopper loyalty programme

REFERENCE BOOKS:

1. Retail Management; Barry Berman And Joel Evans
2. Managing Retailing, Piyush Kumar Sinha, Dwaraka Prasad, Oxford Publications
3. C. Bhattacharjee, Retail Management, Excel Books
4. James Ogden, Denise Ogdden :- IntegratedRetail Management , Biztantra
5. Retailing Management, Levy And Weitz, Mcgraw Hill
6. Retailing Management, Swapna And Pradhan, Mcgraw Hill
7. Retail Management, Gibson

M6 ADVERTISING AND INTEGRATED BRAND MANAGEMENT

Course Objective

The course has been designed to understand the advertising process and advertising industry structure thoroughly. Each component of advertising has been covered to give the student over all importance of advertising in corporate communications. The syllabus also emphasizes on the integrated study of advertising along with brand building and management

Module 1 THE PROCESS: ADVERTISING AND INTEGRATED BRAND PROMOTION IN BUSINESS AND SOCIETY 14 hrs

What is advertising, advertising as a communication process, Advertising as business process, Types of advertising, the economic effects of advertising. **The structure of advertising industry** - The scope and structure of advertising industry, Trends advertising and promotion industry, **The evolution of promoting and advertising brands** - Fundamental influences on evolution of advertising industry, Brand entertainment, **Social, ethical and regulatory aspects of advertising**

Module 2 THE PLANNING: ANALYZING THE ADVERTISING AND INTEGRATED BRAND PROMOTION ENVIRONMENT 14 hrs

The consumer as a decision maker, Modes of consumer decision making, Consumer as a social being, **Market segmentation, positioning and the value proposition** - Identifying the target segments, Segment profiling and targeting, positioning strategies, **Advertising and promotion research** - Developmental advertising and promotion research, Copy research, **Planning advertising and integrated brand promotion**, Advertising plan and its marketing context, Communication objectives v/s sales objectives, Advertisement Budgeting, Role of advertising agency in advertisement planning, Advertisement planning : An international perspective

Module 3 PREPARING THE MESSAGE 12 hrs

Creating brands, in general and across domains, Advertising agencies, creative process and the product, **Message strategy** - Essential message objectives and strategies, **Copy writing** - Copy writing and creative plan, Copy writing for print advertisements, Copy writing for cyber space, Copy writing for broadcast advertisements, The copy approval process, **Art direction and production** - Illustration, design and layout production in print advertising, Art direction and production in television advertising

Module 4 PLACING THE MESSAGE IN CONVENTIONAL AND NEW MEDIA 8 hrs

World of promotional media, Fundamentals of media planning, Media planning process, media strategies, media choices, Contemporary essentials, Media choice and integrated brand promotion, **Media planning** - Strategic planning considerations in media choice

Module 5 INTEGRATED BRAND PROMOTION

12 hrs

Support media, event sponsorship and branded entertainment - Traditional support media, Event sponsorship, Branded entertainment, **Sales promotion and point of purchase advertising** - Definition of sales promotions, Sales promotion directed at consumers, Sales promotion directed towards trade channel and business markets, **Direct marketing** - What is direct marketing, Media applications in direct marketing, **Public relations and corporate advertising** - Public relations, Corporate advertising

REFERENCE BOOKS:

1. Advertising And Sales Promotions, Batra & Kazmi, Excel Books
2. Kelly, Larry D And Jugenheimer, Donald W; Advertising Media Planning – A Brand Management Approach; Prentice Hall India, pearson
3. S.A.Chunawalla – Foundation of Advertising – Theory and Practice – HPH
4. Integrated Advertising, Promotion And Marketing Communication, Clow & Black, PHI
5. Wells, Principles & Practices Of Advertising, PHI
6. Brand Management, H.V. Verma, Excel Books
7. Sharma & Singh, Advertising: Planning And Implementation, PHI

FINANCE ELECTIVE PAPERS

III SEMESTER

- F1 INVESTMENT ANALYSIS & MANAGEMENT
- F2 FINANCIAL MARKETS & INTERMEDIARIES
- F3 TAX COMPLIANCES & MANAGEMENT

IV SEMESTER

- F4 INTERNATIONAL FINANCIAL MANAGEMENT
- F5 STRATEGIC FINANCIAL MANAGEMENT
- F6 PROJECT ANALYSIS AND IMPLEMENTATION

F1 INVESTMENT ANALYSIS & MANAGEMENT

Course Objective

1. To provide students with a conceptual framework of evaluating various investment avenues.
2. To provide students with a conceptual and analytical framework of different financial instruments, markets, regulations, their risk and returns and strategies in managing funds.
3. To familiarize students with portfolio management techniques that challenges a financial manager.
4. To give an overview of the global markets and their impact on the domestic markets

Module 1 INTRODUCTION TO INVESTMENTS

6 hrs

Definition — micro & macro economic concepts relating to investment - investment objective — investment process - investment constraints — investment strategy — investment v/s speculation — arbitrage - gambling — types of investors — investor behavior

Module 2 INVESTMENT AVENUES

7 hrs

bonds — debentures - Preference shares — Equity Shares — Real Estate— commodity markets — bank deposit — insurance — mutual funds — foreign exchange - Money market instruments — derivatives — forward - futures — options — swaps

Module 3 STOCK MARKET & INSTITUTION

9 hrs

Dematerialization of securities, Primary Market — P0, Book Building, FPO, Rights Issue, Bonus Issue & Preferential Issue, Secondary Market — Cash & Derivatives Markets, Trading Procedure, Margin System, Settlement process, Market Indices, Role of Stock Brokers, Stock Exchanges & SEBI.

Module 4 RISK MANAGEMENT

9 hrs

Definition, meaning and measurement of Risk — Classification of Risk — diversification — Statistical tools used in risk management - techniques of risk mitigation - risk return optimization — credit rating - beta coefficient — hedging – Using derivatives in risk management

Module 5 INVESTMENT ANALYSIS

7 hrs

Sources of information on investment — factors affecting investment — Fundamental analysis — Technical analysis — efficient market Hypothesis

Module 6 INVESTMENT EVALUATION**7 hrs**

Concept — Time value of Money - various valuation methods & models — bond valuation — equity valuation — futures pricing — options pricing — tangible asset valuation, Tax issues relating to investments

Module 7 PORTFOLIO MANAGEMENT**8 hrs**

Concept — Markowitz model — Sharpe, Jensen & Treynor Model CAPM — SML and CML — factor model and arbitrage pricing theory — Portfolio construction, revision & evaluation

Module 8 GLOBAL MARKETS**7 hrs**

Global Investment benefits, World market indexes, Developed and Emerging Markets, ADRs, GDRs, FCCBs, Foreign Bonds, Global Mutual Funds, Relationship between trends in global markets and the domestic markets,

REFERENCE BOOKS:

1. Sudhindra Bhat, Security Analysis And Portfolio Management, Excel Books
2. Fischer And Jordan; Security Analysis And Portfolio Management; Prentice-Hall,pearson
3. Prasanna Chandra; Investment Analysis And Portfolio Management; Mcgraw-Hill
4. Preeti Singh – Investment Management- HPH
5. Bhalla V K; Investment Management; S Chand & Co
6. Alexander & Bailey, Fundamentals Of Investments, PHI
7. Portfolio Management, Kevin, PHI

F2 FINANCIAL MARKETS & INTERMEDIARIES

Course Objective

- *To provide students with conceptual and regulatory framework within which the financial intermediaries operate.*
- *To familiarize students with the various management and operational aspects of markets and financial intermediaries.*

Module 1 THE NATURE AND ROLE OF FINANCIAL SYSTEM

8 hrs

Structure of a Financial System - Functions of Financial Sector - Financial System and Economic Development — Indian financial system — SEE3I - Financial sector reforms - Reserve Bank of India - Organization and Management -Role and Functions - Monetary Policy of the RBI - Recent Policy Developments

Module 2 BANKS & INSTITUTIONS

12 hrs

Banks — Operations & Special Role of Banks — Specialized Financial Institutions — EXIM, NABARD, HUDCO, SIDBI, IFCI - Universal Banking & Innovations — Securitization — RTGS & ECS - Co-operative Banks — Features, Types, Structure and Growth, Small Savings and Provident Funds - Provident Funds- Pension Funds — Life insurance Companies - General Insurance Corporation

Module 3 NON-BANKING FINANCE COMPANIES

8 hrs

NBFCS. an Overview - Loan Companies - Investment Companies — Leasing & Hire Purchase - Housing Finance — Chit Funds - Mutual Benefit Financial Companies -Venture Capital Funds - Factors & Forfeiting - Credit Rating - Depository and Custodial Services

Module 4 MERCHANT BANKING & FINANCIAL SERVICES

10 hrs

Project appraisal, Designing capital structure and instruments, issue pricing, preparation of prospectus, Issue Management, Underwriting, Mergers & Amalgamations, Corporate Advisory Services, Bought out deals, Private Placement, Institutional Placement, Debt Syndication, Regulation of Merchant Bankers,

Module 5 MUTUAL FUNDS

8 hrs

Organization - Types of Funds - Valuation of Units - Structure and Size Investment Pattern - Return on Investment in Units — Regulations

Module 6 FINANCIAL MARKETS

14 hrs

The stock market in India — Primary and secondary markets — OTC markets — regulations — new issues market — underwriting - Call Money Market - Treasury Bills Market — Commercial Bills Market - Markets for Commercial Paper and Certificate of Deposits - The Discount Market - Government (Gilt — edge) Securities Market. Markets for Futures, Options, and Other Financial Derivatives - Foreign Exchange Markets - Interest Rate Futures Market

REFERENCE BOOKS:

1. Livingston, Miles; Financial Intermediaries; Blackwell
2. Financial Institutes And Markets, Sudhindra Bhat, Excel Books
3. Avadhani – Marketing of Financial Services - HPH
4. Niti Bhasin; Banking And Financial Markets In India 1947 To 2007; New Century
5. Mutual Funds: Data, Interpretation & Analysis, Sahadeven & Thiripalraju, PHI

F3 TAX COMPLIANCE & MANAGEMENT

Course Objective

To make the student understand the basic concepts of taxation and its computation, the proper compliance of various provisions of the direct and indirect tax laws and to make financial decision considering “the pros and cons of various tax laws and business functioning

MODULE 1: CONCEPTS AND FRAMEWORK OF TAXATION 10 HRS

Tax – Meaning, Types, Principles of Direct Taxation; Basics Concepts – Assessee, Assessment, Person, Assessment Year, Previous Year, Heads of Income, Total Income, Tax Planning, Tax Avoidance and Tax Evasion; Residential Status of Individuals and Companies - Incidence of Tax.

Module 2 INCOME TAX 14 hrs

Heads of income, Computation of Individual Income Tax, Computation of HUF Income Tax, Computation of Corporate Income Tax, Set off and Carry forward of Losses, Fringe benefit Tax, Banking Cash Transaction Tax, Securities Transaction Tax, MAT, TDS & TCS, Tax planning/avoidance/evasion, Returns & Compliance

Module 3 CUSTOMS, CENTRAL EXCISE AND SERVICE TAX 14 hrs

Procedure relating to levy, valuation and collection of duty, types of duty, exemptions Export Promotion Schemes, Nature of Excise duties, Excisability of Products, Cenvat Credit; Classification of Excisable Goods, Valuation of Excisable goods, Important Central Excise procedures, Service Tax, Concepts, applicability, and procedures, Returns & Compliance

Module 4 SALES TAXES AND CUSTOM ACT 10 hrs

Nature of Excise duties, Cenvat credit, Excisability of Products, Classification & Valuation excisable goods, important central excise procedure, Introduction to Customs Duty, Procedure relating to levy, valuation & collection of duty, types of duty, Exemption Export promotion schemes.

Module 5 TAX PLANNING AND MANAGEMENT 12 hrs

Purchase of Assets. — Own funds | Borrowed Funds | Lease, Installment vs. Hire, Make or Buy, Replace or Repair, Capital Structure and Dividend Decisions, Amalgamation and De-merger, Tax implications of international operations

BOOKS FOR REFERENCE:

1. Singhania, Vinod, “Direct Taxes – Law and Practice”, Taxmann Publications.
2. Ahuja, Girish and Gupta, Ravi, “Professional Approach to Direct Taxes”, Bharat Publications.
3. Mehrotra and Goyal, “Direct Taxes”, Sahitya Publishing.
4. Singhania, Vinod, “Direct Taxes – Planning and Management”, Taxmann Publications.
5. U.S.Datey – Indirect Taxes Law & Practice – Taxman Publications

F4 INTERNATIONAL FINANCIAL MANAGEMENT

Course Objective

- *To provide students with a conceptual framework of how financial decisions are undertaken in a multinational company.*
- *To familiarize students with unique economic factors that challenges a financial manager in the international context.*

Module 1: International Financial Environment

10 Sessions

The Finance Function in Global Context, Distinguishing Features of International Finance, International Monetary System, International Financial Flows: Balance of Payments Framework, International Financial System - Markets and Institutions.

Module 2: Foreign Exchange Markets

14 Sessions

Introduction, Structure of Foreign Exchange Market, Mechanics of Currency Trading, Types of Transactions and Settlement Dates, Exchange Rate Quotations and Arbitrage, Exchange Rate Determination and Forecasting, Introduction to Currency Futures, Currency Options, Forwards and Swaps.

Module 3: Forex Risk Management

8 Sessions

Management of Foreign Exchange Risk – Translation Exposure, Transaction Exposure and Economic Exposure, Hedging – Managing operating exposure

Module 4: Financial Management of Multinational Corporations

14 Sessions

Foreign Direct Investment, Cost of Capital and Capital Structure of Multinational Firms, Multinational Capital Budgeting, Multinational Working Capital Management. Control and Performance Evaluation of Multinational Companies.

Module 5: International Financing

10 Sessions

The international Financing Decision, International Equity Financing, Evaluating Borrowing Options, Funding Avenues in Global Capital Markets – Eurocurrency Markets, Depository Receipts.

Module 6 : International Taxation

4 Sessions

Meaning Tax Principles, Double Taxation relief, Bilateral relief, Unilateral relief, Special provisions relating to avoidance of tax & Tax haven subsidiaries & International offshore financial centers.

REFERENCE BOOKS:

1. Apte, P.G., "International Financial Management", Tata McGraw Hill Publishing Ltd.
2. Vij, Madhu, "International Financial Management", Excel Books.
3. Sharan, Vyuptakesh, "International Financial Management", Prentice Hall of India.
4. H.R.Machiraju – International Financial Management HPH
5. Janikiraman :- International Financial Management – Biztantra
6. Shapiro, A., "Multinational Financial Management", Prentice Hall of India.
7. Madura, Jeff, "International Financial Management", Thomson Publications.
8. David K. Eieteman, etal, Multinational Business Finance, Pearson Education.

F5 STRATEGIC FINANCIAL MANAGEMENT

Course Objective

The objective of this course is to introduce the student to the tools and concepts needed to deal effectively with the formulation, Implementation and Monitoring of Strategic Financial decisions of the firm.

Module 1: Strategic Financing Decisions

10 Sessions

Meaning and importance of Strategic Financial Management, Scope and Constituents of Strategic Financial Management, Financial Planning, Capital Allocation and Corporate Strategy, Capital Structure and Firm Value, Dividend Policy and Firm value – Stock vis-à-vis Cash Dividends, Strategic Cost Management – Activity Based Costing, Target Costing, Life Cycle Costing.

Module 2: Corporate Valuation

10 Sessions

Meaning and approaches to Corporate Valuation – Adjusted Book Value Approach, Stock and Debt Approach, Comparable Companies Approach, Discounted Cash Flow Approach – Concept of Free Cash Flow to the Firm, Two and Three Stage Valuation Models. Valuation of Physical Assets, Valuation of Intangible Assets – Brand Equity and Human Resources.

Module 3: Value Metrics

15 Sessions

Shareholder Value Creation – Traditional and Modern Approaches – Value Drivers. Approaches to Value Based Management – Marakon Approach, Alcar Approach, Mc Kinsey Approach, EVA Approach, BCG HOLT Approach. Metrics for Measurement of Performance – EPS, ROI, EBIT, EBITDA, RONA, ROCE, TSR, TBR, MVA, CVA, CFROI – Concept of Economic Depreciation. Executive Compensation and Value Creation. Employee Stock Option Plan. Balanced Scorecard.

Module 4: Corporate Restructuring

5 Sessions

Meaning and forms of corporate Restructuring – Spin off, Split off, Split up, Leveraged Buyout, Divestiture and other forms of corporate Restructuring .

Module 5 : Mergers & Acquisitions

10 Sessions

Corporate Restructuring – Meaning and Forms. Mergers and acquisitions – Definition, Types, Motives for Merger or Acquisition, Steps involved in Merger, Mechanics of Merger – Legal, Accounting and Tax, Valuation for Mergers and Acquisitions, Financing of Merger and settlement – Exchange Ratio, Stock Vs. Cash Payments, Takeovers, Defensive Tactics of Takeovers and disinvestment of PSU's.

Module 6: Challenges in Strategic Financial Management

10 Sessions

Financial Management in Knowledge Intensive Companies and Public Sector Companies, Financial Management in Sick Units, Financial Innovations and Financial Engineering – Overview, Scope, Tools of Financial Engineering, Financial Engineering versus Financial Analysis.

REFERENCE BOOKS:

1. Chandra, Prasanna, "Financial Management", Tata McGraw Hill Publishing Limited.
2. Grinblatt, Mark and Titaman, Sheridan, "Financial Markets and Corporate Strategy", Tata McGraw Hill.
3. Sudhindra Bhat "Financial Management" Excel Books
4. R.M.Srivastava :- Financial Management and Police – HPH
5. Jakhotiya, G.P., "Strategic Financial Management", Vikas Publishing House Private Limited.
6. Vedpuriswar, A.V, "Strategic Financial Management – Achieving Sustainable Competitive Advantage", Vision Books.
7. Allen; Introduction To Strategic Financial Management
8. Swamy Parthsastri : - Corporate Governance ,Biztantra
9. Grundy & Scholes; Exploring Strategic Financial Management; Prentice Hall
10. Weston, Mergers, Restructuring & Corporate Control, PHI

F6 PROJECTS - ANALYSIS AND IMPLEMENTATION

Course Objective

- *To make the student understand the basic concept of project finance*
- *Provide students with an analytical and conceptual framework to evaluate capital investment proposals.*
- *To familiarize students with the various management techniques in implementing the project to its successful completion.*

CHAPTER : 1 PROJECT PLANNING

10 Sessions

Concept of a project, categories of projects, Project life cycle phases, Generation and screening of project ideas, Project appraisal techniques, demand analysis, Technical analysis, Economic analysis, formulation of detailed project reports.

CHAPTER 2 : PROJECT ESTIMATION AND SELECTION

10 Sessions

Preparation of cost estimates, finalisation of project implementation schedule, Investment criteria, PBP, ARR, NPV, PI, IRR, MIRR, cost of capital, capital rationing. Fixing the zero-date

CHAPTER 3: RISK MANAGEMENT IN CAPITAL BUDGETING:

15 Sessions

Sources, Measures and perspectives of risk, portfolio related risk measures, Mean-variable, portfolio construction, capital Asset pricing Model, special techniques of risk analysis – sensitivity analysis, scenario analysis, break even analysis, Hill Model, simulation analysis, standard deviation in measurement of risk, co-efficient variation optimistic –permissives estimates, certainly Equivalent Approach, Decision Tree analysis Managing risk, project selection under risk.

CHAPTER 4: PROJECT FINANCING

10 Sessions

Capital structure, sources of finance Margin money, promoters contribution, consortium lending and local syndication by banks, financing through markets and public issues, Term loans and debentures, Raising venture capital.

CHAPTER 5: PROJECT IMPLEMENTATION AND CONTROL

10 Sessions

Organizing human resources and contracting, organizing systems and procedure for project implementation, working of systems, Design of systems, project work system design, work breakdown structure, project execution plan, project control system, project diary, project control –scope/progress control, performance control, schedule control and cost control.

CHAPTER 6: PROJECT REVIEW & ADMINISTRATIVE ASPECTS 5 SESSIONS

Control of In-Program projects, post completion audits, Abandonment Analysis Administrative aspects of Capital Budgeting, Agency Problem, Evaluating Capital Budgeting systems of an organization.

REFERENCE BOOKS:

1. Prasanna Chandra, Projects Planning Analysis selection, financing, Implementation, Tata McGraw Hill
2. S.Choudhury – Project Management Tata McGraw Hill publishing Co., Ltd.,
3. Vasanth Desai, Project Management – HPH
4. Ravi.M.Kishore – Financial Management – Taxman Publications
5. Gopalan, Project Management, John Wiley

PRODUCTION & OPERATION MANAGEMENT ELECTIVES

III SEMESTER

P1 SUPPLY CHAIN MANAGEMENT

P2 PRODUCTIVITY TECHNIQUES AND TOTAL QUALITY MANAGEMENT

P3 TECHNOLOGY MANAGEMENT

IV SEMESTER

P4 ADVANCED OPERATIONS RESEARCH

P5 WORLD CLASS MANUFACTURING STRATEGY AND PRACTICES

P6 PROJECT MANAGEMENT

P1 SUPPLY CHAIN MANAGEMENT

OBJECTIVES: To give students a comprehensive understanding of supply chain management and related logistics Management in the new economic scenario. Also to show that SCM's objective is to be build efficient and cost effective system across the entire systems covering raw materials Suppliers, Distributors, Manufacturers, Ware House Management and to the retailer

MODULE 1 : INTRODUCTION TO SUPPLY CHAIN MANAGEMENT

What is SCM?

- Why SCM?
- The Complexity
- Key issues in SCM

MODULE 2 : LOGISTICS NETWORK

- Introduction
- Data Collection, Transportation, Ware house Management, Strategic location of warehouses, Demand forecasting
- MRP, ERP, Managing variability
- Key features of Network configuration
- Case discussion

MODULE 3: INVENTORY MANAGEMENT

- Concepts of Materials Management
- Economic lot size model
- Effect of Demand uncertainly
- Fixed order costs
- Variable lead frames
- Inventory under certainly & uncertainly
- Risk Management
-

MODULE 4: VALUE OF INFORMATION

- The Bullwhip effect
- Quantifying Bullwhip effect
- Locating Desired Products
- Lead time reduction
- Conflicting objectives of SCM
- Integrating the supply chain

MODULE 5: DISTRIBUTION STRATEGIES

- Introduction
- Centralized vs Decentralized control
- Direct shipment
- Cross Docking
- Push based vs PULL based supply chain

MODULE 6 : STRATEGIC ALLIANCES

- Third party Logistics (3PL)
- Retailer – supplier relationship
- Issues, requirements, success & failures
- Distributor integration Types & issues
-

MODULE 7 : MIS & SCM

- Data base
- System Architecture
- Communications
- E-Commerce Levels
- Implementation of ERP

MODULE 8 : DECISION SUPPORT SYSTEMS FOR SCM

- Analytical tools
- Presentation tools
- Smooth production flow
- Current issues & directing challenges for future

Reference:-

1. U Kachru-Logistics and Supply Chain Management –Excel Books
2. R. P Mohanty and S G Deshmukh –Supply chain management theories and practices Indian Text edition-Biztantra
3. Khanna ,K.K.- Physical Distribution Management : Logistical Approach - HPH

P2: PRODUCTIVITY TECHNIQUES AND TOTAL QUALITY MANAGEMENT

Objectives: This course acquaints the students with the concepts on productivity, the tools and techniques to improve productivity, MUDA, MURA and MURI and also an exposure to Total Quality Management in Manufacturing, service and I.T. areas.

MODULE 1: PRODUCTIVITY

6 Hrs)

- Concepts
- Measurement of productivity in Direct and Indirect areas like R&D, HR, Finance etc.,
- Productivity techniques & tools.

MODULE 2: WORKSTUDY (Method study and Work Measurement)

(6 Hrs)

- Concepts of Method study
- Steps in Method Study
- Details on operation Process chart and Flow process chart
- Process Mapping

MODULE 3: WORK MEASUREMENT

(6 Hrs)

- Types of work measurement
- Its uses
- Details of each work measurement techniques
- Learning curves
- Costing a product

MODULE 4: MUDA, MURA, MURI

(12 Hrs)

- MUDA – 7 wastes
Details on seven wastes
- Use of MURA and MURI
- Concept of Lean Manufacturing
- Exposure to J.I.T

MODULE 5: T Q M BASICS

(6 Hrs)

- Concept of Quality, Reliability
- Definition of TQM
- Approaches to Quality Management by Dr.Deming, Dr.Jurron, and Phillip Crosby.

MODULE 6: QUALITY SYSTEMS

(8 Hrs)

- ISO 9000
- ISO 14000
- OHAS

MODULE 7: QUALITY TOOLS (8 Hrs)

- Seven Tools of Q.C
- Quality control circles
- Exposure to SIX SIGMA

MODULE 8: RECENT TRENDS (8 Hrs)

- Bench Marking
- TPM
- CIP/KAIZEN
- POKAYOKE
- CMM
- CRM

REFERENCE

1. Total quality essential by Sarv Singh Soin.
2. Gopalan -Management Guide to Quality & Productivity, 2nd Edition - Biztantra
3. Quality control and Total Quality Management by P.L.Jain, Tata McGraw Hill.
4. Srinivsa Gondhalkar, Uday Salunkhe – Productivity Techniques - HPH
5. S Nigam - Total Quality Management-Excel Books
6. POKA YOKE, CII Case studies,
7. S Rajaram & M sivakumar - Total Quality management- Biztantra

P3 TECHNOLOGY MANAGEMENT

Objectives: This course familiarizes the students with concept on Technology i.e Product Technology, Process Technology, Tool technology, Automation etc., The issues, its acquisition transfer etc., Also Managing technological innovation in the Globalized era.

- MODULE 1: TECHNOLOGY – ITS IMPORTANCE (6 Hrs)
- Definition
 - The need
 - Its role in Competitive environment
 - Types of Technology (Product, Process, Tool, Automation)
- MODULE 2: MANAGING TECHNOLOGY (8 Hrs)
- Technology Forecasting
 - VISION, MISSION AND Goals
 - Feasibility study
 - Opportunities
 - Innovations building with teams
 - Technology Audit
- MODULE 3: BUSINESS MODEL (8 Hrs)
- Technology Lifecycle
 - R& D its role
 - Managing R & D
 - New Product Development Process
 - Business Models – Innovation
 - Financial Assessment of Business Model
- MODULE 4: TECHNOLOGY TRANSFER (10 HRS)
- Technology Acquisition
 - Choice between technologies
 - Issues in Intellectual Property Rights
 - Developing Local/In house capability
- MODULE 5: TECHNOLOGY – FUNDING (8 Hrs)
- VC Funding
 - Financing strategy
 - Risks in Technology Management
 - Financial Analysis in Technology Management
- MODULE 6 : MARKETING (10 Hrs)
- Technology and its Transition
 - Pricing
 - Marketing intelligence

MODULE 7: GAME THEORY

(4 HRS)

- Application of Game theory in Marketing
- Strategies in Game Theory

REFERENCE

1. Hillar/Liebeiman – Introduction to O.R
2. Harody A.Taha Operations Research – Prentice Hall, India
3. Introduction to Operation Research by Pannerselvam.

P4 ADVANCED OPERATIONS RESEARCH

Objectives: The Course is meant for familiarizing students on Advanced Operation Research Techniques and more towards use of softwares and applications

MODULE 1: OVERVIEW

(4 Hrs)

- Operation Research advancement in last decade
- Various approaches in operation research Modelling

MODULE 2 : LINEAR PROGRAMMING

(14 Hrs)

- Linear Programming
- Simplex algorithms
- Dual
- Integer Programming
- Sensitivity Analysis
- Linear Programming software package
- LINDO
- Applications/case

MODULE 3: TRANSFORTATION AND ASSIGNMNET PROBLEMS (10 Hrs)

- Hungarian Method
- Complex Problems in Transportation
- The transshipment Model
- Various application of Assignment Problem

MODULE 4: QUEUEING MODEL

(10 Hrs)

- M/M/1, M/M/K MODLE
- Multi server single queue Model
- Limited Queue Models
- Waiting line Models with Finite calling populations
- Use of software

MODULE 5: SIMULATION

(10 Hrs)

- Applications of Simulation, use of Random Nos
- Introduction to GPSS and other software packages
- Applications through software solving complex queueing problems by simulations
- Regenerative Methods of statistical Analysis

MODULE 6; REPLACEMENT PROBLEMS

(6 HRS)

- Introduction to Replacement Problems
- Financial analysis in individual/Group replacement
- Development a Marketing plan

MODULE 7: EVALUATION

(10 Hrs)

- Technology – Evaluation
- Paths to corporate venturing
- Developing a Business plan for sustained innovations

REFERENCE

1. UNIDO Training Course in Technology Management – Report
2. Ravindran – operations research – John Wiley
3. Fredrick Betz- Managing Technology Prentice Hall of India
4. David Ford, Michael Saran Managing & Marketing Technology – Thomson

P5 WORLD CLASS MANUFACTURING STRATEGY AND PRACTICES

OBJECTIVES: To introduce students to Manufacturing processes, Management, Trend, and Quality requirements and Modern concepts of Manufacturing Management Lean Manufactory etc.,

MODULE 1 : INTRODUCTIONS TO MANUFACTURING MANAGEMENT

- Stages of Production Operations Management
- Scope and importance
- Challenges in production and Operations Management
- International scenario in Operations Management

MODULE 2: PROCESSES:

- Process Planning
- Process Technology
- Capacity planning
- Materials Management
- SCM

MODULE 3 : PUSH SYSTEM VS PULL SYSTEMS

- Cellular Manufacturing
- J.I.T
- 7 Wastes and Managing Wastes
- Product development criteria
- Kanban
- New Process strategy
- Lean Manufacturing

MODULE 4: "QUALITY"

- "5S" House Keeping
- Quality Vs Reliability
- Concepts of TQM Deminings Award CII's Business Excellence Award
- ISO 9000, 14,000 Certification
- QFD Quality cost
- Six 'SIGMA Concepts'

MODULE 5: PLANNING & STRATEGIES

- ERP
- SCM
- Materials management

MODULE 6: IMPROVEMENTS/INNOVATIONS

- KAIZEN/Gem ba Kaizen
- Suggestion/small Group Activities (Q.C.C)
- Bench Marking
- Innovations

MODULE 7: WORLD CLASS MANUFACTURING STRATEGIES

- TPM in maintenance Management
- Concept of OEE
- Steps in acquiring world class manufacturing

REFERENCE

1. Strategic operations Management by Steve Brown
2. U Kachru - Production and Operations Management – Excel Books
3. Manufacturing the future (Strategic resonance for Enlightened Manufacturing) by Steve Brown
1. Competitive Manufacturing Management by Nicholas Tata McGraw Hill
2. Operation Management Norman Gaither, Grep Frazier, - Thomson South Western
3. Production and Operations Management by E.E.Adam and R.J.Ebert Prentice Hall of India
4. Martin K Starr - Production and Operations Management – Biztantra
5. Modern Productions/ Operations Management by E.S.Buffa and Rakesh K. Sarin, John Wiley and Sons
6. Operations Management for competitive Advantage Chase/Aquilano-Jacobs-Tata McGraw Hill
7. Tyota Production systems by
8. Kaizan by Masaki Tmsai

P6 PROJECT MANAGEMENT

OBJECTIVES: To give the students an overview of Project Management, the concepts, the tools and techniques plus hand on experience in using MS Project software through case studies

MODULE 1:

- Difference between Projects and Operations
- Concepts of Project Management
- Nine subsystems in Project management
- Brief Introduction to various subsystems
 - o Scope Management
 - o Integration Management
 - o Time Management
 - o Cost Management
 - o Human Resource Management
 - o Communications Management
 - o Risk Management
 - o Quality Management
 - o Procurement Management

MODULE 2:

- Introduction to PERT/CPM
- Problems using PERT, CPM
- Resources Levelling
- Project scheduling with limited resources

MODULE 3: RISK MANAGEMENT

- Concept of Risk
- Quantification of Risk
- Problems in Projects through Risk analysis

MODULE 4: PLANNING AND SCHEDULING

- WBS (work Breakdown structure)
- Arranging activities as per precedence
- Network planning
- Project duration
- Resource Planning
- Budgeting and costing
- Project Review and Monitoring

MODULE 5: MS PROJECT

- Introduction to MS Project
- Features of MS Project
- Concept of Project calendar, Task Calendar WBS
- Resource planning
- Project costing

MODULE 6: PROJECT PLANNING THROUGH MS PROJECT

- A case planning
- Working the case through MS Project
- Evaluation through simulation
- Project Review, cost review etc., through MS Project

MODULE 7 :

- Current issues
- Project Appraisal
- Project Organization

REFERENCE

1. Ravindran – Project Management – John Wiley
2. Projects Planning Analysis financing implementations and review by Prasanna Chandra Tata McGraw Hill
3. R Mishra – Project Management – Excel
4. Successful Project Management by GIDO & Clements – Thomson
5. Project Management strategic Design and implementation by David I Cleland, McGraw Hill Management by S.Choudhary – Tata McGraw Hill
6. M.S.Project by Gravier
7. Vasanth Desai – Project Management- HPH
8. Project Management for Business and Technology Principles and Practice John A Nicholas – Prentice Hall India

HUMAN RESOURCES MANAGEMENT ELECTIVES

III SEMESTER

H1 : HUMAN RESOURCES ACQUISITION AND DEVELOPMENT

H2 : EMPLOYEE RELATIONSHIP MANAGEMENT

H3 : PERFORMANCE AND COMPENSATION MANAGEMENT

IV SEMESTER

H4 : LABOUR LEGISLATION AND WELFARE

H5 : KNOWLEDGE MANAGEMENT AND LEARNING ORGANIZATION

H6 : INTERNATIONAL HUMAN RESOURCES MANAGEMENT

H1: HUMAN RESOURCES ACQUISITION AND DEVELOPMENT

MODULE 1 HUMAN RESOURCE PLANNING:

Issues in Strategic Human Resources Management, Human Resource Planning - Definition, Objectives, Importance, Factors affecting HRP, Process of HRP Employee Forecasting – Trend analysis, Ratio Analysis, Scatter Plot, Computerized Forecasting , Delphi Method, Manager Judgment, Supply forecasting.

MODULE 2 JOB ANALYSIS

Meaning, Purpose, Process, Methods of Collecting Data. Job Description – Contents, Writing Job Description, Job Specification, Job Enrichment.

MODULE 3 PROCUREMENT, SELECTION AND INDUCTION

Recruitment- Meaning and Process; Sources of Recruitment, Internal and External Source, Modern Techniques of Recruitment, Sources- Internet Based, Placement Agencies. Selection - Meaning, Essentials of Selection Procedure, Selection Hurdles, Selection Procedure - Application Blank; Employment Tests- Utility and Validity. Employment Interviews- Principles and Techniques, Medical Text, Reference Check Appointment- Terms and conditions. Induction –Meaning, Induction Programme –formal or informal, individual or collective, serial or disjunctive Investiture or Disinvestiture, Requisites of effective programme.

MODULE 4 TRAINING

Concept of Training and Development, Need for training , Importance of Training , Difference between Training and Development, Principles of Training and areas of training. Assessment of Training Needs, Training Methods- On the Job and Off Job Methods, Electronic Training – Computer Based training, Electronic performance support system(EPSS) , Distance and Internet Based Training.

MODULE 5 EVALUATION OF TRAINING

Purpose of Evaluation, Evaluation Process, evaluation of system, evaluation of methodology, evaluation of resource person, evaluation of contents, competency mapping, feedback & control.

REFERENCE :-

1. Ricky W Griffin – Human Resource Management –Biztantra.
2. Richard Regis – Strategic Human Resource Management – Excel books
3. Human Resource Management –Cynthia and Fisher- Biztantra
4. D.K Bhattacharya – Human Resource Planning – Excel Books
5. G. Pandu Naik - Training and Development –Excel Books
6. Dr Janikiranman- Training and Development -Biztantra
7. Thomess Kutti - Training for Development – HPH
8. R.K Sahu – Training for Development – Excel Books

H2 – EMPLOYEE RELATIONSHIP MANAGEMENT

MODULE 1. INDUSTRIAL RELATIONS

Meaning & Objectives, Importance, Approaches to Industrial Relations - Unitary, Pluralistic, Marxist. Role of Three Actors to Industrial Relations – State, Employer & Employees, Causes for poor IR, Developing sound IR. Ethical approach to IR: Idea of trusteeship- Principles & features, Code of conduct.

MODULE 2. TRADE UNION

Meaning, why do workers join unions, Types of trade unions, Theories to trade Union, Trade union movement in India, Problems of trade unions, Functions of trade unions, Measures to strengthen trade unions, Trade union Act – Registration of trade unions, Need for Recognition & Rights to recognition of trade unions, Central trade unions in India.

MODULE 3. INDUSTRIAL DISPUTES

Definition, Causes of Industrial disputes, Types of Industrial disputes, Prevention of Industrial disputes, Settlement of Industrial disputes. Industrial Dispute Act – Conditions to Strikes, Lock-outs, Lay-off & Retrenchment and Laws relating to standing orders.

MODULE 4. COLLECTIVE BARGAINING

Definition, Importance, Prerequisites of collective bargaining – Union bargaining process – Types of bargaining– Collective bargaining in India. Grievance & Disciplinary procedure – Meaning, Need & procedure.

MODULE 5. INTEGRATION OF INTEREST AND MANAGING CAREERS

Career Planning, Factors affecting Career Choices; Career Stages, Career anchors, Need for Career Planning, Managing Promotions, Transfers & Demotions. Individual & organizational problems in Integration. Integration process.

MODULE 6. QUALITY OF WORK LIFE AND QUALITY CIRCLES

Meaning of quality of work life – Quality Circles- Objectives- Process, Structure and problems- workers participation in management and quality circles – Concept of empowerment.

REFERENCE

1. B.D Singh - Industrial Relations – Excel Books
2. Mamoria & Mamoria ;- Dynamics of Industrial Relations in India - HPH

H3 – PERFORMANCE AND COMPENSATION MANAGEMENT

MODULE 1 PERFORMANCE MANAGEMENT

Definition, Objectives, Need for Appraisal, Essentials of performance appraisals and problems of performance appraisal, Methods of Performance Appraisal- Traditional and Modern Methods- Graphic Rating-Scale, Straight Ranking Method, Paired Comparison Method, Critical Incident Method, Group Appraisal, Confidential Methods, Behavioral Anchored Rating Scale (BARS), Assessment centers

MODULE 2 WAGE & SALARY ADMINISTRATION

Nature and Scope, Compensation, wage determination process, Factors Influencing wage and Salary Administration. Wage – Theories of Wages, Types of wages – Time rate, piece rate, debt method, Wage differentials.

MODULE 3 PLANNING FOR IMPROVED COMPETITIVENESS

Diagnosis and Bench Marking, Obtaining Commitment; Determination of Inter and Intra-industry, Compensation Differentials, Internal and External Equity in Compensation Systems.

MODULE 4 INCENTIVES AND FRINGE BENEFITS

Incentives – Def , Types of Incentives, Individual incentives : Measured day Work, Piece work, standard hour, Gain sharing, its advantages and disadvantages, Organisation Wide incentives – Scanlon Plan, Kaiser Plan, Profit sharing, Non-financial incentives, Fringe Benefits – Definition, Objectives, Types of Fringe Benefits

MODULE 5 INDIVIDUAL GROUP VARIABLE COMPENSATION

Pay for Performance, Pay by Seniority, Group Piece rate, Production sharing plan, Employee Profit sharing, Employee stock ownership, Gain Sharing

MODULE 6 INCENTIVES AND RETIREMENT PLANS

Basic Pay, Provisions for Dearness allowance- Calculation of total compensation package, various methods of compensating cost of living, Neutralization factors. Executive Compensation Plan, Retirement Plan

REFERENCE :-

1. B.D Singh - Compensation & Rewards management – Excel Books
2. Cynthia D Fisher –Human Resource Management -5th Edition-Biztantra.
3. A M Sharma – Aspects of Labour Welfare and Social Security - HPH
4. Lawrence Kleiman-Human Resource Management -3rd Edition-Biztantra
5. R.K Sahu – Performance management systems – Excel Books

H4 - LABOUR LEGISLATION AND WELFARE

MODULE 1. LABOUR LEGISLATION

Meaning, need, objective, scope, growth, growth of labour legislation in India, impact of ILO & LL, Protective and regulative labour legislations, factory Act 48, Mines Act-1952, Shops and Establishment Act.

MODULE 2. LEGISLATION CONCERNING WAGES AND BONUS

Payment of Wages Act -1936, Minimum Wages Act-1948, Payment of Bonus Act-1965, Equal Remuneration Act-76.

MODULE 3. LEGISLATION CONCERNING SOCIAL SECURITY

Workmen's compensation act 1923, Employee state insurance act 1948, Employees Provident fund act 1952, Maternity Benefit act 1961, Payment of gratuity act 1972, and Misc. Act 1996.

MODULE 4. WELFARE

Meaning, need, objectives, statutory requirement, emerging issues, welfare of human employee, preferential statement, physically challenged, need for special consideration.

MODULE 5. NIGHT SHIFT WORKING

Labour legislation pertaining to employees working on night shifts; specific provisions for female employees; creation of conducive work environment during night shift; moral and ethical issues arising due to night shift and HR intervention; impact of night shift working on family and social life; counseling and stress management.

REFERENCE

1. B.D Singh – Labour Laws for Managers – Excel Books
2. A.M.Sharma – Industrial Jurisprudence and Labour Legislation – HPH
3. B.D Singh – Industrial Relations – Excel Books

H5 - KNOWLEDGE MANAGEMENT AND LEARNING ORGANIZATION

MODULE 1 THE PARADIGM OF LEARNING ORGANIZATIONS

The paradigm of learning organizations, lessons in learning and creativity, learning organizations – paradigm of strategy and management, life long creates trails of life long creators, model of life long creativity, mastering creative problems, solving, models of creative problems solving, model of creative intelligence, convergent thinking, acquiring a creative persona, techniques of creative problems solving and creativity.

MODULE 2 TECHNIQUES OF CREATIVE PROBLEM SOLVING

Techniques of creativity, problem decomposition, information search, breaking stereotyped response, unblocking, mutual stimulation, imaging, fusioning, ideating, extremisation and dialectical, brainstorming, the when of creativity techniques – attributing changing and morphological analysis.

MODULE 3 BUILDING A LEARNING ORGANIZATION

What is learning organizations – nature of learning enterprises, skills needed by learning organizations, three phases of learning, learning implies unlearning, adaptive and generative learning, building a learning organization, knowledge intensive organization.

MODULE 4: ISSUES, THEMES AND THE ROLE OF INFORMATION TECHNOLOGY ON LEARNING ORGANIZATIONS.

Core issues and themes is building learning enterprises, vision and strategy, nature of the organization structure, an infrastructure for knowledge management, role of information technology in knowledge management, information technology and knowledge approaches.

MODULE 5 TECHNIQUES METHODS AND APPROACHES TO LEARNING ORGANIZATIONS.

Learning companies fostering knowledge and learning, a brief overview of some techniques, methods and approaches, learning organizations and management of change – activities and case studies.

MODULE 6, KNOWLEDGE MANAGEMENT SYSTEM

Introduction to knowledge management, knowledge management and knowledge management systems, drivers of knowledge, tacit and explicit knowledge, knowledge management is virtual organizations, implementing knowledge management solutions, knowledge management system on learning organization, knowledge management systems – issues, challenges and benefits.

H6 - INTERNATIONAL HUMAN RESOURCES MANAGEMENT

MODULE 1. INTERNATIONAL H.R.M

Difference between Domestic HRM and IHRM, Managing International HR activities- HR planning, Recruitment & Selection, Training & Development, Performance management, Remuneration, Repatriation & employee relations. Socio-Political Economic System – U.S, U.K, Japan and India – a comparative analysis.

MODULE 2. INTERNATIONAL RECRUITMENT AND SELECTION

Approaches – Ethnocentric, Polycentric, Geocentric, Regiocentric. Selection: Factors in Expatriate selection – Technical ability, Cross-cultural suitability, Family requirements, MNE requirements.

MODULE 3. HR INFORMATION SYSTEM

Meaning, Need, Advantages and uses. Designing of HRIS, Computerized HRIS, Limitation of HRIS. Computerized skill inventories, Global Talent Search.

MODULE 4. MANAGING HR IN VIRTUAL ORGANISATION

Meaning, Types of virtual organization, Difference between traditional & virtual organizations, Advantages and disadvantages of virtual organizations, Features of virtual organization, Managing HR in virtual organization.

MODULE 5 GLOBALISATION & HRM

Impact of globalization on Employment, HR Development, wage & benefits, Trade unions, Collective bargaining, Participative management & Quality circles. Ethical issues in HR, Changing environment of HRM - Internal and External factors. Internal factors – Human Resource of Country, changing demands of employers, employees organization. External factors – Change in Technology, Legal and Government, Customer Social factors, Economic and Political factors and talent management.

MODULE 6 TQM & HR MANAGEMENT

Principles of TQM, Methods of Total Quality Management, HRM & TQM, HR strategy to TQM.

REFERENCE

1. N Sengupta & Mousumi S Bhattacharya – International Human Resource Management – Excel Books
2. S.Jayashree – What Every MBA Should Know About HRM - HPH

SYSTEMS ELECTIVES

III SEMESTER

S1 SOFTWARE ENGINEERING MANAGEMENT

S2 SOFTWARE DESIGN & PROJECT MANGEMENT

S3 DATABASE MANAGEMENT SYSTEM

IV SEMESTER

S4 E – COMMERCE TECHNOLOGY AND MANAGEMENT

S5 SYSTEM ANALYSIS & DESIGN

**S6 ENTERPRISE RESOURCE PLANNING AND BUSINESS
PROCESS RE-ENGINEERING**

S1: SOFTWARE ENGINEERING MANAGEMENT

OBJECTIVE: Understand and appreciate concepts and practices of modern Software Engineering Management.

Module 1: OVERVIEW OF SOFTWARE ENGINEERING

Software Engineering as a discipline, Software processes, Software projects

Module 2: REQUIREMENTS

Requirements engineering processes, System models, Software prototyping, Formal specification.

Module 3: SOFTWARE DEVELOPMENT MODELS

Waterfall model, Spiral model, Incremental Development, Evolutionary Development, Re-use oriented Development

Module 4: DESIGN

Architectural design, Distributed Systems architecture, OO design, Real-time software design, Design with reuse, User Interface design.

Module 5: SOFTWARE QUALITY

Verification and Validation, Software testing, Critical systems validation, CMM and PCMM concepts.

Module 6: MANAGEMENT

Managing people, Software cost construction, Quality Management, Process Empowerment

Module 7: EVOLUTION

Legacy Systems, Software change, Software re-engineering, Configuration Management

S2: SOFTWARE DESIGN & PROJECT MANGEMENT

MODULE 1: SYSTEM ANALYSIS & DESIGN:

Overview of system analysis & Design: Introduction to different methodologies & structured system analysis – Details of SDLC approach – mini cases – E-R diagrams – DFD concepts – Data dictionary concepts. Structure charts – modular programming – I/O & file design consideration – Entity Life histories (ELH).

MODULE 2: SYSTEM IMPLEMENTATION:

System implementation & maintenance: Implementation Strategies – SW/HW selection & procurement – Control & security – issues of designing & implementing on-line systems – data communication requirements – system conservation approaches & selection issues.

MODULE 3. PROJECT DEVELOPMENT & DATABASE DESIGN

Introduction to Database technologies & CASE tools with specific packages – overview of relational model – Database creation – SQL command – Normalization – designing forms & reports – using CASE tools for system analysis & design-case studies – Cost / benefit analysis – project & resource planning – design & development testing & documentation.

MODULE 4. SOFTWARE PROJECT MANAGEMENT

Software project management: challenges & opportunities – changing technologies & approaches – choice development of methodologies & technical platforms, project management techniques – monitoring & measurement of progress.

MODULE 5. SOFTWARE PROJECT MANAGEMENT

Software project management – elements, cost estimation, manpower planning, Software & Product Metrics – Quality assurance & control-standards & documentation – testing – implementation – training – technology management – quality standards – certificate – handling multiple projects, issues of share development.

Text Books:

1. Senn, J.A. "Analysis & Design of Information Systems", "McGraw Hill Publications.
2. Beaver, 'An Introduction to Managing Software Projects'.
3. Marco, T.D. "Structured Analysis & System Specification", Prentice Hall Publications.
4. C.S.V.Murthy – System Analysis and Design - HPH

S3: DATABASE MANAGEMENT SYSTEM

MODULE 1: INTRODUCTION

Database systems – Definition – Components – Advantages – Objectives – Evolution.

MODULE 2: MODELS

DBMS Architecture – Associations – Relationships – Mappings between Abstractions – Generalisation – Classifications – Conceptual Data modeling – File Organization – Data Structure – Data models: HDBMS, NDBMS, RDBMS, OODBMS.

MODULE 3: DATABASE DESIGN

Relational Data Model – Relational Algebra – ER Diagrams – Data Dictionary – Normalisation – Boyce Codd Normal Forms – Integrity – Relational Database Languages – Database Administration – File Structures and Indexing.

MODULE 4: OBJECT MODELLING

PObject oriented concepts – Structure – Models and Databases – Object life cycle modeling – Objects, Classes, Patterns – Object interaction modeling – Object Oriented Design – UML.

MODULE 5: OPERATIONS AND MANAGEMENT

Client / Server and Databases – Data Warehousing – Query Processing – Concurrency Management – Heterogeneous and Homogenous Systems – Distributed Databases – Controls – Atomicity, Recovery – Security, Back-up and Recovery.

TEXT BOOKS

1. Gary W.Hansen and James V.Hansen, “Database Management and Design” Prentice Hall
2. C.S.V.Murthy – Data Base Management Systems-HPH

S4: E – COMMERCE TECHNOLOGY AND MANAGEMENT

MODULE 1: FUNDAMENTAL OF E-COMMERCE

Introduction to E-Commerce, Types of E-Commerce: B2B, B2C, C2C, G2G, G2E, G2C, E-Business Models & Markets, Techniques and Tools, E-Commerce Providers and Vendors.

MODULE 2: BUSINESS APPLICATIONS IN E-COMMERCE

Retailing in E-commerce – market research on internet customers – e-commerce for service sector – Advertising in e-commerce – B2B ecommerce. Supply Chain Management: E – logistics, Supply Chain Portal, Supply Chain Planning Tools (SCP Tools), Supply Chain Execution (SCE), SCE - Framework, Internet's effect on Supply Chain Power and E – Marketing.

MODULE 3: E-COMMERCE INFRASTRUCTURE

Intranet, Internet & Extranet – Structure, Architecture, Applications & Business Models.

MODULE 4: E-COMMERCE PAYMENTS AND SECURITY

E-Payments and Protocols-Security schemes against internet fraud. Principles of e-fund transfer, credit and debit card usage, E – Cheque, E – Cash, E – Payment Threats & Protections.

MODULE 5: LEGAL AND PRIVACY ISSUES IN E-COMMERCE

E-Commerce Issues & Opportunities in Implementation and Role of Government - Commercial Issues, Infrastructure Issues, Social and cultural issues, Role of Govt. and Policy Recommendations and Emerging trends in E- Commerce.

TEXT BOOKS

1. Efraim Turban et al., 'Electronic Commerce – A managerial perspective', Pearson Education Asia, 2002.
2. Kalakota et al, 'Frontiers of Electronic Commerce', Addison Wesley, 2001.
3. Greenstein Firsman, 'Electronic Commerce', Tata McGraw Hill, 1999.
4. C.S.V. Murthy – E.Commerce-HPH
5. Nabil Adam et al, 'Electronic Commerce – Technical, Business and Legal Issues'. Prentice Hall. 1998.
6. C.S.Rayudu – E Commerce, E Business-HPH

S5: SYSTEM ANALYSIS & DESIGN

Objectives: The objective of the course is to familiarize the students with the various Concepts of system analysis, design and planning.

MODULE I

System Concepts and Information Systems Environment, System Development life Cycle, Role of System Analyst.

MODULE II

System Planning and initial Investigation, Information Gathering, Tools of Structured: DFD, DD, Decision Tree, Decision Table, Structured English, Pseudo code, Analysis, Feasibility Study, Cost/Benefit Analysis.

Module III

Process and Stages of System Design, Input / Output and Forms Design, File Organisation and Database Design.

Module IV

System Testing & Quality Assurance, Implementation and Software Maintenance, Hardware and Software Selection and Computer Contract, Project Scheduling and Software, Security, Disaster/ Recovery, and Ethics in System Development.

Text Books:

1. Elias M Awad, - System Analysis & Design, Galgotia Publication
2. Hopper, George, Valacich, Panigrahi, - Modern System Analysis and Design, Pearson Education.
1. James A Senn, - Analysis & Design of Information Systems, Tata McGraw Hill
2. Rajaraman, Analysis & Design of Information Systems, PHI.
3. Whitten, Bentley, Dittman, - System Analysis & Design Methods, TMH

S6: ENTERPRISE RESOURCE PLANNING AND BUSINESS PROCESS RE-ENGINEERING

Objectives: This paper will orient students to understand that business processes can be integrated in a seamless chain.

UNIT – I

Introduction to Process Concept, Primary value chain concept, Process Activities, product complexities, Reengineering current situation, necessary to re-invent organization. Continuing the mass production concept, variation on the Greenfield approach. The impact of accounting system on decision seeking outside help, BPR success determination, Industry consolidation. The value of BPR; BPR experiences.

UNIT – II

Analyze process, establish process matrix, process matrix vary by process type. Applying analysis tool and methods, accounting of process, determining the cost of quality, process analysis sample, first, further and by example. Activity analysis, span of control, process representation, consistent semantic, semantic network process representation and modeling culture change.

UNIT – III

ERP - Introduction, integrated management information, seamless integration, supply chain management, resource management, scope and benefits, evolution, modern enterprise, business engineering and ERP.

UNIT – IV

Business modeling - Building, extended ERP, business modeling in practice, ERP implementation, role of consultants, vendors and users, customization, precautions, guidelines. Post implementation options and methodology.

UNIT – V

ERP - Competitive advantage, strategy, marketing of ERP, ERP Domain, MFGIPRO; IFSI Avalon, Baan IV; SAP, SAP R/3, Application; ERP III.

REFERENCE BOOKS:

1. Ravi Anupindi, Suni Chopra, "Managing Business Process Flows", Pearson Education
2. Garg, V. K. and Veket Krishna N. K., "ERP Concepts and Practice", PHI Publication.
3. D.S. Linthicum, "Enterprise Application Integration", Pearson Education
4. Altekar, Enterprise Resource Planning, PHI
5. ERP – Alexis Leon, Leon Publishers
6. Supply Chain Management based on SAP Systems, G. Knolmayer, P. Mertens and A. Zeir, Springer International Edition.
7. Introduction to SAP, an Overview of SD, MM, PP,FI/CO Modules of SAP
8. ERP, Vinod Kumar Garg and N.K. Venkitakrishnan, PHI