

Annexure-1			MBA COURSE STRUCTURE (CBCS) UNDER DUAL SPECIALISATION					
			wef from 2015-16 Admitted Batch	Intrl	Extrl	Total	Hrs/ Week	Crdts
SEMESTER-I								
Core Paper								
1			Perspectives of Management	20	80	100	4	4
2			Accounting for Management	20	80	100	4	4
3			Business Environment	20	80	100	4	4
4			Managerial Communication	20	80	100	4	4
5			Managerial Economics	20	80	100	4	4
6			Organizational Behaviour	20	80	100	4	4
7			Quantitative Techniques for Management	20	80	100	4	4
Core Paper								
1			Marketing Management	20	80	100	4	4
2			Financial Management	20	80	100	4	4
3			Human Resource Management	20	80	100	4	4
4			Research Methodology for Management	20	80	100	4	4
ELLECTIVE (Choose any Three)								
1			Operations Management	20	80	100	4	4
2			Corporate Legal Frame Work	20	80	100	4	4
3			E-Business	20	80	100	4	4
4			Corporate Governance & Ethics	20	80	100	4	4
5			Digital Governance	20	80	100	4	4
6			Project Management	20	80	100	4	4
SEMESTER-III								
Core Paper								
1			International Business	20	80	100	4	4
2			Operations Research	20	80	100	4	4
3			Business Policy & Strategic Management	20	80	100	4	4
Audit Paper								
1			Ethics & Moral Values					
ELECTIVE: HUMAN RESOURCE MANAGEMENT (Choose any Two)								
1			Industrial Relations	20	80	100	4	4
2			Compensation & Welfare Management	20	80	100	4	4
3			Labour Economics	20	80	100	4	4
4			Human Resource Development	20	80	100	4	4
ELECTIVE: FINANCIAL MANAGEMENT (Choose any Two)								
1			Financial Markets & Services	20	80	100	4	4
2			Security Analysis & Portfolio Management	20	80	100	4	4
3			Tax Planning & Management	20	80	100	4	4
4			Micro Finance Institutions	20	80	100	4	4
ELECTIVE: MARKETING MANAGEMENT (Choose any Two)								
1			Consumer Behaviour & Customer Relationship Management	20	80	100	4	4
2			Sales & Distribution Management	20	80	100	4	4
3			Fundamentals in Retail Management	20	80	100	4	4

4			Merchandise Management	20	80	100	4	4
Semester – IV								
Core paper								
1			Entrepreneurship & Small Business Management	20	80	100	4	4
ELECTIVE : HUMAN RESOURCE MANAGEMENT (choose any Three)								
1			Performance Management & Counseling	20	80	100	4	4
2			Strategic Human Resources Management	20	80	100	4	4
3			International Human Resources Management	20	80	100	4	4
4			Group Dynamics & Change Management	20	80	100	4	4
5			Industrial Sociology	20	80	100	4	4
6			Stress Management	20	80	100	4	4
ELECTIVE : FINANCIAL MANAGEMENT (choose any Three)								
1			Financial Derivatives	20	80	100	4	4
2			Strategic Financial Management	20	80	100	4	4
3			International Financial Management	20	80	100	4	4
4			Monetary Management	20	80	100	4	4
5			Financing Foreign Trade	20	80	100	4	4
6			Forex Management	20	80	100	4	4
ELECTIVE : MARKETING MANAGEMENT (choose any Three)								
1			Services Marketing	20	80	100	4	4
2			Global Marketing	20	80	100	4	4
3			Advertising and Brand Management	20	80	100	4	4
4			E- Retailing	20	80	100	4	4
5			Marketing Research	20	80	100	4	4
6			Tourism Marketing	20	80	100	4	4
			Project Report			100		6
			Comprehensive Viva Voce			100		4
			GRAND TOTAL			3000		

**(MBA) CBCS DEGREE EXAMINATION
(With effect from 2015-16)**

MBA FIRST SEMESTER

CP:1 PERSPECTIVES OF MANAGEMENT

Objective: to familiarize the students with the theory and practice of management.

Unit I: Management – Evolution of Management Thought -Principles of Management – Functions of Management - Social Responsibility of Management.

Unit II: Planning – Nature, Purpose and Importance of Planning-Types of Plans-Steps in Planning-Planning Premises and Forecasting – process of Decision Making-Decision Tree Analysis.

Unit III: Organization – Principles of Organization – Formal and informal Organization – types of Organization Structure – Line and Staff Relations – Delegation – Decentralization –Span of Control.

Unit – IV: Directing- Leadership Theories and Styles –Motivation –Theories: Maslow’s Theory and Herzberg’s Theory.

Unit- V: Control-Importance, Steps, Processes, Techniques-PERT/CPM-Total Quality Management.

(Case Study is compulsory in all Units)

Suggested Books:

1. Louis A Allen, Management & Organisation, McGrawHill,New York
2. A.Pardhasardhy & R.Satya Raju: Management Text and Cases, Prentice Hall of India.
3. AS Lather, M Handa, Cases in Management, Wsdom, Delhi
4. Heinz Wehrich & Harold Koontz, Essentials of Management, Tata-McGraw Hill,ND
5. JS Chandan, Management: Theory & Practice, Vikas, New Delhi
6. RW Griffin, Management: Principles and Applications, Cengage,New Delhi
7. Prem Vrat,KK Ahuja & PK Jain, Management Cases, Vikas, New Delhi
8. Laura P Hartman, A Chatterjee, Perspectives in Business Ethics, TMH, ND
9. Earnest Dale, Great Organisers, McGraw Hill
10. Peter F Drucker, The Practice of Management, McGraw Hill

CP:2 ACCOUNTING FOR MANAGEMENT

Objective: to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, and decision-making

Unit-I : Accounting for Management –Nature and Scope – Management Process and Accounting – Financial Accounting Vs Cost Accounting Vs Accounting for Management – Role of Account in Modern Organization

Unit – II: Financial Accounting System – Generally Accepted Accounting Principles and Accounting Standards Governing Financial Statements – Contents of Profit and Loss Account – Balance Sheet (Theory only)

Unit- III: Elements of Cost–Cost Sheet Preparation – Absorption Vs Marginal Costing –Cost – Volume – Profit Analysis – Cost Behaviour – Breakeven Analysis – Contribution Approach – Profit Planning.

Unit-IV: Cost Concepts for Decision making – Decision Making Process – Decision Situations- Sales Volume Decisions – Pricing and Special Order Pricing – Make / Buy Decisions – Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision.

Unit- V: Budgeting – Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term Budgets – Preparation of Sales Budgets – Purchase Budgets- Expenditure Budgets for Material, Labour and Overheads – Construction of Cash Budget- Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting. .

(Case Study is compulsory in all Units)

Suggested Books:

1. I. M. Pandey : Management Accounting Vikas Publishing House.ND
2. Needles, Financial Accounting, Cengage, New Delhi
3. Jawaharlal, Accounting for Management, Himalaya, Mumbai
4. Hilton,Ramesh & Jayadev, Managerial Accounting, TMH, New Delhi
5. B.Banerjee, Financial Policy & Management Accounting,PHI, New Delhi
6. P Periasamy, A Text Book of Cost & Management Accounting, Himalaya, Mumbai
7. Horngren, C.T., Introduction of Management Accounting,, Prentice Hall of India.
8. Khan and Jain, Management Accounting, Tata Mc Graw Hill , Delhi.
9. Blocher, Chen, Cokins and Lin, Cost Management, A Strategic Emphasis, TMH, ND
10. Porwal, LS, Accounting Theory, TMH, New Delhi

CP:3 BUSINESS ENVIRONMENT

Objective: to familiarize the students with the business environment conditions prevailing in India and international and understand its implications to business.

Unit-I Business Environment: Components and Significance – Socio Cultural, Economic, Legal, Political, Technological and External Factors Influencing Business Environment, Dimensions of International Business Environment and Challenges

Unit-II: Structure of Indian Economy ; Economic systems- Economic planning with special reference to last three plans, public, private joint and cooperative sectors Multinational Corporations, Impact of Multinational Corporations in Indian Economy.

Unit-III Industrial policies of the Govt., Policy resolutions of 1956 and 1991 and subsequent changes, Monetary and Fiscal policies, Export and Import policies with reference to latest policies.

Unit – IV: Public Sector and Small Industry in India, Past, Present and Future of Public Sector, Performance, Problems, Privatisation, disinvestment, SEZs – their role, Role of SSIs, Procedure for establishing SSIs, Role of DICs, Problems of SSIs, Sickness in SSIs..

Unit – V: Stock Markets, SEBI, its rules and regulations, Stock Exchange, Functions of Stock Exchanges, Primary and Secondary markets, Competition Act 2002 – Competitiveness, Foreign Exchange Management Act, Social Responsibilities and Ethics in Business.

(Case Study is compulsory in all Units)

Suggested Books:

1. Francis Cherunilam – Business Environment (Text & Cases), Himalaya Publishing House Bangalore.
2. S.K. Misra & V.K. Puri Economic Environment of Business, Himalaya Publishing House Mumbai.
3. Suresh Bedi – Business Environment, Excel, New Delhi.
4. K. Aswathappa – Essentials of Business environment Himalaya Publishing House Bangalore
5. Govt. of India – Latest Economic Survey.
6. latest, Handbook of Industrial policy and Statistics – 2009-2010
7. Competition Act
8. Foreign Exchange Management Act.

CP:4 MANAGERIAL COMMUNICATION

Objective: To equip the students with the necessary techniques and skills of communication to inform others, inspire them enlist their activity and willing cooperation in the performance of their jobs.

Unit – I : Role of Communication in Business – Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication – Oral Communication – Visual Communication, Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal Communication kills – Understanding Cultural Effects of Communication.

Unit – II: Managing Organization Communication - formal and Informal Communication- Intra and Personal Communication – Models for Inter Personal Communication – Exchange Theory, Johari Window and Transactional Analysis.

Unit-III: Managing Motivation to Influence Interpersonal Communication – Inter-Personal Perception – Role of Emotion in Inter Personal Communication- Communication Styles – Barriers of Communication – Gateways to Effective Interpersonal Communication

Unit-IV: Business Writing Skills – Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Oral Presentations – Meetings, Telephone Communication – Use of Technology in Business Communication, E-mail Messages.

Unit-V: Report Writing – Meaning and Significance; Structure of Reports; Negative, Persuasive and Special Reporting; Informal Report – Proposals; Formal Reports; Organization of Press Report.

(Case Study is compulsory in all Units)

Suggested Books:

1. K Bhardwaj, Professional Communication, IK Int Pub House, New Delhi
2. Krizan, Merrier, Logan and Williams, Effective Business Communications, Cengage, New Delhi
3. HC Gupta, SG Telang, Business Communication, Wisdom, Delhi
4. Penrose, Business Communication for Managers, Cengage, New Delhi
5. McGrath, Basic Managerial Skills for All 5th ed., Prentice Hall of India.
6. Urmila Rai & S.M. Rai, Business Communication, Himalya Publishers,
7. Meenalshi Raman—Business Communication Oxford University Press.
8. Lesikar I Flatley, Basic Business Communication, Tata McGraw Hill.

CP:5 MANAGERIAL ECONOMICS

Objective: to enable the students to understand economic concepts and theories and their application in management decision-making.

Unit I- Introduction: Nature and Scope of Managerial Economics; Objectives of the Firm-Traditional Theory, Sales and Revenue Maximizing Theories, Managerial Theories and Behavioral Theories; Profit Maximization. Vs. Wealth Maximization.

Unit II- Demand Analysis : Demand-Meaning, Determinations Of Demand, Demand Function; Law of Demand; Elasticity of Demand –Price, Income, Cross and Promotional or Advertising Elasticity of demand, Managerial Uses of Elasticity of Demand; Demand Forecasting. Demand Forecasting Methods for Existing and New Products, Criteria for Good Forecasting Method.

Unit III- Production Analysis: Production Function –Law of Variable Proportions, Isoquant and Isocost Curves, Least Cost Combination, and Returns to Scale; Economies of Large Scale; Cobb-Douglas Production Function and Constant Elasticity of Substitution - Production Function; Cost concepts and Cost Oriented Pricing Methods.

Unit-IV Market Analysis: Price and Output Determination under Perfect Competition; Profit-Meaning and Profit Theories-Profit Planning-Measurement.

Unit – V: Economic Optimization: Economic Problems and Optimization Techniques – Unconstrained and Constrained Optimization; Unbounded Maxim – Optimization of Functions of One Variable and Optimization with Multivariate Function;

(Case Study is compulsory in all Units)

Suggested Books:

1. Dean,Joel: Managerial Economics, PHI., New Delhi
2. DN Dwivedi, Managerial Economics, Vikas, New Delhi
3. Trivedi M.L: Managerial Economics, Theory and Applications, TMH,ND
4. Mark Hirschey, Managerial Economics: An Integrative Approach, Cengage, New Delhi
5. Mehta, P.L: Managerial Economics, Text and Csaes, S.Chand & Co
6. Mittal A., . Managerial Economics, Text and Csaes, Wisdom, Delhi
7. Mithani, D.M: Managerial Economics, Theory and Applications, Himalaya Publishing.
8. Attmanad; Managerial Economics, Excel publications.
9. G.S.Gupa, Macro Economics: , Theory and Applications, Tata McGraw Hill.
10. Dwivedi, D.N. Macro Economics: Theory and Applications, Tata McGraw Hill

CP:6 ORGANISATIONAL BEHAVIOUR

(The objective of this course is to teach the student about the organizational theories, dynamics, conflict, change, culture etc)

Unit-I: Meaning and scope of OB-Challenges and opportunities – Foundations of Individual behaviour, values, attitude, job satisfaction, personality, perception and emotions.

Unit – II: Motivation-Theories, Group dynamics – Leaderships styles..

Unit –III: Organizational conflict-causes and consequences-conflict and Negotiation.

Unit-IV: Organisational change, change process resistance to change and Organisational Development

Unit – V: Organisational Culture-Creating an Ethical Organisation-Managing Stress-Organisational Effectiveness..

(Case Studies are Compulsory)

Suggested Books:

1. Udai Pareek, Organizational Behaviour, Oxford University Press.
2. Karam Pal, Management Process and Organisational Behaviourjr, IK Int Pub Hourse,ND
3. Moorhead & Griffin, Introduction to Organizational Behaviour, Cengage, New Delhi
4. Arun Kumar and Meenakshi, Orgnisational Behaviour, Vikas, ND
5. Fred Luthans, Organisational Behaviour, McGraw Hill, New Delhi
6. RK.Suri, Organizational Behaviour, Wisdom Publication
7. Aswathappa K, Organisational Behaviour, Himalaya, Mumbai
8. Neeraj Kumar, Organisational Behaviour, Prentice Hall

CP:7 QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Objective: to make the students familiar with the statistical and mathematical techniques and their applications in business decision making.

Unit-I: Functions, Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Solving System of Equations with Matrix Methods – Differentiation and Integration of Simple Functions and their Applications.

Unit – II: Measures of Central Tendency – Measures of Dispersion –Simple Correlation and Regression Analysis – Concept and Applications of Multiple Regressions.

Unit –III: Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye’s Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

Unit-IV: Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples –Concepts of Testing Hypothesis –One Sample Test for Testing Mean and Proportion of Large and Small Samples.

Unit – V: Tests Two Samples –Tests of Difference between Mean and Proportions of Small and Large Samples – Chi-square Test of Independence and Goodness of Fitness- Analysis of Variance.

Suggested Books:

1. K.V.Sivayya and K.Satya Rao Business Mathematics
2. Anderson, Quantitative Methods for Business, Cengage, ND
3. Nagar, Das – Basic Statistics, Oxford University press
4. CR Kothari, Quantative Techniques, Vikas, ND
5. Shenoy, Sarma and Srivatsava, Quantitative Techniques for Management, New Age,ND
6. N.D.Kothari, Quantitative Techniques, in Management, Tata McGraw Hill, 2001.
7. S.P.Gupta Statistical Methods for Management
8. Anand Sharma, Quantitative Techniques for Decision Making, Himalaya, Mumbai

MBA SECOND SEMESTER

CP:1 MARKETING MANAGEMENT

Objective: to develop an understanding of the concepts, issues and strategies in marketing and its management.

Unit – I Importance and Scope of Marketing: Concepts of Marketing; Marketing Management Tasks; Marketing Environment; Marketing and Customer Value - Industrial Marketing, Services Marketing, Global Marketing.

Unit –II: Marketing Information System and Marketing Research; Consumer Behaviour and Buying Decision Process – Organization Buyer Behaviour – Market Segmentation and Targeting.

Unit – III: Development of Marketing Offerings Strategy – New Product Development– Product line and Decisions–Product-mix–Product Differentiation – Product Life Cycle Management - Brand Management - Packaging.

Unit – IV: Pricing Strategies and Programs; Setting the Price – Adapting the Price – Initiating Response to Price Changes - Delivering Value: Designing and Managing Value Networks – Channels of Distribution.

Unit – V : Communicating Value: Designing and Managing Marketing Communications – Advertising – Direct Marketing and Personal Selling – Sales Promotion – Events and Public Relations and Public Relations : Competitive Marketing Strategies- Emerging Trends in Marketing: Networking Marketing-Viral Marketing-Ambush/Guerilla Marketing-Green Marketing-Direct Marketing etc.

(Case Study is compulsory in all Units)

Suggested Books

1. Kotler, Keller, Koshy & Jha, Marketing Management, Pearson, New Delhi
2. William J Stanton, Fundamentals of Marketing, McGraw-Hill, New Delhi.
3. Arun Kumar and Meenakshi, Marketing Management, Vikas, New Delhi
4. Pride and Ferrell, Marketing Management: Planning, Implementation & Control, Cengage, ND
5. Rajan Sexena, Marketing Management: Text cases in Indian Context.
6. Keith Blois - Oxford Textbook of Marketing Oxford University Press.
7. Zinkota & Kotabe : Marketing Management , Prentice Hall of India.
8. Joel R. Evans & Barry Berman : Marketing, Wiley India, New Delhi.

CP:2 FINANCIAL MANAGEMENT

Objective: to equip the students with basic principles of Financial Management and Techniques.

Unit- I: Nature , Scope and Objectives of Financial Management, Goals of FM-Profit Maximization Vs Wealth Maximization – Finance Functions – Financial Planning and Forecasting - Role of Financial Manager – Funds Flow Analysis – Cash Flow Analysis.- Ratio Analysis.

Unit-II: Financing Decision: Financial Leverage – EPS-EBIT Analysis –Cost of Capital – Weighted Average Cost Capital – Capital Structure – Factors Affecting Capital Structure Theories of Capital Structure.

Unit – III: Investment Decision: Nature and Significance of Investment Decision- Estimation of Cash Flows – Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return.

Unit-IV: Dividend Decision: Meaning and Significance – Theories of Dividend – Determinants of Dividend – Dividend policy – Bonus Shares – Stock Splits.

Unit – V: Working Capital Decision: Meaning – Classification and Significance of Working Capital – Component of Working Capital - Cash Management Models – Cash Budgeting – Accounts Receivables – Credit Policies – Inventory Management.

(Case Study is compulsory in all Units)

Suggested Books:

1. Brealey,Myers,Allen and Mohanty, Principles of Fin Management, TataMcGrawhill,ND
2. Pandey IM - Financial Management, Vikas, New Delhi
3. JC Varshney, Financial Management, Wisdom, Delhi
4. Brigham and Houston, Fundamentals of Financial Management, Cengage, New Delhi
5. Banerjii, B., Fundamentals of Financial Management, PHI, New Delhi
6. Weston & Brigham, Managerial Finance, The Dryden Press,Illinois
7. James C.Van Horne -- Financial Management & Policy, Prentice Hall of India.
8. Khan & Jain - Financial Management, Tata McGraw Hill.
9. RM Srivasthava: Financial Management and Policy, Himalaya Publication.
10. Robert F Bruner, Case Studies in Finance: Managing for Corporate Value Creation,TMH,New Delhi

CP:3 HUMAN RESOURCE MANAGEMENT

Objective: to equip the students with basic concepts of Human Resource Management and the various functions of HRM including Industrial Relations in the liberalized environment

Unit-I: Introduction: Definition and Functions of HRM; Principles of HRM; Changing Environment of HRM; Challenges; Ethical Aspects of HRM.

Unit –II: HR Planning; Concepts; Factors Influencing ; HR planning ; HR Planning Process; Job Analysis ; Recruitment and Selection; Tests and Interview Techniques .

Unit –III: Training and Development – Need, Process, Methods and Techniques, Evaluation, Management Development; Evaluating Employee Performance; Career Development and Counselling.

Unit – IV: Compensation – Concepts and Principles; Influencing Factors; Current Trends in Compensation – Methods of Payment – Incentives and Rewards.

Unit –V: Managing Industrial Relations – Trade Unions – Employee Participation Schemes – Collective Bargaining – Marketing Knowledge Workers.

(Case Study is compulsory in all Units)

Suggested Books:

1. Venkata Raman C.S., and Srivastiva BK Personnel / Human Resource Management, TMH,ND
2. Cynthia D. Fisher & Lyle F. Schoenfeld; / Human Resource Management, Wiley India, New Delhi.
3. DK Tripathi, Human Resource Management: Text & Cases, Wisdom, Delhi
4. Fisher, Managing Human Resource, Cengage, ND
5. N.K.Singh / Human Resource Management, Excel Publications.
6. Jyothi - / Human Resource Management, Pearso Education, New Delhi.
7. Biswajeet Pattnayak / Human Resource Management, Prentic hell of India New Delhi.
8. P.S Rao , Essentials of Human Resource Managemen & IR, Himaliya ,Mumbai
9. Dwivedi & Agarwal, Human Resource Management, Vikas, ND
10. R.Wayne Mondy and Robert M.Noë, Human Resource Management, Pearson

CP:4 RESEARCH METHODOLOGY FOR MANAGEMENT

Objective: To equip the students with the basic understanding of research methodology and to provide insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Unit – I: Meaning and Importance of Research – Research Process – Types of Research – Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

Unit – II: Research Design – Exploratory Research – Descriptive Research – Casual Research – Sampling and Sampling Design – Sampling Methods – Simple Random Sampling – Stratified Sampling – Systematic Sampling – Cluster Sampling – Multistage Sampling, Non-Probability Sampling – Convenience Sampling – Judgement Sampling – Quota Sampling.

Unit – III: Data Collection – Primary and Secondary Data – Designing of Questionnaire – Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

Unit – IV: Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report.

Unit – V: Non Parametric Tests – Kolmogorov – Smirnov Test – Runs Test for Randomness – Sign Test – Median Test – Multivariate Analysis – Multiple Regression Analysis – Concepts and Application of Discriminate Analysis and Factor Analysis.

Suggested Books:

1. Mark Saunders, Philip Lewis, Adrian Thornbill, Research Methods for Business Students, Pearson,ND
2. Churchill, Iacobucci & Israel, Marketing Research: A South Asian Perspective, Cengage, New Delhi
3. C.R. Kothari, Research Methodology, New Age International.
4. Carver & Nash, Data Analysis with SPSS, Cengage, New Delhi
5. Alan Bryman & Emma Bell, Business Research Methods, Oxford University Press.
6. Donald R. Cooper & Pamela S. Schindler, Business Research Methods 8th Edition, Tata McGraw Hill.
7. K.V.S. Sarma, Statistics made simple, do it yourself on PC, Prentice Hall.
8. V P Michael, Research Methodology in Management, Himalaya, Mumbai

ELECTIVE (Choose any Three)

ELECTIVE PAPERS: 1 OPERATIONS MANAGEMENT

Objective: to acquaint the students with decision making process and various aspects of Production Management.

Unit –I : Introduction : Nature and Scope of Production and Operation Management- Historical Evolution – Types of Manufacturing Systems – Differences Between Manufacturing and Service Operations Role of Production and Operation Manager.

Unit-II: Production Planning and Control: Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing-Aggregate Planning – Maintenance Management – Industrial Safety.

Unit-III: Plant Location: Facility Location and Layout Planning –Types of Layouts – Material Handling Equipments – Material Handling Principles – Models Used in Lay Out Designs.

Unit- IV: Productivity: Factors, Affecting Productivity – Job Design – Process Flow Charts – Methods Study – Work Measurement – Engineering and Behavioral Approaches.

Unit –V: Material Management –Cost Associated with Inventory – Economic Order Quantity – ABC Analysis - Materials Requirement Planning – Just In – Time Production Total Quality Management – Acceptance Sampling – Control Charts – Quality Circle – Zero Defects Programmes – ISO 9000 – Application of Computer in Production and Operations.

(Case Study is compulsory in all Units)

Suggested Books:

1. Gaither & Frazier, Operations Management, Cengage, New Delhi
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
4. Kanishka Bedi, Production & Operation Management, University Press.
5. Upendra Kachru: Operation Management, Excel Publications.
6. Adam, E.E& Ebert; R.J. Production and Operation Management, 6th Ed., Prentice Hall
7. Chary , S.N.Production and Operation Management, New Delhi, Tata McGraw Hill
8. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai

ELECTIVE PAPERS: 2 CORPORATE LEGAL FRAMEWORK

(Objective: The course is designed to assist students in understanding basic laws affecting a Business Enterprise.)

UNIT- I: Significance of Business Laws—Indian Contract Act, 1872: Meaning and classification of contracts—Essentials elements of a valid contract—performance of a contract—Discharge of a contract—Void agreements—Breach and remedies of a contract.

UNIT-II: The Sale of Goods Act, 1930: Meaning and Essentials of contract of sale—Sale and Agreement to sell—Conditions and Warranties—Transfer of property Performance of a contract of sale—Unpaid seller.

UNIT-III: The Indian Partnership Act, 1932: Meaning and Essentials of partnership--Registration of partnership—Kinds of partners—Rights and Liabilities of Partners—Relations of parties to third parties—Dissolution.

Unit-IV: The Consumer Protection Act, 1986: Meaning of Consumer, Service, Goods, Deficiency, Defect, Unfair Trade Practices—Rights of Consumers—Machinery For redressal of Grievances—Remedies available to injured consumers

UNIT-V: The Companies Act, 1956: Nature and Registration—Kinds of Companies—Memorandum of Association—Article of Association—Kinds of Shares—Powers and duties of Directors—winding up.

SUGGESTED BOOKS:

1. N.D.Kapoor—Commercial Law—Sultan chand publishers, New Delhi.
2. S N Maheswaru & Suneed Maheswari—Commercial Laws—Mayoor Paper Backs—NOIDA
3. Tulisian P.C.—Business Laws—Tata Mc Graswhill Publishing house-New Delhi
4. Kucchal—Business Law—Vikas Publishing House, New Delhi.
5. Avatar Singh—Mercantile Law--EBC—New Delhi.

ELECTIVE PAPERS: 3 E-BUSINESSES

OBJECTIVE :

Objective of this course is to provide basic concepts of e-business and equip the student with the skill of integrating business process with electronic technology.

UNIT –I

Introduction – Traditional Business Vs E-Business - E-Business, E-Commerce, E- Marketing and M-Commerce –Internet, WWW and Evolution of E-Business – Growth of E-Business in India

UNIT - II

Infrastructure for E-Business – Internet Protocols, Web-Based Client/Server, Internet Security, Media Convergence, Multimedia –Architectural Framework for E- Business – WWW as the Architecture

UNIT - III

E-Business Models based on Relationship of Transaction Parties and based on Relationship of Transaction Types – E-Business for Service Industry – Travel and Tourism, Employment Placement, Real Estate, Stocks Trading, Publishing - Mobile Commerce through different Apps

UNIT –IV

E-Payment Systems – Classification of Payment Systems – Risk and E-Payment Systems – E-Security – Privacy, Integrity, Authentication, Non Repudiation, Technical Attacks and Non Technical Attacks

UNIT –V

E- Advertisement - E-Business Strategies and Implementation – E-Supply Chain Management – Legal Ethical Issues of E-Business

SUGGESTED READINGS :

Ravi Kalakota & Marcia Robinson, E-Business Road map for success, Pearson Education, Asia.

Ravi Kalkota & Andrew B. Whinston, Frontiers of Electronic Commerce, Addison Wesley.

P.T.Joseph, S.J. E-Commerce: An Indian Perspective, Prentice Hall of India

Kenneth C. Laudon, Carol Guercio Traver, E-Commerce: Business, Technology, Society, Pearson Education

Efraim Turban, Jae Lee, David King and H. Michael Chung, Electronic Commerce, Pearson Education

C.S.V. Murthy, e-commerce : concepts, models and strategies, Himalaya Publishing/

C.S. Rayudu, E-Commerce and E-Business, Himalaya Publishing House.

Kamalesh Bajaj and Debjani Nag, E-Commerce, Tata McGraw Hill.

N.Bandopadhyaya, E-Commerce Context, Concepts and Consequences, Tata McGraw Hill.

. Abhjit Choudhary, E-Business and E-Commerce Infrastructure Technologies supporting

ELECTIVE PAPERS: 4 CORPORATE GOVERNANCE & ETHICS

Objectives: This course exposes the students to the various concepts of Corporate Governance and business ethics and provides an in-depth study of various issues there under.

Unit I: Corporate Governance – concept -meaning – scope – need – Corporate Governance mechanism – Corporate Governance and stakeholders – Investors protection – obligation to investors –obligation to employees –obligation to customers – managerial obligation – obligation to government – Corporate governance and value maximization.

Unit II: Historical perspective of Corporate Governance – World Bank on Corporate Governance – OECD Principles – Mckinsey survey on corporate governance – Sarbanes-Oxley Act 2002 – Indian Committees and guidelines and corporate governance- Naresh Chandra committee – Narayana murthy committee - J.J.Irani committee- Kumar mangalam birla committee – The Confederation of Indian industry’s Initiatives – SEBI initiatives – Corporate Governance practices in India.

Unit III: Corporate Governance and role of Board of directors – Role of Board – governance issues relating to the Board – the role of directors – independent directors – Clause 49 of Listing agreement – Directors’ remuneration – Corporate Governance Reporting and Best practices.

Unit IV: Corporate Governance and the role of Audit committees – role , duties and responsibilities of auditors –types of auditors –corporate governance and internal auditors – cost audit methodology – quality audit –Naresh Chandra Committee report on Corporate audit and governance.

Unit V: Corporate Governance and business ethics – meaning – scope – need for business ethics – roots of unethical behavior – unethical issues –corporate governance and ethics – the Indian context- Corporate Social Responsibility – meaning – scope – Corporate Governance and CSR – Social responsibility and Indian corporations. Corporate Governance and regulators role – SEBI – The future of Corporate Governance in India.

Suggested books:

- 1.A.C. Fernando, “Corporate Governance” Principles, policies and practices, Pearson Education, New Delhi.
- 2.Dr. Singh, Corporate Governance: Global concepts and practices.
- 3.ICSI, Corporate Governance – Modules of Best Practices.
- 4.Report on Corporate excellence on a sustained basis, Dr. M.R.Rao, Director, IIMB.

ELECTIVE PAPERS: 5 DIGITAL GOVERNANCE

Objective: to make the students familiarised with the concept of digital governance and its application for rural and urban development along with its status in India.

Unit I: Introduction: Governance in Digital Age (Introduction of ICTs in administration, Technological Adaptation, Reorganisation of Administrative Structure & Institutions) – Meaning, scope and importance of e-governance-Evolution of e-governance.

Unit II: Theories of e-governance-Models of e-governance-National e-governance plans.

Unit III: Application & Techniques of e-governance in rural development, urban administration, economic development.

Unit IV: E-governance in India-e-governance policy, e-governance projects in the states of Andhra Pradesh & Karnataka, e-governance in India-Electronic Citizen Services.

Unit V: Issues & Challenges-e-Readiness, digital divide (gender, geographical, economical, social and political); e-governance-critical factors (Technology, People, Process, Resource, Infrastructure, Nature of PPP Models).

Books for Reference:

1. Patrick Dunleavy, Helen Margetts, Simon Bastow and Jane Tinkler, Digital Era Governance: IT Corporations, The State and E-Government, Oxford University, UK.
2. Jane Fountain, Building the Virtual State: IT and Institutional Change, Brookings Institutions Press, Washington.
3. Darell West, Digital Government: Technology and Public Sector Performance, Princeton University Press, Princeton, New Zealand.

ELECTIVE PAPERS: 6 PROJECT MANAGEMENT

Objective: The objective of this course is to enable the students to gain basic knowledge about the concept of project, project management, project life-cycle, project appraisal; to acquaint the students about various issues of project management

Unit I: Basics of Project Management –Concept– Project environment – Types of Projects – Project life cycle – Project proposals – Monitoring project progress – Project appraisal and Project selection – Causes of delay in Project commissioning– Remedies to avoid overruns. : Identification of Investment opportunities – Sources of new project ideas, preliminary screening of projects – Feasibility studies and reports – Stages of Project feasibility study – Components for project feasibility studies.

Unit II– Market feasibility -Market survey – Categories of Market survey – steps involved in conducting market survey – Demand forecasting techniques, sales projections.

Unit III: Technical feasibility : Production technology, materials and inputs, plant capacity, site selection, plant layout, site preparation, Managerial Feasibility Project organization and responsibilities. : Legal Aspects of Project Management – Legalities – Basic legal provisions. Development of Programme Evaluation & Review Technique (PERT) – Benefits of PERT – Assumptions in PERT modeling Construction of PERT (Project duration and valuation, slack and critical activities, critical path interpretation) – Critical Path –Method (CPM)

Unit IV: Financial Analysis – Capital Expenditure – Criteria and Investment strategies – Capital Investment Appraisal Techniques (Non DCF and DCF) – Risk analysis – Cost and financial feasibility – Cost of project and means of financing — Estimation of cash flows – Estimation of Capital costs and operating costs; Revenue estimation – Income – Determinants – Forecasting income – Preparation of detailed financial projections Operational feasibility -Heads of cost, estimates of cost of production – Breakeven point – Economics of working.

Unit V: Project Management –project implementation and review - Forms of project organization – project planning – project control – human aspects of project management – pre-requisites for successful project implementation – project review – performance evaluation – abandonment analysis – behavioral issues in project abandonment – administrative aspects of project abandonment.

Suggested Books:

1. Gido: Effective Project Management, 2e, Thomson, 2007.
2. Prasanna Chandra, “Projects, Planning, Analysis, Selection, Financing, Implementation and Review”, TataMcGraw Hill Company Pvt. Ltd., New Delhi 1998.
3. Damodaran, “Corporate Finance”, Johy Wiley Publications.
4. Erhardt & Brigham, “Principles of Corporate Finance”, Thomson, 2006.
5. Singh M.K, “Project Evaluation and Management”.
6. Prasad N.K, “Principles and Practice of Cost Accounting”, 8. Pahwa, HPS, Project Financing.
7. Clifford F. Gray, Erik W. Larson, “Project Management, the Managerial Emphasis”, McGraw Hill, 2000.

THIRD SEMESTER

CP:1 INTERNATIONAL BUSINESS

Objective: The objective of this course is to acquaint the students to emerging global trends to business environment.

Unit – I: International Business: Significance, Free Trade Vs. Protection. Emerging Trends, Trade Barriers Trade Strategies.

Unit – II: Balance of Payments: Concept, Disequilibrium in BOP, Structural Cyclical and Monetary Disequilibrium, Methods of Correction; 1990 BOP Crisis.

Unit – III: Foreign Exchange Markets: Foreign Exchange Market Mechanism; Exchange Rate Determination, Convertibility of Rupee and its Implications.

Unit – IV: Globalisation: Role of Multinational Corporations – Impact on India – Role of GDRs, FIIs – Export Promotion Zones – Special Economic Zones.

Unit – V: International Liquidity: Problems of Liquidity; Role of IMF and IBRD in Managing International Liquidity Problems.

Suggested Books:

1. Crinkota, Ronkainen and Moffett, International Business, Cengage, New Delhi
2. Andrew Harrison – International Business, Oxford University Press.
3. E. Bhattacharya: International Business, Excel Publications.
4. Francis Cherunilam, International Business: Text and Cases, Prentice Hall of India.
5. Sundaram & Black, International Business Environment – The Text and Cases, Prentice Hall of India.
6. Taggart and Medrmott, The Essence of International Business, Prentice Hall of India.
7. Bhalla, V.K., & S. Sivaramu, International Business Environment and Business, Annual Publications.
8. Daniel John D and Redebough, Lee. H., International Business, Addison Wesley India.

CP:2 OPERATIONS RESEARCH

Objective: to make the students familiar with principles and techniques of Operations Research and their applications in decision-making.

Unit – I: Importance and Scope of Operations Research – Linear Programming – Graphic Method – Simplex Method – Big-M Method – Dual L.P. and Its Applications.

Unit – II: Transportation Problem – Assignment Problem – queuing Theory – M/M/I and M/M/C Models.

Unit – III: Dynamic Programming – Applications of D.P. (Capital Budgeting, Production Planning, Solving Linear Programming Problem) – Integer Programming – Branch and Bound Method.

Unit – IV : Game Theory – Two Person Zero sum Games – Pure Strategies – Mixed Strategies – Dominance Principle – Graphic and Algebraic Method – Linear Programming Approach – Simulation – Simulation Inventory and Waiting Lines.

Unit – V: Project Management – PERT and CPM – Crash Time – Crash Cost Trade Off – Resource Leveling and Resource Allocation – Non-Linear Programming Model Formulation – Graphic Method of Solving Simple Problems.

(Case Studies are compulsory in all units)

Suggested Books:

1. Winston, Operations Research, Cengage, ND
2. Anand Sharma, Operations Research, Himalaya Publishing House,
3. Kalavarthy, S. Operations Research, Vikas Publishers House Pvt Ltd.,
4. Mcleavey & Mojena, Principles of Operations Research for Management, AITBS publishers,
5. V.K.Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons,
6. Richard Bronson & Govindasami Naadimuthu, SCHAUM'S OUTLINE OF THEORY & PROBLEMS OF Operations Research, 2nd Ed., Tata Mc Graw-Hill Edition,
8. JK Sharma Operation Research – Theory and Applications, MacMillan

CP:3 BUSINESS POLICY AND STRATEGIC MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of Business Policy and the Process of the Strategic Management

Unit-1: Overview of Strategic Management of Strategic Management – Business Policy and Strategic Management - Strategic Management Model – Business Ethics and Strategic Management.

Unit-II: Business Vision, Mission, Objectives – Characteristics of Mission Statement Types of Strategies – Integration strategies – Intensive strategies – Diversification strategies- Diversification strategies- Michael Porter Generic Strategies

Unit-III: Strategic formulation: Environmental Analysis – External and industry analysis – Internal analysis –Strategic analysis and choice – Input stage –Matching stage – decision stage – Cultural aspects of strategy choice.

Unit-IV: Strategic Implementation: The nature of strategic implementation resource allocation – Strategy and structure – Creating – Supportive culture – Implementing strategies in functional areas.

Unit – V: Strategy Evaluation: The nature of strategy evaluation –Review and Control – Characteristics of effective evaluation systems – Criteria for strategy control –Mechanism for strategic control.

(Case Study is compulsory in all Units)

Suggested Books

1. Hill & Jones, An Integrated Approach to Strategic Management, Cengage, ND
2. Glueck, William F. Strategic Management and Business Policy, New York McGraw Hill.
3. Sukul Lamesh, Business Policy and Strategic Management, Vikas, ND
4. Hugh McMillan- Strategic Management, Oxford University Press.
5. Budhiraja, S.B. and Athereya, MB.Cases in Strategic Management, Tata McGraw-Hill,ND
6. Hax A.C and Majluf, N.S. Strategic Management, Englewood Cliffs, New Jersey , Prentice Hall of India.
7. Mathur U.C. Strategic Management, Macmillan.
8. Gupta, Strategic Management, Prentice Hall of India.
9. PS Rao, Business Policy & Strategic Management, Himalaya, Mumbai

Elective: Human Resource Management
(Choose any Two)

1. INDUSTRIAL RELATIONS

Objective: to enlighten the students with the Concepts and Practical applications of Industrial Relations.

Unit – I: Industrial Relations: Scope and Significance – Causes and Consequences of Industrial Disputes – Recent Trends in Industrial Relations

Unit—II : Trade Unions: Trade Union Structure and Movement in India – Changing Role in the Context of Liberalisation

Unit – III: Promotion of Harmonious Relations – Machinery for Prevention and Settlement of Industrial Disputes – Conciliation – Arbitration and Adjudication – Code of Discipline.

Unit-IV: Grievances and Discipline: Grievances Redressal Machinery – Discipline in Industry – Measures for dealing with Indiscipline.

Unit – V: Collective Bargaining (CB) – CB Practices in India – Participative Management Forms and Levels – Schemes of Workers’ Participation in Management in India.

(Case Studies are Compulsory)

Suggested Books:

1. Venkat Ratnam, C.S. – Industrial Relations, Oxford University Press.
2. SC Srivathava, Industrial Relations and Labour Laws, Vikas, ND.
3. M.Arora: Industrial Relations, Excel Publications.
4. P.R.N.Sinha, Indu Bala Sinha and Seema Priyadarshini Shekar, “Industrial Relations, Trade Unions and Labour Legislation”, Pearson Education, New Delhi.
5. Ramaswamy E.A. – The Strategic Management of Industrial Relations, Oxford University Press.
6. Cowling and James, The Essence of Personnel Management and Industrial Relations, Prentice Hall of India.
7. Ratna Sen, “Industrial Relations in India”, Macmillan India Ltd. New Delhi.
8. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.

2. COMPENSATION AND WELFARE MANAGEMENT

Objective: to enlighten the students with the Concepts and Strategies of Compensation and Welfare Management.

Unit – I : Employee Compensation – Factors Influencing Compensation Plan and Policies – Principles of Wage and Salary Administration – Wage as a Motivator – Methods of Wage Fixation – Factors Influencing Wage and Salary Determination.

Unit – II: Job Evaluation – Methods – Performance and Reward Systems – Methods of Wage Payment – Incentive Plans – Wage Differentials – Minimum Wages Act, 1948.

Unit – III : Employee Welfare – Concept, Scope and Significance – Welfare Policy and Five Year Plans – Role of Employee Welfare Agencies – State, Employers, Trade Unions and Voluntary Agencies.

Unit – IV: Employee Welfare Programmes – Statutory and Non-Statutory – Intra Moral, Extra Moral – Social Security – Social Assistance and Social Insurance.

Unit – V: Labour Welfare Administration – Plant Level, State and Central Levels – Labour Welfare Officer – Role, Status and Functions.

(Case Studies are Compulsory)

Suggested Books:

1. Barry Gerhart and Sara L. Rynes, Compensation, Sage Response Books.
2. Thomson, R and Mabey, C. Developing Human Resources, Oxford, Butterworth Heinemann.
3. Hendorson, Richard I. Compensation Management: Rewording Performance, Englewood Cliffs, Prentice Hall of India.
4. Michael Aqrmstrong, Employee Reward, Universities Press (India) Ltd.

3. LABOUR ECONOMICS

Objective: To facilitate the students in familiarizing with the concepts and issues relating to Labour Economic with special reference to India.

Unit I: Introduction – Meaning, Concept, Significance & Peculiarities of Labour, Nature, Scope & Importance of Labour Economics, Characteristics of the Indian Labour Market.

Unit II: Wage Determination – Marginal Productivity Theory, Theory of Collective Bargaining, Modern Theory of Wages, Concept of Minimum Wage and Fair Wage, Wage Determination in Various Sectors – Rural, Urban, Organized, Unorganized and Informal Sector, Wages in Relation to Cost and Productivity, Wage Policy in India.

Unit III: Migration & Absenteeism Approaches to Labour Migration, Effects of Migration, Absenteeism of Labour in India, Causes, Effects and Remedies of Absenteeism, Labour Turnover – Causes of Low Labour Turnover in India, Remedies to Improve the Labour Turnover.

Unit IV: Industrial Relations: Growth, Patterns, Structure & Achievements of Labour Unions in India, Causes of Industrial Disputes, their Settlement & Prevention Mechanism, Role of Tripartism, Current Trends in Collective Bargaining.

Unit V: Labour Market Reforms: Measures, Imparting and Flexibility in Labour Markets, Exit Policy, Need of Safety Nets, Second National Commission on Labour, Globalization and Labour Market.

Suggested Books:

Text Book:

1. Desai, SSM, Economics and Labour & Social Welfare, Himalaya Publishing House, Mumbai.

Reference Books:

1. Datt, G. Bargaining Power – Wages and Employment: An Analysis of Agricultural, Labour: Markets in India; Sage Publishers, New Delhi.

2. Hajela, P.D., Labour Restructuring in India: A Critique of the New Economic Policies, Common Wealth Publishers, New Delhi.

3. Jhabvala, R. and R.K. Subrahmanya (Eds.) The Unorganised Sector: Work Security and Social Protection, Sage Publications, New Delhi.

4. Lester, R.A., Economic of Labour, Macmillan, New York.

5. McConnell, C.R. and S.L. Brue, Contemporary Labour Economics, McGraw – Hill, New York.

6. Papola, T.S.P.P. Ghosh and A.N. Sharma (Eds.), Labour, Employment and Industrial Relations in India, B.R. Publishing Corporation, New Delhi.

4. HUMAN RESOURCE DEVELOPMENT

OBJECTIVE: The objective of the course is to familiarize the students with Human Resource Planning, HRD strategies, HRD experiences and main issues in HRD

UNIT – I Basics of Human Resource Planning : Macro Level Scenario of Human Resource Planning -Concepts and Process of Human Resource Planning - Methods and Techniques of Demand Forecasting - Methods and Techniques of Supply Forecasting - Micro Level Planning.

UNIT – II HRD Strategies, Human Resource -Development :- An Overview - Human Resource Development : Strategies - Training and Development - Methods - Evaluation of training programmes.

UNIT – III HRD and the Supervisor: Line Managers and HRD - Task Analysis - Motivational Aspects of HRD - Developmental Supervision - Counselling and Monitoring.

UNIT – IV Comparative HRD Experiences : HRD Overview in Government and Public System - HRD for Health and Family Welfare - HRD In other-sectors (Defence, Police, Voluntary Organization and Panchayati Raj Institutions) - HRD in Service Industry - Comparative HRD – International Experience.

UNIT-V Main Issues in HRD : HRD Culture and Climate - HRD for Workers - HRD/OD Approach to IR - Organizing for HRD - Emerging Trends and Perspectives.

SUGGESTED READINGS :

1. Arun Monappa; Personnel Management;
2. Rudrabasava Raj M.N. : Dynamic Personnel Administration Management of Human Resources;
3. Udai Pareek, Human Resource Development;
4. S. Ravishankar & R.K. Mishra (Ed). : Management of Human Resources in Public Enterprises;
5. Haribson F, Educational Planning and Human Resources Development, International Institute for Education, UNESCO, Paris;
6. Bell DJ, Planning Corporate' Manpower, Longman;
- 7, Walker James W'. Human Resource Planning, MGH.

Elective: Financial Management
(Choose any Two)

1. FINANCIAL MARKETS AND SERVICES

Objective: to enlighten the students with the Concepts and Practical dynamics of Financial Markets and Financial Services

UNIT – I : Structure of Financial System – role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

UNIT – II : Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

UNIT – III : Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.

UNIT – IV : Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context;

UNIT – V : Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

(Case Studies are Compulsory)

Suggested Books:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
4. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, ND
5. Edminister R.D., Financial Institution, Markets and Management:6.
7. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
8. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai
9. Meir Khan – Financial Institutions and Markets, Oxford Press.
10. Madura, Financial Markets & Institutions, Cengage, ND

2. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of Security Analysis and Portfolio Management

Unit-I: Concept of Investment, Investment Vs Speculation, and Security Investment Vs Non-security Forms of Investment-Investment Environment in India. Investment Process - Sources of Investment Information, Security Markets – Primary and Secondary – Types of securities in Indian Capital Market, Market Indices. Calculation of SENSEX and NIFTY

Unit-II: Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk. Measurement of Total Risk - Intrinsic Value Approach to Valuation of Bonds - Preference Shares and Equity Shares.

Unit-III: Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Concept and Tools and Techniques Analysis – Technical Analysis Vs Fundamental Analysis - Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

Unit-IV: Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit-V: Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund.

(Case Studies are Compulsory)

Suggested Books:

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
2. Ambika Prasad Dash, Security Analysis and Portfolio Management, IK Int Pub House, New Delhi
3. Hirt and Block, Fundamentals of Investment Management, TataMcGrawHill, New Delhi
4. Reily Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi
5. Bodie, Kane, Marcus and Mohanty, Investments, TataMcGraw Hill, New Delhi
6. Peter Lynch, One Up on Wall Street, Simon & Schuster Paperbacks, New York
7. Sharpe W, Alexander, GJ., & Baily JV., Investments, TMH, New Delhi
8. Avadhani, VA, SAPM, Himalaya Publishers.
9. Bhalla, VK Investment Management, S.Chand., New Delhi
10. Preeti Singh, Investment Management, Himalaya Publishers.
11. Timothy Vick, How to Pick Stocks like Warren Buffett, TMH, New Delhi

3. TAX PLANING AND MANAGEMENT

Unit – I: Introduction: Tax Planning and Management – Tax Avoidance, Tax Planning, Tax Evasion – Tax Evasion in India – Measures of the State for Tax Evasion.

Unit – II: Tax Planning for Salaried Persons.

Unit – III: Tax Planning for Firms and HUF.

Unit – IV: Tax Planning for Companies.

Unit – V: Tax Planning for Small Business.

Suggested Books:

1. Dr. V.K. Singhnia & Dr. Kapil Singhania, Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.
2. Bhagavati Prasad, Direct Taxes Law and Practice, Wishwa Prakashan, New Delhi.

4. MICRO FINANCE INSTITUTIONS

Objective: To enable the students in having a comprehensive understanding about the concepts of micro finance along with its status in India.

Unit I: Micro Finance-Concept and Need-Micro Finance as a development tool.

Unit II: Evolution and character of Micro Finance in India-Micro Finance delivery methodologies.

Unit III: Legal and Regulatory Framework of Micro Finance in India.

Unit IV: Impact of Micro Finance-Innovative and creative Micro Finance Models.

Unit V: Micro Finance Institutions – Financial Products and Services-Issues of profitability, efficiency and productivity-Emerging issues.

Suggested Books:

Text Book:

1. Indian Institute of Banking & Finance, Micro Finance-Perspectives & Operations, MacMillan Publishers, Mumbai.

Reference Books:

1. Bhole & Mahakud, Financial Institutions and Markets, Tata McGraw Hill Publishers, New Delhi.

2. Vasanth Desai, Financial Markets & Financial Services, Himalaya Publishers, Mumbai.

3. Indian Institute of Banking & Finance, Rural Banking, MacMillan Publishers, Mumbai.

4. Guruswamy S, Banking in the New Millenium, New Century Publications, New Delhi.

5. Khan. MY, Indian Financial System, Tata McGraw Hill Publishers, New Delhi.

6. Basu K and K Jinal, Micro Finance: Emerging Challenges, TMG Hill Publishers, New Delhi.

7. World Bank, Micro Finance in India: Issues, challenges and Policy options, World Bank, Washington.

ELECTIVE: Marketing Management
(Choose any Two)

1. CONSUMER BEHAVIOUR AND CUSTOMER RELATIONSHIP MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of Consumer Behaviour and CRM

Unit-I : Introduction to the study of Consumer Behaviour – Consumer and Marketing Strategy – Determinants of Consumer Behaviour – Profile of the Indian Consumer.

Unit – II : Perception – Nature – Perception and Marketing Strategy, Motivation – Motivation Theories and Marketing Strategy – Personality.

Unit – III : Attitude Measurement and Change – Self Concept and Life Style Marketing, Influence of Social and Cultural factors on Consumer Behaviour – Family, Reference groups, Cross Cultural Variations in Consumer Behaviour.

Unit – IV : Consumer Decision Process – Problem Recognition – Information Search – Evaluation of alternatives and selection – Post Purchase Behaviour – Organizational buyer Behaviour – Diffusion of Innovation.

Unit – V : Customer Relationship Management : Facets and Elements of CRF – CRM Process – Importance of CRM – Planning and Managing CRM Programme – Concept of Customer Loyalty – Customer Value Assessment – Customer Retention Strategies – CRM in services.

(Case Study is compulsory in all Units)

Suggested Books:

1. Hawkins, Best, Coney: Consumer Behaviour Building Marketing Strategy, Tata McGraw Hill.
2. Lindquist & Sirgy, Consumer Behaviour, Cengage, New Delhi
3. N Gautam & K Jain, Consumer Behaviour, Wisdom, Delhi
4. Kazmi : Consumer Behaviour, Excel Publishers.
5. H.Peer Mohammed: Customer Relationship Management, Vikas, ND
6. Panwar, J.S. Beyond Consumer Marketing, Sage Response Books, New Delhi.
7. Mukesh Chaturvedi and Abhivan Chaturvedi : Customer Relationship Management An Indian Perspective. Excel Books.
8. Deon – Buyer Behaviour, Oxford University Press.
9. Henry Assael: Consumer Behaviour, Willey India, New Delhi.

2. SALES AND DISTRIBUTION MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of Sales and Distribution Management.

Unit I: Modern Trends in Sales Management – Inter Departmental Relations – Organization of Sales Department – Different Types of Sales Organizations.

Unit II : Analysis of Market Potential – Sales Potential – Sales Volume – Forecasting Sales – Different Techniques of Forecasting Sales – Sales Budgets – time and Territory Management – Sales Quotas.

Unit III : Recruitment – Selection and Training of Salesmen – Salesmen’s Compensation Plans – Evaluation of Salesmen’s Performance – Sales Control Research.

Unit IV: Marketing Channels – Structure and Functions – Channel Design – Selecting Channel Members – Motivating Channel Members.

Unit V: Channel Conflicts – Reasons – Managing Channel Conflicts Evaluating Channel Member Performance – Supply Chain Management – Managing Logistics.

(Case Studies are Compulsory)

Suggested Books:

1. Pingali Venugopal, Sales and Distribution Management: An Indian Perspective, Response Books, New Delhi.
2. Aftab Alam Sales and Distribution Management, Wisdom Publication
3. Richard R.Stire, Edward W.Candiff and Norman, A.P.Gavani, Sales Management Decisions, Policies and Cases – Prentice Hall.
4. Arun Mittal, Advertising & Sales Promotion, Wisdom, Delhi
5. Eugene. M.Johnson, David L.Kurty and Enirhard. E.Scheuing – Sales Management, Concepts, Practices and Cases by McGraw Hill International.
6. S.L.Gupta, Sales and Distribution Management: Text and Cases, Excel Publishers.
7. Berg Rosenbloom – Marketing Channels – a Management View – by the Dryden Press, Hinsdale, Illinois.
8. Aune T.Coughlan, Stern E.Ansary – Marketing Channels, Prentice Hall of India.
9. Panda – Sales & Distribution Management, Oxford University Press.
10. Matin Khan: Sales and Distribution Management, Excel Publishers.

3. FUNDAMENTALS IN RETAIL MANAGEMENT

The objective of this course is to familiarize the students with retail management concepts and operations.

Unit I Basic concept of retailing – retail development – types of retailers – multi channel retailing – organized retailing in India – services retailing.

Unit II. Retail strategy: market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process.

Unit III Retail location – types, location opportunities – selection of location and site: financial strategy –strategic profit model – setting and measuring performance objectives.

Unit IV Store layout and design, store operations and inventory management- merchandise planning, buying merchandise – developing assortment plan.

Unit V Retail pricing strategy, category management, customer services – retail branding- international retailing.

Reference books:

1. Michael lacy, Barton A Weitz and Ajay Pandit, Retail management, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
2. KVC Madaan, Fundamental of retailing, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
3. Swapna Pradhan, Retail management, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
4. David Gilbert, Retail Marketing Management, Pearson Education, New Delhi.
5. Chetan banaj, Rajnish Tuli and N.V. Srivaslava, Retail Management, Oxford University Press.
6. Gibson G Vedamani, Retail Management, Jaico Publishing House, New Delhi.

4. MERCHANDISE MANAGEMENT

Objective: To develop an understanding of the concepts, issues and strategies in Merchandise management

Unit-I Merchandising philosophy - Introduction: Developing Merchandising plans - Setting objectives, Buying organization formats and processes, Devising merchandising plans. Category management, Merchandise software.

Unit-II Buying systems - Merchandise budget plans, Branding strategies, International sourcing decisions.

Unit – III Financial Merchandise Management - The cost and retail methods of accounting, Financial inventory control.

Unit – IV Merchandise Pricing - Pricing strategies, Approaches for setting prices, Price adjustments.

Unit – V Merchandise inventory management - Store layout, Design, and Visual merchandising space planning, Merchandise presentation techniques.

Reference books:

- 1.Swapna Pradhan, Retail Merchandising, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
- 2.Berry Bennan and Joel Evans. Retail Management ,TATA McGraw- Hill Publishing Company, New Delhi
- 3.Michael lacy, Barton A Weitz and Ajay Pandit, Retail management, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
- 4.Davvidgilbert, Retail Management, Pearson Education.

FOURTH SEMESTER

CP:1 ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

Objective: The objective of this course is to expose the students to the subject of entrepreneurship and small business management, so as to prepare them to establish and a new enterprise and effectively manage the same.

Unit – I: Entrepreneurship: Importance, Characteristics and Qualities of Entrepreneurship; Entrepreneurial; Role of Entrepreneurship, Ethics and Social Responsibilities.

Unit – II: Role of Government; Role of IDBI, NIESBUD, SISI, DIC Financial Institutions Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions Offering Entrepreneurial Development Programme.

Unit – III: Training: Designing Appropriate Training Programme to Inculcate Entrepreneurial Spirit, Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees.

Unit – IV: Women Entrepreneurship – Role & Importance, Profile Women Entrepreneur, Problems of Women Entrepreneurs, Women Entrepreneurship Development in India.

Unit – V: Creativity and Entrepreneurship Sources and Methods of Ideas Planning and Development of Programmes E-Business Ventures; New Venture Management.

(Case Studies are Compulsory)

Suggested Books:

1. NVR Naidu and T.Krishna Rao, Management and Entrepreneurship, IK Int Pub House, New Delhi
2. S Anil Kumar, Small Business and Entrepreneurship, IK Int Pub House, New Delhi
3. Balraj Singh, Entrepreneurship Development, Wisdom, Delhi
4. Timmons and Spinelli, New Venture Creation:Entrepreneurship for 21st Century, TMH, ND
5. Tabarrok – Entrepreneurial Economics, Oxford University Press.
6. C.V. Bakshi, Entrepreneurship Development, Excel Publications.
7. Jain, Hand Book of Entrepreneurs, Oxford University Press.
8. Vasant Desai, Small Business in Entrepreneurship, Himalaya Publishing House.

**Elective: Human Resource Management
(Choose any Three)**

1. PERFORMANCE MANAGEMENT AND COUNSELLING

Objective: to enlighten the students with the Concepts and strategies of Performance Management and Counselling

Unit – I: Introduction: Definition and Dimensions of Performance Management; Clarity of Roles and Functions; Performance Targets;

Unit – II: Performance Analysis; Objectives, Factors Influencing Performance Analysis; Methods of Appraisal Systems.

Unit – III: Performance Review Counselling (PRC); Objectives; Process; Conditions for Effective PRC.

Unit – IV: HRM and Performance Management – Need Identification for Training and Development; Rewards and Recognition; Team Performance.

Unit – V: Performance Management Practices; 360-Degree Appraisal; Assessment Centre; Potential Appraisal.

(Case Studies are Compulsory)

Suggested Books:

1. TV Rao, Performance Management and Appraisal Systems, Sage Response Books.
2. G.K.Suri: Performance Measurement and Management, Excel Publications.
3. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.
4. Cynthis D. Fisher, Lyle F. Schoenfeldt and James B.Shaw, “Human Resource Management”, Biztantra, New Delhi.
5. D.K.Srivastava: Strategies for Performance Management, Excel Publications.
6. R.K. Sahu: Performance Management System, Excel Publications.
7. Chadha-Performance Management, MacMillan.
8. Kanishka Bedi – Quality Management, Oxord.

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2. STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective: to enlighten the students with the Concepts and systems of Strategic Human Resource Management.

Unit-I : The Human Resource Environment – Technology and Organization Structure – Management of Diversity – HR Outsourcing – Global Competition – Global Sourcing of Labour.

Unit – II : Strategic Perspective of HRM – HR for Competitive Advantage – Business Strategy and HR Strategy – HR and Business Policy Linkages – Organizational Performance.

Unit – III : Strategic Responses of Organizations – Strategic Role of HR Planning – Selection of Employees – Career Paths for Technical Professionals – Strategically Oriented Performance Measurement Systems.

Unit – IV: Compensation Systems –Strategic Requirements – High Performance Practices Rewarding Individual and Team Contribution and Organization Performance.

Unit – V: Strategic Approach to Industrial Relations – Social Dialogue, Negotiation Skills, Dealing with Unions for Working towards Harmonious Relations.

(Case Studies are Compulsory)

Suggested Books:

1. Anuradha Sharma, Strategic Human Resource Management: An Indian perspective, Sage Response Books.
2. Nadler – competing by Design, Oxford University Press.
3. Mello, Strategic HR Management, Cengage, ND
4. Ramaswamy – Managing Human Resources – A Contemporary, Oxford University Press.
5. Charles R.Greer, “Strategic Human Resource Management”, Pearson Education, New Delhi.
6. Srinivas R.Kandula, “Strategic Human Resource Development”, Prentice Hall of India, New Delhi.
7. Freed R.David, Strategic Management, Prentice Hall of India.
8. Kandula Srinivas, Strategic Human Resource Development, Prentice Hall of India.
9. Agarwal – Strategic Human Resource Management, Oxford Press.
10. Prasad – Strategic Human Resource Management. MacMillan.

3. INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Objective: to enlighten the students with the Concepts and strategies of International Human Resource Management.

Unit – I : Introduction to International HRM – Concept, HRM at International Perspective – Distinction between Domestic and International HRM – HR Challenges at International Level.

Unit – II: Cross Cultural Theories – International Recruitment and Selection Process, Culture and Values.

Unit – III: Expatriate Training – Developing Global Managers – Negotiations.

Unit – IV: Compensation Management: International Compensation – Objectives, Components – Approaches of Compensation in Global Assignments – Culture and Compensation.

Unit – V: Industrial Relations at Global Level: IR Scenario in Global Organizations – Trade Unions at International Level – Unions and International Industrial Relations.

(Case Studies are Compulsory)

Suggested Books:

1. Anne-Wil Harzing & Joris Van Ruyss eveltdt (eds.), International Human Resource Management – Sage Publications, New Delhi.
2. Dowling, International HR Management, Cengage, ND
3. SPS Bedi, & M.Kishore, Global HRM, Widom, Delhi
4. Peter J.Dowling: Intrnational Human Resource Management, Excel Publications.
5. Tayeb – International HRM, Oxford University Press
6. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Sage, New Delhi.
7. PS Rao, International HRM, Himalaya, Mumbai
8. Lawrence Kleiman, Human Resource Management, Wiley India, New Delhi.

4. GROUP DYNAMICS & CHANGE MANAGEMENT

UNIT-I Group Dynamics - Understanding Groups, Phases of Group Development - Group Cohesion and Alienation - Conformity and Obedience. Group and its formation - Formal and Informal Groups - Functions Fulfilled by Group Variables Affecting the Integration in Groups of organizations Groups and Personal Needs.

UNIT-II Training for Effective Group Membership - T-Group Training or Sensitivity Training - Process of Decision Making in Groups - Problems and Approaches for 'Consensus' formation - Effective Meetings.

UNIT-III Theory and Model of Interpersonal Behaviour of C. William Shutz - FIRO - B. Test - Its Application - Achieving Group Compatibility - Problems in reaching Compatibility.

UNIT-IV Use of Groups in Organisations vs Industrial Performance - Inter group Problems in Organisations - Inter Group Competition - Reducing Competition through Training - Conflict - Management of Conflict - Preventing Interpersonal Conflict and inter group Conflict. Achieving Group - Team work development.

UNIT-V Change at work, Resistance to change, Alternative change management approaches, Learning principles in change management, Change agents : forms of interventions, A model for managing organizational change, Diagnosis of a problem, Selection of appropriate methods, Impediments and limiting conditions, Implementing change successfully, Understanding Organizational development.

Reference Books

1. Organization Psychology - Eder Scheim.
2. T-Group Development and OD - Dharani P sinha.
3. Interpersonal Underworld - G. William Shutz
4. Organizational Behaviour-Robbins, Judge & Sanghi, Pearson Education Publication.
5. Organizational Behaviour-McShane & Glinow, McGraw Hill Publication.

5. INDUSTRIAL SOCIOLOGY

Objective: To provide the students insights into conceptual framework of industrial sociology and the relevant contemporary issues.

Unit I: Nature and Scope of Industrial Sociology-Development of Industrial Sociology.

Unit II: Early Industrialism – Types of Productive Systems – The Manorial or Feudal system – The guild system – The domestic or putting – out system – and the factory system – Characteristics of the factory system – causes and Consequences of industrialization.

Unit III: Industrialization in India – Industrial Policy Resolutions & Statements.

Unit IV: Contemporary Issues: Grievances and Grievance handling Procedure, Industrial Disputes: strikes & lockouts.

Unit V: Industrial Relations Machinery Bi-partite & Tri-partite Agreement, Labour courts & Industrial Tribunals, Code of Discipline, Standing orders.

Suggested Books:

Text Book:

1. Gisbert Pascal, Fundamentals of Industrial sociology, Tata McGraw Hill Publishing Co., New Delhi.

Reference Books:

1. Schneider Engno V., Industrial Sociology, McGraw Hill Publishing Co., New Delhi.

2. Mamoria C.B. and Mamoria S. Dynamics of Industrial Relations in India.

3. Sinha G.P. and P.R.N. Sinha, Industrial Relations and Labour Legislations, New Delhi, Oxford and IBH Publishing Co.

6. STRESS MANAGEMENT

UNIT I UNDERSTANDING STRESS Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress – Burnout. Setting to Stress- Stress: Meaning - Approaches to stress, Good Stress Vs Bad Stress, The individual and work

UNIT II COMMON STRESS FACTORS TIME & CAREER PLATEAUIING Time Management – Techniques – Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say ‘No’.

UNIT III CRISIS MANAGEMENT Implications – People issues – Environmental issues – Psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication – Taking advantage of crisis – Pushing new ideas – Empowerment. General sources of Stress - Stress and Health - Physiological and psychological illness.

UNIT IV WORK PLACE HUMOUR Developing a sense of Humour – Learning to laugh – Role of group cohesion and team spirit – Using humour at work – Reducing conflicts with humour.

UNIT V SELF DEVELOPMENT Improving Personality – Leading with Integrity – Enhancing Creativity – Effective decision Making – Sensible Communication – The Listening Game – Managing Self – Meditation for peace – Yoga for Life. Organization and Stress Management - Recognize the signs, Approaches to the problem, Providers Assistance.

References

1. Cooper, Managing Stress, Sage, 2011
2. Waltschafer, Stress Management ,Cengage Learning, 4th Edition 2009.
3. Jeff Davidson, Managing Stress, Prentice Hall of India, New Delhi, 2012.
4. Juan R. Alascal, Brucata, Laurel Brucata, Daisy Chauhan. Stress Mastery. Pearson
5. Argyle. The Psychology of Happiness. Tata McGraw Hill. 2012
6. Bartlet. Stress – Perspectives & Process. Tata McGraw Hill. 2012

Elective: FINANCIAL MANAGEMENT
(Choose any Three)

1. FINANCIAL DERIVATIVES

Objective: to enlighten the students with the Concepts and Practical applications of derivatives in the Security markets

Unit – I : Introduction to Financial Derivatives – Meaning and Need – Growth of Financial Derivatives in India – Derivative Markets – Participants – Functions – Types of Derivatives – Forwards – Futures – Options – Swaps – The Regulatory Framework of Derivatives Trading in India.

Unit – II : Features of Futures – Differences Between Forwards and Futures – Financial Futures – Trading – Currency Future – Interest Rate Futures – Pricing of Future Contracts – Value At Risk (VAR) – Hedging Strategies – Hedging with Stock Index Futures – Types of Members and Margining System in India – Futures Trading on BSE & NSE.

Unit – III : Options Market – Meaning & Need – Options Vs futures – Types of Options Contracts – Call Options – Put Options – Trading Strategies Involving Options – Basic Option Positions – Margins – Options on stock Indices – Option Markets in India on NSE and BSE.

Unit – IV : Option Pricing – Intrinsic Value and Time Value - Pricing at Expiration – Factors Affecting Options pricing – Put-Call Parity Pricing Relationship – Pricing Models – Introduction to Binominal Option Pricing Model – Black Scholes Option Pricing Model.

Unit – V: Swaps – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role – Equity Swaps – Economic Functions of Swap Transactions – FRAs and Swaps. (Case Studies are Compulsory)

Suggested Books:

1. Rene M Stulz, Risk Management and Derivatives, Cengage, New Delhi
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives Valuation and Risk Management, Oxford University, Indian Edition.
3. N.D.Vohra & B.R.Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options” Prentice Hall of India.
5. David A. Dubofsky, Thomas W.Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
6. Sunil K.Parameswaran, “Futures Markets: Theory and Practice” Tata-McGraw-Hill Publishing Company Ltd.
7. D.C.Parwari, Financial Futures and Options, Jaico Publishing House
8. T.V.Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.
9. NSE manual of Indian Futures & Options & www.Sebi.com

2. STRATEGIC FINANCIAL MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of Strategic Financial Management., with particular reference to the financial strategy and value of the enterprise.

Unit-1: Financial Goals and Strategy – Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation.

Unit-II: Financial Strategy for Capital Structure: Leverage Effect and Shareholders' Risk – Capital Structure Planning and Policy – Financial Options and Value of the Firm – Dividend Policy and Value of the Firm.

Unit-III: Investment Strategy – Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision.

Unit-IV: Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control.

Unit-V: Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts.

(Case Studies are Compulsory)

Suggested Books:

1. Van Horn, JC, Financial Management and Policy, Prentice Hall, New Delhi
2. PG Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas, New Delhi
3. Weaver, Strategic Corporate Finance, Cengage, ND
4. Weston JF, Chung KS & Heag SE., Mergers, Restructuring & Corporate Control, Prentice Hall.
5. GP Jakarthyia, Strategic Financial Management, Vikas, New Delhi
6. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
7. Robicheck, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc.
8. James T. Gleason, Risk: The New Management Imperative in Finance, A Jaico Book.

3. INTERNATIONAL FINANCIAL MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of International Financial Management.

Unit I : International Monetary and Financial System: Evolution; Breton Woods Conference and Other Exchange Rate Regimes; European Monetary System, South East Asia Crisis and Current Trends.

Unit II : Foreign Exchange Risk: Transaction Exposure; Accounting Exposure and Operating Exposure – Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets: Forex Derivatives – Swaps, futures and Options and Forward Contracts (Cases).

Unit III : Features of Different International Markets: Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds and Process of Issue of GDRs and ADRs.

Unit IV : Foreign Investment Decisions : Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment.

Unit V : International Accounting and Reporting; Foreign Currency Transactions, Multinational Transfer Pricing and Performance Measurement; Consolidated Financial Reporting.

(Case Studies are Compulsory)

Suggested Books:

1. Buckley Adrin, Multinational Finance, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India.
2. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India, New Delhi.
3. Clark, International Financial Management, Cengage, ND
4. V.Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.
5. A.K.Seth, International Financial Management, Galgothia Publishing Company.
6. P.G.Apte, International Financial Management, Tata McGrw Hill, 3rd Edition.
7. Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol, 2001.
8. V.A.Avadhani, International Financial Management, Himalaya Publishing House.
9. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.

4. MONETARY MANAGEMENT

Objective: To provide insights into the theoretical and practical issues relating to monetary policy in India.

Unit I: Concept of Central Bank – Functions with reference to Reserve Bank of India.

Unit II: Monetary Policy: Objectives – A macro economic view-Central Bank Tools to regulate Money Supply.

Unit III: The impact of Open Market Operations and other tools of Monetary Policy-the Monetary Ratios-Other factors that impact Monetary Base and Bank reserves.

Unit IV: Credit Policy: Objectives, Theory and Practice, Instruments.

Unit V: Fiscal Policy-Importance of Budgets, Union Budget, State Budget, Finances of Union and State Government, Finance Commission – Striking balance between inflation and growth through monetary and fiscal policies.

Suggested Books:

Text Book:

1. Vaish, MC, Monetary Theory, Vikas Publications, Mumbai.

Reference Books:

1. Decok, MH, Central Banking, UBS Publishers.

2. Hawtrey, The Art of Central Banking, Augustus M Kelley Publishers, New York.

3. RBI, History and Evolution of Central Banking in India, Mumbai.

4. Indian Institute of Banking & Finance, Central Banking, McMillan Publishers, Mumbai.

5. Vasanth Desai, Financial Markets & Services, Himalaya Publishing House, Mumbai.

6. Khan, M.Y., Indian Financial System, Tata McGraw Hill Publishing Company Ltd., New Delhi.

5. FINANCING FOREIGN TRADE

Objective: To make the students aware of different concepts and techniques involved in financing foreign trade in India.

Unit I: Foreign Trade-Meaning-Need for Foreign Trade-Balance of Trade-Methods of Foreign Trade-Instruments of Foreign Trade.

Unit II: Exchange controls-Meaning, need for exchange controls-Methods of exchange control measures in India.

Unit III: Import Finance (Documentary credit) – Finance Exports (pre and post shipment)

Unit IV: Project Exports – Meaning and importance – Methods of finance project exports

Unit V: Role of commercial banks and Exim Bank of India in financing India's foreign trade.

Suggested Books:

Text Book:

1. Chaudhuri B.K & Agarwal O.P. A Text Book of Foreign Trade and Foreign Exchange, Himalaya Publishing House, Mumbai.

Books and Reference:

1. Jeevanandam, C. Foreign Exchange-Practice, Concepts and Control, Sultan Chand & Sons, New Delhi.

2. Jhingan M.L., Money, Banking & International Trade, Konark Publications, New Delhi.

3. Francis Cherunilam, International Trade and Export Management, Himalaya Publishing House, Mumbai.

4. Prabhakar, J.V. & Rangandhachary, A.V. International Business (International Trade & Finance), Kalyani Publishers, Ludhiana.

6. FOREX MANAGEMENT

Objective: To enlighten the students with the concepts and practical aspects of forex management in India.

Unit I: Framework of Foreign Exchange; Sources and Uses of Foreign Exchange – Balance of Payments.

Unit II: Foreign Exchange Market Mechanism-Concept and different types of Exchange Rates – Exchange rate determination.

Unit III: Convertibility of Indian Rupee-Issues and challenges.

Unit IV: Role of Banks in forex market-functions of a Forex Department – Maintenance of Foreign Currency Accounts.

Unit V: FEMA and its philosophy-Role of RBI and FEDAI in regulating foreign exchange business of bank/other authorized dealers-NRI customers and various banking and investment products available to them under FEMA.

Suggested Books:

Text Book:

1. Jeevanandam, C. Foreign Exchange-Practice, Concepts and Control, Sultan Chand & Sons, New Delhi.

Reference Books:

1. Prabhakar, J.V. & Rangandhachary, A.V. International Business (International Trade & Finance), Kalyani Publishers, Ludhiana.

2. Jain P.K. Peyrard Josette and Surendra S Yadav, International Financial Management, MacMillan Publishers, New Delhi.

3. Avadhani, V.A. International Finance, Himalaya Publishing House, Mumbai.

4. Charles WL Hill and Arun Kumar Jain, International Business, Tata McGraw Hill Publishing Company Ltd., New Delhi.

5. Subba Rao, International Business, Text and Cases, Himalaya Publishing House, Mumbai.

**Elective Marketing Management
(Choose any Three)**

1. SERVICES MARKETING

Objective: to enlighten the students with the Concepts and Practical applications of Services Marketing.

Unit – I: Introduction to Services Marketing: Importance and characteristics of Services: Growth of Services Sector; Services in the Indian Economy; Services Strategy.

Unit – II: Consumer Behaviour in Services; Market Segmentation and Services Positioning; Service Demand Management Designing and Managing Service Product.

Unit – III: Service quality Management: Service Quality Audit – GAP Model of Service Quality – Total quality Services Marketing – Service Excellence, Pricing of Services – Pricing Strategies Linked to Value Perceptions.

Unit – IV: Service Distribution – Managing Physical Evidence – Internal Marketing.

Unit – V: External Marketing: Word of Mouth Communication. Interactive Marketing: Management of Moments of Truth - Service Deficiencies - consumer Grievance Recovery Strategies.

(Case Studies are Compulsory)

Suggested Books:

1. K.Rama Mohana Rao: Services Marketing, Pearson Education, New Delhi.
2. Valeri Zeithmal and Mary Jo Bunter: Services Marketing, Tata McGraw Hill, New Delhi.
3. Apte – Services Marketing, Oxford University Press.
4. Bhattacharya: Services Marketing, Excel Publishers.
5. Christopher Lovelock: Services Marketing, Pearson Education, Delhi.
6. Ravi Shanker: Services Marketing: Indian Perspectives, Excel Publishers.
7. Christian Gronrose: Services Management and Marketing, Maxwell Macmillan.
8. Kenneth E.Clow & David L.Kurtz, Services Marketing, Wiley India, New Delhi.
9. S.L.Gupta, Marketing of Services, Wisdom Publication.

2. GLOBAL MARKETING

Objective: to enlighten the students with the Concepts and Strategies of Global Marketing.

Unit – I : Globalization: Scope and Objectives – Major Decisions in Global Business - Environmental Factors Effecting global Business; Economic Environment – Cultural Environment – Political Environment – Legal Environment – Regional Integration and Global Trade Protectionism.

Unit – II: Perspective of Global Markets: Global Marketing Research and Information – Information Requirements of Global Markets – Organization for Global Market Research – Global Marketing Information System - Segmenting the Global Market – Segmentation Basis and Process – Global Markets and Criteria for Grouping Countries.

Unit – III: Global Marketing Decisions: Product Policy and Planning – Global Pricing Strategies – Global Channels of Distribution.

Unit – IV: Global Advertising – Multinational Sales Management and Foreign Sales Promotion – Export Procedure & Documentation – Special Economic Zones.

Unit – V: Planning and Control of Global Marketing Operations: Organization and Control in global Marketing – Marketing Planning and Strategy for Global Business.

(Case Studies are Compulsory)

Suggested Books:

1. Wareen J.Keegan : Global Marketing Management
2. Keifer Lee, Steve Carter, Global Marketing Management, Oxford University Press.
3. Gillispe, International Marketing, Cengage, ND
4. Jean-Pierre Jennet & H. David Hennessey, Global Marketing Strategies, Wiley India, Delhi.
5. Vasudeva: International Marketing, Excel Publications.
6. Dana-Nicoleta Lascu, International Marketing, Wiley India, New Delhi.
7. Varshney R.L. & Bhattacharya : International Marketing Management
8. Subhash C.Jain : International Marketing Management
9. Saravanaue. P : International Marketing.

3. ADVERTISING AND BRAND MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of advertising and brand management.

Unit I: Role of Advertising in Promotional Mix – Introduction to Advertising – Advertising and Communication – Integrated Marketing (IMC) – Challenges and Opportunities in Advertising – Economic, Social and Ethical Aspects of Advertising.

Unit II : Audience Analysis in Advertising – Media Planning – Media Mix Decisions – Developing Media Strategy – Creative Strategy and Copy Writing – Different Types of Appeals – Layout Design.

Unit III: Advertising Budgets – Methods of Formulating Advertising Budgets – Evaluating of Advertising Effectiveness – Advertising Agencies.

Unit IV: Direct Response Advertising – Home Shopping – Direct Mail – Catalogs – Telemarketing – Internet Advertising – International Advertising – Impact of Culture – Customs – Law and Regulations.

Unit V: Brand Management: Brand Building and Positioning – Measuring Brand Performance – Designing Brand Marketing Programmes – Evaluating Brand Performance – Branding in Retail Business – Role of Own Label – Emerging trends in Brand Management.

(Case Studies are Compulsory)

Suggested Books:

1. William Wills, John Burnett and Sandra Mriarty – Advertising Principles and Practice – Pearson,ND
2. YLR Murthy, Brand Management: Indian Cases . Vikas, ND
3. John. S. Wright Wills. L.Winter, Jr. and Sherliyer K.Leigler, Advertising – Tata McGraw Hill.
4. Manendra Mohan – Advertising Management Concepts and Cases – Tata McGraw Hill.
5. Percy & Elliot – Strategic Advertising Management, Oxford University Press.
6. AK.S.A.Chunnawala and K.C.Sethia – Foundations of Advertising Theory and Practice – Himalaya
7. George E.Belch and Michael A.Belch – Advertising and Promotion and Integrated Marketing Communication Perspective – Tata McGraw Hill.
8. Chunnawala, S.A., Compendium of Brand Management, Himalaya Publications House, 2004.
9. Mathur, U.G. Brand Management – Text and Cases, Macmillan India Ltd. 2006.

4. E-RETAILING

Objective: Objective of this course is to introduce basic E-Commerce concepts and its applications in retailing process and explain techniques of E-Commerce.

Unit-I Introduction: The concepts of E-Commerce, E-Business and E-Marketing, Evolution of E-Commerce, E-Commerce Vs Traditional Commerce, Net work infrastructure for E-Commerce, Internet, Extranet. Prospects in India.

Unit-II E-Commerce applications: Consumer Applications, Organisation Applications, Procurement - Online Marketing and Advertisement, Online Interactive Retailing, E-Commerce - Business Models: B2B, B2C, C2C, B2 Government, Government to Government, E-Business, Storefronts, Infomediary.

Unit-III E-Marketing: Information based marketing, E-Marketing Mix - Cost, Connectivity, Convenience, Customer, interface, Speed of delivery. Internet as an advertising media. Web retailing, Characteristics of web users, Role of the web, store- based retailer, Process of website development. E-Retailing/reverse Marketing.

Unit-IV E-Security: E Security Issues - Hacking, Spoofing and viruses: Network Security and Transaction Security, Cryptology, Digital Signatures, Security protocols for web commerce, Cyber laws - IT Act, 2000.

Unit-V Electronic Payment Systems: Introduction to payment systems, On-line payment systems-Prepaid E - payment systems, Post - paid E-payment systems, E-Cash or Digital Cash, E-Cheques, Credit cards. Smart cards, Debit cards.

Suggested Books

1. Jeffrey F.Rayport c& Bernard J.Jaworski: *Indlroduction to E-Commerce*, Tata Mc-Graw Hill.
2. Kalakota & Winston- *Frontier of E-commerce*, Pearson Education.
3. David Whitely: *E-t ommerce - strategy technologies and applications*, Tata Mc-Graw Hill.
4. Kamalesh K.Bajaj 6: Debjani Nag: *E-commerce - The cutting edge of business*, Tata Mc-Graw Hill.
5. Efrain Turban, Jae Lee Kavid King and H.Michael Chung: *E-commerce - A Managerial Perspective*, Pearson Publication.

5. MARKETING RESEARCH

UNIT-I Marketing Research – Definition, Scope, Significance, Limitations, Obstacles in acceptance. Ethics in marketing research. Marketing Intelligence system

UNIT-II Research process – Management dilemma (problem) – decision problem – research problem – hypothesis statement – characteristics of a good hypothesis – drafting the research proposal.

UNIT-III Various sources of market Information – Methods of collecting Market Information - Secondary data – sources – problems of fit and accuracy. Syndicated services.

UNIT-IV Marketing research techniques: Market development research: Cool hunting – socio cultural trends, Demand Estimation research, Test marketing, Segmentation Research - Cluster analysis, Discriminant analysis. Sales forecasting – objective and subjective methods.

UNIT-V Marketing Mix Research: Concept testing, Brand Equity Research, Brand name testing, Commercial eye tracking – package designs, Conjoint analysis, Multidimensional scaling - positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Ad tracking, viral marketing research. Marketing effectiveness and analytics research: Customer Satisfaction Measurement, mystery shopping, Market and Sales Analysis

References

1. Marketing Research, Concept & Cases – Cooper Schindler.
2. Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Albaurn
3. Marketing Research – Nargundkar.
4. Marketing Research – Beri
5. Marketing Research – Measurement & Methods – Donald S.Tull, Del I.Hawkins
6. Marketing Research –Aakar, Kumar, Day

6. TOURISM MARKETING

Unit I Introduction to tourism marketing, Evolution, Definition, nature, process and system services & their marketing nature, characteristics of tourism products, its issues and challenges : Marketing mix

Unit II Tourism Markets: Types, world tourism markets, inbound and outbound markets for India & Domestic markets: Tourist behavior. Travel purchase and tourist buying process. Tourist discussion making models

Unit III Market segmentation, Targeting and positioning. Definition of market segmentation, discussions in market segmentation, Market targeting process, product positioning – purpose, process; P's of marketing.

Unit IV Marketing management information system and demand forecasting Introduction, structure of marketing management, information support system, demand forecasting.

Unit V Market Research: Definition, research and survey methodologies, application, technology and trends in tourism marketing, role of government bodies, national, state tourism offices, local bodies, private organizations, NGO's in tourism marketing.

References

1. Kotler P. Marketing Management C. Delhi – Prentice Hall India 1986
2. Kotler Philip – Marketing for non-profit organization – Prentice Hall, New Jersey 1975
3. Jha S.M. – Tourism Marketing (Bombay – Himalaya)
4. Gavens: Marketing Management (Delhi – Himalaya)
5. Holloway I.C. and Plant R.V. (1992) Marketing for Tourism Pitman.
6. Limsden: Les (1992) Marketing for Tourism case study assignments Macmillan
7. Hoyk Darb and Jones (1995) Managing Conventions, Group Business – Educational Institute of AATM.
8. Chaudhary Manjula, 2010, Oxford University Press, New Delhi, Tourism Marketing
9. Philip Kotler, John Bowen, James Makens, Marketing for Hospitality and Tourism