

M.B.A.

Scheme and Syllabus



**School of Distance Education
Andhra University, Visakhapatnam, Andhra Pradesh**

MBA PROGRAMME

The **Programme objectives** of Executive MBA Programme through Distance Mode are:

1. Students will be able to Understand and developing the knowledge of Management principles, practices and perspectives in decision making.
2. Students would be able to understand the tools and techniques in functional areas such as Production, Marketing, Finance and HRM with business applications.
3. Students will be able understand the application of methods and practices of functional areas such as Marketing, Finance and HRM to solve problems in Business, Trade and Service Industry.
4. Foster analytical and critical thinking abilities for data-based decision-making in both Manufacturing and service sectors.
5. Students are exposed to areas of recent changes and challenges of business in Business, trade and Industry both in Manufacturing and Service sector in the dynamic business environment.
6. Students are given training and skills to become as Entrepreneurs for creating jobs and wealth to the nation
7. To help in-service candidates to update their knowledge and managerial skills for effective decision making.
8. To provide opportunities of higher education in management to those in service candidates who could not pursue their studies on a regular basis for different reasons.

COURSE CODE	TITLE OF THE COURSE
FIRST YEAR	
101	Management Process and Behaviour
102	Quantitative Techniques for Managerial Decisions
103	Business Environment
104	Accounting for Management
105	Managerial Economics
106	Managerial Communications
SECOND YEAR	
201	Human Resource Management
202	Marketing Management
203	Financial Management
204	Operations Management
205	Operations Research
206	International Business
THIRD YEAR	
HRM SPECIALISATION	
301	Business Policy and Strategic Management
302	Entrepreneurship & Small Business Management
303	Human Resource Planning & Development
304	Industrial Relations
305	Employee Compensation and Welfare Management
306	International Human Resource Management
307	Project Work
308	Viva Voce
MARKETING SPECIALISATION	
301	Business Policy and Strategic Management
302	Entrepreneurship & Small Business Management
303	Consumer Behaviour & Marketing Research
304	Services Marketing and CRM
305	Advertising and Brand Management
306	Sales and Retail Management
307	Project Work
308	Viva Voce
FINANCE SPECIALISATION	
301	Business Policy and Strategic Management
302	Entrepreneurship & Small Business Management
303	Security Analysis and Portfolio Management
304	Financial markets and Derivatives
305	Strategic Financial Management
306	Management of Financial Services
307	Project Work
308	Viva Voce

COURSE 101 MANAGEMENT PROCESS AND BEHAVIOUR

Course objectives

- CO:1. To help the students gain understanding of the functions and responsibilities of managers.
- CO:2. To help the students to develop cognizance of the importance of management principles.
- CO:3. To teach the student about the organizational dynamics
- CO:4. To deeply understand the role of individual, groups and structure in achieving organizational goals effectively and efficiently.
- CO:5. To understand the ways to motivate others and be self-motivated
- CO:6. To familiarize with the concepts of conflict, change, culture

UNIT-I : Management - Definition, Scope and Importance - Principles of Management - Functions of Management - Systems Approach to Management - Business Ethics, Corporate Governance and Social Responsibility.

UNIT-II : Planning - Nature, Purpose, Steps in planning - Management by Objectives - Planning Premises - Process of Decision Making - Decision Tree Analysis - Coordination.

UNIT-III : Organising - Principles of Organisation - Span of Control- Delegation and decentralization Empowerment —Line and Staff relations - Directing - Leadership Styles - Motivation Theories : Maslow, Herzberg, Vroom - Managerial Communication - Communication Styles - Models of Interpersonal Communication, Johari Window - Transaction Analysis - Process of Control.,

UNIT-IV : Organisational Behaviour - Emergence of OB - Personality, Values and attitudes - Learning and Perception - Individual and Group Behaviour - Elton Mayo theory - Behavioural characteristics. UNIT-V : Organisational Change and Development - Change Process - OD interventions Organisational Conflicts - Organisational Culture - Organisational Effectiveness

UNIT -VI : Case Studies

SUGGESTED READINGS:

1. Mirza, S. Saiyadain, "Organisational Behaviour", Tata McGraw Hill Publishing Company Limited, New Delhi, 2003.
2. FiedLuthans, "Organisational Behaviour," McGraw Hill Education (Asia), 2005.
3. Steven L McShane and Mary Ann You glinow, "Organisational Behaviour" Tata McGraw Hill Publishing Company Limited, New Delhi, 2005.
4. Angelo Kinichi and Robert Kreitner "Organisational Behaviour - Concepts Skills and Practices", Tata McGraw Hill Company. Limited, New Delhi, 2006
5. Harold Koontz Y &HenzWeihrich : Management;
6. James A.F. Stoner & R. Edward Freedman : Management;
7. L.A. Allen; Management and Organisation;
8. Newman &Summer: The Process of Management;
9. Robbins SP, Organistional Behaviour;
10. Fiedler F.E., A Theory of Leadership Effectiveness.

COURSE 102 QUANTITATIVE TECHNIQUES FOR MANAGERIAL DECISIONS

COURSE OBJECTIVES:

- CO: 1. The main objective of this course is to make the students familiar with the statistical and mathematical techniques.
- Co 2: Integrate the knowledge and skills in Statistics including Probability.
- CO 3. Understand the application of Probability distribution practically.
- CO4. Formulate and test the Hypothesis in various real-time business situations.
- CO 5. Ability to forecast the future business scenarios by using regression and time series methods.

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 regression.

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 – Sampling distributions – Estimation – point and interval estimates of averages and proportions of small and large samples – concepts of testing hypothesis – one sample tests for testing mean and proportion of large and small samples.

UNIT – V : Tests of two samples – tests of difference between mean and proportions of small and large samples – Chi-square test of independence and goodness of fit – Analysis of variance.

UNIT – VI : Problem Exercises

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SUGGESTED READINGS :

1. Levin and Rubin, Statistics for Management, Prentice Hall of India
2. Levin, Krehbiel and Berenson, Business Statistics : A first course, Pearson Education Asia.
3. K.V. Sivayya and K.SatyaRao, Business Mathematics.
4. Zameeruddin, Khanna and Bhambri, “Business Mathematics, Vikas Publishing House.
5. Shenoy, Sarma and Srivatsava, Quantitative Techniques for Management, New Age (International) Pvt.Ltd.
6. Amir D. Aezel&Sounderpandian, Business Statistics, Tata McGraw Hill.
7. C.R. Kothari, Quantitative Techniques, Vikas Publishers.
8. Anand Sharma, Quantitative Techniques for Decision Making, Himalaya Publishers, Mumbai.
9. N.D. Vohra, Ramjas College of University of Delhi, Quantitative Techniques in Management, Tata McGraw Hill
10. Gupta &Khanna, Quantitative Techniques for Decision Making, PHI.

COURSE 103 BUSINESS ENVIRONMENT

Course Objective :

- CO:1 To familiarize with the Business Environment both at national
CO:2 To enable the students on international level that will influence managerial decisions.

Unit - I Business Environment : Concepts of significance - Economic Environment of Business - Socio - Cultural and Political - Legal Environment - Changing Role of Government - International Business Environment and WTO.

Unit - II Structure of the Indian Economy : Structural Dimensions of Indian Economy Structure of Indian Industry - Public Sector in India - Private Sector in India Privatisation and disinvestment - Small Scale Sector in India - Sickness in Indian Industry.

Unit - III Planning and Policies : Planning Goals and Strategies - Evolution of Industrial Policy - Regulatory and Promotional Framework.

Unit - IV External Sector : India's Foreign Trade - Trade Composition, Trade Blocks Foreign Capital and Collaborations - India's External Debt.

Unit - V Economic Reforms Since 1991 : Industrial Policy of 1991 - Economic Reforms; Liberalisation, Globalisation and Privatisation - Financial Sector Reforms Fiscal Sector Reforms - Economic Reforms and Social Justice. Unit - VI Case Studies

Suggested Readings :

1. K.V. Sivayya & V.B.M. Das : Indian Industrial Economy; Sultan Chand Publications.
2. Agarwal ANN, Emergent Dimensions in India Environment, Asia Publishing House, Delhi.
3. Economic Survey, Government of India (Latest issue);
4. Wadhva, Charan D, some problems of India's Economic Policy, TMH ND;
5. Khan M.Y., Indian Financial Systems; Theory and Practice;
6. M.Adhikar : Economic Environment & Business Environment
7. A.Das Gupta & N.K. SenGupta : Government and Business
8. D. Amarchand : Government and Business.
9. Sharma, S.D., Business Environment and Global Challenges, (Crown Size), 1998 256pp. 10. Aswathappa, Business Environment.

COURSE 104 ACCOUNTING FOR DECISION MAKING

Course objectives:

- CO:1 To impart skills of principles and techniques of Accounting for Management.
- CO:2 Understand the basic principles of financial accounting and familiarize with recording of transaction in different account books with the aim to find the financial results and position.
- CO2. Gain sound knowledge in costing concepts, methods and Practice the different methods of pricing the materials Issues, labour and overhead with cost consideration.

UNIT – I : Accounting Framework : Accounting Concepts and GAAP – Accounting cycle – Journal – Ledger – Trail Balance – Managerial Applications of Accounting Information.

UNIT – II : Understanding Financial Statements : Construction and Analysis of Profit and Loss Account – construction and Analysis of Balance Sheet – Common size and Comparative Balance Sheet.

UNIT –III : Cost Management – Construction of Cost Sheet – Direct Costing and Indirect Costing - Absorption and Marginal Costing – Cost- Volume-Profit Analysis – Relevant Range – Breakeven analysis.

UNIT –IV : Cost Analysis for Decision Making : Standard costing and variance analysis - Differential Cost Analysis - Shut Down Cost Analysis.

UNIT –V : Budgeting and Budgetary Control – Types of Budgets - Preparation of Budgets – Production Budget – Sales Budget – Cash Budget – Flexible Budget – Performance Budgeting – Zero Based Budgeting.

UNIT –VI : Case Studies

SUGGESTED READINGS :

1. Horngren, Charles T., Introduction to Management Accounting, PHI, NJ;
2. Maheswari SNN, Management Accounting and Financial Control, Mahavir Book De- pot, Delhi;
3. Rober S. Kaplan and Anthony A. Atkinson : Advanced Management Accounting (PHI), New Delhi;
4. BhatatoshBanarjee; Financial Policy and Management Accounting The World Press, Calcutta.
5. Khan and Jain, Management Accounting.
6. Ramachandran&Kakani, Financial Accounting for Management, Tata McGraw Hill.
7. Ravi M. Kishore, Advanced Management Accounting. Taxmann's Publications.
8. Sumith Jain, Management Accounting, Taxmann's Publications.
9. Colin Drudry, Management and Cost Accounting, Taxmann Publications.
10. Bhattacharya, Financial Accounting for Business Managers, PHI

COURSE 105 MANAGERIAL ECONOMICS

Course objective:

- CO1: Objective of the course is to introduce basic concepts and techniques of Managerial Economics and comprehend student with vital decisions of business.
- CO2: Assimilate and apply the laws of economics in the business.
- CO 3. Acquire the knowledge about the various types of market structure for strategizing and wise decision making.
- CO 4. Practice the pricing strategies in the organisation.
- CO 5. Achieve the knowledge about macro economics to foresee the external forces to the effective decisions.

UNIT - I Concepts and Techniques : Introduction to Managerial Economics - Nature and Scope - Demand - Law of Demand - Demand Function - Elasticity of Demand - Determinants of Demand - Demand Forecasting -Theory of Marginal Utility- Indifference Curve Analysis.

UNIT- II Theory of Production - Production function - Isoquant Curves - Law of Returns - Production Function and Return to scale - Optimum combination of inputs - Cost-output relationships.

UNIT- III Market Structure & Competition - Perfect Competition - Oligopoly - Duopoly - Monopoly and Monopolistic competition - Price output under different market structures - Pricing and Pricing objectives and methods.

UNIT - IV The Firm in Theory and Practice : Economic Theory of Firm - The Behavioural Theory of the Firm -Managerial Theories of the Firm - Profit - Objectives of Profit - Profit maximization Vs. Wealth maximization.

UNIT - V Business cycles - Money supply - Fiscal policy - Monetary Policy - Inflation.

UNIT - VI Case Studies

SUGGESTED READINGS :

1. Dean Joel, Managerial Economics, PHI, New Delhi;
2. Douglas Evan J, Managerial Economics, Theory, Practice & Problems; PHF, New Delhi;
3. Mote, V.C. Samuel Paul and G.S. Gupta, Managerial Economics - Concepts & Cases, TMH;
4. Wildsmith JR, Managerial Theories of the Firm (Martin - Robertson);
5. K.K. Seo, Managerial Economics, Richard D. Irwin Inc.
6. I.C. Dhingra, Essentials of Managerial Economics - Theory, Applications and Cases - Sultan Chand, New Delhi.
7. Maheswari, Managerial Economics, PHI.
8. Peterson and Louis, Managerial Economics, PHI.

COURSE 106 MANAGERIAL COMMUNICATIONS

Course Objectives:

- CO:1. 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.
- CO:2. To provide an overview of Prerequisites to Business Communication
- CO:3. To equip students with report writing skills and organizing reports.

UNIT- I :

Role of Communication in Business - Objective of Communication - The process of Human Communication ; Media of Communication (Written, Oral, Visual, Audio - Visual Communication, Silence) Listening skills, Non - verbal Communication ; Cross - Cultural Communication.

UNIT -II : Managing Organizational Communication - Formal and Informal Communication Inter - Personal Communication : Models for Inter - Personal Communication (Exchange Theory, Johari window, Transactional Analysis).

UNIT -III :

Intra - Personal Communication (role of motivation, perception and emotion in Inter - Personal Communication) - Communication Styles - Barriers of Communication Gateways to Effective Interpersonal Communication.

UNIT -IV : Business Writing Skills : Oral Presentation : Use of Technology in Business Communication.

UNIT -V : Report Writing (Structure of Reports, Formal and Informal reports). Case Studies

SUGGESTED READINGS :

1. Bovee, Thill and Schatzman, Business Communication Today, Pearson, New Delhi.
2. K. Bhardwaj, Professional Communication, IK Int. Publ. House, New Delhi.
3. McGrath, Basic Managerial Skills on all 5th ed. Prentice Hall of India.
4. Meenakshi Raman - Business Communication, Oxford University Press.
5. Lesikar I Flatley, Basic Business, Communication, TataMcGraw Hill.
6. Wofford, Jerloff and Cummins "Communication for Organizational effectiveness".

SECOND YEAR

COURSE 201

HUMAN RESOURCE MANAGEMENT

Course Objectives:

- CO:1. To equip the students with basic concepts of Human Resource Management and the various functions of HRM including Industrial Relations in the liberalized environment
- CO:2. To develop the understanding of the concept of human resource management and to understand its relevance in organizations.
- CO:3. To enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions

UNIT-I: HRM - Meaning and Definition - Scope, Objectives and Significance - Functions - Challenges and Changing role of HR in the Globalised Environment.

UNIT -II : HR Planning and Development : Significance - Sources of Recruitment, Selection Process, Training and Development -Performance Appraisal - Techniques - Limitations.

UNIT -III Compensation and Benefits : Wage Concepts - Principles of Wage administration - Wage fixation - Wage Payment - Employee Incentives and Benefits, Quality Circles.

UNIT -IV : Industrial Relations (IR) Significance - Factors affecting IR -Industrial Disputes - Causes and Consequences - Prevention and settlement of Disputes - Technology and IR.

UNIT-V: Employees Participation in Management - Significance - Schemes of Participation - Collective Bargaining - Methods and Process -Prerequisites - Productivity Bargaining - Research in HRM.

UNIT-VI: Case

Studies SUGGESTED READINGS:

1. H.JohnBernardin, "Human Resource Management - An empirical Approach", Tata McGraw Hill Publishing Company Ltd., 2003.
2. Shashi K. Gupta and Rosy Joshi, "Human Resource Management", Kalyani Publishers, India, Second Revised and Enlarged Edition, 2004.
3. K. Aswathappa, "Human Resource and Personnel Management - Text and Cases", Tata McGraw Hill Publishing Company Limited, New Delhi, 3rd Ed., 2005.
4. Raymond A Noe, Hollenbeck, Gerhart and Wright, "Fundamentals of Human Resource Management", McGraw Hill Publishing Co. Ltd., 2004.
5. Gary Dessler, Human Resource Management, Pearson Education, Delhi
6. David a. Decenzo and Stephen P. Robbins, Human Resource Management, John wiley& sons, New York.
7. Ian Beardwell and Len Holden.Human Resource Management, MacMillan, New Delhi.
8. VenkataRatnam, C.S. and Srivastava B.K., Personnel/Human Resource Management, Tata McGraw Hill, New Delhi.
9. MirzaS.Saiyadan, Human Resource Management, Tata McGraw Hill, New Delhi.
10. SatyaRaju, R., Human Resource Response to New Corporate Initiatives, National Institute of Personnel Management, Calcutta.

COURSE 202 MARKETING MANAGEMENT

Course objectives

- CO:1 Understand the dynamics of marketing concepts in business.
- CO2. Facilitate to make an understand on Consumer Behaviour.
- CO3. Ability to take decisions and plan, develop, execute and control marketing strategies.
- CO4. Determine strategies for developing new products and services that are consistent with evolving market needs.

UNIT - I Marketing and its Applications: Introduction to Marketing - Marketing in a Developing Economy. Role of Marketing in organization - Trends in Marketing - Marketing Management process marketing Environment.

UNIT - II Marketing Research and Understanding Customers : Marketing Research and its Applications Determination consumer Behaviour - Indian Consumer Characteristics - Market Segmentation.

UNIT - III Product Management: Product Decisions and Strategies - Product Mix - Product Life Cycle and New Product Development - Branding and Packing Decisions.

UNIT - IV Product Mix - Pricing and Promotion Strategy : Pricing Policies and Practices - Marketing Communications - Advertising and publicity - selling and Sales Promotion.

UNIT - V Distribution - Channels of Distribution : Selection of Channel Members - Distribution Strategy

UNIT - VI Case Studies

SUGGESTED READINGS :

1. PhiloKotier : Marketing Management - Analysis, Planning and Control; Person / PHI
2. Stanton W.J : Fundamentals of Marketing, McGraw Hill Publications.
3. Michael J. Etzel, Bruce J. Walker and William J. Stanton, "Marketing" Tata McGraw Hill Publishing company.
4. William D. Perreault, Jr, and E. Terome McCarthy, Basic Marketing - A Global Managerial Approach", Tata McGraw Hill Publishing Company Limited.
5. RajanSaxena "Market Management", Tata McGraw "Hill Publishing Company Limited".
6. J.C. Gandhi; Marketing - A Managerial Approach; Tata McGraw Hill
7. Ramaswamy&Namkumari : Marketing Management in the Indian Context: Macmillan India
8. William M. Pride and O.C. Ferrell, "Marketing - Concepts and Strategies", Biztantra, An Imprint of Dreamtech Press.
9. Joel, R. Evans and Borry Berman, "Marketing in the 21st Century, "Biztantra, An Imprint of Dreamtech Press.
10. Bearden, Marketing : Principles & Perspectives, Tata McGraw Hill Publishing company.

COURSE 203 FINANCIAL MANAGEMENT

Course objectives

- CO:1. To equip the students with basic principles of Financial Management and Techniques.
- CO:2. Provide an in-depth view of the process in financial management of the firm
- CO:3. Develop knowledge on the allocation, management and funding of financial resources.
- CO: 4. Enhancing student's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance

Unit-I Introduction to Financial Management : Meaning, Nature and Scope of Finance Function
Objectives of Financial Management - Profit Maximisation Vs Wealth Maximisation -
Role of a Finance Manager - Methods and sources of Short-term and Long-term Finance.

Unit-II Financial Statement Analysis : Understanding Basic Financial Statements - Ratio
Analysis Funds Flow Analysis - Cash Flow Analysis - BEP.

Unit-III Investment Decisions - Cost of Capital - Computation of WACC - Capital Budgeting
Process - Techniques of Capital Budgeting - Traditional and DCF Techniques of
Investment Appraisal - C/B under Risk and Uncertainty.

Unit-IV Financing Decision - Financial leverage - Operating leverage - EBIT - EPS Analysis -
Capital Structure Planning - Theories of Capital Structure - Dividend policy - Models of
Dividend Policy - Practice - Bonus shares - Rights Issue.

Unit-V Working Capital Management-Concepts and Approaches of Working Capital-
Determinants of Working Capital-Management of Current Assets-Cash-Receivables-
Inventory.

Unit-VI Case Studies

Suggested Readings :

1. VyuptakeshSharan, "Fundamentals of Financial Management", Pearson Education (Singapore) Pte.Ltd., 2005.
2. M.Y.Khan and P.K. Jain, "Financial Management Text, Problems and Cases", Tata McGraw Hill Publishing company Limited, New Delhi, 2004.
3. I.M. Pandey, "Financial Management", Vikas Publishing House Pvt. Ltd., 9th ed., 2005
4. Prasanna Chandra, "Financial Management Theory and Practice", Tata McGraw Hill Publishing Company Limited, New Delhi, 6th ed., 2004.
5. James C. Van Horne, Financial Management and Policy
6. Prasanna Chandra, Financial Management : Theory and Practices
7. Solomon, Ezra, The Theory of Financial Management
8. I.M. Pandey, Financial Management
9. M.Y. Khan & Jain, Cases in Financial Management 10. Gittmen, Managerial Finance

COURSE 204 OPERATIONS MANAGEMENT

CO1. Apply the elements of operations management and various transformation processes to enhance productivity and competitiveness.

CO2. To evaluate various facility alternatives and their capacity decisions, Develop a balanced line of production & scheduling and sequencing techniques in operation environments.

CO3. To enable the students that the effect of product, process and schedule design parameters on Plant layout.

CO4. Implement the practical application of purchase management in inventory system.

CO5. Understand the concepts of inspection and quality control and well verse with modern quality control aspects.

UNIT- I

Introduction : Nature and scope of production and operations management - Historical Evolution - Types of manufacturing systems - Differences between manufacturing and service operations - Role of production and operations managers.

UNIT- II

Production Planning and Control : Stages in PPC - Gantt Chart - 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 layout designs.

UNIT- IV

Productivity : Factors, Affecting Productivity - Job Design - Process Flow Charts - Methods Study - Work Measurement - Engineering and Behavioural Approaches.

UNIT- V

Material Management : Costs 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.

UNIT-VI

Case Studies

SUGGESTED READINGS :

1. Everett E. Adam, Jr. and Ronalds, J.E. Ebert, Production and Operation's Management, Concepts, Models and Behaviour.
2. S.N. Chary, Production and Operation's Management.
3. Elwood S. Buffa, Modern Production Management, MacLain JO and L.J. Thomas, Operations Management.
4. Chary, Theory and Problems in Production and Operations Management, Tata McGraw Hill.
5. Richard Chase, Operations Management for Competitive Advantage, Tata McGraw Hill.
6. Joseph Monks, Gonzagar University, Schaum's Outline of Operations Management, Tata McGraw Hill
7. Nair, Production and Operations Management, Tata McGraw Hill
8. William J. Stevenson, Operations Management, Tata McGraw Hill
9. Roger G. Schroeder, University of Minnesota, Operations Management, McGraw Hill.

COURSE 205 INTERNATIONAL BUSINESS

Course objective

Objective of this course is to acquaint the student with the dynamics of international business with a focus on emerging opportunities in global market.

UNIT - I : International Business : Significance, Free Trade Vs Protection, emerging trends, Trade Vs Non-Trade Barriers, Theories of International Trade.

UNIT - II : Balance of Payments, Concept, disequilibrium in B.O.P, Structural, cyclical and monetary disequilibrium, methods of correction.

UNIT - III : Foreign Exchange markets : Foreign Exchange market mechanism, exchange rate determination, convertibility of rupee and its implications, Management of Foreign Exchange reserves - ADRs, GDRs and Euro Currency.

UNIT - IV : Export-Import policy - Export Promotion Zones, Special Economic Zones, Export incentives. UNIT - V : International liquidity : Problems of liquidity, role of IMF and IBRD in managing international liquidity problems.

UNIT -VI : Case Studies

SUGGESTED READINGS : 1. Sundaram& Black, International Business Environment, The Text and Cases, Prentice Hall of India.

2. Daniel, John D., Radebaugh, Lee, H., International business, New York, Addison Wesley, ninth Edition.

3. Bhalla, V.K., and S. Sivaram, International Business Environment and Business.

4. Francis Cherunilam, International Business Himalaya Publications.

5. Aswathappa, International Business, Tata McGraw Hill.

6. Charles W. Hill, International Business, Tata McGraw Hill.

COURSE 206 OPERATIONS RESEARCH

Course objective:

- CO:1. The course is designed to make the students familiar with principles and techniques of OR. and their applications in decision making.
- CO:2. They are also expected to use software packages
- CO:3 To Identify situations in which linear programming technique can be applied and to understand fundamental concepts and general mathematical structure of a linear programming model.
- CO4. To make understand that how optimal strategies are formulated in conflict and competitive environment and to ascertain the use of absorbing state analysis for predicting future conditions.
- CO5. To recognize and formulate a transportation problem involving a large number of shipping routes and to solve a profit maximization transportation problem using suitable changes in the transportation algorithm and to solve a travelling salesman problem.

UNIT- I :

Importance and scope of Operations Research - Linear Programming - graphic method simplex method - Big-M Method - Post optimality analysis - Dual L P. and its applications.

UNIT- II : Transportation problem - Assignment problem - Non Linear Programming model formulation - Graphical method of solving simple problem - Goal Programming.

UNIT- III Dynamic programming - applications of D.P. (Capital Budgeting, production planning, solving linear programming, problem) - Integer programming - Branch and Bound method - Cutting plane method.

UNIT- IV: Game -theory - Two person zero sum games - Pure strategies - Mixed strategies - dominance principle - Graphic and algebraic method - Linear Programming approach - Queuing theory -M/M/1 and M/M/C Models

UNIT- V: Project Management - PERT and CPM - crash Time - crash cost -trade off - resource leveling and resource allocation - Simulation Techniques - Simulation of inventory and waiting line.

UNIT- VI Case Studies.

SUGGESTED READINGS:

1. R. Pannerselvan. Operations Research. Prentice Hall India Ltd., N.D.
2. Sarma S.D, Operations Research,
3. K. Rangarajan, Project Management, New Age International PVT. Ltd.
4. S. Kalavathy, Operations Research. Vikas Publishers
5. Mustafi, Operations Research, New Age International.
6. K. Nagarajan. Project Management New Age International.
7. P Gopalakrishnan and V.E, Rama Moorthy. Project- Management, Macmillan India Limited.
8. J.K. Sharma, Operations Research -Problems and Solutions. Macmillan India Ltd.
9. G.V. Shenoy, U.K. Srivastava, S.C. Sharma, Operations Research for Management, New Age International.

I0. N.D. Vohar, Quantitative Techniques in Management.

THIRD YEAR (HR SPECIALISATION)

COURSE 301 BUSINESS POLICY AND STRATEGIC MANAGEMENT

(Common for HRM, MARKETING, AND FINANCE Specialisation)

COURSE OBJECTIVE : Objective of the course is to equip the student with ability of integrating all functional areas of Management and understand the process of strategic management to formulate long term strategies.

Unit – I Business Policy and Strategic Management – Vision, Mission Objectives – Company Vision and Ethics and Social Responsibility – Strategic Planning in India in the Open Regime Case Study.

Unit – II Environmental Analysis : General environment analysis, Industry analysis, International analysis, Techniques of environmental analysis, Value chain, Porter’s competitive strategies.

Unit – III Strategy Formulation – Types of Strategies – Corporate level, Business level and functional level strategies – SBUs.

Unit – IV Strategy Implementation – Activating Strategies – Procedural Implementation – Resource Allocation – Structural Implementation.

Unit – V Strategic Evaluation and Control : Importance, Process of evaluation and control, techniques of control, Information and Feed back Corrective Action.

Unit - VI Case Studies

SUGGESTED READINGS :

1. Thompson and Strickland, “Strategic Management – Concepts and Cases”, Tata McGraw Hill Publishing Co., Ltd., New Delhi, 2003.
2. Hitt, Ireland and Hoskisson, “Strategic Management – Competitiveness and Globalisation”, Thomson Asia Pvt. Ltd., Singapore, 4th ed., 2001.
3. Pearce II and Robinson, Jr, “Strategic Management – Formulation Implementation, and Control”, Tata McGraw Hill Publishing Company Limited, New Delhi, 2005.
4. Hill and Jones, “Strategic Management – An Integrated Approach”, Biztantra, An imprinted of Dreamtech Press, New Delhi, 2004.
5. Michel Porter : Competitive Advantage;
6. Lawrence Jauch & W.F. Glueck: Business Policy and Strategic Management;
7. Nanjundaiah : Strategic Planning and Business Policy;
8. Ghosh P.K. Business Policy and Strategic Planning;
9. Christenson, CR et al, Business Policy : Test and Cases;
10. Porter, Micheal E, Competitive Strategy.

COURSE 302 ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT
(Common for HRM, MARKETING, AND FINANCE Specilisation)

COURSE OBJECTIVES :

- CO:1 The course is to equip the student with ability of integrating all functional areas of Management.
- CO:2 To understand the process of strategic management to formulate long term strategies. Inculcate ability to recognize distinct entrepreneurial traits to become successful entrepreneur the economic growth
- CO3. Develop ability to grow the enterprise with learning and development strategies for adapting changes happening in the entrepreneurial environment
- CO4. Identify parameters to assess opportunities and constraints for new business ideas to gain international Business opportunities

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.KrishnaRao, 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.

COURSE 303 HUMAN RESOURCE PLANNING & DEVELOPMENT

Course objectives:

- CO:1 To make students to learn various human resource concepts .
 CO:2 To study the Human Resource Planning process.
 CO:3 To know the HRD experiences of various industries.

UNIT 1:

Basics of Human Resource Planning: Macro level Scenario of Human Resource Planning- Concepts and Process of HRP. Methods and Techniques of Demand Forecasting- Methods of 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 the sectors (Defence, Police, Voluntary Organization and Panchayati Raj Institutions – HRD in Service industry- comparative Domestic HRD and 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.

UNIT VI:

Case Studies

Suggested readings:

1. ArunMonappay: Personnel Management.
2. Rudrabasava Raj M.N. : Dynamic Personnel Administration Management of Human Resources.
3. UdaiPareek, Human Resource Development
4. S. Ravishankar& R.K. Mishra(Ed): Management of Human Resources in Public Enterprises.

COURSE 304 INDUSTRIAL RELATIONS

COURSE OBJECTIVES :

CO:1 Constructs disciplinary and grievance redressal procedures.

CO2. Knowledge to handling industrial disputes.

CO3. Apply the various laws in industrial context

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 -Trade Union Leadership -Changing role in the context of liberalization - Trade Union Act, 1926 - Employers' organizations

UNIT-III : Promotion of Harmonious Relations - Machinery for prevention and settlement of industrial disputes - Industrial Disputes Act 1947 - Conciliation -Arbitration and Adjudication - Code of Discipline.

UNIT-IV : Grievances and Discipline : Grievances Reddressal machinery - Discipline in industry -Measures for dealing with indiscipline.

UNIT-V : Collective Bargaining (CB) - Prerequisites - CB practices in India - Participative Management Forms and Levels - Schemes of workers' participation in management in India.

UNIT-VI : Case Studies

SUGGESTED READINGS :

1. Arun Monappa - Industrial Relations - Tata McGraw Hill, New Delhi.
2. Virmani, B.R. Participative Management Vs. Collective Bargaining, New Delhi, Vision Books, Sidney & Webb, Beatrice, Industrial Democracy, Melbourne, Longman.
3. Ramaswamy, E.A. The Rayon Spinners The Strategic Management of Industrial Relations, New Delhi, Oxford University Press.
4. Mamkoottam, K. Trade Unionism, Myth and Reality, New Delhi, Oxford University Press.
5. Ghaiye, B.R. Law and Procedure of Departmental Enquiry in Private and Public Sector, Lucknow, Eastern Law Company.
6. Srivastava S.C. Industrial Relations and Labour Law, New Delhi, Vikas.

7. Cowling and James, The Essence of Personnel Management and Industrial Relations, Prentice Hall of India.

8. Barry L. Reece and Rhonda Brandt. Effective Human Relations in Organisations, All India Publishers and Distributors, Chennai.

COURSE 305 EMPLOYEE COMPENSATION AND WELFARE MANAGEMENT

Objectives:

CO:1 The objective of the course is to familiarize the student with the methods and schemes of compensation .

CO:2 To learn the different types of welfare facilities to the working class.

UNIT - I

Compensation: Wage Concepts, Principles of wage administration - Wage fixation and structure - Wage differentials - Minimum wages Act - Wage Payment - Payment of Wages Act - Executive Compensation.

UNIT - II

Fringe benefits - Concept and Significance - Wage incentives and schemes - Productivity linked incentives - Payment bonus.

UNIT -III

Employee Welfare : Significance - Welfare Policy and Philosophy - Welfare measures - Statutory and non-statutory - Measures.

UNIT-IV

Health and Safety of Employees under the Provisions of Factors Act, 1948 - Welfare of Women Employees and Child workers - Maternity Benefit Act - Safety at work - Welfare Officer - Role and Functions.

UNIT -V

Social Security - Retirement Benefits - Main Features of Provident Fund Act, 1952 and workmen's Compensation Act, 1922 - Social Security Schemes in India.

UNIT-VI

Case Studies

Suggested Readings:

1. Richard Henderson, Compensation Management in a Knowledge Based World Pearson Education, Delhi

SYLLABUS

2. VenkataRatnam, C.S. and Srivastava B.K. - Personnel Management and Human Resources, Tata McGraw Hill, New Delhi.
3. Gary Dessler, ~~A Framework for Human Resource Management, Pearson Education, Delhi.~~ **International Human Resource Management**
4. Mirza S. Saiyadain, Human Resource Management, Tata McGraw Hill, New Delhi.

OBJECTIVE :

The objective of the course is to enable student to gain the International HRM perspective.

COURSE OBJECTIVES

Globalisation context - strategy - structure and process of globalisation - HRM - International Perspective - The Internet Economy - Challenges of international HRM - Global Environment - Global trends offering human Resource Management.

UNIT - II

HR policies and practices at Global levels ; cross - national differences - cross cultural influences - International Recruitment and Selection processes, methods and criteria - Difficulties encountered.

UNIT - III

HRD in the international context - Expatriate Training - Content and Methods of Training - Developing Global Managers.

UNIT - IV

Compensation Management ; International compensation - Compensation Structure - Methods and practices of Compensation in Global assignments - Compensation of Host Country Employees, managers and Compensation of Expatriate managers.

UNIT - V

Industrial Relations at Global Level ; IR scenario in global organisations - IR policies and practices Legal Framework - IUs at international level.

UNIT - VI :

Case Studies

SUGGESTED READINGS :

1. Anne-Wil Harzing & Joris Van Ruyssveldt, International Human Resource Management (eds.) Sage Publications, New Delhi.
2. H. John Bernardin and Joyce E.A. Russell, Human Resource Management, McGraw Hill, New Delhi.

COURSE 307 Project Work

Course objective:

1. To provide an opportunity to analyze a management problem in a systematic manner.
2. It improves the knowledge of student in a practical situation and to learn the art and science of conducting a study in a systematic way.
3. Prepare comprehensive report based on literature survey.
4. Identify and Analyze problem relevant to the functions areas of the organization
5. Provide solutions either through case study approach or field survey.
6. Present the results from the project work comprehensively through presentation.
- 7.

COURSE 308 VIVA- VOCE

Course objective:

1. Prepare comprehensively to answer questions from all the courses of the respective semester.
2. Attain Oral Presentation skills by answering questions in precise and concise manner.
3. Gain confidence and inter-personal skills.
4. To know the various employability opportunities by applying their knowledge and skills in a real world situation.

Finance Specialisation

COURSE 301 BUSINESS POLICY AND STRATEGIC MANAGEMENT (Common for HRM, MARKETING, AND FINANCE Specilisation)

COURSE OBJECTIVES :

CO:1 To equip the student with ability of integrating all functional areas of Management

CO:2 To understand the process of strategic management to formulate long term strategies.

Unit – I Business Policy and Strategic Management – Vision, Mission Objectives – Company Vision and Ethics and Social Responsibility – Strategic Planning in India in the Open Regime Case Study.

Unit – II Environmental Analysis : General environment analysis, Industry analysis, International analysis, Techniques of environmental analysis, Value chain, Porter’s competitive strategies.

Unit – III Strategy Formulation – Types of Strategies – Corporate level, Business level and functional level strategies – SBUs.

Unit – IV Strategy Implementation – Activating Strategies – Procedural Implementation – Resource Allocation – Structural Implementation.

Unit – V Strategic Evaluation and Control : Importance, Process of evaluation and control, techniques of control, Information and Feed back Corrective Action.

Unit - VI Case Studies

SUGGESTED READINGS :

1. Thompson and Strickland, “Strategic Management – Concepts and Cases”, Tata McGraw Hill Publishing Co., Ltd., New Delhi, 2003.
2. Hitt, Ireland and Hoskisson, “Strategic Management – Competitiveness and Globalisation”, Thomson Asia Pvt. Ltd., Singapore, 4th ed., 2001.
3. Pearce II and Robinson, Jr, “Strategic Management – Formulation Implementation, and Control”, Tata McGraw Hill Publishing Company Limited, New Delhi, 2005.
4. Hill and Jones, “Strategic Management – An Integrated Approach”, Biztantra, An imprinted of Dreamtech Press, New Delhi, 2004.
5. Michel Porter : Competitive Advantage;
6. Lawrence Jauch& W.F. Glueck: Business Policy and Strategic Management;
7. Nanjundaiah : Strategic Planning and Business Policy;
8. Ghosh P.K. Business Policy and Strategic Planning;
9. Christenson, CR etal, Business Policy : Test and Cases;
- 10.Porter, Micheal E, Competitive Strategy.

COURSE 302 ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT
(Common for HRM, MARKETING, AND FINANCE Specilisation)

- CO1. Inculcate ability to recognize distinct entrepreneurial traits to become successful entrepreneur the economic growth
- CO2. Develop ability to grow the enterprise with learning and development strategies for adapting changes happening in the entrepreneurial environment
- CO3. Identify parameters to assess opportunities and constraints for new business ideas to gain international Business opportunities
- CO4. Analyze the systematic process to select, screen a business idea to design strategies for successful implementation of ideas
- CO5. Enhance Capability to grow the business concern through availing incentives, Subsidies, schemes, Fiscal and Tax concessions offered by the central and state government.

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.KrishnaRao, 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.

COURSE 303 SECURITY ANALYSES AND PORTFOLIO MANAGEMENT

- CO:1 Understand the basics of Investments and primary market
 CO2. Acquire the knowledge and skills of trading in stock market
 CO3. Familiar with the Technical Analysis of securities
 CO4. Facilitate to inculcate basic concepts portfolio management

UNIT I

Concept of investment-investment Vs. speculation-investment objectives- investment process, sources of investment information-Security markets – Primary and secondary- Market – SEBI- indices- meaning and measurement of security risk and returns- systematic Risk Vs. Unsystematic Risk- SEBI guidelines.

UNIT II

Intrinsic value approach to valuation of bonds and shares- Fundamental Analysis- Company analysis, industry analysis and Economy analysis.

UNIT III

Fundamental analysis- Technical analysis- Fundamental analysis- concepts and tools- DOW Theory- technical analysis Vs. fundamental analysis- efficient market theory- basic concepts – Random walk theory- Different forms of Market efficiency.

UNIT IV:

Portfolio analysis and selection- Portfolio models- Markowitz model, Sharpe single index model optimum portfolio- capital asset pricing model-arbitrage pricing theory.

UNIT V:

Portfolio evaluation and Revision- Planning and Implementation- Sharpe-Trenynor; Jensen-performance indices- evaluation of mutual funds' performance- Portfolio Revision.

UNIT VI: Case studies

Suggested readings:

1. Donald E. Fischer, Ronald J. Jordan, Security Analysis and Portfolio Management: Prentice Hall of India.
2. R.J. Fuller and J.L. Farrell Sr., Modern Investment and Security Analysis . Tata McGraw Hill
3. J.C. Francis, investments – Analysis & Management, McGraw Hill International.

4. E.J. Elton and M.J. Grober, Modern Portfolio Theory and investment analysis jobs Wikey & Sons.
5. Prasanna Chandra, Security analysis and Portfolio Management, Tata McGraw Hill

COURSE 304 : FINANCIAL MARKETS AND DERIVATIVES

COURSE OBJECTIVES:

- CO:1 The objective of the course is to acquaint the students with the overview and insights of Financial Markets
- CO:2 Emerging Trends in respect of derivatives.
- CO:3 Acquaint the students with the broad framework of financial derivatives market and to provide knowledge on various hedging strategies.
- CO4. Make the students understand the procedures and systems being followed in derivative Markets.
- CO5. Gain a firm foundation of the underlying concepts behind derivatives and also a detailed understanding of the main characteristics of financial derivatives and their relationships with the underlying assets.
- CO6. Possess good skills on the valuation principles and models for derivatives.

Unit - I

Structure of Financial System - Financial system and Economic Development - Problems of capital Formation in underdeveloped countries - Financial institutions and Economic Development - Role of All India and State Level Financial Institutions such as MC, IDBI, SFC.

Unit - II

Markets - Money and capital market - Components and Institutions of Money market Cell money markets - Treasury Bills Market - Commercial Bills Market - Markets for commercial paper and certificates of Deposits - The discount market - Market for financial Guarantees Role of RBI.

Unit - III

Introduction to Financial Derivatives - Forward Contracts - Future Contracts - Other Derivative securities: Types of Traders; Future markets and the use of Futures for Hedging; Forward and Future Prices; Interest Rate Future.

Unit - IV

Options Markets: Properties of stock option prices; Trading Strategies involving options Black Scholes option model: Binomial Model; Option on stock Indices - Currencies of Futures.

Unit - V

SWAPS - Introduction - Hedging Interest Rate Risk - Currency Swaps - Equity Swaps Swaps - Swap Pricing - Recent Trends in Dervatives Markets and Settlement in India.

SUGGESTED READINGS:

1. L.M. Bhole. Financial Institutions and Markets
2. Houghton, Financial Intermediaries: An Introduction
3. Avadhani, V. A., Studies in Indian Financial System
4. Verma, J.C, A manual of Merchant Banking
5. John C. Hull, Options, futures and other derivatives: Pearson Education Publishers.
6. Vasant Desai, Indian Financial System.
7. Financial Derivatives: An Introduction to Future, Forward, Options and Swaps, Red Head, Prentice Hall of India.
8. R.M. Srivastava, Management of Indian Financial Institutions, Himalaya Publishers, Mumbai.
9. H.R. Machiraju, Merchant Banking, New Age International

COOURSE 305 STRATEGIC FINANCIAL MANAGEMENT

COURSE OBJECTIVES:

- CO:1 To provide the student with the tools of Strategic Financial Management
- CO:2 To equip with the current trends in financial management strategies covering Investment, Merger, Takeover and Restructuring Strategies.

CO3. Describe the Concepts of Investment Decision under risk and uncertainty situation.

CO3. Integrate the meaning of Corporate, Ownership Restructuring.

CO4. Understand the concepts of various Mergers, Types of Takeovers

Unit - I :

Strategic Financial Management - Meaning - Nature and Scope - Financial Planning and Strategy for Capital Structure - Financing Options and Value of the Firm.

Unit - II :

Investment Strategy - Techniques of Investment Appraisal under Risk and Uncertainty - Risk Adjusted Net Present Value - Risk Adjusted Internal Rate of Return - Capital Rationing - Replacement Decisions - Evaluation of Lease Vs Borrowing Decision.

Unit - III :

Merger Strategy - Theories of Mergers - Horizontal and Conglomerate Mergers - Merger Procedure - Valuation of Firm - Financial Impact of Merger - Merger and Dilution effect - Merger as capital budgetting decision.

Unit - IV :

Takeover Strategy - Types of Takeovers - Negotiated and Hostile Bids - Takeover Procedure - Takeover Defenses - Financial Defensive Measures - "Coercive" offences and Defenses - Poison Pill Defense - Take over Regulations.

Unit - V :

Distress Restructuring Strategy - Causes of Corporate failure - Turnaround strategies - Voluntary liquidation or Sell Offs - Spin Offs - Leveraged Buyouts.

Unit - VI :

Case Studies.

Suggested Reading :

1. JC VanHorn, Financial Management and Policy,
2. Prasanna Chandra, Financial Management Theory and Practice.
3. VK Bhalla, Financial Management and Policy
4. MY Khan and Jain, Financial Management.
5. PN Khandawalla, Corporate Turnarounds.
6. JF Weston, KS Chung and SE Hoag, Mergers, Restructuring and Corporate Control.
7. Weston et., al, Mergers, Restructuring and Corporate Control, Prentice Hall of India.
8. Mashal and Bansal, Financial Engineering : A Guide to Financial Innovation, Prentice Hall of India.
9. Jakotia, Strategic Financial Management, Vikas Publishers.

COURSE 306 MANAGEMENT OF FINANCIAL SERVICES

CO:1 To provide the concepts and tools of different financial services

CO:2 To equip with the services of different financial institutions.

UNIT I : FINANCIAL SERVICES : AN OVERVIEW : Financial System and Financial Markets
Participants in Financial Markets, Financial Services : An Introduction Management of Risk in
Financial Services ,Regulatory Framework for Financial Services

UNIT II: FINANCIAL MARKET OPERATIONS Stock Exchange; Functions and Operations
Broking and Trading in Equity Broking and Trading in Debt Mutual Funds

UNIT III: MERCHANT BANKING SERVICES Merchant Banking : An Introduction Issue
Management Corporate Restructuring and Mergers Project Financing

UNIT IV :ASSET FINANCING SERVICES Leasing and Hire Purchase ,Debt
Securitisation,Housing Finance Credit Rating

UNIT V: ALLIED FINANCIAL SERVICES: Credit Cards ,Financial Services by Banks and
Insurance Companies ,Ventura Capital ,Factoring, Forfaiting and Bill Discounting

UNIT VI CASE STUDIES

Suggested Readings:

1. Benton E.G. Financial Intermediaries, An introduction
2. Edminister R.D. Financial Institution. Markets and Management
3. Varma J.C. A manual of Merchant Banking
4. West lake M., Factoring

5. I.M. Bhole. Financial Institutions and Market
6. V.A. Avadhani, marketing of Financial Services, Himalaya Publishers, Mumbai.

COURSE 307 Project Work

Course objective:

1. To provide an opportunity to analyze a management problem in a systematic manner.
2. It improves the knowledge of student in a practical situation and to learn the art and science of conducting a study in a systematic way.
3. Prepare comprehensive report based on literature survey.
4. Identify and Analyze problem relevant to the functions areas of the organization
5. Provide solutions either through case study approach or field survey.
6. Present the results from the project work comprehensively through presentation.

COURSE 308 VIVA- VOCE

Course objective:

1. Prepare comprehensively to answer questions from all the courses of the respective semester.
2. Attain Oral Presentation skills by answering questions in precise and concise manner.
3. Gain confidence and inter-personal skills.

MARKETING MANGEMENT SPECIALISATION

COURSE 301 BUSINESS POLICIES AND STRATEGIC MANAGEMENT

(Common for HRM, MARKETING, AND FINANCE Specilisation)

COURSE OBJECTIVES :

- CO:1 The course is to equip the student with ability of integrating all functional areas of Management.
- CO:2 To understand the process of strategic management to formulate long term strategies.
Inculcate ability to recognize distinct entrepreneurial traits to become successful entrepreneur the economic growth
- CO3. Develop ability to grow the enterprise with learning and development strategies for adapting changes happening in the entrepreneurial environment
- CO4. Identify parameters to assess opportunities and constraints for new business ideas to gain international Business opportunities

Unit – I Business Policy and Strategic Management – Vision, Mission Objectives – Company Vision and Ethics and Social Responsibility – Strategic Planning in India in the Open Regime Case Study.

Unit – II Environmental Analysis : General environment analysis, Industry analysis, International analysis, Techniques of environmental analysis, Value chain, Porter’s competitive strategies.

Unit – III Strategy Formulation – Types of Strategies – Corporate level, Business level and functional level strategies – SBUs.

Unit – IV Strategy Implementation – Activating Strategies – Procedural Implementation – Resource Allocation – Structural Implementation.

Unit – V Strategic Evaluation and Control : Importance, Process of evaluation and control, techniques of control, Information and Feed back Corrective Action.

Unit - VI Case Studies

SUGGESTED READINGS :

1. Thompson and Strickland, “Strategic Management – Concepts and Cases”, Tata McGraw Hill Publishing Co., Ltd., New Delhi, 2003.

2. Hitt, Ireland and Hoskisson, “Strategic Management – Competitiveness and Globalisation”, Thomson Asia Pvt. Ltd., Singapore, 4th ed., 2001.

3. Pearce II and Robinson, Jr, “Strategic Management – Formulation Implementation, and Control”, Tata McGraw Hill Publishing Company Limited, New Delhi, 2005.

4. Hill and Jones, “Strategic Management – An Integrated Approach”, Biztantra, An imprinted of Dreamtech Press, New Delhi, 2004.

5. Michel Porter : Competitive Advantage;

6. Lawrence Jauch & W.F. Glueck: Business Policy and Strategic Management;

7. Nanjundaiah : Strategic Planning and Business Policy;

8. Ghosh P.K. Business Policy and Strategic Planning;

9. Christenson, CR et al, Business Policy : Test and Cases;

10. Porter, Micheal E, Competitive Strategy.

COURSE 302 ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT (Common for HRM, MARKETING, AND FINANCE Specilisation)

CO1. Develop ability to grow the enterprise with learning and development strategies for adapting changes happening in the entrepreneurial environment

CO2. Identify parameters to assess opportunities and constraints for new business ideas to gain international Business opportunities

CO3. Analyze the systematic process to select, screen a business idea to design strategies for successful implementation of ideas

CO4. Enhance Capability to grow the business concern through availing incentives, Subsidies, schemes, Fiscal and Tax concessions offered by the central and state government.

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.KrishnaRao, 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.

COURSE 303 CONSUMER BEHAVIOUR AND MARKETING RESEARCH

CO:1 Study the fundamentals of consumer behavior and its applications.

CO2. Understand the consumer as an individual and their behavioral aspects.

CO3. Explore the consumers in their social and cultural settings.

CO4. Understand the consumer decision process and post-purchase behaviour.

CO:5 Explore on marketing research concepts

UNIT -I

Consumer Behaviour issues and Concepts Consumer Behaviour - Nature - Scope and Application - Consumer Behaviour and Life-style Marketing -Organisational Buying Behaviour

UNIT-II

Individual Influences on Buying Behaviour Perceptions - Consumer Motivation Attitude Change - Learning and Memory - Personality and Self-Concept. Group Influences on Consumer Behaviour Reference Group Influence & Group Dynamics - Family Buying Influences, Family Life-Cycle and Buying Roles - Cultural and Sub cultural Influences

UNIT -III

The Buying Process Problem Recognition & Information Search Behaviour Information Processing - Alternative Evaluation - Purchase Process & Post-purchase Behaviour Modelling Buyer Behaviour, Early Models Howard Sheth Model Recent Development in Modelling Buyer Behaviour.

UNIT -IV

MR Concepts and Design MR Meaning and Importance. Research Process - Research Design-
problem definition- hypothesis-data sources - Data Collection Data Collection - Sampling-
Questionnaire Design and Development - Attitude Measurement and Scaling Consumer
Research

UNIT-V

Data Processing and Analysis Methodologies-Data Processing -Coding. Tabulation-Analysis-
Testing of Hypothesis-Chi square test-2 test-ttest-Univariate and Multi-variate analysis
(Elementary) - Experimentation in Marketing Research Simulation-Report Writing-Essentials of
Good Report

UNIT-VI

Case Studies

SUGGESTED READINGS:

1. M.S.Raju and Dominique Xardel. Consumer BehaviourVikas Publishing House Pvt. Ltd
- 2 Hawkins Best and Coney. "Consumer Behaviour", Tata McGraw Hill Publishing Company Limited.
- 3 James F Engel, David T. Kollat & Roger D Blackwell Consumer Behaviour
- 4 Leon G Schiffman&LesileLaerKanuk Consumer Behaviour PHI
5. Berkman. Harold W & Gilson Consumer Behaviour Concepts and Strategies
6. Wollie, WL Consumer Behaviour
7. Mower JC Consumer Behaviour
- 8 .Luck, David J And Ronald S. Rubin Marketing Research
- 9 .Tull and Hawkins Marketing Research
10. Nargundkar, Marketing Research Text and Cases Tata McGraw Hill

COURSE 304 SERVICES MARKETING AND CRM

COURSE OBJECTIVE:

The Objectives of the course is to develop insights into emerging trends in Services Marketing and to develop distinctive managerial skills in Services Marketing and Customer Relationship Management.

UNIT -I

Importance of services marketing -Service characteristics - Reasons for growth of services sector - Services sector in India

UNIT -II

Consumer Behaviour in services - Consumer Operations and purchase decision process - Market segmentation and targeting, Service Strategy - Services Triangle - Services marketing mix, Service product design and strategies The basic service package - CVH- Service flower - New Service development - Service differentiation Service branding.

UNIT -III

Service quality management Quality determinants - Managerial framework Gap model of service quality - Total quality services marketing, Pricing of services - Objectives and

strategies Service distribution, Physical evidence - Type of service scapes - Physical evidence strategy; demand and capacity management of services.

UNIT-IV

Internal marketing - Importance and objectives - Role of service employee Internal marketing strategies; External marketing- - Promotional mix - Promotional Campaign design Interactive marketing-Moments of truth - Interaction process - Customer Participation strategies Service deficiencies and recovery strategies.

UNIT-V

Importance of Customer Relationship Management (CRM) Managerial framework for customer relationships-Selection of customers CRM Goals-erational process-eCRM Applications - Types - Ca for software selection Limitations

UNIT-VI

Case Studies

SUGGESTED READINGS:

- 1 K Rama MohanaRao, vices Marketing. Pearson Education (Asia)
- 2Valarie A Zeithami&Mary Bitner Services Marketing,McGraw Hill publishing Inc.
3. Christopher Lovelock: Se ices Marketing. Pearson education.
- 4 Christian Gronross Services Management and Marketing. McMillan Inc.
5. Ravi Shankar Services market. Tata
6. V.VenkataRamana& G Somaya Customer Relationship Management, Excel Books.
- 7 Darlene D. Richard The Custom Response Management Hand Book, Tata McGraw Hill Pushing Company Limited
- 8 M.P. Jaiswal and Anjali Kaushik -CRM Business and system frontiers Asian Books Price Limited.

COURSE 305 ADVERTISING AND BRAND MANAGEMENT

COURSE OBJECTIVES:

CO:1Exposes to the rigors of international advertising and equips them to be able to manage the media along with different aids of advertising in the international markets.

CO2. Understand the concept of creativity in depth with the knowledge of growing importance of creativity in ads in today's competitive world.

CO: 3 understand the basics of branding and role played by brand managers

CO 4. Study the brand extensions, brand ambassadorship

CO 5. Expose to recent trends in branding

UNIT -1:

Role of Advertising in the promotional mix-Types and purpose of Advertising - Advertising objectives - Process of Communication in Advertising - Integrated Marketing communication (IMC)-Economic, social and Ethical aspects of Advertising-Challenges and oppourtunties in Advertising

UNIT-B:

Consumer Behaviour and Audience Analysis in Advertising- Media planning and Advertising Budgets Media Mix decisions -Creative strategy and copy writing-Different types of Appeals - Layout design - Evaluation of Advertising Effectiveness

UNIT-II:

Advertising Agencies - International Advertising - Direct Response Advertising - Features and functions. Selection of Ad Agency

UNIT - VI:

Brands and Brand Management concept of Brand - Classification of Brands-Branding challenges and opportunities-Brand Positioning and values - Branding Process - Brand Equity - Customer Based Brand Equity - Brand Equity Measurement and Management

UNIT-V:

Designing and Implementing Branding Strategies - Brand Extension-Reinforcing and Revitalising-Global Brand Strategies Brand Personality Development.

UNIT - VI:

Case Studies

SUGGESTED READINGS:

- 1 William Wills, John Burnett and Sandra Mriarty, Advertising Principles and Practice, 5th edition, Pearsons Education
- 2 John S. Wright, Wills L. Winter, Jr and Sherliya K. Zeigler, Advertising, Tata McGraw Hill.
3. Rajeev Batra, John G.Myers and David A Aaker Advertising Management, Prentice Hall of India
- 4.William E. Arens and Courtland Bovee, Contemporary Advertising, 5th Edition,
5. Frank Jefkins, Advertising, Third Edition, Macmillan India Ltd.
- 6 UC Mathur, Advertising Management, New Age International
- 7 Kevin Lane Keller, "Strategic Brand Management, Pearson Education KemDrawbaugh
- 8 Brands in the Balance: Meeting the challenge to commercial identity.
9. SubortoSengupta, Brand Positioning Tata McGraw Hill

COURSE 306 SALES AND RETAIL MANAGEMENT

COURSE OBJECTIVE:

Objective of this course is to acquaint the students with theory and practice of management of Retail and Sales Operations

UNIT-I

Introduction to Retail Management Emerging Trends in Retailing Types of Retailers - Retail Marketing Strategy - Location Site Selection - Organization Structure - Supply Chain Management

UNIT-II

Store Management-Store layout Design - Visual merchandising Motivating and Managing Store Employees - Retail Promotional mix.

UNIT-III

Introduction to Sales Management Formulating Personal Selling Strategy - Organisation of Sales Department - Inter Departmental Relations - Trends in Sales Management

UNIT-IV

Controlling the sales effort - Sales Budgets, Quotas, Sales Territories - Sales Control Research - Sales Audit - Sales Cost Analysis

UNIT-V

Analysis of Market Potential and Sales Potential - Sales Forecasting Methods and Techniques-Sales force Recruitment Selection and Training, Motivation and Compensation plans Evaluation of Salesmen Performance.

UNIT - VI:

Case Studies

SUGGESTED READINGS:

1. Still, Cundiff&Govoni, Sales Management, Decisions.
- 2.Strategies& Cases, PHI, ND, Johnson, Kurtz &Schewing, Sales Management, MGH,
3. MW. Delozier, The Marketing Communication Process, MGH;
- 4.WH Bolen, Advertising, J. Willkeys& Sons,
5. Sandage&FryburgerAdvertising, Theory &Practice,Richard D. Irwn.

COURSE 307 Project Work

Course objective:

1. To provide an opportunity to analyze a management problem in a systematic manner.
2. It improves the knowledge of student in a practical situation and to learn the art and science of conducting a study in a systematic way.
3. Prepare comprehensive report based on literature survey.
4. Identify and Analyze problem relevant to the functions areas of the organization
5. Provide solutions either through case study approach or field survey.
6. Present the results from the project work comprehensively through presentation.

COURSE 308 VIVA- VOCE

Course objective:

1. Prepare comprehensively to answer questions from all the courses of the respective semester.
2. Attain Oral Presentation skills by answering questions in precise and concise manner.
3. Gain confidence and inter-personal skills.