

**SCHOOL OF MANAGEMENT AND
BUSINESS STUDIES**

MASTER OF BUSINESS ADMINISTRATION

SYLLBUS (2012 Admission Onwards)

SCHOOL OF MANAGEMENT AND BUSINESS STUDIES
MBA(C&S) SYLLABUS (2012 Admission onwards) SCHEME

FIRST SEMESTER

Course Code	Title	Number of Credits	Internal Evaluation Marks	External Evaluation Marks	Total Marks
MBA1C01	PRINCIPLES OF MANAGEMENT	2	50	50	100
MBA1C02	ORGANIZATION BEHAVIOR	2	50	50	100
MBA1C03	ECONOMICS FOR BUSINESS	2	50	50	100
MBA1C04	MANAGERIAL COMMUNICATION	2	50	50	100
MBA1C05	ACCOUNTING FOR MANAGERS	3	50	50	100
MBA1C06	QUANTITATIVE METHODS FOR MANAGEMENT	3	50	50	100
MBA1C07	COMPUTER APPLICATIONS IN BUSINESS	2	50	50	100
MBA1C08	ENVIRONMENTAL MANAGEMENT	2	50	50	100
MBA1C09	COMPREHENSIVE VIVA -I	2	100	--	100
	TOTAL	20	500	400	900

SECOND SEMESTER

Course No	Title	Number of Credits	Internal Evaluation Marks	External Evaluation Marks	Total Marks
MBA2C01	HUMAN RESOURCES MANAGMENT	2	50	50	100
MBA2C02	FINANCIAL MANAGMENT	2	50	50	100
MBA2C03	MARKETING MANAGMENT	2	50	50	100
MBA2C04	MANAGEMENT INFORMATION SYSTEM	2	50	50	100
MBA2C05	OPEREATIONS MANAGMENT	3	50	50	100
MBA2C06	OPERATIONS RESEARCH	3	50	50	100

MBA2C07	LEGAL ENVIRONMENT OF BUSINESS	2	50	50	100
MBA2C08	ENTERPRENERSHIP DEVELOPMENT	2	50	50	100
MBA2C09	COMPREHENSIVE VIVA - II	2	--	100	100
	TOTAL	20	400	500	900

THIRD SEMESTER

Course No	Title	Number of Credits	Internal Evaluation Marks	External Evaluation Marks	Total Marks
MBA3C01	RESEARCH METHODOLOGY	2	50	50	100
MBA3C02	PROJECT MANAGMENT	2	50	50	100
MBA3E01	ELECTIVE 1(MAJOR)	3	50	50	100
MBA3E02	ELECTIVE 2(MAJOR)	3	50	50	100
MBA3E03	ELECTIVE 3(MAJOR)	3	50	50	100
MBA3E04	ELECTIVE 4(MAJOR)	3	50	50	100
MBA3E05	ELECTIVE 5(MINOR)	3	50	50	100
MBA3E06	ELECTIVE 6(MINOR)	3	50	50	100
MBA3C03	ORGANIZATION CENTERED STUDY	3	100	----	100
MBA3C04	COMPREHENSIVE VIVA - III	2	100	----	100
	TOTAL	27	600	400	1000

FOURTH SEMESTER

Course No	Title	Number of Credits	Internal Evaluation Marks	External Evaluation Marks	Total Marks
MBA4C01	STRATEGIC MANAGMENT	2	50	50	100
MBA4E01	ELECTIVE 7(MAJOR)	3	50	50	100
MBA4E02	ELECTIVE 8(MAJOR)	3	50	50	100
MBA4E03	ELECTIVE 9(MAJOR)	3	50	50	100
MBA4E04	ELECTIVE 10(MINOR)	3	50	50	100
MBA4C02	PROBLEM CENTERED PROJECT WORK	3	---	100	100
MBA4C03	COMPREHENSIVE VIVA -IV	2	--	100	100
	TOTAL	29	400	500	900

Electives

I Finance Management

MBAF01	Financial Statement Analysis
MBAF02	International Financial Management
MBAF03	Security Analysis and Portfolio Management
MBAF04	Management of Banks and Financial Institutions
MBAF05	Management of Financial Services
MBAF06	Financial Derivatives and Risk Management
MBAF07	Working Capital Management
MBAF08	Management Control System
MBAF09	Strategic Financial Management
MBAF10	Corporate Tax Planning
MBAF11	Insurance Management
MBAF12	Financial Econometrics

II Human Resources Management

MBAH01	Counseling Skills for Managers
MBAH02	Human Resources Planning
MBAH03	Global Human Resources Management
MBAH04	Industrial Relations
MBAH05	Managing Organizational Change and Development
MBAH06	Managing Interpersonal and Group Process
MBAH07	Participative Management
MBAH08	Performance Management
MBAH09	Reward Management
MBAH10	Strategic HRM
MBAH11	Team Building in Organizations
MBAH12	Training and Development

III Marketing Management

MBAM01	Marketing Research
MBAM02	Consumer Behavior
MBAM03	Sales and Distribution Management
MBAM04	Retail Management
MBAM05	Product and Brand Management
MBAM06	Industrial Marketing
MBAM07	Service Management
MBAM08	Strategic Marketing
MBAM09	International Marketing

- MBAM10 Advertisement Management
- MBAM11 Rural Marketing
- MBAM12 Internet Marketing

IV Information Technology Management

- MBAI01 Database Management System
- MBAI02 Data Analytics and Business Intelligence
- MBAI03 Planning & Implementation of IT Strategies
- MBAI04 Internet Programming for E-Business
- MBAI05 Software Project Management
- MBAI06 Software Quality Assurance
- MBAI07 Enterprise Resources Planning
- MBAI08 Grid and Cloud Computing Applications in Business
- MBAI09 IT Enabled Customer Relationship Management
- MBAI10 Logistics and Supply Chain Management
- MBAI11 Mobile Commerce
- MBAI12 IT Policies and Cybercrime

DETAILED SYLLABUS

MBA1C01 PRINCIPLES OF MANAGEMENT

Objective: To familiarize the students with the fundamental concepts, theory, practice and principles of Management

Unit-I

Management: Nature and Significance- Evolution of Management – Management thoughts- Early and Modern

Unit-II

Functions of Management: Planning-types of planning-strategies and policies-Formulation- Long-term and short term-Evaluation of plans

Unit-III

Organizing: Concepts-Centralized and decentralized organizational structure-other elements of organizing-cases

Unit-IV

Perception and Learning: Basic Concepts and theories-Motivation: Theories of Motivation- Leadership: styles, different styles-Stress: Sources, Consequences, Stress Management

Unit-V

Group Behaviour: Stages of group development-Team, types, Conflict-Process, stages- Management of Conflict. Negotiation – Process. Power- bases of power. Organizational politics- organizational change and development – Basic Concepts.

Reference

1. George R. Terry and Stephen G. Franklin . *Principles of Management* , All India Book Seller, New Delhi, 2006.
2. P C Tripathi, P N Reddy , *Principles of Management*, Tata Mc Graw Hill Education Private Limited, New Delhi, 2010.
3. Weirich & Koontz, *Management - A Global perspective*, McGraw Hill, 2008.

MBA102 ORGANISATIONAL BEHAVIOUR

Objective: The objective of the course is to equip students with an essential knowledge base on the behavioral dynamics of organizations with necessary models, tools and techniques to gather and apply knowledge in individual and group behavior and to develop the basic inter-personal skills for being an effective manager in the industry.

Unit-I

Introduction to the concept and relevance of OB in modern Management; Individual Behavior: Personality, Values, Attitudes, Perception, Attribution and Learning; Theories of Personality, Perception and Learning; Application of various instruments for measuring Individual Behaviors.

Unit-II

Motivation; Theories of Motivation; Application of Motivation in work place; QWL, Job Enlargement, Job Enrichment, Job Rotation, Job re-engineering; Motivation, Job Satisfaction and Morale, tools for measuring Motivation.

Unit-III

Leadership; Leader vs. Manager, Leadership Styles, Concepts and Theories- Trait, Behavioral and Situational; Transactional and Transformational Leaderships; Leadership Effectiveness; Tools for measuring Leadership; Power; Sources of Power.

Unit-IV

Group Behavior; Group Formation and Development; Group Dynamics; Team Building Structure of Groups; Group Efficiency; Group Norms; Cohesiveness; Group Effectiveness; Group Decision Techniques; Application of Fundamental Interpersonal Orientation (FIRO-B); Kinesics-Body Language.

Unit-V

Organizing Culture; Concept, Creating and Sustaining Culture; Organizational Change; Resistance to Change; Managing Change; Work Stress; Sources and Consequences; Organizational Role Stress; Emotional Intelligence & EQ; Conflict; T.A & Johari Window; Organizational Development.

Reference

1. Fred Luthans, *Organisational Behaviour*, New York, McGraw Hill, 2011.
2. A.F. Stoner and Charles Wenkel, *Management*, Prentice Hall of India, New Delhi, 2010
3. Stephen P. Robins, *Organisational Behaviour*, Pearson Education, 2011
4. Uday Pareek and Sushama Khanna, *Understanding Organisational Behaviour*, Oxford University, New Delhi, 2011
5. David Keith, *Human Behaviour at Work*, McGraw Hills, 2002
6. Danial C. Fieldman and Hugh Arnold, *Managing Individual and Group Behaviour in Organization*, McGraw Hills, 2010
7. Edwin Gerlof, *Organisation Theory and Design*, McGraw Hills, 2011
8. Porter LW, Lawler EE & Hackman R, *Organisational Behaviour*, McGraw Hills, 1988
9. Subha Rao P. , *Organisational Behavior*, Himalya Publishing House, Mumbai, 2010
10. Robrt Kreitener and Angelo Kinieki, *Organisational Behavior*, Tata McGraw Hill, New Delhi, 2008

MBA1C03 ECONOMICS FOR BUSINESS

Objective: To impart basic knowledge of the concepts and tools of economic analysis as relevant for managerial decision making and to provide an understanding of the aggregate economic system within which a firm operates.

Unit-I

General Foundations of Managerial Economics: Circular flow of activity, Nature and scope of managerial economics - fundamental concept - basic technique of managerial decision-making - application of economic theories in decision making. Nature of the firm - Forms of organizations - Objectives of firms.

Unit-II

Demand analysis and estimation - meaning of demand - determinants of demand - types of demand - individual, market and firm demand, Elasticity measures and business decision making, law of demand - elasticity of demand - demand forecasting - methods of forecasting demand - essentials of good forecasting.

Unit-III

Production Analysis - production function - laws of production – economics and diseconomics of scale -laws of returns and business decision.

Cost Analysis - Various concepts of cost - cost output relationship - Application of marginal costing in business decisions - cost control and cost reduction.

Unit-IV

Pricing - theory of price – determination – price determination under perfect competition – under monopoly - under monopolistic competition – under oligopoly – pricing policies and practices – pricing of a new product. The firm in theory and practice – economic theory of the firm – the behavioral theory of the firm - managerial theories of the firm – profit concepts & analysis

Unit -V

National Income Analysis: National Income Concepts, National Income Accounting, Determination, Macro Economic Problems, Unemployment, Inflation, stagflation, Macro Economic Policies, Macro Economic Planning.

Indian Economy an overview: Pre-colonial, colonial and post-colonial, globalization and emerging India, Global recession and Indian Economy.

Books for Study

1. Nick Wilkinson, *Managerial Economics – A problem Solving Approach*
2. Brain Snowdon, *A modern guide to Macro Economics*
3. Raddar Datt and K.P.M Sundharam, *India Economy*
4. Gupta G.S , *Managerial Economics*
5. Varshnavy and Maheashwary, *Managerial Economics*

Reference

1. D.N Dwivedi , *Managerial Economics*
2. Lija J Truett and Dale B Truett ,*Managerial Economics*
3. Dominick Salvatore, *Managerial Economics*
4. Mote Paul & Gupta. *Managerial Economics*
5. Chopra. O P, *Managerial Economics*
6. Adhikary. M, *Business Economics*
7. Mankar and Dinakar , *Business Economics*

MBA1C04 MANAGERIAL COMMUNICATION

Objective: To equip the students with the necessary skill and techniques of communication to make them successful in organizational performance. The course also aims to sharpen the oral, written and interpersonal communication skills of the students

Unit-I

Principles of communication-Types of communication-Methods and media of communication-Process of communication -Barriers to communication- Strategies for improving communication effectiveness

Unit-II

Organizational Communication-Principles of effective organizational communication - Causes of poor organizational communication - Types of organizational communication- Grapevine communication-Communication for inter personal influences - Effective leadership communication - Cross culture communication

Unit-III

Verbal and non verbal communication in business -Public speaking skills- Business presentations - Role of audio visual aids and computers in oral presentations- Interviewing- Art of negotiation- Listening skills - Mannerisms -Body language

Unit-IV

Written communication- Structures and methods of written communication -Writing process-Letter for different kinds of situations – Enquiries-Customers' complaints-Collection letters - Sales promotion letters.-Memoranda- Directives and instructions- Notices -Reports-Memos - Agenda - Proposals -Minutes -Professional papers -Agreement documents -Press releases - Preparation of resumes

Unit-V

Conducting meetings-Procedure – Preparing agenda, minutes and resolutions-Conducting seminars and conferences- Group discussion-Drafting speech -Report writing - Structure of reports - Long & short reports -Formal & Informal reports -Technical Reports- Norms for including Exhibits & Appendices.

Books for Study

1. Mary Ellen Guffey, *Business Communication: Process and Product*, 5e, South- Western Thomson Publishing, Mason, OH, 2005
2. Namita Gopal, *Business Communication*, New Age International Publishers, New Delhi, 2009

Reference

1. Penrose and Rasberry, *Business Communication for Managers: An advanced approach*, 5e, South-Western College Pub, 2007
2. Asha Kaul, *Business Communication*, Prentice Hall of India, New Delhi, 2007
3. *Harvard Business Essentials: Business Communication*, Harvard Business School Publishing, 2003.
4. M.K. Sehgal & V. Khetrapal - *Business Communication*, Excel Books.
5. Rajendra Pal - *Business Communication* , Sultanchand & Sons Publication.
6. P.D. Chaturvedi – *Busines Communication* , Pearson Education, 1st Edition 2006.

MBA1C05 ACCOUNTING FOR MANAGERS

Course Objectives: To familiarize students with basics of financial, cost and management accounting, to equip them techniques of business decisions based on accounting information and to use financial data in decision making

Unit-I

Introduction: Meaning, definition and needs of accounting business decisions; forms of accounting and users of accounting information; framework of accounting postulates; principles, conventions, concepts, procedures, methods etc; accounting equations and types of accounts, rule of recording business transactions.

Unit-II

Preparation Basic Accounting Records: Preparation of basic accounts - journal to trial balance, income statement, position statements (P&L A/C and Balance Sheet) and adjustment entries; Format of preparing Final Accounts of Companies and Bank(Preliminary Aspects only).

Unit-III

Financial Statement Analysis: Interpretation of Financial statements-Important Financial performance indicators, Ratio analysis; study of liquidity ratios; leverage ratios; profitability ratios; and activity ratios; preparation of fund flow statements; and cash flow statements.

Unit-IV

Basics of Costing: Cost elements; Preparation and presentation of statement of cost and tenders; marginal costing and absorption costing; cost volume profit analysis, managerial uses of break even analysis; Application of marginal costing; preparation of budget and budgetary control; activity based costing,

Unit-V

Standard Costing and Variance Analysis : Meaning and uses of standard costing; procedure of setting standards; variance analysis, one way and two way analysis of variance; overall cost variance; material variance; labour variance and overhead variance.

Reference

1. Arora,M.N. *Accounting for Management*, Himalaya Publishing House, New Delhi, 2010.
2. Colin Drury, *Management and Cost Accounting*, Cengage Learning, New Delhi, 2009.
3. Maheshwari,S.N and SK Mahaeshwari, *Advanced Accountancy*, Vol. 1, , Vikas publishing House, New Delhi, 2009.
4. Dearden J and Bhattacharya SK, *Accounting for Management– Text and Cases*, Vikas Publishing House Private Ltd, New Delhi, 2005.
5. Pandey, IM. *Management Accounting*, Vikas Publishing House Private Limited, New Delhi. , 2007.
6. Ambrish Gupta, *Financial Accounting for Management: An Analytical Perspective*, 4/e, Pearson Education, New Delhi, 2012.
7. Charles, T. Horngren, *Cost Accounting: A Managerial Emphasis*, 13/e, Pearson Education, New Delhi, 2009.

MBA1C06 QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Objective : This course deals with the use of Mathematical and Statistical concepts in the resolution of managerial decision making problems. Also the students should familiarize to solve statistical problems for summarizing, analyzing and interpreting of data using computer packages like MS-Excel & SPSS.

Unit-I

Functions- Linear, Quadratic, Polynomial, Logarithmic, Exponential Functions, Business Functions; Set Theory: Basic set operations, Addition Theorem, Applications of set theory in business; Permutations and Combinations: Concepts only (to apply it in probability and distributions) ;Matrices -Basic operations, Solving System of Linear Equations with Matrix Methods; Differentiation and Integration of Simple Algebraic Functions(Linear, Quadratic, Polynomial) and their Applications in Business-Maxima & Minima- Solving Linear Equations on two variables with constraints; Applications of Ratio & Percentages, Simple Interest & Compound Interest in Finance.

Unit-II

Statistics and its Applications in Business - Frequency Tables – Data Presentation using Charts& Graphs - Measures of Central Tendencies: Mean, Median, Mode, Combined and Weighted Averages, Percentile – Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficients of Variation.

Unit-III

Correlation and Regression Analysis – Karl Pearson's coefficient of correlation, Spearman's rank correlation coefficient, Coefficient of Determination ; Prediction using Regression Equations and related problems, Concept and Applications of Multiple Regressions.

Unit-IV

Probability and Probability Distribution- Concept of Probability theory and Simple Business Problems using Standard Distributions, Binomial Distribution, Poisson Distribution, Normal Distribution.

Unit- V

Time Series analysis – Components of time series, Smoothing techniques - Moving average, Exponential smoothing, Trend analysis. Application of Time series in Business forecasting.

Necessary methods of solving business problems using software packages like MS-Excel and SPSS have to be discussed in the class.

Books for Study

1. K.B.Akhilesh & S. Balasubramanyam , *Mathematics and Statistics for Management* , Vikas Publishing House Pvt Ltd
2. Richard L.Levin and David S.Rubin, *Statistics for Management*, Prentice Hall of India, New Delhi.

3. Qazi Zameeruddin, Khanna, *Business Mathematics*, Vikas Publications, 2004.

Reference

1. S.P. Gupta, *Statistical Methods*, Sultan Chand & Sons, New Delhi
2. Levine, Stephen, Krehbiel and Berenson , *Statistics for Managers*, Indian Edition — PHI learning private ltd.
3. Martin Anthony and Normanbiggs , *Mathematics for Economics and finance* , Low price Edition – Cambridge University press.
4. Anderson, *Quantitative Methods for Business*, South Western Educational Publishing
5. M.G.Dhaygude , *Statistics and Quantitative Techniques*,
6. Sharma J.K, *Quantitative Techniques for Managerial Decision*
7. N.D.Vora, *Quantitative Techniques in Management*, Tata McGraw Hill, New Delhi.
8. S.P. Gupta, *Statistical Methods*, Sultan Chand & Sons, New Delhi.
9. Martin Anthony and Normanbiggs , *Mathematics for Economics and finance*, Low price Edition – Cambridge University press.
10. BM. Aggarwal , *Business mathematics and statistics*, Ane books Pvt Ltd

MBA1C07 COMPUTER APPLICATIONS IN BUSINESS

Objective: To familiarize the students with basic hardware and software features of personal computers and to enable them how to use Information Technology as a tool in business related works to take accurate and timely decision.

Unit-I

Introduction to Computer: Hardware: Block diagram, input, storage, processing, output devices – Software: System and application software – Operating system: Main functions of an operating system- Windows Operating System: Creating, saving, editing and deleting files in Windows 7 –directory operations – renaming files and directories – important control panel options –display, folder options, fonts, keyboard, mouse, personalization, programs and features, sound, system, taskbar and start menu, user accounts – Basic multimedia operations –transferring data to removable media, CD Writing- Basic features and fundamental command of LINUX operating System.

Unit-II

Word processing: Features of a word Processing Package - MS-WORD: creating, editing, formatting a word document –managing fonts – bulleting –borders and shading – different view layouts – applying styles - word art – charts – inserting and editing pictures- inserting symbols and formula editor- working with tables – setting page layouts – inserting headers and footers, page numbers - printing a document – mail merge – document indexing – adding links to hypertexts- converting word document to PDF.

Unit-III

Spread sheet Applications: Features of MS Excel – managing data – all basic excel operations - conditional if function – sorting - filters - functions in Excel: Financial functions – NPV, IRR, PMT, IPMT – Statistical functions: MEAN,MEDIAN, AVERAGE, AVEDEV, CORREL, STDEV and RANK. Database functions – DMAX, DMIN,DSUM, DAVERAGE,DCOUNT- Date & Time Functions-Lookup & Reference Functions-Text Functions-Engineering Functions; Goal seek – pivot table and scenario management for decision making – Charts & Graphics in Excel- Printing and page formatting of excel sheets, Managing multiple sheets, Using Macros.

Unit-IV

Presentation using Power Point: Features of an ideal Visual Presentation - Creating, designing, organizing slides in MS PowerPoint – Effects and animation schemes – transition of slides – rehearsal and time setting- Hyper linking – inserting pictures, sound and video into slides – Printing PPT Slides, Hand out Printing.

Database: Advantages of having central database, database terminology :Field, Record, Keys, Primary key, Secondary Key, Foreign Key -database structuring-Relational Databases, DBMS Packages, Features of MS Access; Database design in Access – Creating tables in design view, creating tables with wizard, defining primary key and establishing relationship, Simple SQL Commands – CREATE, SELECT.

Unit-V

Computer Networking & E-commerce : Different types of networking: LAN / MAN / WAN – Network topology and types, – Internet – Internet protocols - Electronic data interchange – Internet Browser- E-mail, WWW, Search Engines, News groups, Portals, Video & Web conferencing, Electronic fund transfer, e-payment systems. Security considerations in e-commerce - security risks in e-commerce – different ways of implementing security – digital signature – e-governance –Computer Virus and Anti Virus software, IT ACT 2000 and 2008, certifying authorities, network appellate tribunal, cyber law, penalties.

Books for Study

1. V Rajaraman, *Fundamentals of Computers* ,PHI Learning
2. Efraim Turban, Jae Lee, David King and Michael Chung , *Electronic Commerce*, Pearson
3. Education Asia, Delhi.
4. MS Office 2007, Perry G.

Reference

1. Pradeep K Sinha, Priti Sinha , *Computer Fundamentals*, BPB Publications
2. Gary P. Schneider, *Electronic Commerce* , Wiley Publications
3. Miller M, *Absolute Beginners guide to computer basics*. Pearson Education
4. Saxena Sanjay & Chopra Prabhpreet , *Computer Applications in Management* , VIKAS Publishing house
5. Deepak Bharihoke , *Fundamentals of information Technology* ,Pentegon Press, 2002.
6. Ravi Kalkotta and Andrew B. Whinston, *Frontiers of Electronic Commerce*,:Addison-Wesley, Delhi.
7. Edward C.Willet, *MS Office*, Wiley Publishing Co, New Delhi

MBA1C08 ENVIRONMENTAL MANAGEMENT

Objective: The course acquaints the students with the environmental issues surrounding business and helps them to develop a perspective for effectively managing these issues.

Unit-I

Environment: Components of environment : Lithosphere, hydrosphere, Atmosphere, Biosphere, Ecology, Ecosystem: components- Biotic and abiotic components, Biodiversity: Definition, principles, Biodiversity in India.

Unit-II

Natural resources and energy management: Depletion of natural resources, Fossil fuels, Energy sources: Conventional sources, Renewable sources, Energy Management: Definition, Energy management techniques, Energy Audit, Population growth, global warming, climate change.

Unit-III

Impact of industrial and business activities on the environment: Environmental degradation, Industrial pollution – Types and impacts, Managing industrial pollution, Waste management, Developing recycling technologies.

Unit-IV

Sustainable Development: Definition, elements, indicators, principles, Guidelines for sustainable development, Concern for environment: Eco-friendly manufacturing, packaging, Green marketing, Green funding, Institutional support for establishing and maintaining environment friendly business.

Unit-V

Environment impact assessment: Environment impact studies and assessment, Environment management system, ISO 14000, Environmental legislations, Governmental institution for environmental Management, International initiatives for environment management.

Reference

1. N K Uberoi, *Environmental Management*, Excel Books, 2004.
2. Pandey G.N, *Environmental Management*, Vikas publishing house, 2009.
3. Alasdair Blair, David Hitchcock, *Environment and Business*, Routledge, 2001.
4. Bruce. W.Piasecki, Kevin. A. Fletcher, Frank. J. Mendelson, *Environmental Management and Business strategy*, John Wiley & Sons, 1999.
5. Michael V. Russo, *Environmental Management: Readings and Cases*, Sage Publications, 2008.
6. Kiran. B. Chhokar, Mamta Pandya, Meena Raghunathan, *Understanding Environment*, Sage Publications, 2008.
7. Aloka Debi, *Environmental Science & Engineering*, Universities Press, 2008.
8. Bala Krishnamurthy, *Environmental Management: Text and Cases*, PHI, 2008
9. Arindita Basak, *Environmental Studies*, Pearson Education, 2009
10. Kaushik, Anubha, *Environmental Studies*, New Age International, 2010

MBA1C09 COMPREHENSIVE VIVA-I

This is done to assess the students of their understanding of the concepts, theories, knowledge assimilation, skill development and application in real life situations. This will encompass all the subjects studied by the student during the Semester.

Second Semester

MBA2C01 HUMAN RESOURCES MANAGEMENT

Objective : To become a successful manager of people, students need to understand behaviour of human resources in various organisational situations. In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the human resources of the organization. The objective of this course is to sensitize students to various facets of managing people and to create an understanding of the various practices of human resource management. This will be the prerequisite for enabling students to take elective courses offered in HRM area.

Unit-1

Introduction to Human Resource Management: Human Resource Management - Definition, nature, scope and features, Functions of HRM- HRM and Personnel Management, Role of HR Manager, Human Resource Planning: Concept, Objectives and Process; Demand and Supply Forecasting; Job Analysis- Job Description, Job Specification, Job evaluation.

Unit-II

Employment, Training and Development : Employment - Recruitment: Recruitment process, Sources of recruitment, Selection Process- types of Tests and Interviews. Assessment Centers, Placement and Induction, Training and Development- Objectives and Needs-Training Process- Methods of Training –Tools and Aids- Evaluation of Training Programs, Executive development programmes.

Unit-III

Performance and career Management : Performance Management- Definition, Purpose and Principles, Performance Appraisal: Concept, Need, Objectives, Uses and Process of Performance Appraisal, Different methods of PA, Career Management :Career Planning, Career Path, Career Anchors, Career Development, Succession planning

Unit-IV

Compensation Management and HR Maintenance : Compensation Management- purpose and importance, Wage & salary administration, incentive plans & fringe Benefits, Executive Compensation, Performance Linked Compensation, Performance incentives and Gain sharing, Participative Management, Employee welfare programmes, Employee mobility- Promotion, Transfer and Separation.

Unit-V

Industrial Relations : Industrial Relations- Philosophy and Concept, Trade Unions: Concept, Objectives, Functions, Collective Bargaining- Process, Trends and Practices of Collective Bargaining in India, Employee discipline, Employee Grievance handling and redressal, Employee counseling, Industrial Disputes-Causes, Unfair Labour Practices, Dispute Settlement Machinery- Conciliation, Voluntary Arbitration and Adjudication.

Books for Study

1. Gary Dessler, Biju Varkkey, *Fundamentals Of Human Resource Management*, Pearson Education, 2010.
2. K. Ashwathappa, *Human Resource Management - Text & Cases*, Tata McGraw Hill, 2010.
3. V.S.P.Rao, *Human Resource Management - Text & Cases*, Excel Books, 2010

Reference

1. Lawrence. S. Kleiman, *Human Resource Management – A Managerial tool for competitive advantage*, Biztantra, 2003.
2. Robert. L. Mathis, John.H. Jackson, *Human Resource Management*, Thomson South-Western, 2003.
3. Angelo. S. DeNisi, Ricki.W. Griffin, *Human Resource Management*, Biztantra, 2009
4. Mizra S. Saiyadain, *Human Resources Management*, Tata McGraw Hill, 2009
5. Wayne Mondy, *Human Resource Management*, Pearson, 2008

MBA2C02 FINANCIAL MANAGEMENT

Course Objectives: To familiarize students with basic concepts used in Financial Management, to provide basic understanding of scope and functions of a finance manager; and financial goal of the enterprise.

Unit-I

Introduction: Meaning, and scope of financial management; finance function; Finance Manager's Role, Financial goal, organization of Finance function; Agency problems, Time value of money, Risk and Return.

Unit-II

Financing Decisions: Cost of Capital and Capital Structure; Cost of debt; and preferred stock; cost of equity; retained earnings; and overall cost of capital; optimum capital structure; Financial and operating leverage; theories of capital structure.

Unit-III

Investment Decisions: Nature and type of investment decision, Investment evaluation criteria; payback period method; average rate of return method; accounting rate of return method; net present value method; internal rate of return method; capital rationing.

Unit-IV

Working Capital Management: Concepts of working capital; Operating and cash conversion cycle; determinants of W.C. requirements; working capital finance.

Unit-V

Dividend Decisions: Objectives of dividend policy, forms of dividend; Issues in dividend policy; dividend policy and share valuation; practical considerations and legal requirements on dividend.

Book for Study

Pandey, I M. *Financial Management*, Vikas Publishing House, New Delhi, 10th Ed, 2010.

Reference

1. Chandra Prasanna, *Financial Management: Theory and Practice*, Tata McGraw, New Delhi, 2010.
2. Ehrhardt, Michael and Brigham, Engene F, *Corporate Finance: A Focused Approach*, cenage learning, Australia, 2009.
3. Sudarsana Reddy, *Financial Management*, 2nd Revised ed, Himalaya PH, 2010.
4. Bhat and Sudhindra, *Fiancial Management: Principles and Practice*, Excel books, ND, 2007.
5. Jonathan Berk, *Financial Management*, Pearson Education, 2010.
6. Van Horn James C, *Financial Management and Policy*, , Prentice Hall of India, New Delhi.

MBA2C03 MARKETING MANAGEMENT

Objective: The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm.

Unit-I

Introduction to Marketing: Meaning and Scope of Marketing- Marketing Philosophies- Marketing Management Process-An Overview- Concept of Marketing Mix- Understanding Marketing Environment- Consumer markets and Business Markets -Consumer and Organization(Business) Buyer Behavior

Unit-II

Managing Marketing Information: Customer insights – Marketing Research - Market Segmentation-Targeting, Differentiation and Positioning- USP- Demand Forecasting- Strategic Market Planning - Corporate, Business and Tactical- SBU.

Unit III

Product and Pricing Decisions: Product Concept- Types of Products- Product Levels- Major Product Decisions- Brand Management- Product Life Cycle- New Product Development Process; Pricing Decisions- Determinants of Price- Pricing Process- Policies and Strategies.

Unit-IV

Promotion and Distribution Decisions: Communication Process- Promotion Tools- Advertising- Personal Selling- Publicity and Sales Promotion- Emerging Channels of Distribution- Retailing and Wholesaling, Distribution Channel Decisions-Types and Functions of Intermediaries- Channel Design; Selection and Management of Intermediaries.

Unit-V

Emerging Trends and Issues in Marketing: Consumerism- Rural Marketing- Social Marketing- Direct Marketing- Online Marketing- Green Marketing.

Books for Study

1. Kotlar, Philip, *Marketing Management*, Prentice Hall, New Delhi.
2. Stanton, Etzel, Walker, *Fundamentals of Marketing*, Tata-McGraw Hill, New Delhi.
3. Saxena, Rajan, *Marketing Management*, Tata-McGraw Hill, New Delhi.
4. McCarthy, E.J., *Basic Marketing: A managerial approach*, Irwin, New York.

Reference

1. Kotler Philip - *Marketing Management, Analysis, Planning, Implementations and Control* (Pearson Education 12th Edition).
2. Stanton William J - *Fundamentals of Marketing*, Mc Graw Hill.
3. Kotler, Philip and Armstrong Graw - *Principles of Marketing* , Pearson Education, 11th Edition.
4. Kotler Philip, Keller Kevin Lane, Koshy Abraham and Jha Mithileshwar - *Marketing Management: A South Asian Perspective* , Pearson Education 12th Edition.

5. Ramaswamy V.S. and Namakumari S - *Marketing Management: Planning, Implementation and Control* , Macmillian, 3rd Edition.
6. Etzel M.J., Walker B.J. and Stanton William J - *Marketing concept & Cases special Indian Edition* , Tata Mc Graw Hill, 13th Edition.
7. Mc. Carthy and Perreault -*Basic Marketing: A Global Marketing Approach* , Tata Mc Graw Hill, 15th Edtion.
8. Kurtz and Boone – *Principles of Marketing* , Thomson India edition, 2007.

MBA2C04 MANAGEMENT INFORMATION SYSTEMS

Objective: The objective of this course is to acquaint the students with the role, functions and development of information systems at different levels and functional areas of the organization.

Unit-I

Foundation of information systems ; Evolution of MIS: Concepts; framework for understanding and designing MIS in an organization; Concept of information; definition, features, types, process of generation and communication; quality and value of information; information overload; techniques for managing overload; summarizing; filtering ;inferences and message routing. System concept; definition, types and characteristics of system-control in systems : feedback: positive and negative; negative feedback control system, input, process and output control; law of requisite variety.

Unit- II

Types of Information systems: Classification based on Levels of Management, Transaction Processing Systems, Office Automation Systems, Information Reporting Systems, Decision Support Systems: DSS models and software, the decision making process - Structured ,semi structured and Unstructured problems, What if analysis, sensitivity analysis, Goal seeking Analysis and Optimizing Analysis- Executive Support Systems, Expert Systems and Enterprise Resource Planning Systems.

Unit -III

Information Systems Development and Implementation: System development methodologies; SDLC approach; spiral model, prototyping approach and user development approach- Systems Analysis in Life Cycle Approach: Fact Finding, Feasibility study, Cost-Benefit Analysis, Structured Analysis-Data Flow diagram- systems Design; Concepts of Input, output and database design- system implementation: Concepts of Testing, Training and Conversion - system documentation – information system audit.

Unit-IV

Business Information Systems in Functional Domain – Marketing Information Systems – Manufacturing –Information Systems –Human Resource Information Systems – Accounting Information Systems, Financial Information Systems.

Strategic roles of IS-Breaking Business Barriers – Reengineering Business Processes-Improving Business Quality – Creating Virtual Company – Building knowledge Creating Company – Using Internet Strategically – Challenges of Strategic IS – Enterprise – wide systems and E-Business applications.

Unit-V

Managing Information Systems -Enterprise Management – Enterprise Collaboration System, Information Resource Management – Operational Management, Technology Management – IS planning methodologies – Critical Success Factors –Business Systems Planning – Computer Aided Planning Tools. Security & Ethical Challenges-Backup & Recovery Process - IS controls – Facility Controls – Procedural Controls – Computer Crime – Privacy Issues.

Books for Study

1. O'Brien, James A, *Management Information Systems*, Tata McGraw Hill, New Delhi, 2004.
2. Marvin Gore, *Elements of Systems Analysis & Design*, Galgota Publications.
3. Leonard Jessup and Joseph , *Information Systems Today* , Prentice-Hall

Reference

1. S.A. Kelkar, *Management of Information systems*, PHI Learning
2. Alexis Leon and Mathews Leon , *Introduction to Information Systems*, Tata Mcgraw Hill
3. Waman S. Jawadekar , *Management of Information Systems* , Tata Mcgraw Hill
4. Robert Schultheis and Mary Summer , *Management Information System –The Managers view* , Tata Mcgraw Hill
5. S. Sadagopan , *Management Information Systems*, PHI Learning
6. Ralph Stair and George Reynolds, *Principles of Information Systems*, Thomson/Course Technology, 2003

MBA2C05 OPERATIONS RESEARCH

Objective: The objectives of the course is to acquaint the student with the applications of Operations Research to business and industry and help them to grasp the significance of resource optimization and analytical techniques in decision making with familiarization of relevant software packages for optimization.

Unit-I

Introduction to Operations Research: evolution, scope, Applications, merits and limitations – concept of optimization,– Decision making through operation research – Nature & Significance of operation research –Models and modeling in OR – General methods for solving OR models – methodology of OR.

Unit-II

Linear programming Problem and its applications(LPP) – Solving LPP by graphical methods – Simplex methods- maximization problems – minimization problems and problems involving artificial variables(Big M Method) – Sensitivity Analysis.

Unit-III

Transportation problem – North West corner method (NWCM) – least cost method (LCM) – Vogels approximation method (VAM) – Modi method – Degeneracy in transportation problem, Maximization in TP. Assignment problem – Solution to assignment problem – Hungarian method, Impossible Assignment.

Unit –IV

Network Analysis – PERT & CPM, time estimation, critical path, Basic concepts of crashing, Resource leveling, Resources Smoothing, Familiarization of Project Management Software Packages.

Unit-V

Inventory and waiting line models – Inventory control: Deterministic models, EOQ- Queuing models – **Simulation:** Basic Concept of Simulation, Monte-Carlo simulation - **Sequencing Problems - Game Theory:** Saddle point, Mixed Strategy, Dominance Rule.

Books for study

1. Fredrick S. Hiller and Gerald J. Lie Berman , *Operations Research concepts and cases* , TATA Mcgraw Hill company.
2. R. Panneer Selvam , *Operations Research* , PHI Learning
3. J K Sharma , *Operations Research*, Macmillan India Limited, 2006

Reference

1. G.Srinivasan , *Operations Research principles and Applications*, PHI Learning
2. S. Kalavathy , *Operation Research with C programs* , Vikas Publishing House
3. Rathindra P. Sen, *Operation Research* , PHI Learning
4. Billy E. Gilett , *Introduction to operations Research* , MC-Graw Hill

MBA2C06 OPERATIONS MANAGEMENT

Objective: The course is designed to acquaint the participants with decision making in planning. Scheduling and control of production and Operations function in both manufacturing and services; productivity improvement in operations through lay out engineering and quality management; effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Unit-I

Introduction to production and operations function: interaction of operations management with other functional areas of management – manufacturing and non manufacturing operations and their classifications – operations strategy as a part of corporate strategy – Operations planning and control – operations forecasting; forecasting methods – quantitative and qualitative forecasting.

Unit-II

Facility locations – cost competition and hidden factors – steps in location selection – types of manufacturing systems and lay out – facility layouts – layouts by products and process – life balancing – Design of Operations Systems: capacity planning models, estimation of capacity requirements – application of CVP analysis – Materials handling : principle equipments – reduced cost of materials handling.

Unit-III

Work study, Time and Method study : definition – importance – aims and procedures – implication on productivity – work measurement – work sampling – work environment – industrial safety – value analysis.

Unit-IV

Introduction to materials management: Managing purchases, process – managing inventory – stores and warehouse management – classification of inventory –ABC, VED and FSN analysis – managing vendors: vendor analysis, rating and selection- procedure and criterions Integrated materials management – MRP I and MRP II

Unit-V

Maintenance management function – types of maintenance – preventive and breakdown maintenance – Concept of quality, quality planning, quality control by variable and attributes – Statistical Quality Control – principles of Metrology – management of quality in an organization – quality circles – ISO system – ISO certification – procedure and documentation ISO audits.

Reference

1. Dilworth James B , *Operations Management*, McGraw Hill
2. Adams Evertie E. & Ebert Ronald J , *Production and Operations management*, Prentice Hall of India
3. Buffa Elwood S. and Saria Rakesh, John Wiley and Sons, *Modern Production/ Operations Management*,

MBA2C07 LEGAL ENVIRONMENT OF BUSINESS

Objective: To provide knowledge about important laws relevant to individuals, business and industry.

Unit-I

Introduction of legal System: Sources of Law, Classification of law, Natural Justice, History of Indian judicial system

Unit-II

Law of Contract: Essential features of contract, offer and acceptance consideration, Different types of contracts, discharge, breach of contract, Damages and indemnity and guarantee.

Unit-III

Negotiable instruments: Act 1881, cheques, Bills of exchange, Promissory notes, Characteristics, Dishonour and Discharge of negotiable instruments, latest laws relating to negotiable instruments, sale of goods Act 1930, Conditions, warranty agreement to sell

Unit-IV

Company Law: types of companies, interpretation of memorandum, Articles of Association, Prospectus, winding up.

Unit-V

Consumer Protection Act: Consumer redressal mechanisms, Foreign Exchange Management Act -1999-) FEMA, Cyber laws, Intellectual Property Rights.

Reference

1. M.C Shukla , *Mercantile Law*, Sultan Chand & Sons.
2. A.K. Majundar and Dr. G.K.Kapoor , *Company Law & Practices*
3. Avathar Sing, *Company law*, Eastern book Company
4. B.S.Moshal, *Mercantile Law* .Ane Books,India

MBA2C08 ENTREPRENEURSHIP DEVELOPMENT

Objective: To provide a basic understanding to the students about the role of Entrepreneurship and small business in an economy and to set up manage mini, small, medium and large business firms. This course will enable the students to learn the various aspects of innovation and methods of fostering Innovation

Unit-I

Entrepreneur: definition and functions; characteristics of entrepreneur; innovation and entrepreneur; role of entrepreneur in economic development, Views of economists, Sociologists, psychologists and managers on the making of an entrepreneur- Entrepreneurial Skills: creativity, problem solving, decision making, communication, leadership quality, Entrepreneurial motivation.

Unit-II

Entrepreneur Theories and Development: Entrepreneurship theories, Entrepreneurship development, issues and prospects, Functions of an entrepreneur; Types of entrepreneurs;- Entrepreneur, Entrepreneur and Professional manager; Women Entrepreneur: Concept and functions of women entrepreneurs, Problems of women entrepreneurs, Developing women entrepreneurs, Business Houses of India, Multi National Companies, Public Sector, Co-operative Sector

Unit-III

Identification of business opportunities: floating of Mini, Small and Medium business: features of MSM business; advantages of MSM business; setting up mini small and medium scale industrial units; government regulatory framework for MSM business; Entrepreneurial Development Programmes (EDPs): Need and objectives of EDP, Small Entrepreneurs: Government Policy for small scale industries (SSIs). Institutional Support systems for small entrepreneurs, Role of DIC, SFCs, Commercial Banks, SIDBI, Entrepreneurship Development Institutes (EDIs).

Unit-IV

Concept of a Project & Project Management, Characteristic features of a project- Project life cycle and its different phases, Project feasibility study, Market feasibility, Technical feasibility, Financial feasibility, Prerequisites for successful implementation of projects, Risk analysis and utility theory, Evaluation and appraisal of projects, Project appraisal techniques, Project Control, Reasons for ineffective project control, Technique of project control, Preparation of project proposals.

Unit- V

Innovation in business The IQ, Innovation Quotient, Establishing environments for creativity, Creating the climate, The Creative Problem, solving, Structure; Planning, Task analysis, Springboards, Speculative thinking exercise; Imaging, metaphor, analogy and excursion, Idea development, Developmental thinking exercise, Learning from actual experience, Innovation and invention, The Innovation Process, The Diagnosis, The Consultation Group, Selecting a Strategy, Preparing the Organisation, Setting up the Investment, Evaluating the Costs of the Project, Evaluating the Impact of the Project

Books for study

1. Gupta C . B. & Srinivasan, *Entrepreneurship Development in India*, Sultan Chand. 2010
2. Robin Lowe and Sue Marriott, *Enterprise: Entrepreneurship and Innovation: Concepts, Contexts and Commercialization*, Butterworth-Heinemann, 2006
3. John Bessant and Joe Tidd , *Innovation and Entrepreneurship*, John Wiley and Sons, U.K, 2011
4. Vasant Desai, *Project Management and Entrepreneurship*, Himalayan Publications, 2011

Reference

5. Vasant Desai, *Entrepreneurship and Management of Small and Medium Enterprises*, Himalayan Publications, 2011
6. Gupta A., *Indian Entrepreneurial Culture*, New Age International, 2011
7. Aruna Kaulgud, *Entrepreneurship Management*, Vikas Publishing House, 2003
8. Berger B., *Culture of Entrepreneurship* ,Tata McGraw Hill, 2008
9. Peter F. Drucker, *Innovation and Entrepreneurship*, Peter Drucker Hillier Publications, 2008
10. Michael H. Morris, Donald F. Kuratko, and Jeffery, *Corporate Entrepreneurship & Innovation*, Cenage Learning, 2011
11. Sudipto Dutta ,*Family Business in India*, Sage Publications, 2010
12. Gita Primal, *Business Maharajas*, Penguin Books,1996
13. Prasana Chandra, *Project Management*, McGrew Hill, 2009
14. Rao P. C. K. *Project Management and Control*, Sultan and Chand, 2008
15. Bhavesh M. Patel, *Project Management*, Vikas Publishing House, 2000
16. K.Nagarajan, *Project Management*, New Age Publishing, 2005

MBA2C09 COMPREHENSIVE VIVA-II

This is done to assess the students of their understanding of the concepts, theories, knowledge assimilation, skill development and application in real life situations. This will encompass all the subjects studied by the student during the Semester.

MBA3C01 RESEARCH METHODOLOGY

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

Unit-I

Nature and Scope of Research Methodology- Meaning and Applications of - Importance of research in managerial decision making - The Research Process and types of Research- Defining the Research Problem - Problem Formulation and Statement of Research Problem-Hypothesis of research.

Unit-II

Research Design- Types of Research Design - Exploratory, Descriptive, Diagnostic/Conclusive and Experimental Researches - Details and applications- Operational and Administrative structure for research - Sampling and Sampling Designs.

Unit-III

Methods & Techniques of data collection- Observational and other survey methods, Development and designing of tools of data collection - Attitude measurement scales - Levels of measurement and questions of Validity and reliability.

Unit-IV

Fieldwork in research and data processing - Analysis and Interpretation of Data- Univariate analysis, Bivariate analysis - Correlation and Regression - Testing of Hypothesis – Applications - Parametric and Non-parametric tests - ‘t’ test, One way ANOVA, two way ANOVA and Chi square statistic – Essential ideas of Multivariate analysis of data, Factor Analysis, Discriminant Analysis – Cluster Analysis- Use of Statistical Software Package SPSS.

Unit-V

Reporting of research work – Types of Reports – Substance of Reports – Format of Report- Presentation of Reports.

Books for Study

1. Bennet, Roger , *Management Research*
2. Claire & Morton , *Research Methods in Social Relations*
3. Kothari C.R, *Research Methodology-Methods & Techniques*

Reference

1. Alan Bryman and Emmabell , *Business Research methods*
2. Donald H. Mcburney and Theresa , *Research methods*
3. Taro Yamane, *Statistics-An Introductory Analysis*
4. R. Panneer Selvam , *Research methodology*

MBA3C02 PROJECT MANAGEMENT

Objective: The course is also intended to develop the knowledge of the students in the management of projects, project formulation and the various tools and techniques for project appraisal and control.

Unit-I

Concept of a Project & Project Management- Characteristic features of a project- Project life cycle and its different phases- Prerequisites for successful implementation of projects. Risk analysis and utility theory

Unit-II

Project appraisal and feasibility – Project identification ; Preliminary screening , industrial policy , market analysis , technical analysis ,financial analysis, social cost benefit analysis

Unit-III

Income tax benefits ; incentives offered – Role of financial institutions

Unit-IV

Project evaluation and selection – CPM and PERT- project management organizations – Role of project management. Evaluation and appraisal of projects- Project appraisal techniques- Project Control- Reasons for ineffective project control- Technique of project control- Preparation of project proposals, Use of Project Management Softwares.

Unit-V

Project implementation – Tendency , contacting , vendor selection , project planning and scheduling , MIS for project management , Project control Monitory review and feed back

Book for Study

1. Prasana Chandra , *Project Management*, Tata McGraw Hill
2. Desai, Vasant, *Project Management*, Himalaya Publication House, 2007.

Reference

1. David H Holt , *Entrepreneurship: New venture Creation* , Prentice Hall, 1992
2. A.Sahay and M.S.Chikkara , *New vistas of Entrepreneurship: Challenges & Opportunities* , Excel Books, 2007
3. Maylor, *Project Management*, Pearson Education, 2008
4. SS Khanka , *Entrepreneurship Development* , Himalaya Publishing House
5. Neal Thornberry , *Lead like an Entrepreneur* , Mc Graw-Hill
6. Bhavesh M Patel , *Project Management*
7. K.Nagarajan , *Project Management*
8. P C K Rao , *Project Management and Control* , Sultan Chand & Sons, 2008

MBA3C03 ORGANIZATION CENTERED STUDY

The major objective of the Organization Centered Study is to better understanding of the area-wise subjects taught in their first two semesters of the Business Management Programme by choosing a suitable manufacturing organization. This should also prepare the students with enough understanding about business Organization to enable them to locate problems to be solved as ‘Problem Centered Project ‘ later in their course.

MBA3C04 COMPREHENSIVE VIVA-III

This is done to assess the students of their understanding of the concepts, theories, knowledge assimilation, skill development and application in real life situations. This will encompass all the subjects studied by the student during the Semester.

Fourth Semester

MBA4C01 STRATEGIC MANAGEMENT

Objective: To enlighten the students with the concepts and practical applications of business Policy and the process of the strategic management

Unit-I

Overview of Strategic Management of Strategic Management – Business Policy as a field of study in 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- 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. Concept of value chain; Strategic profile of a firm ; Framework for analyzing competition ; Competitive advantage of a firm

Books for Study

1. C.W.L Hill & G.R Jones , *An Integrated Approach to Strategic Management*
2. Glueck, William F , *Strategic Management and Business Policy*
3. J.D.Hunger & T.L.Wheelen , *Strategic Management*

Reference

1. Hugh McMillan , *Strategic Management*
2. Hitt, Ireland and Hoskisson , *Strategic Management*
3. Budhiraja, S.B. and Athereya, MB , *Cases in Strategic Management*
4. John A.Pearce II , Richard B & Robinson, Jr.,*Strategic Management*
5. Azhar Kazmi , *Business Policy &Strategic Management*
6. P.S Rao, *Business Policy & Strategic Management*
7. P.Lynch , *Corporate Strategy*
8. Hamel G and Prahalad C K , *Competing for the Future*

MBA4C02 PROBLEM CENTERED PROJECT WORK

The Project is an essential requirement and integral part of the curriculum for successful completion of the programme. The project aims at developing insight and capabilities in the students for in-depth study, research, interpretation, and analysis on a particular chosen/allotted topic.

MBA4C03 COMPREHENSIVE VIVA-IV

This is done to assess the students of their understanding of the concepts, theories, knowledge assimilation, skill development and application in real life situations. This will encompass all the subjects studied by the student during the Semester.

ELECTIVE: FINANCE

MBAF01 FINANCIAL STATEMENT ANALYSIS

Objective: Financial statement analysis is the application of analytical tools and techniques. To understand how to use financial statements and related data to derive estimates and inferences useful in business analysis.

Unit-1

Financial Statement Analysis: Link between financial statements and decision makers, Mechanics of FSA- Financial ratio Analysis; ratio classification and structure; Empirical basis of financial ratios; Inter-firm and intra-firm analysis; Univariate and multivariate approach; Weakness of ratio Analysis

Unit -II

Fund and Cash Flow Analysis :Decomposition Analysis: Assets, liabilities and income statements; Fund Flow Analysis. Cash Flow Analysis- Analyzing Investing Activities, Analyzing Financial Activities, Analyzing Operating Activities.

Unit-III

Application of FSA: FSA as an information processing system; Assessment of corporate solvency and performance; prediction of corporate earnings and growth; credit valuation.

Unit-IV

Equity Analysis and Valuation: Shareholder Value Creation – Traditional and Modern Approaches – Value Drivers. Approaches to Value Based Management – Marakon Approach, Alcar Approach, Mc Kinsey Approach, EVA Approach, BCG HOLT Approach. Metrics for Measurement of Performance – EPS, ROI, EBIT, EBITDA, RONA, ROCE, TSR, TBR, MVA, CVA, CFROI

Unit-V

Financial analysis and planning: Financial models, Forecasting Financial Statements, Cross sectional analysis of financial statement information, Control, governance and financial architecture.

Reference

1. Bhattacharyya and John Dearden, *Accounting for Management-Text and Cases*, Vikas PH, 2009.
2. Global Data Services of India Ltd, *Accounting and Analysis-The Indian Experience*, Taxmann Publications Pvt Ltd, ND, 2007.
3. Subramanyam, KR and John J. Wild, *Financial Statement Analysis*, 10th edition. Tata McGraw Hill Publishing Ltd, ND.
4. Debarshi and Bhattacharyya, *Financial Statement Analysis*: Pearson Education, 2011.
5. George Foster, *Financial Statement Analysis, 2/e*, Pearson Education, 1986

MBAF02 INTERNATIONAL FINANCIAL MANAGEMENT

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

Unit-1

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

Unit-II

Foreign Exchange Markets : Introduction, Structure of Foreign Exchange Market, Mechanics of Currency Trading, Types of Transactions and Settlement Dates, Exchange Rate Quotations and Arbitrage, Exchange Rate Determination and Forecasting, Purchasing power parity theory; Interest rate parity theory; Introduction to Currency Futures, Currency Options, Forwards and Swaps.

Unit-III

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

Unit-IV

Financial Management of Multinational Corporations: Foreign Direct Investment Cost of Capital and Capital Structure of Multinational Firms, The international Financing Decision, Funding Avenues in Global Capital Markets, Multinational Capital Budgeting, Multinational Working Capital Management, Control and Performance, Evaluation of Multinational Companies.

Unit-V

International Taxation: Tax Principles, Double Taxation relief, bilateral relief, unilateral relief, Special provisions relating to avoidance of tax & Tax haven subsidiaries & International offshore financial centers.

Books for Study

Sharan, Vyuptakesh, *International Financial Management*, Prentice Hall of India, 2010.

Reference

1. Apte, P.G., *International Financial Management*, Tata McGraw Hill Publishing Limited.2009.
2. Eitman, David K., Stonehill, Arthur, Moffet, Michael H., *Multinational Business Finance*, Pearson Education, 2007.
3. Clarle, Ephrain, *International Financial Management*, Cengage learning, Australia, 2011.
4. Madura, Jeff, *International Corporate Finance*, Cengage (Thomson) Learning, 2007.
5. Madhu Vij, *International Financial management*, Excel Books, 2010.
6. David K Eiteman; Arthur I. Stonehill; Michael H Moffett, *Multinational Business Finance*, 10ed, Pearsons education, 2009.

MBAF03 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: To provide students with a conceptual framework of evaluating various investment avenues. To provide students with a conceptual and analytical framework of different financial instruments, markets, regulations, their risk and returns and strategies in managing funds. To familiarize students with portfolio management techniques that challenges a financial manager.

Unit 1

Introduction to Investments: Definition, micro & macro economic concepts relating to investment, investment objectives, investment process, investment constraints, investment strategy, investment v/s speculation, types of investors, investor behavior, Different Investment Avenues

Unit-II

Stock Market & STOCK MARKET & INSTITUTION: Dematerialization of securities, Primary Market; Book Building, FPO, Rights Issue, Bonus Issue & Preferential Issue. Secondary Market, Trading Procedure, Margin System, Settlement process, Market Indices, Role of Stock Brokers, Stock Exchanges & SEBI.

Unit -III

FUNDAMANETAL ANALYSIS: Fundamental analysis: concept & significance of Economic analysis, Industry analysis, Company analysis, key role of financial analysis.

Unit-IV

TECHNICAL ANALYSIS: Different techniques of analysis, Dow Theory, volume indicators, market sentiment indicators, confidence indicators, points & figure charting, bar charting. Efficient market theory, random walk, comparison of random walk, technical & fundamental analysis.

Unit-V

PORTFOLIO MANAGEMENT: Portfolio analysis selection: portfolio theory, return portfolio risk, efficient set of portfolios, optimum portfolio, Markowitz model, Sharpe, Jensen & Treynor Model, CAPM - SML and CML - factor model and arbitrage pricing theory, Portfolio construction, revision & evaluation.

Books for Study

Sudhindra Bhat, *Security Analysis and portfolio Management*, Excel Books, 2010.

Reference

1. Raghunathan, V and Prabina Rajib, *Stock Exchanges, Investments and Derivatives*, Tata Mcgraw-Hill, 3rd Ed, 2009.
2. Ranganatham, M, *Security Analysis and Portfolio Management*, Pearson Education, 2012.
3. Prasad, GBRK, *How to Choose Winning Stocks*, Sage publication, 2010.

4. Bodie, Zvi Alex Kane, Alan J. Marcus and P. Mohanty, *Investments*, sixth edition, Tata McGraw Hill, 2006.
5. Kevin, S, *Portfolio Management*, PHI Learning Pvt Ltd, 2009.
6. Clifford Pistolese, *Technical Analysis*, Vision Books Pvt Ltd, ND,

MBAF04 MANAGEMENT OF BANKS AND FINANCIAL INSTITUTIONS

Objective: The candidates would be able to acquire knowledge in various functions associated with banking, practice and procedures relating to deposit and credit, documentation, monitoring and control, an insight into marketing of banking services and banking technology.

Unit- I

Introduction: Classification of banks- Unit and branch banking - Banking system in India - Central bank-nature and functions; method of credit control - Role of RBI. Recent trends in Indian Banking Sector.

Unit-II

Deposits: Banker and-Customer relations - Know your Customer[KYC] guidelines-Different Deposit Products - services rendered by Banks - Banker's lien - right of set off - Payment and collection of Cheque - duties and responsibilities of paying and collecting banker-protection available to paying and collecting banker under NI Act - endorsements -forged instruments - bouncing of cheques and their implications. Opening of accounts for various types of customers; Bank accounts – NOSTRO and VOSTRO accounts – SWIFT, CHIPS, CHAPS, FEDWIRE, NRI Bank accounts – Indian rupee and foreign currency accounts.

Unit-III

Credit: Principles of lending - various credit Products/ Facilities - working capital and term loans - Credit Appraisal Techniques - Approach to lending; - credit management - credit monitoring. Different types of documents; Documentation Procedures; stamping of documents Securities- Different modes of charging - types of collaterals and their characteristics Priority Sector Lending - sectors - targets - issues/problems - recent developments - Financial Inclusion- Correspondent Banking

Unit- IV

Banking Technology: Electronic Banking and Internet Banking ; Electronic payment systems – ATMs – Credit and debit cards – MICR cheques – EFTS (Electronic Fund Transfer System) – RTGS – Core banking – concepts and benefits.

Unit-V

Financial Management of Banks: Bank Balance Sheet Structure - Components- Asset Liability Management (ALM) in Commercial banks; Gap method; Value at Risk method. -NPA Management- Calculation of provisions for NPA and risk weights for Basel Norms- Interest calculation using products /balances. Evaluating bank performance – Profitability Analysis, Balanced Scorecard.

Reference

1. Peter S Rose and Sylvia C Hudgins, *Bank Management and Financial Services*, Tata McGraw-Hills, 7th Ed, 2010.

2. Indian Institute of Banking and Finance, *Bank Financial management*, Taxmann Publication, ND, 2004.
3. Muraleedharan.D, *Modern banking: Theory and Practice*, PHI Learning, 2010.
4. Jha SM, *Bank Marketing*, Himalya PH ,2011
5. Vasant Desai, *Bank Management*, Himalya P H , 2010.
6. Raghu Palat, *Retail Banking*, Cortlandt Rand Consultancy Private Ltd, Mumbai, 2010.
7. Bhattacharya KM and Agarwal, *Basics of Banking and Finance*. Himalya PH, 2011.
8. Shekhar KC, and Lekshmy shekhar, *Banking Theory and Practice*, Vikas PH, ND, 2010.
9. Hempel, George H and Yawitz Jess B, *Financial Management of Financial Institutions*, New Jersey, PHI.
10. Vij, Madhu, *Management of Financial Institutions in India*, ND, Anmol Publication.

MBAF05 MANAGEMENT OF FINANCIAL SERVICES

Objective: Understanding the nature and role of financial service, guidelines and framework within which they operate and the purpose of these services and their role in the development of financial markets.

Unit-I

Financial market:

Evolution and Role of Financial Services Companies in India, Indian financial system, Regulatory Environment of Financial Service, Trends & Developments in the area of financial services, Money Market and Capital market instruments. depository participants, functioning of depository systems, depository systems in India and SEBI regulation, NBFC-an overview.

Unit – II

Mutual Funds and Venture Capital: Mutual funds and AMCs - concept, origin and growth of mutual funds, Constitution & management of MFs, Classification of mutual fund schemes, advantages and disadvantages in mutual fund schemes, NAV and pricing of mutual fund units. State of mutual funds in India. Venture capital, venture capital in India, guidelines for venture capital.

Unit-III

Leasing and Securitization: Leasing - concept and development of leasing, business, difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee. Legal & Tax aspects leasing, Lease evaluation, International leasing, Hire Purchase and Instalment sale. Securitisation

Unit-IV

Merchant Banking : Project appraisal, Designing capital structure and instruments, issue pricing, preparation of prospectus, Issue Management, Underwriting, Corporate Advisory Services, Bought out deals, Private Placement, Institutional Placement, Debt Syndication, Regulation of Merchant Bankers, Latest guidelines of SEBI w.r.t Merchant bankers.

Unit-V

Credit Financing and Insurance : Factoring, Bill Discounting, Forfeiting, Housing Finance, Consumer Finance, Credit Cards, Plastic Money, credit and debit cards, pros and cons. Credit process followed by credit card organizations, Credit rating - various credit rating agencies in India and International credit rating agencies, factors affecting credit rating & procedural aspects, Insurance Services- Life Insurance Products- Traditional and ULIPs.

Books for Study

1. Khan, M.Y. *Financial Services*, Tata Mc Graw Hill, 2010

Reference

1. Punithavathy Pandian, *Fianncial Services and Markets*, Vikas PH, 2009.
2. Machiraju, HR, *Indian Financial system*, Vikas PH, 2010.
3. Kothari and Rajesh, *Financial services in India: Concept and Application*, Sage, New Delhi, 2010.
4. Gordon, E & Natarajan, K. *Financial Markets & Services*, Himalaya PH, 2011.
5. Rajesh Kothari, *Financial Services in India*, Sage Publication, 2010.
6. Thummuluri Siddaiah, *Financial Services*, Pearson Education, 2011.

MBAF06 FINANCIAL DERIVATIVES AND RISK MANAGEMENT

Objective: To impart an understanding of the characteristics of the financial derivatives such as options, futures and swaps; to develop familiarity with the different pricing models of financial derivatives and to hone skills in application of derivatives for risk management.

Unit-I: Introduction to Financial Derivatives

An overview of derivative contracts: Forward, Futures, swaps and options; Importance of derivatives in risk management; Derivative markets in India: exchange-traded and over the counter; Trading mechanism of derivatives in India

Unit-II: Forwards and Futures

Quantitative foundations for derivative analysis; Mechanics of futures and forward contract; hedging strategies using futures and forward; Pricing forward and futures contract

Unit III: Interest and Index Futures and Options

Interest rate futures and pricing; Stock index futures and pricing; Swaps: mechanics use and valuation; Options: The basics, Credit derivatives; Exotic options

Unit IV: Option Pricing Models

Binomial options pricing model; The Black and Scholes Model; Options hedging strategies; estimating volatilities

Unit V: Business Risk

Source and types of business risk, implications of business risk, risk perceptions of individuals and institutions , Generic alternatives for managing financial risk , diversification, Reinsurance, Contingent contracts.

Reference

1. Madhumathi. R and Ranganathan M, *Derivatives and Risk Management*, Pearson Education, Chennai 2012.
2. Gupta SL, *Financial Derivatives (Theory, Concepts and Problems)*, Tata MC Graw Hills, ND, 2005.
3. Kumar, S.S.S, *Financial Derivatives*, Prentice Hall of India, ND, 2010.
4. Rene , M., Stulz, *Risk Management and derivatives*, Thomson –South Western, 2003.
5. John C Hull, *Options, Futures and other derivatives*, Sixth edit, Pearson Education, 2010.
6. John C Hull, *Student Solutions Manual for Options, Futures and Other Derivatives*, Middle East, Asia, Africa, Eastern Europe Edition, 7/e, Pearson Education, 2008.
7. Vijaya Bhaskar, P and Mahapatra, B, *Derivatives Simplified*, Sage publication, 2002.

MBAF07 WORKING CAPITAL MANAGEMENT

Objective: To acquaint the students with the importance of the working capital and techniques used for effective working capital management.

Unit I: Introduction and Estimation of Working Capital

Concept of working capital – Liquidity and profitability – identification of factors affecting working capital requirements – theories of working capital -Approaches to estimation of working capital – operating cycle approach.

Unit II: Inventory Management

Management of inventories – determination of optimum inventory – lead time –Techniques of inventory control- Level of stock- EOQ approach.

Unit III: Management of Receivables

Credit and Collection policy – Credit standards – Credit terms – Credit analysis – management of payables – Maturity matching.

Unit IV: Management of Cash

Accelerating cash inflows – Managing collections – Concentration banking – lock box system – Control of disbursements – models for determining optimum level of cash – inventory model, stochastic – Cash budgeting – Investment of surplus cash.

Unit V: Sources of working capital finance

Approaches to optimum mix of funds – trade credit, accrual accounts – money market instruments, commercial paper, Certificate of deposits – Bill discounting and factoring – Inter corporate loans – short term bank loans.

Books for Study

Sharma and Dhiraj, *Working Capital Management*, Himalaya PH, 2011

Reference

1. Hampton JJ and CL Wagner, *Working capital management*, JohnWiley &Sons.
2. Scherr, FC, *Modern working capital management*, PHI.
3. Bhalla . VK, *Working capital management: Text and Cases*, Anmol
4. Pandey, I M. *Financial Management*, Vikas Publishing House, New Delhi, 10th Ed, 2010.

MBAF08 MANAGEMENT CONTROL SYSTEM

Course Objectives: The main objective of the course is to appraise the students the about the concept of management control system as well as its role in efficient management of organizations.

Unit – I: Management Control System

Basic concepts, nature and scope of MCS, Control environment – Concept of goals and strategies. Management control process, Behavioural considerations.

Unit - II: Responsibility Centers

Revenue and expense centers, Profit centers, Investment centers. Transfer Pricing: Objectives and methods.

Unit – III: Budgeting

Budget preparation, Types of budgets, Behavioral aspects of budgets, Budgetary control, Variance analysis and reporting.

Unit-IV: Control Methods

Value chain analysis, Activity based costing, Life cycle costing, Target costing, Modern control methods: JIT, TQM and DSS. Control in service organizations, Control in multinational corporations.

Unit -V: Performance Analysis and Measurement

Performance analysis and measurement-quantitative and qualitative, divisional performance, Impact on management compensation.

Books for Study

Robert N. Anthony & Vijay Govindrajana, *Management Control Systems*, TMH, 2007.

Reference

1. Kenneth A. Merchant, *Modern Management Control systems: Text & Cases*, Pearson Education
2. Drury, Colin, *Management Accounting and Control*, Thomson Learning.
3. Kaplan, Atkinson and Young, *Management Accounting*, Pearson Education.

MBAF09 STRATEGIC FINANCIAL MANAGEMENT

Course Objectives: To introduce the student to the tools and concepts needed to deal effectively with the formulation, implementation and monitoring of strategic financial decisions of the firm.

Unit I: Introduction

Meaning and importance of Strategic Financial Management, Objectives and goals, Strategic planning process, Scope and Constituents of Strategic Financial Management.

Unit II: Strategic Financing Decisions

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

Unit III: Corporate Valuation

Meaning and approaches to Corporate Valuation, Two and Three Stage Valuation Models, Valuation of Physical Assets, Valuation of Intangible Assets, Shareholder Value Creation, Traditional and Modern Approaches, Value Drivers, Approaches to Value Based Management , Metrics for Measurement of Performance.

Unit IV: Corporate Restructuring

Meaning and forms of corporate Restructuring, Spin off, Split off, Split up, Leveraged Buyout, Divestiture and other forms of corporate Restructuring. Types and Motives for Merger or Acquisition, Steps involved in Merger, Mechanics of Merger, Financing of Merger and settlement, Takeovers, Defensive Tactics of Takeovers and disinvestment of PSU's.

Unit V: Financial Engineering

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

Books for Study

Jakhotiya, G.P., *Strategic Financial Management*, 2nd Revised Ed, Vikas Publishing House Private Limited, 2008.

Reference

1. Vedpuriswar, A.V, *Strategic Financial Management – Achieving Sustainable Competitive Advantage*, Vision Books.
2. Weaver, Samuel, C., and J Fred Weston, *Strategic Financial Management: Application of Corporate Finance*, 1st edition, south-Western Publishing, 2007.
3. Brealy, Richard, Stewart Myers and Franklin Allen, *Principles of Corporate Finance*, 8th edition, Tata-McGraw Hill.
4. Kazmi, Azhar, *Business Policy and Strategic Management*, Tata McGraw Hill Publishing Company Ltd., New Delhi.
5. David, Fred R. *Strategic Management-Concept and Cases*, Pearson Education, Delhi.
6. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., *Strategic Management Competitiveness and Globalization*; Thomson Asia Pvt. Ltd.
7. Pearce II JA and Robinson Jr., R.B., *Strategic Management-Strategy Formulation and Implementation*, AITBS Publishers and Distributors, Delhi.

MBAF10 CORPORATE TAX PLANNING

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

Unit I: Introduction

Basic concept of taxation, Basic Concepts – Assessee, Assessment, Person, Assessment Year, Previous Year, Heads of Income, Total Income, Tax Planning, Tax Avoidance and Tax Evasion; Residential Status of Individuals and Companies - Computation of income from different heads

Unit II: Income Tax

Heads of income, Computation of Individual Income Tax and firms, Computation of Corporate Income Tax, Set off and Carry forward, Set off and Carry forward normal business losses, set off and Carry forward: capital gains and losses Carry forward of unabsorbed depreciation and other allowances. MAT provisions. Introduction to TDS and payment of Advance Tax.

Unit III: Profit Calculations

Calculation of profit, Calculation of profit and determination of tax liability, Scope of tax calculation, Profit and surtax, Computation of tax liability under different conditions

Unit IV: Tax Incentives

Taxation and location of company, tax incentive on location, size, nature of products and on types of activities.

Unit V: Tax Planning in Specific Situations

Tax planning on mergers and acquisitions, on financing decisions and specific managerial decisions in these situations

Reference

1. Singhanian, Vinod, *Direct Taxes – Law and Practice*, Revised edition for relevant Assessment year, Taxmann Publications.
2. Mehrotra, HC and Goyal, SP, *Taxation Law & Accounts-* Vol I and II, Edition for relevant A .Y, Sahitya Bhawan Punlication, Agra.
3. Singhanian V.K., *Corporate Tax Planning*, Edition for relevant A .Y, TMH.
4. Gupta and Gupta, *Corporate Taxation in India*, Edition for relevant A .Y Himalya Publishing House, New Delhi.
5. Mehrotra, HC and Goyal, SP, *Corporate Tax Planning and Management*, Edition for relevant A .Y, Sahitya Bhawan Punlication, Agra.

MBAF11 INSURANCE MANAGEMENT

Course Objectives: To provide basic understanding of insurance industry, to provide understanding of managerial implications industry and to provide understanding of financial appraisal of various insurance products

Unit I: Introduction

Introduction, Insurance Regulatory Authority of India, Basic concept of insurance, Principles of Insurance, The parties of insurance, Contractual obligation in insurance ,Insurance climate in India after liberalization

Unit II: Economics of General Insurance

General Insurance, Principles of governing general insurance, Evaluation of various policies of general insurance, Economic aspect of general insurance, Management of GICs

Unit III: Economics of Life Insurance

Life Insurance, Principles of governing general insurance, Evaluation of various policies of life insurance, Financial and Economic aspect of life insurance, Management of LIC

Unit IV: Economics of Marine Insurance

Fire and Marine Insurance, Evaluation of various policies of Fire and marine insurance, Economic and risk aspect of fire and marine insurance, Evaluation of insurance policies offered by various firms, Fire and marine insurance in India and abroad

Unit V: Contemporary Issues

Corporate reporting in insurance market, fund management of insurance firms, introduction to actuaries, consumer behaviour in insurance, financial statement analysis of major insurance players in the county

Reference

1. PK Gupta, *Insurance and Risk Mangement*, Himalaya PH, 2009.
2. Gulati and Neelam.C, *Banking and Insurance principles and practice*, Excel Books, 2011.
3. C. Arthur Williams, Jr. ,Peter Young, Michael Smith, *Risk Management & Insurance*, Tata McGraw Hill.
4. Ben Baldwin, *New Life Insurance Investment Advisor: Achieving Financial Security for You and your Family Through Today's Insurance Products*, Tata McGraw Hill.
5. Sadhak, H. *Life Insurance in India*, Sage publication, 2009.
6. George E. Rejda, *Principles of Risk Management and Insurance*, 10/e, Pearson education, 2010.
7. Kenneth Black Jr. *Life and Health Insurance*, 13/e, Pearson Education, 2000.

MBAF12 FINANCIAL ECONOMETRICS

Course Objectives: This course will be useful to students who plan to take empirically oriented finance courses as well as students who want to get a solid understanding of the tools required to analyze financial data and develop trading strategies.

Unit-I

Introduction to Financial Econometrics: Basic econometrics including linear regression, least squares estimators, Non linear and multiple equation models, serial correlation.

Unit-II

Predicting financial returns: Market efficiency, Autoregressive models, Moving average models, ARMA, Model evaluation.

Unit-III

Predicting return volatility risk : ARCH, GARCH, EGARCH and other variations; Predicting risk and returns for multiple assets, Vector models for the mean, Time varying variance covariance matrices, The Dynamic Conditional Correlations (DCC) model

Unit-IV

Random walks and co-integration: Pitfalls - spurious regression, Co-integration and error correction models, Forecasting co-integrated systems, When and how to use co-integration

Unit-V

Models for high-frequency price dynamics: High frequency data characteristics, Models for intraday returns – a point process approach, Evaluating trade execution costs

Reference

1. Ruey S.Tsay, *Analysis of Financial Time Series*, 2nd, WileyInterscience, 2005.
2. A.J. McNeil, R.Frey, and P.Embrechts, *Quantitative Risk Management: Concepts, Techniques, and Tools*, Princeton Press, 2005.
3. John Y. Campbell, Andrew W. Lo, A. Craig MacKinlay, *The Econometrics of Financial Markets*, Princeton University Press, 1997.

MBA4C02 COMPREHENSIVE VIVA-IV

This is done to assess the students of their understanding of the concepts, theories, knowledge assimilation, skill development and application in real life situations. This will encompass all the subjects studied by the student during the Semester.

ELECTIVE: HUMAN RESOURCES

MBAH01 COUNSELING SKILLS FOR MANAGERS

Objective: To aid the students in having a clear understanding about the concepts, methods, techniques and issues involved in counseling and comprehensive learning of using various strategies and skills in counseling to deal with employees.

Unit-I

Introduction: Meaning, Functions and Type of Counseling, Goals of Counseling Emergence and Growth of Counseling Services; Approaches to counseling; Counseling Skills, Verbal & Non- Verbal communication, Listening Barriers, Counselor Qualities.

Unit-II

Counseling Process: Beginning, Developing and terminating a counseling relationship and follow up; Counseling Procedures, The Counseling Environment, Referral procedures; Guidelines for effective counseling, Barriers in Counseling

Unit-III

Counselor's Attitude and Skills: Counselors Skills; social, learning, communication, empathy, probing exploration, problem Client Relationship, Understanding Client's Behavior, Assessing Clients problems, Counseling Therapies; Insight Oriented Therapy, Behavior Therapy.

Unit-IV

Selecting Counseling Strategies and Interventions: Adaptive Strategies; Changing Behaviour through Counseling; Cognitive, affective, behavioral

Unit-V

Counseling applications: Special problems in counseling; Application of Counseling; Performance, career, stress, Counseling for Narcotics and Alcohol abusers Need; Special Areas in Counseling, Handling Situations of Strikes, Disputes Through Counseling.

Reference

1. Kavita Singh, *Counseling skill for managers*, Pears Education, 2007
2. Robert S Feldman, *Understanding psychology*. McGraw Hill, 2007
3. Narayan Rao S., *Counseling & Guidance*, Tata McGraw Hill, 1997.
4. Jeffrey Kotter A., *Counseling theories and practices*, Cengage Learning, 2011
5. Robert Carson C., *Abnormal psychology*, Tata McGraw Hill, 2007.

MBAH02 - HUMAN RESOURCE PLANNING

Objective: To provide basic understanding about how planning of human resource is done in an organization.

Unit-I

Human Resource Planning : Concept and Objectives, Human Resource Planning Process; Demand forecasting and Supply forecasting techniques; Labor wastage: Absenteeism- causes and effects, Labor turn over, Employee retention.

Unit-II

Job Analysis: Job Analysis: Process, sources of job analysis data, Methods of data collection, Uses of job analysis, Job Descriptions, Job Specification - Human Resource Inventory - Career Management; Career Planning, Career Paths, Career Anchors, Career Development.

Unit-III

Recruitment and Selection: Sources of Recruitment, e-Recruitment, Selection: Concept and Process of Selection; Application blank, Weighted Application Blank, Resume, Resume Scanning, Different Types of Tests – Psychological Tests – definition, Purpose, Characteristics and Developing Psychological Tests.

Unit-IV

Interviewing: Purpose; Types of Interviews; Interview Techniques; Interviewing skills ; Advantages and Limitations of Interviews; Do's and don'ts of selection Interviewing, Medical Checkups, Reference and back ground check, Choice of selection methods, Assessment Centers, Reliability and validity of selection tools.

Unit-V

Employment offers: Service conditions, contract of employment, Psychological contract - Induction: Importance, Socializing the new employee, Different types of Socialization - Placement, Probation and Confirmation, Promotion and Transfer; Policies and Procedures, Retraining, HR outsourcing.

Books for study

1. Gary Dessler, Biju Varkkey, *Fundamentals of Human Resource Management*, Pearson Education, 2010.
2. K. Ashwathappa, *Human Resource Management - Text & Cases*, Tata McGraw Hill, 2010.
3. John Bramham, *Human Resource Planning*, Universities Press, 2000

Reference

1. M.Sudhir Reddy, *Human Resource Planning*, Discovery Publishing House, 2005.
2. Robert. L. Mathis, John.H. Jackson, *Human Resource Management*, Thomson South-Western, 2003.
3. Angelo. S. DeNisi, Ricki.W. Griffin, *Human Resource Management*, Biztantra, 2009
4. Mizra S. Saiyadain, *Human Resources Management*, Tata McGraw Hill, 2009

MBAH03 GLOBAL HUMAN RESOURCE MANAGEMENT

Objective: The course is meant to give an overview of international practices and trends in the field of Human Resource Management. Multinational and global organizations are the main focus in this course. The implications of operating in different cultures and customizing and standardizing human resource systems for operational effectiveness would also be understood.

Unit- I

Planning in Multinational Corporation: Organizational structure of Multinational Corporations: Theories and Models; Human resource Management in Multinational Corporations: Theories and Models. International Human Resource; Selection, Cross National Differences in Personnel and Organization Policies, Sources of Human Resources: Home-country Nationals, Host-Country Nationals, Third-Country Nationals;

Unit-II

Selection Criteria for International Assignments: Adaptability to Cultural change, Physical and Emotional health, Motivation for a Foreign Assignment, Leadership Ability, Language Training and International Human Resource Selection Procedures. Compensation and Appraisal an International Perspective; Multinational Corporations and Compensation Systems. Common Elements of Compensation Packages: Pay, Bonus, Stock Option, Incentives and Performance Appraisal S

Unit-III

Training and Development of Internal Staff: Objects and Considerations; Areas and Types of Training programmes; Cultural Assimilators; The technicalities of training; OD in International Settings; Global Leadership Development.

Unit-IV

Transnational Industrial Relations; Labour Relations in the Internal Perspective; Conflict Resolution in Multinational Corporations; Common forms of Industrial Democracy to Multinational Corporations.

Unit-V

Union Organization and Labour Relations at the enterprise level in MNCs, Future Directions of IHRM.

Reference

1. Srivastava, M. C, *International Strategic Management*, Himalaya Publishing, Mumbai, 2009
2. Torrington, D, *International Human Resource Management*; Prentice Hall, New Jersey, 2010
3. Evan's P. (et al.) led.): *HRM in International Arms*; Macmillan, London, 2008
4. Dowling, P.J. & Welch, D.E.: *International Human Resource Management, Managing People in a Multinational Context*, South Western College Publishing, 2005
5. Vance, C.M. & Paik Y.: *Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management*, Routledge, 2009

MBAH04 INDUSTRIAL RELATIONS

Objective: The purpose of this course is to sensitize the students to the tasks of industrial relations and to familiarize them with the current IR practices.

Unit I

Evolution of Industrial Relations: Introduction-definition-nature-evolution of industrial relations-Actors and their roles in IR: Approaches to IR-HR Relations approach-Gandhian approach-Marxian approach and Dunlop's Systems approach.

Unit-II

Trade Unions; concept and objectives- functions, Union leadership, Indian Trade Unions Act 1926- Industrial democracy, Participative management-forms and levels of participation-Process of negotiation- Employee empowerment.

Unit-III

Collective Bargaining: Concept and development ; Pre- requisites for effective collective bargaining, Process of collective bargaining, Collective Bargaining Approaches and Techniques , Trends and practice of Collective Bargaining in India.

Unit – IV

Discipline: Nature and concept, Approaches to Discipline; Statutory and non statutory measures for discipline ,.Service Rules , Code of discipline; Grievance - concept, significance, methods of redressal, Remedial counselling.

Unit V

Industrial Disputes : Causes and effects , Trends in Industrial Disputes in India , Instruments of Economic coercion : Strike, Lockout, Lay-off; Retrenchment and closure; Unfair Labour practices, Dispute settlement machinery : Industrial Disputes Act, 1947; Collective Bargaining, conciliation , Voluntary Arbitration , Adjudication

Books for Study

1. C B Marmoria, *Dynamics of Industrial Relations in India*, Himalaya Publishing House, 2010
2. B.D.Singh, *Industrial Relations and Labour Laws*, Excel Books, 2010

Reference

1. PR.N.Sinha, *Industrial Relations Trade Unions and Labour Legislation*, Pearson, 2011
2. P.L.Rao, PRK Raju, *Industrial Relations in India*, Excel Books, 2010
3. Paul. R. Sparrow, Larry L.Cooper, *The Employment Relationship – Key challenges for HR*, Elsevier, 2008.
4. K. Ashwatappa, *Human Resource Management - Text & Cases*, Tata McGraw Hill, 2010.
5. V.S.P. Rao, *Human Resource Management - Text & Cases*, Excel Books, 2010

MBAH05 MANAGING ORGANIZATIONAL CHANGE AND DEVELOPMENT

Objective: To acquainting the students with theory, practice and models of planned change, organizational renewal and development.

Unit-I

Organizational Change: Meaning, Necessity for Change, Classification of change; factors affecting change, Model of Organizational change; Kurt Lewin Three Stage Model and Force Field Analysis, Systems theory, 7 Stage models, Burke-Litwin model, Porras and Robbortson; Change Agent-Role and Skills of a change Agent.HR Role as change agent, Resistance to Change and minimizing the resistance: Impact of change on Human Resources Planning; quality consciousness as an emerging catalyst for change.

Unit-II

Introduction to Organizational Development: Definition, Nature and Characteristics of Organization Development, Managing the Organization Development Process, Theories of Planned Change, Goals, Values and Assumptions of OD, Role and Competencies of the OD practitioner.

Unit-III

The Diagnostic Process and Introduction to OD Interventions: Diagnosis at the Organization, Group and Individual Level, Data Collection Process, Diagnostic Methods, Challenges in Diagnosis, Diagnostic Information Feedback: Characteristics of Effective Feedback, Survey Feedback. Characteristics of Effective Interventions, Designing Interventions, The Intervention Process.

Unit-IV

Human Process and HRM Intervention: Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Organization Confrontation Meeting, Intergroup Relations Interventions, Large Group Interventions: Grid OD; System 4 Management; Role Playing, Employee Empowerment, Performance Management Systems, Employee Wellness Interventions, Career Planning, Goal Setting, MBO.

Unit-V

Techno Structural and Strategic Interventions: Restructuring Organizations, Job Enrichment, Socio technical Systems, TQM and Quality Circles, Culture Change, Self –Designing Organizations, Learning Organizations, Challenges and Future for the Organization, Future trends in OD, Ethical Issues in Organizational Development

Reference

1. Cummings, Thomas G. and Christopher G. Worley, *Organisation Development and Change*, Cenage Learning, 2007
2. W Warner Bruke, *Organizational Change: Theory and Practice*, Sage Publications, 2008
3. Ramnarayan S., T.V. Rao and Kuldeep Singh, *Organisation Development Interventions and Strategies*, response Books, New Delhi, 1998
4. French, Wendell L. and Cecil H. Bell, *Organisation Development*, PHI, New Delhi, 2008

5. Chowdhury, Subir, *Organisation 21: Someday All Organisations Will Lead This Way*, Pearson Education, 2007
6. Kavita Singh, *Organisational Change and Development*, , Excel Books, 2005

MBAH06 MANAGING OF INTERPERSONAL AND GROUP PROCESS

Objective: This course aims at providing an understanding on the importance of group process in an organisational set up.

Unit-I

Intrapersonal process- Understanding human behaviour, Self concept, Perception, Attention, Distraction, Attitude, Occupational stress, Spill over and coping, Impression management.

Unit-II

Memory process and types- Intelligence, Intelligence quotient – Emotions; Emotional intelligence, Emotional quotient.

Unit-III

Interpersonal process – Transactional analysis & Johari window helping process, Practical applications, Interpersonal Communication and feedback, Interpersonal styles.

Unit-IV

Group and intergroup process- Group formation and group process, Group Dynamics, Group cohesiveness - Team development and team functioning, Conflict collaboration and competition, Sensitivity training.

Unit-V

Organizational process- An overview of major concepts on emerging trends-power, politics, authority, Integration and control, Organizational climate and culture, Organizational effectiveness.

Books for study

1. R.K.Sahu, *Group Dynamics & Team Building*, Excel Books, 2010.
2. Stephen. P. Robbins, *Organisational Behaviour*, Pearson, 2009.

Reference

1. VSP Rao, *Organizational Behaviour*, Excel Books, 2010
2. P. Subba Rao, *Organizational Behaviour*, Himalaya Publishing House, 2010.
3. Clifford T Morgan, Richard A King, John R Weiz, John Schopler, *Introduction to Psychology*, Tata MC Graw Hill, 2009.
4. K. Aswathappa, *Organizational Behaviour*, Himalaya Publishing House, 2010.

MBAH07 PARTICIPATIVE MANAGEMENT

Objective: Employee participation is getting more relevance in organisations. The purpose of this course is to provide students an understanding about the basics of participative management, types and structural arrangements.

Unit-I

Participative Management Concept and Need: Different Schools of Thought, Economical, Psychological, Social, political; origin and growth of Participative Management; Need for Participative Management, the objectives of Participative Management, Participative Management styles

Unit-II

Types of Participation Management: Informative Participation, consultative Participation, Associative Participation, Administrative Participation and Decisive Participation; Bipartite forums in PSUs and Private sectors to promote WPM, WCS, JMC, Shop Councils, joint Councils, Workers representatives on the Board of Directors and other forums like QCS, TQM, Employee Stock option

Unit- III

Structural arrangements for Participative Management: National, corporate, plant, zonal and shop level, Role of external and internal factors in influencing the levels of WPM

Unit-IV

WPM in India and abroad: Experiences of PSUS and private sectors, the participation of workers in management bill 1990, suggestions for improving the WPM in Indian Companies, WPM in abroad, Evaluation of WPM in abroad, Comparison of WPM in India and abroad, Selected studies on working of Participative Management in Indian Companies.

Unit-V

Issues and future of Participative Management

Training and Development methods for Participative Management, current trends in Management, Issues and future of participative Management

Reference

1. Stephen. P. Robbins, *Organisational Behaviour*, Pearson, 2009.
2. John Newstrom, Keith Davis, *Organizational Behavior: Human Behavior at Work*, McGraw Hill, 2009
3. VSP Rao, *Organizational Behaviour*, Excel Books, 2010
4. Neil Anderson, Deniz S Ones, Handan Kepir Sinangil, Chockalingam Viswesvaran, *Handbook of Industrial, Work & Organizational Psychology*, Volumes 1 & 2, SAGE Publications Ltd, 2001
5. P Venkata Ramana, *Workers Participation In Management*, APH Publishing Corporation, 2007
6. A.K. Kedia, *Workers Ownership and Participative Management*, Deep and Deep Publications, 1992.

MBAH08 PERFORMANCE MANAGEMENT

Objective: To apprise the students about the importance of Performance Management in organizations and impart an understanding of the process of managing performance to achieve the organization's current and future objectives.

Unit-I

Foundations of Performance Management: Concept and Philosophy underlying Performance Management, Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management; Performance Management versus Performance Appraisal; Performance Management and Strategic Planning, Performance Management Process-Conceptual Model, Overview of Strategies for Performance Management, Performance Management Cycle, Performance-Potential Matrix

Unit-II

Planning and Implementation of Performance Management: Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach, Developing Job Descriptions, Defining Performance Standards, Key Result Areas, Competencies and Skills, Characteristics of Effective Performance Metrics

Unit-III

Performance Appraisal and Monitoring: Characteristics of effective Appraisals; Methods of Performance Appraisal; Designing Appraisal Forms; Implementing Performance Appraisal Process, Performance Review Discussions; Improving Quality of Performance Ratings; 360 Degree Appraisal; e- Appraisal; Performance Monitoring; Performance Management Documentation; Annual Stock Taking, Performance Management Audit

Unit-IV

Performance Management Tools: Competency Mapping and Management, Core Competencies, Work place competencies, Competency framework, People Competency Maturity Model (PCMM) and its benefits; Talent management, HR and HRD Score card, Six Sigma and Balance Score card

Unit-V

Other Performance Management and Development Issues: Coaching, Counseling and Mentoring; Potential Appraisal; Performance Related Pay; Implementing Performance Management System- Strategies and Challenges; Role of HR Professionals in Performance Management; Ethical and Legal Issues, Appraisal and Management Practices in Indian Organizations

Reference

1. Suri G. K. C., Venkataraman S., Gupta N. K., *Performance measurement and management*, Excel Books Pvt Ltd, 2009
2. Sahu R .K, *Performance Management System*, Excel Books Pvt Ltd, 2007
3. Udai Perekh and Rao T. V., *Designing and managing Human Resource Systems*, Oxford Publications, 2007
4. Rao T. V., *HRD Score card*, Sage Publications, 2008
5. Herman Aguinis, *Performance measurement*, Pearson education, 2008
6. Seema Sanghvi, *Competency Mapping*, Response books,2010

MBAH09 REWARD MANAGEMENT

Objective: To promote understanding of issues related to the compensation or rewarding Human Resources in the Corporate Sector, Public services and other forms of organizations and to impart skills in designing, analyzing and restructuring compensation packages related systems, policies and strategies.

Unit-I

Rewards: Concepts and Components, the total reward system, reward policy in organization. Wages Concept: Minimum wage, fair wage, living wage, types of wages, wage policy in India. Wage Determination: Wage determinant methods, wage differentials, Wage Theories; Market Theories, Human Capital Theories, Bargaining Theories, Social Theories, Economic and Behavioural theories.

Unit-II

Job Evaluation; nature and importance, methods, Computer aided job evaluation, Internal and external equity; Pay surveys.

Unit-III

Pay structure: Types, Broad Banding, Performance Linked Compensation - Types of Incentives , Bonus, Profit sharing ,Gain Sharing , stock options, Benefits and allowances-types, Executive and shop floor level rewards, Compensating Expatriates and knowledge workers.

Unit-IV

Rewarding Performance: benefits and allowance, Legal framework of Wage determination; Welfare Legislations, Tax Planning, Downsizing, VRS, gratuity, commutation, pension plans, Machinery for wage fixation – Wage Boards – Pay Commissions – Statutory Wage Fixation.

Unit-V

Total Reward System: Components of pay, Pay structure for startup organisations Pay restructuring in Mergers and Acquisitions, alliances and turnarounds, Board room pay, Compensation management in public, private and emerging sectors, Emerging Issues in Compensation management-Future trends.

Reference

1. Michael Armstrong, *Employee Reward*. Hyderabad: University Press, 2010
2. Michael A. Armstrong and Helen Murlis, *Reward Management: A Handbook of Remuneration Strategy and Practice* , New Dehi, Kogan Page, 2011
3. Singh B. D., *Compensation and Reward Management*, Excel Books, 2008
4. Milkovich George T., Jerry M. Newman, *Compensation*, New Delhi: Tata McGraw Hall, 2008
5. Tapomoy Deb., *Compensation Management*, Excel Books, 2009
6. Sarma A. M., *Understanding Wage System*, Mumbai: Himalayan Publishing House, 2009

MBAH10 STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective: To appreciate and understand how human resource is emerging as a key resource for competitive advantage in organizational performance and Growth

Unit-I

Business Strategy and Organizational Capability-SHRM overview-Linking HR strategy with Business Strategy-Steps in SHRM - Role of HR during Organizational Growth, Turn around, Retrenchment -Mergers and Acquisitions.

Unit- II

Strategic HR Planning and Acquisition-Business Strategy and HRP-Job Analysis and SHRM - HRP Process-HRP and Outsourcing-Strategic Recruitment and Selection-IT enabled acquisition -Alternatives to hiring.

Unit-III

Strategic Human Resources Development -Corporate Strategy and Career Systems-The Need for Training and Development-HRM approaches to Training and Development-Linkage between Business Strategy and Training -New Developments in Training and development.

Unit-IV

Strategic Performance Management: Compensation and Employee Relations-Performance Measurement approaches-Effective performance Measurement-Compensation Reward Approaches-Trends in Top level Executive Compensation-Strategic Linkage of Performance Management and Compensation-Managing Employee Relations: Unions and Strategic Collective Bargaining.

Unit-V

Global Environment of HR-Change & Diversity-Difference between Global HRM and Domestic HRM-Cross Cultural context-Strategic HR Issues in Global Assignments-Competencies of HR Professional in a SHRM Scenario.

Reference

1. Tanuja Agrawal, *Strategic Human Resource Management*, Oxford Publishers, 2011
2. Rajib Lochan, *Strategic Human Resource Management*, Excel Books, 2011
3. Jeffrey . A.Mello, *Strategic Human Resource Management*, , Cengage Learning, 2005
4. Richard Greer, *Strategic Human Resource Management*, Pearson, 2009

MBAH11 TEAM BUILDING IN ORGANIZATIONS

Objective: To teach students the importance of raising groups and turning them into passionate teams in organizations. It gives understanding of how individuals as team players must behave to sustain teams.

Unit-I

Workgroup Vs. Teams: Transforming Groups to Teams; Types of Teams; Stages of Team Building and its Behavioural Dynamics; Team Role; Interpersonal Processes; Goal Setting and Problem Solving.

Unit-II

Interpersonal Competence & Team Effectiveness: Team Effectiveness and Important Influences on Team Effectiveness. Role of Interpersonal Competence in Team Building; Measuring Interpersonal Competence FIRO-B. Context; Goals; Team Size; Team Member Roles and Diversity; Norms; Cohesiveness; Leadership, Measuring Team Effectiveness.

Unit-III

Communication and Creativity: Communication Process; Communication Effectiveness & Feedback; Fostering Team Creativity; Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming.

Module IV Role of Leaders in Teams: Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors

Module V Developing Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to Build Collaboration in Organizations; Social Loafing, Synergy in Teams, Self-Managed Teams.

Reference

1. McShane, S. L., and Glinow M. A. V., *Organizational Behaviour: Emerging Realities for the Workplace Revolution*. McGraw-Hill/Irwin, 2003
2. Fred Luthans, *Organisational Behaviour*, New York, McGraw Hill, 2011.
3. Stephen P. Robins, *Organisational Behaviour*, Pearson Education, 2011
4. Uday Pareek and Sushama Khanna, *Understanding Organisational Behaviour*, Oxford University, New Delhi, 2011
5. Danial C. Fieldman and Hugh Arnold, *Managing Individual and Group Behaviour in Organization*, McGraw Hills, 2011
6. Porter LW, Lawler EE & Hackman R, *Organisational Behaviour*, McGraw Hills, 1988
7. Subha Rao P. , *Organisational Behavior*, Himalya Publishing House, Mumbai, 2010

8. Robrt Kreitener and Angelo Kinieki, *Organisational Behavior*, Tata McGraw Hill, New
9. Delhi, 2008
10. Arun Kumar and Meenakshi N., *Organisational Behavior: A Modern Approach*, Vikas Publishing House, 2009
11. Hellriegel D.and Slocum J. W., *Organizational Behaviour.*, Thomson Asia Pvt. Ltd., Singapore, 2004.
12. Naper Rodhey W., and Gershenfeld Mattik, *Groups Theory & Experience*, AITBS,India, 1996
13. Schermerhorn J. R., Hunt J. G and Osborn R. N. *Organizational Behaviour*. John Wiley & Sons Asia Pvt. Ltd., Singapore, 2002

MBAH12 TRAINING AND DEVELOPMENT

Objective: To educate students on importance of training needs and issue of human resource development in organization

Unit-1

Training meaning and concept: importance of Training and development in organization; Education, Training and Development, A Systematic Approach to Training & Development- Assessment phase, Training and Development phase, Evaluation Phase, Training administrations; facilities, lay out and training aids, Training Models; Types of Training

Unit-II

Needs Assessment and Analysis: Organizational Support for need assessment , operational analysis / Organizational analysis, requirement analysis, individual analysis, Training Objectives; Motivational aspects of HRD : Development cycle; Reinforcement for behaviour modification; Learning theories, stages of learning, learning principles, challenges to become learning organization; trainee readiness, trainee motivation to learn, motivational theories.

Unit-III

Instructional Approaches: Traditional Instructional Approaches, modern Instructional Approaches, Internal Training Vs External Training. Training Methods- On the job- Apprenticeship., working, mentoring .Off the job- Case studies, lectures, vestibule, sensitivity, inbasket, role plays, audiovisual & other contemporary methods. Role of Trainers, Qualities of a Good Trainers, Internal Trainer Vs External Training.

Unit-IV

Training Evaluation and Measurement: Introduction to evaluation process, Introduction to criteria development, choosing criteria measures, The Evaluation of Criteria, Evaluation, Experimental Designs, quasi experimental design, Other methods of evaluation External Training Validity, Models of Evaluation., ROI on Training.

Unit-V

Human resource development concept - HRD at micro and macro levels -Sub - systems of HRD - role of HRD function - concept of career – career Stages - career planning and development - need - steps in career Planning - methods of career planning and development - career development Actions and programs - career problems and solutions - guidelines for Career management. Concept of management development - need and importance of Management development - management development process- Leader centered techniques of management development.

Reference

1. Goldstein I.L. and Ford J.K., *Training in Organizations*, Thomson Learning, 2002
2. Blanchard P. N. and Thacker W. J., *Effective Training: Systems, Strategies and Practices*, Pearson education, 2004
3. Raymond Noe A., *Employees Training and Development* , Tata McGrew Hill, 2009

4. O'Connor, Browner and Delaney, *Training for Organizations* : South Western Publications,2002
5. Lynton Rolf P., and Pareek Udai, *Training for Organisational Transformation*, R. D. Irwin, 2008
6. Leatherman, D., *The Training Trilogy : Conducting Needs Assessments, Designing Programs, Training Skills*, HRD Press, 2007

ELECTIVE: MARKETING

MBAM01 MARKETING RESEARCH

Objective: The course is designed to inculcate the analytical abilities and research skills among the students.

Unit I

Introduction: Definition of Marketing Research, Objective of Marketing Research, Application of Marketing Research, Limitation of Marketing Research, Marketing Information System : Marketing Research Process- Management dilemma (problem) – decision problem – research Problem

Unit II

Research Design: Various Method of Research Design, Important Experimental Research Designs. Primary and Secondary Data: Methods of Collecting Primary Data, Advantages & Disadvantages of Primary Data & Secondary Data, Basic Methods of Collecting Data: Questionnaire Method / Observation Method -Advantages & Disadvantages, Methods of Observation, Precautions in Preparation of Questionnaire & Collection of Data.

Unit III

Sampling: What is Sampling, Objective of Sampling, Steps in Sample Design, Various Techniques of Sampling, Advantages & Disadvantages of Different Techniques of Sampling, Difference between Probability and Non-probability Sampling, Determining Sample Size.

Unit IV

Measurement and Scaling: Types of Scales, Criteria for a Good Scale, The Concept of Attitude, Component of Attitude, General Procedure in Attitude Scaling, Selected Attitude Scales, Rating Methods, Limitations of Attitude Measurement. Hypothesis Testing, Data Processing, Univariate analysis – Bivariate analysis – Multivariate analysis. Simple and cross tabulation, simple and multiple regression, Factor analysis.

Unit V

Report Preparation: Types and Layout of Research Report; Precautions in Preparing the Research Report, Bibliography and Annexure in Report.

Books for Study

1. Naresh Malhotra, *Marketing Research: Applied Orientation*, Pearson.2009.
2. Nargundkar R - *Marketing Research* ,Tata McGraw Hill, 2nd Ed.

Reference

1. Byod & Others - *Marketing Research* , All India Traveler Book Seller
2. Luck and Rubin - *Marketing Research*, Prentice Hall of India, 7th Ed.

3. Tull & Hawkins - *Marketing Research: Measurement & Method* . Prentice Hall of India, 6th Ed.
4. Beri - *Marketing Research* , Tata McGraw Hill, 4th Ed.
5. Churchill Gilbert A. and Iacobuce Dawn - *Marketing Research Methodological Foundation* , Cengage Learning, 9th Ed.
6. William G., Zikmund and Babin Barry J. - *Essence of Marketing Research* , Cengage Learning
7. Green Paul E., Tull Donald S. and Albaum Gerald - *Research for Marketing Decisions* ,Prentice Hall of India, 5th Ed.
8. Ramanuj Majumdar, *Marketing Research*, Newage International Pvt Ltd (1991)
9. S Shajahan, *Marketing Research*, Mc Millan (2005)
10. A S Bhambra Ak Chaudhary, *Marketing Research*, Mc Millan (1999)

MBAM02 CONSUMER BEHAVIOUR

Objective: To understand the basics of consumer decision-making processes and to understand the information needs for helping the consumer in decision making

Unit I

Consumer Behaviour-Introduction and key foundations- Consumer Decision Process- Determinants of Buyer Behaviour and Framework of Buyer Behaviour- Factors influencing Buyer Behaviour-Joint Decision making process, Members involved in the buying process, -Role of opinion leaders in purchase process.- Types of Buying Behaviour -Cultural Influences on Consumer Behaviour

Unit II

Information Gathering & Evaluation: Perceptual Mapping & Positioning: Value perception- Information Search-Defining criterion for choice - Evaluation rules used by consumer-comparison of brands- positioning options-Perceived value components- Generating attribute lists- Mapping methods. Consumer Expectations & Perceptions- Satisfaction & Value- Post-purchase Processes- Cognitive Dissonance -Measuring satisfaction and value- Value/Satisfaction delivery process and programs

Unit III

Individual Determinants of Buyer Behaviour and Internal Processes-Self Concept- Needs & Brand Choice-Need recognition process- Gaps in self image and ideal image- Why certain attributes are used for evaluating brands- Importance of attributes and need strength- Identifying need areas- VALS and grouping consumers- Segmentation, Targeting and positioning based on self and brand images.

Unit IV

Models of Consumer Behavior- Introduction and their need- Howard and Sheth Model-Engel, Kollat and Blackwell Model- Kerby Model- Nicosia Model.

Unit V

Understanding Indian market: diversity and evolving consumer behavior– changing Indian consumer- Consumerism-Consumer movement in India- Government Policy and Consumer Protection

Books For Study

1. Schiffman, Leon G., & Kanuk, Leslie Lazar; *Consumer Behaviour*; Pearson Education; New Delhi. 1998.
2. Ramanuj Majumdar, *Consumer Behaviour*, 2000.
3. Leon G Schiffman, Leslie Lazar Kanuk, *Consumer Behaviour, 7th Edition*, Pearson (2000)

Reference

1. Blackwell, Roger, Miniard, Paul & Engel, James; *Consumer Behaviour*; Thomson Learning; New Delhi.
2. Loudon, David L. & DellaBitta, Albert; *Consumer Behaviour*; Tata McGraw Hill; New Delhi
3. Schiffman, Leon G., & Kanuk, Leslie Lazar; *Consumer Behaviour*; Pearson Education; New Delhi.
4. Soloman, Michael R., *Consumer Behaviour – Buying Having and Being*; Pearson Education; New Delhi.
5. Nair, Suja R., *Consumer Behaviour in Indian Perspective*; Himalaya Publishing House, New Delhi.
6. Henry Assael: *Consumer Behaviour and Marketing action*, Kent Publishing Co.
7. Berkman & Gilson: *Consumer Behaviour: Concepts and Strategies*, Kent Publishing Co.
8. Bennet and Kassarian: *Consumer Behaviour*, Prentice Hall of India
9. Schiffman and Kanuck: *Consumer Behaviour*, Pearson Education Asia, 7th. Edition,
10. Hawkins, Best & Coney: *Consumer Behaviour*, Tata McGraw Hill.

MBAM03 SALES & DISTRIBUTION MANAGEMENT

Objective: The course aims to impart the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage

Unit I

Introduction to Sales Management- Scope and Importance- Theories in Selling- AIDA theory- Right set of circumstances theory – Buying formula theory –Behavioral Equation theory -The Evolving Face of Personal Selling- Personal Selling Process and Approaches- Sales Organization Structure- Sales Strategies- Sales Forecasting-Sales Territory Design

Unit II

Sales Force Management: Sales Force Job Description- Recruitment and Selection- Training Sales Personnel- Sales Force Motivation- Compensation- Sales Quotas- Evaluating Sales Performance-Information Technology in Sales Management

Unit III

Distribution Planning and Control: Functions of Intermediaries- Routing and scheduling - Types and Role of Channel Intermediaries in India for Consumer and Industrial Products- Wholesale and Retail Structure-Channel Strategy and Design-Selection-Motivation and Evaluation of Intermediaries- Managing Channel Dynamics, Relationships and Channel Conflict- Ethical and Legal Issues in Sales and Distribution Management in Indian context.

Unit IV

Distribution System and Logistics: Physical Distribution System –Objectives and Decision Areas Customer Service Goals- Logistics Planning- An overview of Transportation- Warehousing and Inventory-Decisions; Efficient Supply Chain Management (SCM)-Integration of Sales and Distribution Strategy

Books for Study

1. N K Sharma, *Sales Management*, A B D Publishers 2001
2. Ingren La Forze Arsla, *Sales Management*, 5th Edition, Thomson Southwest(2004)
3. Ruston S Danar, Sohrab R Danar, Nusli R Danar, *Salesman Ship & Publicity*, 16th Edition Vikas Publishers, 1996
4. Charles M Futrell, *Sales Management*, Thomson (2001), 6th edition

Reference

1. Donaldson B - *Sales Management : Theory and Practice* (Palgrave)
2. Jobber David and Lancaster Geoff - *Selling and Sales Management*, Pearson Education
3. Spiro - *Sales Force Management* , Tata Mc Graw Hill, 11th Ed.
4. Still Richard R, Cundiff Edward W. and Govoni Norman A.P - *Sales Management: Decisions, Strategies and Cases* , Pearson Education, 5th Ed.
5. Rosenbloom – *Marketing Channels* , Cengage Learning, 7th Ed.
6. Johnson and Marshall - *Sales Force Management* , Tata Mc Graw Hill, 8th Ed.
7. Coughlan A.T., Stern Louis W., EL-Ansary A.I. and Anderson. E - *Marketing Channels* Prentice Hall of India, 6th Ed.

MBAM04 RETAIL MANAGEMENT

Objective: To introduce the basic concepts of retail management and the latest developments in retailing in the Indian context.

Unit I

Introduction to Retailing – Significance of retail industry- Marketing retail equations- New role of retailers -Indian retail scenario and its future prospects.

Unit II

Retail Formats and Theories- Theories of retail development- Concept of retail life cycle- Classification of retail stores- The role of franchising in retail-. Understanding the Retail Consumers- The factors influencing retail shopper- Consumer decision making process- changes in the Indian consumer- the use of market research as a tool for understanding markets and consumers

Unit III

Store Locations- The importance of store locations- types of locations- steps involving in choosing a location- trade areas and their evaluation- how to evaluate a retail location-. Measuring Financial Performance-- Measures of Financial Performance- The strategic profit model-□ measures of retail performance

Unit IV

Retail Pricing- The concept of retail pricing and the factors affecting price- elements of retail price developing a pricing strategy- adjustment to retail price- GMROI.

Unit V

Retail Merchandising- The concept of merchandising- the evolution of merchandising function in retail Merchandising Buying- The process of merchandising buying- the procedure for selecting vendors and building partnerships- the concept of own brand and manufacturers' brand- the concept of category management

Unit VI

Retail Store Design & Visual Merchandising- The relationship between store image and store design- components of exterior and interior- consideration for selecting layout- visual merchandising in retail

Books for Study

1. Chetan bajaj, Rajnish Tuli, Nidhi Srivasthava, *Retail Management*, oxford (2005)
2. David Gilbert, *Retailing Management*, 2nd Edition, Pearson 2003
3. K V S Madaan, *Fundamentals of Rretailing*, Tata Mc Graw Hill (2009).

Reference

1. Newman A.J. and Cullen P - *Retailing : Environment and Operations* ,Vikas, 1st Ed.
2. Berman B and Evans J.R - *Retail Management* ,Pearson Education, 9th Ed.

3. Michael Levi M and Weitz BW - *Retailing Management* ,Tata McGraw Hill, 5th Ed.
4. Dunne Patrick M., Lusch Robert F. and Griffith David A – *Retailing*, engage Learning, 4th Ed.
5. Cox Roger and Brittain Paul - *Retailing: An Introduction* (Pearson Education, 5th Ed.)
6. Newman and Cullen - *Retailing* ,Cengage Learning, 1st Ed.
7. Vedmani G. Gibson - *Retail Management - Functional Principles & Practice* ,Jaico Publications, 1st Ed.

MBAM05 PRODUCT AND BRAND MANAGEMENT

Objective: The focus of this course is on strategic decisions about how a company can build and manage its products so that they are profitable to the company and at the same time adequately meet target customers' needs and wants.

Unit I

Product Management- What is a Product- Product Personality, Types of Products- Product Line, Product Mix. Product Development- What is a Product- Factors influencing design of the product- Changes affecting product management- Developing Product Strategy; Setting objectives & alternatives, Product strategy over the lifecycle, Customer analysis, Competitor analysis, Design of manufacture. New product development- Product Differentiation and Positioning strategies

Unit II

Brand Management- What is a Brand- Brand Development: Extension, Rejuvenation, Re launch- Product Vs Brands, Goods and services, Retailer and distributors, People and organization, Brand challenges and opportunities, Concepts and Measures of Brand Equity- Brand Assets and liabilities-Aaker Model of Brand Equity- Designing marketing programs to build brand Equity- customer based brand equity- Identity and image.

Unit III

Brand Leveraging & Brand Performance- Establishing a brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement.

Unit IV

Brand Positioning & Brand Building- Brand knowledge, Brand portfolios and market segmentation- Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values.

Unit V

Designing & Sustaining Branding Strategies- Brand hierarchy, Branding strategy, Repositioning- Celebrity Endorsements- Brand Extension- Managing brands over time- Brand reinforcement - brand revitalization- managing global brands -Managing brand over time.

Books for Study

1. Keller, Kevin Lane; *Strategic Brand Management*; Pearson Education; New Delhi.

Reference

1. Kapferer, Jean Noel; *Strategic Brand Management*; Kogan Page; New Delhi.
2. Kumar, S. Ramesh; *Marketing and Branding –The Indian Scenario*; Pearson Education; New Delhi.
3. Kapoor, Jagdeep; *24 Brand Mantras*; Sage Publications; New Delhi.
4. Sengupta Subroto; *Brand Positioning; Strategies for competitive advantage*; Tat McGraw Hill; New Delhi.
5. Clifton, Rita & Simmons, John; *Brands and Branding*; The Economic; Delhi.

MBAM06 INDUSTRIAL MARKETING

Objective : The purpose of this course is to develop an understanding among the students about the various concepts of Industrial Marketing, which are helpful in developing sound marketing policies for industrial goods.

Unit 1

Nature of Industrial Marketing: Industrial Marketing Vs. Consumer Marketing, The Nature of Industrial Demand & Industrial Customer. Types of Industrial Products: Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub- Assemblies; Operating Supplies; Standardized and Non-standardized parts, Industrial services.

Unit II

Factors influencing Organizational Buying: Buying Roles; Organizational Buying Decision Process; Environmental & organizational Influences, Industrial Product Decisions: Industrial Product Life Cycle. Industrial market segmentation, bases for segmenting industrial market-macro and micro variables. Targeting the industrial product, positioning the industrial product.

Unit III

Channel Structure for Industrial Products – Industrial distributors, Formulation of channel strategy-conditions influencing channel structure. Geographical, size, operating characteristics – manufacturers' and sales agents – Brokers - Channel Logistics

Unit IV

Pricing for Industrial Products – Pricing Objectives - Price Decision Analysis – Breakeven analysis – net pricing – discount pricing – trade discounts – geographic pricing – factory pricing – freight allowance pricing – Terms of Sale – Outright purchase – Hire-purchase – Leasing 8. Purchasing systems – Auctions-Documentation – bids – order placement – follow up – receipt and inspection.

Unit V

Promotion for Industrial products – Supporting salesman – Motivating distributors – Stimulating primary demand – Sales appeal – Publicity & sponsorships – Trade shows – exhibits – Catalogs – Samples – promotional letters – Promotional novelties

Books for Study

1. M Govindarajan *Industrial Marketing Management*, Vikas Publication, 2008
2. Krishnan K Haraldar *Industrial Marketing*, Tata Mc Grawhill 2002

Reference

1. Alexander, R.S. Cross, J.S. & Hill, M.: *Industrial Marketing*, Richard Irwin, Homewood, Illincies.
2. Reeder & Reeder : *Industrial Marketing*, Prentice Hall, India.
3. Cox. F. (Jr.) : *Industrial Marketing Research*, John-Willey & Sons, New York, 1971.
4. Fisher, L. : *Industrial Marketing*, Business Books, 1969.
5. Robert & Reeder, Edward G. Brierty and Betty H. Reeder *Industrial Marketing, Analysis, Planning and Control*
6. R V Badi, N V Badi, *Industrial Marketing*, Vrinda Publications 2007

MBAM07 SERVICES MARKETING

Objective: This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

Unit I

Introduction to Services Marketing: Meaning and Nature of Services- Important features of Services- Growing Importance of Services-Sector; Classification of Services and Marketing Implications; Services Marketing Management Process.

Unit II

Understanding Consumer Behavior in Services: Consumer Decision Making in Services, Customer-Expectations and Perceptions; Defining and Measuring Service Quality and Customer Satisfaction, Servqual, House of Quality , GAPs Model; Service Recovery.

Unit III

Services Marketing Mix: THE SEVEN Ps in Services Marketing -Service Positioning, Services Design and Development; Service Blueprinting-Service Process; Pricing of services; Services Distribution Management; Managing the Integrated Services-Communication Mix; Physical Evidence and Service scape; Managing Service Personnel; Employee and Customer Role in Service Delivery.

Unit IV

Marketing Applications in Select Service Industries: Hospitality Services, Airlines, Tourism Services, Health Care and Wellness: Banking and Insurance Services.

Books for Study

1. Zeithaml, Valarie A. & Bitner, Mary Jo; *Services Marketing – Integrating Customer Focus*
2. *Across the Firm*; Tata McGraw Hill; New Delhi 3rd Ed .
3. Rao, K., Rama Mohana; *Services marketing*; Pearson Education; New Delhi 1st edition.
4. Hoffman & Bateson; *Essentials of Service Marketing*; Thomson Asia Ptc. Ltd., New Delhi.

Reference

1. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta; *Services Marketing- People, Technology, Strategy*; Pearson Education; New Delhi 5th Ed.)
2. Zeithaml, Valarie A. & Bitner, Mary Jo; *Services Marketing – Integrating Customer Focus Across the Firm*; Tata McGraw Hill; New Delhi 3rd Ed .
3. Rao, K., Rama Mohana; *Services marketing*; Pearson Education; New Delhi 1st edition.
4. Hoffman & Bateson; *Essentials of Service Marketing*; Thomson Asia Ptc. Ltd., New Delhi.
5. Rampal, M.K. & Gupta, S.L.; *Services marketing*; Galgotia Publications; New Delhi.
6. Shanker Ravi; *Services Marketing – The Indian Perspective*; Excel Books, New Delhi.
7. Baron S and Harrisk - *Services Marketing: Text and Cases* ,Palgrave, 2nd Ed.
8. Woodruff Helen - *Service Marketing* ,Macmillian, 1st Ed.
9. Payne Adrian - *The Essence of Service Marketing* ,Prentice Hall of India
10. Govind Apte - *Services Marketing*,Oxford University Press

MBAM08 STRATEGIC MARKETING

Objective : The objective of this course is to develop analytical skills in the formulation and implementation of market driven strategies for an organization. The focus is on strategic decision-making which has a long-term impact on the organization.

Unit I

Objectives & concept of Strategic Marketing Management - Strategy Definition - Strategy Formulation – Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. Considerations for formulation of marketing strategies for all components of Product, Price, Promotion and Distribution.

Unit II

Strategic Marketing analysis – SWOT Analysis, GAP Analysis – Competitive Analysis – Porter’s 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing, McKinsey’s 7s framework for analyzing and improving organizational effectiveness.

Unit III

Marketing Strategy Implementation – Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation. Specific strategy initiatives – New product development and introduction strategies, Planned or unplanned strategy withdrawals / obsolescence, Contingency / alternative strategic planning, Brand Strategies in FMCG markets, Rural and export marketing strategies, Marketing strategies for IT and ITES industries.

Unit IV

Marketing Strategy Evaluation – Marketing Audits & their scope – Measurement of Marketing Performance- Strategic control- Techniques of strategic evaluation and control.

Unit V

Marketing Strategy Case Studies - (One contemporary case study to be incorporated in the question paper) One case study on each of the strategy initiatives (Product, Price, Promotion and Distribution) for different business sectors.

Books for Study:

1. Phillip Kotler, *Marketing Management: Analysis, Planning & Control*,
2. David W.Cravens ,Nigel f.Piercy , *Strategic Marketing*,

Reference Books:

1. Azar Kazmi, *Business Policy & Strategic Management*
2. Boyd Walker, Mullins Larrech, *Marketing Strategy*
3. For contemporary case studies students should refer to the periodicals and journals.
4. Michael E Porter, *The competitive Advantage of nations*,

MBAM09 INTERNATIONAL MARKETING

Objective: The course aims at acquainting students with the concepts and procedures for international marketing and trains them to develop and implement plans and strategies for entering international markets and managing overseas operations.

Unit I

International Marketing: Meaning, Scope and Importance; International Marketing Orientation: E.P.R.G.– Approach: An overview of the International Marketing Management Process; International Marketing Environment. International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.

Unit II

International Product and Pricing Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale.

Unit III

Managing International Distribution and Promotion: Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Intermediaries; International Distribution Logistics; Building brands in International markets; International Promotion Mix– Advertising and other Modes of Communication, Standardization Vs Adaptation, Global Advertising Regulations, Media and Message Considerations ; Planning for Trade Fairs and Exhibitions

Unit IV

Emerging Trends in International Marketing: Regionalism v/s Multilateralism; Trade Blocks; Important Grouping in the World; Legal Dimensions in International Marketing (Role of IMF and WTO); Marketing Research for Identifying Opportunities in International Markets. Use of Online Channels for International Marketing Operations

Books for Study

1. M N Mishra, *International Marketing Management*, Oxford & Ibh Publishing Company (1993)
2. Sak Onkvisit, John J Shaw *International Marketing 3rd Edition*, Prentice Hall (1997)

Reference

1. Cateora, Phillip R. and Grahm L John, *International Marketing*, Irwin McGraw Hill, Boston, 2004.
2. Paul, Justin, Kapoor , Ramneek, *International Marketing*, McGraw Hill, 2008.
3. U.C, Mathur, *International Marketing: Text and Cases*, Sage India, 2008.

4. R, Srinivasan, *International Marketing*, Prentice Hall India,2008.
5. Varshney and Bhattacharya : *International Marketing management*.
6. Alexender C. Stanley : *Handbook of International Marketing*.
7. John Fayerweather : *International Marketing*
8. David Carson : *International Marketing*
9. Philip Kotler : *Marketing Management*, Pearson Publication 13th edition 2009.

MBAM10 ADVERTISING MANAGEMENT

Objective: The objective of this course is to provide an understanding of the basic principles of Advertising management and to develop an understanding of process involved in creating an advertisement.

Unit I

Advertising: Definition, Nature, Scope, Objectives, Types, Social and Economic Aspect of Advertising, relationship with product life cycle. Advertising as a communication Process: Concept of Integrated Marketing communication –

Unit II

Promotional objectives - The promotional mix- Advertising and Consumer Behavior- Setting Advertising Objectives- DAGMAR- problems in setting objectives- Determining Advertising Budgets- Advertising Strategy and Planning- Creative Strategy Development and Implementation, Advertising budget, establishment and allocation, budgeting approaches.

Unit III

Media Planning- Setting Media Objectives- Developing Media Strategies- Evaluation of Different Media and Media Selection- Media strategies, Media mix, Reach Vs. Frequency, Creative aspects, budget considerations, Evaluation of Broadcast media, Print media, Support media, Internet and interactive media etc.

Unit IV

Advertising Organization- Types of advertising organization- Various roles of individuals in an advertising organization- Social, Ethical and Legal Aspect of Advertising.

Unit V

Measuring the effectiveness of the promotional program: Advertising Research, Market testing, Pre testing, Post testing, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing).

Books for Study

1. S.A. Chunawalla, *Foundation of Advertisement Theory and Practices*, Himalaya Publishing House, Mumbai.
2. Aaker, David A. etc., *Advertising Management*, 4th edition , PHI, 1985

Reference

1. Belch, George E. and Belch, Michael A.; *Advertising and promotion*, Tata McGraw Hill, New Delhi
2. Ogilvy David, *Ogilvy on Advertising*, London, Longman.
3. Jones, John Philip, *What's in a brand*, Tata McGraw Hill, New Delhi
4. O'Guinn, T. and Allen, C, *Advertising Management with Integrated Brand Promotion*
5. Kruti and D'Souza, Alan, *Advertising and Promotions*” An IMC Perspective: Shah
6. Batra Myers and Aker - *Advertising Management* ,Pearson/ Prentice Hall, 5th Ed.

7. Belch MA and Belch GE - *Advertising and Promotion- An Integrated Marketing Communication Perspective* ,Tata Mc Graw Hill, 6th Ed.
8. Clow and Baack - *Integrated Advertising, Promotion and Marketing Communication*. Pearson Education, 3rd Ed.
9. Semenik Richard J - *Promotion & Integrated Marketing Communications* (Thomson, 2004)

MBAM11 RURAL MARKETING

Objective: The subject aims to give insights in to the various characteristics, opportunities and problems in marketing the products or services in rural Indian market which is one of the fastest growing markets in the world.

Unit 1

Overview of Rural Markets & Rural Marketing - Rural Economy – Size and Nature, Rural Marketing – Definition and Scope, Characteristics of Rural Markets, Taxonomy of Rural Markets, Changing Patterns, Attractiveness of Rural Markets, Problems and Constraints in Rural Marketing.

Unit II

Rural Consumer -Classification of Rural Consumers, Classification and Characteristics of Rural Consumers, Rural Consumer Behavior – Decision Process, Brand Loyalty, Innovation Adoption, Factors influencing Rural Consumer Behavior, Consumer Buying Process – Opinion Leadership Process –Rural Shopping Habits, Growing Consumerism – Concepts and Process of Rural Market Segmentation – Bases, Targeting, Positioning.

Unit III

Strategies for Indian Rural Marketing -Product Strategy – Scope and Significance, Product Mix Decisions, Product Personality, Rural Branding, Product Life Cycle, Rural Pricing – Pricing in Rural Markets, Objectives, Policies and Strategies,

Unit IV

Rural Distribution – Type of Channels, Distribution Strategies, Promotion – Role of Media in Rural Market, Conventional Media, Rural Communication Mix, Media and Creative Strategies, Personal Selling – Role and Management of Rural Sales force.

Unit V

e-Rural Marketing: e-Choupal Model of ITC, IT for Sustainable Rural Development and E-Governance in rural market Corporate Sector in Agri-business: Cultivation, Processing & Retailing Organized Rural Retailing. Role of government in Rural Marketing. Role of NGOs in Rural Marketing

Books for Study

1. T.P. Gopal Swamy, *Rural Marketing*, Vikas Publishing House, 2/e.
2. Balaram Dogra and Karminder Ghuman, *Rural Marketing*, TMH, 1/e.

Reference

1. Pradeep Kashyap and Siddhartha Raut, *Rural Marketing*, Biztantra
2. Sanal Kumar Velayudhan, *Rural Marketing*, 2/e, Response, SAGE Publication.
3. Krishnamacharyulu and Lalitha Ramakrishnan;; *Rural Marketing*, Pearson Education India.
4. C. Mathur, *Rural Marketing*, Excel Books.,.
5. Ruchika Ramakrishnan, *Rural Marketing*; New Century.,

MBAM12 INTERNET MARKETING

Objective: Aims at creating an understanding of the concepts and techniques of internet marketing so as to exploit the opportunities of this medium to support the organization's marketing activities

Unit I

Introduction to Internet Marketing: Meaning, scope and importance of internet marketing, Application of internet marketing, Internet versus traditional marketing communication: the internet micro environment; Business to Consumer and Business to Business Internet Marketing; E-Marketing Research; Internet marketing strategy

Unit II

Online buyer behavior and Models: The Marketing Mix in an online context: Product, Price, Distribution, Promotion, People, Process and Physical Evidence; Managing the Online Customer Experience: Planning website design, Understanding site user requirement, site design and structure, developing and testing content, Service quality

Unit III

Characteristics of interactive marketing communications: Integrated Internet Marketing Communications (IIMC); Objectives and Measurement of Interactive marketing communication; Online Promotion Techniques: Search Engine Marketing, Online PR, Interactive Advertising, Online Partnerships, Viral Marketing, Opt-in-e-mail, Offline Communications

Unit IV

Relationship Marketing using the internet: e-CRM, Customer Life Cycle Management, Approaches to Implementing e-CRM; Performance Management for Internet Marketing

Unit V

Creating a performance system, defining the performance metrics framework, Tools and techniques for Measurement, Maintenance Process; Responsibilities in Website Maintenance.

Books for Study:

1. Chaffey, D., Ellis-Chadwick, F., Johnston, K. and Mayer, R *Internet Marketing: Strategy-Implementation and Practice.*
2. Strauss, Judy and Frost, Raymond, *E-Marketing*

Reference

1. Roberts, M.L, *Internet Marketing.*
2. Hanson, W. and Kalyanam, *e-Commerce and Web Marketing*
3. Shainesh G. and Jagdish N Sheth, *Customer Relationship Management- A strategic perspective*
4. Mohammed, Rafi. *Internet Marketing: Building Advantage in a Networked* (2004).
5. Panda Tapan K, *Marketing Management – Text & Cases*, 2nd Edition, Excel Books, 2007

ELECTIVE: INFORMATION TECHNOLOGY MANAGEMENT

MBAI01 DATABASE MANAGEMENT SYSTEM

Objective: To understand the importance of database systems for business management, and to gain a practical orientation to database development and maintenance.

Unit - I

Concepts of Database: Data structures; File Processing and Access Methods; Data independence; Schema; Database languages; Database users; Classification of database systems; Evolution of DBMS.

Unit - II

E-R modeling; Features of data model; Entities and Entity sets; Attributes and Keys; ER Diagrams; Weak entities; generalization and specialization; Extended E-R model.

Unit-III

Relational model: Domains, Attributes, keys, Tuples, Relations; Relational database schemas; Concept of Normalization, Conversion of ER-Model to Data Base Tables, Operations using SQL queries: DDL, DML and DCL queries- CREATE,ALTER,SELECT,ORDER BY OPTION, Adding Business rules as Constraints, Establishing Relationship via Foreign Key, UPDATE, Managing multiple tables, DROP, GRANT, Creating and managing VIEWS, JOIN operations, Nested Query, Self Join Operations, Stored Procedure and Simple PL/SQL procedures.

Unit- IV

Database system architecture overview: Catalogs, Data dictionary, Query translator, Query Optimizer, Access planner; Transaction processing; Concurrency control and Recovery, buffer management, Security and Privacy Controls.

Unit-V

Business Project Development using RDBMS Package : Features of ORACLE; Use of ORACLE for database applications; SQL Commands, PL/SQL blocks, Triggers and procedures, Open Data Base Connectivity (ODBC), Connecting data base from different front end packages like Visual Basic, .NET Environment etc. Familiarization of SQL-SERVER and MY-SQL and comparison of distinguishing features.

Case Study : Design, Development and Implementation of a database Project for a selected Business Application.

Books of Study

1. Novathe and Elmasri, Addison Wesley, *Fundamentals of Database Systems*, Tata McGraw Hill, New Delhi.
2. Loney, Kevin and George Kochi , *Oracle 9i, The Complete Reference*, Tata McGraw Hill, New Delhi 2000.

Reference

1. Silberschatz, Korth and Sudarshan, *Database System and Concepts*, Tata McGraw Hill New Delhi 2004.
2. Ullmann, Jeffry D, Galgotia , *Principles of Database Systems*, New Delhi 1990.
3. Alexis Leon and Mathews Leon , *Database Management Systems*, – Vikas Publishing House PVT Ltd.
4. Pranabkumar Dasgupta , *Database Management System Oracle SQL and PL / SQL* , PHI Learning India PVT Ltd.

MBAI02 DATA ANALYTICS AND BUSINESS INTELLIGENCE

Objective: To introduce the trends in business intelligence and the relevance of data mining for effective information decision making.

Unit -I

Introduction to Data Mining: Overview of the Data Mining Process, Scope of Data Analytics and Business Intelligence in today's business Environment, Steps in Data Mining, Model Building, Data Exploration and Dimension Reduction: Data Summaries; Data Visualization, Correlation Analysis, Principal Component Analysis.

Unit -II

Classification and Prediction: Evaluating Classification Performance – Accuracy Measures; Cutoff for classification; Performance in Unequal Importance of classes; Asymmetric Misclassification costs; Oversampling and Asymmetric Costs; Using Triage Strategy, Evaluating Predictive Performance, Exploratory Vs Predictive Modeling, Prediction using Regression equation, Variable selection in linear regression; classification methods-Naïve Bayes;k-Nearest Neighbors.

Unit -III

Classification Using Regression Trees: Classification trees, Recursive Partitioning, Measures of Impurity, Avoiding Overfitting, Classification rules for trees, Regression Trees, Advantages, Disadvantages and Challenges of Regression Trees based Classification. Logistic Regression Model, Linear v/s Logical regression, Goodness of Fit, Prediction using Logistic Regression.

Unit -IV

Neural Networks and Discriminant Analysis: Concept and Structure of a Neural Network, Fitting a Network to Data, Exploring the Relationship between Predictors and Response, Advantages and Disadvantages of Neural Networks. Discriminant Analysis:- Distance of an observation from a class, Fisher's Linear Classification Functions, Classification Performance of Discriminant Analysis. Unequal Misclassification Costs, Prior Probabilities, Advantages and Disadvantages of Discriminant Analysis.

Unit – V

Association and Cluster Analysis : Association Rules in Transaction Databases, Apriori Algorithm, Strategies for selecting strong rules. Cluster Analysis: Different distance measures between objects, Measuring distances between two clusters, Different Clustering Methods -K-means – Partitioning Methods – Hierarchical Methods – Density-Based Methods –Grid Based Methods – Model-Based Clustering Methods – Clustering High Dimensional Data – Constraint Based Cluster Analysis – Outlier Analysis – Data Mining Applications..

Essential Practical problems has to be implemented in EXCEL with XLMiner and other similar software packages.

Books for Study

Nitin R Patel, Galit Shmueli, Peter C Bruce , *Data Mining for Business Intelligence*, Wiley India Pvt Ltd

Reference

1. Jiawei Han and Micheline Kamber ,*Data Mining Concepts and Techniques*, Second Edition, Elsevier, 2007.
2. G. K. Gupta, *Introduction to Data Mining with Case Studies*, Easter Economy Edition, Prentice Hall of India, 2006.
3. K. P. Soman, Shyam Diwakar and V. Ajay , *Insight into Data mining Theory and Practice*, Easter Economy Edition, Prentice Hall of India, 2006.

MBAI03 PLANNING AND IMPLEMENTING IT STRATEGIES

Objective: To familiarize the important strategies to be remembered while going IT based implementation which requires a holistic change in the organization.

Unit I

Organizational Transformation with IT Implementation: Why IT Strategy is required? What are the various dimensions of IT Strategy - Value propositions – Managerial decisions – Transforming organization – How IT transforms Organizations, Aligning Business Objectives with IT Strategy – Six important trends – Value chains – Five forces model – Dynamic model – New business models – analyzing business models – Transformation with IT – IT variables for designing organizations – T-Form organization – New management challenges.

Unit II

IT in International Business: International business strategies – Key issues – Virtual firms and IT – Business models and IT management – IT investment opportunities matrix – IT and investment equation – Investment decision – guidelines for IT investment – Choosing technology – Outsourcing – Pros and Cons, Objectives.

Unit III

Implementing IT: Research implementation – Implementation strategy – Implementing IT based transformations – Disaster recovery and Business continuity – managing IT function – Management control of IT – Control theory – Failure control – information control – Technology, Process and People dimension of IT Strategy - group decision making, Making the IT investment Decision.

Unit IV

Impact of the Components: First component Computer systems – Second component Database – Third component Powerful networks – Neural networks – Cloud – grid computing - Future technology – IT Strategy focus points for 2011 and 2012 and beyond.

Unit V

Decision and Intelligent Systems : Expert systems and AI – (SCM) Supply chain management – (CRM) Customer Relationship Management – Knowledge management – Ethical issues in corporate governance and IT– Virtual organization – monitoring SLAs' (Service level agreements).

Reference

1. Henry C. Lucas – Wiley , *Information Technology – Strategic Decision Making for Managers* — India Editio, 2010.
2. Efraim Turban, Linda Volonino, *Information Technology for Management Transforming Organizations in the Digital Economy*, 2011.
3. IT Systems Management – Rich Schiesser – PHI.

MBAI04 INTERNET PROGRAMMING FOR E-BUSINESS

Objective: Student will acquire necessary knowledge in Ecommerce strategy, Technology and Implementation that provides complete advantage to modern business. Also the course will give on-line experience in the design, development and maintenance of an organization web site as web based business transactions becomes a necessity for all organizations.

Unit –I

E-Business Overview: Traditional Commerce Vs E-Commerce- E-commerce and E-Business- Categories of E-Commerce– Development and Growth of E-Commerce-Advantages and Disadvantages of e-commerce; Business Model and Revenue Model – International Nature of e-commerce, Legal Environment of Electronic Commerce- Legal, Ethical and Tax Issues.

Unit – II

Marketing and Selling on the Web: Revenue Models and Building a web presence, Web site utility, connecting with customers, Web Marketing strategies and segmentation, Web advertising, CRM activities, maintaining brands, Search Engine Positioning and domain names. On-line auctions, Virtual Communities and Web Portal.

Unit – III

Web Server Hardware & Electronic Commerce Software : Web Server Hardware & Softwares, Web Hosting Alternatives, Functions of Ecommerce software, Ecommerce software for different type of business.

Unit –IV

E-Commerce Security & Payment Systems

Online Security, Security for Client, Network and Server, Online Payments – cards, Electronic cash, Wallets, stored value cards, Case study on Banking Industry. Planning and Implementation of Electronic Commerce.

Unit – V

Internet Programming using .NET Technologies : HTML Basics, Introduction to .NET framework, .NET framework architecture, Introduction to ASP.NET, Getting started with Visualstudio 2008, declaration of variables, constants, operators and data types, string operations, Creating a simple website. **Controls** - Standard controls, Navigation controls, valuation controls, login controls webport controls, database controls- connecting to SQL Server and interactions, Language Integrated query, Master pages and themes, web hosting and Maintenance.

Case Study: Develop a Dynamic Web site for a typical On-line Business Application with provision for on-line transaction and payment operations.

Reference

1. Gary P. Schneider, *Ecommerce-Strategy, Technology and Implementation*, Cengage Learning, India Edition.

2. Kenneth C. Laudon, Carol Guercio Traver, *E-commerce–Business, Technology, Society*, Pearson, Low Price Edition.
3. Stephen Perry, Stephen Walther, Atul Kahate , Joseph Mayo , *Essentials of .Net Related Technologies: With a focus on C# , XML, ASP .NET and ADO.NET*, First Edition, Pearson Education.
4. Deitel & Deitel, *Internet & World Wide Web How to Program*, Pearson Education India, Third Edition , 2004.
5. Ron Schmelzer, *XML and Web Services*, Pearson Education, 2002.
6. Bharat Bhasker , *Electronic Commerce–Framework, Technologies and Applications*, 3rd Edition. Tata McGraw, Hill,
7. Efraim Turban, Tae Lee, David King & H , Micheal Chung, *Electronic Commerce–A Managerial Perspective*, Pearson Education Asia.
8. Keith Ballinger, *NET Web Services Architecture and Implementation* ,Pearson
9. Education, 2003.
10. J. Christopher Westland & Theodore H K Clark , *Global Electronic Commerce – Theory and Case Studies*, Oxford Universities Press.
11. Martin Bichler , *The Future of e-Markets*, Cambridge press.
- 12.

MBAI05 SOFTWARE PROJECT MANAGEMENT

Objective: To acquire necessary knowledge in the study, analysis, design, development, implementation and maintenance of software projects.

Unit I

Software engineering and management: Functions of management, Need for software management, Conventional software management, Evolution of software Economics. Improving software Economics, conventional and modern software engineering.

Unit II

Software development as a process: Building the software development team - Team building as a process, The Apollo syndrome, Management Styles, A maturity model for software project management, Process of team building, Developing and maintaining project plan – Software development plan, using the work break down structure, optimizing the project plan using the design structure matrix, risk management.

Unit III

Management Methods and Technology: Selecting a software development life cycle model – the software quality life cycle, modeling process, life cycle models, selecting a software development life cycle , Modeling the target system – requirements modeling methods, requirements analysis using self interaction matrices, real-time systems. Estimating project size, cost and schedule – costing and sizing software projects, software lifecycle management, 3D function point method, cost variance method ,Tracking the software project plan – tracking schemes, earned value management (EVM), precedence diagramming for cost and schedule control, tracking remedial action, Scheduling and Cost estimation using Project Management Software.

Unit IV

Managing software professionals: Improving team performance – basics, relative importance of workplace, models of motivation, managing high performance teams-Evaluating software development team – classic techniques for valuating individuals, strategy based evaluation methods (SEM), the SEM process, traditional performance evaluation methods, evaluating the software development team.

Unit V

Future of software management: Modern project profiles, Next generation software economics, Modern process transitions Agile, SCRUM approaches of project management.

Reference Books:

1. Walker Royce , *Software project Management*, Addison-Wesley, 1998.
2. Lawrence J Peters , *Getting results from software development teams*, Microsoft Press,2008.

MBAI06 SOFTWARE QUALITY ASSURENCE

Objective: The software quality assurance goal is to confirm the confidentiality and integrity of private user data is protected as the data is handled, stored, and transmitted. This implies that the acceptable risk levels and threat modeling scenarios are established up front, so the developers and QA Managers know what to expect and what to work towards.

Unit-I

Introduction to Quality Assurance: Software Process assessment overview – Assessment phases – Assessment principles – Assessment conduct – Implementation consideration – Quality management – Quality assurance plan – Considerations – Verification and Validation.

Unit-II

Configuration Management: Need for configuration Management – Software product nomenclature – Configuration management functions – Baselines – Responsibilities – Need for automated tools – Plan – SCM support functions – The requirement phase Design control – The implementation phase – Test phase – SCM Tools – Configuration accounting and audit.

Unit –II

Software Standards and Inspection : Definitions – Reason for software standards – Benefits – Establishing standards – Guidelines – Types of reviews – Inspection of objectives – Basic inspection principles – The conduct of inspection – Inspection training.

Unit –III

Testing and Managing Software Quality: Testing: principles – Types – Planning – Development – Execution and reporting – Tools and methods – Real Time testing – Quality management paradigm – Quality motivation – Measurement criteria – Establishing a software quality program – Estimating software quality.

Unit –V

Defect Prevention: Principles of software defect prevention – Process changes for defect prevention – Defect prevention considerations – Managements role – Framework for software process change – Managing resistance to software process change – Case studies.

Books for Study

1. Daniel Galin, *Software quality assurance – from theory to implementation*, Pearson education, 2009.
2. S.Watts Humphrey , *Managing the software process*, Addison Wesley, 1999

Reference

1. S.Tsum Chow, *Software Quality Assurance a Practical Approach*, Sixth Edition, IEEE Computer Society press, 1985.
2. E.Richard Fairley , *Software Engineering A Practitioner's approach*, Tata McGraw Hill, 1985.
3. Nina S Godbole, *Software Quality Assurence*, Narosa Publishing House Pvt Ltd.

MBAI07 ENTERPRISE RESOURCE PLANNING

Objective: To understand the need for integration of business functions and processes, and, to gain a practical insight into the implementation of ERP package.

Unit-I

Enterprise Resource Planning an Overview: Evolution of ERP- MRP and MRP II; Need for system integration; Benefits of ERP, Risk Factors of ERP Implementation, ERP and related technologies – Data Warehousing, Data Mining, OLAP, SCM, CRM,GIS, ERP products and markets.

Unit- II

ERP implementation: ERP Implementation Challenges; ERP Implementation Life Cycle, ERP Package Selection, ERP (Implementation) Transition Strategies, ERP Implementation Process, ERP Project Team, Consultant intervention; Contracts with Vendors, Consultants and Employees, Project Management and Monitoring, Managing Changes in ERP implementation. Customizing and configuration ; Maximizing ERP System.

Unit-III

ERP Functional Modules: Functional Modules in ERP Package :Finance, Manufacturing, Human Resources, ABAP, Materials Management, Plant Maintenance, Quality Management, Sales and Distribution Management.

Unit- IV

ERP Software : ERP market, SAP ERP, PeopleSoft, Oracle Financials, Baan, QAD – Distinguishing features of each.

Unit-V

Future of ERP System :ERP and e-Commerce, ERP and WWW – ERP II, Future Directions and Trends.

Book for Study

Leon, Alexis, *Enterprise Resources Planning*, Tata McGraw Hill,New Delhi.

Reference

1. . Ptak, Carol and Eli Schragenheim, *ERP*, St Lucie Press, New York, 2000.
2. Vinod Kumar Garg and Venkitakrishnan N.K, *Enterprise Resource Planning-Concepts and Practice*, PHI, New Delhi 2003.

MBAI08 GRID & CLOUD COMPUTING APPLICATIONS IN BUSINESS

Objective: The main purpose of this course is to present a basic framework for estimating value and determine benefits from Cloud Computing as an alternative to conventional IT infrastructure, such as privately owned and managed IT hard-ware. Our effort is motivated by the rise of Cloud Computing providers and the question when it is profitable for a business to use hardware resources in the Cloud.

Unit I

Fundamentals of Grid Computing: The Grid – Past, Present and Future – Applications of Grid Computing Organizations and their Roles.

Unit II

Grid Computing Architecture : Grid Computing Anatomy – Next Generation of Grid Computing Initiatives – Merging the Grid Services Architecture with Web Services Architecture.

Unit III Grid Computing Technologies : OGSA – Sample Use Cases that drive OGSA Platform Components – OGSF and WSRF – OGSA Basic Services – Security Standards for Grid Computing – High Level Grid Services.

Unit IV

Fundamentals of Cloud Computing: Fundamentals – Short history of cloud computing – Cloud Architecture – Cloud Storage – Cloud Service – Pros and Cons of cloud computing – Benefits from cloud computing.

Unit V

Cloud Services : Need for Web-Based Application – The cloud Service Development – Cloud Service Development Types – Cloud Service development tools.

Books for Study

1. Joshy Joseph & Craig Fellenstein, *Grid Computing*, Pearson Education, 2004.
2. Michael Miller, *Cloud Computing: Web-Based Applications That Change the Way You*
3. *Work and Collaborate Online*, Que, 2008.

Reference

1. Fran Berman, Geoffrey Fox, J.G. Anthony Hey, *Grid Computing : Making the Global*
2. *Infrastructure a reality*, John Wiley & Sons, 2003.
3. Hmar Abbas, *Grid Computing: A Practical Guide to technology and Application*, Charles
4. River media, 2003.

MBAI09 IT ENABLED CUSTOMER RELATIONSHIP MANAGEMENT

Unit- I

Evolution of Customer Relationship: CRM- Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM , CRM and Cost-Benefit Analysis, CRM and Relationship Marketing,

Unit – II

CRM Concepts: Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.

Unit – III

Planning for CRM: Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.

Unit – IV

CRM and Marketing Strategy: CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector.

Unit – V

CRM Planning and Implementation: Issues and Problems in implementing CRM, Information Technology tools in CRM ,Data Mining Applications in CRM g e-CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.

Reference

1. Francis Buttle, *CRM: Concepts and Technologies*, Elsevier, a division of Reed Elsevier India Pvt. Ltd., 2nd Ed. 2009.
2. Jagdish N.Sheth, Atul Parvatiyar & G.Shainesh, *Customer Relationship Management, Emerging Concepts, Tools and Application*, TMH, 2009.
3. Dilip Soman & Sara N-Marandi ,*Managing Customer Value*, 1st edition, Cambridge, 2009.
4. Alo k Kumar Rai, *Customer Relationship Management: Concepts and Cases*, PHI, 2008.
5. Ken Burnett, *The Handbook of Key “Customer Relationship Management”*, Pearson Education, 2005.
6. Mukesh Chaturvedi, Abinav Chaturvedi , *Customer Relationship Management- An Indian Perspective*, Excel Books, 2nd edition, 2008.

MBAI10 LOGISTICS & SUPPLY CHAIN MANAGEMENT

Unit - I

Introduction to Supply Chain Management-Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy- collaboration, demand flow, Customer Service, Technology integration, Problems of complexity confronting SCs. ii. Global Supply Chain Management, Reverse Supply Chain, Value chain and value delivery systems for SCM, The role of Modeling, SCOR Model and optimization in SC, Demand Planning, Forecasting, Aggregate planning, Managing Predictable Variability, Bullwhip effect.

Unit - II

Logistics Management: Inbound, Internal and Outbound Logistics in SCM, Developing the Logistics organization for effective Supply Chain Management, development of integrated logistics strategy, Logistics in Maximizing profitability and cash flow, 3PL, 4PL, International Logistics, Reverse Logistics. Sourcing of material, Global sourcing—issues and Problems. e-Procurement, Group Purchasing, Reverse Auctions, Creating and managing Supplier Relations, Supplier Partnerships, Multi-tier Supplier partnerships. Inventory Management in Supply chain- Role and importance of inventory in SC, Inventory policies, inventory as an element of customer service, JIT, VMI, Outsourcing, Factors influencing the decision making process of outsourcer.

Unit - III

Transportation in SC: Transportation formats, Modes of Transportation, factors affecting transportation performance, Factors influencing the selection of transporter, modes of transport, Fleet Management, multi model transport, Containerisation, Vehicle Scheduling and routing, Milk run and cross docking. Warehousing- types of warehouses, warehousing operations, Warehouse automation, Warehouse management systems. Third party and value added warehousing, Role and importance of Handling systems, Selection of Handling systems. Pricing, Revenue Management and role of IT in SCM.

Unit - IV

Strategic Issues in Supply Chains: Strategic Partnerships, Alliances and Collaborative advantage, Strategic relationships in—logistics, Handling systems, Equipment Warehousing, PPP environment, SC restructuring—issues, problems and benefits. ii. Bench marking - Issues and problems in Bench Marking, types of bench marking, methods of BM, Process of BM. Lean Manufacturing, Agile Manufacturing, elements of lean manufacturing, Integration of lean manufacturing and SCM.

Unit - V

SC Network Design: Distribution network in SC, Channel design, factors influence design, options in distribution network, Role and importance of Distributors in SCM, SC integration- Internal and external, Role and importance and selection of Handling systems in SC integration. Role of Human Resources in SCM. Issues in Workforce Management and Relationship Management with suppliers and Customers and employees. Retail SCM- Problems and issues in Transportation, inventory, Packaging and Repackaging. Customer led business, Customer focus in SC, Complaint Handling, Developing customer service strategy, RFID, bar coding.

Reference

1. Shah, J, *Supply Chain Management*, 2009, 1st Ed. Pearson.
2. Crandall, Richard E & others, *Principles of Supply Chain Management*, 2010, CRC Press.
3. Mohanty, R.P and Deshmukh, S.G, *Essentials of Supply Chain Management*, 2009, 1st Ed.
4. Jaico, Chandrasekaran. N, “*Supply Chain Management process, system and practice*”, 2010, Oxford, 1st Ed.
5. Altekar, V. Rahul, “*Supply Chain Management*”, 2005, PHI.
6. Leenders, Michiel R and others, “*Purchasing and Supply Chain Management*”, 2010, TMH.
7. Coyle, J.J., Bardi E.J. Etc., “*A Logistics Approach to Supply Chain Management*”, 2009 Cengage, 1st Ed.
8. Stapenhrust, T, “*The Benchmarking Book: A how-to-guide to best practice for Managers and Practitioners*”, 2009, Elsevier.
9. Ling Li, “*Supply Chain Management: Concepts, Techniques and Practices*”, 1st ed, 2009, Cambridge.
10. Power Mark J & others, “*The Outsourcing Hand book How to implement a successful outsourcing process*”, 2007, Kogan page, 1st Ed.
11. Gustafsson K & others, “*Retailing Logistics & Fresh food Packaging Managing change in the supply chain*”, 2008, Kogan page, 1st Ed.
12. Kachru Upendra, “*Exploring the Supply Chain Theory and Practice*”, 2009, Excel books.
13. Stadler, H & Kilger, C, “*Supply Chain Management and Advanced Planning concepts, Models, Software and Case Studies*”, 2002, Springer, 2nd Ed.
14. Mentzer, Joha, T, “*Supply Chain Management*”, 2005 Response.
15. Gattorna, JL & Walters, DW, “*Managing the Supply Chain*”, 2004, Palgrov.
16. Sahay, BS, “*Supply Chain Management*”, - in the 21st Century, 2009, 1st Ed. Macmillan.

MBAI11 MOBILE COMMERCE

Unit –I

Electronic Commerce: Traditional commerce and E-commerce – Internet and WWW – Role of WWW –Value Chains – Strategic Business And Industry Value Chains – Role of E-commerce. Packet Switched Networks – TCP/IP Protocol Script – Internet Utility Programmes – SGML, HTML And XML – Web Client And Servers – Web Client/Server Architecture – Intranet And Extranets – Web Based Tools For E-commerce – Security.

Unit-II

Mobile Commerce: Introduction – Infrastructure of M–Commerce – Types Of Mobile Commerce Services – Technologies Of Wireless Business – Benefits And Limitations, Support, Mobile Marketing & Advertisement, Non– Internet Applications In M–Commerce – Wireless/Wired Commerce Comparisons.

Unit-III

Mobile Commerce Technology: A Framework For The Study Of Mobile Commerce – NTT Docomo’s I-Mode – Wireless Devices for Mobile Commerce – Towards A Classification Framework For Mobile Location Based Services – Wireless Personal And Local Area Networks –The Impact Of Technology Advances On Strategy Formulation In Mobile Communications Networks.

Unit-IV

Mobile Commerce : Theory and Applications : The Ecology Of Mobile Commerce – The Wireless Application Protocol – Mobile Business Services – Mobile Portal – Factors Influencing The Adoption of Mobile Gaming Services – Mobile Data Technologies And Small Business Adoption And Diffusion – E–commerce in The Automotive Industry – Location– Based Services: Criteria For Adoption And Solution Deployment – The Role of Mobile Advertising In Building A Brand – M–commerce Business Models

Unit-V

Business-To- Business Mobile and E–Commerce: Enterprise Enablement – Email and Messaging – Field Force Automation (Insurance, Real Estate, Maintenance, Healthcare) – Field Sales Support (Content Access, Inventory) – Asset Tracking and Maintenance/Management – Remote IT Support –Customer Retention (B2C Services, Financial, Special Deals) – Warehouse Automation – Security.

Books for Study

1. E.Brian Mennecke, J.Troy Strader, *Mobile Commerce: Technology, Theory and Applications*, Idea Group Inc., IRM press, 2003.
2. Ravi Kalakota, B.Andrew Whinston, *Frontiers of Electronic Commerce*, Pearson Education, 2003.

Reference

1. P. J. Louis ,*M-Commerce Crash Course*, McGraw- Hill Companies February 2001.
2. Paul May, *Mobile Commerce: Opportunities, Applications, and Technologies Of Wireless Business*, Cambridge University Press March 2001

MBAI12 IT POLICIES AND CYBERCRIME

Objective: To introduce IT related policies for law enforcement in cyber crime which is increasing due to extensive utilization of IT by human and society

Unit-I

Cybercrime and the Internet: A New High Tech Crime Paradigm – Perception of cybercrime – A brief history and analysis of the internet – Cybercrime classification – Challenges for criminology, criminal justice and policing.

Unit-II

Hackers, Attacks and Crimes : Hackers and hacking: Introduction – Representation – myths and realities – Hacking and the law. Attacks and Crimes: Introduction – Types of Abuse, Attacks and Crime – Evolving Forms of Cybercrimes, Attacks and Conflict – Computer Abusers and Cybercriminals.

Unit-III

Theoretical and Social Perspectives on Cybercrime: Introduction – Theories – Classical Criminology – Trait Theories – Social Process ,Theories – Social Structure Theories – Conflict Theories – Integrated Theories – The Social and Economic Impacts of Cybercrime – Emerging Crime – Related Issues and Controversies.

Unit-IV

Managing Cybercrime: Cyber Laws and Regulations: Introduction – The Rationale and Reach of Cyber Laws – Laws and Regulations are Created and Administered – Bodies of U.S. Law Pertaining to IT and Cybercrime Issues – Federal Cybercrime Laws and Infosec Regulations – Investigating and Prosecuting Cybercrime: Introduction – Criminal Justice System Components – Legal Issues Governing Investigative Procedures – Crime Scene Processing and Evidence Management – Prosecuting Cybercriminals.

Unit –V

Preventing Cybercrime: Preventing Cybercrime via Information Security: Introduction – Personal and Organizational Information Security Protocols – Advancing the Security Posture of Organizations – The Purpose and the Value of Auditing – Future Opportunities for Managing Cybercrime: Introduction – Government Prevent Cybercrime – Transformation of Information Security Folk Artistry – Career Opportunities.

Books for Study

1. Majid Yar , *Cybercrime and Society*, Sage Publications Ltd , 2006.
2. C.Sam McQuade , *Understanding and Managing Cybercrime*, Prentice Hall, 2006.

Reference

T.Marjie Britz, , *Computer Forensics and Cyber Crime – An Introduction*, Prentice Hall of India, 2003.