

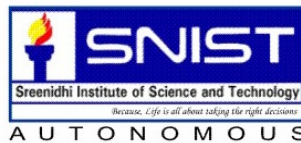
COURSE STRUCTURE AND DETAILED SYLLABI

For

MASTER OF BUSINESS ADMINISTRATION

(M.B.A)

(Applicable from the Academic Year 2012-2013)



School of Management Studies
SREENIDHI INSTITUTION OF SCIENCE AND TECHNOLOGY
(An Autonomous Institution approved by UGC & affiliated to JNTUH)
Yamnampet, Ghatkesar, Hyderabad – 501 301.

MBA
Course Structure and Syllabus
Academic Regulations: 2012

I YEAR - I Semester

Code	Subject	T	P	C	Marks	
					Int.	Ext.
123MB01	Principles of Management and Organizational Behavior	4	0	4	40	60
123MB02	Financial Accounting and Analysis	4	0	4	40	60
123MB03	Research Methodology & Stastical Analysis	4	0	4	40	60
123MB04	Managerial Economics	4	0	4	40	60
123MB05	Marketing Management	4	0	4	40	60
123MB06	Business communication and soft skills	4	0	4	40	60
123CA90	IT for Business Applications	2	3	4	40	60
Total		26	3	28	280	420

T = Tutorial; P = Practical; C = Credits

I YEAR - II Semester

Code	Subject	T	P	C	Marks	
					Int.	Ext.
123MB07	Strategic Management	4	0	4	40	60
123MB08	Financial Management	4	0	4	40	60
123MB09	Human Resource Management	4	0	4	40	60
123MB10	ERP&MIS	4	0	4	40	60
123MB11	Production and Operations Management	4	0	4	40	60
123MB12	Quantitative Analysis and Business Decisions	4	0	4	40	60
123MB13	Legal and Economic Environment of Business	4	0	4	40	60
123MB14	Industry Analysis, Project Identification followed by Seminar and viva	3	--	2	50	--
Total		31	--	30	330	420

T = Tutorial; P = Practical; C = Credits

MBA
Course Structure and Syllabus
Academic Regulations : 2012

II YEAR - I Semester

Code	Subject	T	P	C	Marks	
					Int.	Ext.
123MB15	Logistics and Supply Chain Management	4	0	4	40	60
123MB16	Management Control Systems	4	0	4	40	60
123MB17	Management of Technology	4	0	4	40	60
123MB18	Cost and Management Accounting	4	0	4	40	60
123MA01	Quantitative Aptitude And Logical Reasoning	4	0	4	40	60
123MB71	Project Seminar	0	3	2	50	-
	Elective I	4	0	4	40	60
	Elective II	4	0	4	40	60
Total		28	03	30	330	420

T = Tutorial; P = Practical; C = Credits

Elective – I	
123MB20	Security Analysis and Potfolio Management
123MB21	Consumer Behavior
123MB22	HRD Strategies and Systems
123MB23	Total Quality Management
123MB24	Business Intelligence

Elective – II	
123MB25	Financial Institutions, Markets and Services
123MB26	Retailing Management
123MB27	Performance Management and Counseling
123MB28	Project Management
123MB29	Foreign Languages (Basic Spanish, French and German)
101FL01	Basic Spanish Language
101FL02	Basic French Language
101FL03	Basic German Language

NOTE: Distribution of Marks for Foreign Languages

INTERNAL 40 Marks

Written Test	24
Oral Comprehension	08
Assignment marks	04
Attendance marks	04
Total	40

EXTERNAL 60 Marks

II YEAR - II Semester

Code	Subject	T	P	C	Marks	
					Int.	Ext.
123MB30	Entrepreneurship, Business Ethics and Social Responsibility	4	0	4	40	60
	Elective III	4	0	4	40	60
	Elective IV	4	0	4	40	60
	Elective V	4	0	4	40	60
123MB31	Project Work and Dissertation (Excellent / Good / Satisfactory / Unsatisfactory)	--	--	12	--	Grading
Total Credits		--	--	28	160	240

T = Tutorial; P = Practical; C = Credits

Elective – III	
123MB32	Financial Risk management
123MB33	Services Marketing
123MB34	Management of Change
123MB35	International Business

Elective – IV	
123MB36	Strategic Investment and Finance Decisions
123MB37	Advertising, Sales promotion and Distribution
123MB38	Management of Industrial Relations
123MB39	Corporate Governance

Elective – V	
123MB40	International Financial Management
123MB41	International Marketing
123MB42	Cross Cultural Business Management
123MB43	Marketing Research

MBA PROGRAMME EDUCATION OBJECTIVES:

1. To gain knowledge of critical functions of business viz. Marketing, Finance, Human Resources, Operations.
2. To enhance quantitative skills necessary to analyze a firm's quantifiable numerical data and IT to make intelligent and effective decisions.
3. To understand the techniques and tools useful for financial analysis and control.
4. To develop Leadership, Team work, Social, Legal and Ethical responsibilities in Business and Society.
5. To enhance knowledge and skills in Strategic Management.
6. To achieve better communication skills and higher levels of proficiency for successful career in Industry, Business and Entrepreneurship.

LEARNING OUTCOMES:

- a) To understand the global, environmental, political, economic, legal and regulatory context of business.
- b) To understand individual ethical behavior and community responsibilities in organization and society.
- c) To create value through identifying customer needs and implementing integrated production and distribution of goods, services, and information.
- d) To develop capacity to apply knowledge in new and unfamiliar circumstances through a conceptual understanding of relevant disciplines.
- e) To develop capacity to adapt and innovate to solve problems, to cope with unforeseen events, and to manage in unpredictable environments.
- f) Able to manage diversity, contemporary societal and global issues.
- g) To demonstrate Leadership and Team work capabilities.
- h) Able to enhance in verbal, written and presentation communication skills.
- i) Analyzing financial statements, portfolio management, Investment decisions.
- j) To demonstrate capabilities in new venture creation & entrepreneurship.
- k) Achieve higher levels of proficiency and self-actualization through pursuing life long learning.

MBA All Subjects – Learning Outcomes

S.No.	Course Objectives	A	B	C	D	E	F	G	H	I	J	k
SEMESTER-I												
1	Principles of Management and Organizational Behavior	X	X		X	X	X	X	X			X
2	Financial Accounting and Analysis		X		X					X		
3	Research methodology & Statistical Analysis		X		X	X						X
4	Managerial Economics		X			X						
5	Marketing Management		X	X	X	X						
6	Business Communications and Soft Skills				X				X			
7	IT for Business Applications			X		X						
SEMESTER –II												
8	Strategic Management	X			X	X		X				X
9	Financial Management				X	X				X		
10	Human Resources Management	X	X		X			X				X
11	Enterprise Resource Planning and Management Information Systems			X	X	X						
12	Production and Operations Management			X	X	X						
13	Quantitative Analysis and Business Decisions				X	X				X		
14	Legal and Economic Environment of Business	X	X				X					
15	Industry Analysis			X	X				X			

SEMESTER- III												
16	Logistics and Supply Chain Management	X		X	X	X						
17	Management Control Systems	X			X	X				X		
18	Management of Technology	X			X							X
19	Cost and Management Accounting									X		
20	Quantitative Aptitude And Logical Reasoning		X		X	X	X	X	X			
21	Project seminar	X			X	X						
	ELECTIVE-I											
22	Security Analysis and Portfolio Management				X	X				X		
23	Consumer Behavior	X	X	X	X	X						
24	HRD Strategies and Systems	X	X		X	X	X	X				X
25	Total Quality Management	X		X	X	X						
26	Business Intelligence	X			X	X						X
	ELECTIVE-II											
27	Financial Institutions, Markets and Services	X			X					X		
28	Retailing Management	X	X	X		X						
29	Performance Management and Counseling	X	X		X	X						
30	Project Management			X		X		X			X	X
31	Foreign Languages (French, German, and Spanish)								X			

SEMESTER-IV													
32	Entrepreneurship, Business Ethics and Social Responsibility	X	X	X	X	X	X	X				X	X
ELECTIVE-III													
33	Financial Risk Management					X	X					X	
34	Services Marketing	X	X	X	X	X	X						
35	Management of Change		X		X								
36	International Business	X			X	X	X						X
ELECTIVE-IV													
37	Strategic Investments and Financial Decisions				X								
38	Advertising, Sales Promotion and Distribution		X	X	X	X							
39	Management of Industrial Relations	X	X		X				X				
40	Corporate Governance	X	X		X	X	X						
ELECTIVE-V													
41	International Financial Management					X	X					X	
42	International Marketing	X	X		X	X							
43	Cross Cultural Business Management	X	X					X					
44	Marketing Research	X		X		X						X	
45	Project Work	X	X	X	X	X	X	X	X	X	X	X	X

MBA Course Structure and Detailed Syllabus Semester –I

Code	Subject
123MB01	Principles of Management and Organizational Behavior
123MB02	Financial Accounting and Analysis
123MB03	Research Methodology & Statistical Analysis
123MB04	Managerial Economics
123MB05	Marketing Management
123MB06	Business Communications and Soft Skills
123CA90	IT for Business Applications

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x	x		x	x	x	x	x			x

Semester –I MBA

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123MB01 PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

The Objective of the course is to give a basic perspective of Management theories and Practices and behavioral patterns and perspectives in organizations. This will form foundation to study other functional areas of management.

UNIT I

Management – definitions, types of managers; managerial roles and functions; Perspectives on Management: Scientific Management of Fredrick W.Taylor, Fayol's principles of Management, , Human Relations approach to management- Elton Mayo's Hawthorne Experiments, Douglas Mc Gregor's Theory X and Theory Y, William Ouchi's Theory Z, Systems Approach, Contingency Approach and Mckinsey 7-S Framework.

UNIT II

Nature of planning, Vision, Mission, Objectives and Goals, Steps in planning, types of planning, Levels of planning - The Planning Process. Nature of organizing, organization levels and span of management – Organizational design and structure –departmentation, Delegation, line and staff concepts, staffing –Motivation theories.

UNIT III

Basic control process- control as a feedback system – Requirements for effective control – control techniques – Overall controls and preventive controls. Decision Making: The nature of Managerial Decision Making, the Rational Model of Decision Making, Improving the Effectiveness of Decision Making, Tools and Techniques of Decision making.

UNIT IV

ORGANIZATIONAL BEHAVIOUR: Definition, Nature, and Scope of OB – Perception and Attribution – Nature and importance of Perception – Perceptual selectivity and organization - Social perception – Attribution Theories–Attribution Errors.

UNIT V

Personality and Attitudes: Meaning of personality – Development of personality -Johari Window and Transactional Analysis - Nature and formation of Attitudes. Behavioral performance management: reinforcement and punishment as principles of Learning –Process of Behavioral modification

UNIT VI

Behavioral issues in organizations: Meaning and types of power, Politics in organizations, Groups vs. Teams – Stress and Conflict: Meaning and types of stress –Meaning and types of conflict - strategies to cope with stress and conflict. Leadership theories – Styles, Activities and skills of Great leaders.

References:

- Management Organisational Behaviour-Jon L.Pierce &Donald G.Gardener cengage
- Koontz, Weihrich & Aryasri, *Principles of Management*, TMH, New Delhi, 2009
- Luthans, Fred: *Organisational Behaviour* 10/e, McGraw-Hill,
- Nelson: *Organisational Behaviour*, 3/e, Thomson, 2006
- Robbins, P Stephen, Timothy A.Judge, *Organisational Behaviour*, 12/e, PHI/Pearson, New Delhi, 2007
- Aswathappa: *Organisational Behaviour*, 9/e, Himalaya,
- Heinz Weihrich, Harold Koontz: *Management A Global Perspective*, 10/e, Tata McGraw Hill, 2007.
- Daft, *the New Era of Management*, Thompson, 7/e New Delhi, 2007.
- Schermerhorn: *Management* 8ed, Wiley India 2006

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123MB02 FINANCIAL ACCOUNTING AND ANALYSIS

The Objective of the course is to provide the basic knowledge of book keeping and accounting and enable the students to understand the Financial Statements and make analysis financial accounts of a company.

UNIT I

INTRODUCTION TO ACCOUNTING: Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP. The Accounting Process: Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments.

UNIT II

VALUATION OF FIXED ASSETS: Tangible vs. Intangible assets, depreciation of fixed assets and methods of depreciation. Inventory Valuation: Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill.

UNIT III

ISSUE OF SHARES AND DEBENTURES: Entries for Issue of shares, forfeiture, and re-issue of forfeited shares. Concepts of Issue of shares at Discount and at premium, Bonus Shares. Issue and Redemption of Debentures: Meaning, Concepts of issue of debentures for cash and other than cash, treatment of discounts and losses on issue, meaning of redemption, redemption out of capital and profits.

UNIT IV

FINANCIAL ANALYSIS-I: Statement of Changes in Working Capital, Funds from Operations. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.

UNIT V

FINANCIAL ANALYSIS –II: Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios – Du Pont Chart - A Case study on Ratio Analysis.

UNIT VI

ACCOUNTING STANDARDS: Issued by ICAI (Focus on importance of Standards to give a general view on Financial Accounting practices), IFRS. Creative Financial Practices and Issues related to quality of disclosures in reported earnings, window dressing and limitations of financial statements.

References:

- Asish K. Bhattacharyya, *Financial Accounting for Business Managers*-PHI, 2006
- Ambrish Gupta, *Financial Accounting Management An Analytical Perspective*, Pearson Education-2007
- Stice & Stice, *Financial Accounting Reporting & Analysis*, Thomson-2007
- Robert N. Anthony, David F. Hawkins and Kenneth A. Merchant, *Accounting –Text and Cases*, TMH, 2005.
- Samuel C. Weaver, J. Fred Weston, *Finance and Accounting for Non-financial Managers*, Tata McGraw-Hill Publishing Co. Ltd., 2002.
- Horngreen: *Financial Accounting* 8/e Pearson Education, 2007.
- Ashok Banerjee, *Financial Accounting*, Second Edition, Excel Books, New Delhi, 2006.
- Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, *Financial Accounting*, Vikas Publishing House Pvt. Ltd., 2007.
- Weygandt, Kieso, Kimmel, *Financial Accounting*, 4/e, Wiley India Edition, 2006..
- M.E. Thukaram Rao, *Accounting for Managers*, New Age International Publishers, first edition, New Delhi, 2006.

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123MB03 RESEARCH METHODOLOGY & STATISTICAL ANALYSIS

The objective of the course is to introduce the basic methods of conducting research, explore ideas in formulating research objectives and hypotheses and sample framework for undertaking research studies through well designed and structured questionnaires. Also it is intended to facilitate for the development of an insight into different statistical tools for data analysis, interpretation and presentation of reports in different functional areas of management.

***Statistical table is required for students at the time of examination**

UNIT I

INTRODUCTION: Nature and Importance of research, the role of business research, aims and types of social research, research process - primary data and secondary data, Questionnaire and schedules as tools of collecting data.

UNIT II

SAMPLING: Sampling design and sampling procedures. Diagrammatic and graphical presentation of data. Tabulation of data and general rules of tabulation. Mechanics of report writing, preliminary pages, main body and appendices including bibliography.

UNIT III

MEASUREMENT CONCEPTS: Measurement and Scaling concepts, attitude measurement, questionnaire design, Psychometric, psychological and social instruments used in management research. Levels of measurement and types of scales. Criteria for good measurement. Research Design: Meaning of Research Design. Functions and goals of Research Design, pilot study and developing a case study.

UNIT IV

STATISTICAL ANALYSIS-I: Measures of Central Tendency, Measures of Dispersion, Measures of Variation, Measures of Central Tendency vs. Measures of Dispersion, Measures of Skewness and Interpretation- Correlation and Regression Analysis, method of least squares, regression vs. correlation, correlation vs. determination. Types of correlation and their specific applications.

UNIT V

STATISTICAL ANALYSIS-II: Basic concepts of Probability and Theoretical Distribution.

Time series, utility of time series, components, measurement of trend through Method of Least Squares, Moving averages, and Graphical methods. Index Numbers: Laspeyres's Index, Paasche's Index, Fischer's Ideal index, Time Reversal and Factor Reversal tests.

UNIT VI

STATISTICAL INFERENCE: Introduction to Null hypothesis vs. alternative hypothesis, Tests of Hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, Z- Test, tests of significance for small samples, their application, t-test, ANOVA – one way and two way classifications and Chi-square test, Association of attributes and inferences.

References

- Donald R. Cooper, Pamela S. Schindler: *Business Research Methods*, 8/e, TMH, 2009.
- Gaur: *Statistical Methods for Practice and Research*, Sage Publication, 2009
- Bhandarkar & Wilkinson: *Methodology and Techniques of Social Research*, Himalaya, 2009
- Bajpai: *Business Statistics*, Pearson, 2009.
- Dipak Kumar.Bhattacharya: *Research Methodology*, Excel Books, 2009
- William G. Zikmund: *Business Research Methods*, Cengage, 2006.
- Alan Bryman & Emma Bell: *Business Research Methods*, 2/e, Oxford, 2008.
- Shajahan: *Research Methods for Management*, 3/e. Jaico, 2009
- Richard I Levin & David S. Rubin: *Statistics for Management*, 7/e. Pearson, 2008.
- C.R Kothari: *Research Methodology Methods & Techniques*, 2/e, Vishwa Prakashan, 2009.
- C.B. Gupta & Vijay Gupta: *An introduction to Statistical Methods*, Vikas, 2009.
- J.K.Sachdeva: *Business Research Methodology*, Himalaya, 2009
- Nargundkar: *Marketing Research Tests and Cases*, TMH, 3/e, 2009
- Narayana Reddy, Acharyulu: *Research Methodology and Statistical Tools*, Excel, 2009

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Semester –I MBA

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123MB04 MANAGERIAL ECONOMICS

The Objective of this course is to understand the relevance of economics in business management. This will enable the students to study functional areas of management such as Marketing , Production and Costing from a broader perspective.

UNIT I

INTRODUCTION TO MANAGERIAL ECONOMICS: Definition, Nature and Scope, Concept of Micro and Macro Economics, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research, Impact of IT on Managerial Economics - The role of managerial economist.

UNIT II

THEORY OF DEMAND: Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

UNIT III

OBJECTIVES OF THE FIRM: Managerial theories of firm, Behavioural theories of firm, Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.

UNIT IV

PRODUCTION ANALYSIS: Production function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale-Innovations and global competitiveness.

UNIT V

COST THEORY AND ESTIMATION: Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership. Profit Management: Nature, scope, Theories of profit, Measurement policies, Cost – Volume- Profit Analysis.

UNIT VI

MARKET STRUCTURE AND PRICING PRACTICES: Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. Pricing philosophy – Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products.

Books Recommended:

- Managerial Economics-Mark Hirschey-Cengage
- Petersen,Lewis and Jain: *Managerial Economics*, Pearson/PHI, 2006
- Gupta: *Managerial Economics 1e* TMH 2005.

References:

- Dominic Salvatore, Managerial Economics, Thomson, 2006
- Keat, Managerial Economics : Economic Tools for Today's Decision Makers, Pearson Education, 2007
- Mote Paul: Managerial Economics 1e TMH 2004
- Froeb: Managerial Economics—A Problem Solving Approach, Thomson, 2007.
- Mehta,P.L., *Managerial Economics - Analysis, Problems, Cases*, Sultan Chand and Sons, New Delhi, 2001.
- James L.Pappas and Engene F.Brigham: *Managerial Economics*, Pearson Education, New Delhi, 2006.

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123MB05 MARKETING MANAGEMENT

The objective of the course is to have the basic concepts of Marketing which is one of the important areas of functional management. This is a pre-requisite for taking up any elective paper in 3rd and 4th semester in the stream of Marketing.

UNIT I

INTRODUCTION TO MARKETING: Needs, Wants, Demands, Products, Exchange, Transactions, Market, Marketing, Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Marketing Concept, Indian Marketing Environment.

UNIT II

DEMAND ANALYSIS: Estimating Market Demand, the Components of Modern Marketing Information System, the Marketing Intelligence system, Marketing decision system.

UNIT III

MARKET SEGMENTATION AND TARGETING: Mass Marketing, Identification of Market Segments, - Basis for Consumer and Industrial Marketing Segmentation. Selecting Target Markets, Segmentation and Targeting as a Basis for Strategy Formulation. Developing and Communicating a Positioning Strategy. Marketing Communication: the communication process, Communication mix, Managing advertising sales promotion, Public relations and Direct Marketing. Sales force Objectives, Sales force structure and size, Sales force Compensation.

UNIT IV

PRODUCT MANAGEMENT: Product Life Cycle, PLC as a tool for Marketing Strategy, Constituents of a Product, , Core Product, Augmented Product, Differentiated Products, Potential Product, Product Line, Product Mix , Product-line decisions, Brand decisions, classification of new products, New Product Development, Idea Generation, Idea Screening, Concept Testing, Business Analysis, Market Testing, Commercialization.

UNIT V

PRICING STRATEGY: Objectives of Pricing, Methods of Pricing, Selecting the final price, Adopting price, initiating the price cuts, imitating price increases, responding to Competitor's price changes.

UNIT VI

DISTRIBUTION MANAGEMENT: Channel Function and Flows, Channel Levels, Channel Management Decisions, types of retailers, trends in retailing, The growth and trends in Wholesaling. Sales force and sales Agency- Advantages and disadvantages. Rural Markets

Books Recommended:

- Phillip Kotler: Marketing Management, 11/e, Pearson Publishers, 2007
- Adrian Palmer , Introduction to Marketing Theory and Practice, Oxford University Press 2007
- Rajan Saxena: Marketing Management, 2/e, Tata McGraw Hill, 2006
- Principles of Marketing –Kurtz/Boone- 12e-cengage

References

- Kerin, Hartley & Rudelius: Marketing—The Core, McGraw-Hill, Irwin, 2007.
- Lamb, Hair ,Mac Daniel: Marketing, 7/e Thomson Publishers, 2006.
- Boone& Kurtz, Principles of Marketing, 12/e, Thomson Publishers, 2007.
- V.S.Ramaswamy , S.Namakumari: Marketing Management, 3/e, Macmillan, 2003.
- Michael J.Etzel, Bruce J. Walker, William J.Stanton, Ajay Pandit, Marketing Concepts 13th ed Tata McGraw Hill 2006
- William D.Perreault, Jr.E.Jerome Mc Carthy, Basic marketing, 14/e, Tata McGraw Hill.2007.
- Czinkota and Kotabe: Marketing Management, 2/e, Thomson, 2007.
- Joel R. Evans, Borry Berman: Marketing in the 21st Century, 8/e, Biztantra, 2006.
- Philip Kotler and Kelvin Lane Marketing Mangement 12th ed Pearson Education 2007

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123MB06 BUSINESS COMMUNICATION & SOFT SKILLS

The objective of this course is to lay emphasis on the students' basic communication skills. Special focus is laid on the various aspects of communication both verbal and Non-verbal.

UNIT I

BASIC COMMUNICATION SKILLS:

Nature and scope of communication, Types of Communication. Verbal and non – Verbal communication, barriers to effective communication – kinesics. Written communication – differences between spoken and written communication – features of effective writing such as clarity, brevity, appropriate tone clarity, balance - Assertive Communication.

UNIT II

PRESENTATION SKILLS:

Management Presentations – Types of Presentations - Basic Presentation Structure – Presentation Challenges – Using Presentation Equipment Effectively – Effective Presentation Delivery – Planning and Delivering a Presentation. Advanced Presentation Skills – Participation in meetings and chairing meetings.

UNIT III

BUSINESS COMMUNICATION SKILLS:

Business Letters – Pro-forma, Culture – Format – Style – Effectiveness, Promptness .Analysis of sample letters collected from Industry – Email, Fax. Business and Technical Report Writing - Types of Reports – Progress reports - Routine Reports – Annual Reports . Format – Analysis of Sample Reports from Industry – Synopsis and Thesis Writing.

UNIT IV

TIME MANAGEMENT:

Time Management - Taking Control of your workday - Analyzing use of time - Setting goals & Prioritizing, Use of Time - Major Time Management Challenges - Overcoming Overload – Management of Memory & Time - Time as a Resource - Eliminating the Time Wasters.

UNIT V**TEAM DYNAMICS:**

Importance of teams, Stages of team development- Participating in a Team - Self-directed team member - team communication skills - Challenges of Creating Team Players-The team star players, Teams vs. Groups- Contemporary Team Issues. Characteristics of effective teams.

UNIT VI**NEGOTIATIONS:**

Nature of Negotiations- Need to Negotiate- Formal and informal situations of negotiation, Communication & Effective Negotiation .skills- Listening, Speaking, Understanding. Basic Approaches to Negotiation-Distributive and Integrative Negotiations- Negotiation skills.

References:

- Essentials of Business Communication, Rajendra Pal, JS Korlahhi: Sultan Chand & Sons, New Delhi.
- Basic Communication Skills for Technology, Andre J. Rutherford: Pearson Education Asia, Patparganj, New Delhi 92
- Advanced Communication Skills, V. Prasad, Atma Ram Publications, New Delhi.
- Raymond V.Lesikav, John D. Pettit Jr.: Business Communication; Theory and Pppliaction, All India Traveller Bookseller, New Delhi 51
- Business Communication, RK Madhukar, Vikas Pulishing House Pvt. Ltd.,
- KR Lakshiminarayana: English for Technical Com

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123CA90 IT FOR BUSINESS APPLICATIONS

I MS-Office:

1. MS Word: Accessing, overview of toolbars, saving files, Using help and resources, rulers, format painter in word. Give a task covering to create project certificate. Features to be covered:-Formatting Fonts in word, Drop Cap in word, Applying Text effects, Using Character Spacing, Borders and Colors, Inserting Header and Footer, Inserting table, using Drawing toolbar in word.

2. MS Excel : overview of toolbars, saving excel files, Using help and resources., Also give a task that is covering the features like Gridlines, Format Cells, Summation, auto fill, Formatting Text.

3. MS Power Point: Create basic power point presentation. Topic covered during this week includes :- PPT Orientation, Slide Layouts, Inserting Text, Word Art, Formatting Text, Bullets and Numbering, Auto Shapes, Lines and Arrows in both d Power point. Students will be given model power point presentation which needs to be replicated (exactly how it's asked).

II SQL – Introduction to DBMS, RDBMS, Basics of SQL.

III Hands on experience with Prowess of CMIE and a few simple exercises on ratio analysis using the package.

IV Hands on experience with SPSS package and a few simple exercises on statistical analysis.

References:

1. Office 2007, C.Grover, M.Donald and E.A. Vander Veer, O' Reilly, SPD.
2. .Step by Step 2007 Microsoft Office System, J.Cox and others (Microsoft), PHI.
3. Groff, SQL 2/e, the Complete Reference, Tata McGraw-Hill , 2007.
4. Carver, Doing Data Analysis with SPSS 14.0, 3/e, Thomson, 2007
5. Coakes, SPSS 13.0 for Windows, Wiley-India, 2006.
6. George, SPSS for Windows Step by Step, 6/e, Pearson Education, 2006.
7. Arthur Griffin, SPSS for Dummies, Wiley-India,

MBA Semester-II

Code	Subject
123MB07	Strategic Management
123MB08	Financial Management
123MB09	Human Resource Management
123MB10	ERP&MIS
123MB11	Production And Operations Management
123MB12	Quantitative Analysis and Business Decisions
123MB13	Legal and Economic Environment of Business
123MB14	Industry Analysis Report followed by seminar viva

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Semester –II MBA

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123MB07 STRATEGIC MANAGEMENT

The Objective of the course is to enable students have a grasp of various business strategies in general and functional management areas. It will provide a strategic orientation in conduct of the business

Prerequisite The subjects such as Management Theory and Practice, Financial Management, HRM, Marketing Management, Production and Operations Management.

UNIT I

INTRODUCTION: Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy – Concepts of Core Competence, Crafting a strategy. Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Strategy and Competitive advantage.

UNIT II

STRATEGY FORMULATION: Formulation of strategy at corporate, business and functional levels. Types of Strategies : Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations. Turnaround Strategy, Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures. Diversification Strategy: Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.

UNIT III

STRATEGIC ANALYSIS AND CHOICE: Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, SPACE Matrix , IE Matrix, The Grand Strategy matrix. Market Life Cycle Model –Organisational Learning-Impact Matrix and the Experience Curve- Generic Strategies. Strategy Framework For Analyzing Competition, Porter’s Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers

UNIT IV

STRATEGY IMPLEMENTATION: Strategy and Structure, Strategy and Leadership, Strategy and culture connection

UNIT V

FUNCTIONAL IMPLEMENTATION: Operationalising and institutionalizing strategy - Strategies for competing in Globalizing markets and internet economy - Organizational Values and Their Impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.

UNIT VI

STRATEGY EVALUATION AND CONTROL: Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Guidelines for proper control- Strategic surveillance - strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

Books Recommended:

- Strategic Management-Charles W.L.Hill - Cengage
- Thompson & Strickland: Strategic Management, Concepts and Cases. Tata McGraw-Hill, 12/e, New Delhi, 2007.
- Gregory Dess and G.T. Lumpkin, Strategic Management – Creating Competitive Advantage, McGraw Hill International, 2006.

References

- Lawrence R Jauch, R.Gupta & William F.Glueck: Business Policy and Strategic Management, Frank Bros. Delhi, 2006..
- Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, New Delhi, 2006.
- Hitt, Ireland & Hoskisson: Management of Strategy, 7/e, Thomson 2007
- Saloner, Shepard & Podolny, Strategic Management, John Wiley, New York, 2006.
- Allan Afuah, Business Models: A Strategic Management Approach, Tata McGraw Hill , 2007
- Wheelen & Hunger, Concepts in Strategic Management and Business Policy, 9/E Pearson Education, New Delhi, 2004.
- John A.Pearce II & Richard B.Robinson, Jr. Strategic Management: Strategic Formulation and Implementation, AITBS Publishers & Distributors, Delhi, 2006
- Charles W.L.Hill & Gareth R.Jones: Strategic Management Theory: An Integrated Approach, Houghton Mifflin, Boston, 2006.
- Fred R.David Strategic Management Concepts and Cases 9th edition Pearson Education 2007
- .Hill : Strategic Management a n Integrated Approach 6th edition Biztantra 2005
- .Parnell: Strategic Management Theory and Practice Biztantra 2005
- .Saloner: Strategic Management Wiley 2005

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Semester –II MBA

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123MB08 FINANCIAL MANAGEMENT

The objective of the course is to provide the necessary basic inputs and tools to manage the finance function. After the completion of the course, the students should be able to understand the management of finances of the business organization

***The students need Discounting Table and Annuity tables for the examination**

UNIT I

Introduction to Finance Function and Capital Budgeting – Objective: Profit or Wealth Maximization and EPS Maximization. An overview of Managerial Finance functions - Time value of money: present value, future value of money and the basic valuation models- Nature and techniques of capital budgeting: Payback method, Average rate of return and Time-Adjusted methods: IRR and NPV, Profitability Index, and Excess present value index. Cases in capital budgeting.

UNIT II

CAPITAL STRUCTURE DECISIONS: Concept and measurement of cost of capital, Computation of Cost of Debt, Cost of Equity, Cost of Preference shares, Cost of Retained Earnings. Weighted average Cost of Capital and Marginal Cost of Capital.

UNIT III

CAPITAL STRUCTURE AND DIVIDEND THEORIES: Capital Structure Versus The Financial Structure . Capitalization , Financial Leverage, Operating Leverage. EBIT/EPS analysis Indifference point..

UNIT IV

WORKING CAPITAL MANAGEMENT: .Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Planning of working capital, Financing of working capital through Bank finance and Trade Credit – Recommendations of Tandon and Daheja Committee on Working Capital. Cases. The importance of Current Assets and Liabilities in the management of Working Capital..

UNIT V

MANAGEMENT OF CURRENT ASSETS: Management of cash,– Basic strategies for cash management, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Marketable Security Alternatives

UNIT VI

MANAGEMENT OF CURRENT ASSETS –II:, management of Receivables, objectives, Credit Policies, Credit Terms, Collection Policies, Management of Inventory and Objectives of Inventory and Techniques for Inventory management.

References

- MY Khan and PK Jain: Financial Management--Text and Problems, Tata McGraw Hill. 2009.
- Collin Barrow: Practical Financial Management, Kogan Page,2009
- Srivastava: Financial Management and policy, Himalaya, 2009
- Berk: Financial Management, Pearson, 2009.
- S.N.Maheswari: Financial Management, Vikas, 2007.
- John Tennet: Guide to Financial Management, Viva,2009
- James C. Van Horne: Financial Management and Policy, Pearson, 2006
- Chandra Bose D: Fundamentals of Financial Management, Prentice Hall of India-2006
- Vishwanath: Corporate Finance,2/e, Sage, 2007.
- I. M. Pandey: Financial Management, 9/e Vikas, 2007
- Rajiv Srivastav & Anil Mishra: Financial Management, Oxford, 2008.
- Chakraborty, Bhattacharya, Rao and Sen : Financial Management and control. MacMillan, 2007.
- Michael C Ehrhardt Eugene F. Brigham: Corporate Finance, A Focused Approach Cengage, 2006.
- Richard A Brealey, Stewart C Myers, Franklin Allen, Pitabas Mohanty: Principles of Corporate Finance. 8th edition, Tata McGraw Hill, 2007.
- Besley and Brigham: Essentials of Managerial Finance, 13/e Cengage, 2006

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Semester –II MBA

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123MB09 HUMAN RESOURCE MANAGEMENT

The objective of the course is to provide basic knowledge of functional are of Human Resource Management. This will be the prerequisite for enabling students to take any electives offered in third and fourth semesters any subject on HRM stream.

UNIT I

INTRODUCTION TO HRM: Objectives of HRM, HR activities, Challenges of HRM.
HR Planning: Strategic and Human Resource Planning, The HR Planning process, HR Information systems, Assessment of HR requirements, HR Functions and Policies.

UNIT II

JOB ANALYSIS AND DESIGN: Uses of Job analysis, methods of data collection, Job Description and Specifications. Job design, Job redesign, Job Rotation, Job enlargement, Job enrichment.

UNIT III

RECRUITMENT AND SELECTION: The Recruitment Process, Methods of recruiting, realistic job preview, developing and using Application Blanks, Challenges of recruiting. The selection process, type of tests, basic features of interviews, types of interviews, interview errors and bias, designing and conducting the effective interview, Co-operative counseling, reference and background verification, medical evaluation, Technical, HR interview, Job offer, Induction and Placement.

UNIT IV

TRAINING AND DEVELOPMENT: Introduction to training, The training process, training methods, Management development – individual, group, organizational techniques, evaluation of training and development. **Appraising and Managing Performance:** The appraisal process, methods, and potential problems in performance evaluations.

UNIT V

COMPENSATION: Objectives, Influences on compensation, Compensation and motivation, job evaluation system – simple ranking, job grading, point systems, and factor-comparison system, Human relations effects of Job evaluation.

UNIT VI

INTEGRATION: Quality of work life, Introduction to Industrial Relations, Industrial Disputes and causes, remedial measures, Collective Bargaining. Sources of grievances, the

grievance procedure, Guidelines for handling grievances. Maintenance of HR Benefits and services, security, safety, health and welfare services. Employee Separation, Recent trends in HRM.

Books Recommended:

- Edwin B.Flippo, Personnel Management, McGraw Hill..
- Gary Dessler, Human Resource Management, 10/e, Prentice Hall India, 2007

References:

- Scott Snell & George Bohlander, Human Resource Management, Thomson Publications,2007.
- John M. Ivancevich, Human Resource Management, 9/e, Tata McGraw- Hill, 2007.
- K.Aswathappa, Human Resource and Personnel Management, Tata McGraw Hill, 2007
- R.Wayne Mondy & Robert M.Noel, Human Resource Management, Pearson Education, 2006
- Robert L.Mathis and John H.Jackson, Human Resource Management, Thomson, 2007.
- C.B.Memoria and S.V.Gankar, Personnel Management: Text and Cases, Himalaya Publishers, Bombay, 2007.
- Biswajeet Pattanayak, Human Resource Management, Prentice Hall India, 3/e,2005.
- Gomez-Mejia , Managing Human Resources 3/e Pearson Education.
- DavidA.Decenzo & Stephen P.Robbins, Fundamentals of Human Resource Management, 8/e, Wiley Publications, 2006
- Fisher: Human Resource Management 5ed, Biztantra 2005
- .Griffin: Human Resource Management 2ed,. Biztantra 2005

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123MB10 ERP & MIS

This course helps to provide the basic concepts of Enterprise Resource Planning and Management of Information System. This course will enable the students to study areas of BPR, ERP Modules, and types of information systems, security controls, and audit. This course explores the nature and applications of ERP & MIS.

UNIT I

INTRODUCTION TO ERP: Overview of ERP, MRP, MRPII and Evolution of ERP, Integrated Management Systems, Reasons for the growth of ERP, Best Practices in ERP.

UNIT II

BUSINESS PROCESS RE-ENGINEERING (BPR): BPR Process, Clean Slate Re-engineering, Technology Enabled Re-engineering, Myths regarding BPR, Business Intelligence Systems-Concepts of Data Mining, Data Warehousing, On-Line Analytical Processing (OLAP).

UNIT III

ERP MODULES: Finance, Accounting Systems, Manufacturing and Production Systems, Sales and Distribution Systems, , Human Resource Systems, Plant Maintenance System, Materials Management System, ERP System Options and Selection, ERP proposal Evaluation.

UNIT IV

BENEFITS OF ERP: Reduction of Lead Time, On-Time Shipment, Reduction in Cycle Time, Improved Resource Utilisation, Better Customer Satisfaction, Improved Supplier Performance, Increased Flexibility, Reduced Quality Costs, Improved Information Accuracy and Design Making Capabilities.

UNIT V

ERP IMPLEMENTATION AND MAINTENANCE: Implementation Strategy Options, Features of Successful ERP Implementation, hidden costs, Strategies to Attain Success, User Training, Maintaining ERP & IS.

UNIT VI

INTRODUCTION TO MIS: Types of Information Systems, Transaction Processing Systems, Decision Support Systems, Office Automation System, Communication Systems, Group Decision Support Systems (GDSS), Executive Information Systems.

References

- Robert Schultheis and Mary Summer, Management Information System the Manager's View, Tata McGraw-Hill-2008
- C Laudon and Jane P.Laudon, et al: Management Information Systems, 9/e, PHI and Pearson Education, 2005.
- Alexis Leon, ERP (Demystified), 5/E, Tata McGraw-Hill, 2006.
- Murthy, CSV, Management Information Systems- Text and Applications, Himalaya Publishing House- 2009.
- David L Olson, Managerial Issues of Enterprise Resource Planning Systems, McGraw Hill, International Edition-2006.
- Vaman, ERP in Practice, Tata McGraw-Hill , 2007
- Gordon B. Davis & Margrethe H.Olson: Management Information Systems, Tata McGraw-Hill, 2006.
- W S Jawadekar: Management Information Systems, 2/e, Tata McGraw-Hill , New Delhi, 2007

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Semester –II MBA

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123MB11 PRODUCTION AND OPERATIONS MANAGEMENT

Course Objective: This course provides an introduction to the concepts and analytic methods that are useful in understanding the management of firms operations and familiarizes with the problems and issues confronting operations managers.

UNIT I

INTRODUCTION: Overview of Production and Operations Management (POM) Function, Historical Development of POM, POM scenario Today - Product and Process Design: Product and Process Development, Manufacturing Process Technology, Value Analysis.

UNIT II

FACILITIES MANAGEMENT & AGGREGATE PLANNING: Location of Facilities, Layout of Facilities, Optimization of Product/Process Layout, Aggregate Planning : Preparation of aggregate demand Forecast, Specification of Organizational Policies For Smoothing Capacity Utilization, Determination of feasible Production Alternatives and Determination of Optimal Production Strategy.

UNIT III

SCHEDULING: Scheduling In Job, Shop Type Production, Shop- Loading, Assignment and Sequencing, Scheduling In Mass, Line of Balance, Methods of Production Control , JIT Manufacturing and its contribution to scheduling decision, Master Production Scheduling.

UNIT IV

WORK STUDY & QUALITY MANAGEMENT: Method Study, Work measurement, Techniques for Work Measurement – Direct Time Study, Synthesis Method, Analytical Estimating, Pre-determined Motion Time Systems and Work Sampling.

Quality management: Economics of Quality Assurance; Inspection and Statistical Quality Control, Control charts for variables and control charts for attributes, Acceptance Sampling plans, OC Curves, Total Quality Management and ISO 9000 series standards, Six Sigma.

UNIT V

MATERIALS AND STORES MANAGEMENT: Need, use and importance of Material management -Materials Requirement Planning-Materials Budgeting- Techniques for prioritization of materials. Objectives of Stores Management – Requirements for efficient management of Stores - safety stock Inventory Control - Different Systems of Inventory Control, Types of Inventory. Costs - Systems of inventory control – ABC and VED analysis.

UNIT VI

P.E.R.T. & C.P.M: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration.

Books Recommended

1. Adam, EE & Ebert: RJ Production and Operations Management, 6th Edition, New Delhi, Prentice Hall of India, 1995
2. Amrine Harold T, etc, Manufacturing Organization and Management, Englewood Cliffs, New Jersey, Prentice Hall of India, 1993

References:

1. Buffa, ES Modern Production Management, New York, John Wiley, 1987
2. Chary, SN Production and Operations Management, New Delhi, Tata McGraw Hill, 1989
3. Dobler, Donald W and Lee, Lamar, Purchasing and Materials Management, New Delhi, McGraw Hill, 1984
4. Dilworth, James B Operations Management: Design, Planning and Control for Manufacturing and services, Singapore, McGraw Hill, 1992
5. Moore, FG and Hendrick, TE Production / Operations Management, Homewood, Illinois, Richard D. Irwin, 1992
6. Panner Selvem, Production and Operations Management – Prentice Hall of India

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Semester –II MBA

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123MB12 QUANTITATIVE ANALYSIS AND BUSINESS DECISIONS

The objective of the course is to provide the basic tools of Operations Research in solving the management problems through modeling and using mathematical approach.

*The students have to be provided with Random Number Table to solve problem in the examination

UNIT I

QUANTITATIVE ANALYSIS: Nature and Scope – Quantitative Analysis as A frame work for Managerial Decisions; Analyzing and Defining the Problem, Developing A Model, Relationship Between the Quantitative Specialist and the Manager, Introduction to Goal (Multi-objective) and dynamic programming(Emphasis on conceptual framework – no numerical problems), Typical Applications of Operations Research .

UNIT II

DECISION MAKING: Using Probabilities Introduction to Decision Theory, Steps In the Decision Making, the Different environments in which Decisions Are Made, Criteria For Decision Making Under Uncertainty, Decision Making Under conditions of Risk, Discrete Random Variables Using the Expected Value Criterion With Continuously Distributed Random Variables, Utility as A Decision Criterion, Decision Trees, Graphic Display of the Decision Making Process.

UNIT III

LINEAR PROGRAMMING: Introduction to Maximization and Using Graphic Methods, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, the Simplex Solution to A Minimizing Problem -Duality and Sensitivity Analysis: Definition of the Dual Problem, Primal, Dual Relationships, Economic Interpretation of Duality, Dual Simplex Method, Sensitivity Or Post-optimality Analysis.

UNIT IV

TRANSPORTATION MODELS: Definition and Application of the Transportation Model, Solution of the Transportation Problem, the Assignment Model, Traveling Salesman Problem.

UNIT V

GAME THEORY: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix, and arithmetic methods.

UNIT VI

QUEUING THEORY AND REPLACEMENT MODEL: Basic Elements of the Queuing Model, of the Poisson and Exponential Distributions, Queuing With Combined Arrivals and Departures, Queues With Priorities For Service, Tandem Or Series Queues, Obstacles In Modeling Queuing Systems, Data Gathering and Testing, Queuing Decision Models. Replacement models comprising single replacement and group replacement.

References:

- J. K. Sharma, *Operations Research: Theory and Applications*, Macmillan India, 2007.
- Barry Render, Ralph M. Stair, Jr. Michael E. Hanna, *Quantitative Analysis for Management 9e* Prentice Hall of India Pvt. Ltd New Delhi 2007.
- N.D. Vohra: *Quantitative Techniques in Management*, Tata McGraw Hill, New Delhi, 2007
- Hamdy, A. Taha: *Operations Research: An Introduction, Prentice-Hall of India*; New Delhi 2007.
- Harvey M. Wagner: *Principles Of Operations Research*, PHI, New Delhi, 2003.
- Barry Render; Ralph M. Stair, Jr.; Michael E. Hanna, *Quantitative Analysis for Management*, Pearson, Delhi, 2007.
- Hillier/Lieberman: *Introduction To Operations Research*; Tata Mc-Graw Hill, New Delhi, 2007.
- R. Panneerselvam : *Operations Research 2nd* Prentice Hall of India Pvt Ltd. 2007
- Bill E Gillett: *Introduction To Operations Research: A Computer-Oriented Algorithmic Approach*, Tata Mc-Graw Hill, New Delhi, 2006.

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Semester –II MBA

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123MB13 LEGAL AND ECONOMIC ENVIRONMENT OF BUSINESS

The objective of the course is to enable students understand the legal framework of business and to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

UNIT I

LAW OF CONTRACT -1872: Nature of contract and essential elements and types of contracts, Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract. Indemnity and guarantee.

UNIT II

NEGOTIABLE INSTRUMENTS ACT - 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of endorsements, Discharge of Parties. Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.

UNIT III

COMPANIES ACT 1956: Steps and procedure for incorporation of the company, Company Management–Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.

UNIT IV

Introduction to Business Environment, Macro Environment Analysis (PESTEL Model) Industrial Policies: A brief review of industrial policies since independence, Industrial policy of 1991 and recent developments, Fiscal Policy, Monetary Policy, EXIM Policy.

UNIT V

Balance of Payments: Structure, Major components, Causes for dis-equilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments, Recent trends.

UNIT VI

WTO: Nature and scope - Organization and structure- role and functions of WTO in promoting world trade – Principles followed- Agreements reached in the Uruguay round including TRIPS, TRIMS and GATS, Disputes settlement mechanism.

References

- N.D.Kapoor, *Mercantile Law*, Sultan Chand & Sons, latest edition
- S.S. Gulshan, *Mercantile Law*, 2/e, Excel Books, latest edition
- Francis Cherunilam, *Business Environment Text & Cases*, Himalaya Publication, 2010
- K.Asathappa, *Essentials of Business Environment*, Himalaya Publication house, 2008.
- Akhileshwar Pathak, *Legal Aspects of Business*, 3/e, Tata McGraw-Hill, 2007
- C.L.Bansal, *Business and Corporate Laws*, 1/e, Excel Books, 2006
- S.N.Maheshwari & Maheshwari, *Business Regulatory*
- Vivek Mittal , *Business Environment*, Excell Books,2009

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Semester –II MBA

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123MB14 INDUSTRY ANALYSIS AND REPORT FOLLOWED BY SEMINAR VIVA

Students can choose a specific Industry for Analysis and write their observations as to the trend; future prospectus problems etc., based on secondary source of data such as Economics Times, Financial Express, and Data Base such as Prowess of Centre for Monitoring Indian Economy (CMIE) can be used.

The Industry analysis can be taken up as part of their Summer Internship Programme.

The Evaluation of the Industry Analysis Report and Seminar Viva will be for 50 marks done internally.

MBA Semester – III

Code	Subject
123MB15	Logistics and Supply Chain Management
123MB16	Management Control Systems
123MB17	Management of Technology
123MB18	Cost and Management Accounting
123MA01	Quantitative Aptitude And Logical Reasoning
123MB71	Project Seminar
	Elective I
	Elective II

LIST OF ELECTIVES

Elective – I

123MB20	Security Analysis and Portfolio Management
123MB21	Consumer Behavior
123MB22	HRD Strategies and Systems
123MB23	Total Quality Management
123MB24	Business Intelligence

Elective – II

123MB25	Financial Institutions, Markets and Services
123MB26	Retailing Management
123MB27	Performance Management and Counseling
123MB28	Project Management
123MB29	Foreign Languages (French, German, and Spanish)

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Semester –III MBA

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123MB15 LOGISTICS AND SUPPLY CHAIN MANAGEMENT

The objective of the course is to give the student an overview of Supply Chain management principles and practices

*The students need Statistical Table to solve numerical problems.

Prerequisite for the course:- Knowledge of Production and Operations Management, Marketing Management and QABD taught in second semester of the programme.

UNIT I

Logistics and Competitive strategy Understanding the Supply Chain. Objective and Importance of Supply Chain Process View of Supply Chain. Competitive and Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope.

UNIT II

SUPPLY CHAIN DRIVERS AND METRICS: Drivers for Supply Chain Performance, Framework for Structuring drivers. Facilities, inventory, transportation, information, sourcing and pricing. Obstacles to Achieving fit. Designing the Supply Chain Network. Role of distribution in the Supply Chain, Factors influencing network design, the role of network in the Supply Chain.

UNIT III

Demand Forecasting in Supply Chain Components of forecast and forecasting methods. Role of IT in forecasting. Aggregate Planning in Supply Chain Planning Supply and Demand in A Supply Chain, Managing Predictable Variability.

UNIT IV

LOGISTICS AND SUPPLY CHAIN RELATIONSHIPS: Benchmarking the logistics process and SCM operations –Mapping the supply chain processes – Supplier and distributor benchmarking –setting benchmarking priorities –identifying logistics performance indicators –Channel structure – Economics of distribution –channel relationships –logistics service alliances.

UNIT V

PLANNING AND MANAGING INVENTORIES IN SUPPLY CHAIN: Managing Economies of Scale in Supply Chain, managing Uncertainty in a Supply Chain, Safety Inventory , determining optimal level of product inventory. Designing and Planning Transportation Networks, Transportation in a Supply Chain, Managing Cross Functional Drivers in a Supply Chain: Sourcing decisions in a Supply Chain, Pricing and Revenue Management in a Supply Chain, Information Technology and Coordination in a Supply chain..

UNIT VI

MANAGING GLOBAL LOGISTICS AND GLOBAL SUPPLY CHAINS: Performance of Logistics and Supply chain in India, Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – The global supply chains - Global supply chain business processes –Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management – case studies.

Books Recommended:

- Sunil Chopra and Peter Meindl: *Supply chain Management: Strategy, Planning and Operation, 3/e*, Pearson Education, New Delhi 2007.
- Donald J. Bowersox and David J. Closs, *Logistical Management: The Integrated Supply Chain Process*, Tata McGraw Hill, 2006.

References:

- Martin Christopher, *Logistics and Supply Chain Management*, Pitman, London.
- B.S. Sahay, *Supply Chain Management for Global Competitiveness*, Macmillan, New Delhi. 2003.
- Philip B. Schary, Tage Skjott-Larsen: *Managing the Global Supply Chain*, Viva, Mumbai, 2006.
- Monczka: *Purchasing and Supply Chain Management* Thomson, 2006.
- Ballou, *Business Logistics/Supply chain Management 5/e* Pearson Education.
- David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, *Designing and Managing The Supply Chain 2nd ed.* Tata McGraw Hill Publishing Company Ltd., 2006

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Semester –III MBA

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123MB16 MANAGEMENT CONTROL SYSTEMS

UNIT I

THE NATURE OF MANAGEMENT: Basic Concepts – Boundaries of Management Control.

UNIT II

THE RESPONSIBILITY CENTERS: Revenue and Expense Centers: Responsibility Centers – Revenue Centers – Expense Centers – Administrative and Support Centers – Research and Development Centers – Marketing Centers – Transfer Pricing: Objectives of Transfer Prices – Transfer Pricing Methods – Pricing Corporate Services – Administration of Transfer Prices.

UNIT – III

BUDGET PREPARATION: Nature of a Budget – Other Budgets – The Budget Preparation Process – Behavioral Aspects – Quantitative Techniques –Analyzing Financial Performance Reports: Calculating variances – Variations in Practice – Limitations of Variance Analysis – Behavioral Considerations in Performance Evaluation.

UNIT – IV

PERFORMANCE MEASUREMENT: Information Used in Control Systems – Performance Measurement – Belief systems and Boundary Systems, Interactive Control - Management Compensation: Research Findings on Organizational Incentives – Characteristics of Incentive Compensation Plans – Incentives for Corporate Officers – Incentives for Business Unit Managers – Agency Theory .

UNIT – V

Variations in Management Control – Controls for Differentiated Strategies: Corporate Strategy – Business Unit Strategy – Top Management Style.

Service Organizations: Service Organizations in General - Professional Organizations – Health Care Organizations – Nonprofit Organizations – Government Organizations – Merchandising Organizations.

UNIT VI

FINANCIAL SERVICE ORGANIZATIONS: Financial Service Organizations in General – Commercial Banks and Thrift Institutions – Securities Firms – Insurance Companies – Multinational Organizations: General Considerations – Transfer Pricing – Exchange Rates & Performance Evaluation –Management Control of Projects: Nature of Projects – the Control Environment – Project Planning – Project Execution – Project Evaluation.

Books Recommended:

1. Management Control Systems, 10th Ed. – Anthony and Govindarajan
2. Practical Auditing – B.N.Tandon
3. Cost Accounting – B.K.Bhar
4. Dr.Y.Satyanarayana: Management Control Systems in Competitive Environment, ICFAI Books.

Reference:

4. Management Accounting – Khan & Jain
5. Financial Management – Prasanna Chandra
6. Guidance Note on Transfer Pricing – ICFAI Publications

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123MB17 MANAGEMENT OF TECHNOLOGY

The Objective of the course is to expose students to the importance of technology in conduct of business and its skillful management for optimum results.

***Students need Discounting Table and Statistical Table to solve problem**

UNIT I

THE PROCESS OF TECHNOLOGICAL INNOVATION: The Need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation.

UNIT II

STRATEGIES FOR RESEARCH AND DEVELOPMENT: R&D as A Business, Resource Allocation to R&D, R&D Strategy In the Decision Making Process, Selection and Implementation of R&D Strategy, R and D and Competitive Advantage, New Product Development.

UNIT III

CREATIVITY AND PROBLEM SOLVING: The Creative Process, Creative Individuals, Main Characteristics, Techniques For Creative Problem Solving. Financial Evaluation of Research and Development Projects: The Need For Cost Effectiveness, R&D Financial Forecasts, Risk as a Factor In Financial Analysis, Project Selection Formulae, Allocation of Resources, DCF and Other Techniques of evaluating R&D ventures.

UNIT IV

RESEARCH AND DEVELOPMENT: Programme Planning and Control, Portfolio Planning, Project Planning and Control, Project Termination, Resource Allocation and Management.

UNIT V

NEW PRODUCT DEVELOPMENT: New Product Development as a Competitive Strategy, Market Research For Developing New Products, Commercialisation of Research Outcomes, Industrial Design, Product Architecture and Design For Manufacture, Developing Indigenous Substitute For Raw Materials.

UNIT VI

TECHNOLOGICAL FORECASTING FOR DECISION MAKING: The Definition of Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organisation For Technological Forecasting, Current Status. Transfer of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

Books Recommended:

- Tarek Khalil, Management of Technology—The Key to Competitiveness and Wealth Creation, McGraw Hill, Boston, 2006.
- V.K.Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2006.

References

- Norma Harrison & Danny Samson, Technology Management—Text and International Cases, McGraw-Hill International, 2005.
- IGNOU Course material on Technology Management.
- P.N.Rastogi, Managing Creativity, Macmillan India Ltd, 2003.
- William L Miller and Longdon, Morris, Fourth Generation R & D, John Wiley & Sons Inc.
- Pradip N Khandwalla: Lifelong Creativity—An Unending Fest, Tata McGraw Hill, 2004.
- Pradip N Khandwalla: Corporate Creativity, Tata McGraw Hill, 2006.
- White: The Management of Technology & Innovation Thomson, 2007.

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Semester –III MBA

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123MB18 COST AND MANAGEMENT ACCOUNTING

The objective of the course is to enable the students the components of product cost their calculation methods, and their control.

Prerequisite for the course: Knowledge of Financial Accounting and Analysis taught in First Semester of the programme.

UNIT I

INTRODUCTION TO MANAGEMENT ACCOUNTING: Management accounting Vs. Cost accounting vs. financial accounting, role of accounting information in planning and control, cost concepts and managerial use of classification of costs. The management process and accounting.

UNIT II

COST ANALYSIS AND CONTROL: Direct and Indirect expenses, allocation and apportionment, Absorption, Pricing of issues and Material Cost control. Overheads, under and over absorption of overheads, calculation of machine hour rate. ABC (Activity Based Costing) Method, Costing for specific industries: Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production, operating costing.

UNIT III

MARGINAL COSTING: Introduction, Application of Marginal costing in terms of cost control, profit planning, Dropping a product line, charging general and specific fixed costs, fixation of selling price, make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning.

UNIT IV

BREAK-EVEN-ANALYSIS: concept of cost-volume-profit relationship, mechanics of B.E. analysis, Determination of Break even point, Break-even-graph and assumptions of BEP, importance, Margin of safety and angle of incidence. Application of BEP for various business problems.

UNIT V

BUDGETARY CONTROL: Budget, Flexible budget, different types of budgets: sales budget, cash budget, production budget, master budget, Performance budgets, material vs.

purchase budgets, and concept of Zero Based Budgeting. Budgetary control, steps in budgetary control.

UNIT VI

STANDARD COSTING: Standard Cost and Standard Costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing, analysis of variance, material variance, labour variance, Overhead Variance and sales variance.

Books Recommended:

- S.P.Jain and K.L.Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 2006.
- M.Y. Khan, P.K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2007.

References

- Colin Drury, *Management and Cost Accounting*, Thomson-2007
- Bhahatosh Banerjee, *Cost Accounting Theory and Practice*, PHI,-2006
- Charles T. Horngren: *Cost Accounting –A Managerial Emphasis*, Prentice Hall of India, New Delhi,2006
- James Jiambalvo, *Managerial Accounting*, John Wiley & Sons, Inc.New Delhi,2007.
- Atkinson, Banker, Kaplan and Young, *Management Accounting*, PHI, 2006.
- Manash Gupta, *Cost Accounting Principles and Practice*, Pearson Education,2006
- Blocher, Chen, Cookins, Lin, *Cost Management a Strategic Emphasis*, Tata McGraw Hill, 3/e 2006.

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Semester –III MBA

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123MA02 QUANTITATIVE APTITUDE AND LOGICAL REASONING

Unit – I

Series Completion, Analogy, Classification, Coding – Decoding, Blood Relations, Direction sense test and Puzzle test.

Unit – II

Clocks & Calendar, Data Sufficiency, Syllogism and Venn diagrams.

Unit – III

Number system, HCF & LCM, Average, Percentage - Profit and Loss.

Unit-IV

Ratio and Proportion: Properties of Ratio, Comparison of Ratios, Useful Simple Results on Proportion – Partnership and Share – Mixtures.

Unit V

Simple Interest: Effect of change of P, R and T on Simple Interest - Compound Interest: Conversion Period, Difference between Compound Interest and Simple Interest – Time and Work – Time and Distance.

Unit VI

Mensuration: Area of Plane Figures, Volume and Surface Area of Solid Figures.

Data Interpretation: Tabulation, Bar Graphs, Pie Charts, Line Graphs.

Text Book: 1. Verbal and Non Verbal Reasoning by R. S. Agarwal.

2. Quantitative Aptitude by R. S. Agarwal.

Semester –III MBA

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123 MB 71 Project Seminar

The Student is expected to identify the project to be accomplished in the IV Semester project work and present a Seminar on the identified Topic. The Presentation will be evaluated for 50 marks (Internal evaluation)

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123MB20 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (ELECTIVE – I)

The objective of the course is to develop students' knowledge, skills and competencies in employing different methodologies and techniques for managing the market, credit and operational risks in security analysis and Investment management and other related risks.

UNIT I

INVESTMENTS: Investment Management –Objectives –Types –Investment Media, Investment Process. The Investment Environment – Investment Vs Speculation – Investment Vs Gambling .Classification and Functions of Financial Markets – Securities Trading – Types of Orders - Margin Trading – Clearing and Settlement Procedures.

UNIT II

SECURITY ANALYSIS: Macro Economics, overview, Fundamental Analysis, Objectives and Beliefs of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value – Economic Forecasting Methods. Industry analysis : Key Characteristics – Industry Life Cycle – Business Cycle – Structural Analysis – Company Analysis – Technical Analysis – Fundamental Analysis Vs Technical Analysis. Features of technical analysis - Dow Theory.

UNIT III

ANALYSIS AND VALUATION OF BONDS: Strategic role of Bonds from an Investors point of View – Bond Terminology – Types of Bonds – Value of Bond – Bond Yield Measures – Bond Price Analysis – Risk associated with Bonds.

UNIT IV

EQUITY VALUATION MODEL: Valuation Methods – Dividend Discount Models Intrinsic Value and Market Price – Measures of Relative Value – Price Earnings Ratio – Price / Book Value Ratio – Price / Sales Ratio – Economic Value Added.

UNIT V

PORTFOLIO MANAGEMENT: Concept of portfolio Management-Optimal Portfolio-Theories of Portfolio-Marcowitz Model, Sharpe's model. Capital Asset Pricing Model, capital Market Line –Portfolio Diversification- Measurement of Portfolio Risk and Return, Selection Of Optimal Portfolio, Measurement of Portfolio Performance-Jenson's Model. Sharpe's Model and Treynors Model.

UNIT – VI

DERIVATIVES MARKETS: Futures Contracts – Interpretation of Futures Price Quotations – Trading Mechanism of Futures – Clearing and Settlement of Futures – Interest Rate Derivatives in India – Motives behind using Futures – Commodity Futures in India – Options Markets – Options Terminology – Trading in Options – Options Markets in India – Settlement of Options Contracts – Swap Markets.

Books Recommended:

1. Donald E, Fischer and Ronald J.Jordan, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT 2000.
2. Prasanna Chandra, MANAGING INVESTMENTS, Tata Mc Graw Hill.

References

3. R.J.Fuller and J.L.Farrel, Modern Investments and Security Analysis, McGraw Hill
4. Jack Clark Francis, MANAGEMENT OF INVESTMENTS, McGraw Hill.
5. Stron Robert, PORTFOLIO MANAGEMENT HAND BOOK, Jaico, Bombay.
6. Frank K.Reilly and Keith C.Brown, Investment Analysis Portfolio Management, 7/e Thomsom Publications, 2006.

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Semester –III MBA

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123MB21 CONSUMER BEHAVIOUR (ELECTIVE – I)

The objective of the course is to enable students understand the perspectives of Consumers and their buying behaviour. The pre-requisite for this course is Marketing Management offered in 2nd semester.

UNIT I

Introduction to Consumer Behaviour- Consumer Behaviour and Marketing Strategy, Understanding consumers and market segments. Evolution of Consumer Behaviour, Consumer analysis and business strategy.

UNIT II

Psychological Foundations of Consumer Behaviour - Consumer Motivation, Consumer Perception, Personality and Consumer Behaviour, Learning and Behaviour Modification, Information Processing, Memory Organisation and Function, Attitude Formation and Attitude Change.

UNIT III

Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Social Stratification, Reference Groups and Family Influences, Personal influence. Communication and Consumer Behaviour – Components of communications process, designing persuasive communication and Diffusion of Innovations.

UNIT IV

Consumer Decision Processes - High and Low Involvement, Pre-purchase Processes, Purchase, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behaviour.

UNIT V

Models of Buyer Behavior, Howard Model, Howard-Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behaviour Model.

UNIT VI

Consumerism and Consumer Protection: Consumer Safety, Information and Environmental concerns, Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National Consumer Disputes Redressal Commission.

Books Recommended:

- David L Loudon and Albert J Della Bitta, Consumer Behaviour, 4/e, Tata McGraw Hill, New Delhi, 2007.
- Schiffman, L.G and Kanuk L.L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2007

References

- Hawkins, Best, Coney, Consumer Behaviour, 8/e, Tata McGraw Hill, New Delhi, 2007.
- Kumar: Conceptual Issues in Consumer Behavior : The Indian Context, Pearson Education, New Delhi, 2006
- Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, Second Edition, Biztantra, New Delhi, 2007
- Roger D. Black Well et al., Consumer Behaviour, 10/e Thomson, New Delhi, 2006
- Henry Assael, Consumer Behaviour,6/e,Thomson,New Delhi,2007
- Michael R.Solomon, Consumer Behaviour,5/e, Prentice Hall of India, New Delhi,2006

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Semester –III MBA

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**123MB22 HRD STRATEGIES AND SYSTEMS
(ELECTIVE – I)**

UNIT I:

Evolution of HRD- The relationship between HRM and HRD- HRD functions- role and competencies of an HRD professional- Challenges to organization and to HRD professionals- Frame work of HRD- Learning and instruction- maximizing learning- Learning Strategies and styles.HRD Strategies.

UNIT II:

Organization Development: Definition, Nature of OD, Intervention characteristics. Types of interventions: Person oriented interventions, content oriented interventions, process oriented interventions, Combination of various approaches. Planning and implementation of OD Strategy.

UNIT III:

HRD Applications: Career Management- Concepts- stages- issues in career development- Designing effective management development programmes- HRD programmes for cross-cultural employees

UNIT IV:

Competency Development: Workplace competencies- programmes for professional development and education- maintaining affective performance encouraging superior performance skills- employee coaching and wellness services- issues in employee counseling- employee assistance programmes- stress management interventions

UNIT V:

Motivation, Communication, Coping with conflict resolution process, Common H.R. problems in organization, and the process for rectification, Participative Management. Decentralization. Action strategies for making decentralization & participative work.

UNIT VI:

HRD in India: HRD audit in leading organizations- structuring of HRD- HRD movement in India- HRD Challenges for India for building world class organizations- Suggestions to make HRD effective in Indian Organization.

References:

- T.V.Rao, Human Resource Development Experiences- Interventions Strategies, Sage Publication, New Delhi- 2006
- T.V.Rao, Future of Human Resource Development, MacMillan India Ltd, 2003.
- Kalgani Mohanthy- Human Resource Development Organizational Effectiveness, Excel Books, 2009.
- Werner and Desimone- Human Resource Development, Cengage Learning India Pvt. Ltd, 2009.
- Reston PubliVenkata Ratnam C.S., and Srivastava .B.K. Personnel Management and Human Resource . Tata McGraw Hill , New Delhi 1991
- Reston VA 1984.Monappa A. And Saiydain . M.S. Personnel Management ; Tata McGraw Hill. New Delhi 1979
- Venkata Ratnam C.S., and Srivastava .B.K. Personnel Management and Human Resource . Tata McGraw Hill, New Delhi 1991
- Fomburn C., Techy. N.M. and Devanna M.A. Strategies Human Resource Management .Wiley New Delhi. 1984
- Parikh U. and Rao T.V. , Designing and Managing Human Resource Management, Wiley New Delhi 1984
- C.B. Gupta - Human Resource Management . Sultan Chand & Sons 1997
- Managing Human Resources : productivity , quality of work Life Profits. McGraw Hill New York 1995
- Dessler G. Personnel Management

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123MB23 TOTAL QUALITY MANAGEMENT (ELECTIVE – I)

For the student to be equipped with the skills and knowledge necessary to implement a successful TQM program in their company, an understanding of the history, purpose and fundamentals of TQM, the tools and techniques that can improve operations, product quality, process quality, customer satisfaction.

UNIT I

Quality Principles Quality Deferred – Quality – vision, mission and polity statements. TQM Frame work – Dimensions of Product and service quality. Cost of quality. Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Taguchi concepts of Quality Circle, Japanese 5^s principles Quality Award – Malcom, Baldrige.

UNIT II

Quality Control and Quality Assurance. Concept of Quality Control & Process Variation Acceptance Sampling. Meaning Significance of Statistical Process Control – Control Charts – X-R, P, nP and X – Charts – Benefits of Control Charts & Applications.

UNIT III

Process Capability – meaning significance & measurement – six sigma – concepts of Process Capability. Reliability Concepts – definitions, reliability in series and parallel, Product life. Characteristics, Business Process reengineering methods of achieving higher reliability.

UNIT IV

Managing & organization for quality – Quality Policy – Quality Objectives – Leadership for Quality – Quality & Organization Culture – Change Management.

UNIT V

Quality Functions development – Benefits Voice of Customer Information Organisation House of Quality (HOQ), QFD Process, seven new management tool. Bench Marking & Pokayocce.

UNIT VI

Quality standard – ISO9000, ISO14000 – Outline – application & Prerequisites Quality Audit and Quality Manual.

References

1. Shridhara Bhat K, TQM – Text & Cases, First Edition 2002,. Himalaya Publication Home
2. TQM – Sundararajan
3. Quality Control & TQM – Jain
4. Poornima M Charantimoth, TQM, Pearson Education, First Indian Reprint 2003
5. Rose JE, TQM , Kogan Pak India Pvt. Hyderabad 1993

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123MB24 BUSINESS INTELLIGENCE (ELECTIVE – I)

The objective of the course is to make the students proficient in the tools and techniques of Business Intelligence making use of Data mining and Data Warehousing processes.

UNIT I

INTRODUCTION: BI Definitions and Concepts -Business Intelligence from business side-Components of BI Architecture-BI Front end- BI process – BI Roles and Responsibilities-BI and Business Value- BI Market Business Query.

UNIT II

BASICS OF ENTERPRISE REPORTING: Reporting-Enterprise Reporting- Dash Boards-Balance Scorecards-Performance Management- Success of Business Impact-Measuring Success of Business Impact-ROI-LOFT Effect

UNIT III

DATA MANAGEMENT AND BI ORGANIZING FOR SUCCESS: Data Quality-Data Architectures-Master Data Management- Right Time Data- Business IT partnership- Hybrid IT-Business person. **BI organizing for Success:** Requirements driven BI-Relevance to Continental Gate Agents- Waterfall Development process- Agile Development Techniques-Enterprises Vs Department BI-Business Intelligence Competency Centre-BICC Guiding Principles

UNIT IV

MARKET INTELLIGENCE: Knowledge most important asset of a company- Market Research Function with organization- Nature & Scope of Qualitative Data – Designing Research – Managing Results – Knowing Future.

UNIT V

BI THROUGH DATA WAREHOUSING & DATA INTEGRATION: Online Analytical Processing (OLAP) - OLAP& OLTP systems- Data Modeling-OLAP tools- Managed Query Environment-OLAP tools in open Source domain. Data Warehousing (DW) to Data Mining (DM) – Application of DW and DM. **Data Integration:** Concepts of Data Integration, Need and Advantages of using Data Integration – Introduction to Common Data Integration approaches- Introduction to Data Quality, Data Profiling Concepts and applications.

UNIT VI

FUTURE OF BI: Emerging Technologies-Predicting future-BI search and Text Analysis-Advanced Visualization- Rich Report lets – The future beyond technology.

References

- Cindi Howson: Successful Business Intelligence, Tata McGraw Hill, 2008
- Turban: Business Intelligence, Pearson, 2009.
- Martin Callingham: Market Research, Kogan Page, 2004
- C.S.R. Prabhu: Data Warehousing, 3/e, PHI Learning, 2008
- George M. Markas: Decision Support Systems, 2/e, Pearson Education, 2008
- Efram G. Mallach: Decision Support and Data Warehousing Systems, Tata McGraw Hill, 2008
- Berson Smith: Data Warehousing, Data Mining & OLAP, Tata McGraw-Hill, 2007
- Michael J.A. Berry, Gordon S. Linoff: Data Mining Techniques, 2/e, Wiley -India, 2005
- Marakas: Modern Data Warehousing, Mining, and Visualization Core Concepts Pearson Education, 2008
- Carlo Verelise: Business Intelligence & Data Mining, Wiley-2009

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Semester –III MBA

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123MB25 FINANCIAL INSTITUTIONS, MARKETS AND SERVICES (ELECTIVE – II)

The objective of the course is to provide to students an understanding of Financial Markets, the major institutions involved and the services offered within this framework.

UNIT I

INTRODUCTION: The structure of financial system; Equilibrium in financial markets; Indicators of Financial Development, Financial system and economic development ; Financial Sector reforms after 1991 - Regulatory and Promotional Institutions: Function and Role of RBI, Monetary Policy and techniques of monetary control of RBI. The role and functions of SEBI. An update on the performance of Non-statutory Financial organizations like IFCI, IRBI, NABARD, SIDBI, and SFCs.

UNIT II

BANKING INSTITUTIONS: Commercial banks – the public and the private sectors – structure and comparative performance. The problems of competition; interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support, Banking Innovations, Co-operative banks- role, Govt. initiatives to strengthen the co-operative banks.

UNIT III

NON BANKING FINANCIAL INSTITUTIONS: Structure and functioning of Unit Trust of India and Mutual Funds. Growth of Indian Mutual funds and its Regulation. The Role of AMFI. Insurance Companies – Structure and Investment Pattern of LIC, GIC and other insurance companies, Competition, innovation, Role of IRDA, Challenges of Insurance Sector.

UNIT IV

FINANCIAL AND SECURITIES MARKETS: Structure and functions of Call Money Market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits- Securities markets – Organization and structure, Listing trading and settlement. SEBI and Regulation of Primary and Secondary Markets

UNIT V

ASSET/FUND BASED FINANCIAL SERVICES: lease finance, consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing. Fee-based / Advisory services: Stock broking, credit rating.

UNIT VI

INVESTMENT BANKING: Introduction, Functions and activities, underwriting, bankers to an issue, debenture trustees and Portfolio managers. Challenges faced by investment bankers.

References

- L.M.Bhole: Financial Institutions and Markets, TMH, 2009.
- Vasant Desai: Financial Markets and Financial Services, Himalaya,2009
- Rammohan: Regulation of Financial Intermediaries in Emerging Markets, Sage, 2009
- Pathak:Indian Financial Systems, Pearson, 2009
- M.Y.Khan: Financial Services, TMH, 2009.
- S.Gurusamy: Financial Services and System, Cengage,2009
- Meir Kohn: Financial Institutions and Markets, Oxford University Press, 2008.
- Anthony Saunders and Marcia Millon Cornett: Financial Markets and Institutions, TMH, 2009.
- Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson , 2009.
- Nanda Gopal: Emerging Financial Markets, Excel,2009.
- Nalini Prava Tripathy: Financial Services, Prentice Hall,2009.
- Frank.J.Fabozzi & Franco Modigliani: Foundations of Financial Markets and Institutions, Pearson, 2008.
- Vasant Desai, The Indian Financial System and Development, Himalaya,2009

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123MB26 RETAILING MANAGEMENT (ELECTIVE-II)

The objective of the course is to enable students to have a deeper insight into the working of Retailing Sectors. The pre-requisite for this course is Marketing Management offered in 2nd Semester.

UNIT I

INTRODUCTION TO THE WORLD OF RETAILING: Advent of retailing -Functions of retailing - Types of retailing -Customer buying behavior Retailing Strategy: Target market & Retail format - Growth strategies - Strategic retail planning process - Factors to be considered for retail planning.

UNIT II

MERCHANDIZE MANAGEMENT: Merchandize planning - Sources of merchandize - Category Management - Buying systems to stores - Allocation of merchandize.

UNIT III

PRICING AND COMMUNICATION STRATEGIES IN RETAILING: Retail pricing strategies –Approaches for setting pricing – Pricing adjustments – Using price to stimulate retail sales – Promoting the merchandise – Implementing an advertising plan.

UNIT IV

STORE MANAGEMENT: Objectives of a good store design –Store design – Store layout – Space planning – Merchandise presentation techniques and atmospherics. Relationship marketing in retail.

UNIT V

LOCATION STRATEGIES: Shopping centers –Freestanding sites – Location and retail strategies- Factors affecting the demand for a region or trade area –Factors affecting the attractiveness of a site.

UNIT VI

RETAILING IN INDIA: The present Indian retail scenario – Factors affecting retailing in India – Region wise analysis of Indian retailing – Retailing opportunities in India. CRM in retail management, prompt delivery, customer satisfaction after sales service etc. Impact of technology in retailing.

Books Recommended:

- Levy & Weitz, Retailing Management ,5th Ed, Tata McGraw Hill, 2006.
- Swapna Pradhan, Retailing Management, Texts & Cases, McGraw Hill Companies 2007.

References

- A.J.Lamba, The art of Retailing,1st Ed, Tata McGraw Hill, 2006.
- Andrew J Newmann & Petes Cullen, 1st Ed, Thomson Learning, 2007.
- George H Lucas, Robert P Bugh & Larry G. Gresham 1997 1st, AIPD.
- Barry Berman Joel &R Evans, Retailing Management-A Strategic Approach,8th Ed, Pearson Education,2006.
- Gilbert : Retail Marketing Management, Pearson Education.

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Semester –III MBA

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123MB27 PERFORMANCE MANAGEMENT AND COUNSELING (ELECTIVE-II)

To provide an outline of performance management of individuals in the organization. To provide knowledge of PM techniques and tools. To understand the importance and effectiveness of counseling as a performance management tool. To gain experience in the counseling processes and problems in improving the organizational effectiveness.

UNIT-I

INTRODUCTION: Definition, concerns and scope – Historical developments in Performance Management - Performance appraisal Vs performance management – performance management Vs Human resource management - processes for managing performance – Essence and Implications of Performance Management-critical appraisal.

UNIT-II

PfM THEATRE: PfM System – PfM Theatre – Planning Managee Performance and Development – Monitoring Managee Performance & Mentoring Managee Development-Annual Stock Taking.

UNIT-III

PLANNING FOR MANAGEE’S PERFORMANCE AND DEVELOPMENT: Setting objectives – Organizational and individual performance plans - Components of Managee performance and development plan – setting mutual expectations and performance criteria. . Building and leading High performing teams .

UNIT-IV

APPRAISING FOR RECOGNITION & REWARD: Annual stocktaking, Stock taking performance – process of Judgment vs process of analysis – stock taking discussions – Delivering efficient feedback – 360/720 Degree Feedback- stocktaking potential – Balanced Score card.

UNIT-V

COUNSELING FOR PERFORMANCE MANAGEMENT: counseling definition, factors contributing to the emergence of counseling– expectations and goals -, counseling as solution to the management problems, approaches to counseling. Effective feedback systems.

UNIT-VI

COUNSELING: preparation for counseling, counseling relationship, counseling content, process.—variables affecting the counseling process—counselor skills. Trends in counseling: Changing roles of counselor, Values in counseling – evaluation of counseling.

Books Recommended:

- Prem Chadha: Performance Management, Macmillan India, New Delhi, 2006.
- Williams: Managing Employee Performance, Thomson, 2006.
- T.V Rao, Counseling and Guidance Tata McGraw Hill

References

- Counseling and Guidance : S.Narayan Rao TMH
- Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002.
- T.V.Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel, 2006.
- David Wade and Ronad Recardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
- Henderson : Compensation Management in a Knowledge Based World 9/e Pearson Education, 2007.

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123MB28 PROJECT MANAGEMENT (ELECTIVE-II)

UNIT I

PROJECT MANAGEMENT CONCEPTS: Concept and characteristics of a project, importance of project management, types of project, project organizational structure, project life cycle, Statement of Work, Work Breakdown Structure.

UNIT II

PROJECT PLANNING: Project Planning and Scheduling techniques, approaches to project screening and selection, getting approval and compiling a project charter, setting up a monitoring and controlling process.

UNIT III

PROJECT EXECUTION: Initiating the project, controlling and reporting project objectives, conducting project evaluation, managing risk- four stage process, risk management an integrated approach, cost management, creating a project budget.

UNIT IV

PROJECT PERFORMANCE MEASUREMENT AND CONTROL: Monitor and assess project performance, schedule, and cost. Earned value Management, performance Measurement. methods to monitor, evaluate, and control planned cost and schedule performance.

UNIT V

PROJECT CLOSURE/ TERMINATION: Meaning of closure/ termination, project audit Process, termination steps, final closure. Managing Project Teams: Team development process, team building process, stages in developing a high performance project team, project team pitfalls.

UNIT VI

LEADING PROJECT TEAMS: Building a project team, Characteristics of an effective project team, achieving cross functional co-operation, virtual project teams, conflicts management and negotiations.

References

1. Clifford F Gray, Erik W Larson, "Project Management-The Managerial Process"
Tata Mcgraw-Hill Publishing Co Ltd
2. Jack Meredith, Samuel J. Mantel Jr. "Project Management- A Managerial Approach"
John Wiley and Sons
3. John M Nicholas "Project Management For Business And Technology" Prentice Hall
Of India Pvt Ltd
4. James P Lewis "Project Planning, Scheduling And Control" Tata Mcgraw-Hill
Publishing Co Ltd

**BASIC SPANISH LANGUAGE
(OPEN ELECTIVE – II)**

Code:101FL01

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UNIT I

Greetings, introductions, identifying others ; tools to ask meaning, pronunciation and spellings ; different nationalities and their languages; Hispanic names, family relations and professions; days of the week, months.

Grammatical Aspects

Basic structure of spelling and pronunciation; present indicative of the regular verbs ('ar'/er/ir,) and 'querer'; subject pronouns; interrogative sentences with 'Por qué ', and 'quién' ; causal phrase with 'porque' ; 'ser' and 'estar' ; negative sentences; adjectives of nationality.

UNIT II

Ordinal and cardinal numbers; quantities; to go shopping, identifying material, color, size etc; to go to a restaurant, food habits of Spanish and Latin American people.

Grammatical Aspects

Gender and number of nouns and adjectives; the verb 'tener'; interrogative sentences; demonstrative and qualitative adjectives.

UNIT III

To express opinions on something, contradict someone in a modest ways, suggest something, to value things aesthetically and intellectually; expression of likes and dislikes; expression and reaction to certain things, (agreement or disagreement).

Grammatical Aspects

Qualitative adjectives, forms and usage, gradations, superlative adjectives, exclamatory sentences; the verb 'gustar', forms and syntax; personal pronouns; definite and indefinite pronouns, direct object pronouns; prepositions; verbs like 'parecer' and 'encontrar', their form and syntax, interrogative pronouns.

UNIT IV

Invitations; accepting and rejecting invitations; how to fix an appointment;

Grammatical Aspects

Present indicative of irregular verbs, expressions with 'tener' estar prepositional pronouns; interrogative sentences.

UNIT V

Expression of time; Spanish and Latin American time tables and comparison with Indian time tables.

Grammatical Aspects

Time with 'ser'

UNIT VI

Expressions relating climate, weather of the day, Seasons. Vacations

Grammatical Aspects

Expressions with the verbs 'ser' and 'hacer'

TEXT BOOKS

1. ELE INICIAL 1
2. Espanol sin Fronteras, A. Sánchez, M. Ríos, J.A. Metalla. SGEL, Madrid, 1997.
3. Entre Nosotros _A. Sánchez, M. Ríos, J.A. Metalla. SGEL, Madrid, 1997.

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Semester –III MBA
101FL02 FOREIGN LANGUAGES (FRENCH)
(ELECTIVE-II)

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UNITÉ – I :

Professions et nationalités, vie quotidienne et loisirs, descriptions physiques et psychologiques, nombres cardinaux. Articles définis et indéfinis, genre et nombre des noms et des adjectifs, interrogation et négation, conjugaison du présent.

UNITÉ – II

Intonation, liaison, voyelles orales et nasales.
 Faire connaissance, inviter et répondre à une invitation, décrire les personnes.

UNITÉ – III

Paris, monuments et lieux publics. La vie de quatre parisiens de professions différentes.
 Logement et nourriture, vêtements et couleurs, fêtes et faits divers, nombres ordinaux.

UNITÉ – IV

Articles partitifs, adjectifs démonstratifs et possessifs, prépositions et adverbes de quantité et de lieu, pronoms toniques, l'impératif, verbes pronominaux.
 Intonation, semi-voyelles, liaison, consonnes sonores et sourdes.

UNITÉ – V

Exprimer l'ordre et l'obligation, demander et commander, évaluer et apprécier, féliciter et remercier.
 Une région de France: la Bourgogne, vie quotidienne à la campagne.

UNITÉ – VI

Teaching passé composé through the above lessons.

Text Book:

1. Dominique, Philippe, *et al.* 1999. *Le Nouveau sans Frontières -I* (Including Exercise Book). Paris: Clé, International (Indian Edition).

Reference Books:

1. Alter Ego I & II. Published by Hachette
2. Connexion I & II. Published by Didier
3. Echo I & II. Clé International publishers
4. Latitude I & II. Published by Didier

**BASIC GERMAN LANGUAGE
(OPEN ELECTIVE – II)**

Code:101FL03

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UNIT I

- Definite and indefinite articles (including negation)
- Noun: Gender and plural forms, cases (nominative, accusative, dative and genitive)

UNIT II

- Verb: strong & weak verbs, verbs with separable and inseparable prefixes, modal verbs, position of verb in the main and subordinate clauses, auxiliary verbs, reflexive verbs in accusative and dative cases, imperative constructions.

UNIT III

- Pronouns: personal, possessive, reflexive, interrogative and demonstrative
- Prepositions: with the accusative, dative and with both these cases

UNIT IV

- Adjective: declension with the
 - Indefinite article
 - Definite article
 - Without article
 - With the indefinite pronoun
 - Degrees of comparison (also adverbs), ordinal numbers, adjectives as nouns
- Conjunctions: subordinating and coordinating with respect to the position of the verb

UNIT V

- Pretaritim of sein and haben
- Perfect tense

UNIT VI

- Negatin: of a sentence and of words therein.
- Sentence structure: general principles observed in German language.

TEXT BOOKS

- a) Braun, K., Nieder, L., Schmue, F.1977. Deutsch als Fremdsprache I. A. Ernst Klett Verlag, Stuttgart.
- b) Schulz, D., Griesbach, H., 1968. Deutsche Sprachlehre fur Auslander. Max Hueber Verlag. Munchen.
- c) Hieber, W. 1987. Lemziel Deutsch. (Special Indian Edition).Max Hueber Verlag. Munchen
- d) Neuneer, G., et al. 1979. Deutsch Aktiv. Langenscheidt. Berlin
- e) Schapers, R., et al. 1980. Grundkkurs Deutsch. I. Verlag fur Deutsch. Munchen
- f) Schapers, R., et al. 1981 Deutsch 2000 I. Max Hueber Verlag. Munchen
- g) Haussermann, U. et al. 1995 Sprachkurs Deutsch. Verlag Moritz Diesterweg. Frankfurt/Main.
- h) Muller, M., et al. 2001 Moment mal ! Langenscheidt. Berlin.
- i) Jutta Muller, Thomas Storz, 2006. Laguna. Heuber Veerlag, Ismaning. Deutschland.
- j) Hermann Funk, Christina Kuhn, Oliver Bayerlein., Studio d A I. 2005 Comelsen Verlag, Berlin.
- k) Rosa-Marie Dallapiazza, Eduard von Jan, Till Schonherr, unter Mitarbeit von Jutta Orth-Chambah. Tangram aktuell 1 – Lektion 1 – 4, Lektion 5 – 8 2009. Max Hueber Verlag. Munchen.

MBA Semester – IV

Code	Subject
123MB30	Entrepreneurship, Business Ethics and Social Responsibility
	Elective III
	Elective IV
	Elective V
123MB31	Project Work

LIST OF ELECTIVES

Elective – III

- 123MB32 Financial Risk management**
- 123MB33 Services Marketing**
- 123MB34 Management of Change**
- 123MB35 International Business**

Elective – IV

- 123MB36 Strategic Investment and Finance Decisions**
- 123MB37 Advertising Sales promotion and Distribution**
- 123MB38 Management of Industrial Relations**
- 123MB39 Corporate Governance**

Elective – V

- 123MB40 International Financial Management**
- 123MB41 International Marketing**
- 123MB42 Cross Cultural Business Management**
- 123MB43 Marketing Research**

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Semester –IV MBA

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123MB30 ENTREPRENEURSHIP, BUSINESS ETHICS AND SOCIAL RESPONSIBILITY

The objective of the course is to make students understand the nature of entrepreneurship, Business Ethics and social responsibility and its importance to business.

UNIT I

NATURE OF ENTREPRENEURSHIP: Definition of entrepreneurship, Evolution of entrepreneurship Concept Categories of Entrepreneurship, Essential features of Entrepreneurship, attitude and leadership of Entrepreneur, Qualities and skills, functions of entrepreneur, Ethics in entrepreneur, Entrepreneur scenario in India and Abroad.

UNIT II

FORMS OF ENTREPRENEURSHIP: Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, Joint Stock Company, Important features of various types of businesses, corporate entrepreneurship, entrepreneurship, Role of Government in the promotion of Entrepreneur, State Enterprises in India.

UNIT III

ENTREPRENEURIAL STRATEGY: Generation of new entry opportunity, Decisions under Uncertainty, entry strategy, new entry exploitation, environmental instability and First-Mover disadvantages, Risk Reduction strategies, Market scope strategy, Imitation strategies and Managing Newness, Marketing strategies for start-ups, Operational complexities in start-ups, entrepreneurial models for new businesses. Financial Aspects, sources of raising capital, debt equity, Financing by banks, Government Grants and Subsidies.

UNIT IV

INTRODUCTION TO BUSINESS ETHICS: Necessity for Business Ethics-Need for Ethical Guideline –Salient Issues In Ethics and commerce-ethics as a luxury-Early attempt at ethics in industry-Justification for Ethics. Shadow economy –Basic Principles in Ethics.

UNIT V

CORPORATE SOCIAL RESPONSIBILITY: System Concept of business Society, Social Responsibility, Social Responsibility tools approaches to ethics, Corporate social Accountability .Business in a social world. Ethics and Social Responsibility- professional ethics- ethics of practicing company secretaries – ethical investing.

UNIT VI

Corporate governance beyond legal compliance, Human Dignity, Meeting Stake Holders, Expectations, Competitiveness and fair trade practices, employee wellness. International Importance of Integrity, avoidance of corrupt practices. Importance of doing Business on merit. Wider concept of social responsibility Balance between profit and social/Moral obligations and survival

References

- H. Nandan, Fundamentals of Entrepreneurship, Prentice Hall of India, First Edition, New Delhi, 2007.
- Robert D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, Sixth Edition, New Delhi, 2006.
- Ronald D Francis and Mukti Mishra: Business Ethics, TMH, 2009
- V. Balachandran & v. Chandra sekarn: Corporate Governance & Social Responsibility, PHI 2009.
- Alfred E. Osborne, Entrepreneur's Toolkit, Harvard Business Essentials, HBS Press, USA, 2005.
- S.S. Khanka, Entrepreneurial Development, S. Chand and Company Limited, New Delhi, 2007.
- Thomas W. Zimmerer, Norman M. Scarborough, Essentials of Entrepreneurship And Small Business Management, Fourth Edition, Pearson, New Delhi, 2006

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123MB32 FINANCIAL RISK MANAGEMENT (ELECTIVE – III)

Modern managers are Risk managers. Having determined which risks a firm is exposed to, managers must choose which risks to keep, which to shed, and which to moderate. They can no longer afford simply to take the firm's financial landscape as it comes. This course equips the student for making such choices through understanding how to value and to employ derivative securities in a variety of contexts. In order to provide a useful skill set, it is necessary to stress the fundamentals and to explore the topic at a somewhat technical level. By its nature, this course unavoidably uses mathematics and Statistics. The pay off is however worth it. This course will be especially useful for students who are considering a career in investment analysis or portfolio Management. Upon completion of the course, students should acquire a clear understanding of the underlying theory of pricing derivative securities and how it applies in practice.

Financial risk management is the practice of creating economic value in a firm by using financial instruments to manage exposure to risk, particularly credit risk and market risk. Other types include Foreign exchange, Shape, Volatility, Sector, Liquidity, Inflation risks, etc. Similar to general risk management, financial risk management requires identifying its sources, measuring it, and plans to address them. Financial risk management can be qualitative and quantitative. As a specialization of risk management, financial risk management focuses on when and how to hedge using financial instruments to manage costly exposures to risk.

UNIT I

STAND ALONE RISK ANALYSIS: Sources, measures and perspectives, On risk, sensitivity analysis, Scenario analysis, Break even analysis, simulation Managing Risk, project selection analysis in practice.

UNIT II

RISK ANALYSIS: Firm risk and Market risk: Portfolio related Risk measure ,Mean variance and portfolio construction. Port folio theory and capital Budgeting CAPM.

UNIT - III

RISK MANAGEMENT: Option valuation; Derivatives: managing financial Risk Options and option contracts; credit risk management; introduction, risks and credit risk management.

UNIT - IV

RISK AND RETURN: Return and Risk, measuring internal risk, measuring Historical return and measuring historical risk measuring expected return and risk .Derivatives and Risk Management: Risk management Forwards and Futures, options; Interest rates and currency swaps

UNIT – V

FOREIGN EXCHANGE EXPOSURE AND RISK MANAGEMENT: Types of exposure foreign exchange risk measurement- external techniques. Fenn- internal techniques. Hedging Market Risk: Foreign and Forex Management,

UNIT – VI

RISK AND STRUCTURED FINANCE: Structured finance Techniques, and asset backed securities mortgage based securities Securitization.

References:

- Financial Management : M Y Khan and P K Jain Text and Problems and Cases, 6/e, Tata MacGraw Hill, New Delhi.
- Investment analysis and Portfolio Managment: Prasanna Chjandra 2/e, Tata MacGraw Hill, New Delhi
- Financial Management by I M Pandey, Vikas Publishing House.
- Financial Management by Rajiv Shrivastava and Anil Mishra.
- Project Planning Analysis Selection, Implementation and Review by Prasanna Chandra

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123MB33 SERVICES MARKETING (ELECTIVE – III)

The objective of the course is to provide a deeper insight into the marketing management of companies offering services as product. The pre-requisite for this course is Marketing Management offered in II semester

UNIT I

UNDERSTANDING SERVICES MARKETING: Introduction, services in the modern economy, Classification of services, marketing services Vs. Physical services, services as a system.

UNIT II

CUSTOMER RELATIONSHIP MARKETING: Relationship Marketing, the nature of service consumption, understanding customer needs and expectations, Strategic responses to the intangibility of service performances.

UNIT III

SERVICES MARKET SEGMENTATIONS: The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations, customer loyalty. Creating value in a competitive market: Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.

UNIT IV

PRICING STRATEGIES FOR SERVICES: Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice.

UNIT V

SERVICE PROMOTION: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix. Planning and managing service delivery: Creating delivery systems in price, cyberspace and time. The physical evidence of the service space. The role of intermediaries, enhancing value by improving quality and productivity.

UNIT VI

MARKETING PLANS FOR SERVICES: The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitoring marketing planning and services.

Books Recommended:

- Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing—Integrating Customer Focus Across the Firm, 3/e, Tata McGraw Hill, 2007.
- Thomas J. DeLong & Asish Nanda: Managing Professional Services—Text and Cases, McGraw-Hill International, 2006.

References

- Christopher Lovelock: Services Marketing People, Technology, Strategy, Fourth Edition, Pearson Education, 2006.
- Mark Davis, Managing Services People and Technology, McGraw-Hill International, 2006
- Adrian Payne, The Essence of Services Marketing, Prentice-Hall of India Pvt. Ltd., 2007.
- Roland T. Rust and P.K. Kannan, e-Service New Directions in Theory and Practice, Prentice-Hall of India Pvt. Ltd., 2006.
- James A Fitzsimmons, Services Management—Operations, Strategy and Information Technology, 3/e, McGraw-Hill International, 2006.
- Rajendra Nargundkar, Services Marketing 2nd Edition, McGraw Hill companies 2007
- Hoffman, Services Marketing 3/e Thomson 2007

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123MB34 MANAGEMENT OF CHANGE (ELECTIVE – III)

The objective of the course is to enable managers cope up with the changes that take place constantly in business. The prerequisite for the course is knowledge of HRM and Organisational Behaviour subjects.

UNIT I

CHANGE MANAGEMENT: Introduction, An overview of change, Forces of Change, Types of Change, change models, change programmes – change levers-Change as growth – change as transformation – change as turnaround – Value-based change - Cases.

UNIT II

MAPPING AND DIAGNOSING CHANGE: The role of diagramming in system investigation – A review of basic flow diagramming techniques –systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- A multidisciplinary approach- Cases..

UNIT III

CHANGE DIAGNOSIS: Diagnosis Models and Component Analysis – diagnosing readiness to change- Cases..Resistance to change: Factors contributing to resistance, cognitive and affective processes, recognizing resistance, Managers as resistors to change - suggestions to manage resistance- Cases.

UNIT IV

IMPLEMENTING CHANGE-I : Organisation Development - Meaning, Nature and scope of OD - Dynamics of planned change – Person-focussed and role-focussed OD interventions –Planning OD Strategy – Implementing change through OD, Appreciative inquiry and sense-making approaches- Cases..

UNIT V

IMPLEMENTING CHANGE-II: Contingency and Processual Approaches to implementing change- Cases.

UNIT VI

LINKING VISION AND CHANGE: Content of meaningful vision – Strategies for communicating change- Cases..Consolidating change: Actions to consolidate to change – Signs of consolidation of change - caution to be observed- Cases..

Books Recommended:

- Palmer, Dunford, Akin: Managing Organisational Change—A multiple perspective Approach, Tata McGraw Hill, 2007.
- V.Nilakant and S.Ramnarayan: Managing Change, Response Books, New Delhi, 2007

References

- Radha R Sharma: Change Management—Concepts and Applications, Tata McGraw Hill, 2007
- Robert A Paton and James McCalman, Change Management: A Guide to Effective Implementation 2/e.Response Books, New Delhi, 2006.
- Harvard Business Essentials: Managing Change and Transition, HBS Press, 2007.
- Joseph W. Weiss: Organisational Behaviour and Change-- Managing Diversity, Cross cultural dynamics and Ethics. Thomson Learning, New Delhi, 2007.
- Harvard Business Essentials: Coaching and Mentoring, HBS Press, 2007.
- Harvard Business Essentials: Creating Teams with an Edge, HBS Press, 2007.
- Thorn Hill Managing Change, 2005 Pearson.

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123MB35 INTERNATIONAL BUSINESS (ELECTIVE – III)

The objective of this paper is to give students an overall view of the international Environment.

UNIT I

Globalisation Concept – Drivers of Globalisation – Management Focus – Impact of WTO on Developing Country – Tariff & non tariff barriers – International Environment: Legal & Cultural.

UNIT II

International Trade Theory Overview – Absolute Advantage – Comparative Advantage – Heckscher- Ohlin Theory – The Product Life Cycle Theory –New Trade theory – National Comparative Advantage: Porter's Diamond

UNIT III

The Strategy of Entering in International Business Strategy and Firm – Profiting from Global Expansion – Responsiveness – Strategic Choices – Methods of Entry: Exporting, Licensing, Joint Venture & Mergers & Acquisition.

UNIT IV

Global Marketing and R & D -Introduction – Globalization of Markets and Brands – Market - Segmentation – Global Marketing Mix – International Product Life Cycle.

UNIT V

Financial Management in the International Business - Investment Decision – Financing Decision – Global Money Management- Accounting in the International Business -Country Differences in Accounting Standards – National and International -Standards – Accounting Aspects of Control Systems

UNIT VI

Foreign Direct Investment- FDI in world economy- FDI in India- Horizontal & Vertical FDI – Implication for Busienss. EXIM Policy of India & Export Procedure & Documentation – Impact of Foreign - currency rate on Indian Export & Import Business.

References:

1. Charles W.L. Hill, International Business, Tata McGraw Hill Co. Ltd., New Delhi, 2004.
2. Thakur, Burton & Srivastava, International Management, Tata McGraw Hill Co. Ltd., New Delhi, 2002.
3. Sharan V., International Financial Management, Prentice Hall of India, New Delhi.

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123MB36 STRATEGIC INVESTMENT AND FINANCIAL DECISION (ELECTIVE – IV)

The objective of this course is to provide the student with an insight in to the several strategies before taking a decision on investment of the funds available to him. This course also provides for the evaluation of financial implication of a decision and also the associated risks in the investment.

Prerequisite; Sound knowledge of financial accounting, and analysis of financial statements. Financial management procedures.

UNIT I

TYPES OF INVESTMENT AND DISINVESTMENTS: investment management vs, Project management. Introduction to selection of profitable projects. Evaluation of investment opportunities, basic issues, replacement decisions, traditional, methods of appraisal and discounted cash flow Techniques, equivalence of NPV and IRR . the case of intangible benefits and costs. Profitability Index and excess present value index.

UNIT II

CAPITAL BUDGETING STRATEGY: multiple investment and risk management. Simulation and portfolio approaches. Evaluation of managerial option to expand, contract, postpone and abandon projects . Capital Rationing concept. Causes and process - methods – aggregation , incremental, probability Index, weighted index. Allocating the resources to divisions, BCG approach. Capital budgeting; growth bond refunding. Treatment of external costs & benefits in investment decisions. Concept and rationale of social cost benefit analysis (SCAB).

UNIT III

INVESTMENT DECISIONS UNDER CONDITIONS OF UNCERTAINTY: discussion on risk and uncertainty. Risk analysis in investment decision. Risk adjusted rate of return, certainty equivalents, probability distribution of cash flows. Decision trees and sensitivity analysis. Mont Carlo Approach to simulation.

UNIT IV

CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES: discounted payback. Post payback surplus life and surplus payback, Bailout payback Return on investment, equivalent annual cost. Internal value, single period constraints, multi-period capital constraints; and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hiller approaches. Significance of information and data bank in project selections.

UNIT V

INVESTMENT DECISION UNDER CAPITAL CONSTRAINTS: Capital Rationing Vs. portfolio Risk and diversified projects. Efficiency theories, information and signaling, agency problems and managerialism, the free cash flow hypothesis market power and tax considerations.

UNIT VI

MANAGEMENT OF RISK: Product market and capital market risks- Risk management not avoidance – is the objective. Total risk matters. Characteristics of high risk firms and methods of reducing corporate risk. Risk reporting internal reporting corporate business unit and desk level risk external reporting regulatory requirements regarding disclosure and transparency. Financial Distress: Consequences, Issues bankruptcy, settlements Reorganization and Liquidation in Bankruptcy.

References:

- Prasanna Chandra Financial management 5/e Tata Macgraw Hill.
- Prasanna Chandra Project Planning Analysis Financing Implementation and Review, Tata McGraw Hill .
- I M Pandey Financial Management Vikas Publishing House
- MY Khan and PK Jain Financial Management Text Problems and Cases.
- **Richard Pike & Bill Neale:**
- Corporate Finance & investment Strategies, 2/e Prentice Hall of India, New Delhi.

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**123MB37 ADVERTISING, SALES PROMOTION AND
DISTRIBUTION
(ELECTIVE – IV)**

The objective of the course is to provide students with detailed knowledge of some of the marketing mixes such as Distribution and Promotion. The prerequisite for the course is Marketing Management offered in II semester.

UNIT I

ADVERTISING: Changing concept, role of advertising in a developing economy, a critical appraisal, types of advertisement consumer, industrial, institutional, retail, trade and professional, advertisement in marketing mix. Advertisement budgets: Types, determining optimal expenditure, decision models, sales response and decay, communication, state, competitive share.

UNIT II

AD MEDIA: Characteristics, media selection, optimizing and non optimizing approaches, media scheduling, media research- Sources of themes: Adapting presentation to medium campaign, USP, brand image, positioning, purchase proposition and creative interpretation, insertions, contract.

UNIT III

ADVERTISEMENT: Visual layout, art work, production traffic copy, effective use of words, devices to get greater readership interrelation. Advertisement effectiveness: Pre-testing, post testing, experimental designs.

UNIT IV

SALES PROMOTION: Definition, role, types, consumer sales promotion, dealer display contests, discounts, bonus offers, retail merchandising techniques. Publicity: Public relations campaign, use of press, radio and TV, opinion building, customer service and community service.

UNIT V

Public Relations, Publicity and corporate advertising. Process of PR, Publicity, power of publicity, control and dissemination of publicity, advantages and disadvantages.

UNIT VI

DISTRIBUTION MANAGEMENT: Need for Distribution channels, value addition by distribution, types of marketing channels, principles of channels management, channel designing process, training motivating and evaluating channel partners.

References:

- Spiro, Stanton & Rich: Management of Sales Force, Tata McGraw Hill, 2007.
- George E Belch and Michael A Belch, Advertising and Promotion, 6th Edition, Tata McGraw Hill, 2006.
- Batra: Advertising Management 5/e Pearson Education, 2007.
- Jobber : Selling and Sales Management 6/e Pearson Education.
- Clow: Integrated Advertising, Promotion and Marketing Communications Pearson Education, 2007.
- Wells: Advertising :Principles and Practice 6/e Pearson Education.
- SHH Kazmi, Satish Batra, Advertising & Sales Promotion 2nd Edition, Excel Books 2006

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**123MB38 MANAGEMENT OF INDUSTRIAL RELATIONS
(ELECTIVE – IV)**

The objective of the course is to give a good understanding of Industrial Relations situation in India and its impact on working of companies. The prerequisite for the course is HRM offered in 2nd semester.

UNIT I

INDUSTRIAL RELATIONS: Economy and the Labour Force in India – Approaches to Industrial Relations – Industrial Relations in Comparative Frame work- Management and Employer organizations – Introduction – origin and growth.

UNIT II

TRADE UNIONS- introduction-Definition and objectives-growth and structure of Trade Unions in India-Trade Unions Act , 1926 and Legal framework-Union recognition-Union Problems- Non-Union firms –Management of Trade Unions in India. Tripartism and Social Dialogue.

UNIT III

COLLECTIVE BARGAINING: Nature and legal framework of collective bargaining – Levels of Bargaining and Agreements- Change in the labour-management relations in the post-liberalised India- a review of the response of collective bargaining strategy to the challenges of Globalisation and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security.- – negotiating techniques and skills –drafting of an agreement.

UNIT IV

LABOUR LEGISLATION-I –Factories Act, 1948, Workmen’s Compensation Act, 1923, ESI Act, 1948 The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, fringe benefits - Profit sharing and stock options – institutional frame work – National wage policy – Contemporary issues in Wage systems.

UNIT V

LABOUR LEGISLATION III: Industrial Disputes Act, 1948 -Grievance Handling Employee Grievances – Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline.Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India-

UNIT VI

CONTEMPORARY ISSUES IN INDUSTRIAL RELATIONS: Labour Policy and Labour Reforms- Employee Participation - Quality of Work Life- Employment security and management of redundancies – Managing good industrial relations.

References

- Venkataratnam, C.S.: Industrial Relations, Oxford University Press, 2006.
- Arun Monappa: Industrial Relations, TMH , New Delhi,2003
- Venkataratnam,C.S.: Negotiated Change –Collective Bargaining, Liberalisation and Restructuring in India, Response Books, New Delhi, 2003.
- Sinha: Industrial Relations, Trade Unions and Labour Legislation, Pearson 2007.
- P.K.Padhi: Labour and Industrial Laws,PHI, 2007.

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123MB39 CORPORATE GOVERNANCE (ELECTIVE – IV)

To Enable the Students to Understand the Parameters of Accountability, Control and Reporting System by the Corporate Board. To Help the Students to have an Insight into the Interactive Relationship Among Various Corporate and Related Constituents in Determining Directions and Performance of Business Organisations.

UNIT I

Overview of Corporate Governance – Perspectives on Corporate Governance and Stakeholder Expectations – The Controversy over Corporate Purpose, Corporate Governance and Global Competitive ness.

UNIT II

Corporate Board – Board Management – Shareholder Dynamics – Director Responsibilities: Loyalty, Care, and Business Judgment.

UNIT III

Financial Institutions and Nominee Directors - Corporate Disclosure and Investor Protection. Firm Valuation and the Role of Boards, Lawyers, and Investment Bankers – the Role and Influence of Mutual Funds and Hedge Funds on Corporate Governance.

UNIT IV

Corporate Restructuring and Revival of Sick Units. Corporate Reputation, Corporate Legitimacy and Corporate Crime. Corporate Board Committees. Corporate Accountability in Economic Crises. Leadership and Corporate Accountability. Globalization and Corporate Governance

UNIT V

The Legal and Regulatory Setting: Company Law, SEBI Regulations, FEMA - Banking and Capital Market Regulation - Sick Industry Company Act, Takeover Codes.

UNIT VI

Whistle Blowing: concept and importance, guidelines for whistle blowing , justification for whistle blowing , protection for whistle blowers, Benefits and Dangers of a whistle blowing policy. Emerging Trends in Corporate Governance.

Books Recommended:

1. Gupta, LC., Corporate Boards and Nominee Directors, Oxford University Press, 1989.
2. N. Gopaldasamy, Corporate Governance, Wheeler Publishing, 1998.

References:

3. Reports of Studies Initiated By SEBI, Government and Other Agencies.
4. Tricker Bob, Essential Director, Profile Books, 2004.
5. Cadbury, Adrian, Corporate Governance and Chairmanship: a personal view, Oxford University Press, 2003.
6. Weston J. Fred et.al., Takeovers, restructuring and Corporate Governance, Prentice Hall, 3rd ed., 2001.
7. Vedpuriswar, A.V., Leadership and Corporate Governance, ICFAI, 2002.
8. Chandratre, K. R., Bharat's guide to Company Directors, Bharat Law House, 1999.
9. Vives, Xavier, Corporate Governance: Theoretical and empirical perspectives, Cambridge University Press, 2000.
10. McGregor, Lynn, The human face of Corporate Governance, Palgrave Publishers, 2000.
11. Monks, Robert A.G., Corporate Governance, Blackwell Publishers, 2001.
12. Coulison- Thomas, Colin, Creating excellence in the boardroom, McGraw-Hill, 1993.
13. Goergen, Marc, Corporate Governance and Financial Performance, Edward Elgar, 1998.
14. Balasubramanian, N, editor, Corporate Boards and Governance, Sterling Publishers, 1998.
15. Dhankhar, J. N., Handbook on Company Directors and Shareholders, Skylark Publishers, 1987.
16. Mace, Myles L, Directors, Myth and Reality, Harvard Business School, 1986.

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123MB40 INTERNATIONAL FINANCIAL MANAGEMENT (ELECTIVE-V)

The objective of the course is to develop the student's knowledge, skills and competencies in employing different methodologies in learning International financial management and foreign exchange markets.

UNIT I

International Financial Management: An overview, features, Importance, nature and scope. Traditional Vs International Financial Management. International Monetary System – Balance of payments - Recent changes and challenges in IFM. Exchange Rates: Exchange rate systems – Gold Standard – Bretton Woods – Fixed Vs Floating Exchange Rate systems – Determinants of Exchange Rates – Exchange Controls.

UNIT II

Foreign Exchange Market: Organization – Spot Vs Forward Markets – Forward exchange contracts - Execution of forward contracts - Bid and Ask rates - Interbank Quotations – International Market Quotations – Cross Rates – Merchant Rates – FEDAI Regulations – Role of RBI.

UNIT III

Currency Derivatives: Currency Forwards – Currency Futures – Currency Options – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options. Euro markets: Overview of other markets – Euro currency market, Euro credit market, Euro bond market, Euro Currency deposits and Euro notes market – Offshore Banking.

UNIT IV

Exchange Risk Exposure – Types of Exposure – Transaction Exposure – Translation Exposure – Economic Exposure - Hedging Foreign Currency Payables.

UNIT V

International Parity Relationships and Forecasting Foreign Exchange Rates: Interest rate parity – Covered Interest Arbitrate, Reasons for Deviations from Interest Rate Parity – Purchasing power parity – PPP Deviations and the Real Exchange rate.

UNIT VI

Financial Management of the Multinational Firm: International Capital Structure - Capital Budgeting - Cost of Capital – Foreign Direct Investment and Cross-Border Acquisitions – Multinational Cash Management.

References:

1. C Jeevanandam, Foreign Exchange : Practice, Concepts, Sultan Chand & Sons, New Delhi
2. Alan CSharpire : Multinational Financial Management, Prentice Hall, New Delhi
3. Francis Cherunilam : International Economics, Tata Mc Graw Hill , New Delhi
4. Lan H Giddy : Global Financial Markets, AITBS Publishers and Distributors, New Delhi
5. Vijayabhaskar P and Mahapatra B., Derivatives Simplified, Respose Books, Sage Publications, New Delhi
6. P.G.Apte International Financial Management, Tata McGraw-Hill, New Delhi, 2004
7. Jeff Madura, International Financial Management, 6thedition, Thomson Publications.
8. Maurice D.Levi, Internationsl Finance, 3rd edition, Tata McGraw-Hill, New Delhi, 2003
9. S.Eun Choel and Risnick Bruce, International Financial Management, Tata Mc Graw Hill, 2001
10. David K. Eiteman, Arthur I.Stonehill and Michael H.Moffeth, Multinationsl Business Finance, 10th edition, Pearson Education 2004.
11. P.K Jain, Josette Peyraid and Surendra S. Yadav, Internationsl Financial Management, Maemillan Publishers, 2001
12. Prakash G. Apte, Internationsl Finance A Business Perspective, Tata McGraw-Hill Publishing Co Ltd.,2003
13. Adrian Buckley, Multinationsl finance, Third Edition, Prentice-Hall of India Pvt.,Ltd.,2001
14. Melvin : International Money and Finance 7/e Pearson Education.

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Semester –IV MBA

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123MB41 INTERNATIONAL MARKETING (ELECTIVE – V)

The objective of the course is to provide students with a perspective of International Marketing Management, its environment and complexities. The prerequisite for the course is Marketing Management taught in II semester.

UNIT I

International Marketing Scope and Significance of International Marketing, the strategic importance of international marketing, Differences between international and domestic marketing . Need for international trade, trends in foreign trade.

UNIT II

International market environment: International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment ,Business Customs in International Market.

UNIT III

Canalising and targeting international market opportunities: regional market Characteristics, Marketing in transitional economies and third world countries, international market segmentation and targeting .

UNIT IV

International Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting , Foreign Manufacturing Strategies Without Direct Investment, Foreign Manufacturing Strategies With Direct Investment. Entry Strategies of Indian Firms.

UNIT V

International product management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion–Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market.

UNIT VI

International Marketing Channels: channels –Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing An international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods.

References:

- Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2006.
- Sak Onkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice-Hall of India Pvt. Ltd., 2007.
- Isobel Doole and Robin Lowe, International Marketing Strategy, 2/e, Thomson Learning, 2006.
- Subhash C. Jain, International Marketing, 6/e, South-Western, 2006.
- Vern Terpstra, Ravi Sarathy, International Marketing, 8/e, Harcourt Asia Pvt. Ltd., 2007.
- Keegan: Global marketing Management 7/e Pearson Education, Delhi, 2006.
- Roger Bennett & Jim Blythe. International Marketing Strategy Planning Market Entry & Implementation, 3rd ed Kogan Page Ltd. 2005.
- Michael Czinketa: International Marketing 8/e Thomson 2007

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Semester –IV MBA

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**123MB42 CROSS CULTURAL BUSINESS MANAGEMENT
(ELECTIVE – V)**

UNIT I

INTRODUCTION: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, share holders, suppliers, customers and others] – An Analytical frame work

UNIT II

CULTURE AND GLOBAL MANAGEMENT: Global Business Scenario and Role of Culture- A Frame work for Analysis; Elements & Processes of Communication across Cultures;

UNIT III

Communication Strategy for/ of an Indian MNC and Foreign MNC [with 3 illustrations on each drawing from different geo economic and social contexts] & High Performance Winning Teams and Cultures; Culture Implications for Team Building

UNIT IV

Cross Culture – Negotiation & Decision Making: Process of Negotiation and Needed skills & Knowledge Base – Over view with two illustrations from multi cultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context

UNIT V

Global Human Resources Management-. Staffing and Training for Global Operations.. Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included]

UNIT VI

Corporate Culture: The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement

References:

1. International Management: Managing Across Borders And Cultures, 4th Ed, “Deresky Helen,” Prentice Hall India, ISBN : 81-203-2227-4 , Rs. 295.00
2. The Secret Of A Winning Culture: Building High-Performance Teams, “Esenn Drlarry, Rchildress John,” Prentice Hall India, ISBN: 81-203-1713-0, Rs. 195.00
3. Revitalize Your Corporate Culture: Powerful Ways To Transform Your Company Into A High-Performance Organization, “Cashby Franklin”, Prentice Hall India, ISBN: 81-203-1693-2, Rs.295

Journals: International Journal Of Cross Cultural Management, ISBN: 1470-5958, SAGE Publications

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Semester –IV MBA

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123MB43 MARKETING RESEARCH (ELECTIVE – V)

Course Objective: The course exposes the use of marketing research as an aid to make marketing decisions specifically, how the information used to make marketing decisions is gathered and analyzed accordingly this is useful for the both prospective users of research results and marketing researchers.

UNIT I

Introduction To Marketing Research – Role of marketing research in marketing, Definition, scope, significance, and limitations. Differences between market research and marketing research .types of research-basic and applied. training programs of marketing research. Attributes of good market researcher

UNIT II

Data Collection- Secondary Sources of Marketing Data, Standardized Sources of Marketing Data Information from Respondents: Issues in Data Collection Marketing Research on the Internet, Information Collection: Qualitative and Observational Methods, Information from Respondents: Survey Methods.

UNIT III

Marketing intelligence system: Marketing decision support system components, scope and significance of marketing intelligence in decision making, quality and quantity of market information, value of information. Decision tree and Bayesian analysis concept

UNIT IV

Data Analysis- Fundamentals of Data Analysis, Hypothesis Testing: Basic Concepts and Tests of Associations, Hypothesis Testing: Means and Proportions Special Topics in Data Analysis- Correlation Analysis and Regression Analysis, Discriminant and Canonical Analysis, Factor and Cluster Analysis, Multidimensional Scaling and Conjoint Analysis Presenting the Results.

UNIT V

Research process- Introduction, identification of management problem, formulation of research problem, steps in research process, common research errors, evaluation and control of the marketing research efforts research design-Definition types of research design.

UNIT VI

Implementation of research design project- steps in formulating research projects, one project for consumer durables and one for non durables. Advertising research-Market and sales analysis, sales forecasting-objective and subjective method, test marketing, promotion research, market development research, consumer behavior research

Books Recommended

1. Market Research – G. C Beri
2. Marketing Research – Rajendra Nargundkar (Tata McGraw Hill)

References

1. Business Research Methods- Donald R.Cooper.
2. Research for Marketing Decisions- Paul Green.Donald Tull.Gerald Albaun
3. Marketing Research by- M.V.Kulkarni
4. Marketing Research by -Ramanuj Majumdar
5. Marketing Research , Concepts and Cases, Cooper Schindler

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IV SEMESTER MBA

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123MB31 PROJECT WORK

Students are required to work the entire fourth semester on the project even as they undergo the assigned course work of this semester. The students can choose specific problem of Industry or Industry based project work. Alternatively it can be secondary source based or Field based project work. Before they commence the project work it is suggested that they write a synopsis indicating the objectives, Methodology, Framework for analysis, Action plan with milestones in order to have clarity for their subsequent work. The project should have an internal faculty as guide.

References

- Business Essentials: *Research Project*, Viva, 2009
- Paul Oliver: *Writing Your Thesis*, Sage, 2009
- M.K.Rampal & S.L.Gupta: *Project Report Writing*, Paragon International, 2009
- Michael Jay Polonsky: David S Waller: *Designing and Managing a Research Project*, Sage, 2009
- Surendra Kumar: *An Aid to Project Work*, Paragon International, 2009.