

COURSE STRUCTURE AND DETAILED SYLLABUS

for

MBA

(Applicable from the Academic Year 2010-2011)



SCHOOL OF MANAGEMENT STUDIES

SREENIDHI INSTITUTE OF SCIENCE AND TECHNOLOGY

(An Autonomous Institution approved by UGC and affiliated to JNTUH)

Yamnampet, Ghatkesar, R.R.District-501 301.

CURRICULUM IN MANAGEMENT FOR M.B.A. STUDENTS**Semester – I**

Code	Subject	T	P	C
103MB01	Principles of Management and Organizational Behavior	4	0	4
103MB02	Financial Accounting and Analysis	4	0	4
103MB03	Research Methodology & Statistical Tools	4	0	4
103MB04	Managerial Economics	4	0	4
103MB05	Marketing Management	4	0	4
103MB06	Business Communications and Soft Skills	4	0	4
103CA90	IT for Business Applications	2	2	4
				28
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Semester – II

Code	Subject	T	P	C
103MB07	Strategic Management	4	0	4
103MB08	Financial Management	4	0	4
103MB09	Human Resource Management	4	0	4
103MB10	ERP&MIS	4	0	4
103MB11	Production and Operations Management	4	0	4
103MB12	Quantitative Analysis and Business Decisions	4	0	4
103MB13	Legal and Economic Environment of Business	4	0	4
103MB14	Industry Analysis report followed by Seminar Viva.			2
				30
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Semester – III

Code	Subject	T	P	C
103MB15	Logistics and Supply Chain Management	4	0	4
103MB16	Management Control Systems	4	0	4
103MB17	Management of Technology	4	0	4
103MB18	Cost and Management Accounting	4	0	4
103MB19	Personality Development and Logical Reasoning	4	0	0
	Elective I	4	0	4
	Elective II	4	0	4
	Elective III	4	0	4
				28
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List of Electives**Elective – I**

103MB20	Security Analysis and Investment Management
103MB21	Consumer Behavior
103MB22	HRD Strategies and Systems
103MB23	Total Quality Management
103MB24	Business Intelligence

Elective – II

103MB25	Financial Institutions, Markets and Services
103MB26	Product Management
103MB27	Performance Management and Counseling
103MB28	Project Management
103MB29	Customer Relationship Management

Elective – III

103MB30	International Financial Management
103MB31	Retailing Management
103MB32	Knowledge Management
103MB33	Leadership and Team Building
103MB34	Foreign Languages (Chinese, Japanese, German, and Spanish)

Semester – IV

Code	Subject	T	P	C
103MB35	Business Ethics and Social Responsibility	4	0	4
103MB36	Entrepreneurship	4	0	4
	Elective IV	4	0	4
	Elective V	4	0	4
	Elective VI	4	0	4
103MB37	Project Work			
				20

List of Electives**Elective – IV**

103MB38	Financial Risk management
103MB39	Services Marketing
103MB40	Management of Change
103MB41	Corporate Restructuring, Mergers and Acquisitions
103MB42	International Business

Elective – V

103MB43	Strategic Investment and Finance Decisions
103MB44	Advertising, Sales promotion and Distribution
103MB45	Management of Industrial Relations
103MB46	Corporate Governance

Elective – VI

103MB47	Venture Capital Management
103MB48	International Marketing
103MB49	Cross Cultural Business Management
103MB50	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.

PROGRAM OUT COMES:

- 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 - Program 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 Tools		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	Personality Development and Logical Reasoning											
ELECTIVE-I												
			x		x	x	x	x	x			

41	Corporate Restructuring Mergers and Acquisitions	X		X									
42	International Business	x			x	x	x						x
	ELECTIVE-V												
43	Strategic Investments and Financial Decisions				X								
44	Advertising, Sales Promotion and Distribution		X	X	X	X							
45	Management of Industrial Relations	X	X		X				X				
46	Corporate Governance	X	X		X	X	X						
	ELECTIVE-VI												
47	Venture Capital Management				X	X				X	X		
48	International Marketing	X	X		X	X							
49	Cross Cultural Business Management	X	X				X						
50	Marketing Research	X		X		X						X	
51	Project Work	X	X	X	X	X	X	X	X	X	X	X	X

MBA Semester –I

Code	Subject
103MB01	Principles of Management and Organizational Behavior
103MB02	Financial Accounting and Analysis
103MB03	Research Methodology & Statistical Tools
103MB04	Managerial Economics
103MB05	Marketing Management
103MB06	Business Communications and Soft Skills
103CA90	IT for Business Applications

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x	x		x	x	x	x	x			x

Semester –I MBA

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103MB01 PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

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

UNIT – I

INTRODUCTION: Management – definitions, types of managers; managerial roles and functions; Perspectives on Management: Scientific Management (Fredrick W.Taylor, Frank and Lillian Gilbreth), Human Relations (Elton Mayo, Douglas Mc Gregor’s Theory X and Theory Y, William Ouchi’s Theory Z), the Systems Approach, the Contingency Approach, the Mckinsey 7-S Framework.

UNIT - II

PLANNING: Nature of planning, Steps in planning, types of planning, Levels of planning - The Planning Process. – Planning practices in USA, Japan and China-Decision Making
ORGANIZING: Nature of organizing, organization levels and span of management – Factors determining span - Organisational design and structure –departmentation, line and staff concepts, staffing – delegation, decentralization and recentralisation of authority - responsive organizations –Global organizing-

UNIT III

DIRECTING: Leadership- Motivation- Importance of Communication, Interpersonal communication- Barriers to Effective communication, Communication in Organizations-Communication Skills to manage Conflicts.

CONTROLLING: Basic control process – control as a feedback system – Feed Forward Control – Requirements for effective control – control techniques – overall controls and preventive controls – Global controlling.

UNIT IV

ORGANIZATIONAL BEHAVIOUR I: Definition, Nature and Scope – Environmental and organizational context – Impact of IT, globalization, Diversity, Ethics, culture, reward systems and organizational design on Organizational Behaviour – Perception and Attribution – Personality and Attitudes – Motivational needs and processes – Leadership- Styles- Theories

UNIT V

DYNAMICS OF OB II: Groups- Group norms-types- Group vs. Teams- Group think- Stress and Conflict: Meaning types of stress – Meaning and types of conflict – Effect of stress and intra-individual conflict – strategies to cope with stress and conflict.

UNIT VI

DYNAMICS OF OB III: Power and Politics: Meaning and types of power empowerment – Groups Vs. Teams – Nature of groups dynamics of informal groups dysfunctions of groups and teams – teams in modern work place – Leadership theories – Styles, Activities and skills of Great leaders.

Books Recommended:

- Management Organisational Behaviour-Jon L.Pierce &Donald G.Gardener-cengage
- Koontz, Weihrich & Aryasri, *Principles of Management*, TMH, New Delhi, 2007
- Luthans, Fred: Organisational Behaviour 10/e, McGraw-Hill, 2007
- 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, 7/e, Himalaya, 2007.

References:

- 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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103MB02 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. Issue of shares at Discount and premium. Issue and Redemption of Debentures: Meaning, 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, paid cost and unpaid costs. 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), Creative Financial Practices and Issues related to quality of disclosures in reported earnings, window dressing and limitations of financial statements.

Books Recommended:

- Asish K. Bhattacharyya, *Financial Accounting for Business Managers*-PHI,2006
- Amrishi Gupta, *Financial Accounting Management An Analytical Perspective*, Pearson Education-2007

References:

- 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.
- Weygant, 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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Semester –I MBA

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103MB03 RESEARCH METHODOLOGY & STATISTICAL TOOLS

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 – 1: 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 – 2: Sampling: Sampling design and sampling procedures. Diagrammatic and graphical presentation of data. Tabulation of data and general rules of tabulation. SPSS for tabulation and SPSS and Report Presentation- Mechanics of report writing, preliminary pages, main body and appendices including bibliography.

Unit – 3: 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 – 4: Statistical Tools-I: Measures of Central Tendency, Measures of Dispersion, Measures of Variation, Measures of Central Tendency vs. Measures of Dispersion, Normal distribution, 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 – 5: Statistical Tools-II: 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 – 6: Statistical Inference: Introduction to Null hypothesis vs. alternative hypothesis, Tests of Hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, 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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103MB04 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, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist.

UNIT II

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

UNIT III

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 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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103MB05 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: The Major Concepts in Demand Measurement, the Components of Modern Marketing Information System, the Marketing Intelligence system, Marketing decision system, Forecasting and Demand Measurement.

UNIT III

Market Segmentation and Targeting: Identification of Market Segments, - Consumer and Institutional / corporate Clientele - Segmenting Consumer Markets, Segmentation Basis, 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

Sales and Distribution Management: Sales Techniques for Consumer/Industrial clientele-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. Marketing Organisation and Control:

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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Semester –I MBA

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103MB06 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:

Types of Communication – Oral, aural, Writing and reading .Verbal and non – Verbal communication, barriers to effective communication – kinesics – Word Power – Vocabulary – Jargon – rate of speech, pitch, tone – Clarity of voice. Informal conversation Vs Formal expression. Written communication – differences between spoken and written communication – features of effective writing such as clarity brevity, appropriate tone clarity, balance - Assertive Communication - Professional Assertiveness - Assertiveness from the inside out.

UNIT II PRESENTATION SKILLS:

Management Presentations – Types of Presentation - Basic Presentation Structure – The foundation of Presentation – Meeting the Presentation Challenge – Using Presentation Equipment Effectively – Effective Presentation Delivery – Advanced Presentation Skills – Powerful Presentation Skills – Planning and Delivering a Presentation – Presentation with confidence and Impact.

UNIT III BUSINESS COMMUNICATION SKILLS:

Letter Writing – 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 – Video Conferencing – Participating in Meetings – Chairing Sessions.

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 Memory & Time - Time as a Resource - Eliminate the Time Wasters - Organize to Remember.

UNIT V TEAM DYNAMICS:

Participating in a Project Team - The self-directed Project team member - Project team communication skills - The Project team star player

UNIT VI NEGOTIATIONS:

Nature of Negotiation- Negotiation as an Art and Science-Analyzing Conflicts and Techniques for resolving Conflicts - Distributive and Integrative Negotiations- Negotiation skills - Counseling Skills - Self-Understanding – Self Awareness and Personal Growth. - Assessment of Beliefs - Attitudes and Values- Interpersonal orientation - Listening/Identifying/Experiencing/Eliciting/Exercising/Responding- Counseling Interviews-Stages - Steps and Procedures of Cognitive Behavioral Counseling Interview.

Books Recommended:

- 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

References:

- 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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Semester –I MBA

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103CA90 IT for Business Applications

The Objective of the course is to provide hands on experience to students in using computers for data organization and addressing business needs. There is also stress on use of statistical package for analysis of business data and its proper interpretation using SPSS. The exposure to PROWESS of Centre for Monitoring Indian Economy is with a view to make students aware of data bases of Indian Companies and enable them to work on mini projects and think of topic for their final year project.

Covering Basics of SQL, DBMS, RDBMS, ORACLE, SQL statements, functions, Views, Joins, Constraints, operators, (standard/set operators) synonyms/sequences, index, snapshots, PL/SQL components, PL/SQL block structures, PL/SQL attributes, cursors, Procedure, Functions, Exception Packages, triggers etc.

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

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

MS-Office

- Greg Perry, Microsoft Office 2007, Sam Teach your self, Pearson Education, 2007.
- Mansfield, MS Office, Reprint 2006, Tata McGraw-Hill , 2006.
- Microsoft Office System step by step, 2003 edition, PHI, 2004
- Vikas Guptha, Comdex Computer Course Kit, Office 2007, Dreamtech Press, Wiley-India, 2007

SQL, PL/SQL

- Groff, SQL 2/e, the Complete Reference, Tata McGraw-Hill , 2007.
- P.S. Deshpande, SQL/PLSQL for Oracle 9i, Dreamtech Press, India, 2007.
- Urman, Hardman, McLaughlin, PL/SQL Programming, Oracle Press, Tata McGraw-Hill , 2004
- Rosenzweig, Oracle PL/SQL by example, 3/e, Pearson Education, 2004

Oracle

- Casteel, Oracle 10 g & SQL , Thomson, 2007
- Sunderraman, Oracle 9i Programming, Pearson Education, 2005
- Scott Urman, *Oracle 9i-PL SQL Programming*, Tata McGraw-Hill , 2006.

SPSS

- Carver, Doing Data Analysis with SPSS 14.0, 3/e, Thomson, 2007
- Coakes, SPSS 13.0 for Windows, Wiley-India, 2006.
- George, SPSS for Windows Step by Step, 6/e, Pearson Education, 2006.
- Arthur Griffin, SPSS for Dummies, Wiley-India, 2007.

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

References:

Introduction to Computers

- Morley, Understanding Computers, 10/e Thomson, 2007.
- Norton, Introduction to computers, 6/e, Tata McGraw-Hill , 2007
- Deepak Bharioke, Fundamentals of Information Technology, 3/e, 2005
- V.Rajaraman, Introduction to Information Technology, PHI.
- Efraim Turban, R. Kelly Rainer, Jr., Richard E. Potter, Introduction to Technology, Second Edition, Wiley India, 2006.

Information

MBA Semester-II

Code	Subject
103MB07	Strategic Management
103MB08	Financial Management
103MB09	Human Resource Management
103MB10	ERP&MIS
103MB11	Production And Operations Management
103MB12	Quantitative Analysis and Business Decisions
103MB13	Legal and Economic Environment of Business
103MB14	Industry Analysis Report followed by seminar viva

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Semester –II MBA

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103MB07 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 taught in First and Second Semesters of the programme.

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 - Organisational 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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103MB08 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 – 1: 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 – 2: Capital Structure Decisions: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions- Capital structure vs financial structure - Capitalization, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage,

Unit – 3: Capital Structure and Dividend Theories: The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal- Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy-dividends and valuation of the firm-the basic models. Declaration and payment of dividends. Bonus shares. Rights issue, share-splits, Walter Model and Gordon Model.

Unit – 4: 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.

Unit – 5: 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 – 6: Management of current assets –II: Management of receivables: Objectives, Credit Policies, Credit terms, Collection Policies. Management of inventory: objectives, techniques of inventory management. The importance of current assets management in working capital planning.

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 Tettet: 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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103MB09 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. The appraisal interview, the feedback interview. The role of appraisal in managing performance. Career Planning and Development.

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, compensation for special groups.

UNIT VI

Integration: Quality of work life, Quality circles, Industrial Relations, Industrial Disputes and causes, remedial measures, Collective Bargaining. The management of conflict: Sources of grievances, the grievance procedure, Guidelines for handling grievances. Maintenance of HR Benefits and services, security, safety, health and welfare services. Separation, Corporate social responsibility, Global HRM.

Books Recommended:

- Edwin B.Flipppo, 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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Semester –II MBA

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103MB10 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

Induction to ERP: Overview of ERP, MRP, MRPII and Evolution of ERP, Integrated Management Systems, Reasons for the growth of ERP, Business Modeling, Integrated Data Model, Foundations of IS in Business, Obstacles of applying IT, ERP Market.

UNIT II

Business Process Re-engineering (BPR)– BPR Process, Clean Slate Re-engineering, Technology Enabled Re-engineering, Myths regarding BPR, Business Intelligence Systems-Data Mining, Data Warehousing, On-Line Analytical Processing (OLAP), Supply Chain Management, Best Practices in ERP.

UNIT III

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

UNIT IV

Types of Information Systems : Transaction Processing Systems, MIS, Decision Support Systems, Office Automation System, Communication Systems, , Knowledge Work Systems, Artificial Intelligence, Group Decision Support Systems (GDSS), Expert Systems, Executive Information Systems, Strategic Information Systems and Strategy Level Information Systems.

UNIT V

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 VI

ERP Implementation and Maintenance: Implementation Strategy Options, Features of Successful ERP Implementation, hidden costs, Strategies to Attain Success, User Training, Maintaining ERP & IS. IS Security, Control and Audit– System Vulnerability and Abuse, business value of security and control, Need for Security, Methods of minimizing risks IS Audit, ensuring system quality.

Books Recommended:

- 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.

References

- 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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103MB11 Productions 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 – 1: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 – 2:Facilities Management & Aggregate Planning: Location of Facilities, Layout of Facilities, Optimisation of Product/Process Layout, Aggregate Planning : Preparation of aggregate demand Forecast, Specification of Organisational Policies For Smoothing Capacity Utilization, Determination of feasible Production Alternatives and Determination of Optimal Production Strategy.

Unit – 3: 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 – 4:Work Study & Quality Management: Method Study, Work measurement, Work Design, Job Design, Work Sampling, Industrial Engineering Techniques. Quality management: Economics of Quality Assurance and Quality Circles; 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 – 5: 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 – 6: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. Dabler, 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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103MB12 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; Analysing and Defining the Problem, Developing A Model, Selecting the Inputs, Coming Up With A Solution, Quantifying the Model and the Solution, Putting the Model to Work, 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 Displays of the Decision Making Process, Decision Making With an Active Opponent.

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. Queuing Theory: 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

UNIT VI

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

Books Recommended:

- 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.

References

- 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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103MB13 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 of valid contract, Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract. Indemnity and guarantee, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale..

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.

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. Indian Partnership Act–1932: Constitution of partnership,- Rights, duties and Liabilities of partners, Dissolution of partnership Income Tax Act -1961 - Important Provisions of Income Tax Act: Assessment year –Assessee, Gross Total Income, Procedure for advance payment of tax and tax deducted at source. Assessment procedure. Central Excise Act -1944: .Basic concepts related to excisable goods, classification of goods, and Basic concept of VAT.

UNIT IV

Industrial Policies: A brief review of industrial policies since independence, Industrial policy of 1991 and recent developments, Fiscal Policy, Monetary Policy, and Policy on foreign direct investment in Indian industry-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. India's Trade Policy – Magnitude and direction of Indian International trade, bilateral and multilateral trade agreements, EXIM Policy, Role of EXIM Bank.

UNIT VI

WTO: Nature and scope - Organization and structure – trading blocks – 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- Dumping and Anti-dumping measures – Critical review of WTO functioning.

Books Recommended:

- N.D.Kapoor, *Mercantile Law*, Sultan Chand & Sons, 2006.
- S.S. Gulshan, *Mercantile Law*, 2/e, Excel Books, 2004

References

- 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*

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Semester –II MBA

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103MB14 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
103MB15	Logistics and Supply Chain Management
103MB16	Management Control Systems
103MB17	Management of Technology
103MB18	Cost and Management Accounting
103MB19	Personality Developments and Logical Reasoning
	Elective I
	Elective II
	Elective III

LIST OF ELECTIVES**Elective – I**

103MB20	Security Analysis and Investment Management
103MB21	Consumer Behavior
103MB22	HRD Strategies and Systems
103MB23	Total Quality Management
103MB24	Business Intelligence

Elective – II

103MB25	Financial Institutions, Markets and Services
103MB26	Product Management
103MB27	Performance Management and Counseling
103MB28	Project Management
103MB29	Customer Relationship Management

Elective – III

103MB30	International Financial Management
103MB31	Retailing Management
103MB32	Knowledge Management
103MB33	Leadership and Team Building
103MB34	Foreign Languages (Chinese, Japanese, German, and Spanish)

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Semester –III MBA

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103MB15 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 Frame work for Network design decisions models for facility location and capacity allocation, network design in uncertain environment.

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: 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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103MB16 Management Control Systems

UNIT – I

The Nature of Management: Basic Concepts – Boundaries of Management Control —Cases: General Electric Company – Xerox Corporation – Stewart Box Company.

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 –Cases.

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 –Cases

UNIT – IV

Performance Measurement: Information Used in Control Systems – Performance Measurement – 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 –Cases

UNIT – V

Variations in Management Control – Controls for Differentiated Strategies: Corporate Strategy – Business Unit Strategy – top Management Style –Modern Control Methods: Just-in-Time – Total Quality Management – Computer Integrated Manufacturing – Decision Support Systems –Cases

UNIT – V

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 –Cases

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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103MB17 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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103MB18 Costs 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 of overheads, calculation of machine hour rate. 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.

UNIT III

Marginal Costing: Introduction, Application of Marginal costing in terms of cost control, profit planning, Closing down a plant, 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, budgetary control, steps in budgetary control, 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.

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 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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103MB19 PERSONALITY DEVELOPMENT AND LOGICAL REASONING

The objective of this course is to develop the students' competence in communication and overall employability at an advanced level. Emphasis is laid on Business correspondence ,Interview Skills, Logical Reasoning and Quantitative Aptitude.

UNIT I INTERVIEW SKILLS:

Job Search Technique - Facing Interviews - Formal and Informal Interviews- Ambience and Polemics – Interviewing in Different Settings and for Different Purposes e.g. eliciting and giving Information, Recruiting, Performance Appraisal - Behavioral Interviewing - Stress Interview - Do's & Don'ts in the New Job.

UNIT II TELEPHONE ETIQUETTE:

Telephone Etiquette - Handle Calls with Confidence and Professionalism – Management of Telephone Technology – Simulation – Role plays.

UNIT III CAREER MANAGEMENT:

Killer Resume - Career Management - Get your Career on the Fast Track - Communication skills to Fast Track your Career - Smart Program - Reality check.

UNIT IV EMOTIONAL INTELLIGENCE:

What is Emotional Intelligence - EI at work - Teamwork and EI - Increasing your EI - Critical Thinking Standards - Barriers to Critical Thinking - Characteristics of Critical Thinker - Strategies for Practicing Critical Thinking - Basics of Analytical Thinking- Thinking Skills.

UNIT V LOGICAL REASONING:

Series completion, Analogy: choosing the analogous pair, odd one out, clocks and Calendars, Assertions, Blood Relations, Coding-De-coding, seating arrangement comparison type questions, family based Puzzles.

UNIT VI QUANTITATIVE APTITUDE:

Number Systems, Division and Remainder, Averages, Percentages, Ratio and proportions, data Interpretation, tabulation bar Graphs, Pie- Charts, Line Graphs.

TEXT BOOKS:

1. Quantitative Aptitude by R.S.Agarwal
2. Verbal and Non Verbal Reasoning by R.S.Agarwal
3. Quantitative Aptitude by Abhijit Guha

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**103MB20 Security Analysis and Investment 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

SECURITY ANALYSIS : Macro Economic, overview, Fundamental Analysis, Objectives and Beliefs of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value – Economic Forecasting Methods.

UNIT – II

INDUSTRY ANALYSIS : Key Characteristics – Industry Life Cycle – Business Cycle – Structural Analysis – Company Analysis – Technical Analysis – Technical Trading Rules and Indicators – Dow Theory – Fundamental Analysis Vs Technical Analysis.

UNIT – III

ANALYSIS AND VALUATION OF BOND : 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

INVESTMENTS: The Investment Environment – Investment Vs Speculation – Classification and Functions of Financial Markets – Securities Trading – Types of Orders - Margin Trading – Clearing and Settlement Procedures. Types of Risks - Duration – Team Structure of Interest Rates – Yield Spread Analysis – Hedging – Credit Risk – Credit Rating – Credit Analysis for Corporate Bonds.

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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103MB21 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. Models of Buyer Behavior, Howard Model, Howard-Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behaviour Model.

UNIT V

Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.

UNIT VI

Consumer Protection : 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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103MB22 HRD Strategies and Systems

(Elective – I)

UNIT-I

Introduction of the Course; what is Management? ; Its approaches to H.R.M. and its interaction with organization .H.R.M. functions: Managerial and operative functions

UNIT-II:

Line functions; Staff functions, H.R.M. is the nervous system of the organization Its different action with the different classes of organization ; importance and Scope of H.R.M.

UNIT-III:

Quality of Work life Strategies, System model of organization and H.R. process Towards performance Work Behaviour of People and the various factors influencing work behaviour, Job analysis, Satisfaction, Manpower attitudes.

UNIT-IV :

Decision making process and strategies of H.R.M , HR Planning : Objective and process of Manpower Planning ; Different strategies for manpower planning , System , Model of manpower Planning , Recruitment & selection, Training and Development , Leadership.

UNIT-V:

Motivation, Communication, Coping with conflict resolution process, Common H.R. problems in organization, and the process for rectification, Participative Management.

UNIT-VI

Training and HRD strategies in family and non-family owned small businesses: a comparative approach

Books Recommended:

- Arnold H.J. and Fieldman. D.C. Organizational Behaviour . McGraw Hill New York 1986.
- Business Today Anniversary Issue on Managing People Cascio W.F
- . Managing Human Resources : productivity , quality of work Life Profits. McGraw Hill New York 1995
- Dessler G. Personnel Management .

Reference

- 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

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103MB23 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 & Pokayoce.

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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103MB24 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 – 1: 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 – 2: 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 – 3: 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 – 4: 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 – 5: 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 – 6: 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
- Efrem G.Mallach: Decision Support and Data Warehousing Systems, Tata McGraw Hill, 2008
- Berson Smith: Data Warehousing, Data Mining 7 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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103MB25 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 -1: 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 -2: The banking and Non 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 -3: 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 -4: 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 -5: 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 -6: 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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103MB26 Product Management (Elective – II)

The module will cover: This course explores contemporary thinking on the process of bringing new products and services to market within the overall strategic context of the firm. Where do new products come from, and what is it that makes them new? What are the elements that promote ongoing generation of new products over time? We examine critical issues of cost estimation, risk definition and management, status measurement. How do new products relate to the financial performance of the company? Who are the key players in the process, and how are they organized? What roles do customers and suppliers play in new product definition and introduction?

UNIT I

Product Concepts: The nature of products; product management in the context of business strategy; the relationship of product management to the marketing concept, the marketing management process and other elements in the marketing mix.

UNIT II

Key Product Management Concepts and Tools: The product life cycle model and its implications and application; product portfolio decisions, the BCG matrix and other product management tools, their uses and limitations.

UNIT III

The New Product Development Process: The importance of innovation; the stages in the NPD process and their financial and risk implications; test marketing and commercialization; the role of marketing research.

UNIT IV

Branding: The role and strategic importance of branding in different product categories; branding, differentiation and added value; the growing importance of brand equity

UNIT V

Service Based Product Marketing: The importance of service industries; differences and linkages between goods and services; implications for the marketing of services and organisational issues in successful service delivery.

UNIT VI

Product Management in an International Context: The growing internationalisation of many consumer industries and markets; barriers to internationalisation of product strategies; key implications for the marketing of products and brands across different markets; the growth of international and global brands.

Books Recommended:

- *Market Selection and Direction: Role of Product Portfolio Planning*, Harvard Business School Publishing 581107
- *Diversification, the Capital Asset Pricing Model, and the Cost of Equity Capital*, Harvard Business School Publishing 276183

References

- □Smith and Reinertsen: *Developing Products*, Chapter 2 – *Putting a Price Tag on Time*
- Cooper: *Product Leadership*, Chapter 4 - *The Stage-Gate New Product Process*
- Cooper: *Product Leadership*, Chapter 5 - *Effective Gates and Gatekeeping – Picking the Winners*
- Cooper: *Product Leadership*, Chapter 6 - *Managing Your New Product Portfolio*
- Supplemental Readings:
- *Note on the Boston Consulting Group Concept of Competitive Analysis and Product Management*
- Susan Sanderson and Mustafa Uzumeri, *Managing Product Families: The Case of the Sony Walkman*, reprinted in *Managing Strategic Innovation and Change – A Collection of Readings*, edited by Michael L. Tushman and Philip Anderson,

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**103MB27 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-Degree Feedback- stocktaking potential – Tools for stocktaking potential References.

UNIT-V

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

UNIT-VI

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.

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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103MB28 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: developing the project network USING CPM/PERT, constructing network diagram, AON basics, Forward Pass and backward pass, Limitations of CPM/PERT, Precedence Diagramming Method, constructing diagram and computations using precedence diagramming method, PERT/CPM simulation, reducing project duration.

UNIT-III

Resource Scheduling: Resource allocation method, splitting and multitasking, Multi project resources scheduling. **Critical Chain Scheduling:** Concept of critical chain scheduling; critical chain scheduling method, application of Critical chain scheduling and limitations. **Project Quality Management:** Concept of project quality, responsibility for quality in projects, quality management at different stages of project, tools and techniques, Quality Management Systems, TQM in projects.

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.

IT in Projects: Overview of types of software's for projects, major features of software's like MS Project, criterion for software selection. **International Projects:** Issues in managing international projects, Selection and Training of employees, cross cultural considerations.

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

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**103MB29 Customer Relationship Management
(Elective-II)**

The objective of the course is to provide the student with an overview of Customer Relationship Management, analysis of CRM and implementation of Customer Relationship Management. The course aims at providing an understanding and application of the concepts and techniques associated with CRM

UNIT I

Introduction: Definition of CRM, evolution of CRM, significance of CRM, CRM in the Indian and international Context, benefits of CRM, Influence of Organisational Culture on CRM, components of CRM, primary goal of CRM.

UNIT II

CRM as a Strategy: Analysis of CRM form a strategic perspective, organisational changes needed to achieve CRM, Implementation of CRM in different industries, Strategic approach to CRM.

UNIT III

Complexity in CRM: Critical issues in CRM, Technology of CRM, Privacy in CRM, reasons for failure in implementing CRM, Common mistakes in implementing CRM, CRM practices in small and medium enterprises schedule and control the presales and post sales activities,

UNIT IV

Customer Analysis: Definition of customer, difference between customer and consumer, types of customers, segmentation of customers, perception of customers about new products, understanding of customer behavior, collecting effective feedback from customers.

UNIT V

Customer Loyalty: Customer focus and managing customer loyalty, identifying changes in customer preferences, tastes and choices, enhancing value of the product/service, implementing effective strategies to enhance customer loyalty, creating and implementing loyalty programs.

UNIT VI

Pricing and Distribution issues: Types of pricing, factors influencing pricing, types of distribution channels, significance of distribution, Role of pricing and distribution in CRM, decision making related to prices and distribution.

References:

1. Customer Relationship Management, by Kristin L.Anderson, Carol J.Kerr, Roger A.Fomisana, McGraw Hill Companies.
2. Customer Relationship Management Systems Handbook, by Duanne E.E. Sharp, Taylor& Francis, January 2003.
3. Market Based Management by Roger Best, Strategies for Growing Customer Value and Profitability by Roger Best, Prentice Hall of India , March 2008.

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**103MB30 International Financial Management
(Elective-III)**

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, 6th edition, 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 L.Stonehill and Michael H.Moffeth, Multinationals 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 –III MBA

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103MB31 Retailing Management
(Elective-III)

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

Human resources & Administrative Strategy: Designing the organizational structure for retail firm - Retail organization structures. 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.

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.

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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103MB32 Knowledge Management

(Elective-III)

The objective of the course is to provide the basics of the emerging area of Knowledge Management to students

UNIT I

The Knowledge Economy: Leveraging Knowledge, Data-Information-knowledge- Wisdom relationship, organizational knowledge, characteristics and components Of organizational knowledge.

UNIT II

The Knowledge Society: Building knowledge societies, Indian knowledge root, the Beginning of knowledge and the Grey Revolution. The knowledge vision and the organizational strategy. Knowledge Management and Enterprises: Momentum and Rationale for KM, Aims And Historical Perspective of KM, Need for knowledge organizations and measures for meeting the challenges of implementing KM programmes.

UNIT III

Knowledge Management and Information Technology: Role Information Technology in Knowledge Management Systems, Knowledge Management tools, Creative effective Knowledge Management Systems through Information Technology, ERP and BPR, Data Warehousing and Data Mining.

UNIT IV

Future of Knowledge Management and Industry perspective: Companies on the road to knowledge management, Knowledge Management in Manufacturing and service industry, challenges and future of Knowledge Management.

UNIT V

The Knowledge Process: Universal appeal, Stages of KM Process, Knowledge Capital vs physical capital, Customer Relationship Management, Business Ethics And KM, The Promise of Internet and the Imperatives of the new age.

UNIT VI

Implementation of Knowledge Management: Discussion on Roadblocks to success, 10-step KM Road Map of Amrit Tiwana, Business Intelligence and Internet platforms, web Portals, Information Architecture: A three-way Balancing Act, KM ,the Indian experience, Net Banking in India. Knowledge Management and Organisational Restructuring: Power of Innovation, Sculpting learning communities, Peter senge's Learning Organisations, Enabling & Empowering, KM implementation issues, knowledge networks implementation & The Mystique of a Learning Organisation.

Books Recommended

- A. Thothathri Raman, Knowledge Management, First Edition, Excel Books, New Delhi, 2004.
- Awad, Knowledge Management, Pearson Education, 2007.
- Mattison, Web Warehousing & Knowledge Management, Tata McGraw-Hill, 2007

References

- Barnes, Knowledge Management systems, 1/e, Thomson, 2006.
- Tiwana, The Knowledge Management tool kit: Practical techniques for building a knowledge management systems, 2/e, Pearson Education, 2006.
- Harish Chandra Chaudhary, Knowledge Management for competitive advantage, first edition, Excel Books, New Delhi, 2005.
- Warier, Knowledge Management, Vikas Publishing House, 2007
- Sislop, Knowledge Management, Oxford University Press, New Delhi, 2007
- Debowski, Knowledge Management, Wiley Student Edition, Wiley India, 2007
- P. David Jawahar Ramesh Venkatraman, Perspectives of HR and IT Management First Edition, Excel Books, New Delhi, 2007.

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**103MB33 Leadership and Team Building
(Elective-III)**

Course is focused on the dynamics of Leadership. Students will learn the roles that leadership, assessment and evaluation play in developing world class teams. The objective of this course is to study the roles, processes and strategies for building teams in Business Organizations.

UNIT – I

Leadership: Three Managerial modes – Leadership theories – Leadership Styles – Managerial functions – Visioning and Leadership – Role of Leader in Institution building – Cases.

UNIT – II

Power and Leadership: Power – Decentralization for effective governance – Delegation: The key to empowering – Power Enhancers for Leadership – Empowering Organizations – Cases.

UNIT – III

Managing the Scenario: Leading in a Project environment – Leading the Change – Leading by Collaboration – Role of a Leader in Turnaround – Role of Leadership in Managing Cross Cultural differences Leading by Values: Lived & espoused values – Leadership and Spirituality, Role of Ethics in Leadership – Cases.

UNIT – IV

Leading the Team: Realizing Untapped Potential – Developing Gifted Leaders – Role of Leader in enhancing Innovation and Creativity in Teams – Creating Learning Organization – Cases.

UNIT – V

Leader and Team Building: Leadership in Team Building – Stages in Building a team – Helping team members Building Commitment – Team Building Roles – Cases.

UNIT – VI:

Challenges and issues in Team Building: Leadership and Dealing with team building challenges – Communicating in a Team – Dealing with Conflict in a Team. Evaluating Team Performance- Rewarding Strategies –Cases

Books Recommended:

1. Jon R Katzenbach – “Teams at the top” Unleashing the Potential of both teams and Individual Leaders – Harvard Business Press, 1997, ISBN 0875847897.
2. Elearn Limited, Pergamon Flexible Learning, “Leading Teams” – Elsevier, 2005.
3. Phillip Robert Harris, Sarah Virgilia Moran – “Managing Cultural differences” – Butter worth – Heinemann, 2004.
4. William G Dyer, Jaffrey H Dyer, Edges H Schein “Team Building: Proven Strategies for improving Team Performance – John Wiley and Sons, 2007.

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Semester –III MBA

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103MB34 Foreign Languages (Chinese, Japanese, German & Spanish)
(Elective-III)

MBA Semester – IV

Code	Subject
103MB35	Business Ethics and Social Responsibility
103MB36	Entrepreneurship
	Elective IV
	Elective V
	Elective VI
103MB37	Project Work

LIST OF ELECTIVES**Elective – IV**

103MB38	Financial Risk management
103MB39	Services Marketing
103MB40	Management of Change
103MB41	Corporate Restructuring, Mergers and Acquisitions
103MB42	International Business

Elective – V

103MB43	Strategic Investment and Finance Decisions
103MB44	Advertising Sales promotion and Distribution
103MB45	Management of Industrial Relations
103MB46	Corporate Governance

Elective – VI

103MB47	Venture capital Management
103MB48	International Marketing
103MB49	Cross Cultural Business Management
103MB50	Marketing Research

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Semester –IV MBA

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103MB35 Business Ethics and Social Responsibility

UNIT-1

Fundamental principles of ethics, Ethics in international business, Normative and relative ethics, concept and choice. Legal compliances, Sarham Oxley Act (SOX)
Home and host country's regulations and compulsions of international agencies

UNIT-II

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

UNIT-III

Importance of doing business on merit. Wider concept of social responsibility
Balance between profit and social / moral obligations and survival.

UNIT-IV

Ethics and human rights Balanced global environment Kyoto Protocol concern of global warming, judicious use of natural resources, Maintenance of ecological balance, Sustainable development .

UNIT-V

Cost benefit analysis of corporate social responsibility and good corporate citizenship Cases-Analysis of failure of leading corporate and top auditing firms due to lapses in ethics and social responsibilities.

UNIT-VI

Role of international trade and business organizations, Concept of Ombudsman

Books Recommended:

1. Business Ethics, Crane& Matten Oxford Univesrity Press
2. Corporate Governance 2/e Mallin, Oxford Univesrity Press

References:

3. The Management and ethics omnibus- Chakraborty, Oxford Univesrity Press
4. Its only Business, Mitra, Oxford Univesrity Press
5. Values and Ethics for Organizations, Chakraborty, Oxford Univesrity Press
6. Perspectives in Business Ethics, Hartman, Chatterjee

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Semester –IV MBA

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103MB36 Entrepreneurship

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

UNIT I

Nature of Entrepreneurship: Definition of entrepreneurship, Evolution of entrepreneurship Concept Categories of Entrepreneurship, Entrepreneurial Propensity, Entrepreneurial potential, Entrepreneurial Orientation, Schools of thought on Entrepreneurship, Essential features of Entrepreneurship, attitude and leadership of Entrepreneur, Characteristics 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

Aspects of Promotion: Opportunity Analysis, SWOT Analysis, Internal and External Environment Analysis, Technological Competitiveness, Entrepreneurs and legal regulatory systems, patents and trademarks, Intellectual Property Rights.

UNIT IV

Project Planning and Feasibility Studies: The Concept of Project, Project Life Cycle, Project Planning, Feasibility, SWOT Analysis, Product and Process Development, Major steps in product development.

UNIT V

Financial Aspects of the Entrepreneurship: Source of Capital, Debt-Equity Financing Commercial Banks, Bank Loans, Assessment of Benefits and Costs, Informal Agencies In financing entrepreneurs, Government Grants and Subsidies, Types of Investors and Private Offerings. 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.

UNIT VI

Women Entrepreneurship: Introduction, Problems faced by Women Entrepreneurs in India, Strategies to overcome obstacles faced by women entrepreneurs. The dynamic need, entrepreneurship in a Developing economy, the scope of entrepreneurship among women, promotional efforts supporting women entrepreneurs in India, Issues of employment generation.

Books Recommended:

- 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.

References

- Alfred E. Osborne, Entrepreneur's Toolkit, Harvard Business Essentials, HBS Press, USA, 2005.
- Madhurima Lall, Shikha Sahai, Entrepreneurship, Excel Books, First Edition, New Delhi, 2006.
- 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
- S.R. Bhowmik, M. Bhowmik, Entrepreneurship-A tool for Economic Growth And A key to Business
Success, New Age International Publishers, First Edition, (formerly Wiley Eastern Limited), New
Delhi, 2007

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103MB38 Financial Risk Management (Elective – IV)

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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Semester –IV MBA

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103MB39 Services Marketing (Elective – IV)

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-IV

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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103MB40 Management of Change
(Elective – IV)

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-1

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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103MB41 Corporate Restructuring, Mergers & Acquisitions

(Elective – IV)

This course exposes students to a broad range of financial restructuring techniques that can be applied to improve business performance. Case discussion helps to illustrate how various Corporate restructuring approaches may be used to increase firms value and highlight characteristics of potential candidates for different Restructuring techniques.

UNIT – I

Corporate Restructuring – Different Methods of Restructuring – Joint ventures – sell off & spin-off – divestitures – Equality Carve out – Leveraged Buy outs (LBO) – Management Buy outs – Master limited Partnership Employee Stock Ownership Plans (E SOP)

UNIT – II

Mergers – in the nature of acquisitions and Amalgamations, types of Mergers – Motive Behind Mergers - Theories of Mergers – Operating, Financial and Managerial Synergy of Mergers, Value Creation in horizontal, vertical and conglomerate Mergers – Internal & external change forces contributing to Mergers & Acquisition activities.

UNIT – III

Mergers & Acquisitions – A strategic perspective – Industry life cycle and product life cycle analysis in Mergers & Acquisitions decisions, strategic approaches to Mergers & Acquisitions, SWOT Analysis, BCG matrix, Porter’s five forces model.

UNIT – IV

Merger Process: Dynamics of Mergers & Acquisitions Process - Identification of targets negotiation – Closing the deal. Five State Model – due diligence (Detailed Discussion) – Managerial Challenges of Mergers & Acquisitions Process of Merger Integration - Organization & Human Aspects.

UNIT – V

Corporate Valuation – Valuation approaches – Discounted cash flow valuation – Relative valuation – valuing corporate control – valuing operating & financial synergy – valuing of LBO. Methods of financing Mergers – cash offer , share exchange ratio- Mergers as a Capital Budgeting decision.

UNIT – VI

Takeovers- types, hostile take over approaches, Take over defenses – Financial defensive measures – coercive offers and defense – anti – take over amendments – Poison Pill defense. Legal & Regulatory frame work of Mergers & Acquisitions – Provisions of Company’s act 1956, Corporate Tax – provisions relating to income tax act, SEBI Take over.

Recommended Books:

1. Mergers acquisitions and Business Valuation – Ravindhar Vadapalli
2. Mergers acquisitions & Corporate Restructuring – Chandrasekhar Krishna Murthy & S R Vishwanath – Sage Publication
3. Sudi Sudarsanam – Value Creation from M & A.

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**103MB42 International Business
(Elective – IV)**

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 - Foreign Direct Investment FDI in world economy – FDI in India – Horizontal & Vertical FDI – Implication for Business

UNIT III

The Global Capital Market -Introduction – Benefits of the Global Capital Market - Growth of Global - Capital Market – The Euro Currency Market – The Global Bond & Equity –Market.

UNIT IV

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 V

Global Marketing and R & D -Introduction – Globalization of Markets and Brands – Market - Segmentation – Global Marketing Mix – International Product Life Cycle. Accounting in the International Business - Country Differences in Accounting Standards – National and International -Standards – Accounting Aspects of Control Systems

UNIT VI

Financial Management in the International Business - Investment Decision – Financing Decision – Global Money Management - 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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**103MB43 Strategic Investment and Financial Decision
(Elective – V)**

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. Erminalvluue, 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 capita constraints: Capital Rationing Vs. portfolio Risk and diversified projects. Mergers and Acquisitions: Types - Horizontal, Vertical and Conglomerate mergers. Characteristics, Theories of mergers, Efficiency theories, information and signaling , agency problems and managerialism, the free cost flow hypothesis market power and tax considerations. Timing of merger activity, valuation problems of M & A. cross boarder acquisitions- the role of exchange rates and take over process , the trade off between costs and political instability, Restructuring Joint ventures – financing and evaluation – rational and role of JVS, Reasons for failure. sell off and disinvestitures – types and motives, explanations and rationale regulatory frame work. Take over defenses. Financial defenses, measures coercive offers and defense position pill defense, targeted share repurchase, stand still agreements strategic reactions by targets.

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.
- **Richad Pike & Bill Neale:**
- Corporate Finance & investment Strategies, 2/e Prentice Hall of India, New Delhi.

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**103MB44 Advertising, Sales Promotion and Distribution
(Elective – V)**

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.

UNIT II

Organising for Advertising: Advertising department and advertisement manager, objectives and functions - Role of advertisement agencies functioning of advertisement agencies. Advertising agency skills and service, client agency relationship. Advertisement budgets: Types, determining optimal expenditure, decision models, sales response and decay, communication, state, competitive share.

UNIT III

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 IV

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 V

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 VI

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

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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Semester –IV MBA

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**103MB45 Management of Industrial Relations
(Elective – V)**

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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**103MB46 Corporate Governance
(Elective – V)**

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 Dlgar, 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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**103MB47 Venture Capital Management
(Elective – VI)**

UNIT I

Introduction to Venture Capital: Origin and Evolution of Venture Capital, definition of Venture Capital, Significance of Venture Capital, Growth of Venture Capital, Venture Capital scenario the Indian and International context, recent trends in Venture Capital industry.

UNIT II

Concept of Venture Capital: Important terms in Venture Capital, Suitability of Venture Capital for SMEs, advantages and disadvantages of Venture Capital, types of Venture Capital, awareness about venture capital in India and abroad, enhancing awareness about Venture Capital. Alternatives to Venture Capital, geographical differences in Venture Capital.

UNIT III

Venture Capital Firms: Structure of Venture Capital Firms, Types of Venture Capital Firms, critical issues in Venture Capital Firms, roles within Venture Capital Firms, Compensation issues in Venture Capital Firms, present state of Venture Capital Firms in India.

UNIT IV

Venture Capitalists: Characteristics of Venture Capitalists, attitude, knowledge and skills of Venture Capitalists, assessment of new venture survival by venture capitalists, approaches used by Venture Capitalists to fund new businesses, evaluation of prospective entrepreneurs by Venture Capitalists, preferences of Venture Capitalists in funding new businesses

UNIT V

Business Plan for getting Venture Capital: Definition of a Business Plan. Types of Business Plans, approaches to preparing Business Plans, differences in business plans aimed at Venture Capitalists and Bankers, important features of an effective business plan, common pitfalls in preparation of business plans, preparation of a full fledged Business Plan, presentation of business plan to Venture Capitalists.

UNIT VI

Evaluation of Proposals for Funding: Basic information to look for by venture capitalists, in-depth analysis of business plan, important parameters to measure the effectiveness of business plans, balancing between risk and uncertainty in new ventures.

References

- Venture Capital, Lowell W. Busenitz (Editor), Mike Wright (Editor), Harry J.Sapienza (Editor), Edgar Elgar Publishing, Incorporated. Publication Date: December 2003.
- Venture Capital Due Diligence: A guide to making Smart investment Choices and increasing your portfolio Returns by Justin J. Camp, Publisher: Wiley, John & Sons, Incorporated, Publication Date: February 2002.
- How to Raise Capital: Techniques and strategies for financing and valuing your Small business by Jeffrey Timmons, Andrew Zacharias, Stephen Spinelli, Publisher: McGraw-Hill Companies. Publication Date: May 2004.
- New Venture Creation: Entrepreneurship for the 21st Century, Publisher: McGraw-Hill Companies. Publication Date: September 2008.

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103MB48 International Marketing
(Elective – VI)

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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103MB49 Cross Cultural Business Management

(Elective – VI)

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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103MB50 Marketing Research
(Elective – VI)

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-1

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-11

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-111

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-1V

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-V1

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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103MB37 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.