

**COURSE STRUCTURE
MAPPING AND DETAILED SYLLABUS**

For

MASTER OF BUSINESS ADMINISTRATION

(M.B.A)

(Applicable from the Academic Year 2014-2015)

Approved

by

Board of Studies and Academic Council



**SCHOOL OF MANAGEMENT STUDIES
SREENIDHI INSTITUTE OF SCIENCE & TECHNOLOGY
(An Autonomous Institution approved by UGC & affiliated to JNTUH)
Yamnampet, Ghatkesar, Hyderabad – 501 301.**

COURSE STRUCTURE AND SYLLABUS

Academic Regulations: 2014 - 2015

I YEAR – I SEMESTER

CODE	SUBJECT	T	P	C	Marks	
					Int.	Ext.
4Z101	Principles of Management	4	0	3	30	70
4Z102	Financial Accounting and Analysis	4	0	3	30	70
4Z103	Managerial Economics	4	0	3	30	70
4Z104	Marketing Management	4	0	3	30	70
4Z105	Research Methodology and Statistical Analysis	4	0	3	30	70
4Z106	Legal and Economic Environment of Business	4	0	3	30	70
4Z107	Business Communication and Soft Skills (Theory & Lab)	4	0	3	30	70
4Z108	Leadership Seminar	--	2	1	50	--
4Y171	IT for Business Applications (Lab)	2	2	2	30	70
TOTAL		30	4	24	290	560
TOTAL CREDITS AND TOTAL MARKS				24	850	

T = Theory; P = Practical; C= Credits

I YEAR – II SEMESTER

CODE	SUBJECT	T	P	C	Marks	
					Int.	Ext.
4Z209	Organizational Behavior	4	0	3	30	70
4Z210	Financial Management	4	0	3	30	70
4Z211	Human Resource Management	4	0	3	30	70
4Z212	Production and Operations Management	4	0	3	30	70
4Z213	Quantitative Analysis for Business Decisions	4	0	3	30	70
4Z214	Enterprise Resource Planning and Management Information Systems	4	0	3	30	70
4Z215	Business Ethics and Corporate Governance	4	0	3	30	70
4Z216	Industry Analysis Report followed by Seminar and Viva-Voce	--	2	2	50	--
4Z217	Business Ethics Seminar	--	2	1	50	--
TOTAL		28	4	24	310	490
TOTAL CREDITS AND TOTAL MARKS				24	800	
CUMULATIVE CREDITS AND MARKS				48	1650	

T = Theory; P = Practical; C= Credits

II YEAR – I SEMESTER (III Semester)

CODE	SUBJECT	T	P	C	Marks	
					Int.	Ext.
4Z318	Strategic Management	4	0	3	30	70
4Z319	Logistics and Supply Chain Management	4	0	3	30	70
4Z320	Management of Technology	4	0	3	30	70
4H678	Quantitative Aptitude and Logical Reasoning	4	0	3	30	70
	Elective –I	4	0	3	30	70
	Elective – II	4	0	3	30	70
	Elective - III	4	0	3	30	70
4Z330	Project Seminar	0	2	2	50	--
TOTAL		28	2	23	260	490
TOTAL CREDITS AND TOTAL MARKS				23	750	
CUMULATIVE CREDITS AND MARKS				71	2400	

T = Theory; P = Practical; C= Credits

ELECTIVE – I	
4Z321	Security Analysis and Portfolio Management
4Z322	Consumer Behavior
4Z323	Performance Management & Counseling
4FC03	Data Base Management Systems

ELECTIVE – II	
4Z324	Financial Institutions, Markets and Services
4Z325	Services Marketing
4Z326	Training and Development
4F713	E- Commerce
4HC51	Basic Spanish Language
4HC41	Basic French Language
4HC46	Basic German Language

NOTE: Distribution of Marks for Foreign Languages

INTERNAL **30 Marks**

[Written Test - 20 Marks
Oral Comprehension – 04 Marks
Assignment Marks – 03 Marks
Attendance Marks – 03 marks]

EXTERNAL **70 Marks**

ELECTIVE – III	
4Z327	Strategic Management Accounting
4Z328	Retailing Management
4Z329	Management of Change
4EC04	Software Engineering

II YEAR – II SEMESTER (IV Semester)

CODE	SUBJECT	T	P	C	Marks	
					Int.	Ext.
4Z431	Entrepreneurship	4	0	3	30	70
4Z441	Entrepreneurship Seminar	--	2	1	50	--
	Elective – IV	4	0	3	30	70
	Elective – V	4	0	3	30	70
	Elective - VI	4	0	3	30	70
4Z442	Project Work & Dissertation (Excellent / Good / Satisfactory / Unsatisfactory)	--	--	4	--	Grading
TOTAL		16	2	17	210	240
TOTAL CREDITS AND TOTAL MARKS				17	450	
CUMULATIVE CREDITS AND MARKS				88	2850	

T = Theory; P = Practical; C= Credits

ELECTIVE – IV	
4Z432	Management of Derivatives
4Z433	International Marketing
4Z434	Management of Industrial Relations
4EC05	Computer Networks

ELECTIVE – V	
4Z435	Strategic Investment and Financing Decisions
4Z436	Sales and Distribution Management
4Z437	Knowledge and Talent Management
4EC07	Operating Systems

ELECTIVE – VI	
4Z438	International Financial Management
4Z439	Integrated Marketing Communications
4Z440	Compensation and Reward Management
4EC12	Software Project Management

LIST OF SUBJECTS WITH TUTORIAL CLASSES:

S. No	CODE	SUBJECT	YEAR & SEMESTER	NO. OF CLASSES
1	4Z102	Financial Accounting and Analysis	I Yr. I Sem.	2
2	4Z105	Research Methodology and Statistical Analysis	I Yr. I Sem.	2
3	4Z210	Financial Management	I Yr. II Sem.	2
4	4Z212	Production and Operations Management	I Yr. II Sem.	1
5	4Z213	Quantitative Analysis for Business Decisions	I Yr. II Sem.	2
6	4H678	Quantitative Aptitude and Logical Reasoning	II Yr. I Sem.	2

TOTAL CREDITS = 24 + 24 + 23 + 17 = 88

MBA PROGRAMME EDUCATION OBJECTIVES (PEO's):

1. To impart the knowledge of critical functions of business viz. Marketing, Finance, Human Resources and Systems.
2. To enhance necessary quantitative skills for analyzing a firm's numerical data 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 (POC's):

- 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.

**SUBJECT WISE COURSE OBJECTIVES – PROGRAM OUTCOMES
MAPPING**

S. NO.	CODE	COURSE OBJECTIVES	a	b	c	d	e	f	g	h	i	j	k
SEMESTER-I													
1	4Z101	Principles of Management	x	x		x	x	x	x	x			x
2	4Z102	Financial Accounting and Analysis		x		x					x		
3	4Z103	Managerial Economics			x	x	x				x		
4	4Z104	Marketing Management		x	x	x	x						
5	4Z105	Research Methodology and Statistical Analysis		x		x	x						x
6	4Z106	Legal and Economic Environment of Business	x	x				x					
7	4Z107	Business Communication and Soft Skills (Theory & Lab)	x	x		x	x	x	x	x			x
8	4Z108	Leadership Seminar				x			x	x			x
9	4Y171	IT for Business Applications			x		x						
SEMESTER-II													
10	4Z209	Organizational Behavior	x	x		x	x	x	x	x			x
11	4Z210	Financial Management				x	x				x		
12	4Z211	Human Resource Management	x	x		x			x				x
13	4Z212	Production and Operations Management			x	x	x						
14	4Z213	Quantitative Analysis for Business Decisions				x	x				x		
15	4Z214	Enterprise Resource Planning and Management Information Systems			x	x	x	x	x		x		
16	4Z215	Business Ethics and Corporate Governance		x		x							x
17	4Z216	Industry Analysis Report followed by Seminar & Viva-Voce		x		x				x			x
18	4Z217	Business Ethics Seminar		x						x			x
SEMESTER-III													
19	4Z318	Strategic Management	x			x	x		x				x
20	4Z319	Logistics and Supply Chain Management			x		x		x				x
21	4Z320	Management of Technology	x			x		x			x		

22	4Z330	Project Seminar				x					x	x		
ELECTIVE – I														
23	4Z321	Security Analysis and Portfolio Management				x	x					x		
24	4Z322	Consumer Behavior	x	x	x	x	x							
25	4Z323	Performance Management & Counseling	x	x		x	x							
26	4FC03	Data Base Management Systems			x	x								x
ELECTIVE – II														
27	4Z324	Financial Institutions, Markets and Services	x			x						x		
28	4Z325	Services Marketing	x	x	x	x	x	x						
29	4Z326	Training and Development				x	x	x						x
30	4F713	E- Commerce			x	x								x
ELECTIVE – III														
31	4Z327	Strategic Management Accounting					x					x		
32	4Z328	Retailing Management	x			x			x				x	
33	4Z329	Management of Change		x		x								
34	4EC04	Software Engineering			x	x								x
SEMESTER – IV														
35	4Z431	Entrepreneurship	x		x	x	x				x	x	x	
36	4Z441	Entrepreneurship Seminar				x					x		x	
ELECTIVE – IV														
37	4Z432	Management of Derivatives		x		x						x		
38	4Z433	International Marketing	x					x	x				x	
39	4Z434	Management of Industrial Relations	x	x		x			x					
40	4EC05	Computer Networks			x	x								x
ELECTIVE – V														
41	4Z435	Strategic Investment and Financing Decisions	x			x						x		
42	4Z436	Sales and Distribution Management		x	x	x	x							
43	4Z437	Knowledge and Talent Management	x	x		x			x					
44	4EC07	Operating Systems			x	x								x
ELECTIVE – VI														
45	4Z438	International Financial Management				x	x					x		
46	4Z439	Integrated Marketing Communications		x	x	x	x					x		

COURSE STRUCTURE AND DETAILED SYLLABUS

I YEAR – I SEMESTER

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					Int.	Ext.
3Z101	Principles of Management	4	0	3	30	70
4Z102	Financial Accounting and Analysis	4	0	3	30	70
4Z103	Managerial Economics	4	0	3	30	70
4Z104	Marketing Management	4	0	3	30	70
4Z105	Research Methodology and Statistical Analysis	4	0	3	30	70
4Z106	Legal and Economic Environment of Business	4	0	3	30	70
4Z107	Business Communication and Soft Skills (Theory & Lab)	4	0	3	30	70
4Z108	Leadership Seminar	--	2	1	50	--
4Y171	IT for Business Applications (Lab)	2	2	2	30	70
TOTAL		30	4	24	290	560
TOTAL CREDITS AND TOTAL MARKS				24	850	

T = Theory; P = Practical; C= Credits

a	b	c	d	e	f	g	h	i	j	k
x	x		x	x	x	x	x			x

Semester –I MBA

T P C
4 0 3

4Z101 PRINCIPLES OF MANAGEMENT

Course Objective: The objective is to help the students understand the fundamental concepts and principles of management. It focuses on the basic roles, skills and functions of management, with special attention to Managerial Responsibility for effective and efficient achievement of goals.

UNIT I

INTRODUCTION TO MANAGEMENT: Definitions, types of managers; Managerial roles and functions; Perspectives on Management: Scientific Management of Fredrick Winslow Taylor, Fayol’s principles of Management, Human Relations approach to Management- Systems Approach, Contingency Approach and Mc Kinsey 7-S Framework.

UNIT II

PLANNING: Nature of planning, Vision, Mission, Objectives and Goals, Steps in planning, types of planning, Levels of planning - The Planning Process, Advantages and Limitations of Planning.

UNIT III

ORGANIZING: Nature of Organizing, Organization levels and Span of Management – Organizational Design and structure – Departmentation, Delegation, Line and Staff concepts, Staffing – Decentralization - Empowerment.

UNIT IV

DECISION MAKING: The nature of Managerial Decision Making, Rational Model of Decision Making, Improving the Effectiveness of Decision Making, Tools and Techniques of Decision making.

UNIT V

CONTROLLING: Basic Control process - Control as a feedback system – Types of controls - Feed forward control - Preventive control - Requirements for effective control – Control techniques – Overall controls and preventive controls.

UNIT VI

MOTIVATION: Theories of Motivation- Maslow’s Need hierarchy - Herzberg’s two factors Theory, Douglas Mc Gregor’s Theory X and Theory Y - Content theories - Process theories - Reinforcement theories of Motivation - Challenges of motivation in modern workplace.

Essential Readings:

- Harold Koontz, O'Donnell and Heinz Weihrich, Essentials of Management. New Delhi, Tata McGraw Hill

Suggested Readings:

- Stephen P. Robbins, David A. Decenzo, Sanghmitra Bhattacharya, 7 Madhushree Nanda Agarwal, Fundamentals of Management, Pearson Education, 2009
- Kreitner, Management Theory and Applications, Cengage Learning, India, 2009
- Robbins, Management, 9th edition Pearson Education, 2008,
- Griffin, Management Principles and Applications, Cengage Learning, India First Edition
- Stoner, Management, PHI Learning, 2008
- Richard L. Daft, Principles Of Management, Cengage Learning, India, 2009
- Anil Bhat & Arya Kumar Principles Processes and Practices 1st Edition 2008 Oxford Higher Education
- Satyaraju & Parthsarthy, Management Text and Cases, PHI Learning, 2009
- J.S. Chandan, Management Theory and Practice, 1st edi, Reprint 2007 Vikas Publishing House.

a	b	c	d	e	f	g	h	i	j	k
	x		x					x		

Semester –I MBA

T P C
4 0 3

4Z102 FINANCIAL ACCOUNTING AND ANALYSIS

Course Objective: 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 of financial statements of a company.

UNIT I

INTRODUCTION TO ACCOUNTING: Definition - Importance, Objectives and Principles, Accounting Concepts and Conventions, Generally Accepted Accounting Principles (GAAP). Accounting Process: Overview of Books of Original Record, Journal, Ledger, and Subsidiary books.

UNIT II

FINAL ACCOUNTS: Classification of Capital & Revenue Expenses, Trial Balance, Final Accounts with adjustments.

UNIT III

VALUATION OF ASSETS: Tangible Vs Intangible assets, Methods of Inventory Valuation and Valuation of Goodwill: Depreciation of fixed assets and Methods of Depreciation – Straight Line Method & Written down Value Method, Annuity Method.

UNIT IV

FINANCIAL ANALYSIS-I: Statement of Changes in Working Capital, Funds from Operations, Funds Flow Vs Cash Flow Statement, Preparation and Analysis of cash flow and funds flow statements.

UNIT V

FINANCIAL ANALYSIS-II: Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis – Common size Statement, Comparative Statement – IFRS; Functional classification of Liquidity, Leverage, Turnover and Profitability ratios.

UNIT VI

INTRODUCTION TO ACCOUNTING PACKAGES: Tally, Wings, Focus 5.0, Tata-ex-Next generation, Meaning, Definition and History of Tally – Creation of Company – Preparation of Journal Entries – Accounting Vouchers – Ledgers in Tally – Introducing various methods in Tally such as Normal, Sales Tax Methods, Closing Stock Method, Depreciation method, Opening Balance Method, Discount Method, Single Rate on Purchase Method, Single Rate on Sales Method, VAT concepts – Bank Transaction Method (Without Inventory) – Reports – Trading Account – P & L Account and Balance Sheet – Individual Reports – Types, Short Cut Keys.

Essential Readings:

- Earl K. Stice and James. D. Stice, “Financial Accounting – Reporting and Analysis”, 2009, 7th Ed. south western, Cengage Learning.
- Danesh K. Khatri – Financial Accounting, Tata Mc Graw Hill Edu. Pvt. Ltd.
- Sanjay Satpathy, Tally ERP Book, Advanced usage A practical hands on Self Study Approach Book.
- Tally ERP9 Advanced Bode, Ashok K. Nadhani, BPB Publications.

Suggested Readings:

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

a	b	c	d	e	f	g	h	i	j	k
		x	x	x				x		

Semester –I MBA

T **P** **C**
4 0 3

4Z103 MANAGERIAL ECONOMICS

Course Objective: The Objective of this course is to understand the relevance of Economics in Business Management. This will enable the students to understand the Decision Making at various functional areas with regard to profit maximization.

UNIT I

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

UNIT II

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

UNIT III

PRODUCTION ANALYSIS: Production function, Marginal Rate of Technical Substitution, Iso quants and Iso costs, 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 IV

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, minimizing costs internationally- the new economies of scale, Break even Analysis.

UNIT V

MARKET STRUCTURE AND PRICING PRACTICES: Features and Types of different competitive situations – Price Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly in the long run and short run, Pricing Strategies. Government Intervention and pricing.

UNIT VI

PROFIT THEORY AND MEASUREMENT: Meaning and nature of profit, Kinds of profits, Role of profit, Theories of Profit-Residual claimant theory, Wage theory of profit, Dynamic Surplus theory of profit, Innovation theory of profit, Risk and uncertainty - bearing theory of profit.

Essential Readings:

- Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain: *Managerial Economics, 14th edition* Pearson, 2012.
- Mehta, P.L., *Managerial Economics - Analysis, Problems, Cases*, Sultan Chand and Sons, New Delhi, 2001.
- *Managerial Economics* by Dr G S Gupta, Mc Graw Hill, 2010.

Suggested Readings:

- Keat, *Managerial Economics : Economic Tools for Today's Decision Makers*, Pearson Education, 2007
- Dominic Salvatore, *Managerial Economics*, Thomson, 2006
- Mote Paul: *Managerial Economics 1e* TMH 2004
- Froeb: *Managerial Economics—A Problem Solving Approach*, Thomson, 2007.
- James L. Pappas and Engene F. Brigham: *Managerial Economics*, Pearson Education, New Delhi, 2006.
- *Managerial Economics*-Mark Hirschey-Cengage
- Petersen, Lewis and Jain: *Managerial Economics*, Pearson/PHI, 2006
- Gupta: *Managerial Economics 1e* TMH 2005.

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	x	x	x	x						

Semester –I MBA

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4Z104 MARKETING MANAGEMENT

Course Objective: 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: Importance, scope of Marketing, Core marketing Concepts, Marketing Philosophies, Marketing Process – Functions of Marketing, Marketing Environment, Developed Vs Developing Marketing, Marketing Myopia; Marketing Research - process, MR Online, MR and Ethics, Marketing Decision System.

UNIT II

MARKET SEGMENTATION AND TARGETING: Mass Marketing, Identification of Market Segments - Basis for Consumer and Industrial Marketing Segmentation, requirements for effective segmentation, Evaluating market segmentation, selecting Target Markets, Positioning – positioning maps, positioning strategy.

UNIT III

PRODUCT MANAGEMENT: Constituents of a product, types of new products – Test Marketing of a new product, Packaging – Purpose, Types and New Trends in packaging, product levels, product range, Product Line, Product Mix, Product Life Cycle, PLC as a tool for Marketing Strategy .New Product Development - Concept, Strategies for Introduction, Growth, Maturity & Decline Phase, Criticism of the Product Life Cycle.

UNIT IV

PROMOTION& COMMUNICATION STRATEGIES: Marketing channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions .Promotional mix, factors affecting the promotion mix, advertising, public relations, sales promotion, personal selling, marketing communication process,

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

PERSONAL COMMUNICATION & MARKET EVALUATION AND CONTROLS: WOM, Rural Marketing, BOP, relationship Marketing, Digital Marketing, Social marketing, post modern marketing, market sustainability and ethics, Global marketing. Market Evaluation And Controls – Types, processes, obstacles to marketing control – Marketing Audit – Marketing Ethics

Essential Readings:

- Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 13/e, Pearson Education, 2012.
- Adrian Palmer , Introduction to Marketing Theory and Practice, Oxford University Press 2007
- Ramaswamy Namakumari, “Marketing Management”, TMH 5th Edition 2013.

Suggested Readings:

- Rajan Saxena: Marketing Management, 2/e, Tata McGraw Hill, 2006
- Principles of Marketing –Kurtz/Boone- 12e-cengage
- 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.
- 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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	x		x	x						x

Semester –I MBA

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4Z105 RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

Course Objective: The objective of the course is to introduce the basic methods of conducting research, explore ideas in formulating research objectives, hypotheses and sample framework for undertaking research studies. It provides an insight into different statistical tools for data analysis, interpretation and presentation of reports in different functional areas of management.

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

UNIT I

INTRODUCTION: Nature and Importance of Research, Role of Business Research, Aims and types of Social Research, Research process – primary and secondary sources of data, Questionnaire and schedules as tools of collecting data, Research Design – Meaning – Functions and goals.

UNIT II

SAMPLING: Sampling design and sampling procedures, Diagrammatic and Graphical presentation of data, Tabulation of data and general rules of tabulation; Mechanics of report writing, preliminary pages, main body and appendices including bibliography, Pilot Study and Case Study method.

UNIT III

MEASUREMENT AND SCALING TECHNIQUES: Measurement and Scaling concepts, Attitude measurement, Psychometric, Psychological and social instruments used in Management Research, levels of measurement and types of scales, criteria for good measurement.

UNIT IV

STATISTICAL ANALYSIS-I: Measures of Central Tendency, Measures of Dispersion, Measures of Variation, Measures of Central Tendency Vs Measures of Dispersion, Measures of Skewness and Interpretation- Correlation and Regression Analysis, Regression Vs Correlation, Correlation Vs Determination, types of Correlation, Regression and their specific applications.

UNIT V

STATISTICAL ANALYSIS-II: Analysis of Time Series: Concepts, Utility – components, measurement of trend through Method of Least Squares, Moving averages and Graphical methods, Basic concepts of Probability and Theoretical Distribution.

UNIT VI

STATISTICAL INFERENCE: Parametric Vs Non-parametric tests, Hypothesis Testing – Null Hypothesis Vs Alternative Hypothesis, procedure for testing of hypothesis, Z- Test, tests of significance for small samples, their application, t-test, ANOVA – one way classification and Chi-square test, Association of attributes and inferences.

Essential Readings:

- Richard I Levin & David S. Rubin: *Statistics for Management*, 7/e. Pearson, 2008.
- Glyn Davis & Branko Pecar “*Business Statistics Using Excel*” Oxford University Press, 2012.
- C.R Kothari: *Research Methodology Methods & Techniques*, 2/e, Vishwa Prakashan, 2009.

Suggested Readings:

- S.P. Gupta – *Statistica Methods* – Sultan Chand & Sons.
- 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
- 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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x	x				x					

Semester –I MBA

T P C
4 0 3

4Z106 LEGAL AND ECONOMIC ENVIRONMENT OF BUSINESS

Course Objective: The objective of the course is to enable students to understand the legal framework of business and to provide the student with a background of various environmental 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; types of contracts, Unlawful and illegal agreements, Contingent contracts, Performance and Discharge of contracts, Remedies for breach of contract, Indemnity and Guarantee.

UNIT II

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

UNIT III

BASIC BUSINESS REGULATIONS:

Negotiable Instruments Act – 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, Cheques, and their definitions and characteristics, Types of endorsements, Discharge of Parties.

Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.

Central excise Act-1944: Basic concepts related to excisable goods, Classification of Goods, and Basic concept of VAT.

UNIT IV

INTRODUCTION TO BUSINESS ENVIRONMENT: Macro Environment Analysis (PESTEL Model); Industrial Policies: A brief review of industrial policies since Independence, Industrial policy of 1991 and recent developments, Fiscal Policy, Monetary Policy, EXIM Policy, FDI in INDIA.

UNIT V

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

UNIT VI

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

Essential Readings:

- RSN Pillai, Bagavathi, Business Law, S.Chand, 2013
- Francis Cherunilam, Business Environment Text & Cases, Himalaya Publication, 2010

Suggested Readings:

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

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Semester –I MBA

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4Z107 BUSINESS COMMUNICATION AND SOFT SKILLS

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

UNIT I

BASIC COMMUNICATION SKILLS: Nature and Scope of Communication, Types of Communication, Verbal and Non – Verbal Communication, Barriers to Effective Communication – Kinesics; Written Communication – Differences between Spoken and Written Communication – Features of Effective writing – Assertive Communication, Importance of feedback – Principles of feedback

UNIT II

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

UNIT III

BUSINESS COMMUNICATION SKILLS: Business Letters – pro-forma, culture – format – Style – Effectiveness, Promptness, Analysis of sample letters collected from Industry – Email, Fax, Business and Technical Report Writing – Types of Reports – Progress reports – Routine Reports – Annual Reports Format – Analysis of Sample Reports from Industry – Synopsis and Thesis Writing.

UNIT IV

EMPLOYABILITY SKILLS: Introduction – Writing CV- Interview Skills – Preparation for facing an Interview and Guiding Techniques –Group Discussions – Types of Group Discussions – Ingredients of Good Discussion.

UNIT V

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

UNIT VI

NEGOTIATION SKILLS: Nature of Negotiations- Need to Negotiate- Formal and Informal situations of negotiation, Communication & effective Negotiation skills- Listening, Speaking, Understanding; basic approaches to Negotiation – Distributive and Integrative Negotiations – Negotiation skills.

Essential Readings:

- Basic Business communication –Lesikar and Flatley-Mc Graw Hill-Ninth edition

Suggested Readings:

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

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Semester – I MBA

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4Z108 LEADERSHIP SEMINAR

In the Leadership Seminar Paper the students will be assigned various topics from the “Leadership Seminar Books” provided by the department to all the students. The students are asked to present their views by critically analyzing topics assigned to them and present through power point presentation to the internally constituted committee consisting of Director and the Head of the Department along with three senior faculty members and a faculty member who has been handling the leadership seminar paper.

School of Management Studies has set up three centers of Excellence namely Leadership, Business Ethics and Entrepreneurship. The department has prepared books related to various centers to be covered in four semesters of MBA Program. Further, in order to make the students understand the contents of these articles, they are trained to present various articles in the classroom in front of their classmates and faculty members.

The Internally constituted committee will thoroughly assess each student’s presentation, communication and subject skills for award of marks. The evaluation of the leadership seminar will be for 50 Marks done internally.

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Semester –I MBA

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4Y171 IT FOR BUSINESS APPLICATIONS

Course Objective: 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. Despande, 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.

Suggested Books:

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 Information Technology, Second Edition, Wiley India, 2006.

COURSE STRUCTURE AND DETAILED SYLLABUS

I YEAR – II SEMESTER

CODE	SUBJECT	T	P	C	Marks	
					Int.	Ext.
4Z209	Organizational Behavior	4	0	3	30	70
4Z210	Financial Management	4	0	3	30	70
4Z211	Human Resource Management	4	0	3	30	70
4Z212	Production and Operations Management	4	0	3	30	70
4Z213	Quantitative Analysis for Business Decisions	4	0	3	30	70
4Z214	Enterprise Resource Planning and Management Information Systems	4	0	3	30	70
4Z215	Business Ethics and Corporate Governance	4	0	3	30	70
4Z216	Industry Analysis Report followed by Seminar and Viva-Voce	--	2	2	50	--
4Z217	Business Ethics Seminar	--	2	1	50	--
TOTAL		28	4	24	310	490
TOTAL CREDITS AND TOTAL MARKS				24	800	
CUMULATIVE CREDITS AND MARKS				48	1650	

T = Theory; P = Practical; C= Credits

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Semester –II MBA

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4Z209 ORGANIZATIONAL BEHAVIOR

Course Objective: To help students understand organizational behavior and management practices by examining Psychological principles and to facilitate a critical evaluation of organizational practices and their impact on work Behaviors, attitudes and performance.

UNIT I

INTRODUCTION TO ORGANIZATIONAL BEHAVIOR: Definition, Importance, Scope, Fundamental Concepts of OB, Perception and attribution: Nature and importance of Perception – Perceptual selectivity and organization-Attribution theories and attribution errors.

UNIT II

INDIVIDUAL BEHAVIOR: Meaning of personality, Attitude - Development of personality – Attributes of personality- Transactional Analysis – Ego states – Johari window - Nature and dimensions of attitude – Developing the right attitude.

UNIT III

GROUP BEHAVIOUR: Group Dynamics, Concept of Group & Team, Types of teams, stages of team development, Importance of Team building, Theories of Group Formation - Formal and Informal Groups.

UNIT IV

STRESS AND CONFLICT MANAGEMENT: Meaning and Types of stress - Conflict Definition: Traditional vis-à-vis Modern view of conflict – Types of conflict – Intrapersonal, Interpersonal, Organizational, and Constructive and Destructive conflict, Conflict Management.

UNIT V

LEADERSHIP: Theories, Styles –Activities and skills of great leaders - Work life balance, Learning – unlearning, Concept of learning organizations and concepts of Change Management.

UNIT VI

ORGANIZATION CULTURE: Definition of Organizational culture-characteristics-types of culture-functions of culture-Formation of Organizational cultures-Ethical organizational culture-customer responsive culture, Organizational culture in Indian organizations.

Essential Readings:

- Robbins, P Stephen, Timothy A.Judge, Organisational Behaviour, 12/e, PHI/Pearson, New Delhi, 2007

Suggested Readings:

- Management Organisational Behaviour-Jon L.Pierce &Donald G.Gardener cengage
- Luthans, Fred: Organisational Behaviour 10/e, McGraw-Hill,
- Nelson: Organisational Behaviour, 3/e, Thomson, 2006
- Aswathappa: Organisational Behaviour, 9/e, Himalaya,
- Heinz Wehrich, Harold Koontz: *Management A Global Perspective*, 10/e, Tata McGraw Hill, 2007.

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4Z210 FINANCIAL MANAGEMENT

Course Objective: 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 finance of Business Organization.

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

UNIT I

INTRODUCTION TO FINANCIAL MANAGEMENT: Definition - Concepts – Objectives – Profit, Wealth Maximization and EPS Maximization, Managerial Finance functions - Time value of money: present value, future value of money, Capitalization - Theories of Capitalization.

UNIT II

INVESTMENT DECISIONS: Concepts of Capital Budgeting – Importance and Nature of Capital Budgeting – Capital Budgeting Evaluation Techniques - Traditional – Pay back and Average rate of return, DCF Techniques – IRR, NPV and Profitability Index – Capital Rationing.

UNIT III

FINANCING DECISIONS: Concepts and Measurement of cost of capital, Implicit Vs Explicit Cost of Capital, Computation of Cost of Debt, Cost of Equity, Cost of Preference shares, Cost of Retained Earnings, Weighted average Cost of Capital and Marginal Cost of Capital.

Concepts of Capital Structure: Optimal Capital Structure – Factors influencing the Capital Structure – Theories of Capital Structure – NI and NOI Approach, MM approach, Financial Leverage, Operating Leverage - EBIT/EPS analysis Indifference point.

UNIT IV

WORKING CAPITAL MANAGEMENT: Concepts of Working Capital- Gross Vs Net Working Capital, Determinants of Working Capital, and Operating cycle approach, planning of Working Capital, Financing of working capital strategies; Importance of Current Assets and Current Liabilities in the Management of Working Capital.

UNIT V

MANAGEMENT OF CURRENT ASSETS: Management of cash – Motives for holding cash, Basic strategies for cash management, cash budget - Management of Receivables: Objectives, Credit Policies, Credit Terms, Collection Policies, Management of Inventory: Objectives of Inventory and Techniques for Inventory management.

UNIT VI

DIVIDEND DECISIONS: Dividends Vs Profit Retention – Objective of Dividend Policy – Factors influencing for Dividend Policy – Stability of Dividends, Forms of Dividends – Stock Split Vs Bonus Shares – Dividend Theories – Walter’s Model, Gordon’s Model and MM Hypothesis.

Essential Readings:

- Jonathan Berk, Peter DeMarzo, Ashok Thampy, “Financial Management”, 2010, Pearson.
- Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, 2006, 10th Ed. Thomson South-Western.
- MY Khan and PK Jain: Financial Management--Text and Problems, Tata McGraw Hill. 2009.

Suggested Readings:

- 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 Tennes: 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.
- 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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4Z211 HUMAN RESOURCE MANAGEMENT

Course Objective: The objective of the course is to provide basic knowledge of functional areas of Human Resource Management. This will be the prerequisite for enabling students to take any elective offered in third and fourth semesters in 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: 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: Recruitment Process, Methods of recruiting, realistic job preview, developing and using Application Blanks, Challenges of recruiting; 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, Training process, Training methods, Management development – individual, group, organizational techniques, evaluation of training and development. Appraising and Managing Performance: The Appraisal process, methods, and potential problems in performance evaluations.

UNIT V

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

UNIT VI

INTRODUCTION TO INDUSTRIAL RELATIONS: Industrial Disputes and causes, remedial measures, Collective Bargaining, sources of grievances, Grievance procedure, Guidelines for handling grievances; maintenance of HR Benefits and services, security, safety, health and welfare services. Employee Separation, Recent trends in HRM.

Essential Readings:

- John M. Ivancevich, Human Resource Management, 9/e, Tata McGraw- Hill, 2007

Suggested Readings:

- Scott Snell & George Colander, Human Resource Management, Thomson Publications, 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.
- David A. 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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4Z212 PRODUCTION AND OPERATIONS MANAGEMENT

Course Objective: This course provides an introduction to the concepts and analytical methods that are useful in understanding the management of firm’s operations and familiarizes with the problems and issues confronting Operations Managers.

UNIT I

INTRODUCTION: Overview of Production and Operations Management, Functions, Historical Development of POM, POM scenario today.

Product and Process Design: New Product Development – It’s Concepts, Steps in Product Design, Process planning and Design – Selection of process, Value Analysis, Value Engineering.

UNIT II

FACILITIES MANAGEMENT & AGGREGATE PLANNING: Location of Facilities, Layout of Facilities, Optimization of Product/Process Layout.

Aggregate Planning: Preparation of Aggregate Demand Forecast, Specification of Organizational policies for smoothing Capacity Utilization, Determination of feasible production alternatives and Determination of Optimal Production Strategy.

UNIT III

SCHEDULING: Introduction, Job Shop Scheduling, Types of Schedules, Schedule Generation, Heuristic procedures, Priority Dispatching rules, Johnson’s problem, Extension of Johnson’s rule, Two Jobs and Machines Scheduling, JIT Manufacturing and its contribution to Scheduling Decision, Master Production Scheduling.

UNIT IV

MATERIALS AND STORES MANAGEMENT: Need, use and importance of Materials 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, ABC and VED analysis.

UNIT V

QUALITY MANAGEMENT: Economics of Quality Assurance; Inspection and Statistical Quality Control, Control Charts for Variables and Attributes, Acceptance Sampling plans, OC Curves, Total Quality Management, ISO 9000 series standards, Six Sigma.

UNIT VI

P.E.R.T. & C.P.M: Drawing Networks, Identifying Critical path, probability of completing the project within the given time, Project Crashing – Optimum cost and Optimum duration.

Books Recommended:

- Danny Samson “Operations Management: Integrated Approach” Cambridge, 2012.
- B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.

Suggested Readings:

- Kenneth K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011.
- K. Ashwathappa, Sreedhar Bhat, Production and Operations Management, HPH, 2012.
- Panneerselvam “ Production and Operations Management” PHI,2012
- Adam, EE & Ebert: RJ Production and Operations Management, 6th Edition, New Delhi, Prentice Hall of India, 1995.
- Ajay K Garg, Production and Operations Management, TMH, 2012
- Dipak Kumar Bhattacharyya, Production and Operations Management, Universities Press, 2012.
- J.K, Sharma: Operations Research, Macmillian, 2013.
- Richard B. Chase, Ravi Shankar, Operations and Supply Management 12th Edition, TMH, 2010.
- Chary, SN Production and Operations Management, New Delhi, Tata McGraw Hill, 1989.

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4Z213 QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Course Objective: The objective of the course is to provide the basic tools of Operations Research in solving Management problems through Modeling and using Mathematical Approach.

UNIT I

INTRODUCTION: Origin of Operations Research, Applications of Operations Research in different Managerial areas, defining a Model, types of Models, Process for developing an Operations Research Model, practices, Opportunities and short comings of using an Operations Research Model.

UNIT II

LINEAR PROGRAMMING: Structure of LPP, Assumptions of LPP, Application areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for different areas, Solving of LPP by Graphical Method, Simplex Method, Two-phase Method, Big-M Method, Converting primal LPP to dual LPP, Limitations of LPP.

UNIT III

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

UNIT IV

DECISION THEORY: Introduction, Ingredients of Decision problems. Decision Making under Uncertainty, Cost of Uncertainty – under risk, under perfect information; Decision tree, Construction of Decision tree.

UNIT V

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

UNIT VI

QUEUING THEORY: Queuing Structure and basic components of a Queuing Model, Distributions in Queuing Model, Differences in Queuing Model with FCFS, Queue Discipline, Single and Multiple Service Stations with Finite and Infinite Population.

Essential Readings:

- Hillier / Lieberman: Introduction to operations research, 9th edition, TMH, 2012.
- Hamdy A Taha : Operations Research: An Introduction, 9th edition, Pearson, 2013
- J.K. Sharma, “Operations Research: Theory and applications, 5th edition, Macmillian, 2013.

Suggested Readings:

- S.D. Sharma, Operations Research – Kedarnath Ramnath &Co 2002.
- N.D. Vohra: Quantitative Techniques in Management, Tata McGraw Hill, New Delhi, 2007
- Barry Render, Ralph M. Stair, Jr. Michael E. Hanna, Quantitative Analysis for Management 9e Prentice Hall of India Pvt. Ltd 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.
- 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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4Z214 ENTERPRISE RESOURCE PLANNING AND MANAGEMENT INFORMATION SYSTEMS

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

UNIT I

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

UNIT II

ERP & RELATED TECHNOLOGY: BPR, Concepts of Data Mining, Data Warehousing, On-Line Analytical Processing (OLAP). Supply chain Management, CAD/CAM; ERP System Options and Selection, ERP proposal Evaluation.

UNIT III

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

UNIT IV

ERP IMPLEMENTATION AND MAINTENANCE: Implementation challenges, ERP Implementation strategies, ERP Implementation life cycle- Pre evaluating screening, Package evaluation-Project planning Phase- GAP Analysis- Reengineering, Configuration-Team Training-Testing & Going Live, Maintaining ERP & IS.

UNIT V

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

UNIT VI

INTRODUCTION TO MIS: Types of Information Systems, Transaction Processing Systems, Decision Support Systems, Office Automation System, Communication Systems, Group Decision Support Systems (GDSS), Executive Information Systems; Impact of Information systems on organizations and business firms.

Essential Readings:

- David L Olson, Managerial Issues of Enterprise Resource Planning Systems, McGraw Hill, International Edition-2012.
- C Laudon and Jane P.Laudon, et al: Management Information Systems, 9/e, PHI and Pearson Education, 2005.

Suggested Readings:

- Mary Sumner “Enterprise Resource planning” Pearson, 2012
- Alexis Leon, ERP (Demystified), 5/E, Tata McGraw-Hill, 2012.
- Robert Schultheis and Mary Sumner, Management Information System the Manager’s View, Tata McGraw-Hill-2008
- Murthy, CSV, Management Information Systems- Text and Applications, Himalaya Publishing House- 2009.
- 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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4Z215 BUSINESS ETHICS AND CORPORATE GOVERNANCE

Course Objective: To enable the students to understand the parameters of Accountability, Control and reporting system in the corporate board and to help the students to have an insight in to the interactive relationship among various corporate and related Constituents.

UNIT I

BUSINESS ETHICS: 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, Kohlberg’s study- Carol Gilligan’s Theory-Principles of Ethics).

UNIT II

PROFESSIONAL ETHICS: Ethical Dilemma. Introduction, Dilemma and Ethical Dilemma-Mounting Scandals-Ethical Issues-Preparatory Ethics: Proactive steps- Ethics in production and production management – Ethics of marketing professionals-Ethics in HRM –Ethics of finance and accounting professionals.

UNIT III

CYBER CRIMES: Cyber crimes and cyber Terrorism-social, Political, ethical and psychological, dimensional, Intellectual property in the cyberspace, Ethical dimensions of cyber crimes. Ethics and human rights Balanced global environment Kyoto Protocol concern of global warming, judicious use of natural resources.

UNIT IV

OVERVIEW OF CORPORATE GOVERNANCE: Perspectives on Corporate Governance and Stakeholder Expectations – The Controversy over Corporate Purpose, Corporate Governance and Global Competitiveness; India- Board structure process and Evaluation-Board Committees, Indian model of Corporate Governance.

UNIT V

FINANCIAL INSTITUTIONS AND NOMINEE DIRECTORS: 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; OECD Principles of Corporate Governance.

UNIT VI

THE LEGAL AND REGULATORY SETTING: Role of international trade and business organizations, Concept of Ombudsman - Irani Committee Report- SEBI Regulations, FEMA Banking and capital market regulation, Whistle Blowing, Emerging Trends in Corporate Governance.

Essential Readings:

- N.D. Kapoor, *Mercantile Law*, Sultan Chand & Sons, latest edition
- K. Aswathappa, *Essentials of Business Environment*, Himalaya Publication house, 2008.

Suggested Readings:

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

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4Z216 INDUSTRY ANALYSIS REPORT FOLLOWED BY SEMINAR AND VIVA VOCE

Students can choose a specific Industry for Analysis and write their observations as to the trend; future prospects, problems etc., based on secondary sources of data such as Economic Times, Financial Express, Centre for Monitoring Indian Economy (CMIE) etc.

The Industry analysis can be taken up as part of their Summer Internship Programme. The Evaluation of the Industry Analysis Report followed by Seminar and Viva-voce will be for 50 marks done internally.

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Semester –II MBA

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4Z217 BUSINESS ETHICS SEMINAR

In the Business Ethics Seminar Paper the students will be assigned various topics from the “Business Ethics Seminar Books” provided by the department to all the students. The students are asked to present their views by critically analyzing topics assigned to them and present through power point presentation to the internally constituted committee consisting of Director and the Head of the Department along with three senior faculty members and a faculty member who has been handling the Business Ethics seminar paper.

School of Management Studies has set up three centers of Excellence namely Leadership Business Ethics, and Entrepreneurship. The department has prepared books related to various centers to be covered in four semesters of MBA Program. Further, in order to make the students understand the contents of these articles, they are trained to present various articles in the classroom in front of their classmates and faculty members.

The Internally constituted committee will thoroughly assess each student’s presentation, communication and subject skills for award of marks. The evaluation of the Business Ethics Seminar will be for 50 Marks done internally.

COURSE STRUCTURE AND DETAILED SYLLABUS

II YEAR – I SEMESTER (III Semester)

CODE	SUBJECT	T	P	C	Marks	
					Int.	Ext.
4Z318	Strategic Management	4	0	3	30	70
4Z319	Logistics and Supply Chain Management	4	0	3	30	70
4Z320	Management of Technology	4	0	3	30	70
4H678	Quantitative Aptitude and Logical Reasoning	4	0	3	30	70
	Elective –I	4	0	3	30	70
	Elective – II	4	0	3	30	70
	Elective - III	4	0	3	30	70
4Z330	Project Seminar	0	2	2	50	--
TOTAL		28	2	23	260	490
TOTAL CREDITS AND TOTAL MARKS				23	750	
CUMULATIVE CREDITS AND MARKS				71	2400	

T = Theory; P = Practical; C= Credits

ELECTIVE – I	
4Z321	Security Analysis and Portfolio Management
4Z322	Consumer Behavior
4Z323	Performance Management & Counseling
4FC03	Data Base Management Systems

ELECTIVE – II	
4Z324	Financial Institutions, Markets and Services
4Z325	ServiceS Marketing
4Z326	Training and Development
4F713	E- Commerce
4HC51	Basic Spanish Language
4HC41	Basic French Language
4HC46	Basic German Language

ELECTIVE – III	
4Z327	Strategic Management Accounting
4Z328	Retailing Management
4Z329	Management of Change
4EC04	Software Engineering

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Semester –III MBA

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4Z318 STRATEGIC MANAGEMENT

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

Prerequisites: Knowledge of the subjects such as Principles of Management, Financial Management, HRM, Marketing Management, Production and Operations Management.

UNIT I

INTRODUCTION: Concepts in Strategic Management, Strategic Management as a process – Developing a strategic Vision, Mission, Objectives, Policies – Factors that shape a company’s strategy – Industry and Competitive Analysis – Methods; 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 Integration, Turnaround Strategy; Strategies for Mergers and Acquisitions, Takeovers, Joint Ventures; Diversification Strategy: Why firms diversify, different types of diversification strategies; Concept of core competence; Tailoring strategy to fit specific Industry and Company situations; Management of Strategic change.

UNIT III

STRATEGIC ANALYSIS AND CHOICE: Tools and Techniques- Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, SPACE Matrix, IE Matrix, Grand Strategy Matrix; Market Life Cycle Model –Organizational Learning-Impact Matrix and Experience Curve- Generic Strategies; Strategy Framework for analyzing Competition, Porter’s Value Chain Analysis, Exit and Entry Barriers.

UNIT IV

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

UNIT V

FUNCTIONAL IMPLEMENTATION: Operationalizing and institutionalizing strategy - Strategies for competing in Global markets and Internet economy - Organizational Values and their impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.

UNIT VI

STRATEGY EVALUATION AND CONTROL: Establishing strategic controls - Measuring performance – appropriate measures – using qualitative and quantitative, benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategy and Corporate Evaluation and feedback in the Indian and International context.

Essential Readings:

- Wheelen & Hunger, Concepts in Strategic Management and Business Policy, 9/E Pearson Education.

Suggested Readings:

- 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
- 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
- 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 –III MBA

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4Z319 LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Objective: 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.**

Prerequisites: Knowledge of Production and Operations Management, Marketing Management and QABD.

UNIT I

INTRODUCTION TO LSCM: Logistics and Competitive strategy, Understanding the Supply Chain, Objectives and Importance of Supply Chain Process, View of Logistics and Supply Chain; Competitive and Supply Chain Strategies, Achieving Strategic Fit, Challenges of LSCM.

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, role of network in the Supply Chain.

UNIT III

DEMAND FORECASTING & AGGREGATE PLANNING IN SUPPLY CHAIN: 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 logistics process and SCM operations –Mapping the supply chain processes – SCOR model – Supplier and distributor benchmarking –setting benchmarking priorities –identifying logistics performance indicators –Channel structure – channel relationships – Transportation, Inventory Planning & Managing - logistics service alliances.

UNIT V

WAREHOUSE MANAGEMENT: Importance, Structure, Business process of warehouse management, product unit used for packaging and shipping, supply chain relevant for warehouse management, Goods receipt, Issue & Transfer within the warehouse, Warehouse management automation & IT integration, RFID.

UNIT VI

MANAGING GLOBAL LOGISTICS AND GLOBAL SUPPLY CHAINS: Performance of Logistics and Supply chain in India, Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – The global supply chains -Global supply chain business processes

Essential Readings:

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

Suggested Readings:

- 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
- Amit Sinha, Herbert Kotzab, *Supply Chain Management A managerial Approach*, Tata McGraw Hill Education Private Ltd, 2012.

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Semester –III MBA

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4Z320 MANAGEMENT OF TECHNOLOGY

Course Objective: 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

TECHNOLOGY INNOVATION: Introduction to Technology, difference between Science and Technology, classification of Technology, Management of Technology, Nature & significance, Concept and nature of Innovation, types of Innovation, diverse routes and sources for Innovation, Innovation Process.

UNIT II

CREATIVITY AND PROBLEM SOLVING: Concept of creativity, Creative process, Individual Creative Techniques, Group Creativity Techniques, characteristics of Creative individuals.

UNIT III

RESEARCH AND DEVELOPMENT STRATEGIES: R&D Programme Planning and Control, Project Management, Project Planning and Control, Project Termination, Resource Allocation and Management; Elements of R&D strategies, Selection and Implementation of R&D Strategy.

UNIT IV

FINANCIAL EVALUATION OF RESEARCH A 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 V

NEW PRODUCT DEVELOPMENT AND TECHNOLOGY: Product Development as a Competitive Strategy, Types of new products, New product development process, tools for efficient product development, performance measure, new product failures.

UNIT VI

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

Essential Readings:

- William L Miller and Longdon, Morris, Fourth Generation R & D, John Wiley & Sons Inc.
- Norma Harrison & Danny Samson, Technology Management—Text and International Cases, McGraw-Hill International, 2005.
- Tarek Khalil, Management of Technology—The Key to Competitiveness and Wealth Creation, McGraw Hill, Boston, 2006.

Suggested Readings:

- Lalitha Ramakrishnan, 2009 Management of Technology
- V.K.Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2006.
- IGNOU Course material on Technology Management.
- P.N.Rastogi, Managing Creativity, Macmillan India Ltd, 2003.
- Pradip N Khandwalla: Lifelong Creativity—An Unending Fest, Tata McGraw Hill, 2004.
- Pradip N Khandwalla: Corporate Creativity, Tata McGraw Hill, 2006.
- White: The Management of Technology & Innovation Thomson, 2007.

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Semester –III MBA

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4H678 QUANTITATIVE APTITUDE AND LOGICAL REASONING

UNIT I:

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

UNIT II:

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

UNIT III:

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

UNIT IV:

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

UNIT V:

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

UNIT VI:

Mensuration: Area of Plane Figures, Volume and Surface Area of Solid Figures.
Data Interpretation: Tabulation, Bar Graphs, Pie Charts, Line Graphs.

Essential Readings:

- Verbal and Non Verbal Reasoning by R. S. Agarwal.
- Quantitative Aptitude by R. S. Agarwal.

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Semester –III MBA

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4Z321 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (ELECTIVE – I)

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

UNIT I

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

UNIT II

SECURITY ANALYSIS: Definition and objectives of Securities Analysis – Types of Securities, Analysis - Fundamental Analysis, Objectives and believes of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value Economic Analysis – Industry Analysis: Key Characteristics – Industry Life Cycle – Company Analysis – Technical Analysis – Meaning – Types – Fundamental Analysis Vs Technical Analysis; Features of Technical Analysis - Dow Theory, Efficient Market Hypothesis.

UNIT III

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

UNIT IV

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

UNIT V

PORTFOLIO MANAGEMENT: Concept of Portfolio Management-Optimal Portfolio-Theories of Portfolio-Markowitz Model, Capital Asset Pricing Model, Capital Market Line and Securities market line; Portfolio Diversification, Efficient Frontier – Measurement of Portfolio risk and return.

UNIT VI

PORTFOLIO PERFORMANCE AND REVISION: Performance of Portfolio – Meaning – Models - Jensen's Model. Sharpe's Model and Trynor's Model – Techniques of Portfolio revision – Formula Plans, Constant Rupee Value Plan – Constant Ratio Plan, Variable Ratio Plan.

Essential Readings:

- William. F. Sharpe, Gordon J. Alexander & Jeffery V. Bailey: Fundamentals of Investments Prentice Hall, 2012.
- Donald E. Fischer and Ronald J. Jordan, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT 2000.
- Prasanna Chandra, MANAGING INVESTMENTS, Tata Mc Graw Hill.

Suggested Readings:

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

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Semester –III MBA

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4Z322 CONSUMER BEHAVIOR (ELECTIVE – I)

Course Objective: The objective of the course is to enable students understand the perspectives of consumers in terms of psychological foundations, environmental influence on their buying behavior, Consumer decision making process and laws to be followed.

Pre-requisites: Marketing Management offered in first semester.

UNIT I

INTRODUCTION TO CONSUMER BEHAVIOR: Meaning, Definition and relevance of Consumer Behavior study, Development of Consumer Behavior as a separate field of study, Growth of Consumer research, Consumer Behavior and Marketing Management, Consumer Segmentation, Targeting and positioning, Trends in Consumer Behavior.

UNIT II

PSYCHOLOGICAL FOUNDATIONS OF CONSUMER BEHAVIOR: Consumer Motivation, Consumer Perception, Personality and Consumer Behavior, Consumer Learning and Information Processing, Consumer Attitude and Attitude Change.

UNIT III

ENVIRONMENTAL INFLUENCES ON CONSUMER BEHAVIOR: Demographic, Social class and Culture influence, Reference groups, Family personality and Cross cultural influence.

UNIT IV

CONSUMER DECISION PROCESSES: High and Low Involvement, Pre-purchase Processes, Post Purchase processes, Consumption and evaluation, brand loyalty and repeat purchase behavior, Consumers and the diffusion of innovations.

UNIT V

MODELS OF BUYER BEHAVIOR: Howard Model, Howard- Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behavior Model.

UNIT VI

CONSUMERISM AND CONSUMER PROTECTION: Roots of Consumerism. Consumer safety, Information and environmental concerns, benefits of consumerism; Consumer Protection Act 1986, Central and state consumer protection councils, Consumer disputes redressal agencies, Consumer disputes redressal forum, National consumer disputes redressal commission.

Essential Readings:

- 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

Suggested Readings:

- Consumer Behaviour In Indian Perspective-Text and cases By Suja R.Nair. Himalaya Publishing House.
- Consumer Behaviour Text and Cases ,Satish K Batra and SHH Kazmi ,Excel Books,
- Hawkins, Best, Coney, Consumer Behaviour, 8/e, Tata McGraw Hill, New Delhi, 2007.
- Kumar: Conceptual Issues in Consumer Behavior : The Indian Context, Pearson Education, New Delhi, 2006
- Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, Second Edition, Biztantra, New Delhi, 2007
- Roger D. Black Well et al., Consumer Behaviour, 10/e Thomson, New Delhi, 2006
- Henry Assael, Consumer Behaviour,6/e,Thomson, New Delhi,2007
- Michael R.Solomon, Consumer Behaviour,5/e, Prentice Hall of India, New Delhi,2006

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Semester –III MBA

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4Z323 PERFORMANCE MANAGEMENT AND COUNSELING (ELECTIVE – I)

Course Objective: 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. 360- Degree Feedback- Stocktaking Potential – Tools for Stocktaking Potential References

UNIT III

PERFORMANCE APPRAISAL AND BENCH MARKING: Assessment Center- Self Appraisal -Performance Shaping Factors–Yerkes–Dodson’s Law-Corporate Performance Management-EFQM Excellence Model–Diagnostic And Process Bench Marking. PM Audit, PM Pathway Analysis.

UNIT IV

PERFORMANCE METRICS AND MODELS: Performance Measures Pyramid. Steps For Designing Metrics, Wang Lab, Smart Pyramid, Conceptual, DHL, RCN Models Of PM, Spangenberg’s Integrated Model Of PM, Sears’s Model For Organizational Performance, Balanced Score Card Framework.

UNIT V

COUNSELING PROCESS: Preparation For Counseling, Counseling Relationship, Counseling Content, Process.—Variables Affecting The Counseling Process—Counselor Skills. Trends In Counseling: Changing Roles Of Counselor, Values In Counseling – Evaluation Of Counseling.

UNIT VI

COUNSELING FOR PERFORMANCE MANAGEMENT: Counseling Definition, Factors Contributing to the Emergence of Counseling – Expectations and Goals - Counseling as a Solution to the Management Problems, Approaches to Counseling; Effective Feedback Systems.

Essential Readings:

- Robert L. Cardy, “Performance Management”, 2008. PHI
- Prem Chadha: Performance Management, Macmillan India, New Delhi, 2006.

Suggested Readings:

- A.S. Kohli & T. Deb, “Performance Management”, 2009, Oxford
- T.V Rao, Counseling and Guidance Tata McGraw Hill
- 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 Knowledge Based World 9/e Pearson Education, 2007.
- Robert L.Cardy, “Performance Management”, 2008. PHI
- H. Aguinis, “Performance Management”, 2009, Pearson

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Semester –III MBA

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**4FC03 DATA BASE MANAGEMENT SYSTEMS (IT DEPT.)
(ELECTIVE – I)**

UNIT I

DATA BASE SYSTEMS: Data Vs Information, Data base System Applications, data base System VS file System – View of Data – Data Abstraction –Instances and Schemas – data Models – the ER Model – Relational Model – Other Models – Database Languages – DDL – DML – database Access for applications Programs – data base Users and Administrator – Transaction Management – data base System Structure – Storage Manager – the Query Processor, History of Data base Systems. Data base design and ER diagrams – Design Entities, Attributes and Entity sets – Relationships and Relationship sets – Additional features of ER Model – Concept Design with the ER Model –Data Modeling checklist.

Application - ER diagram for a tiny college

UNIT II

INTRODUCTION TO THE RELATIONAL MODEL: Integrity Constraint Over relations – Enforcing Integrity constraints – Querying relational data – Logical data base Design – Introduction to Views – Destroying /altering Tables and Views. Relational Algebra – Selection and projection set operations – renaming – Joins – Division – Examples of Algebra overviews – Relational calculus – Tuple relational Calculus – Domain relational calculus – Expressive Power of Algebra and calculus.

Application -Student database design.

UNIT III

FORM OF BASIC SQL QUERY: Examples of Basic SQL Queries – Introduction to Nested Queries – Correlated Nested Queries Set – Comparison Operators – Aggregative Operators – NULL values – Comparison using Null values – Logical connectivity’s – AND, OR and NOT – Impact on SQL Constructs – Outer Joins – Disallowing NULL values – Complex Integrity Constraints in SQL Triggers, Embedded SQL.

Application - working with Aviation company database.

UNIT IV

SCHEMA REFINEMENT: Problems Caused by redundancy – Decompositions – Problem related to decomposition – reasoning about FDS – FIRST, SECOND, THIRD Normal forms – BCNF – Lossless join Decomposition – Dependency preserving Decomposition – Schema refinement in Data base Design – Multi valued Dependencies – FORTH Normal Form.

Application - Faculty Evaluation Report.

UNIT V

TRANSACTION CONCEPT: Transaction State - Implementation of Atomicity and Durability – Concurrent – Executions – Serializability- Recoverability – Implementation of Isolation – Testing for serializability- Lock –Based Protocols – Timestamp Based Protocols- Validation-Based Protocols – Multiple Granularity, Recovery and Atomicity – Log – Based Recovery – Recovery with Concurrent Transactions – Buffer Management – Failure with loss of nonvolatile storage-Advance Recovery systems- Remote Backup systems, Application - Production Management System.

UNIT VI

DATA ON EXTERNAL STORAGE: File Organization and Indexing – Cluster Indexes, Primary and Secondary Indexes – Index data Structures – Hash Based Indexing – Tree base Indexing – Comparison of File Organizations – Indexes and Performance Tuning- Intuitions for tree Indexes – Indexed Sequential Access Methods (ISAM) – B+ Trees: A Dynamic Index Structure, Query Optimization techniques. Application – Creating B+ tree on Instructor File.

Essential Readings:

- Data base System Concepts, Silberschatz, Korth, McGraw hill, V edition.
- Data base Management Systems, Raghurama Krishnan, Johannes Gehrke, TATA McGrawHill 3rd Edition
- Database Management Systems, Peter Rob, A.Ananda Rao,Carlos Coronel ,CENGAGE Learning

Suggested Readings:

- Data base Systems design, Implementation, and Management, Peter Rob & Carlos Coronel 7th Edition.
- Fundamentals of Database Systems, Elmasri Navrate Pearson Education
- Introduction to Database Systems, C.J.Date Pearson Education

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4Z324 FINANCIAL INSTITUTIONS, MARKETS AND SERVICES (ELECTIVE – II)

Course Objective: The objective of the course is to provide to students an understanding of Financial Markets, the major Institutions involved and the Services offered within this framework.

UNIT I

INTRODUCTION: The structure of financial system, Equilibrium in financial markets, Indicators of Financial Development, Financial system and Economic Development, Financial Sector Reforms after 1991 - Regulatory and Promotional Institutions: Functions and Role of RBI, Role and functions of SEBI, performance of Non-Statutory Financial Organizations: IFCI, IRBI, NABARD, SIDBI and SFCs.

UNIT II

BANKING INSTITUTIONS: Commercial Banks, Public and Private Sectors, Structure and Comparative performance, Competition, Interest rates, Spread and NPAs; Bank Capital Adequacy norms and capital market support; Banking Innovations – BPLR to Base rate, Core Banking System, Financial Inclusion, Current rates: Policy rates, Reserve Ratios, Exchange rates, Lending/ Deposit rates; Co-operative Banks - Role, Govt. initiatives to strengthen Co-operative Banks.

UNIT III

NON BANKING FINANCIAL INSTITUTIONS: Structure and functioning of Unit Trust of India and Mutual Funds, Growth of Indian Mutual funds and their Regulation, Role of AMFI. Insurance Companies – Structure and Investment pattern of LIC, GIC and other Insurance companies, Competition, Innovation- Bancassurance, Role of IRDA, Challenges faced by Insurance Sector.

UNIT IV

FINANCIAL AND SECURITIES MARKETS: Structure and functions of Call Money Market, Government Securities Market – T-bills Market, Commercial Bills Market, Commercial paper and Certificate of Deposits; Securities Market – Organization and Structure, Listing, Trading and Settlement, SEBI and Regulation of Primary and Secondary Markets.

UNIT V

ASSET/FUND BASED FINANCIAL SERVICES: Lease Finance, Consumer Credit and Hire purchase Finance, Factoring - Definition, Functions, Advantages, Evaluation, Forfeiting, Bills Discounting, Housing Finance, Venture Capital Financing. Fee-based Advisory services: Stock Broking, Credit Rating.

UNIT VI

INVESTMENT BANKING AND MERCHANT BANKING:

Investment Banking: Introduction, Functions and Activities, Underwriting, Banker to an Issue, Debenture Trustees and Portfolio managers, Challenges faced by Investment Bankers.

Merchant Banking: Definition, Merchant Banks Vs Commercial Banks, Services of Merchant Banks.

Essential Readings:

- L.M. Bhole: Financial Institutions and Markets, TMH, 2009.
- E. Gordon, K. Natarajan: Financial Markets and Services, Himalaya Publishing House, 2013.

Suggested Readings:

- Vasant Desai: Financial Markets and Financial Services, Himalaya, 2009
- Pathak: Indian Financial Systems, Pearson, 2009
- M.Y. Khan: Financial Services, TMH, 2009.
- S. Gurusamy: Financial Services and System, Cengage, 2009
- Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2009.
- Gomez, Financial Markets, Institutions and Financial Services, PHI, 2012.
- R M Srivatsava: Dynamics of Financial Markets and Institutions in India, Excel, 2013.

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Semester –III MBA

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4Z325 SERVICES MARKETING (ELECTIVE – II)

Course Objective: The objective of the course is to provide a deeper insight into the Marketing Management of companies offering services as product.

Pre-requisites: Marketing Management offered in first semester

UNIT I

UNDERSTANDING SERVICES MARKETING: Concept of Services Marketing, role of services in the modern economy, classification and characteristics of services compared to goods, 7p's of Services Marketing; Distinctive characteristics of services-four I's of services - Intangibility, Inconsistency, Inseparability and Inventory; Growth in Services – Global & Indian Scenarios.

UNIT II

RELATIONSHIP MARKETING AND SERVICE QUALITY: Consumer Behaviour in services, Consumer expectations in service, consumer perception of service, building customer relationships, service recovery; Determinants of Service Quality, SERVQUAL Scale, Gaps model of Service Quality - Customer Gap, provider gap and closing gap.

UNIT III

ALIGNING SERVICE DESIGN AND STANDARDS: Service innovation and design-challenges, types of service innovations, stages in service innovation and development, service blue printing, high performance service innovations, new service development processes, customer defined service standards - factors, types, and development.

UNIT IV

PRODUCT & PRICING STRATEGIES FOR SERVICES: Service product levels, Branding service products, Service life cycle; Objectives and foundations of service pricing, pricing and demand relationship, approaches to pricing services, putting service pricing strategies into practice.

UNIT V

PROMOTION & DELIVERY OF SERVICES: Integrated services marketing communications - need for coordination, five categories of strategies to match service promises with delivery; role of employees and customer in service delivery; Physical evidence and service space, delivery service through intermediaries and e-channels; Managing Demand and capacity.

UNIT VI

RELEVANCE OF SERVICES MARKETING: Hospital, Transportation (Airline), Banking, Tourism and Hotel services at Global & India.

Essential Readings:

- 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.

Suggested Readings:

- 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
- Dr. B. Balaji, Services Marketing and Management, S.Chand, 2012.

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Semester –III MBA

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4Z326 TRAINING AND DEVELOPMENT (ELECTIVE – II)

Course Objective: To enable the students to understand the design of training, implementation and evaluation of training programs in the organization.

UNIT I

TRAINING IN ORGANIZATIONS: Trends in training, Career opportunities in training, Integrating OD, strategy and training, understanding motivation and performance, aligning training design with learning process; Forces Influencing Working and Learning; Role of Training in Organizations, Systematic Approach to Training, Learning: Theories and Process.

UNIT II

TRAINING NEED ANALYSIS: The Training Need Analysis (TNA) Model, Organizational constraints, developing objectives, facilitation of learning and training transfer to the job, Design theory, Process and Approaches of TNA, Organizational Analysis, Requirements Analysis, Task, Knowledge, Skill, and Ability Analysis, Team Work for Conducting Training Needs Analysis, TNA and Training Process Design, Output of TNA, focus on Small Business.

UNIT III

TRAINING DESIGN AND METHODS: TNA and Design, Matching methods with outcomes, lectures and demonstrations, games and simulations, OJT, Computer Based Training (CBT); On the job and Off the job training methods – Kirkpatrick and Pecuniary Utility Models of Training – Types of MDP's, EDP's/Seminars and Conferences, Symposia.

UNIT IV

IMPLEMENTATION & EVALUATION OF TRAINING: Development of training, implementation, transfer of training, major players in Training & Development, rational for evaluation, resistance to training evaluation, types of evaluation; Implementation and Evaluation of Training Programme, Training Aids.

UNIT V

AREAS OF ORGANIZATIONAL TRAINING: Orientation training, diversity training, team training, cross functional teams, cross cultural training, training for talent management and Competency mapping.

UNIT VI

STRATEGIC TRAINING: Models of Training- Faculty, Customer, Matrix, Training Investment Leaders etc. Transfer of Training: Conditions of Transfer, Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.)

Essential Readings:

- P. Nick Blanchard, James W. Thacker, A. Anand Ram, "Effective Training" 4e, Pearson, 2012.

Suggested Readings:

- Anjali Ghansekar "Training & Development" Everest, 2013.
- Raymond A Noe, Amitabh Deo Kodwani, "Employee Training and Development" McGraw Hill, 2012.
- B. Rathan Reddy "Effective Human Resource Training & Developing Strategy" Himalaya, 2012.
- Rolf Lynton, Uday Pareek "Training for Development" Sage, 2012.
- G Pandu Naik "Training & Development" Excel Books, 2012.
- R K Sahu "Training for Development" Excel Books, 2012.
- P L Rao: HRD Trainer's Handbook of Management Games, Excel, 2013.
- Raymond Noe, A. (2008), Employees Training and Development, McGraw Hill Publication.
- O'Connor, Browner & Delaney (2003). Training for Organizations, Thompson Learning Press (now Cengage Learning).
- Lynton Rolf, P. & Pareek, Udai (2000), Training for Organisational Transformation, Sage Publication.
- Leatherman, D. (2007). The Training Trilogy: Conducting Needs Assessments, Designing Programs, Training Skills

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**4F320 E – COMMERCE (IT DEPT.)
(ELECTIVE – II)**

UNIT I

ELECTRONIC COMMERCE: Frame work, anatomy of E-Commerce applications, E-Commerce Consumer applications, E-Commerce organization applications.

UNIT II

CONSUMER ORIENTED ELECTRONIC COMMERCE: Mercantile Process models.

UNIT III

ELECTRONIC PAYMENT SYSTEMS: Digital Token-Based, Smart Cards, Credit Cards, Risks in Electronic Payment systems. Approaches to Safe Electronic Commerce: Secure Transport Protocols, Secure Transactions, Secure Electronic Payment Protocol (SEEP), Secure Electronic Transaction (SET), Certificates for authentication Security on web Servers and Enterprise Networks.

UNIT IV

INTER ORGANIZATIONAL COMMERCE: EDI, EDI Implementation, Value added networks. Intra Organizational Commerce - work Flow, Automation Customization and internal Commerce, Supply chain Management

UNIT V

CORPORATE DIGITAL LIBRARY: Document Library, digital Document types, corporate Data Warehouses. Advertising and Marketing - Information based marketing, Advertising on Internet, on-line marketing process, market research.

UNIT VI

CONSUMER SEARCH AND RESOURCE DISCOVERY: Information search and Retrieval, Commerce Catalogues, Information Filtering. Multimedia - key multimedia concepts, Digital Video and electronic Commerce, Desktop video processings, Desktop video conferencing.

Essential Readings:

- E-Commerce fundamentals and applications Hendry Chan, Raymond Lee, Tharam Dillon, Ellizabeth Chang, John Wiley.

Suggested Readings:

- Frontiers of electronic commerce – Kalakata, Whinston, Pearson.
- Web Commerce Technology Handbook – Daniel Minoli, Emma Minoli, McGraw-Hill
- E-Commerce, S.Jaiswal – Galgotia.
- E-Commerce, Efrain Turbon, Jae Lee, David King, H.Michael Chang.
- Electronic Commerce – Gary P.Schneider – Thomson.
- E-Commerce – Business, Technology, Society, Kenneth C.Taudon, Carol Guyerico Traver.

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4Z327 STRATEGIC MANAGEMENT ACCOUNTING (ELECTIVE – III)

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

Prerequisites: Knowledge of Financial Accounting and Analysis taught in the First Semester of the programme.

UNIT I

INTRODUCTION TO MANAGEMENT ACCOUNTING, COST ANALYSIS AND CONTROL: 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. Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate. An introduction to activity based costing.

UNIT II

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 I: 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.

UNIT IV

MARGINAL COSTING II: Selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning. Break-even analysis: application of BEP for various business problems. Inter-firm comparison: need for inter-firm comparison, types of comparisons, advantages.

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, Zero Based Budgeting; An introduction to cost audit and management audit.

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, Labor variance, Overhead Variance and Sales variance.

Essential Readings:

- Hansen Mowen, Cost and Management Accounting & Control, Thompson Publications 2012
- S.P.Jain and K.L.Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 2006.

Suggested Readings:

- M.Y. Khan, P.K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2007.
- Colin Drury, *Management and Cost Accounting*, Thomson-2007
- Bhahatosh Banerjee, *Cost Accounting Theory and Practice*, PHI,-2006
- Charles T. Horngren: *Cost Accounting –A Managerial Emphasis*, Prentice Hall of India, New Delhi,2006
- James Jiambalvo, *Managerial Accounting*, John Wiley & Sons, Inc.New Delhi,2007.
- Atkinson, Banker, Kaplan and Young, *Management Accounting*, PHI, 2006.
- Manash Gupta, *Cost Accounting Principles and Practice*, Pearson Education,2006
- Blocher, Chen, Cookins, Lin, *Cost Management a Strategic Emphasis*, Tata McGraw Hill, 3/e 2006.

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Semester –III MBA

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4Z328 RETAILING MANAGEMENT (ELECTIVE-III)

Course Objective: The objective of the course is to enable students to have a deeper insight into working of Retail Sectors.

Pre-requisites: Marketing Management offered in first Semester.

UNIT I

INTRODUCTION TO RETAIL MANAGEMENT: Meaning of Retail & Retailing, History, types, functions, utilities, theories of retailing, e-tailing, structure of Indian retail industry, retailing in Asia, global retailing, retailing in Europe, service retailing, FDI retailing, Rural marketing, ethics in retailing.

UNIT II

UNDERSTANDING SHOPPERS & SHOPPING: Shopping Environment, shopping in a Socio Cultural Contest, shopping process shopping behavior, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India.

UNIT III

DELIVERING VALUE THROUGH RETAIL FUNCTIONS: Classification of formats, ownership-based, store based, non-store based, other retail formats, Value Based Model of store format choice, attribute based model of store format choice, the competitive market place, Marketing Structure, the demand side of retailing, non price decisions, types of competition, evolution of retail competition, future changes in retail competition.

UNIT IV

PRICING & SUPPLY CHAIN MANAGEMENT: Pricing Objectives & Policies, Interactive Pricing Decisions, different Pricing Strategies, Price Adjustment Strategies. SCM- introduction, drivers of SCM, SCM & competitive advantages, types of supply chain-supply chain length, width, control of supply chain, framework of Supply Chain Management-SCM network structure, Supply Chain Business Process, SCM components, Retail Inventory Management, Retail Logistics Management, EDI in SCM.

UNIT V

RETAIL BUYING & MANAGING RETAIL OPERATIONS: Objectives of buying, organization buying, retailing buying behavior, models of buying behavior, buyer-responsibilities, merchandising & assortment plans merchandise plan, merchandise plan for basic stocks retail buying groups, negotiations in retail, contract in retail, store layout & design, merchandise display-fixtures, positioning of merchandise, materials & finishes – floors, interior walls, ceilings, lightings, music, graphics-exterior signage, interior signage, layouts for e-retailers.

UNIT VI

RETAILING IN INDIA: The present Indian retail scenario – Retailing opportunities in India, FDI in Retailing, Global Retailing, Impact of technology in retailing, Ethics in Retailing, E-Retailing, and Service Retailing.

Essential Readings:

- Lusch, Dunne, Carver, Introduction to Retailing, 7th Edition, Cengage Learning, 2013.
- David Gilbert, Retail Marketing Management, 2nd edition, Pearson, 2013
- Michael levy, Barton Weits, Ajay Pundit, Retailing Management, McGraw-Hill, 2011.

Suggested Readings:

- Suja Nair, Retail Management, Himalaya Publication House, 2012.
- Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2nd Edition, Oxford, 2012.
- Aditya Prakash Tripathi, Noopur Agarwal, Fundamentals of Retailing (text and cases), Himalaya Publication House, First Edition, 2009.
- Swapna Pradhan, Retail Management-Text & Cases, TMH, 2013.
- Dr. Harjit Singh, Retail Management a global perspective text and cases, S. Chand, 2011.
- Arif sheikh, Kaneez Fatima, Retail Management, Himalaya Publication House-2012.
- Chetan Bajaj, Rajnish tuli, Nidhi Varma ,Srivastava, Retail Management, 2nd edition, oxford, 2012.
- Amit Sinha, Supply Chain Management, TMH, 2012

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Semester –III MBA

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**4Z329 MANAGEMENT OF CHANGE
(ELECTIVE-III)**

Course Objective: The objective of the course is to enable managers cope up with the changes that take place constantly in business.

Prerequisites: Knowledge of HRM and Organisational Behaviour subjects.

UNIT I

MANAGING CHANGE: Introduction Organizational Change Classifications, History and Organizational Change, Reactive and Proactive Change; Path- Diagnostic Models for Organizational Change; Organizational Transformation.

UNIT II

STRATEGIC CHANGE PROCESS: Strategic Level Change, Individual, Group and Team level change, Five Stages of Planned Change; Methods of Dealing with Resistance to Change. Enablers and Barriers to Change – Model of Cognitive, Effective and Behavioral Responses to Change.

UNIT III

IMPLEMENTING CHANGE: Change Communication, Strategies for communicating change- Organizational Learning, And Foundations of OD, OD Interventions: An Overview, Role of Change Agents, future of OD & New Perspectives.

UNIT IV

HR AND MANAGING CHANGE: HR Role in Managing Change through M&A, Change & Diversity, Organization Structure and Organizational Culture.

UNIT V

MODELS FOR CHANGE MANAGEMENT: Nadler and Tushman’s Congruence Model- Scenario Analysis, Kotter’s 8 Step Change Model – Pendlebury, Nadler, Kanter and Taffinder’s Planned Change Models and Dunphy Contingency Model of change.

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.

Essential Readings:

- 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

Suggested Readings:

- 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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Semester –III MBA

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4EC04 SOFTWARE ENGINEERING (CSE DEPT.)
(ELECTIVE – III)

UNIT I

INTRODUCTION TO SOFTWARE ENGINEERING: The evolving role of software, Changing Nature of Software, Software myths. A Generic view of process: Software engineering- A layered technology, a process framework, The Capability Maturity Model Integration (CMMI), Process patterns, process assessment, personal and team process models. Process models: The waterfall model, Incremental process models, Evolutionary process models, The Unified process.

UNIT II

SOFTWARE REQUIREMENTS: Functional and non-functional requirements, User requirements, System requirements, Interface specification, the software requirements document. Requirements engineering process: Feasibility studies, Requirements elicitation and analysis, Requirements validation, Requirements management.

UNIT III

SYSTEM MODELS: Context Models, Behavioral models, Data models, Object models, structured methods. Design Engineering: Design process and Design quality, Design concepts, the design model. Creating an architectural design: Software architecture, Data design, Architectural styles and patterns, Architectural Design.

UNIT IV

OBJECT-ORIENTED DESIGN: Objects and object classes, An Object-Oriented design process, Design evolution. Performing User interface design: Golden rules, User interface analysis and design, interface analysis, interface design steps, Design evaluation. Testing Strategies: A strategic approach to software testing, test strategies for conventional software, Black-Box and White-Box testing, Validation testing, System testing, the art of Debugging.

UNIT V

PRODUCT METRICS: Software Quality, Metrics for Analysis Model, Metrics for Design Model, Metrics for source code, Metrics for testing, Metrics for maintenance. Metrics for Process and Products: Software Measurement, Metrics for software quality. Risk management: Reactive vs. Proactive Risk strategies, software risks, Risk identification, Risk projection, Risk refinement, RMMM, RMMM Plan.

UNIT VI

QUALITY MANAGEMENT: Quality concepts, Software quality assurance, Software Reviews, Formal technical reviews, Statistical Software quality Assurance, Software reliability, The ISO 9000 quality standards.

Essential Readings:

- Software Engineering, A practitioner's Approach- Roger S. Pressman, 6th edition, Mc Graw Hill International Edition.
- Software Engineering- Sommerville, 7th edition, Pearson education.

Suggested Readings:

- Software Engineering- K.K. Agarwal & Yogesh Singh, New Age International Publishers
- Software Engineering, an Engineering approach- James F. Peters, Witold Pedrycz, John Wiley.
- Systems Analysis and Design- Shely Cashman Rosenblatt, Thomson Publications.
- Software Engineering principles and practice- Waman S Jawadkar, McGraw-Hill Companies.

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Semester –III MBA

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4Z330 PROJECT SEMINAR

In the Project Seminar the students will be informed to prepare project proposal by identifying the final project topic in the III Semester. The project proposal must cover the following aspects of Research Methodology and it is to be submitted to the internally constituted project seminar evaluation committee.

- i. Introduction of the topic
- ii. Statement of Problem and Objectives
- iii. Importance and Scope
- iv. Hypotheses
- v. Statistical techniques used for data analysis and Hypotheses Testing.
- vi. Sample selection and Size
- vii. Review of literature
- viii Proposed summary of findings and suggestions
- ix. Limitations of the study and
- x. Organization of the study.

Committee consists of Director and the Head of the Department along with three senior faculty members and Student's Project Supervisor. The Internally constituted committee will thoroughly assess each student's presentation, communication and subject skills for award of marks. The evaluation of the Project Seminar will be for 50 Marks done internally.

COURSE STRUCTURE AND DETAILED SYLLABUS

II YEAR – II SEMESTER (IV Semester)

CODE	SUBJECT	T	P	C	Marks	
					Int.	Ext.
4Z431	Entrepreneurship	4	0	3	30	70
4Z441	Entrepreneurship Seminar	--	2	1	50	--
	Elective – IV	4	0	3	30	70
	Elective – V	4	0	3	30	70
	Elective - VI	4	0	3	30	70
4Z442	Project Work & Dissertation (Excellent / Good / Satisfactory / Unsatisfactory)	--	--	4	--	Grading
TOTAL		16	2	17	210	240
TOTAL CREDITS AND TOTAL MARKS				17	450	
CUMULATIVE CREDITS AND MARKS				88	2850	

T = Theory; P = Practical; C= Credits

ELECTIVE – IV	
4Z432	Management of Derivatives
4Z433	International Marketing
4Z434	Management of Industrial Relations
4EC05	Computer Networks

ELECTIVE – V	
4Z435	Strategic Investment and Financing Decisions
4Z436	Sales and Distribution Management
4Z437	Knowledge and Talent Management
4EC07	Operating Systems

ELECTIVE – VI	
4Z438	International Financial Management
4Z439	Integrated Marketing Communications
4Z440	Compensation and Reward Management
4EC12	Software Project Management

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Semester –IV MBA

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4Z431 ENTREPRENEURSHIP

Course Objective: The objective of the course is to make students understand the nature of entrepreneurship, and its importance to business to the engineering students, which will allow them to get the required intuition and interest in starting their own start-up's.

UNIT I

INTRODUCTION TO ENTREPRENEURSHIP: Definition of entrepreneurship, Evolution of entrepreneurship, Classification of Entrepreneurs, Entrepreneurship as a Process, Entrepreneurial Propensity, Benefits and Drawbacks of Entrepreneurship; Characteristics of entrepreneur, Qualities and skills, functions of entrepreneur; Women Entrepreneurs, Problems and opportunities.

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

EXPLORING OPPORTUNITIES AND STRATEGIES: Opportunity Analysis, SWOT Analysis, Internal and External Environment. First - mover disadvantages, Risk Reduction strategies, Market scope strategy, Imitation strategies and Managing Newness, Marketing strategies for start-ups, Pitfalls in start-up analysis; Taxes as bottlenecks for the growth of new start-up's, subsidies and incentives given to save taxes.

UNIT IV

BUSINESS PLAN AND FEASIBILITY STUDIES: Preparation of an Effective Business Plan, Contents of a Business Plan, Detailed discussion of the business plan. Model Business, Feasibility study, Environmental scanning, Economic Analysis, Industry Analysis, and Competitive Analysis. Write Up for an effective feasible and bankable report.

UNIT V

INNOVATIONS AND PROTECTION OF IDEAS: Creativity process in developing Innovation, breakthrough innovations and its consequences on the society; Inspiring innovations; New product ideas, Idea generation methods, quality gates, prototype building, Test marketing; Protecting the ideas, Applying for Intellectual Property rights, Patents, Copyrights, Trademarks, Geographical Indicators; Introduction to World Intellectual Property Organization (WIPO).

UNIT VI

FINANCIAL ASPECTS OF ENTREPRENEURSHIP: Sources of Capital, Debt and Equity, Commercial Banks, Angel Investors, Venture capitalist, IDBI, ICICI, IFCI, SFC's; Government Grants and Subsidies; Registration Process and the documentation required; Government Agencies helping in Registration Process; DIC, NSIC and other Central and State Institutions.

Essential Readings:

- Robert D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, Sixth Edition, New Delhi, 2006.
- Alfred E. Osborne, Entrepreneur's Toolkit, Harvard Business Essentials, HBS Press, USA, 2005.

Suggested Readings:

- H. Nandan, Fundamentals of Entrepreneurship, Prentice Hall of India, First Edition, New Delhi, 2007.
- 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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Semester –IV MBA

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4Z441 ENTREPRENEURSHIP SEMINAR

In the Entrepreneurship Seminar Paper the students will be assigned various topics from the “Entrepreneurship Seminar Books” provided by the department to all the students. The students are asked to present their views by critically analyzing topics assigned to them and present through power point presentation to the internally constituted committee consisting of Director and the Head of the Department along with three senior faculty members and a faculty member who has been handling the Entrepreneurship Seminar paper.

School of Management Studies has set up three centers of Excellence namely Leadership Business Ethics and Entrepreneurship. The department has prepared books related to various centers to be covered in four semesters of MBA Program. Further, in order to make the students to understand contents of these articles, they are trained to present various articles in the class room in front of their classmates and faculty members.

The Internally constituted committee will thoroughly assess each student’s presentation, communication and subject skills for award of marks to each student. The evaluation of the Entrepreneurship Seminar will be for 50 Marks done internally.

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Semester –IV MBA

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4Z432 MANAGEMENT OF DERIVATIVES (ELECTIVE IV)

Course Objective: The objective of this course is to make students understand the concept of Derivatives; learn the types of derivatives products and their application. It helps the students to have a comprehensive and in-depth knowledge about Derivatives. It provides the students awareness about the trading and settlement procedures of derivatives and their markets.

UNIT I

INTRODUCTION TO DERIVATIVES: Concepts, Types and differences among derivatives - Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of Derivatives; Derivates Exchange in India.

UNIT II

FUTURES AND FORWARD MARKETS: Structure of Forward and Futures Markets, Mechanics of futures markets, Hedging Strategies, Valuation of futures, Determination of forward and futures prices, Interest rate futures, Currency futures and Forwards.

UNIT III

OPTIONS: Differences between Options and Futures, Structure of Options Market, Principles of Option, Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes and Merton Model.

UNIT IV

BASIC OPTION STRATEGIES: Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options, Bullish, Bearish, Neutral Strategies.

UNIT V

COMMODITY MARKET DERIVATIVES: Introduction, Types, Commodity Futures and Options, Swaps; Commodity Exchanges- MCX, NCDEX- Role, Functions & Trading and settlement procedure.

UNIT VI

SWAPS: Concept and Nature, Evolution of Swaps Market, Features of Swaps, Major types of Swaps, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, Credit Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

Essential Readings:

- Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford. 2012
- John C Hull: Options, Futures and other derivatives, Pearson, 2012.
- Prafulla Kumar Swami: “Fundamentals of Financial Derivatives” Himalaya Publishing House.

Suggested Readings:

- M.Ranganatham & R.Madhumathi: Derivatives and Risk Management, Pearson, 2012
- Robert A Strong: Derivatives – An Introduction, Thomson, 2012
- Gupta: Financial Derivatives, PHI 2012
- Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage. 2012.
- Sundaram Das, Derivatives – Principles and Practice, McGraw Hill, 2012.

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Semester –IV MBA

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4Z433 INTERNATIONAL MARKETING (ELECTIVE IV)

Course Objective: The objective of the course is to provide students with a perspective of International Marketing Management, its environment and complexities.

Prerequisites: Marketing Management taught in I semester.

UNIT I

INTRODUCTION TO INTERNATIONAL MARKETING: Scope and Significance of International Marketing, strategic importance of International Marketing, concepts of export International Marketing Management (Intercultural Marketing), Global Marketing and the specifics of International Marketing.

UNIT II

ENVIRONMENT SCANNING: International environment and its influence on International Business (PEST Analysis); Impact of International environment on design of marketing strategies; Legal and cultural differences in the International scenario and the need to adopt the change; Globalization Vs Localization; Communication strategies in the International environment.

UNIT III

INTERNATIONAL MARKETING STRATEGIES: Canalizing and targeting International market opportunities: Regional Market Characteristics, Marketing in transitional economies and third world countries, International Market segmentation, targeting and positioning; strategic planning and growth strategies in International Marketing.

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; Market entry methods requiring low capital investment (licensing, franchising etc), capital-intensive entrance into foreign markets; factors that influence decisions about the entry options for international markets.

UNIT V

INTERNATIONAL PRICING POLICY: Factors influencing the selection of pricing strategies, International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing: Transfer pricing options, process Transfer pricing a strategic tool for multinational corporations pricing policies throughout the product life cycle.

UNIT VI

INTERNATIONAL DISTRIBUTION CHANNELS: Channels –Distribution Structures; Distribution Patterns, factors effecting choice of Channels, the Challenges in Managing an international Distribution Strategy Selecting Foreign Country Market intermediaries; Management of physical distribution of goods; Influence of Internet on International distribution.

Essential Readings:

- 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.

Suggested Readings:

- Subhash C. Jain, International Marketing, 6/e, South-Western, 2006.
- Vern Terpstra, Ravi Sarathy, International Marketing, 8/e, Harcourt Asia Pvt. Ltd., 2007.
- Keegan: Global marketing Management 7/e Pearson Education, Delhi, 2006.
- Roger Bennett & Jim Blythe. International Marketing Strategy Planning Market Entry & Implementation, 3rd ed Kogan Page Ltd. 2005.
- Michael Czinketa: International Marketing 8/e Thomson 2007

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Semester –IV MBA

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4Z434 MANAGEMENT OF INDUSTRIAL RELATIONS (ELECTIVE IV)

Course Objective: The course is designed to impart knowledge regarding the laws so that the students are exposed to interpret, stimulate thinking on rationale behind the laws.

Prerequisites: HRM offered in second semester.

UNIT I

INDUSTRIAL RELATIONS: Industrial Relations–basic concept and philosophy of Industrial Relations– Evolution and Growth of Industrial Relations in India – factors influencing Industrial Relations in India. Trade Unions Act, 1926, Types of Unions, Functions, Methods, Trade Unions in India: Union Structure and Characteristics.

UNIT II

COLLECTIVE BARGAINING: Nature and legal framework of Collective Bargaining, Conciliation, Arbitration, Adjudication. Negotiating a Contract, Industrial Disputes Act, 1948: Meaning, nature and scope of Industrial disputes - Cases and Consequences of Industrial Disputes –Machinery for the Prevention and Settlement of industrial disputes in India.

UNIT III

LABOUR LEGISLATION-I: Factories Act 1948, Workmen’s Compensation Act 1923, ESI Act 1948; Industrial Employment (Standing Orders) Act – 1946, Child Labor (Prohibition & Regulation) Act 1986, Grievance Handling: Employee Grievances – Causes of Grievances procedural aspects for Settlement of Grievances.

UNIT IV

LABOUR LEGISLATION-II: Wage Policy and Wage Regulation Machinery, Wage Legislation; Payment of Wages Act 1936, Minimum Wages Act 1948, Payment of Bonus Act 1965, Payment of Gratuity Act 1972.

UNIT V

EMPLOYEE EMPOWERMENT: Employee Participation - Quality of Work Life - Employment security and Management of Redundancies, Quality Circles, Workers Participation, Forms and Levels of Participation, Workers Education Schemes.

UNIT VI

CONTEMPORARY ISSUES IN INDUSTRIAL RELATIONS: Labor Policy and Labor Reforms- Role of Government in Industrial Relations; Future Challenges of Industrial Relations; Emerging Trends in Employee Relations and Employee Involvement.

Essential Readings:

- Venkataratnam, C.S.: Industrial Relations, Oxford University Press, 2006

Suggested Readings:

- 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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4EC05 COMPUTER NETWORKS (CSE DEPT.) (ELECTIVE IV)

UNIT I

INTRODUCTION: Uses of Computer Networks, Types of networks: WAN, LAN, MAN, Network Topologies, Reference models: OSI, TCP/IP. Physical Layer: Transmission media: magnetic media, twisted pair, coaxial cable, fiber optics, wireless transmission.

UNIT II

DATA LINK LAYER: Design issues in data link layer: framing, flow control, error control, Error Detection and Correction: Parity, CRC checksum, Hamming code, Flow Control: Sliding Window Protocols, Applications : Data link layer protocols HDLC, PPP.

UNIT III

MEDIUM ACCESS SUB LAYER: Channel allocation problem, MAC Protocols: ALOHA, CSMA, CSMA/CD, MAC addresses, IEEE 802.X, Standard Ethernet, Wireless LANS. Bridges, Types of Bridges.

UNIT IV

NETWORK LAYER: Design issues in Network Layer, Virtual circuit and Datagram subnets-Routing algorithm: Shortest path routing, Flooding, distance vector routing, Link state routing, Hierarchical routing, Broad casting, Multi casting, Routing for mobile hosts. Internetworking: Concatenated Virtual Circuits, Connectionless internetworking, Tunneling, Internetwork routing, Fragmentation

UNIT V

NETWORK LAYER IN INTERNET: IPv4, IP addresses, Sub netting, Super netting, NAT. Internet control protocols: ICMP, ARP, RARP, DHCP, Network Layer in ATM Networks. Congestion Control: Principles of Congestion, Congestion Prevention Policies. Congestion Control in datagram Subnet: Choke packet, load shedding, jitter control. Quality of Service: Leaky Bucket algorithm and token bucket algorithm.

UNIT VI

TRANSPORT LAYER: Transport Services, Connection establishment, Connection release and TCP and UDP protocols.

Application Layer: Domain name system, FTP, HTTP, SMTP, WWW.

Network Security: Confidentiality, Authentication. Encryption algorithms. Case study of encryption algorithm: DES, RSA.

Essential Readings:

- Computer Networks — Andrew S Tanenbaum, 4th Edition. Pearson Education/PHI
- Data Communications and Networking – Behrouz A. Forouzan. Third Edition TMH.

Suggested Readings:

- An Engineering Approach to Computer Networks-S.Keshav, 2nd Edition, Pearson Education
- Understanding communications and Networks, 3rd Edition, W.A. Shay, Thomson

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4Z435 STRATEGIC INVESTMENT AND FINANCING DECISIONS (ELECTIVE V)

Course Objective: 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.

Prerequisites: Sound knowledge of Financial Accounting and Analysis and Financial Management.

UNIT I

INVESTMENT DECISIONS UNDER CONDITIONS OF RISK AND UNCERTAINTY: Concepts of Risk and Uncertainty, Risk Analysis in Investment Decisions, Risk Adjusted Rate of Return, Certainty Equivalents, Probability Distribution of Cash Flows, Decision Trees, Sensitivity Analysis and Monte Carlo Approach to Simulation.

UNIT II

INVESTMENT DECISIONS UNDER CAPITAL CONSTRAINTS: Single and Multi Period Capital Constraints, Internal and External Capital Constraints, Capital Rationing Vs Portfolio, Portfolio Risk and Diversified Projects.

UNIT III

TYPES OF INVESTMENTS AND DISINVESTMENTS: Project Abandonment Decisions, Evidence of IRR, Multiple IRR, Modified IRR, Pure, Simple and Mixed investments; Lorie Savage Paradox; Adjusted NPV and Impact of Inflation on Capital Budgeting Decisions.

UNIT IV

CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES: Discounted Pay Back, Post Pay Back, Surplus Life and Surplus Pay Back, Bail-out Pay Back, Return on Investment, Equivalent Annual Cost, Terminal Value, NPV Mean Variance Analysis, Significance of Information and Data Bank in Project Selections.

UNIT V

STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS: Lease Financing, Leasing Vs Operating Risk, Borrowing Vs Procuring, Hire Purchase and Installment Decisions; Leasing as a Financing Decision, Advantages of Leasing.

UNIT VI

FINANCING DECISIONS: Mergers and Acquisitions - Basic Issues, Strategy, Diversification, Theories of Mergers, Types of Mergers, Cost of Mergers, Government Guidelines for Takeover, Problems on Mergers & Acquisitions.

Essential Readings:

- Nikiforos T. Laopodis, Understanding Investments-Theories and Strategies, Routledge, 2013.
- Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2012.

Suggested Readings:

- I.M. Pandey: Financial Management, Vikas, 2012.
- MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012.
- Ravi M Kishore “Strategic Financial Management, Taxman 2012.
- Prasanna Chandra: Financial Management, 8/e, TMH, 2012
- Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH,2012
- G.V. Satya Sekhar, Strategic Financial Management , Himalaya Publishing House 2012

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**4Z436 SALES AND DISTRIBUTION MANAGEMENT
(ELECTIVE V)**

Course Objective: The objective of the course is to provide students with detailed knowledge of some of the marketing mixes such as Distribution and Sales Activities.

Prerequisites: Marketing Management offered in first semester.

UNIT I

INTRODUCTION TO SALES MANAGEMENT: Evolution of Sales Management, Sales Management and Marketing Mix; Objective and Importance of Sales Management, types of Selling, Selling Process, Sales Organizations- their structure; Sales Managers- Functions and responsibilities, Salesmanship; Selling skills and Selling strategies.

UNIT II

SALES PLANNING AND BUDGETING: Sales planning and control process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, routing and scheduling sales persons, market cost analysis.

UNIT III

SALES FORCE MANAGEMENT: Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation, performance evaluation of sales force.

UNIT IV

INTRODUCTION TO DISTRIBUTION MANAGEMENT: Definition of Distribution Management, need for Distribution Channels, Designing the marketing channels, policies and strategies for Distribution, Distribution Channels for Rural Markets, capturing customer requirements.

UNIT V

CHANNEL MANAGEMENT: Unconventional channels - Channels for Consumer goods, Industrial Goods & Services – Integrated Marketing Channels – Horizontal, Vertical, Multi Channel Marketing Systems, Channel members - Selection and Appointment, Motivating and Evaluating Channel Members, Training the channel members, Managing Conflict, reasons for Channel Conflicts.

UNIT VI

MANAGING CHANNEL INSTITUTIONS: Managing Channel Information System - retailers, wholesalers, Franchisers, Brokers, Merchants and Facilitating Agent; Designing channel systems, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management.

Essential Readings:

- Anne T Coughlan, Erin Anderson, Louis W Stern, Adel I Ei Ansary, R.C.Natarajan, Marketing Channels, 7th edition, Pearson, 2011
- David Jobber, Geoffrey Lancaster, Selling and Sales Management, 7th edition, 2011.

Suggested Readings:

- S.A.Chunawalla, Sales and Distribution Management, 3rd edition, HPH. 2012
- Spiro, Stanton & Rich: Management of Sales Force, Tata McGraw Hill, 2007.
- Jobber: Selling and Sales Management 6/e Pearson Education.
- Tapan K. Panda, Sunil Sahadev Sales and Distribution Management ,2nd edition Oxford.
- K.Sridhara Bhat , Sales and Distribution Management, 1st , HPH, 2011.
- Still, Cundiff, Govoni, Sales Management ,5th edition, Pearson ,2013
- Dinesh kumar, Marketing Channels ,Oxford ,2012
- Prof. M.V. Kulkarni, Sales and Distribution Management, Everest Publishing House, 2010.
- Anne T Coughlan, Erin Anderson, Louis W Stern, Adel I Ei Ansary, R.C.Natarajan, Marketing Channels, 7th edition, Pearson, 2011.
- Dr.S.L.Guptha, Sales and Distribution Management, 2nd edition, Excel books, 2010.

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4Z437 KNOWLEDGE AND TALENT MANAGEMENT (ELECTIVE V)

Course Objective: To familiarize the concepts of Knowledge Management and understand the challenges of Knowledge Based Organizations and the HR mechanisms to manage them effectively. To identify the importance of the values of autonomy and accountability in Knowledge based organizations.

UNIT I

INTRODUCTION TO KNOWLEDGE MANAGEMENT: Knowledge Society - Types of Knowledge – An Introduction to life in organizations - Concept and Characteristics of KBOs - Dimensions of HRM in KBOs - New Role and Challenges for HRM in the KBOs.

UNIT II

MANAGING KNOWLEDGE I: Organizational effectiveness - Process and Methods- Concept of Intellectual Capital and Learning Orientation in the Organizations - Knowledge and Role related Issues - Performance Appraisal in a KBO - Intellectual Property Rights (IPR).

UNIT III

MANAGING KNOWLEDGE II: Personnel & Organizational Health - Rewarding Knowledge - Management of Retention - ICTs in KBOs - HRIS for KBOs - Concept, Mechanisms, and Software Orientation - Performance Management – Mechanisms.

UNIT IV

TECHNOLOGIES TO MANAGE KNOWLEDGE: Artificial Intelligence – Digital Libraries – Repositories – Knowledge Discovery – Creating Systems that Utilize Knowledge - Knowledge Process - Outsourcing - Innovation Clusters.

UNIT V

TALENT MANAGEMENT: Meaning and importance of Talent Management, Designing and building a talent reservoir – Segmenting the Talent Reservoir; Talent Management Grid, Creating Talent management system.-Institutional strategies for dealing with Talent Management.

UNIT VI

COMPETENCY BUILDING: Meaning, characteristics, types – Steps in developing a valid competency model - Talent Management Information Systems; Developing a Talent Management Information strategy - Role of leaders in Talent Management.

Essential Readings:

- Stuart Barnes, “Knowledge Management Systems”, Ed, Cengage Learning
- Frances Horibe, MANAGING KNOWLEDGE WORKERS, *John Wiley & Sons*

Suggested Readings:

- Ganesh Natarajan and Sandhya Shekhar, KNOWLEDGE MANAGEMENT – ENABLING BUSINESS GROWTH, *Tata McGrawHill, New Delhi*
- Fernandez & Leidner, KNOWLEDGE MANAGEMENT, *PHI Learning, New Delhi, 2008*
- Mruthyunjaya, KNOWLEDGE MANAGEMENT, *PHI Learning, New Delhi, 2011*
- Ed by Lance A. Berger and Dorothy R Berger. “The Talent Management Handbook”, 2004, Tata McGraw Hill edition.
- Ed by Larry Israelite, “Talent Management”, ASTD Press.
- Sajjad M Jasmuddin, “Knowledge Management”, 1st ed, 2009, Cambridge.
- Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal “Knowledge Management”, 2009, Pearson Education Inc.
- Donald HislopI, “Knowledge management in Organizations”, 2009, Oxford University Press, Second edition.
- Sudhir Warier, “Knowledge Management”, Vikas Publishing House Pvt. Ltd.
- Thorne & Pellant, “The Essential Guide to Managing”, Viva Books.
- Stuart Barnes(Ed) “Knowledge Management Systems”, Cengage Learning.

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4EC07 OPERATING SYSTEMS (CSE DEPT.) (ELECTIVE V)

UNIT I

INTRODUCTION: Introduction to Operating System Concepts (including Multitasking, multiprogramming, multi user, Multithreading etc.), Types of Operating Systems: Batch operating system, Time-sharing systems, Distributed OS, Network OS, Real Time OS; Various Operating system services, architecture, System programs and calls.

UNIT II

PROCESS MANAGEMENT: Process concept, process scheduling, operation on processes; CPU scheduling, scheduling criteria, scheduling algorithms -First Come First Serve (FCFS), Shortest-Job-First (SJF), Priority Scheduling, Round Robin(RR), Multilevel Queue Scheduling. Engg. Applications – Process scheduling in Windows, Linux.

UNIT III

PROCESS-SYNCHRONIZATION & DEADLOCKS: Critical Section Problems, semaphores; methods for handling deadlocks-deadlock prevention, Avoidance & Detection; Deadlock recovery. Memory Management: Logical & Physical Address Space, swapping, Contiguous memory allocation.

UNIT IV

MEMORY MANAGEMENT: Paging and Segmentation techniques, Segmentation with paging; Virtual memory: Demand Paging, Page-Replacement Algorithms, and Thrashing. Engg. Applications – Memory management in Windows, Linux.

UNIT V

FILE SYSTEM: Different types of files and their access methods, directory structures, various allocation methods, disk scheduling and management and its associated algorithms.

UNIT VI

I/O SYSTEMS: I/O Hardware, Application I/O Interface, Kernel, Transforming I/O requests, Performance Issues. Protection and Security: Goals of protection, Principles of protection, Access matrix, Access control list, Capability List. Security Attacks, Program threats,

Essential Readings:

- Operating System Concepts by Silberchatz Galvin, 8th edition.
- Modern Operating Systems by A. Tanenbaum, 1992, Prentice-Hall.
- Operating Systems Internals and Design Principles by William Stallings, 4th edition, 2001, Prentice-Hall

Suggested Readings:

- Operating System By Peterson , 1985, AW.
- Operating System By Milankovic, 1990, TMH.
- Operating System Incorporating With Unix & Windows By Colin Ritchie, 1974, TMH.
- Operating Systems by Mandrik & Donovan, TMH
- Operating Systems By Deitel, 1990, AWL.
- Operating Systems – Advanced Concepts By Mukesh Singhal , N.G. Shivaratri, 2003, T.M.H

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4Z438 INTERNATIONAL FINANCIAL MANAGEMENT (ELECTIVE VI)

Course Objective: 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 – 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 AND EURO MARKETS: 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.

UNIT IV

EXCHANGE RISK EXPOSURE: Types of Exposure – Transaction Exposure – Translation Exposure – Economic Exposure - Hedging Foreign Currency Payables.

UNIT V

INTERNATIONAL PARITY RELATIONSHIPS: 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.

Essential Readings:

- Alan C Sharpiro: Multinational Financial Management, Prentice Hall, New Delhi
- Francis Cherunilam : International Economics, Tata Mc Graw Hill , New Delhi
- C Jeevanandam, Foreign Exchange : Practice and Concepts, Sultan Chand & Sons, New Delhi

Suggested Readings:

- Lan H Giddy: Global Financial Markets, AITBS Publishers and Distributors, New Delhi
- Vijayabhaskar P and Mahapatra B., Derivatives Simplified, Respose Books, Sage Publications, New Delhi
- P.G.Apte International Financial Management, Tata McGraw-Hill, New Delhi, 2004
- Jeff Madura, International Financial Management, 6th edition, Thomson Publications.
- Maurice D.Levi, Internationasl Finance, 3rd edition, Tata McGraw-Hill, New Delhi, 2003
- S.Eun Choel and Risnick Bruce, International Financial Management, Tata Mc Graw Hill, 2001
- David K. Eiteman, Arthur I.Stonehill and Michael H.Moffeth, Multinationasl Business Finance, 10th edition, Pearson Education 2004.
- P.K Jain, Josette Peyraid and Surendra S. Yadav, Internationasl Financial Management, Maemillan Publishers, 2001
- Prakash G. Apte, Internationasl Finance A Business Perspective, Tata McGraw-Hill Publishing Co Ltd.,2003
- Adrian Buckley, Multinationasl finance, Third Edition, Prentice-Hall of India Pvt.,Ltd.,2001
- Melvin: International Money and Finance 7/e Pearson Education.

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4Z439 INTEGRATED MARKETING COMMUNICATION (ELECTIVE-VI)

Course Objective: The objective of the course is to provide students with detailed knowledge on Advertising and Sales promotion.

UNIT I

COMMUNICATION MIX: Understanding Integrated Marketing Communication as an integral part of Marketing; Advertising- Definition, Features, key players; Functions, role of advertising in Marketing Mix; Advertising as a communication Tool; Types of Advertising; Advertising Campaign.

UNIT II

BUDGETING AND MEDIA DECISIONS: Setting Advertising Objectives; DAGMAR approach Advertisement budgets as an investment; Methods of setting Advertising Budget, process; Determining the optimum Advertising budget; Factors influencing Advertising Budget; Media Planning; Reach, Frequency and impact, choosing among major media types; Media Scheduling.

UNIT III

ADVERTISING MESSAGE DECISIONS, CREATIVE SIDE OF ADVERTISING AND ADVERTISING APPEALS: Message content, structure, format & source, Copy writing, elements of Advertising copy, and requirements of an effective copy; Types of Advertising copies- Print, Television & Radio copy principles; Types of television commercials, Jingles, Illustrating Layout; Advertising Appeals.

UNIT IV

MEASURING ADVERTISING EFFECTIVENESS AND ADVERTISING AGENCIES: Need and importance of measuring Advertising effectiveness, Evaluating communication effects of Advertising: pretesting, post testing, Evaluating Sales effects of Advertising. Advertising research techniques used in case of Print Ads, Broadcast, Radio, and Online Ads; Problems in measuring Advertising effectiveness. Advertising Agencies features, functions, types.

UNIT V

SALES PROMOTION: Sales promotion mix, definition of sales promotion, factors influencing sales promotion; Advantages and drawbacks of sales promotion; Consumer promotions, Trade promotion; Promotion for Sales force; Sales Promotion tools and techniques.

UNIT VI

PUBLICITY & PUBLIC RELATIONS: Publicity, Power of publicity, control and dissemination of publicity, advantages and disadvantages of publicity; Public Relations- process, applications of PR and Public relation programs, Public relation tools.

Essential Readings:

- Krutishah Alan D' Souza, Advertising and promotions and IMC Perspective, TMH, 2012.
- George E Belch and Michael A Belch, Advertising and Promotion, 6th Edition, Tata McGraw Hill, 2006.

Suggested Readings:

- Jaishri jethwaney, Shruthi Jain, Advertising Managemnt, Oxford, second edition, 2012.
- 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.

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4Z440 COMPENSATION AND REWARD MANAGEMENT (ELECTIVE-VI)

Course Objective: To understand the various dimensions of Compensation Management. To familiarize the role of various bodies involved in Compensation Management.

UNIT I

INTRODUCTION TO COMPENSATION MANAGEMENT: Compensation – Meaning and Definition - Compensation Responsibilities – Compensation System Design and Styles - Issues – Compensation Philosophies – Compensation Approaches.

UNIT II

COMPENSATION CLASSIFICATION: Types - Incentives – Types of Incentives - Fringe Benefits - Strategic Compensation Planning – Determining Compensation – The wage Mix – Development of Base Pay Systems – The Wage Curve – Pay Grades – Salary Matrix – Compensation as a Retention Strategy.

UNIT III

THEORIES OF WAGES: Wage Structure - Wage Fixation - Wage Payment - Salary Administration - Executive Compensation – Incentive Plans – Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National Organizations.

UNIT IV

INTRODUCTION TO REWARD MANAGEMENT: Meaning and Definition of Rewards – Types of Rewards - Methods of Rewarding of Sales Personnel - Pay - Commission - Pay and Commission – Performance Based Pay Systems – Incentives.

UNIT V

INTRODUCTION TO EXECUTIVE COMPENSATION SYSTEM: Meaning and Definition of Executive Compensation – Types- Executive Compensation Plan and Packages - Perceptions of Pay- Fairness – Legal Constraints on Pay Systems.

UNIT VI

LEGAL ASPECTS OF WAGE ADMINISTRATION: Wage Boards - Pay Commissions - Employee Benefits – Benefits Need Analysis – Funding Benefits – Benchmarking Benefit Schemes - Employee Benefit Programmes – Security Benefits – Creating a Work Life Setting – Designing Benefit Packages.

Essential Readings:

- Richard.I. Henderson, COMPENSATION MANAGEMENT IN KNOWLEDGE BASED WORLD, *Prentice Hall India, New Delhi.*

Suggested Readings:

- Dewakar Goal, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, *PHI Learning, New Delhi, 2008*
- Richard Thrope & Gill Homen, STRATEGIC REWARD SYSTEMS, *Prentice Hall India, New Delhi.*
- Michael Armstrong & Helen Murlis, HAND BOOK OF REWARD MANAGEMENT, *Crust Publishing House.*

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4EC12 SOFTWARE PROJECT MANAGEMENT (CSE DEPT.) (ELECTIVE-VI)

UNIT I

CONVENTIONAL SOFTWARE MANAGEMENT: The waterfall model, conventional software Management performance.

Evolution of Software Economics: Software Economics, pragmatic software cost estimation.

UNIT II

IMPROVING SOFTWARE ECONOMICS: Reducing Software product size, improving software processes, improving team effectiveness, improving automation, Achieving required quality, peer inspections.

The old way and the new: The principles of conventional software Engineering, principles of modern software management, transitioning to an iterative process.

UNIT III

LIFE CYCLE PHASES: Engineering and production stages, inception, Elaboration, construction, transition phases.

Artifacts of the process: The artifact sets, Management artifacts, Engineering artifacts, programmatic artifacts.

UNIT IV

MODEL BASED SOFTWARE ARCHITECTURES: A Management perspective and technical perspective.

Work Flows of the process: Software process workflows, Iteration workflows.

UNIT V

CHECKPOINTS OF THE PROCESS: Major mile stones, Minor Milestones, Periodic status assessments. Iterative Process Planning: Work breakdown structures, planning guidelines, cost and schedule estimating, Iteration planning process, Pragmatic planning. Project Organizations and Responsibilities: Line-of-Business Organizations, Project Organizations, evolution of Organizations.

UNIT VI

PROCESS AUTOMATION: Automation Building blocks, The Project Environment. **Project Control and Process instrumentation:** The seven core Metrics, Management indicators, quality indicators, life cycle expectations, **Future Software Project Management:** Modern Project Profiles, Next generation Software economics, modern process transitions.

Essential Readings:

- Software Project Management, Walker Royce: Pearson Education, 2005.

Suggested Readings:

- Software Project Management, Bob Hughes and Mike Cotterell: Tata McGraw-Hill Edition.
- Software Project Management, Joel Henry, Pearson Education.
- Software Project Management in practice, Pankaj Jalote, Pearson Education.2005.

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4Z442 PROJECT WORK & DISSERTATION

Students are required to work for 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. The project should have an internal faculty as guide.

Four copies of the thesis, certified by the supervisor and Head of the Department shall be submitted to the College / School. The Project report shall be adjudicated by one examiner selected by the chief superintendent of examinations. For this, Head of Department shall submit a panel of 3 examiners, who are eminent in that field, with the help of the PRC. The Chief Superintendent of the college in consultation with the college academic committee shall nominate the examiner.

If the report of the examiner is favorable, viva-voce examination shall be conducted by a Board consisting of the Head of the Department, Supervisor and the Examiner who adjudicated the Dissertation. The Board shall jointly report the student's performance in the project work as – (a) Excellent, or (b) Good, or (c) Satisfactory, or (d) Unsatisfactory, as the case may be.

Suggested Books:

- 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.