

COURSE CURRICULUM & REGULATIONS GOVERNING
MASTER OF BUSINESS ADMINISTRATION (MBA)
DEGREE COURSE
W.E.F 2011

REGULATIONS

1. Course Title

The course shall be called 'Master of Business Administration Degree Course'. The duration of the course is two years consisting of four semesters; two semesters in each year. A candidate joining the course shall pursue prescribed courses of studies.

2. Eligibility for Admission

Any graduate or postgraduate in arts, science, commerce, business management, allied sciences, engineering and technology, medical sciences of this University or from any other university considered equivalent thereto shall be eligible for admission to the course. Further the applicant shall have a minimum of 50% in the qualifying examination. A relaxation of 5% is available for SC/ST & Cat-I candidates. Selection of candidates to the course shall be done as per rules of the University and Government of Karnataka.

3. Course Content and Instruction

- a) **Course content:** The course comprises of subjects of study, internship, project work and field work as prescribed. Pedagogy includes lectures, case studies, group discussions, quizzes, seminars, computer practicals, summer internship, factory visits etc.
- b) **Summer Internship:** After the second semester examination students shall undertake team based summer internship and prepare a report under the guidance of a faculty member. The report shall be submitted before the commencement of the third semester failing which the student shall not be permitted to join the third semester.
- c) **Final Project:** During the third and fourth semesters each student shall undertake project work and prepare project report strictly in accordance with the guidelines in their elective area under the supervision of a faculty. The students are required to maintain a project work diary to be submitted for evaluation. The project report must be submitted before the commencement of the fourth semester examination, failing which the student shall not be permitted to appear for the examination.

4. Attendance and Conduct

The Course is a full time course and students **SHALL NOT** take up any employment/course, part time or full time during their study. Students found violating this rule shall be removed from the course. Minimum attendance of 75% of actual working hours is required in each paper. A student who does not satisfy the requirements of attendance and conduct shall not be permitted to write the examination in the concerned subject.

5. Examination

Each subject is divided into internal assessment (IA) and end of term examination with marks allocated as shown in the table. Internal

assessment must be spread over sixteen weeks allowing reasonable interval between assessments. IA marks shall be awarded on the basis of announced and surprise tests, term papers / seminars / quizzes / case discussions and computer practicals. The breakup of assessment marks will be as follows:

- | | |
|---|------------|
| a. Announced test | – 05 Marks |
| b. Surprise test | – 05 Marks |
| c. Term paper / seminar / case discussion | – 10 Marks |
| d. Viva-voce | – 05 Marks |

Total – 25 Marks

There shall be a term end examination of 3 hours duration for each subject at the end of each semester (excepting project report).

6. Evaluation of Project Reports

1. Summer internship report and project work diary are evaluated for 50 marks through internal valuation.
2. Students shall have to submit a work diary and synopsis of the proposed project work, to be evaluated for 50 marks by the concerned guide, before the commencement of third semester examination failing which he/she will not be allowed to appear for the third semester examination.
3. Each project report is evaluated for 75 marks by internal and external examiners. The guide ordinarily shall be the internal examiner.
4. A viva-voce for 25 marks will be conducted by a board of three members constituted by the Chairman, BOE from the approved list of examiners.

7. Declaration of Results

The declaration of results shall be made as follows:

- a. Minimum for a pass is 40% of the marks in each examination paper and 50% of the marks in the aggregate of four semesters. There is no minimum for internal assessment, and summer internship report.
- b. The minimum for a pass in Final project report is 30/75 marks and there is no minimum for viva-voce.
- c. Carryover is permitted as per University regulations.
- d. Declaration of grades shall be done after the fourth semester examination on the basis of aggregate marks of all semesters. The declaration shall be made as follows:

Grade A1 – 70% and above in the aggregate

Grade A – 60% and above but less than 70% in the aggregate.

Grade B – 50% and above but less than 60% in the aggregate

Grade F – Less than 50% in the aggregate (FAIL)

Declaration of results in the case of REPEATERS shall be done according to general rules of the University.

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MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE COURSE

COURSE STRUCTURE

Sl No	First Semester Subjects	Credits*			Marks		
		(L+P/S/F)			Intl. Asst.	End Term	Total
		L	P/S/F	Total			
1.	Management Concepts & Theories	1	1	2	25	75	100
2.	Organizational Behaviour	2	1	3	25	75	100
3.	Business Environment	1	1	2	25	75	100
4.	Managerial Communication	1	2	3	25	75	100
5.	Managerial Accounting	2	2	4	25	75	100
6.	Managerial Economics	2	1	3	25	75	100
7.	Statistics for Management	2	2	4	25	75	100
	Total	11	10	21	175	525	700

Sl No	Second Semester Subjects	Credits*			Marks		
		(L+P/S/F)			Intl. Asst.	End Term	Total
		L	P/S/F	Total			
1.	Marketing Management	2	1	3	25	75	100
2.	Human Resource Management	2	1	3	25	75	100
3.	Corporate Finance	2	2	4	25	75	100
4.	Quantitative Methods	2	2	4	25	75	100
5.	Legal aspects of Business	2	0	2	25	75	100
6.	Operations Management	2	1	3	25	75	100
7.	Management Information Systems	1	2	3	25	75	100
	Total	13	9	22	175	525	700

Sl No	Third Semester Subjects	Credits*			Marks		
		(L+P/S/F)			Intl. Asst.	End Term	Total
		L	P/S/F	Total			
1.	Project Management	1	2	3	25	75	100
2.	Entrepreneurship	1	1	2	25	75	100
3.	Elective – I	2	2	4	25	75	100
4.	Elective – II	2	2	4	25	75	100
5.	Elective – III	2	2	4	25	75	100
6.	Project Work Diary	0	3	3	50	---	50
7.	Summer Internship Report	---	---	---	50	---	50
	Total	8	12	20	225	375	600

Sl No	Fourth Semester Subjects	Credits*			Marks		
		(L+P/S/F)			Intl. Asst.	End Term	Total
		L	P/S/F	Total			
1.	Strategic Management	2	1	3	25	75	100
2.	Elective – IV	2	2	4	25	75	100
3.	Elective – V	2	2	4	25	75	100
4.	Elective – VI	2	2	4	25	75	100
5.	Elective – VII	2	2	4	25	75	100
6.	Project Report	0	3	3	---	75	75
7.	Project Viva-voce	---	---	---	---	25	25
	Total	10	12	22	125	475	600

*L=Lecture – 1 hour of lecture per week for 15 weeks = 1 credit
P/S/F=Practicals/Seminars/Field Work – 2 hours of practicals / seminars / field work per week for 15 weeks = 1 credit

Elective Areas:

1. Marketing (M)
2. Finance (F)
3. Human Resource Management (HRM)
4. International Business (IB)
5. Information Systems (IS)
6. Tourism & Travel Management (TTM)
7. Health Care Management (HCM)
8. Small Business Management & Entrepreneurship (SBM&E)
9. Retailing & Supply Chain Management (R&SCM)
10. Banking & Insurance (B&I)

SYLLABUS

FIRST SEMESTER

1.1 Management Concepts & Theories

1. **Management:** definitions, nature and scope of management, functions and process of management, evolution of management theory from Taylor, Fayol, Drucker to the present. Growth of professional management in India. Ethics in management.
2. **Managerial Planning:** planning process, types of plans, strategic vs. operational plans, models of strategy formulation, linking strategy to structure.
3. **Decision Making:** managerial decision-making process and models, steps in rational decision-making, creativity and group decision-making.
4. **Organizations:** organizational theories and design, various forms of organization structures, span of management principles of coordination, authority, power, delegation and decentralization.
5. **Managerial Control:** relationship between planning and control- limitations of control, types of control systems and techniques – management by exception, budgetary control, functional and dysfunctional aspects of budgetary control, internal control systems, internal audit and management audit.

References:

- ☞ *Essentials of Management-Koontz and O'Donnell. E-McGraw Hill,*
- ☞ *Introduction to Management-Fred Luthans-McGraw*
- ☞ *The Practice of Management-Peter.F.Drucker*
- ☞ *Management- Stoner, Freeman and Gilbert*
- ☞ *Management- Griffin*
- ☞ *Management- Holt*
- ☞ *Management- Tasks and Responsibilities- Peter. F. Drucker*
- ☞ *Professional management- Theo Haimann*
- ☞ *Organization Theory and Design – Richard L.Draft*
- ☞ *Management - Richard L.Draft*
- ☞ *People and Performance by Peter F.Drucker*

1.2 Organizational Behavior

1. **Fundamentals of Organizational Behavior:** evolution of organizational behavior, individuals and Organizations, forces affecting organizational behavior, Changing work force and employment relations, impact of globalization and information technology on organizational behavior,
2. **Individual Dimensions in Organizational Behavior:** individual differences – perceptions, interests, aptitude, attitude, learning, personality, creativity.
3. **Group Dynamics:** group behavior, team development, group cohesiveness – group decision making process, , Effective teams, organizational conflicts, & conflict resolution, interpersonal skills, Johari Window and transactional analysis.
4. **Motivation:** theories and models of motivation, Leadership, theories of leadership & leadership styles.
5. **Management of Change:** resistance to change, change models, change agents. Organizational effectiveness. Organizational climate and culture., learning organizations.

References:

- *Organizational Behavior – Robbins.*
- *Organizational Behavior- Fred Luthans*
- *Human Behavior at Work- Keith Davis*
- *Organizational Theory and Design – Daft*
- *The Fifth Discipline- Peter Senge*
- *The Seven Habits of highly Effective People- Stephen Covey*
- *Understanding Organizational Behaviour – Uday Parekh*
- *The Five Minds-Howard Gardner*
- *All the books by Edward De Bono*
- *Work in the 21st Century – Landy and Jeffrey*

Business Environment

1. **Business as a social system:** internal and external environment, stakeholder map of business, role of government in economic activity and its impact on business in India. Business Ethics and Corporate Social responsibility. Issues in corporate governance.
2. **Economic Structure of India:** economic planning in India, transition from mixed economy to a market economy, outlines of Public and Private sectors. Characteristics of industrial, service and agricultural sectors. Regional and sectoral imbalances, Dualism, Trends in GDP.

3. **Monetary and Fiscal System of India:** overview of India's monetary policy, fiscal policy, role of RBI, the banking sector, Indian financial system, money market and capital markets, stock exchanges and stock market reforms in India. Industrial finance in India – role of development financial Institutions and commercial banks, NBFC's. Financing of exports and imports, EXIM and ECGC. Issues in taxation and government expenditure – FRBM Act, the problem of fiscal deficit.
4. **Indian Society, Culture and Politics:** social problems of India, Impact of modernization on Indian society, demography, gender, environmental issues.
5. **International Business Environment:** India as a player in the International market place – its position and prospects, the role of multi-national companies in India. FDI & FII's in India.

References:

- *Business Environment – C.A. Francis*
- *Business, Government & Society – Arthur Gold Smith.*
- *Ethical choices - shekar*
- *India Development Reports*
- *India in Transition – Jagdish Bhagwathi*
- *India's Economic policy – Bimal Jalan*
- *Is there a Indian way of thinking – A.K.Ramanujam*
- *A Million Mutinies- V.S.Naipual*
- *International Business Environment by Daniels & Radbaugh*
- *India in the Era of Economic Reforms – Sachs, Jaffrey, Varshney, Ashutosh and Rajpai, Nirupam, New Delhi, Oxford, 1999.*
- *Fiscal Policy, Public Policy and Governance – Shome, Parthasarathi*
- *Eight Lectures on India's Economic Reforms – Srinivasan.T.N*
- *Fiscal Policy Developments in India 1950-2000 – Sury*
- *India's Economic Performance and Reforms : A Perspective for the New Millenium – Swamy, Subramanian*
- *Imagining in India – Nandan Nilekani*

1.3 Managerial Communication

1. **Introduction:** nature of managerial communication, the communication process. Effective communication and barriers to communication, communication skills; writing, reading, logic, analysis and listening
2. **Communication for Problem Solving:** problem solving–communication model for case analysis and reporting in detail. Group discussion, in-class or workshop exercises and assignments.
3. **Writing Skills:** exercises in drafting letters, memos, e-mail, proposals, resume writing, reports and executive summaries. The structure and process of creating business messages.
4. **Oral Communication:** exercises in speaking, discussing, listening and negotiating, body language and kinesics, business etiquettes.

5. **Business Presentations:** hands–on with excel and office power point.

References:

- *Better Business Communication – Denish Murphy*
- *Written Executive Communication - Shurter*
- *Model Business Letters - Gartiside.*
- *Business Communication – Lesikar – Pettit - Flatery.*
- *MLA's Handbook.*
- *Business Research Methods- Cooper and Schneider*
- *Business Research Methods - Zikmund*

1.5 Managerial Accounting

1. **Introduction to Accounting:** meaning, accounting concepts and conventions –Financial Accounting V/s Management Accounting – Recording, classifying and summarizing business transactions leading to preparation of final accounts of sole proprietary, merchandizing manufacturing and service businesses using Excel.
2. **Company Final Accounts in India:** requirements of Companies Act of 1956 with respect to preparation of Final Accounts of Companies - Annual Reports and its contents.
3. **Financial statement Analysis:** techniques of financial statement analysis: Horizontal analysis, Vertical analysis, Trend Analysis, Ratio Analysis (Profitability, Liquidity, Solvency and Capital market ratios), preparation of fund flow & cash flow statement using Excel.
4. **Excel applications:** preparation and Analysis of Income Statement, Balance Sheet, Cash Flow Statement, Ratios and Projections using excel
5. **Cost accounting:** elements of Costs, Classification of costs, Preparation of Cost Sheet, Cost accounting systems: Job costing, process costing, contract costing and service costing, Marginal costing and use of break-even analysis in decision-making –Relevant costs for marketing and production decisions- Cost Drivers and Activity Based Costing.

References:

- *Financial Accounting: A Managerial perspective –R.Narayanswamy*
- *Introduction of Management Accounting- Horngren, Sundem, Stratton.*
- *Cost and Managerial Accounting - Duncan Williamson*
- *Cost accounting for Business Managers-Asish K Bhattacharayya.*
- *Management and Cost Accounting- Colin Drury*
- *Management Accounting –Hensen Mowen*
- *Financial Analysis and Modelling – Chandan Sen Gupta*

1.6 Managerial Economics

1. **Managerial Economics:** introduction, basic concepts, application in business decision-making. Demand and Supply Analysis, determinants, equilibrium, elasticity, demand forecasting and estimating methods
2. **Theory of consumer behavior:** consumer preferences, indifference curves, budget constraint, utility maximization and the derivation of the consumer demand curve.
3. **Production and Cost Analysis:** production functions-cost functions, and profit functions, total, average and marginal costs, returns to factors and scale, short run v/s long run decisions, derivation of the supply curve.
4. **Market Analysis:** market forms, perfect competition, monopoly, monopolistic, oligopoly. Output and price determination. Cartels and collusion, mergers and acquisitions and government regulations in the form of price directives, taxes, subsidies, anti-trust action and competition policies.
5. **National Income Accounting:** concepts of GDP, NI, per capita income, PPP National income accounting in India. Business cycles and business forecasting. Measuring business cycles using trend analysis, macro economic indicators in business cycle measurement, Coping strategies for business.

References:

- *Managerial Economics- Dominick Salvatore.*
- *Managerial Economics- Gupta and Mote*
- *Economics- Samuelson & Nordhaus*
- *Managerial Economics by Peterson and Lewis*
- *Micro Economics – Dominick Salvatore*
- *Macro Economics – Palmer and others*
- *Macro Economics - Koutinyas*

1.7 Statistics for Management

1. Quantitative data interpretation in managerial decision making: collection – classification – tabulation – frequency distribution – charts using excel, measures of central tendencies and dispersion – using visual explorations in MS excel.
2. Correlation and regression: multiple correlation – basic probability concepts – conditional probability – Bayes theorem – use MS excel PH STAT2.
3. Probability distributions: binomial Poisson and normal distributions using excel – estimation – point and interval – using Excel.

4. Statistical Decision Theory: hypothesis testing for means and proportions and for difference of means and proportions – analysis of variance.
5. Sampling: sampling techniques, random sampling, random numbers table, Monte Carlo simulation, Chi-square tests, time series forecasting, hands-on with MS excel.

References:

- *Statistics for Managers – using Microsoft excel – Levine, Stephan & others*
- *Statistics for Management – Richard Levin and Rubin [excel version]*
- *Statistics – Murray Spiegel, Schaum Series*
- *Probability and Statistics – Murray Spiegel, Schaum Series*
- *Quantitative Business Analysis – Text & Cases – Samul Bodiley & others*
- *Business Statistics – Kazmier, Schaum Series*
- *Basic Business Statistics – Bereuram and Levine*
- *Quantitative Methods – Anderson, Sweeny & William*

SECOND SEMESTER

2.1 Marketing Management

1. **Introduction to Marketing Management:** nature of marketing management, Types of products / services. Marketing concepts: Product, Production, Selling, Marketing and Societal, Concepts Marketing environment, elements of Marketing Mix. Classification of goods & services.
2. **Consumer Behavior:** consumer & buyer behavior process, models of consumer behavior. Market research and market intelligence. Marketing information system.
3. **Market Segmentation and Targeting:** concept of segmentation and targeting, basis for segmentation. Segmentation for consumer and industrial products, Product positioning.
4. **Product & Price:** product Mix and Product Line, levels of product, new product development, product life cycle strategies. Branding, types of brands, brand building, measuring brand equity. Packaging and labeling. Pricing: General pricing approaches, new product pricing strategies, Public policy and pricing.
5. **Promotion and Place Mix:** elements of promotion mix, Marketing communication process, Publicity, Advertising and public relations.

Personal selling and sales promotion. Direct marketing and online marketing. Distribution channels and logistics management, Channel design and administration, Public policy and distribution decisions.

References:

- *Marketing Management – Philip Kotler, Prentice Hall India, (New edition)*
- *Basic Marketing – Perault*
- *Fundamentals of Marketing – William Stanton*
- *Principles of Marketing – Philip Kotler and Garry Armstrong*
- *Marketing Management – Rajan Saxena*
- *Marketing Management – Zickmund*
- *Marketing – Ramesh Kumar*

2.2 Human Resource Management

1. **Perspectives in HRM:** role of HR managers, sub-systems of HRM, HR functions and policies. Organization for HRM, Development of HRM in India, Recent trends in HRM, Impact of globalization on HRM.
2. **HR Planning, Recruitment and Selection:** scope of HR planning, Job analysis, job design Job description and job evaluation, methods of recruitment. Testing for selection of employees, use of psychological test, selection process, interviews, errors in selection.
3. **Training and Development:** induction and Orientation, methods of training, training manual, training under ISO and QS Certification. Supervisory, Executive and Management development programmes. Career development.
4. **Performance Management:** KRA and KPAs, Traditional vs Modern methods of performance management. Potential appraisal, Feedback systems. Job evaluation.
5. **Compensation Planning:** wages and salary, Administration perks, Fringe benefits, Bonus, Incentives. Compensation surveys. Productivity, Performance linked, Pay structure. Compensation review and structuring.

References:

- *HR and Personnel Management – Keith Davis*
- *Personnel Management – Flippo*
- *Human Resource Management – T.V. Rao*
- *Human Resource Management – Pattanaik*
- *Human Resource Management – Micheal Armstrong*
- *Human Resource Management – Gary Desseler*

2.3 Corporate Finance

1. **Goal of the Firm:** profit maximization vs wealth maximization. Value creation, Agency problems, Social responsibility, Role of financial management, Time value of money, Valuation of securities – stocks and bonds. Concept of risk and returns of securities, using probability distribution to measure risk, risk and return in portfolio context (using excel).
2. **Capital Budgeting:** estimating cash flows – initial, intermediate and terminal Cash flows on incremental basis, Capital budgeting decision rules, Payback, ARR, DCF techniques – NPV, IRR, PI, using excel.
3. **Cost of Capital:** cost of debt, preferred stock, equity, computing WACC, The CAPM approach, Adjusting WACC for risk. Long-term financing, Public issue of debt, Preferred stock and Common stock, Term loans.
4. **Capital Structure Theories:** traditional view vs MM hypothesis, MM position I &II, Capital structure designing in practice – EBIT- EPS analysis, the pecking order theory. Dividend decisions, Relevance vs irrelevance of dividends.
5. **Working Capital Management and Finance:** cash management, Receivables management and Inventory management. Working capital finance in India.

References:

- *Fundamentals of Financial Management – Van Horne and Wachowitz*
- *Financial Policy and Management – Van Horne, 12th edition.*
- *Financial Management – Prasanna Chandra*
- *Corporate Finance – Brigham and Erhardt*
- *Corporate Finance – Ross, Wetfield & Jaffer*

2.4 Quantitative Methods

1. **Scientific methods:** induction, deduction, theory, concepts, constructs, definitions, variables, models, laws, hypothesis, syllogism, levels of abstraction. Fallacies of reasoning. The nature of research in Management, Exercises in writing a research proposal.
2. **Principles of research design:** types of basic research methods and secondary research methods, sampling design, measurement and measurement scales. Data collection methods, observational studies, experimentation. Qualitative methods of research.
3. **Analysis and presentation of Data:** use of statistical techniques, style manuals. Exercises in writing management reports.

4. **Linear programming:** types of linear programming, simplex method, primal and dual, sensitivity analysis, resource allocation, production planning, product mix and capital budgeting decisions using softwares.
5. **Transportation and assignment problem:** sequencing problems, Decision making under risk and uncertainty, decision trees. MS excel solver for all the above models

References:

- *Business Research Methods – Zikmund*
- *Marketing Research – Malhotra N.K.*
- *Business Research Methods – Donald R. Coopers and Schindler*
- *Foundations of Behavioural Research – F.N. Kerlinger*
- *MLA Handbook for Researchers – MLA Association*
- *APA Manual*
- *Social Research Methods – Bryan*
- *Case Study Method of research – Robert K Yin*
- *Designing Qualitative research – Marshall and Rossman*
- *Research Design & Methods – Kenet G.Bordeaux & Others*
- *Marketing Research with SPSS – Corl Mc.Daniel & Gates*
- *Marketing Research – Churchil & Lacobucci*

2.5 Legal Aspects of Business

1. **Outlines:** Industries Development and Regulation Act (IDRA), Competition Act. Foreign exchange management act.(FEMA)
2. **Outlines:** company Law, provisions of Indian Companies Act 1956 relating to incorporation, management and administration. Filing of returns, Remedies against mismanagement and oppression. Powers of investigation by the Government, Issues relating to good corporate governance.
3. **Outlines:** intellectual property rights, Patents and Trademarks Act, copy rights act, geographical appellation,
4. **Outlines:** security Market Laws, Security and Exchange Board of India Act (SEBI), Securities contract act, Laws pertaining to stock exchanges, SARFESI Act.
5. **Outlines:** consumer protection act and Information technology act.

References:

- *A Manual of Business Laws – S.N. Maheshwari and S.K. Maheshwari*
- *Business Law for Management – K.R. Bulchandani*
- *Business Environment: Texts and Cases – Francis Cherunilam*
- *Business and Corporate Laws – S.S. Gulshan and G.K. Kapoor*
- *Bare Acts of respective legislations.*

2.6 Operations Management

1. **Operations Management:** product strategies – Product life cycle – Productive system types – Impact of technology and organization of the operations function – Requirements of forecasting for operations.
2. **Plant Location and Types of Plant Layout:** product planning and control – Inventory planning and control – Materials requirements planning – Planning production in aggregate terms.
3. **Job Designing:** work study and time study – Statistical quality control methods – Japanese manufacturing systems – Flexible manufacturing system – Operations systems of the future.
4. **Total Quality Management:** trends in quality management benchmarking and business process reengineering, Kaizen – Six Sigma Motorola systems – Quality criteria based on Deming prize – Malcolm Baldrige Award. Quality Management Systems, ISO Standards.
5. **Supply Chain Management:** concept of SCM. Operating model for supply chain. Managing the external and internal supply chain. Global SCM and sourcing.

References:

- *Modern Production Management – Buffa Elwood. S, and Rakesh K. Saren, John Wiley and Sons, 2003.*
- *Production and Operation Analysis – Steven Nahmas*
- *Cases in Production / Operations Management – K.N. Krishnaswamy*
- *The Benchmarking Management Guide – American Productivity and Quality Center, Productivity Press, USA, 1993.*
- *Total Quality Management – Dale H. Besterfield and others – Pearson Education, New Delhi, 2003.*
- *Total Quality Management – Poornima Choudhary – Pearson Education – New Delhi, 2002.*
- *Total Quality Management – Sridhar Bhatt.*
- *Supply chain Management theory and practices – Mohanty and Deshmukh, Biztantra 2005.*

2.7 Management Information Systems

1. **Information Systems:** data vs Information, Strategic role of information in management, Organization as an information system. TPS, MIS, DSS, ESS, OAS, Networking concepts, telecommunications networks.
2. **Systems Development:** the concept of systems development life cycle (SDLC),Types of SDLC, Use of flow charts.

3. **Application Technologies:** ERP concepts, Evolution of ERP, ERP packages, SAP, Baan, MFG-PRO, Oracle, ERP Evaluation, ERP and BPR, ERP Implementation, Extended ERP, Case studies.
4. **Web Publishing:** web publishing, Types of websites, Web surfing, E-commerce, B2B, B2C, C2C, E-commerce security issues, Ethical issues
5. **Practicals on ERP** -. Functional modules in business.

References:

- *MIS – Kennett G. Laudon and Jane P. Laudon*
- *MIS – James A. O’Brien*
- *MIS-C.S.V.Murthy*
- *Computer Today – S.K. Basudev*
- *ERP Concepts – V.K. Garg*

THIRD SEMESTER

3.1 Project Management

1. **Project Management:** concepts & key terms, evolution of integrated project management system, aligning projects with organization strategy, effective project portfolio management system, project life cycle, feasibilities of projects-different forms of project contracting.
2. **Project Scope Management:** defining project scope, creating work break down structure (WBS), project roll up, process break down structure, responsibility matrix.
3. **Project Scheduling:** network models, PERT & CPM using softwares, measuring risk.
4. **Project Risk Management:** contingency planning, scheduling resources, reducing project duration.
5. **Project Team Management:** building high-performance project teams, managing virtual project teams, project control process. Performance measurement and evaluation, project quality, planning, quality assurance, quality audit, project closure, post completion audit.

References:

- Project Management – Clifford Gray & Larson
- The practice and theory of project management creating value through change – Newton, Richard – 2009, Hampshire, Palgrave Pub
- Effective project Management – Clements, James P & Gido Jack – 2006, NewDelhi, Cengage Learning
- Project Management: A managerial approach – Meredith, Jack.R& Mantel Samuel.J – 2006, New Delhi, John Wiley & Sons

- Project Management for business, engineering & technology: principles & practice – Nicholas, John.M & Steynl, Hermann
- Project Management – Harvey Maylor – 1999, New Delhi, Macmillan pub
- www.pmi.org

3.2 Entrepreneurship

1. **Foundations of Entrepreneurship:** nature of Entrepreneurship, social & cultural factors in nurturing entrepreneurship. Institutional support for promoting entrepreneurship in India, role of Universities & Colleges, CSIR labs. Case study of incubation
2. **Business Planning:** from idea generation to preparation of detailed business plans. Exercises in preparation of business plans.
3. **Venture Capital:** valuing and financing a venture, stages of venture development and financing, venture capital firms (VC's) venture expansion strategies.
4. **Rural & social entrepreneurship:** potential for entrepreneurship in rural India, SHGs, micro credit etc., Case studies of rural & social entrepreneurship in India.
5. **Entrepreneurs in India:** family businesses, new generation entrepreneurs, women entrepreneurs.

References:

- *Entrepreneurship – Prof. T.V.Rao*
- *Entrepreneurship – Hisrich & Peter*
- *Stay hungry stay foolish-Rashmi Bhansal*
- *Entrepreneurship-Mathew J Manimala*
- *Indias new capitalist – Harish Damodaran*
- *Business Maharaja's – Geetha Peramal*

ELECTIVE PAPERS

MARKETING

3.3 Elective MM 1: Consumer Behavior and Marketing Research

1. **Consumer Behavior:** introduction, Factors influencing consumer behaviour, Personality, Psychographics, Family, Society, Values of perception, Attitude and life styles, Different models of consumer

behaviour – Economic, Learning, Psychoanalytical, Sociological, Howard Shett, Nicosia, Webster and Wind, Engel, Blackwell and Minard models.

2. **Buying Decision Making Process:** buying roles, Stages of the decision process – High and low effort decisions, Post purchase decisions, Models of consumer behaviour
3. **Marketing Research Designs:** types of research designs, Techniques and tools of data collection – Scales and measurement, Various types of data, Sampling techniques, Sample size determination. Analysis and interpretation of data. Reporting the research findings.
4. **Application of Quantitative Tools in Marketing:** decision making using Regression analysis, ANOVA, Discriminant analysis, Factor analysis, Cluster analysis, Multi-dimensional scaling and Conjoint analysis, Use of SPSS for data analysis.
5. **Market Research:** marketing and market research, Qualitative research, Market and sales analysis. Motivation research, Communication research, Product, Pricing and Distribution research.

References:

- *Marketing Research – R.Nargundkar*
- *Consumer Behaviour – Schiffman and Kanuk*
- *Marketing Research – Tull, Green and Hawkins*
- *Business Research Methods – Zikmund*
- *Marketing Research – N.K. Malhotra*
- *Marketing Research – Parashuraman, Grewal*
- *Consumer Behaviour – Hoyer Mac Innis*

3.4 Elective MM 2: Sales and Logistics Management

1. **Sales Management:** objectives of sales management, Personal selling process, Developing personal selling strategies. Organizing the sales force – Types of sales organizations – Determining the kind of sales force and Size of the sales force. Qualities of sales executives.
2. **Managing the Sales Force:** effective Recruiting, Selecting and Training the sales force. Time and territory management, Sales territories and Sales Quotas – Compensating sales force, Motivating the sales force – Controlling the sales force –Evaluating the sales force.
3. **Retailing and Wholesaling:** non-store retailing, E-tailing, Direct marketing, Tele marketing, Marketing on the net, Emerging trends in retailing &wholesaling.
4. **Distribution and Logistics Management:** design of distribution channel, Structure and Channel management. Components of logistics – inbound and outbound logistics, key logistics activities viz., Customer services - Inventory management – Material handling –

Communication – Order processing, Packaging – Traffic and transportation – Warehousing and storage.

5. **Logistics Strategy:** logistics information system, Organizing for effective logistics, Implementing logistics strategy – Computer packages used in logistics. Retailing and wholesaling, sales and logistics for rural markets.

References:

- *Sales Management – Decisions, Strategies and Cases – Richard R. Still, Edward W. Cundiff and Noman A.P. Govani*
- *Professional Sales Management – R.E. Anderson, Joseph F. Har, Alan J. Bash*
- *Marketing Channels – Louis W. Stern, Adel I. ER – Ansary, T. Coughlan*
- *Fundamentals of Logistics Management – M. Lambert, James R. Stock, M. Eliram*
- *Logistics Management – Donald J.B. and D.J. Closs*
- *Logistics and Supply Chain Management – Martin Christopher*
- *Sales Management – Analysis and Decisions Making – Thomas N. Ingram*
- *Managing Supply Chain – J.L. Gattorn and D.W. Waldis*

3.5 Elective MM 3: Advertising and Sales Promotion Management

1. **Promotion Mix:** elements of marketing promotion mix, Advertising, Publicity, Personal selling, Public relations and Sales promotion, Determinants of promotion mix.
2. **Advertising:** types of advertisement, advertise ability and advertising aids, Advertising planning and decision making.
3. **Advertising Campaign Planning:** setting advertising goals and objectives, The DAGMAR Approach. Message strategies and tactics, Creative approaches, Copywriting and testing, Advertising copy design and communication strategy, Copy-visualization lay out, Advertising appeals and themes, Classification of advertisement copies, Essentials of a good copy. Exercises in drafting advertisement copy.
4. **Advertising Media:** types of media, media planning and scheduling, Advertisement budgets, approaches to advertising, budgeting. Measuring advertising effectiveness. Advertising strategies for rural markets.
5. **Advertising Agencies:** profile of major advertising agencies in India and abroad, Rural advertising, social advertising, ethics in advertising, advertising standards council of India (ASCI).

References:

- *Advertisement and Promotion – Belch and Belch*
- *Advertising – Aaker and Bathra*
- *Advertising Management – Chunawalla*
- *Advertising Management – Write and Ziegler*
- *Contemporary Advertising – Williams Arens*
- *Advertising Management – Rajeev Batra, John G. Myer, David Aker*
- *Advertising Planning & Implementation – Sangeeta Sharma & Raghuvir Singh*
- *Advertising Principles and Practice – Wells, Moriarty, Burnett*
- *Advertising Management – Jaishri Jethwanry, Shruthi Jain*
- *Marketing Communication – Dahlen*

FINANCE**3.3 Elective FM 1: Advanced Capital Budgeting**

1. **Cash Flow Measurement:** dependence and independence of cash flows in evaluating projects, Measures of risk and returns, Inflation in capital budgeting, Real vs nominal discount rates, Bias in cash flow estimates, Total risk for multiple investment. Measuring cash flow for acquisition. Use of Excel for estimating cash flows & decision making.
2. **Ranking Projects:** NPV vs IRR Conflicts, Fisher's rate of intersection, Multiple IRRs, MIRR, Optimal decision under capital rationing
3. **Real Options in Capital Investment:** types of options – expansion, Abandonment and postponement.
4. **Project Risk Analysis:** techniques for measuring stand alone risk – Sensitivity analysis, Scenario analysis and Simulation
5. **Financing Decisions:** sources of long-term finances for a project. Leasing – Types of leases, structuring of lease rentals and evaluation of lease.

3.4 Elective FM 2: Advanced Capital Structure Theories

1. **Empirical Perspectives on the Financial Characteristics:** analysis of composite cash flows, Leverage, Ownership structures, ROE, P/E ratios, Dividend payout, Dividend yields, and other financial characteristics of Sensex and Nifty firms.
2. **Principal Agent Conflict and Financial Strategies:** introduction, Limited liability and the separation of ownership and control, role of management with diffuse ownership. Classic directive to management,

extended stakeholders, Conflicts of interest, Contracts and a revised directive.

3. **Information Asymmetry and the Markets for Corporate Securities:** introduction, Theories of the effects of information asymmetry, Valuation of traded equity under asymmetric information, Information asymmetry and the Quality of the market for a firm's equity, optimal ownership structure.
4. **Leverage Decision:** introduction, Corporate and personal taxation, Modifying MM propositions to account for corporate taxes, Traditional trade-off theory, Agency theory and leverage decision, Asymmetric information and leverage, balancing agency costs with information asymmetry.
5. **The Firm's Environment, Governance, strategy, operation and financial structure-** firm's business environment, operation structure, financial structure, risk performance and contingencies, empirical analyses of risk.

3.5 Elective FM 3: Portfolio Management

1. **Market efficiency:** random walk and the efficient market hypothesis, Empirical testing of Efficient Market Hypothesis (EMH). Portfolio Theory – Capital allocation between the risky asset and the risk free asset, Optimal risky portfolios-Markowitz model Vs Stochastic Dominance Analysis(SDA), Equilibrium in capital markets – Capital asset pricing model, Index models and Arbitrage pricing theory and multifactor models of risk and return.
2. **Fixed Income Securities:** bond Prices and yield –Bond Characteristics and Types, Bond Pricing, Bond yield, Term Structure of Interest rate, Interest rate risk-interest rate sensitivity, duration, convexity and immunization.
3. **Fundamental Analysis:** economic analysis, Industry analysis, Company analysis, Forecasting company earnings, Valuation of companies,
4. **Technical Analysis:** market indicators, Forecasting individual stock performance, Techniques, Types of charts, Dow theory, Relative strength, Contrary opinion, Moving average, Conference index, Trading volume, Concept of depth, breadth and resilience of the market.
5. **Active Portfolio Management:** portfolio performance evaluation – measuring investment return, conventional theory of performance evaluation, M^2 and T^2 market timing, performance attribution procedures, style analysis and morning star's, risk adjusted rating. Active portfolio construction using Treynor – Black model

HUMAN RESOURCE MANAGEMENT

3.3 Elective HRM 1: Human Resource Development

1. **Human Resource Development:** sub systems of HRD & OD, HRM and HRD, Emerging trends in HRD, HRD in IT industry, public sector, government organizations, and NGOs.
2. **Performance Management:** traditional and modern techniques, Open Appraisal – Identification of Key Performance Areas and Key Result Areas – Managerial appraisal – Ethical issues in performance appraisal. Potential appraisal, Feedback mechanisms, Performance management and career development. Bi-directional performance management.
3. **Mentoring, Coaching & Employee Counseling Services:** nature mentoring and coaching, Coaching to improve poor performance, Effectiveness of coaching, Need for employee counseling programs, Components & Characteristics, Issues in employee counseling.
4. **Career Planning and Development:** meaning and process – Career path, Career width and Length – Succession planning – Career Development.
5. **Learning and development in knowledge setting:** learning in a knowledge environment, creating a holistic developmental approach, developing social capital, developing knowledge leadership capabilities, project-based learning, working with technology, building a comprehensive knowledge development strategy, planning for individual development.

References:

- *Human Resource Development – Randy L. Desimone, Jon M. Werner & David M. Harris.*
- *Designing and Managing Human Resource Systems – Pareek, Udai and Rao T.V.*
- *Recent Experience in Human Resource Development – Rao T.V. and Pereira, D.H.*
- *Performance Appraisal – Theory and Practice – Rao T.V.*
- *Effective Human Resource Development – Neal E. Chalofsky, Carlene Reinhart.*
- *Human Resource Management – Satyadian S. Mirza*
- *Knowledge Management – Shelda Debowski – John Wiley, India publications.*

3.4 Elective HRM 2: Organizational Change and Development

1. **Organizational Change:** planned organizational change, Change agents, Dynamics of resistance to change, Planned change. Quality work life.
2. **Organization Development:** history of Organization, Development – Values – Assumptions – Beliefs in organization development.
3. **Theory and Management of Organization Development:** foundations of organization development – Managing the organization development process – Action research and organization development.
4. **Organization Development Intervention:** team intervention – Inter-group and third party peacemaking intervention – Comprehensive intervention – Structural interventions – Training experiences.
5. **Key Considerations and Issues:** issues in consultant – Client relationships – System ramifications – Power, politics and organization development – Research in organization development

References:

- *Organization Development – Franch and Bell;*
- *Organization Behaviour – Fred Luthans*
- *Human Behaviour at Work – Keith Davis; Organizational Design for Excellence – Khandawalla*
- *Organizational intelligence – Silber Kearny*
- *The dance of change – Peter Senge and others*
- *The fifth discipline – Peter Senge*

3.5 Elective HRM 3: Training and Development

1. **Training:** introduction, Importance of training, Advantages of training, Training challenges, Changing workplace and workforce, Training as a sub system of HRD, Learning environment, Instructional design, Learning outcomes, Feedback, Conditions of transfer, Converting training objectives to training plan.
2. **Training Needs Assessment (TNA):** methods of TNA, Organizational support for TNA, Organizational analysis – Specifying goals, Identifying constraints, Resource analysis, Learning principles, Training enhancement, Trainee characteristics.
3. **Training Delivery:** traditional vs Modern methods, SDLP, Simulated work settings, DLP, CD ROM, Interactive Multimedia, Web-based instructions, Intelligent Training System (ITS), Virtual Reality Training (VRT).
4. **Training Evaluation:** criteria, Evaluation of criteria, Dimensions of criteria, Use of experimental designs, Quasi experimental designs,

Utility conservations, Individual difference models, Content validity model, Statistical method.

5. **Training Interventions:** learning Experience and Building Organization Capability, Employee capability, Apprenticeship, Vestibule, Embedded training, Team building, cross and Inter-positional training, Leadership training.

References:

- *Training in Organization – Irwin L. Goldstein, J. Kevin Ford.*
- *Effective Training: System Strategies & Practices – P Nick Blanchard James W Thacker.*
- *Training For Organizational Transformation – Rolf P Lynton Udai Pareek.*
- *The Trainers portable mentor – Gargulo & Others*

INTERNATIONAL BUSINESS

3.3 Elective IB 1: International Economics

1. **Theories of International Trade:** the law of comparative advantage, the standard theory of international trade, factors endowment and the Hecksher-Ohlin theory.
2. **Demand & Supply Analysis:** introduction, the equilibrium relative commodity price with trade-partial and general equilibrium analysis, relationship between general and partial equilibrium analyses, offer curves, the terms of trade and gains.
3. **Economies of Scale:** introduction, imperfect competition and international trade, trade based on dynamic technological differences, cause of transportation, industry location, environmental standards and international trade.
4. **Economic Growth and International Trade:** growth factors of production, technical progress, growth and trade in small country and large country perspective, effect and evaluation, trade changes.
5. **Trade Modes:** modes, determinants, foreign investments – FDI, FPI, FDI on national treatment factor. Heterogeneity in international trade, India in the global setting and globalization of Indian business.

References:

- *Domenic Salvator – International Economics*
- *Paul R. Krugman and Obstfeld.M – International Economics, 3rd Edition, Harper Collins Pub., 1994*
- *Buckley, Adrian – Multinational Finance, New York, Prentice Hall Inc.m 1996.*
- *International Economics – Robert J. Carbaugh 2008.*

- *International Economics – Theo.S.Eicher, John H.Mutti and Michelle H.Tumovsky-2009*
- *International Economics – Global Markets and competition – Henry Thompson, 2006*

3.4 Elective IB 2: International Trade Policy

1. **Overview of International Trade:** introduction, development, operating factors, factors leading to growth in international trade and evaluation.
2. **Trade Restrictions:** partial equilibrium analysis and effects of tariffs, theory of tariff structure – the rate of effective protection, generalization and evaluation theory of effective protection, general equilibrium analysis of tariff in small and large country perspective, optimum tariff.
3. **Non-trade Barriers and Protectionism:** introduction-import quotas-other non-tariff barriers and new protectionism-the political economy of protectionism-strategic trade and industrial policies, the Uruguay round and outstanding trade problems.
4. **Economic Integration - Custom unions and free trade areas:** trade creating custom unions, trade diversions, theory of second best and other static welfare effects of custom unions-dynamic effects from custom union, analysis of economic integration-EUFTA, NAFTA, attempts at economic integration among developing countries, transition economies and emerging economies.
5. **International Trade & Economic Development:** regulations, free trade, protection, determinants, FDI regulations, currency convertibility regulations, regulations of foreign trade and implementation in India, importance and terms of trade to development, export instability, import substitution/export orientation, current problems facing developing countries.

References:

- *International Trade Policy – A contemporary analysis – Nigel Golmwave*
- *International Trade and Trade Policy – Ethan Helpman*
- *International Trade Policy – A developing country perspective author: Dilip K.Das*
- *International Trade Policy for Technology Transfer – Yi Shin Tang, 2009*
- *International Trade Policy – Fredrick Victor Meyer – 1978*

3.5 Elective IB 3: Export – Import Procedures, Documentation and Supply Chain Management

1. **International Trade Policy Framework:** regulations for International trade, legal aspects of exports – imports contract, exim policy of India.
2. **Export Trade Procedures & Documentation:** export procedures, preshipment inspection procedure, export documentation, ECGC relevances, incentives, eligibility criteria, performance evaluation, self-certification procedures, concessions and promotional advantages.
3. **Export Promotion Measures in India:** export promotion organizations, role of government agencies, STC, MNC/TNC's in promoting exports and evaluation of its impact on BOP.
4. **Import Trade Procedures & Documentation:** restrictions, role and relevance of government interventions, measurement of import parity on GDP.
5. **Role of International Trading Center in E-commerce:** computational analysis of India's export import logistics and simplification of procedural formalities and requirements.

Reference:

- *Desai.H.B – Indian Shipping Perspectives, Delhi, Anupam Publications, 1988*
- *Government of India handbook of Import – Export Procedures*
- *Paras Ram – Export: What, Where and How, Delhi, Anupam Pub., 1995.*
- *Export Management – Balagopal*
- *Export Import Procedures – Thomas E.Johnson*
- *New Import Export Policy & Handbook of Procedures-Nabhi*
- *International Trade & Export Management – Francis Cherunilam*

INFORMATION SYSTEMS

3.3 Elective IS 1: System Analysis and Design

1. **System Analysis Fundamentals and the Modern Systems Analyst:** introduction to systems analysis and design, information system components, types of business information systems, organizational structure. Systems development techniques and tools, the SDLC, the systems analyst position.
2. **Information Requirements Analysis:** systems planning, preliminary investigation, the importance of strategic planning, a frame work for

systems development, information system projects, evaluation of systems requests, steps in preliminary investigation.

3. **Systems Analysis Process:** requirements modeling, system development methods, modeling tools and techniques, systems requirement checklist, fact-finding, interviews, other fact-finding techniques, documentation. Data and process modeling-DFDs, data dictionary, process description tools, logical vs. physical models. Object modeling-object-oriented terms and concepts, objects and classes.
4. **The Design Process and its Essentials:** evaluating software alternatives, steps in evaluating and purchasing software packages, transition to systems design, prototyping. User interface, input and output design, user interface design. Systems implementation-application development, structured application development, object oriented application development, testing the application, documentation, management approval, installation and evaluation, training, data conversion, systems support – user support activities, maintenance activities, systems obsolescence.
5. **Cross Life Cycle Activities and Skills:** project and process management techniques, fact finding and information gathering, feasibility and cost-benefit analysis, joint application development, interpersonal skills and communications.

References:

- *Jeffrey L.Whitten and Lonnie D.Bentley – Systems Analysis and Design, Tata McGraw Hill*
- *Shelly, Gary b., Cashman, Thomas J and Rosenblatt, Harry J: Systems, Analysis and Design, Thomson*
- *Kendall and Kendall, Systems Analysis and Design, PHI*
- *Len Fertuck – Systems Analysis and Design with Modern Methods – B&E Tech*
- *Satzinger, John W.Jackson, Robert B.Burd, Stephen D, Systems Analysis and Design in A changing world, Thomson*

3.4 Elective IS 2: Software Engineering Management

1. **The Product and the Process:** an overview of system engineering, analysis concepts and principles, analysis modeling, design concepts and principles, design methods, design for real time systems.
2. **Software Life Cycle Models:** software requirement, software design, configuration management.
3. **Software Metrics:** software process and project metrics, technical metrics for software. Project planning and management: Project management concepts, project scheduling and tracking, software project planning.

4. **Risk Management, Quality Assurance:** quality verification and valuation, testing.
5. **Object Oriented Concepts:** formal Methods, Software reengineering and software tools.

References:

- *Roger S.Pressman: Software Engineering – A Practitioner’s Approach – Tata Mc Graw Hill – IV edition.*
- *Kieron Conway, Software Project Management: From concept to deployment, Wiley Dreamtech Press*
- *Sommerville, Ian: Software Engineering, Addison Wesley*
- *S.A.Kelkar, Software Project Management, PHI*
- *Carlo Ghezzi, Mehdi Jazayeri, Dino Mandrioli – Fundamentals of Software Engineering – PHI*

3.5 Elective IS 3: Data Management Techniques

1. Database Concepts, Schemas, Models, Architectures, Products, Features, OOAD, OOPS, OLAP, OLTP.
2. Extraction, Transformation and Loading (ETL), ETL Concepts and Tools in market, Datawarehousing, Data Mining, DataMart, DataStorage Methods.
3. Business Intelligence, Tools and Methods.
4. Structure, Design, Development and Managing Corporate Information Systems (CIS).
5. Data Security Management and Control.

References:

- *The Data Warehouse ETL Toolkit: Practical Techniques for Extracting, Cleaning by Ralph Kimball and Joe Caserta*
- *ETL Strategy for the Enterprise..by Sandesh Gawande*
- *Business Intelligence: A Capability Maturity Model By Dorothy Miller*
- *Introduction to Business Intelligence By Jorg Hartenauer*
- *Database Management: An Organizational Perspective by Richard T. Watson*
- *Database Systems Design, Implementation, and Management by Peter Rob and Carlos Coronel*
- *Modern Database Management (5th Edition) by Fred R. McFadden, Jeffrey A. Hoffer and Mary B. Prescott*
- *Developing Quality Complex Database Systems: Practices, Techniques and Technologies by Shirley A. Becker*
- *Strategic security management: a risk assessment guide for decision makers By Karim H. Vellani*
- *The best damn IT security management book period By Susan Snedaker*

- *Information Security Management with ITIL, Volume 3 By Jacques A. Cazemier, Paul Overbeek, Louk Peters*
- *IT governance: a manager’s guide to data security and BS 7799/ISO 17799 By Alan Calder, Steve Watkins*

TOURISM AND TRAVEL MANAGEMENT

3.3 Elective TTM 1: Tourism Management

- 1 **Organised Travel:** defining Tourist & Tourism viz: inbound, outbound, domestic, maintenance of tourism products, Alternative tourism, Mass tourism, Special interest tourism.
- 2 **Itinerary Development:** introduction, meaning and definition, types of itineraries, how to develop an effective itinerary, functions of tour managers and planning tools for an itinerary.
- 3 **Tour Packaging Management:** concept, origin and development of Tour packaging, Types of Tour, Component of a Standard Package Tour, Factors affecting Tour Formulation, Tour Designing Process, Significance of Package Tour, Tour Brochure.
- 4 **Travel Agency Marketing:** marketing Concept, unique features of Travel Marketing, Significance of Travel Agency marketing, Developing a Tour Marketing Plan, Marketing Strategy of Inbound & Outbound tours.
- 5 **Travel Formalities in India:** visa – Requirements – Types of visas – Currency regulations – custom formalities – Different types of taxes. Restricted and Protected areas – types of restrictions, Health Regulations.

References:

- *Marketing Management for Travel & Tourism – Nelson Thrones*
- *Introduction to Tourism & Hotel Industry – Zulfikar, SPD*
- *Mill and Morrison, (1992), The Tourism System: An Introductory Text, Prentice Hall.*
- *Cooper, Fletcher et al, (1993), Tourism Principles and Practices, Pitman.*

3.4 Elective TTM 2: Eco Tourism

1. **Introduction to Eco Tourism:** definition, Concept, Growth & Principles
Emerging Concepts: Eco / rural / agri / farm / green / wilderness / countryside / special interest tourism.

2. **Tourism:** environmental Relevance; Eco – tourism in 3rd World Countries – Problems, prospects for sustainability
3. **Concept of carrying capacity:** eco – tourism as a world wide phenomena.
4. **Concept and planning of eco – tourism destinations:** developing and implanting Eco tourism guidelines for wild lands and neighbouring communities.
5. **Eco – tourism and community development:** conference, convention & declaration related to environments

References:

- *Global Eco Tourism – Prabhas Chandra – Kaniskha Publication*
- *Codes – Protocol & Charter*
- *International Eco Tourism Environment – Probhas Chandra – Kaniskha Publication*
- *Travel & Tourism – Cottman – VNR*
- *Tourism System – Indtrodutory Text – Mik & Morrivon*
- *Tourism & Sustainability – Mowforth – Routh Udge*

3.5 Elective TTM 3: Hospitality Management

1. **Tourism & Accommodation:** introduction to hotels, Accommodation Industry, Types, Evolution of lodging industry, Need, Importance, role of hotels, FHRAI, Star Hotels and classification. International Scenarios and trends.
2. **Hotel Industry in India:** evolution, Different groups of hotels in India, Hotel Groups ITDC – role, importance, ASHOKA group, WELCOME group, Taj Group – role in Indian Tourism
3. **Front Office Management & House Keeping:** introduction to Front Office Department, Advantages, Formalities and formats, types of rooms and plans. Organization chart and duties and responsibilities, Qualities of a front-office staff – Introduction to Housekeeping, importance of housekeeping department, Organizational chart and the duties and responsibilities. Cleaning – different equipments & agents, Daily routine systems, Laundry, Linen & Uniform, Interior Decoration & facilities, Special decorations.
4. **Food & Beverage Service:** introducing to food & beverage service, types of services, organizational charts and duties, Menus, Idea about Beverages – Alcoholic & Non Alcoholic. Food Production – Introduction, Hierarchy, Idea about different cuisines – national and international, specific menus according to festivals & other facilities.
5. **Marketing of Hotels:** meaning and concept of Hospitality Marketing – importance & its future, Great Leaders in hospitality – Ellsworth Statler, Ralph Hitz, J.Willard Marriot. Marketing concept, Marketing Mix, Hotel Market and new trends.

References:

- *Theory of Cookery – Krishna Arora*
- *Modem Cookery Vol-I & II – T.E.Philip*
- *Food & Beverage Service – Vijay Dhawan*
- *Managing Front Office Operations – Michael L Kasarana & Richard Brooks*
- *Operations Management – Stainley Phornco*
- *House Keeping Manual – Sudhir Andrews*
- *Introduction to Hospitality – I & II – Dennis Foster*
- *Marketing of Hospitality – Kotler, Bowen, Makens.*

HEALTH CARE MANAGEMENT

3.3 Elective HCM 1: Community Health, Epidemiology & Population Management

1. **Epidemiology:** meaning & Scope, Models and factors associated with health and diseases; Health statistics and health indicator; Morbidity, Mortality: Data sources, collection, analysis and uses.
2. **Health Information System:** use of computers, primary health care and community participation
3. **Organisational aspects of community health:** clinical care; physical aspects of community health; Psychological aspects of community health.
4. **Special aspects of community health;** drugs, alcoholism etc, preventive and promotive health care.
5. **Population policy:** Planning and management.

References:

- *Abelin T.Brzenski.Z.J and Carstairs.V.D, Measurement in health promotion and protection, 1987, WHO Copenhagen.*
- *Alderson.M, An introduction to epidemiology, 2nd ed.1983, MacMillan, London*
- *Green.L.W and Anderson.C.L, Community Health, 5th ed. 1986. Times Mirror Mosby, St.Luio.*
- *Hill.A.B, A short textbooks of medical statistics, 1984 UNI books.*
- *Jolly.K.G, Family planning in India 1969-84: A district level study, 1986, Hindustan, Delhi.*
- *McGarthy Mark, Epidemiology and policies for health planning, 1983.*
- *Pollard.A.H etc, Demo graphic techniques, 1981, Pergamon, Oxford.*

3.4 Elective HCM 2: Health Care and Social Policy

1. **Social Welfare:** social policy, health care and social development; public and social policy.
2. **Approaches to analysis:** resources, structure and organizations; factors in social policy; Situational, structural, ideological and environmental.
3. **Health policy formulation:** factors, determinants and other sectoral issues; National health policy: Review of different committees.
4. **Distribution of health services in India;** disparities; health policy; input, output and performance.
5. **Role of private and voluntary groups:** role of national and international agencies; Health and social policy; International perspective; Health policy the disadvantaged.

References:

- Chatterice, Meera, *Implementing Health Policy, 1988, Manohar, New Delhi.*
- Christianson.J.B and Mamor.T.R, *Health Care Policy: A political Economy approach, 1982 Sage, London.*
- Djunkanovic.V and Mach.E.P ed, *Alternative Approaches to Meeting Basic Health Needs in Developing Countries, 1975, WHO, Geneva.*
- Lee Kenneth and Mills. Anne, *Policy Making and Planning in Health Sector, 1987, Oxford University Press, Oxford.*
- Leichter.H.M, *A comparative approach to policy analysis: Health care policies in four nations, 1979, Cambridge University Press, Cambridge.*
- Parsten.G, *Planners, Politics and Health Services, 1980, Croom Helm, London.*
- Roemer.M.I, *Comparative National Policies on Health Care, 1977, Mareel Dekker, New York.*

3.5 Elective HCM 3: Health Systems Management

1. **Systems analysis and systems dynamics in health care:** health systems: Characteristics, planning methodologies, goals and functions.
2. **Strategic management in health care;** quantitative foundations of health services management; Health systems research: Uses and applications.
3. **Methodologies:** evaluation methodology for monitoring the performance and needs in health services.
4. **Operational planning and management issues in health care:** health care decision making for mega problems.
5. **Approaches;** contemporary trends in health care; Health Manpower policy, planning and management; Project management in Health care.

References:

- Ferrer.H.P ed, *The Health Services Administration Research and Management, 1972, Butterworths, London.*
- Hodgetts.R.M and Cascio.D.M, *Modern Health Care Administration, 1983, Academic Press, New York.*
- Homby.P etc, *Guidelines for Health Manpower Planning, 1981, WHO, Geneva.*
- Hyman, Herbert.H, *Health Planning: A systems approach, 2nd ed., 1982. Aspen, Rockville.*
- Indian Council of Medical Research, *National Conference on Evaluation of Primary health care programmes, 1980, ICMS, New Delhi.*

SMALL BUSINESS MANAGEMENT & ENTREPRENEURSHIP

3.3 Elective SBM&E 1: Government Business Interface

1. State Participation in Business, interaction between Government, Business and different chambers of Commerce and Industry in India; Public Distribution System; Government Control over price and distribution.
2. Consumer Protection Act (CPA) and the role of voluntary organizations in Protecting Consumer's Rights; Industrial policy resolution, new industrial policy of the Government.
3. Concentration of Economic Power: Role of Multinationals, Foreign Capital and Foreign collaborations.
4. Indian Planning System: Government Policy concerning development of backward areas/regions; Government policy with regard to export promotion and import substitution; Controller of capital issues. Government's policy with regard to small scale industries.
5. The responsibilities of the Business as well as the Government to protect the Environment; Government clearance for establishing a new enterprise.

References:

- Cherunilam Francis, *Business and Government. 8th ed. Bombay, Himalaya, 1995*
- Dasgupta A. and Sengupta.N, *Government and Business, New Delhi, Vikas, 1987*
- Marathe, Sharad S. *Regulation and Development, New Delhi, Sage, 1986*
- Trivedi.M.L, *Government and Business, Bombay, Multitech, 1980*

3.4 Elective SBM&E 2: Small Business Marketing

1. Basis for competition; structural Analysis of Industries; Generic competitive strategies; framework for competition analysis; market signals; competitive moves.
2. Technology of competitive advantage; strategy towards buyers and suppliers; strategic groups within industries.
3. Competitive strategy in declining industries; competitive strategy in global industries.
4. Strategic analysis of integration capacity expansion; strategies of entering into new business.
5. Portfolio techniques in competitor analysis; techniques of conducting industry analysis.

References:

- Alber Kenneth.J, *The Strategic Management Handbook*, New York, McGraw Hill, 1983
- Allio Robert.J, *The Practical Strategist; Business and Corporate Strategy in the 1990s*, California, Ballinger 1988.
- Ansoff H.I, *Implanting Strategic Management*, Englewood Cliffs, Prentice Hall Inc. 1984.
- Harnel, gary and Prahlad, C.K., *Completing for the future*. Boston, Harvard Business School Press, 1994.
- Hax.A.C and Majlyf, N.S.*Readings in Strategic Management*, Cambridge, Ballinger, 1984.
- Porter, Michael.E, *Competitive advantage*, New York, Free Press, 1985.
- Stalk, George, *Competing Against Time*, New York, Free Press, 1990.

3.5 Elective SBM&E 3: Financing of Small Business

1. Financial Management in small industries; financial needs of small business – types of capital requirements.
2. Cash Management problems: sources of finance for small business in India; Indigenous bankers, public deposits.
3. State Finance corporations, Industrial Co-operatives – adequacy and appropriateness of funds from banking and non-banking financial intermediaries.
4. Monetary policy of the Reserve Bank of India for small business; Financial Assistance from the central and state Governments.
5. Small scale industries and financial allocation and utilization under five year plans – a critical appraisal.

References:

- Bhalla.K.K, *Financial Management and Policy*, 2nd ed., New Delhi, Anmol 1998.

- *Bhattacharya.C.C, Public Sector Enterprises in India*, Allahabad, Kitab Mahal, 1990.
- *Desai, Vasant, Small Scale Industries and Entrepreneurship*, Bombay, Himalaya, 1995.
- *Pickle Hal B and Abrahamjon, Royee.L, Small Business Management 5th ed.*, New York, John Wiley, 1990.
- *Schumacher.E.F, Small is Beautiful*, New Delhi, Rupa, 1990.
- *Staley.E and Morsey.R, Small Scale industries in the developing countries*, New York, McGraw Hill.
- *Vepa, Ram.N, How to success in Small industry*, New Delhi, Vikas, 1984.

RETAIL & SUPPLY CHAIN MANAGEMENT

3.3 Elective R&SCM 1: Supply Chain Management

1. **Introduction to Supply Chain Management:** concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy, operating model for supply chain. Managing the External and internal supply chain.
2. **Global Supply Chain Management:** EDI, Problems of complexity confronting supply chain Management, Reverse Supply Chain. Value chain and value delivery systems for SCM. Organization Design and Management of supply chain.
3. **Sourcing:** sourcing of material, Global sourcing - issues, Problems. Group Purchasing, Inventory Management in Supply chain: Role and importance of inventory in SC, Inventory policies, JIT, VMI. Role of Stores management in SC, inventory as an element of customer service.
4. **Strategic Issues in Supply Chains:** lean Manufacturing, Strategic Partnerships, Alliances, and Collaborative advantage. Strategic relationships in – logistics, Handling systems and equipment, Stores management. Best practice and Bench marking, Re-engineering of supply chain.
5. **Retailing and supply chain Interface:** retail supply chain management, Transportation and inventory in retail SC, Channel design and management, Role of Packaging and Repackaging in Retail business, Customer led business, Customer focus in Supply Chain, Complaint Handling, developing customer service strategy, RFID and Bar coding.

Reference:

- *Mohanty, R.P and Deshmukh, S.G, 2005., Supply Chain Management Theory and practices*, Biztantra.
- *Sunil Chopra & MeindlPeter, 2003, Supply Chain Management strategy, planning and operation*, 3rd Edition, Pearson Education / PHI.
- *Altekar, V. Rahul, 2005, Supply Chain Management*, PHI.

- *Pierre David, 2003, International Logistics, Biztantra.*
- *Joel D. Wisner, G. Keong Leong and Keah-Choon Tan, 2005, Principles of Supply Chain Management A balanced Approach, Thomson.*
- *Ronaqld H. Ballou, 2004, Business Logistics/ Supply Chain Management, Pearson education, 5th Edition.*
- *Coyle, J.J., Bardi E.J. & John Langley.C, 2006, The Management of Business Logistics- A supply Chain Perspective Thomson, 7th Edition.*
- *B.S.Sahay, 2004, Supply Chain Management for Global Competitiveness, Macmillan India Ltd, 2nd Edition.*
- *Metzer, 2005, "Supply Chain Management", Response.*

3.4 Elective R&SCM 2: Operations Strategy

1. Introduction to Operations Management: role of Operations Management in total management System- Interface between the operation systems and systems of other functional areas. Production Planning and Control: Basic functions of Production Planning and Control, Production Cycle - characteristics of process technologies.
2. Control of production operations: plant Capacity and Line Balancing. Plant layout -different types of layouts. Location and the factors influencing location. Maintenance Management: Objectives – Failure Concept, Reliability, Preventive and Breakdown maintenance, Replacement policies.
3. Strategy & Operations: a framework for operations strategy. Tradeoffs, productivity & competition .Processing Network Strategies-Capacity and real asset investment, Capacity Timing and Flexibility Risk Management and Operational Hedging.
4. Supplier & Customer Strategies: outsourcing vs. Integration, Purchasing Supply Management, Designing contracts & pricing; Mass customized service, Timely service & incentive mgt, Revenue management
5. Learning & Growth Strategies: global standardization/ automation, Employee competencies & culture, Learning & process improvement, competing through learning and innovations

Reference:

- *Operations Management, Stevenson J. William, 2007, 9th Edition, TMH.*
- *Operations Management strategy and analysis, Lee J. krajewski and Larry P.Ritzman, 2007, 9th Edition, Pearson*
- *Operations Strategy by Slack and Lewis. Prentice Hall, 2003.*
- *Manufacturing Strategy by Hill. Irwin McGraw-Hill, 2000.*
- *Manufacturing Strategy: How to formulate and implement a winning plan by Miltenburg. Productivity Press, 1995.*
- *Restoring our competitive edge: competing through manufacturing by Hayes and Wheelwright. John Wiley & Sons, 1984.*
- *Operations Strategy by David Garvin. Prentice Hall, 1992*
- *Balanced Sourcing by Laseter. Jossey-Bass Publishers, 1998.*

3.5 Elective R&SCM-3: Services & Retail Marketing

1. Service: concepts, Scope of Services. Goods-Services continuum. 4Is of Services Goods and Services Categorization. Industrial Services. Segmentation target Marketing and positioning, Customer expectations and perceptions of services.
2. Service marketing Mix: product, Pricing, Place, Promotion, People, Physical evidence and process. Dimensions of Service Quality, Measuring service Quality.
3. Strategies for Marketing: overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention strategies. Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing.
4. Introduction to Retailing: types, Franchising in retail, Technology in retail, Factors affecting retail, Retailing process. Retailing in India and emerging trends and Policy imperatives.
5. Merchandise Management: sources of merchandise, Logistic Management, Category Management, Store Layout, Design and Visual Merchandising, Retailing Strategy and Customer Service.

Reference:

- *Hoffman, 2007, "Services Marketing", Thomson.*
- *Lovelock, Chatterjee, 2006, Services Marketing People, Technology Strategy, 5th edition, Pearson Education.*
- *David Gilbert, 2003, Retail Marketing Management, 2nd edition, Pearson Education.*
- *Zeithaml Valorie A. and Bitner Mary , 2000, Services Marketing TMH.*
- *Rampal M.K. and Gupta S.L, 2000, Service Marketing, Concepts, application and cases,*
- *Galgotia Publishing Company, New Delhi.*
- *Levy & Weitz, 2005, Retailing, TMH*
- *A J Lamba, 2006, The Art of Retailing, TMH*
- *Patrick M. Dunne and Robert F. Lusch ,2005, Retailing, Thomson Learning*
- *Fernie & Sparks, 2005, Logistics & Retail Management, Viva Books*
- *Gilmore , 2005, Services marketing and Management, Response Books*
- *Gronroos, 2005, Services Management & Marketing, John Wiley*
- *Cullen & Newman, 2007, "Retailing, environment and operations", Thomson.*

BANKING & INSURANCE

3.3 Elective B&I -1: Law & Practice of Banking

1. Banking and Regulation act of 1949
2. Analysis of Financial statements of Banks

3. Basel Norms & issues in implementation in India
4. Management of Banks – NPA and SARFAESI Act
5. Management of Risk in banks – VAR model, case studies of recent bank failures in India.

3.4 Elective B&I- 2: Investment Banking & Merchant Banking

1. Nature of Investment Banks & Merchant Banks, Convergence in banking
2. Regulatory issues concerning Investment & Merchants Banks
3. Management of NBFC's ,regulatory issues
4. Banking services & social inclusion
5. Analysis of sub prime crisis of 2007 in the US and its implications for India.

3.5 Elective B&I -3: Corporate Banking & Retail Banking

1. Introduction to products & services offered by commercial banks.
2. Commercial Bank credit to Industry: Types of facilities, Term loan, underwriting, working capital credit, loan syndication, bridge finance, mezzanine finance etc.
3. Commercial bank credit to venture capital firms ,valuation & risk management
4. Types of Retail products: Consumer loans, Auto loans, Home loans etc.
5. Agricultural loans – Types of loans & issues in risk management.

FOURTH SEMESTER

4.1 Strategic Management

1. Overview of strategic management: origin of strategy, strategy vs structure, elements of business strategies, Strategic Management process.
2. Environmental Analysis: Strategically relevant components of internal and external environment, Industry and competitive analysis, analysis

of resources and competitive capabilities, environmental scanning techniques.

3. Establishing organizational direction – developing strategic vision, mission and setting objectives. Strategic intent and the concept of strategic pyramid, corporate ethics and social responsibility.
4. Generic competitive strategies – stability, expansion, retrenchment, conglomerate and their variants. Strategic and competitive advantage, new business models for global and internet economy, Strategy clusters and models relating to portfolio analysis.
5. Strategy implementation – building core competencies and competitive capabilities, developing policies and procedures for implementation. Designing and installing supporting and rewarding systems. Evaluating and monitoring implementation.

References:

- *Strategy and Structure – Alfred C.Chandler*
- *Strategic Management – Alex Miller and Irwin*
- *Competitive Advantages: Creating and Sustaining, Superior Performance –Michael E. Porter*
- *Competing for the future – Prahlad and Hammel*
- *The Future of Competition – Prahlad and Venkataraman*
- *Crafting and executing Strategy – Aurthor A. Thompson and others*
- *The Art of Strategy – Avinash K.Dixit and Barry J.Nalebuff*

ELECTIVE PAPERS

MARKETING

4.2 Elective MM 4: Product and Brand Management

1. **Introduction to Product Management:** basic concepts of product; classification of product; product mix and line decisions; growth strategies for FMCG; organizing for product management. Product market strategies for leaders, challengers and followers.
2. **New Product Planning and Development:** organizing for new product, new product development process, Launch strategy, Reasons for new product failures, consumer adoption process, product life cycle concepts.
3. **Marketing Planning:** planning process, components of marketing plan – competition analysis, product category attractiveness analysis, customer analysis and competitor analysis. Segmenting – Targeting – Positioning (STP) – basis for segmentation, differentiation and

positioning, Techniques of good positioning, Pricing and channel management strategy.

4. **Brands and Brand Management:** customer based brand equity – brand positioning and values – choosing brand elements to build brand equity.
5. **Designing Marketing programs to build brand equity:** measuring sources of brand equity – design and implementing branding strategies – managing brand over time.

References:

- *Product Management – Donald R. Lehman, Russel S. Winner and*
- *Strategic Brand Management - Kevin L.Keller*
- *The Brand Management Checklist – Brab Vanauken and Managing Indian Brands – Ramesh Kumar*
- *Application Exercises in Marketing – Ramesh Kumar*
- *Brands & Branding by The Economist*
- *Strategic Brand Management by Jean Noel Kapferer*
- *Building, Measuring, and Managing Brand Equity by Kevin L.Keller*
- *Handbook of new product management – Christopher H.Luch*

4.3 Elective MM 5: Business Marketing Management

1. **The Nature of Business Marketing:** business and consumer products, Basis for classification, Difference between business and consumer marketing, Business marketing in global context, Classification of business consumers, Classification of business products.
2. **Organizational Buying Behaviour (OBB):** key characteristics of organizational customer and buying process – Purchasing organization and buying stages, Concept of buying center, Buying motivations, Purchasers evaluation of potential suppliers, Environmental influence on organizational buying process. Marketing information system for organizational market
3. **Business Marketing Planning:** planning process, Demand analysis, Segmenting, Targeting and Positioning, Industrial product strategy and Product policy, New product development, Managing business services, PLC of industrial products.
4. **Managing Business Marketing Channels:** direct and indirect distribution, E-channels, Distributors, Manufacturer representative, Channel design and administration. Concept of logistics and supply chain management in business marketing. Pricing strategy for business markets – Competitive bidding and leasing, Advertising and sales promotion, Personal selling in business marketing
5. **Managing Business Markets:** managing personal selling function, Key account management, Sales administration, Selling through Internet.

E-commerce, Prospecting on Internet, Accepting orders and payment on net

References:

- *Business Marketing Management – Michael Hutt and Thomas Speh, 8th Edition, Thomson Learning*
- *Industrial Marketing – Reeder and Reeder (PHI)*
- *Industrial Marketing – Richard Hill (AITBS)*
- *Supply Chain Management – Sunil Chopra and Peter Meindl (1st Indian reprint, Pearson Education)*
- *Business Marketing – Haynes*
- *Business Marketing – Rangan*

4.4 Elective MM 6: Services Marketing

1. **Introduction to Services Marketing:** definition of services, Reasons for emergence of services marketing, Characteristic features of services marketing, Service marketing mix, Recent trends in services marketing. Sectoral view of service industry.
2. **Consumer Behaviour in Services:** gap analysis for understanding consumer behaviour. Customer expectations – Customer perception, Factors influencing customer expectations. Service development and design, Stages in new service development, Service blueprinting. Customer defined service standards. Physical evidence service scape.
3. **Delivering and Performing Services:** employees role in service delivery – Boundary-spanning roles, Strategies for closing gaps. Customer roles in service delivery, Delivering services through intermediaries and electronic channels.
4. **Managing Demand and Capacity:** managing service promises, Integrated service marketing communications, Pricing of services, The integrated gap models for service quality.
5. **Marketing of Services:** health care, Hospitality services, Transport services, Telecommunication services, Consultation services, Financial services.

References:

- *Services Marketing – Integrated Customer Focus Across The Firm – Valarie A. Zeithaml and M. J. Bitner*
- *Services Marketing – People, Technology and Strategy – Lovelock*
- *Services Marketing – Ravishankar*
- *Marketing of Services – Jha*
- *Marketing of Services – G.S. Bhatia*
- *Marketing of Services – Sahu and Sinha*

4.5 Elective MM 7: International Marketing

1. **International Marketing:** introduction and Importance – Basis of international trade, Theories of international trade, Trade barriers, India's foreign trade since independence.
2. **International Marketing Environment:** economic, Political, Legal, Socio-cultural and Demographic environment. International market entry strategies – MNC's, Global marketers etc.
3. **Organization for International Marketing:** objectives of international marketing, Factors affecting international marketing, International marketing mix strategy. Distribution strategies and Types of intermediaries in international marketing.
4. **Export Planning:** export finance, Letter of credit, Export licensing, Export houses, Export risk and insurance, Export promotion and Incentives by the Government of India and Institutional arrangement for export promotion in India. Import-Export policies of the Government of India – Export documentation procedures and formalities. Indian foreign trade since independence.
5. **International Economic Institutions and Forums:** GATT, WTO, EFTA, LAFTA, EU, SAARC, World Bank, IMF and other trading blocks and common marketing for international business

References:

- *International Marketing – Sak Onkvisit and John J. Shaw*
- *International Marketing – Philip Cateora and John Graham*
- *International Marketing – C.A. Francis*

FINANCE

4.2 Elective FM 4: Financial Strategies

1. **Mergers and Acquisitions:** basic forms of acquisitions, tax forms of acquisition, Accounting, Synergy from an acquisitions, and sources of synergy, calculating value of firm after acquisition, cost to stockholders from reduction in risk, the NPV of merger, defensive tactics. Takeover and Buyouts.
2. **Financial Distress and Restructuring:** introduction, causes and effects of financial distress, operational cutbacks, Causes and effects, Divestiture vs. asset sales, Financial restructuring, Reforming governance (or) Management structures (or) Replacing management Debt restructuring, Bankruptcy, liquidation & reorganization.
3. **Private Equity and Venture Capital:** introduction, Rudiments of valuing and financing a venture, Stages of venture development and financing, Financial analysis of Venture capital firms (VCCs), Structuring the deal/ Financial Instrument, Investment nurturing,

valuation of VC portfolio, Initial Public offerings of stock – Managing internal and seasoned equity offerings.

4. **Dividend policy and Stock Repurchases:** the Irrelevance of Dividends and Stock Repurchases in Ideal Capital Market. Types of Dividends and Dividend Payment Process. Dividends and Principle Agent Conflicts. Dividends, Taxes and Transaction Costs. Stock Repurchases versus Dividends. Corporate Liabilities- Alternate Debt Financing Sources, Debt Maturity Decision, Corporate use of Trade Credit, Bank Loans and Relationship Lending. Information in Debt related Events.
5. **Merchant Banking and Credit Rating:** introduction to merchant banking, merchant bankers/lead managers, registration, obligation and responsibilities, underwriters, obligation, bankers to an issue, brokers to an issue. Issue management activities and procedure pricing of issue, issue of debt instruments, book building green shoe option, services of merchant banks, Credit Rating - SEBI guidelines, limitations of rating.

4.3 Elective FM 5: Derivatives

1. **Introduction to Derivatives:** forwards, Futures, options, swaps, trading mechanisms, Exchanges, Clearing house (structure and operations, regulatory framework), Floor brokers, Initiating trade, Liquidating or Future position, Initial margins, Variation margins, Types and orders. future commission merchant.
2. **Forward and Future Contracts:** forward contracts, futures contracts, Financial futures, Valuation of forward and future prices, Stock index futures, Valuation of stock index futures, Hedging using futures contracts, Hedging using stock index future contracts, Index futures, Adjusting BETA of a portfolio using stock. Interest rate futures and currency futures.
3. **Options Contracts and Trading Strategies:** characteristics of options contracts, trading strategies.
4. **Valuation of options –** graphic analysis of call and put values, characteristics of option values, Models of valuation; Binomial and Black and Scholes model .Option Greeks.
5. **Commodity future market:** forward market commission; exchanges trading mechanism.

4.4 Elective FM 6: International Financial Management

1. **International Financial Management: Structure of foreign exchange market:** the balance of payments, international monetary system –

I.M.F, the nature of global capital flows – FDI, FII, Private equity and hedge funds.

2. **Exchange rate determination:** structural models of exchange rate determination – IRP and PP Parity, exchange rate forecasting. Transfer pricing and netting.
3. **The foreign exchange market:** structure, types of transactions, quotations and Arbitrage. Exchange rate regimes – foreign exchange market in India.
4. **Measurement of exposure and Risk:** classification, transaction, translation and operating exposures. Management of exposures. Hedging, forwards, currency futures, options, swaps and hedging with money market.
5. **Management of interest rate exposure:** FRA interest rate caps and floors. Financial swaps-types-motivation application of swaps. GDR, ADR.

References:

- Buckley, Adrian – *Multinational Finance, New York, Prentice Hall Inc.m 1996*
- Kim, Suk and Kim, Seung – *Global Corporate Finance: Text and Cases, 2nd ed. Miami Florida, Kolb, 1993*
- Shapiro, Alan.C – *Multinational Financial Management, New Delhi, Prentice Hall of India, 1995*
- *International Financial Management by P.G.Apte, Mc Graw Hill.*
- *International Financial Management by Jeff Madura*

4.5 Elective FM 7: Corporate Taxation

1. **Outline of Income Tax Act, 1961:** basic Concepts and Definitions, Incidence of Tax, Heads of Income, Exemptions and deductions.
2. **Computation of Business Income:** definitions, Scope, Computation of Profits and Gains from Business or Profession, Deductions, Minimum Alternate Tax, Tax on Distributed Profits.
3. **Computation of Capital Gains:** capital Asset, Transfer, Short Term and Long Term Capital Gain, Cost Inflation Index, Exemptions.
4. **Set off and Carry Forward:** business Loss and Unabsorbed Depreciation, Return of Income, Assessment, Advance Payment of Tax, Tax Deduction or Collection at Source.
5. Tax Implications in Business Restructuring

References for Elective FM 1 to 7:

- *Financial Management and Policy – Van Horne*
- *Corporate Finance – Brealy Myers: Ross, westfield, jaffe .*
- *Investments – William Sharpe and others; Bowdie and others*

- *Investment Management – Prasanna Chandra*
- *Investments – Schaum Series: Francis and Taylor*
- *Financial Management – Brigham and Erhardt*
- *Corporate Finance – Brigham and Erhardt*
- *Managerial Finance – Weston and Copeland*
- *Advanced Corporate Finance – Ogden, Jen and O'Connor*
- *Income Tax Act of 1961*
- *Income Tax Act – Malhotra; Taxman Publication; Ravikishore*
- *Portfolio Construction ,Management and Protection by Robert A Strong*
- *Derivatives by Dubofsky*
- *Futures ,Optionsand other Derivatives by John C Hull*
- *Futures and Options by Vohra and Bagri*
- *Financial Derivatives by N.R.Parasuraman.*
- *The Revolution in Corporate Finance by edt by Stern*
- *Modern Investment Theory by Robert A Haugen*
- *The handbook of commodity investment - Fabozzi & others*
- *Modern Portfolio Management - Leibowitz & Others*

HUMAN RESOURCE MANAGEMENT

4.2 Elective HRM 4: Strategic Human Resource Management

1. **Context of Strategic HRM:** investment perspective of HRM, factors influencing investment oriented organizations, Impact of changes in technology, Workforce demographics & diversity on HRM.
 2. **Strategic Role & Planning:** strategic HR Vs Traditional HR, Barriers to strategic HR, Strategic HR planning; aggregate & succession planning.
 3. **Strategic Perspectives on Recruitment, Training & Development:** Temporary Vs Permanent employees, Internal Vs External recruiting; Interviewing, testing, references; International Assignment, Diversity, Strategizing training & development, need assessment, design & delivery.
 4. **Strategic Perspectives on Performance Management, Feedback & Compensation:** use of System, who, what & hoe to evaluate, measures of evaluation, Internal equity, external equity, and Individual equity.
 5. **Employee Separation:** reduction inforce, turnover, retirement, International Vs Domestic HRM, Strategic HR Issues in International Assignment.
- References:**
- *Strategic HRM – Jeffery Mello, Thompson Publication, New Delhi*

- Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, *Managing Human Resources*, PHI, 2001. – (Unit 1)
- S.K. Bhatia – *Strategic Human resources Management*, Deep & Deep Publication Pvt. Ltd., 2007..
- Charles R. Greer, *Strategic Human Resource Management*, Pearson Education, 2003.
- Kandula S.R. (2001). *Strategic Human Resource Development*. Eastern Economy Edition, Prentice Hall India.
- Boxell & Purcell, J. (2003). *Strategy And Human Responce Management*. Palgrave Mcmillan
- *Strategic HRM – Michael Armstrong*, Kogan page, London
- *Strategic HRM – Agarwal*, Oxford University Press, New Delhi.
- *Strategic Management – Gregory Dess and Alex Miller*.
- *Strategy Driven Talent Management – Edid Silzer Dovell*

4.3 Elective HRM 5: Labour Legislations

1. **Industrial Disputes Act 1947:** emphasis on Sec 2 (all definitions), 9A, 10, 12, 17, 18, 22, 23, 24, 25, Chapter V B, Up to Sec 25 (S) and Sec 33. Karnataka ID Rules, Industrial Employment (Standing Orders) Act, Karnataka Standing Orders Rules.
2. **Indian Factories Act 1948:** karnataka Factory Rules, Contract Labour (Regulation and Abolition) Act 1971, Karnataka Contract Labour Rules.
3. **Payment of Gratuity Act 1982:** payment of bonus act 1965, Karnataka Industrial Establishments (National Festival Holidays) Act.
4. **ESI Act 1948:** employees provident fund and miscellaneous provisions act 1952, workmen's compensation act 1932. payment wages act 1936.
5. **Code of Discipline in Industries:** report of the second national labour commission 2002. Latest ILO deliberation on labour legislation in developing countries.

References:

- *Industrial Laws – P.L. Malik*
- *Industrial Laws – Sanjeev Kumar*
- *Labour Law Journals – Monthly*
- *Current Labour Reporter – Monthly*
- *CLR Annual Digest – 1999 – 2005*

4.4 Elective HRM 6: Industrial Relations & Collective Bargaining

1. **Industrial Relations:** Historical background, concept and approaches in IR – stake holders of IR, various factors influencing IR, HR approach to IR, essentials of sound IR policy, IR strategies, legal frame work of IR, community of IR. Proactive IR, industrial conflicts, disputes, Conflict resolution.
2. **Trade Unions:** trade union movement and growth of TU in India, national level federations, trade union problems, trade union organization, leadership and management of Trade union, trade union act 1926, registration of trade union, employers association – objectives, origin and growth, legal status, problems of trade unions.
3. **Grievances and Disciplines:** grievances, redressal, discipline, standing orders, acts of misconduct, show cause notice, suspension, Enquiry procedure, Principles of natural justice, Punishments, Demotion suspension, Termination, Removal and dismissals, Conflicts – Industrial disputes – Lay off, Termination simplicitor, Retrenchment, closures, VRS.
4. **Collective Bargaining:** concept, its relevance in IR, CB as an institution, ILO perception of CB, Objectives of CB, Structure, Functions, process, negotiations, bargaining approaches & techniques, patterns of bargaining.
5. **Settlements:** types of settlements, wage settlement, bonus settlement, productivity settlement, VRS settlement, Union issues settlement, Reorganization settlement, transfer, Layoff, retrenchment and closure settlements.

References:

- *Industrial Relation – Ramaswamy*
- *Industrial Relation – Sarma*
- *Industrial Relation – Venkatarathnam*
- *Industrial Relation – Arun Monnappa*
- *Industrial Relation – T V Rao*

4.5 Elective HRM 7: Knowledge Management

1. **Knowledge Management:** concept, leadership and knowledge management, knowledge culture, learning & developmental organization, Applying knowledge to work practices, Knowledge Systems, Knowledge Service, Strategic Knowledge Leadership.
2. **Strategic Knowledge Management:** models, knowledge workers, phases of knowledge development, knowledge management infrastructure, harnessing organizational knowledge, building knowledge management into the Strategic Framework.

3. **Knowledge Leader:** contributory Disciplines to Knowledge Leadership, Attributes Roles, Leading Knowledge Teams, Knowledge network, Recruiting and Selecting Knowledge Leaders.
4. **Knowledge Culture:** Knowledge Culture Enablers, Maintaining the Knowledge Culture during Change, Reviewing, Implementing & Maintaining the Knowledge Culture.
5. **Knowledge Management & HRM Practices:** structural Support, Impact of Organizational Structure on Knowledge Management, Staffing, Performance Management, Rewarding, Knowledge Workers, Learning & Development, Organizational Evaluation and Review.

References:

- *Knowledge Management – Shelda Debowski – John Wiley India edition*
- *Knowledge Management – Elias M.Awad & Hassan M.Ghaziri – Pearson Education.*
- *Knowledge Management – Carl Davidson & Philip Voss – Vision Books*

INTERNATIONAL BUSINESS

4.2 Elective IB 4: International Marketing

1. **International Marketing:** introduction and Importance – Basis of international trade, Theories of international trade, Trade barriers, India's foreign trade since independence.
2. **International Marketing Environment:** economic, Political, Legal, Socio-cultural and Demographic environment. International market entry strategies – MNC's, Global marketers etc.
3. **Organization for International Marketing:** objectives of international marketing, Factors affecting international marketing, International marketing mix strategy. Distribution strategies and Types of intermediaries in international marketing.
4. **Export Planning:** export finance, Letter of credit, export licensing, Export houses, export risk and insurance, Export promotion and Incentives by the Government of India and Institutional arrangement for export promotion in India. Import-Export policies of the Government of India – Export documentation procedures and formalities. Indian foreign trade since independence.
5. **International Economic Institutions and Forums:** EFTA, LAFTA, EU, SAARC, APEC World Bank, IMF and other trading blocks and common marketing for international business.

References:

- *International Marketing – Sak Onkvisit and John J. Shaw*
- *International Marketing – Philip Cateora and John Graham*
- *International Marketing – C.A. Francis*
- *International Business – Daniel*

4.3 Elective IB 5: India & WTO

1. **Globalization:** globalization of world economy, business, impact and implications, policy options and governance. Arguments for India joining WTO - Arguments against membership – benefits and disadvantages to India. India's commitment and role in WTO – India as defendant and as complainant – India's position in WTO.
2. **Regional trade blocks and economic integration –** reasons for growth of economic blocks – economic – political – types of economical integration. Major regional trade groups – NAFTA, MERCOSUR, APEC, EU, BIMSTAC, ASEAN, G-6, IBSA. Euro benefits of common currency – expectancy – impediments of integration, India's role in promoting foreign trade – vision perspective, road map, prospects, performance and evaluation.
3. **WTO – Objectives, function, GATT and WTO., principles of WTO –** transparency, MFN treatment, national treatment – free trade principles – dismantling trade barriers – ruled based trading system, treatment of LCD's – competition principles – anti dumping measures – environment protection.
4. **Review of India's economy post 1995, analysis of general agreement on trade in services (GATS), definition of services under GATS, modes of international delivery services – cross border supply – commercial supply – consumption abroad, movement of personnel special agreements under WTO – TRIPS – TRIMS – objectives of intellectual property protection, Indian patent law and trips – issues, controversies and legal position.**
5. **Review of India's International Business with relevance to bilateral, preferential, regional, free trade, multilateral trade agreements. India's stand on WTO agreements – agriculture, NAMA, IPR, mode 4 restrictions, subsidies, concessions etc. India as a facilitator in the formation of regional blocks, economic blocks.**

References:

- *International Business – By Roger Bonnet*
- *International Business - Michael Zinkata*
- *International Business - John d.Daniels*
- *International Business – Richard M.Shaffer*
- *International Business - Rugman*
- *International Business – Vyeptakesh Sharan*

- *International Economics – Dominick Salvatore*
- *Prospects of India's Foreign Trade – N.A.Khan*
- *India's Foreign Trade - Vadilal*
- *Manual of Foreign Exchange – H.E.Evilt*

4.4 Elective IB 6: International Financial Management

1. **International Financial Management:** structure of foreign exchange market. The balance of payments, International monetary system – I.M.F, The nature of global capital flows – FDI, FII, Private equity and hedge funds.
2. **Exchange rate determination:** structural models of exchange rate determination – IRP and PP Parity, exchange rate forecasting. Transfer pricing and netting.
3. **The foreign exchange market:** structure, Types of transactions, quotations and Arbitrage. Exchange rate regimes – foreign exchange market in India.
4. **Measurement of exposure and Risk:** classification, Transaction, translation and operating exposures. Management of exposures. Hedging, forwards, currency futures, options, swaps and hedging with money market.
5. **Management of interest rate exposure:** FRA interest rate caps and floors. Financial swaps-types-motivation application of swaps. GDR, ADR.

References:

- *Buckley, Adrian – Multinational Finance, New York, Prentice Hall Inc.m 1996*
- *Kim, Suk and Kim, Seung – Global Corporate Finance: Text and Cases, 2nd ed. Miami Florida, Kolb, 1993*
- *Shapiro, Alan.C – Multinational Financial Management, New Delhi, Prentice Hall of India, 1995*
- *International Financial Management by P.G.Apte, Mc Graw Hill.*
- *International Financial Management by Jeff Madura*

4.5 Elective IB 7: India's Foreign Trade

1. **Foreign trade and BOP of India:** foreign trade under plan, major exports and imports impact on Indian economy and BOP, trade directions, major hindrances in Indian exports sector, structural treatment in promoting international trade by India.
2. Recent trends in India's foreign trade, directional pattern, major export commodities – thrust area commodities, trends, problem and prospects,

major competitors, major import commodity groups, trade control in India (foreign trade development and regulation act), import and export control orders, export – import licensing system, exchange control in India.

3. **Export Promotion – incentives, duty drawbacks, packing credits, export promotion councils, advisory bodies – CAPAXIL, FICCI, CII, PHD chamber of Commerce, DGFT and functional facilitators, evaluation of India's policy on exim plan, control of foreign trade.**
4. **Contemporary Export Import trend analysis: Invisible exports – Banking, Insurance, shipping, tourism, manpower, consultancy, software etc – need to promote trade, control objectives and machinery for export control, maintenance and development of imports. Import substitution, need to control import trade, objectives and machinery for import control, maintenance and development of imports**
5. **Role of Government in India's Foreign Trade: State trading corporation, mineral and metal trading corporation, role of commodity boards, commercial treaties, trade agreements, counter trade**

References:

- *Bhashyam.S – Export Promotion in India: The Institutional Infrastructure, Commonwealth Pub., Delhi, 1988*
- *Khanna, Sri Ram – Export Marketing in India's New Manufacturers, University of Delhi, Delhi, 1986*
- *Jain.S.K – export Performance and Export Marketing Strategies, Common wealth Pub., Delhi, 1988*
- *Nayyar, Deepak – India's Export and Export policies in the 1960s, Cambridge University press, 1976.*

INFORMATION SYSTEMS

4.2 Elective IS 4: Enterprise Resource Planning And Business Process Re-Engineering

1. **Introduction:** fundamentals of supply chain management, applications systems in the individual business functions.
2. **Introduction to ERP:** an overview of the enterprise, ERP and related technologies, ERP – a manufacturing perspective, Vendors, consultants and users, introduction to SAP, an overview of SD, MM, PP, FI/CO Modules of SAP.
3. **SAP's SCM system:** recent developments in order and SCM based on SAP systems, case studies on SCM, Internet resources for SCM.
4. **Re-engineering:** an imperative for survival, implementing BPR – methodology and steps, Is re-engineering necessary?

5. **Trends in Information technology:** people view, empowering people through information, managing change – the Indian paradigm.

References:

- *ERP – Alexis Leon, Leon Publishers*
- *Supply Chain Management based on SAP systems, G.Knolmayer, P.Mertens and A.Zeir, Springer International Edition*
- *The one Source For Comprehensive Solutions – Using Sap R/3 III Edition – Authored by Asap World Consutancy-PHI.*
- *Introduction to SAP, an overview of SD, MM, PP, FI/CO Modules of SAP*
- *An Insider's Unblased Appraisal of SAP R/3 Management – Wiley, Coriolis – dreamtech*
- *ERP, Vinod Kumar Garg and N.K.Venkitakrishnan, PHI*
- *Hammer, Michael and Champy, James: Reengineering the Corporation: A manifesto for business revolution: Harper Business*

4.3 Elective IS 5: Electronic Commerce

1. **Introduction to E-Commerce:** advantages and limitations to E-Commerce, Value chains and managerial implications of E-Commerce.
2. **Internet:** the internet and the worldwide web, the internet Protocol Suite, internet architecture, Internet service providers (enabling technologies of the worldwide web), Inter organizational Commerce and EDI, EDI implementation, mobile Commerce.
3. **Computer Networks & Security:** different types of networks, protocols and media.
4. **Security and challenges:** electronic payment systems and the issues involved, security issues and encryption, E-CRM, E-SCM. E-Strategy.
5. **Consumer oriented Electronic Commerce:** advertising and Marketing on the internet, Consumer Search and Resource Discovery, Web based b2b E-Commerce. Intranets and extranets. Legal and ethical issues, legal infrastructure for E-Commerce in India (The Information Technology Act, 2000), International cyber laws.

References:

- *Ravi B.Kalakota and Andrew B.Whinston – “Frontiers of Electronic Commerce”. Addison Wesley, Pearson Education, Asia.*
- *“Practical Cryptography”, Bruce Schneir and Neils Ferguson, Wiley-dreamtech India Private Ltd.*
- *“E-Commerce-Amangarial perspective”, P.T.Joseph. Prentive Hall, India*
- *“Electronic Commerce”, Framework, Technologies and applications, Tata McGraw Hill.*

- *“Electronic Commerce”, From vision to fulfillment, Elias M.Awad, PHI.*
- *Jeffrey F.Rayport and Bernard J.Jawoski-introduction to E-Commerce.*

4.4 Elective IS 6: IPR and Cyber laws

- 1 **IPR –** introduction, Basics, Legal Concepts, International Architecture of Protection, Global Regulatory, DRIPs, TRIPs, Diplomacy in IPR protection, IPR in India, IPR vs Vertical Industries.
- 2 **Cyber Laws:** cyber alerts, internet frauds, thefts and crimes, cyber laws Vs vertical industries.
- 3 **Online Shopping Methods:** shopping carts, internet payment gateways, electronic data interfaces, payment methods and approval mechanisms, credit card merchants and payments
- 4 **Information Security:** concepts, methods, tools, standards, compliances.
- 5 **Information Security Control** and Disaster Management.

References:

- *Practical Approach To Intellectual Property Rights By Rachna Singh Puri, Arvind Viswanathan*
- *Re-thinking intellectual property: the political economy of copyright ... By YiJun Tian*
- *Intellectual property and information wealth: issues and practices in the ... By Peter K. Yu*
- *Cyber law simplified – by Vivek Sood*
- *Cyberlaw for global E-business: finance, payment, and dispute s – by Takashi Kubota*
- *Cyberlaw: the Indian perspective- by Pavan Duggal*
- *Information Technology in Business Management – by Dr. Mukesh Dhunna, J. B. Dixit*
- *Payment technologies for E-commerce by Weidong Kou*
- *New payment world: a manager's guide to creating an efficient Payment Process – by Mary S. Schaeffer*
- *Managing information security risks: the OCTAVE approach – by Christopher J. Alberts, Audrey J. Dorofee –*
- *Information Security: design, implementation, measurement, and Compliances – by Timothy P. Layton*
- *An information security handbook – by John M. D. Hunter*

4.5 Elective IS 7: Business Strategies

1. **Introduction:** defining your business idea, creating an e-business plan, getting your business off the ground, Components, linkages, dynamics and evaluation of business models, dynamics and appraisals of business models.
2. **Internet:** Value configuration and the internet valuing and financing an internet start-up.
3. **e-business:** Building your e-business, designing an e-business web site, understanding back-end systems.
4. **Business Environment:** the role of competitive and macro environments, applying the concepts models and tools, sample analysis of an internet business model case.
5. **Launching your e-business**

References:

- *Creating a winning e-business, 1 Edition, Napier, Judd, Rivers and Wagner*
 - *Internet business models and strategies, Edition 2001, Allan Afush, Christopher L. Tucci*
 - *E-servie, New Directions in Theory and Practice, Roland T. Trust and P.K. Kannan, Prentice Hall India.*
 - *Steven Alter: Information Systems: Foundation of e-business, PHI*
- For practicals:**
- *Web Design, with HTML/Flash/Javascript/Dream weaver/Front page and e-Commerce*
 - *Multimedia Systems Design, Prabhat K. Andleigh and Kiran Thakrar.*

TOURISM & TRAVEL MANAGEMENT

4.2 Elective TTM 4: Event Management

1. Definition, Scope of Event Management: introduction to conventions, exhibitions, meetings – definition & components. Nature and demand of conference market. Growth and development of event industry, economic and social significance.
2. Typology of planned events, varieties & importance of events, Key steps to successful events characteristics and complexities of events checklist for different events, planning schedule & actions agenda.
3. Conference program designing, timing, supervision, presentation, catering and hospitality, Transportation, teleconferencing, recording & publishing sponsorship, sponsors, organizers, customers & guests. Event planning, Key characteristics, Pre-event responsibilities, legal issues, negotiations.

4. Events and Tourism, Business tourist, Tourism & Culture, Incentive tours Risk Management, Safety and Global issues in Event Management.
5. MICE Tourism: tourism events – national & International Scenario International Trade Fairs & Mars – Germany, China, Singapore, Hongkong, U.K, etc. Events and Tourism Marketing.

References:

- *Event Management in leisure & tourism – David Watt*
- *Conferences – Tomy Rogers*

4.3 Elective TTM 5: International Tourism

1. Globalization & tourism sector: globalization & the business world, the tourism industry, challenges, Factors affecting Global & regional tourist movements, Demand and origin factors, destination & resource factors. Contemporary trends in international tourist movements.
2. The emergence of international hotels & tourisms: historical aspects, development of chains, development abroad, airline connection.
3. Political aspects of the international travel, tourism Barriers to travel, tourism investment & business, regulations, international organizations dealing with barriers viz: WTO, IMF, IHA, need for government support of tourism, national tourism organizations, political stability, travel advisories, political risk, crisis management.
4. Human resources & cultural diversity: Understanding cultural diversity, cultural perceptions, business protocol, cultural considerations in negotiations.
5. International tourism sales & marketing: Market research, developing an international marketing strategy, understanding various travel distribution systems viz GDS, product positioning.

References:

- *Mill, R.C., (1990), Tourism: The International Business, Prentice Hall, New Jersey.*
- *Bhatia.A.K., - International Tourism*

4.4 Elective TTM 6: Art Heritage of India:

1. Indian Culture and Heritage: Concept – History – Stages of evaluation – The Mohenjodaro and Harappan period – Vedic Age, Buddhist epoch, Gupta Period, Early and Late Medieval period, Modern period, Features of Indian Cultural Heritage – Conservation of Culture.

2. Study of Indian Architecture: the prominent Architectural style in different period – Harappan Architecture, Ancient Indian Architecture viz Hindu – Buddhist style. Mughal Architecture. The Rock-Cut monuments – colonial Architecture, Study of important Architectural sites of India. Study of Indian Temple Architecture and popular religious centres – Hindu, Buddhist, Jain, Muslims, Parsis and Christian.
3. Paintings: Indian Paintings – characteristic features – Medieval and Modern Paintings, Study about performing Arts of India, Dances of India, Historical evolution – archeological and literary evidence, Indian Classical Dances – Folk Dances, Music of India – classification – Marg & Desi, Karnatic style, North Indian Music – Musical instruments.
4. Role of Performing Art in Tourism Development & Handicrafts: Indian Theatre – Different Theatrical forms, Indian Cinema – Evolution – Role in Tourism Development, Indian handicrafts – textiles, clayworks, stone works, woodworks etc. – craft melas – Marketing of Handicrafts – Bottleneck.
5. Museums and their role: Role of Museums in preservation of art Heritage – Types of Museums – Acquisition of Museum Articles – Role of Museum in Special Interest Tourism.

References:

- *Tourism Development – A.K.Bhatia*
- *Heritage Tourism Development – Romila Thaper*
- *Development of Tourism in India – H.L.P.Rai*
- *Paryatan Bhugol – Prof. S.B.Shinde*
- *Paryatan Bhugol – Dr. Y.T.Gharpure*
- *Paryatan Bhugol – Dr. Nagtode and others*

4.5 Elective TTM 7: Travel Agency Management

1. Travel formalities: passport, visa, health requirements, taxes, customs, currency, travel insurance, baggage and airport information. Travel Agency and Tour Operation Business: History, Growth, and present status of Travel Agency. Definition of Travel Agency and differentiation between Travel Agency and Tour Operation business. Travel Agency and Tour Operators: Linkages and arrangements with hotels, airlines and transport agencies and other segments of tourism sector.
2. Approval of Travel Agents and Tour Operators: approval by department of tourism, Government of India. IATA rules and regulations for approval of a travel agency, Approval by Airlines and

Railways. Study of various Fiscal and Non – Fiscal incentives available to Travel agencies and Tour Operations business.

3. Functions of a Travel Agent: understanding the functions of a travel agency – travel information and counseling to the tourists, Itinerary preparation, reservation, ticketing, preparation and marketing of Tour packages, handling business/corporate clients including conference and conventions. Sources of income: Commission, Service charges. Travel Terminology: Current and popular travel trade abbreviations and other terms used in preparing itineraries.
4. Functions of a Tour Operator: market research and tour package formulation, assembling, processing and disseminating information on destinations, Liaisoning with principles, preparation of Itineraries, tour operation and post tour Management. Sources of income for tour operation.
5. Public and Private sector in Travel Agency Business and Tour Operation Business: organizational Structure and various departments of a Travel Agency. Case study of ITDC. Case study of SITA, Cox & Kings, TCI and Thomas Cook. The Indian Travel Agents and tour operators – an overview. National Trade Associations: IATO and TAAI.

References:

- *Holloway.J.C (1983), The Business of Tourism, McDonald and Evans, Plymouth.*
- *Syratt Gwenda, (1995). Manual of Travel Agency Practive, Butterworth Heinmann, London.*
- *Stevens Laurence, (1990). Guide to Starting and Operating Successful Travel Agency, Delmar Publishers Inc.m New York.*
- *Chand, Mohinder, Travel Agency Management, Anmol Publication*
- *Seth.P.N (1992), Successful Tourism Management Vol. 1 & 2, Sterling Publications, Delhi.*
- *Foster, Douglas (1983), Travel and Tourism Management, McMillan, London.*

HEALTH CARE MANAGEMENT

4.2 Elective HCM 4: Health Care Economics and Finance

1. Assessment of causes of poor health in the developing countries; health services, economic development and national development planning.
2. Economic appraisal of health services: needs vs demand vs supply model; Health sector financing and expenditure surveys.
3. Primary care: costs, resource availability and allocation; methods and models in the analysis and evaluation of health, sector financing.

4. Financial Management in health services: budgeting, control, pricing and efficiency.
5. Economics of Non-Governmental health care; economics of various National, health programmes.

References:

- Carrin.G, *Economic Evaluation of Health in Developing Countries*, 1983, Oxford University Press, New York.
- Cleverley.W.D., ed, *Financial Management of Health Care Facilities*, 1976, Aspen, Maryland.
- Conyers.D and Hills.P, *An introduction to development planning in the third world*, 1984, John Wiley, New York.
- Drummond.M.F, *Principles of Economics appraisal in Health Care*, 1985, Oxford University Press, New York.
- Ferrer.H.P ed, *Health Services: Administration, research and Management*, 1972, Butterworths, London.
- Ferrnati.P.J, *Health care economics*, 1979, JohnWiley, New York.

4.3 Elective HCM 5: Environmental Health Management and Safety Planning

1. Concept of health care planning, health expenditures, hospitals as a health care delivery system; Management of health care systems; Dimensions of health care management.
2. Management of Quality; concepts of environmental health care; Microbiological considerations; Laundries, CSSD, insect, Rodent control.
3. Emergency and disaster planning; safety management; patients and personnel safety, fire safety, general sanitation.
4. Hazardous waste management; solid waste handling & disposal; liquid waste handling, collection & disposal; water treatment and distribution. Planning and organizing for safety and waste management.
5. Legal and social aspects of waste management; trends and practices; management of costs; health care budgeting; cost containment; management of conflicts; organizing for better health care management; collective employee participation; bargaining; rewards and punishments.

References:

- Ferry, Ted *Safety & health management planning*, Van Nostrand Reinhold, New York, 1990.

- Bond Richard.g, G.S.Michaelsen and Roger L Deroos, *Environmental Health & Safety in health care facilities*, Macmillan Pub.co.inc, 1973.
- *Journal of Hazardous waste management*, USA
- Zweife, Peter I and Friedrich Breyer *Health Economics*, Oxford University Press, New York, 1997.
- Kurt, Darr & Jonathan.S.R., *Hospital organization and management: Text and reading*, CBS publishers & Distributors, 1992.
- Goyal.R.C *Handbook of hospital personnel management*, Prentice Hall of India, New Delhi, 1993.

4.4 Elective HCM 6: Health and Hospital Information Systems

1. Concept of health; health care and hospitals, Indian health care system, Government-health care interface: Hospital as a subsystem of health care system; hospital functions.
2. Hospital organization, classification of hospitals; components of a hospital system; changing role of hospital administration; need for managerial functional specialists, issues and challenges of hospital management.
3. Decision making in hospitals, understanding decision making process; drawbacks of hospital communication system; need for systems approach to hospital.
4. Concepts of computers and communication technology, database concepts, networks and communication; types of networks, network topologies, information technology in hospitals; Information system concepts, types of information systems.
5. Hospital information system; systems analysis and design of hospital information systems; design considerations; development approaches; implementation strategies; functionality of computerized hospital information systems, merits and demerits of CHIS, trends in HIS;HIS as a control system; resource utilization & control in hospitals, issues and challenges of hospital management.

References:

- Lele.R.D *computers in Medicine*, Tata McGraw Hill Publishing Co.Ltd, New Delhi, 1988.
- Saini, Anil Kumar *Management Information System (MIS) in hospitals*, Deep & Deep Pub, 1993.
- Panko, Raymond.R, *Business Data Communications*, Prentice Hall Inc, London, 1997.
- *Hospital Information Systems – The Next generation*, Velde, Rudi Van de Springer Verlag, 1992.
- Ward, John, *Principles of Information Systems Management*, Routledge, London, 1995.

- *Health Information in India, Central Bureau of health Intelligence, Ministry of Health & Family Welfare, Govt. of India, New Delhi.*
- *Awad, Elias.M, Systems Analysis & Design, Prentice Hall of India, New Delhi, 1990.*

4.5 Elective HCM 7: Health Communication: Development and Dissemination

1. An overview of many substantive areas of study within health communication like interpersonal communication, inter-cultural communication, mass media health images, communication campaigns, alternative medicine health ethics.
2. Use of least three artifacts (such as pamphlets, print ads, video, etc) analysis the rhetoric of a successful or an unsuccessful health communication campaign such as AIDS awareness, smoking cessation.
3. Plan, deliver & evaluate health information & disease prevention campaigns, advocate for health policy initiatives.
4. Manage health care delivery systems or produce the written material for a healthy campaign or develop a television programme/Health literacy & strategies dissemination in areas of public health emerging from research in hearing, balance, smell, taste, voice, speech or language.
5. Produce materials that make complex disease issues more understandable to public e.g. materials to accompany genetic counseling in areas of inherited disorders.

References:

- *Payers, Lynn, Medicine & culture – New York: Henry Holt & company 1996.*
- *Du Pre, Athena, Communicating about health; Current issues & perspective. Mountain view LA; May field publishing company, 2000.*
- *Health communication, New Jersey school of public health, 1998.*
- *Role of mass media in parenting education, 1997. Harvard school of public health centre for health communication.*
- *Text book of preventive & social medicine, 2000.*

SMALL BUSINESS MANAGEMENT & ENTREPRENEURSHIP

4.2 Elective SBM&E 4: New Enterprise Management

1. Entrepreneurship and its role in economic development. Problems of industrialization in underdeveloped countries with special reference to India. Industrial policy, Regulation and control of industries in India.

2. Mechanics of setting of new enterprises – size and location, optimum units – its meaning and determinants; size of industrial units in India.
3. Theory of industrial location factors determining the industrial location. Regional distribution of industrial activity in India; Recent trends in the localization of industrial activity in India: Regional planning of industrial activity in India.
4. Feasibility studies: technical, marketing and financial; Managerial problems of new enterprises; production purchasing, financing labour and marketing problems.
5. Facilities provided by different institutions and Agencies in India, financing facilities for new enterprises, marketing and other facilities.

References:

- *Caticts A Dalley; entrepreneurial Management going all out for results (McGraw Hill, 1971).*
- *Clelland.D.C and D.G.Winer; Motivating Economic Achievement (New York 1969)*
- *Drucker, Peter, Innovatin and Entrepreneurship, east-West Press (P) Ltd., 1992.*
- *F.M.Harblson; Entrepreneurial Organization as a factor in economic development, quarterly journal in economics August 1952.*
- *Gupta.C.B and Srinivasan, Entrepreneurial Development in India, New Delhi, Sultan Chand, 1997.*
- *Hisrich, Robert.D and Petors, micheal.P Entrepreneurship; Starting, developing and managing a New Enterprise, 3rd ed. Chicago, Irwin, 1995.*
- *Holt David.H, Entrepreneurship – New venture creation, Englewood cliffs, New Jersey, Prentice Hall Inc., 1992.*

4.3 Elective SBM&E 5: Entrepreneurial Development

1. Entrepreneurial traits, types and significance; Definitions, characteristics of Entrepreneurial types, qualities and functions of entrepreneurs, Role and importance of entrepreneur in economic growth.
2. Competing theories of entrepreneurship; entrepreneurial Development programme in India. History, Support, objectives, stages of performances; planning and EDP objectives. Target group, selection of centre, pre-training work.
3. Govt. Policy towards SSI's; Entrepreneurial input; entrepreneurial behaviour and entrepreneurial motivation. N-Achievement and management success, entrepreneurial success in rural area.

4. Innovation and entrepreneur; establishing entrepreneurs system. Search for business idea, sources of ideas, idea processing, input requirements;
5. Sources and criteria of financing, fixed and working capital assessment; Technical assistance, marketing assistance, sickness of units and remedial assistance; preparation of feasibility reports and legal formalities and documentation.

References:

- Clifton Davis.S and Fylye David.E, *Project Feasibility Analysis*, 1977 John Wiley, New York.
- Desai.A.N, *Entrepreneur & Environment*, 1990 Ashish, New Delhi.
- Drucker Peter, *Innovation and Entrepreneurship*, 1985, Heinemann, London
- Jain Rajiv, *Planning a Small Scale Industry; A Guide to Entrepreneurs*, 1984, S.S. Books, Delhi.
- Kumar.S.A, *Entrepreneurship in Small Industry*, 1990, Discovery, New Delhi.
- McClellan.D.C and Winter.W.G, *Motivating Economic Achievement*, 1969, Free Press, New York.
- Pareek, Uday and Venkateswara Rao.T, *Developing Entrepreneurship – A Handbook on Learning Systems*, 1978, Learning Systems, Delhi.

4.4 Elective SBM&E 6: Small Business Environment and Management

1. Small Business in Indian Environment – Economic, Social, Political cultural and legal; Policies Governing small scale units; industrial policies and strategies relating to small scale sector.
2. Technological Know-how and appropriate technology; Quality circles and productivity and linkage between small and big business.
3. Organizational structure and other characteristics of small firms; Special problems in the management of small business in various functional areas like finance, marketing, production and personnel.
4. Sickness in the small-scale sector; Modernization of small and village industries; Training programmes and consultancy services.
5. Institution assisting export promotion of small business in India; Export promotion councils global perspective of small business in selected countries.

References:

- Desai Vasant, *Organization and Management of Small scale industry*, Bombay, Himalaya, 1979.
- *Small Scale Industries and Entrepreneurship*, Bombay, Himalaya, 1995.

- Papola.T.S, *Rural Industrialization approaches and potential*, Bombay, Himalaya, 1982.
- Pickle Hal B and Abrahamjon, Royee.L, *Small Business Management*, 5th ed. New York, John Wiley, 1990.
- Schumacher.E.F, *Small is Beautiful*, New Delhi, Rupa, 1990
- Vepa Ram.N, *How to success in small industry*, New Delhi, Vikas, 1984.

4.5 Elective SBM&E 7: Governance & Management of Non-Profit Organizations (NPOs)/NGOs'

1. Governance & Management of Non-Profit organizations (NPOs)/NGOs; An Introduction & Discovering the thin line of division.
2. Governance Issues: Governing body & strategic management, accountability, transparency, sustainability & Participation, Norms of Good Governance, NGO/NPO Accreditation, Gender Empowerment and capacity building needs: Assessment for strengthening Governance.
3. Management Practices of financial resources, human resources & external resources.
4. Project planning, design & implementation.
5. Macro perspectives of Governance & Development; Good Governance – Development approaches (Demand side), social accountability, participation & civic engagement, community driven development (CDD) and entitlement, and right base approaches.

References:

- *Leadership in Nonprofit organizations* – Kathryn A.Agard-Sage publication
- *Nonprofit Organizations: Theory, Management & Policy* – Helmut K.Anheier – Amazon
- *Managing the Non-Profit organization* – John Wiley & Sons. Drucker.P.F (1990) – New York: Harper Collins
- *Managing the Non-Profit organization: Practices and Principles*. New York: Harper Collins Publishers.

RETAIL & SUPPLY CHAIN MANAGEMENT

4.2 Elective R&SCM 4: Sales and Logistics Management

1. Sales Management: Objectives of sales management, Personal selling process, Developing personal selling strategies. Organizing the sales force-Types of sales organizations-Determining the kind of sales force and Size of the sales force. Qualities of sales executives.

2. Managing the Sales Force: recruiting, Selecting and Training the sales force. Time and territory management, Sales territories and Sales quotas-Compensating sales force, Motivating the sales force-Controlling the sales force-Evaluating the sales force.
3. Retailing and Wholesaling: non-store retailing, E-tailing, Direct marketing, Tele marketing, Marketing on the net-Future of sales management.
4. Distribution and Logistics Management: Design of distribution channel, Structure and Channel management. Components of logistics-inbound and outbound logistics, key logistics activities viz., Customer services-Demand forecasting-Inventory management-Material handling-Communication-Order processing, Packaging-Traffic and transportation-Warehousing and storage.
5. Developing Logistics Strategy: logistics information system, Organizing for effective logistics, Implementing logistics strategy-Computer packages used in logistics.

Reference:

- *Sales Management – Decisions, Strategies and Cases – Richard R.Still, Edward W.Cundiff and Noman A.P.Govani*
- *Professional Sales Management – R.E.Anderson, Joseph F.Har, Aian J.Bash*
- *Marketing Channels – Louis W.Stern, Adel I.ER – Ansary, T.Coughlan*
- *Fundamentals of Logistics Management – M.Lambert, James R.Stock, M.Eliram*
- *Logistics Management – Donald J.B. and D.J.Closs*
- *Logistics and Supply Chain Management – Martin Christopher*
- *Sales Management – Analysis and Decisions Making – Thomas N.Ingram*
- *Managing Supply Chain – J.L.Gattorn and D.W. Waldis*

4.3 Elective R&SCM 5: Retail Management

1. Introduction to Retailing - Size, economic importance and competitive structure; Common retail formats;The retail marketing mix; The role of the retail buyer and the work of the buying office / merchandise department; Organisational structures and the organisation of retail buying.
2. Inventory Management - Key performance ratios, - margin on returns, gross margin, stock turn, forward cover, mark down, gross margin return on inventory (GMROI);Stocktaking methods,; The causes of markdown, strategies to limit markdowns; The implications for effective management of GMROI on the financial health of the business; Merchandise management for maximum GMROI.
3. Merchandising - Product assortment strategies related to retail format; Branding and retailers' own brand development; Range assortment

planning and budgeting, model stock, never-out lists, open-to-buy; Forecasting and modeling techniques.

4. Visual Merchandising - Space management, its importance financially and the different techniques used to manage space; The customer decision making process and its affect on store layout and product; Generic store layouts and their advantages and disadvantages; Direct Product Profit (DPP), ABC analysis and implications for visual merchandising.
5. Buying and Supplying - Key operational objectives: speed, cost, quality, dependability, flexibility; Supplier selection and evaluation, order qualifiers and order winners, customer satisfaction indices and service level agreements as applied by retailers; Partnerships for competitive advantage, Quick Response (QR), Efficient Customer Response (ECR) and Vendor Managed Inventory (VMI).

Reference:

- *Retailing Management, 5th Ed. Michael Levi and Barton A. Weitz. Irwin McGraw-Hill, New York, NY. 2004.*
- *Berman and Evans, Retail Management, Prentice Hall 2004*
- *Levy and Weitz, Retailing Management, Irwin 2004*
- *Dunne, Lusch and Gable, Retailing, South-Western 2002*
- *Davis and Ward, Managing Retail Consumption, John Wiley & Sons 2002*
- *Robert Spector and Patrick D McCarthy, The Nordstrom Way: The Inside Story of America's # 1 Customer Service Company, John Wiley & Sons, Inc. 1995*
- *Judi Bevan, The Rise and Fall of Marks & Spencer, Profile Books Ltd 2001*
- *Cases: \Sport Obermeyer Ltd." (HBS case #695022) and \Wal-Mart Stores in 2003" (HBS case #9704430).*

4.4 Elective R&SCM 6: Promotion & Relationship Management

1. The Marketing Communication Process: a Model of communication effects. Promotion Mix, Integrated Marketing Communication (IMC)Strategy. Promotion and IMC planning and Strategy. The International market environment for Promotion & IMC.
2. Advertising: Message and Media Strategies: advertising objectives. Creative strategy: The creative idea, creative execution Tactics. Creative execution: Attention and structure of Advertisements. Media strategy and Implementation.
3. Personal Selling & Sales Management: personnel Selling Process and approaches, Sales management- Objectives, Policies & Strategy, Sales Management process, Motivating, Compensating. Sales Budgets, Quotas and Sales Territories.

- Customer Relations Management: meaning, definition, Practice, Technology . Customer Life Cycle, CRM Process, Negotiating with Key Customers- Call Centres, Customer Interaction, Negotiation as a Process, Tools of Negotiation, Negotiation Audit, Application providers and CRM.
- Foundations of Customer Centric Business: internal process and Customers, External Process and Customers, Key Customers, prioritizing Key Customers, Customer Strategy grid. Partner Relationship Management (PRM), The Technology in PRM.

Reference:

- *Semenik, 2006, "Promotion and IMC", Thomson.*
- *Belch, 2005, Advertising and Promotion, TMH.*
- *Clow, 2007, "Integrated Advertising, Promotion and Marketing", 3rd Edition, Thomson.*
- *Still, Cundiff and Govni, Sales Management, PHI / Pearson.*
- *Batra, Myers and Aaker, 2005, Advertising Management, PHI / Pearson.*
- *Clow, 2007, Integrated Ad, Promotion and Marketing Communication, 3rd Edition.*
- *Ron Hasty and James Reardon, 1997 Retail Management, McGraw Hill International Edition.*
- *Paul Greenberg , 2005, CRM at the Speed of Light, TMH*
- *Ken Bernett, 2005, The Hand Book of Key Customer Relationship Management, Pearson education.*
- *Jagadish Seth, Atul Parivartiyar & Shainesh, 2005, Customer Relationship Management, TMH.*

4.5 Elective R&SCM 7: Operations Research

- Model Building in OR:** linear programming, Formulation, Graphical solutions – Simplex method – Big-M method, Duality and sensitivity analysis.
- Transportation and Assignment Problem:** traveling salesmen problems, Solving the sequencing problems, brand switching problems.
- Queuing Models:** deterministic and probabilistic models, Single server and multiple server model – Infinite population.
- Network Analysis:** PERT & CPM, Determination of floats, Time-cost-Trade-off and Crashing of networks. Theory of games – Two persons – Zero-sum game.
- Decision Theory:** Decision making under risk and uncertainty, decision trees. Use MS Excel solver for the above models.

References:

- *Quantitative Techniques in Management – N.D. Vohra*
- *Operations Research – Wagner*

- *Operations Research – Hamdy Taha*
- *Theory and Problems of Operations Research – Richard Brouer*
- *Mathematical Methods in Business – Barnett and Sieger*
- *Operations Research – S.D. Sharma*

BANKING & INSURANCE

4.2 Elective B&I 4: ICT Applications in Banking

- Information & communication technology application in Banks. Overview of various technology platforms, correspondence banking.
- E-commerce – overview of various portals in India.
- Online trading in securities: Legal & Technical issues.
- Outlines of cyber laws & system security issues.
- Customer relationship management.

4.3 Elective: B&I-5: Law & Practice of Insurance

- Principles of Insurance: Life, marine and fire etc.
- Overview of insurance industry in India both public & private sector.
- Legal framework for Insurance Business – IRDA
- Crop insurance in India.
- New pension scheme of GoI. and pension schemes of LIC & other private sector insurance companies.

4.4 Elective: B&I - 6: Life, Health & General Insurance

- Types of life insurance policies – An outline of important of life insurance policies issued by LIC & other major private sector life insurance companies in India
- Types of Health Insurance policies. Group insurance, medical insurance etc.
- Types of General Insurance policies: Major types of fire, property, & motor vehicle insurance.
- IRDA guidelines relating to life insurance policies.
- Outlines of working of public sector general insurance companies.

4.5 Elective: B&I - 7: Actuarial Mathematics and Statics

1. **Time value of Money:** Simple interest and compound interest, continuous compounding, present value and future value, yield, IRR, computation of cash flows.
2. **Probability:** Concept of probability, types of probability distributions, sampling & hypothesis testing, Baye's theorem.
3. **Models:** Markov Chain, Chapman-Kolmogorov equation.
4. **Tests:** Chi-square test, standardized deviation test, sign test, cumulative deviation test, grouping of sign test, serial correlation test.
5. **Stochastic models:** Application of stochastic model for calculating risk and return, lognormal distributions, Brownian motion.

Reference from elective 1 to 7

- *Fundamentals of Risk and Insurance* by E.J.Vanhan & T.Vanhan
- *Introduction to Banking* by Vijaya Ragavan Iyengar
- *Bank Management* by Koch & Scott Machenald
- *Fundamentals of International Banking* by Rupnarayan Bose
- *Introduction to Risk Management & Insurance* by Mark Dorfma
- *Risk Management and Insurance – Perspective in Global economy* by H.D.Skipper & W.J.Kwon
- *Risk Management & Insurance* by Harrington Niehaus.
- *Stochastic processes – Sheldon M.Rod*
- WWW.actuariesindia.org
- WWW.actuariesuk.org

GUIDELINES FOR PREPARATION OF MBA PROJECT REPORTS

ARRANGEMENT OF CHAPTERS*

Cover Title Page (Format enclosed)

Inner title page (Same as cover title page)

Certificate from guide and chairman and declaration by the student.

Certificate from company/firm, where the project work is carried out. (Not required if project work is not based on a company/firm).

Acknowledgement

List of tables and figures.

Abbreviations/operational definitions used.

Introduction should include the following:

- I. Problem definition / statement. This will cover company profile too if the topic chosen pertains to a company. - 5 pages
- II. Research Objectives – not more than 5 objectives, Use KSA model. - 1 Page
- III. Research Methodology – State the basic and secondary research design. If it is a sample survey explain, sampling design and questionnaire design. Sources of data – and techniques of data analysis. - 3-4 pages
- IV. Limitations of the project study - 1 page

Chapter I

Literature review

Discuss theories, concepts, hypotheses, models etc., underpinning the project work (project report is an application of theoretical knowledge in analyzing a real life problem/issue faced by an organization)

- 15 pages

Chapter II, III & IV

Findings

This is *the longest section of the project report*. In these chapters data collected will be presented and analysed without drawing any inference. Depending on the volume of data presented, there could be 3 or 4 chapters in this section.

– at least 40 pages

Chapter V

Summary of Findings

This chapter will be a brief statement of analysis already stated in the findings section.

- 3 pages

Chapter VI
Conclusions and suggestions

– 3 pages

(total no. of pages must *be at least 80 but not more than 150*)

Bibliography: References like articles, books, websites etc., used in the project work must be included in this section strictly following the citation style (refer MLA's Handbook and other style manuals)

Appendix

This will include printed secondary data (only if it is very critical) and any questionnaires used for the study.

FORMATTING YOUR PROJECT REPORT

1. **Reports should be typed neatly only on one side of the paper with 1.5 spacing** on a A4 size bond paper (210 x 297 mm). Use dry tone Xerox for printing.
The margins should be: Left – 1.25”, Right – 1”, Top and Bottom – 0.75”. Refer to style manuals like *MLA: Handbook*.
2. The total **number of reports** to be prepared is **FOUR. Only one copy is to be submitted to the office.**
3. Before taking the **final printout** the approval of the concerned guide(s) is necessary and corrections suggested, if any must be incorporated. If the draft is not approved by the guide, the guide is not obliged to sign the report.
4. The project report must be paper back bound (sample available in the library) Do not insert transparency sheets in the report. Do not use spiral binding.
5. The project report must contain 80-120 pages. But not more than 150 pages.

Outlay of the Report:

- The **chapters, sections and subsections** may be numbered in the decimal form for e.g. Chapter 2, sections as 2.1, 2.2 etc., and subsections as 2.2.3, 2.5.1 etc.
- **Each chapter must be left justified (font size 16).** Followed by the **title of chapter centered (font size 18), sections/subsection numbers along with their headings must be left justified with section number and its heading in font size 16 and subsection and its heading in font size 14. The body or the text of the report should have font size 12. (Times New Roman)**
- The **figures and tables** must be numbered chapter wise for e.g.: Fig.2.1 Block diagram of a serial binary adder, Table 3.1 Primitive

flow table, etc. All figures and tables should appear either in the same page or the next page in which they are referred first. **Preferably**, all figures and tables are to be placed either at the top or the bottom of a given page.

- **References:** The references should be **numbered serially** in the order of their occurrence in the text and their numbers should be indicated within square brackets for e.g. (3). The section on references should list them in serial order in the following format.
- For textbooks – A.V.Oppenheira and R.W.Schafer, Digital Signal Processing, Englewood, N.J.,Prentice Hall, 3 Edition, 1975.
- For papers – David Insulation design to combat pollution problem, Proc of IEEE, PAS, Vol 71, Aug 1981, pp 1901-1907.

(Refer style manual, - MLA's Handbook).
- The **report** should be extensive and include descriptions of work carried out by others only to the best extent necessary. Verbatim reproduction of material available elsewhere should be **strictly** avoided. Where short excerpts from published work are desired to be included, they should be within quotation marks appropriately referenced. Endnote, Footnote should be printed as per style manual.
- Proper **attention is to be paid not only to the technical contents but also to the organization of the report and clarity of the expression.** Due care should be taken to **avoid** spelling and typing errors. Spell check, Grammar check, must be applied. It should be noted that report-write-up forms the important component in the overall evaluation of the project.

COVER TITLE PAGE & INNER TITLE PAGE FORMAT)

Evaluation of Mutual Fund Performance
A Case Study of Equity Funds of UTI

by

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IV Semester MBA
Reg.No.....

Guide

.....

Project Report submitted to the University of Mysore in partial fulfillment of the requirements of IV Semester MBA degree examinations – 200..

B.N. Bahadur Institute of Management Sciences,
University of Mysore, Manasagangothri,
Mysore – 570 006

(Prepared by **B.N.Bahadur Institute of Management Sciences.**)