

**ANDHRA UNIVERSITY**  
**2012**  
**Regulations and Syllabus relating to**  
**MASTER OF BUSINESS ADMINISTRATION**  
**(MBA) DEGREE EXAMINATION (FULL-TIME)**  
**(With effect from 2012 – 2013)**

1. Admission into MBA (FT) and MBA (PT) Courses will be made on the basis of the Admission Test. Eligibility criteria for Admission Test:

- a) MBA. (Full-time): A pass for all three years of study in the Bachelor's Degree (other than B.F.A. & B.A., (OL) of Andhra University or any other University recognized by the Academic Senate as Equivalent thereto.
  - b) MBA. (Part-time): A pass for all three years of study in the Bachelor's Degree (other than B.F.A. & B.A., (OL) of Andhra University or any other University recognized by the Academic Senate as Equivalent thereto and at least two years full-time work experience in a position not below the rank of a Junior Executive in the organization which have been approved by the University for the purpose. The applicant should be working in the organization located at Visakhapatnam by the date of submission of his/her application. If the applicant gets admission, he/she has to stay at Visakhapatnam for the entire period of study, i.e. three years.
2. The scope of instruction shall be as defined in the syllabus prescribed.
3. (a) The candidate shall be required to take at the end of each semester, an examination as detailed in the Scheme of Examination. Each paper of the examination shall, unless otherwise prescribed, be of three hours duration and carry 100 marks
- (b) A candidate shall be declared to have passed the examination if he obtains a minimum of 5.0 SGPA in each semester. All other candidates shall be deemed to have failed in the examination. Candidates who have completed the course in each semester and have earned the necessary attendance and progress certificate shall be permitted to continue the next semester course irrespective of whether they have appeared or not at the previous examination (s). Such candidates may be permitted to appear for the examination of earlier semester along with the subsequent semester examinations.
  - (c) Candidates who have completed the course in each semester and have earned the necessary attendance and progress certificates shall be permitted to continue the next semester course irrespective of whether they have appeared or not at the previous examination (s). Such candidates may be permitted to appear for the examination of earlier semesters with the examinations of later semester simultaneously.
  - (d) The University shall prepare examination schedule. The Chairman, P.G. Board of Studies will prepare and recommend the list of paper setters and examiners to value the answer scripts for each semester. The answer scripts of all the courses shall be subject to double coded valuation. All those who have completed a minimum of three years of regularized experience in teaching M.B.A. Courses shall be appointed as examiners for this purpose. The variation between first and second valuation shall be dealt with as per the rules of the University.
- (e) Regulations concerning Semester examination:

- i) Each Paper shall, unless otherwise prescribed, be of three hours duration and carry 100 Marks .Regular candidates shall submit a dissertation from any subject of the course and shall take Viva –Voce.
- ii) Except papers for which practical examination is held the semester-end exam question paper shall be 70 Marks and divided into 5 units of equal weightage. In respect of those papers where practical examination is there, the semester-end exam question paper shall be for 65 marks
- iii) The Semester examination shall be based on the question paper set by the external examiner.
- iv) A candidate who fails in one semester examination or who is not able to take it shall be eligible to take the same examination at the end of the next semester.

4. The scheme of instruction and the Scheme of Examination shall be as given in Annexure – I.

5. Notwithstanding anything contained in the above regulations in the case of Project Report/Dissertation and Viva-Voce, a candidate shall obtain not less than 50% of marks to be declared to have passed in the examination.

6. Candidates shall put in attendance at the College for not less than 75% of the total number of working days. Condonation of shortage of attendance may be granted on the recommendation of the Principal of the College concerned. If a candidate represents the university efficiently at games, sports and other officially organized extra curricular activities, it will be deemed that he has attended the college on the day he is absent for this purpose.

7. The names of the successful candidates at the examination shall be arranged in the order in which they are registered for the examination on the basis of total marks obtained by each candidate in all the semester examinations put together in the case of M.B.A. (Full-time) course, and M.B.A (Part-time) course.

Distinction: Those who obtain CGPA 8.0 or more I Class: Those who obtain 6.5 CGPA or more but less then 8.0, II class: Those who obtain CGPA 6.0 or more but less than 6.5. Pass: Those who obtain CGPA 5.0 or more but less than 6.0.

Only those candidates who appear and pass the examination in all papers of the four semesters in the case of M.B.A. (Full-time) Degree examination, and similarly in all the papers of the six semesters in the case of M.B.A. (Part-time) Degree examination at first appearance are eligible to be placed in the first class with distinction. However, no candidate who has not passed all the papers relating to any semester at the first appearance shall be eligible for the award of any medals or prizes by the University and to receive certificates of rank obtained by them in the examination.

8. **Short Visits:** The candidate shall make not less than two short visits to different local industrial establishments, corporate offices in the neighbouring towns/cities in each semester course of the programme. The total number of visits to be made by each candidate is twelve out of which nine are compulsory. All the candidates are required to submit the reports at the time of viva examinations.

9. **Practical Training:** Candidates shall undergo practical training in an organisation for a minimum period of eight weeks and submit a report thereon along with a practical training certificate obtained from the organisation. Practical training shall be guided and certified by the teacher-guide. The practical training shall be conducted during summer vacation between Second and Third Semesters.

10. **Paper Setting:** Question paper setting for all the subjects of all the semesters shall be entrusted to external examiners approved by the P.G. Board of Studies. The question papers shall be set on 'Unit System' pattern.

12. **Project Work:** The purpose of the project work is primarily to demonstrate the application of knowledge of skills acquired in the four/six semesters of the programme, by studying and analyzing a selected problem in the work situation in a systematic manner while suggesting solution to the management.

It is desirable that the sponsoring organization has to identify the area of project work for their participants at the beginning of the training programme itself. Each student is required to study the problem under the guidance of a faculty member of the department.

A candidate who failed in any paper or papers in any one of the earlier three semesters need not submit his project Report. He/she has to submit his/her project report in the next year along with his/her immediate juniors, after completing all the papers in the three semesters.

The completed project should be submitted to the University/College 15 days before the commencement of IV semester examinations.

13. **Improvement Provision:** Candidates declared to have passed Master Degree Courses in Business Administration under Semester System obtaining third or second class may reappear for the same examination to improve their class as per the University rules in force.

14. **Evaluation:** Each paper will carry 100 marks. The duration of written examination (semester-end) for each paper shall be three hours.

15. **Composition of marks:** Each paper is for 100 marks divided into external for 70 marks and internal for 30 marks. In the case of subjects having practical exam, semester-end exam carries 50 marks while internal (mid-term) test and practical examination carry 30 marks and 20marks respectively.

**16. Total marks:**

First Year:	I Semester:	700	Marks
	II Semester:	700	Marks
	<b>Total</b>	<b>: 1400</b>	<b>Marks</b>
Second Year	III Semester:	700	Marks
	IV Semester:	700	Marks
	Viva-Voce:	100	Marks
	Project Study:	100	Marks
	<b>Total</b>	<b>: 1600</b>	<b>Marks</b>
	<b>Grand Total</b>	<b>: 3000</b>	<b>Marks</b>

17. Industrial Tour is optional.

18. Minimum number of hours per subject per week is four.

19. **Viva-Voce Examination:** The candidate who passed all earlier three semesters has to appear for a comprehensive Viva-voce examination which is conducted at the end of the fourth semester. A candidate who failed in a paper or a candidate who has not appeared for any earlier examination for any paper or papers in any semester is not eligible for Viva-Voce exam. Such candidates have to appear for Viva next year only after completing all the papers in the earlier three semesters.

Annexure-1			MBA-FT COURSE STRUCTURE					
			wef 2009-10 Admitted Batch	Intrl	Extrl	Total	Hrs/ Week	Credits
SEMESTER-I								
1	CP	101	Perspectives of Management	30	70	100	4	4
2	CP	102	Accounting for Management	30	70	100	4	4
3	CP	103	Business Environment	30	70	100	4	4
4	CP	104	Managerial Economics	30	70	100	4	4
5	CP	105	Managerial Communication Skills	30	70	100	4	4
6	CP	106	Organisational Behaviour	30	70	100	4	4
7	CP	107	Quantitative Techniques for Management	30	70	100	4	4
SEMESTER-II								
1	CP	201	Marketing Management	30	70	100	4	4
2	CP	202	Financial Management	30	70	100	4	4
3	CP	203	Human Resource Management	30	70	100	4	4
4	CP	204	Operations Management	30	70	100	4	4
5	CP	205	Corporate Legal Framework	30	70	100	4	4
6	CP	206	Computer Applications in Management	30+20	50	100	4	4
7	CP	207	Research Methodology for Management	30	70	100	4	4
SEMESTER-III								
1	CP	301	Business Policy & Strategic Management	30	70	100	4	4
2	CP	302	Operations Research	30	70	100	4	4
3	CP	303	International Business	30	70	100	4	4
4	E-1/1	304	Paper-1 from First Elective	30	70	100	4	4
5	E-1/2	305	Paper-2 from First Elective	30	70	100	4	4
6	E-2/1	304	Paper-1 from Second Elective	30	70	100	4	4
7	E-2/2	305	Paper-2 from Second Elective	30	70	100	4	4
SEMEST -IV								
1	CP	401	Entrepreneurship & Small Business Management	30	70	100	4	4
2	E-1/3	402	Paper-3 from First Elective	30	70	100	4	4
3	E-1/4	403	Paper-4 from First Elective	30	70	100	4	4
4	E-1/5	404	Paper-5 from First Elective	30	70	100	4	4
5	E-2/3	402	Paper-3 from Second Elective	30	70	100	4	4
6	E-2/4	403	Paper-4 from Second Elective	30	70	100	4	4
7	E-2/5	404	Paper-5 from Second Elective	30	70	100	4	4
			Project Report			100		6
			Comprehensive Viva Voce			100		4
			GRAND TOTAL			3000		

MBA-FT ELECTIVE PAPERS (DUAL SPECIALISTOIAN)

SEMESTER-III			
	GROUP-A		FINANCIAL MANAGEMENT
	FM	304	Financial Markets & Services
	FM	305	Security Analysis & Portfolio Management
	GROUP-B		MARKETING MANAGEMENT
	MM	304	Consumer Behaviour & Customer Relationship Management
	MM	305	Sales & Distribution Management
	GROUP-C		HUMAN RESOURCE MANAGEMENT
	HRM	304	Industrial Relations
	HRM	305	Compensation & Welfare Management
	GROUP-D		INTERNATIONAL BUSINESS
	IB	304	International Marketing Management
	IB	305	Export-Import Management & Documentation
SEMESTER-IV			
	GROUP-A		FINANCIAL MANAGEMENT
	FM	402	Financial Derivatives
	FM	403	Strategic Financial Management
	FM	404	International Financial Management
	GROUP-B		MARKETING MANAGEMENT
	MM	402	Services Marketing
	MM	403	Advertising and Brand Management
	MM	404	Global Marketing
	GROUP-C		HUMAN RESOURCE MANAGEMENT
	HRM	402	Performance Management & Counseling
	HRM	403	Strategic Human Resources Management
	HRM	404	International Human Resources Management
	GROUP-D		INTERNATIONAL BUSINESS
	IB	402	International Business Laws
	IB	403	International Trade Logistics
	IB	404	WTO and India

MBA- Part Time COURSE STRUCTURE									
				wef 2009-10 Admitted Batch	Intrl	Extrl	Total	Hrs/	Credits
SEM-1			FT-Ref					Week	
1	CP	101	101	Perspectives of Management	30	70	100	4	4
2	CP	102	107	Quantitative Techniques for Management	30	70	100	4	4
3	CP	103	104	Managerial Economics	30	70	100	4	4
4	CP	104	103	Business Environment	30	70	100	4	4
5	CP	105	102	Accounting for Management	30	70	100	4	4
SEM-2									
1	CP	201	105	Managerial Communication Skills	30	70	100	4	4
2	CP	202	106	Organisational Behaviour	30	70	100	4	4
3	CP	203	205	Corporate Legal Framework	30	70	100	4	4
4	CP	204	206	Computer Applications in Management	30+20	50	100	4	4
5	CP	205	207	Research Methodology for Management	30	70	100	4	4
SEM-3									
1	CP	301	202	Financial Management	30	70	100	4	4
2	CP	302	201	Marketing Management	30	70	100	4	4
3	CP	303	203	Human Resource Management	30	70	100	4	4
4	CP	304	294	Operations Management	30	70	100	4	4
5	CP	305	303	International Business	30	70	100	4	4
SEM-4									
1	CP	401	302	Operations Research	30	70	100	4	4
2	E-I/1	402		Paper-1 from First Elective	30	70	100	4	4
3	E-I/2	403		Paper-2 from First Elective	30	70	100	4	4
4	E-2/1	402		Paper-1 from Second Elective	30	70	100	4	4
5	E-2/2	403		Paper-2 from Second Elective	30	70	100	4	4
SEM-5									
1	CP	501	301	Business Policy & Strategic Management	30	70	100	4	4
2	E-I/3	502		Paper-3 from First Elective	30	70	100	4	4
3	E-I/4	503		Paper-4 from First Elective	30	70	100	4	4
4	E-2/3	502		Paper-3 from Second Elective	30	70	100	4	4
5	E-2/4	503		Paper-4 from Second Elective	30	70	100	4	4
SEM-6									
1	CP	601	401	Entrepreneurship & Small Business Management	30	70	100	4	4
2	E-I/5	602		Paper-5 from First Elective	30	70	100	4	4
3	E-2/5	602		Paper-5 from Second Elective	30	70	100	4	4
				Project Report			100		6
				Comprehensive Viva Voce			100		4
				GRAND TOTAL			3000		

MBA-PT ELECTIVE PAPERS (DUEL SPECIALISTOIAN)				
SEM-4			FT-Ref	
	GROUP-A			FINANCIAL MANAGEMENT
	FM	402	304	Financial Markets & Services
	FM	403	305	Security Analysis & Portfolio Management
	GROUP-B			MARKETING MANAGEMENT
	MM	402	304	Consumer Behaviour & Customer Relationship Management
	MM	403	305	Sales & Distribution Management
	GROUP-C			HUMAN RESOURCE MANAGEMENT
	HRM	402	304	Industrial Relations
	HRM	403	305	Compensation & Welfare Management
	GROUP-D			INTERNATIONAL BUSINESS
	IB	402	304	International Marketing Management
	IB	403	305	Export-Import Management & Documentation
SEM-5				
	GROUP-A			FINANCIAL MANAGEMENT
	FM	502	402	Financial Derivatives
	FM	503	403	Strategic Financial Management
	GROUP-B			MARKETING MANAGEMENT
	MM	502	402	Services Marketing
	MM	503	403	Advertising and Brand Management
	GROUP-C			HUMAN RESOURCE MANAGEMENT
	HRM	502	402	Performance Management & Counseling
	HRM	503	403	Strategic Human Resources Management
	GROUP-D			INTERNATIONAL BUSINESS
	IB	502	402	International Business Laws
	IB	503	403	International Trade Logistics
SEM-6				
	GROUP-A			FINANCIAL MANAGEMENT
	FM	602	404	International Financial Management
	GROUP-B			MARKETING MANAGEMENT
	MM	602	404	Global Marketing
	GROUP-C			HUMAN RESOURCE MANAGEMENT
	HRM	602	404	International Human Resources Management
	GROUP-D			INTERNATIONAL BUSINESS
	IB	602	404	WTO and India

**(MBA) DEGREE EXAMINATION (FULL-TIME & PART-TIME)**  
**(With effect from 2009 – 2010)**

**MBA SEMESTER I**

**CP 101: PERSPECTIVES OF MANAGEMENT**

**Objective:** to familiarize the students with the theory and practice of management .

Unit I: Management – Evolution of Management Thought -Principles of Management – Functions of Management - Social Responsibility of Management.

Unit II: Planning – Nature, Purpose and Importance of Planning-Types of Plans-Steps in Planning-Planning Premises and Forecasting – process of Decision Making-Decision Tree Analysis.

Unit III: Organization – Principles of Organization – Formal and informal Organization – types of Organization Structure – Line and Staff Relations – Delegation – Decentralization –Span of Control.

Unit – IV: Directing- Leadership Theories and Styles –Motivation –Theories: Maslow’s Theory and Herzberg’s Theory.

Unit- V: Control-Importance, Steps, Processes, Techniques-PERT/CPM-Total Quality Management.

(Case Study is compulsory in all Units)

Suggested Books:

1. Louis A Allen, Management & Organisation, McGrawHill,New York
2. A.Pardhasardhy & R.Satya Raju: Management Text and Cases, Prentice Hall of India.
3. AS Lather, M Handa, Cases in Management, Wsdom, Delhi
4. Heinz Weihrich & Harold Koontz, Essentials of Management, Tata-McGraw Hill,ND
5. JS Chandan, Management: Theory & Practice, Vikas, New Delhi
6. RW Griffin, Management: Principles and Applications, Cengage,New Delhi
7. Prem Vrat,KK Ahuja & PK Jain, Management Cases, Vikas, New Delhi
8. Laura P Hartman, A Chatterjee, Perspectives in Business Ethics, TMH, ND
9. Earnest Dale, Great Organisers, McGraw Hill
10. Peter F Drucker, The Practice of Management, McGraw Hill



## 102: ACCOUNTING FOR MANAGEMENT

**Objective:** to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, and decision-making

Unit-I : Accounting for Management –Nature and Scope – Management Process and Accounting – Financial Accounting Vs Cost Accounting Vs Accounting for Management – Role of Account in Modern Organization

Unit – II: Financial Accounting System – Generally Accepted Accounting Principles and Accounting Standards Governing Financial Statements – Contents of Profit and Loss Account – Balance Sheet (Theory only)

Unit- III: Elements of Cost–Cost Sheet Preparation – Absorption Vs Marginal Costing –Cost – Volume – Profit Analysis – Cost Behaviour – Breakeven Analysis – Contribution Approach – Profit Planning.

Unit-IV: Cost Concepts for Decision making – Decision Making Process – Decision Situations- Sales Volume Decisions – Pricing and Special Order Pricing – Make / Buy Decisions – Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision.

Unit- V: Budgeting – Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term Budgets – Preparation of Sales Budgets – Purchase Budgets- Expenditure Budgets for Material, Labour and Overheads – Construction of Cash Budget- Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting. .

(Case Study is compulsory in all Units)

Suggested Books:

1. I. M. Pandey : Management Accounting Vikas Publishing House.ND
2. Needles, Financial Accounting, Cengage, New Delhi
3. Jawaharlal, Accounting for Management, Himalaya, Mumbai
4. Hilton,Ramesh & Jayadev, Managerial Accounting, TMH, New Delhi
5. B.Banerjee, Financial Policy & Management Accounting,PHI, New Delhi
6. P Periasamy, A Text Book of Cost & Management Accounting, Himalaya, Mumbai
7. Horngren, C.T., Introduction of Management Accounting,, Prentice Hall of India.
8. Khan and Jain, Management Accounting, Tata Mc Graw Hill , Delhi.
9. Blocher, Chen, Cokins and Lin, Cost Management, A Strategic Emphasis, TMH, ND
10. Porwal, LS, Accounting Theory, TMH, New Delhi

## CP 103: BUSINESS ENVIRONMENT

**Objective:** to familiarize the students with the business environment conditions prevailing in India and international and understand its implications to business.

Unit-I Business Environment: Components and Significance – Socio Cultural, Economic, Legal, Political, Technological and External Factors Influencing Business Environment, Dimensions of International Business Environment and Challenges

Unit-II: Structure of Indian Economy ; Economic systems- Economic planning with special reference to last three plans, public, private joint and cooperative sectors Multinational Corporations, Impact of Multinational Corporations in Indian Economy.

Unit-III Industrial policies of the Govt., Policy resolutions of 1956 and 1991 and subsequent changes, Monetary and Fiscal policies, Export and Import policies with reference to latest policies.

Unit – IV: Public Sector and Small Industry in India, Past, Present and Future of Public Sector, Performance, Problems, Privatisation, disinvestment, SEZs – their role, Role of SSIs, Procedure for establishing SSIs, Role of DICs, Problems of SSIs, Sickness in SSIs..

Unit – V: Stock Markets, SEBI, its rules and regulations, Stock Exchange, Functions of Stock Exchanges, Primary and Secondary markets, Competition Act 2002 – Competitiveness, Foreign Exchange Management Act, Social Responsibilities and Ethics in Business.

(Case Study is compulsory in all Units)

Suggested Books:

1. Francis Cherunilam – Business Environment (Text & Cases), Himalaya Publishing House Bangalore.
2. S.K. Misra & V.K. Puri Economic Environment of Business, Himalaya Publishing House Mumbai.
3. Suresh Bedi – Business Environment, Excel, New Delhi.
4. K. Aswathappa – Essentials of Business environment Himalaya Publishing House Bangalore
5. Govt. of India – Latest Economic Survey.
6. Latest, Handbook of Industrial Policy and Statistics – 2009-2010
7. Competition Act
8. Foreign Exchange Management Act.

## CP 104: MANAGERIAL ECONOMICS

**Objective:** to enable the students to understand economic concepts and theories and their application in management decision-making.

Unit I- Introduction: Nature and Scope of Managerial Economics; Objectives of the Firm-Traditional Theory, Sales and Revenue Maximizing Theories, Managerial Theories and Behavioral Theories; Profit Maximization. Vs. Wealth Maximization.

Unit II- Demand Analysis : Demand-Meaning, Determinations Of Demand, Demand Function; Law of Demand; Elasticity of Demand –Price, Income, Cross and Promotional or Advertising Elasticity of demand, Managerial Uses of Elasticity of Demand; Demand Forecasting. Demand Forecasting Methods for Existing and New Products, Criteria for Good Forecasting Method.

Unit III- Production Analysis: Production Function –Law of Variable Proportions, Isoquant and Isocost Curves, Least Cost Combination, and Returns to Scale; Economies of Large Scale; Cobb-Douglas Production Function and Constant Elasticity of Substitution - Production Function; Cost concepts and Cost Oriented Pricing Methods.

Unit-IV Market Analysis: Price and Output Determination under Perfect Competition; Profit-Meaning and Profit Theories-Profit Planning-Measurement.

Unit – V: Economic Optimization: Economic Problems and Optimization Techniques – Unconstrained and Constrained Optimization; Unbounded Maxim – Optimization of Functions of One Variable and Optimization with Multivariate Function;

(Case Study is compulsory in all Units)

Suggested Books:

1. Dean,Joel: Managerial Economics, PHI., New Delhi
2. DN Dwivedi, Managerial Economics, Vikas, New Delhi
3. Trivedi M.L: Managerial Economics, Theory and Applications, TMH,ND
4. Mark Hirschey, Managerial Economics: An Integrative Approach, Cengage, New Delhi
5. Mehta, P.L: Managerial Economics, Text and Csaes, S.Chand & Co
6. Mittal A., . Managerial Economics, Text and Csaes, Wisdom, Delhi
7. Mithani, D.M: Managerial Economics, Theory and Applications, Himalaya Publishing.
8. Attmanad; Managerial Economics, Excel publications.
9. G.S.Gupa, Macro Economics: , Theory and Applications, Tata McGraw Hill.
10. Dwivedi, D.N. Macro Economics: Theory and Applications, Tata McGraw Hill

## 105: MANAGERIAL COMMUNICATION SKILLS

**Objective:** to equip the students with the necessary techniques and skills of communication to inform others, inspire them enlist their activity and willing cooperation in the performance of their jobs.

Unit – I : Role of Communication in Business – Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication – Oral Communication – Visual Communication, Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal Communication skills – Understanding Cultural Effects of Communication.

Unit – II: Managing Organization Communication - formal and Informal Communication- Intra and Personal Communication – Models for Inter Personal Communication – Exchange Theory, Johari Window and Transactional Analysis.

Unit-III: Managing Motivation to Influence Interpersonal Communication – Inter-Personal Perception – Role of Emotion in Inter Personal Communication- Communication Styles – Barriers of Communication – Gateways to Effective Interpersonal Communication

Unit-IV: Business Writing Skills – Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Oral Presentations – Meetings, Telephone Communication – Use of Technology in Business Communication, E-mail Messages.

Unit-V: Report Writing – Meaning and Significance; Structure of Reports; Negative, Persuasive and Special Reporting; Informal Report – Proposals; Formal Reports; Organization of Press Report.

(Case Study is compulsory in all Units)

Suggested Books:

1. K Bhardwaj, Professional Communication, IK Int Pub House, New Delhi
2. Krizan, Merrier, Logan and Williams, Effective Business Communications, Cengage, New Delhi
3. HC Gupta, SG Telang, Business Communication, Wisdom, Delhi
4. Penrose, Business Communication for Managers, Cengage, New Delhi
5. McGrath, Basic Managerial Skills for All 5<sup>th</sup> ed., Prentice Hall of India.
6. Urmila Rai & S.M. Rai, Business Communication, Himalya Publishers,
7. Meenalshi Raman—Business Communication Oxford University Press.
8. Lesikar I Flatley, Basic Business Communication, Tata McGraw Hill.

## **CP 106 ORGANISATIONAL BEHAVIOUR**

(The objective of this course is to teach the student about the organizational theories, dynamics, conflict, change, culture etc)

Unit-I: Meaning and scope of OB-Challenges and opportunities – Foundations of Individual behaviour, values, attitude, job satisfaction, personality, perception and emotions.

Unit – II: Motivation-Theories, Group dynamics – Leaderships styles..

Unit –III: Organizational conflict-causes and consequences-conflict and Negotiation.

Unit-IV: Organisational change, change process resistance to change and Organisational Development

Unit – V: Organisational Culture-Creating an Ethical Organisation-Managing Stress-Organisational Effectiveness..

(Case Studies are Compulsory)

Suggested Books:

1. Udai Pareek, Organizational Behaviour, Oxford University Press.
2. Karam Pal, Management Process and Organisational Behaviour, IK Int Pub House,ND
3. Moorhead & Griffin, Introduction to Organizational Behaviour, Cengage, New Delhi
4. Arun Kumar and Meenakshi, Organizational Behaviour, Vikas, ND
5. Fred Luthans, Organisational Behaviour, McGraw Hill, New Delhi
6. RK.Suri, Organizational Behaviour, Wisdom Publication
7. Aswathappa K, Organisational Behaviour, Himalaya, Mumbai
8. Neeraj Kumar, Organisational Behaviour, Prentice Hall

## CP 107: QUANTITATIVE TECHNIQUES FOR MANAGEMENT

**Objective:** to make the students familiar with the statistical and mathematical techniques and their applications in business decision making.

Unit-I: Functions, Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Solving System of Equations with Matrix Methods – Differentiation and Integration of Simple Functions and their Applications.

Unit – II: Measures of Central Tendency – Measures of Dispersion –Simple Correlation and Regression Analysis – Concept and Applications of Multiple Regressions.

Unit –III: Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye’s Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

Unit-IV: Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples –Concepts of Testing Hypothesis –One Sample Test for Testing Mean and Proportion of Large and Small Samples.

Unit – V: Tests Two Samples –Tests of Difference between Mean and Proportions of Small and Large Samples – Chi-square Test of Independence and Goodness of Fitness- Analysis of Variance.

### Suggested Books:

1. K.V.Sivayya and K.Satya Rao Business Mathematics
2. Anderson, Quantitative Methods for Business, Cengage, ND
3. Nagar, Das – Basic Statistics, Oxford University press
4. CR Kothari, Quantative Techniques, Vikas, ND
5. Shenoy, Sarma and Srivatsava, Quantitative Techniques for Management, New Age,ND
6. N.D.Kothari, Quantitative Techniques, in Management, Tata McGraw Hill, 2001.
7. S.P.Gupta Statistical Methods for Management
7. Anand Sharma, Quantitative Techniques for Decision Making, Himalaya, Mumbai

## II SEMESTER

### 201: MARKETING MANAGEMENT

Objective: to develop an understanding of the concepts, issues and strategies in marketing and its management.

Unit – I Importance and Scope of Marketing: Concepts of Marketing; Marketing Management Tasks; Marketing Environment; Marketing and Customer Value - Industrial Marketing, Services Marketing, Global Marketing.

Unit –II: Marketing Information System and Marketing Research; Consumer Behaviour and Buying Decision Process – Organization Buyer Behaviour – Market Segmentation and Targeting.

Unit – III: Development of Marketing Offerings Strategy – New Product Development– Product line and Decisions–Product-mix–Product Differentiation – Product Life Cycle Management - Brand Management - Packaging.

Unit – IV: Pricing Strategies and Programs; Setting the Price – Adapting the Price – Initiating Response to Price Changes - Delivering Value: Designing and Managing Value Networks – Channels of Distribution.

Unit – V : Communicating Value: Designing and Managing Marketing Communications – Advertising – Direct Marketing and Personal Selling – Sales Promotion – Events and Public Relations and Public Relations : Competitive Marketing Strategies- Emerging Trends in Marketing: Networking Marketing-Viral Marketing-Ambush/Guerilla Marketing-Green Marketing-Direct Marketing etc.

(Case Study is compulsory in all Units)

#### Suggested Books

1. Kotler, Keller, Koshy & Jha, Marketing Management, Pearson, New Delhi
2. William J Stanton, Fundamentals of Marketing, McGraw-Hill, New Delhi.
3. Arun Kumar and Meenakshi, Marketing Management, Vikas, New Delhi
4. Pride and Ferrell, Marketing Management: Planning, Implementation & Control, Cengage, ND
5. Rajan Sexena, Marketing Management: Text cases in Indian Context.
6. Keith Blois - Oxford Textbook of Marketing Oxford University Press.
7. Zinkota & Kotabe : Marketing Management , Prentice Hall of India.
8. Joel R. Evans & Barry Berman : Marketing, Wiley India, New Delhi.

## 202: FINANCIAL MANAGEMENT

**Objective:** to equip the students with basic principles of Financial Management and Techniques.

Unit- I: Nature , Scope and Objectives of Financial Management, Goals of FM-Profit Maximization Vs Wealth Maximization – Finance Functions – Financial Planning and Forecasting - Role of Financial Manager – Funds Flow Analysis – Cash Flow Analysis.- Ratio Analysis.

Unit-II: Financing Decision: Financial Leverage – EPS-EBIT Analysis –Cost of Capital – Weighted Average Cost Capital – Capital Structure – Factors Affecting Capital Structure Theories of Capital Structure.

Unit – III: Investment Decision: Nature and Significance of Investment Decision- Estimation of Cash Flows – Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return.

Unit-IV: Dividend Decision: Meaning and Significance – Theories of Dividend – Determinants of Dividend – Dividend policy – Bonus Shares – Stock Splits.

Unit – V: Working Capital Decision: Meaning – Classification and Significance of Working Capital – Component of Working Capital - Cash Management Models – Cash Budgeting – Accounts Receivables – Credit Policies – Inventory Management.

(Case Study is compulsory in all Units)

Suggested Books:

1. Brealey,Myers,Allen and Mohanty, Principles of Fin Management, TataMcGrawhill,ND
2. Pandey IM - Financial Management, Vikas, New Delhi
3. JC Varshney, Financial Management, Wisdom, Delhi
4. Brigham and Houston, Fundamentals of Financial Management, Cengage, New Delhi
5. Banerjii, B., Fundamentals of Financial Management, PHI, New Delhi
6. Weston & Brigham, Managerial Finance, The Dryden Press,Illinois
7. James C.Van Horne -- Financial Management & Policy, Prentice Hall of India.
8. Khan & Jain - Financial Management, Tata McGraw Hill.
9. RM Srivasthava: Financial Management and Policy, Himalaya Publication.
10. Robert F Bruner, Case Studies in Finance: Managing for Corporate Value Creation,TMH,New Delhi



## 203: HUMAN RESOURCE MANAGEMENT

**Objective:** to equip the students with basic concepts of Human Resource Management and the various functions of HRM including Industrial Relations in the liberalized environment

Unit-I: Introduction: Definition and Functions of HRM; Principles of HRM; Changing Environment of HRM; Challenges; Ethical Aspects of HRM.

Unit –II: HR Planning; Concepts; Factors Influencing ; HR planning ; HR Planning Process; Job Analysis ; Recruitment and Selection; Tests and Interview Techniques .

Unit –III: Training and Development – Need, Process, Methods and Techniques, Evaluation, Management Development; Evaluating Employee Performance; Career Development and Counselling.

Unit – IV: Compensation – Concepts and Principles; Influencing Factors; Current Trends in Compensation – Methods of Payment – Incentives and Rewards.

Unit –V: Managing Industrial Relations – Trade Unions – Employee Participation Schemes – Collective Bargaining – Marketing Knowledge Workers.  
(Case Study is compulsory in all Units)

Suggested Books:

1. Venkata Raman C.S., and Srivastava BK Personnel / Human Resource Management, TMH,ND
2. Cynthia D. Fisher & Lyle F. Schoenfeld; / Human Resource Management, Wiley India, New Delhi.
3. DK Tripathi, Human Resource Management: Text & Cases, Wisdom, Delhi
4. Fisher, Managing Human Resource, Cengage, ND
5. N.K.Singh / Human Resource Management, Excel Publications.
6. Jyothi - / Human Resource Management, Pearso Education, New Delhi.
7. Biswajeet Pattnayak / Human Resource Management, Prentic hell of India New Delhi.
8. P.S Rao , Essentials of Human Resource Managemen & IR, Himaliya ,Mumbai
9. Dwivedi &Agarwal, Human Resource Management, Vikas, ND
10. R.Wayne Mondy and Robert M.Noel, Human Resource Management, Pearson

## 204: OPERATIONS MANAGEMENT

Objective: to acquaint the students with decision making process and various aspects of Production Management.

Unit –I : Introduction : Nature and Scope of Production and Operation Management-Historical Evolution – Types of Manufacturing Systems – Differences Between Manufacturing and Service Operations Role of Production and Operation Manager.

Unit-II: Production Planning and Control: Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing-Aggregate Planning – Maintenance Management – Industrial Safety.

Unit-III: Plant Location: Facility Location and Layout Planning –Types of Layouts – Material Handling Equipments – Material Handling Principles – Models Used in Lay Out Designs.

Unit- IV: Productivity: Factors, Affecting Productivity – Job Design – Process Flow Charts – Methods Study – Work Measurement – Engineering and Behavioral Approaches.

Unit –V: Material Management –Cost Associated with Inventory – Economic Order Quantity – ABC Analysis - Materials Requirement Planning – Just In – Time Production Total Quality Management – Acceptance Sampling – Control Charts – Quality Circle – Zero Defects Programmes – ISO 9000 – Application of Computer in Production and Operations.

(Case Study is compulsory in all Units)

Suggested Books:

1. Gaither & Frazier, Operations Management, Cengage, New Delhi
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
4. Kanishka Bedi, Production & Operation Management, University Press.
5. Upendra Kachru: Operation Management, Excel Publications.
6. Adam, E.E& Ebert; R.J. Production and Operation Management, 6<sup>th</sup> Ed., Prentice Hall
7. Chary , S.N.Production and Operation Management, New Delhi, Tata McGraw Hill
8. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai

# **CORPORATE LEGAL FRAME WORK**

(Objective: The course is designed to assist students in understanding basic laws affecting a Business Enterprise.)

- UNIT- I:** Significance of Business Laws—Indian Contract Act, 1872: Meaning and classification of contracts—Essentials elements of a valid contract—performance of a contract—Discharge of a contract—Void agreements—Breach and remedies of a contract.
- UNIT-II:** The Sale of Goods Act, 1930: Meaning and Essentials of contract of sale—Sale and Agreement to sell—Conditions and Warranties—Transfer of property Performance of a contract of sale—Unpaid seller.
- UNIT-III:** The Indian Partnership Act, 1932: Meaning and Essentials of partnership--Registration of partnership—Kinds of partners—Rights and Liabilities of Partners—Relations of parties to third parties—Dissolution.
- Unit-IV:** The Consumer Protection Act, 1986: Meaning of Consumer, Service, Goods, Deficiency, Defect, Unfair Trade Practices—Rights of Consumers—Machinery For redressal of Grievances—Remedies available to injured consumers
- UNIT-V:** The Companies Act, 1956: Nature and Registration—Kinds of Companies—Memorandum of Association—Article of Association—Kinds of Shares—Powers and duties of Directors—winding up.

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## **SUGGESTED BOOKS:**

- \*\* **N.D.Kapoor**—Commercial Law—Sultan chand publishers, New Delhi.
- \*\***S N Maheswaru & Suneed Maheswari**—Commercial Laws—Mayoor Paper Backs—NOIDA
- \*\* **Tulisian P.C.**—Business Laws—Tata Mc Graswhill Publishing house—New Delhi
- \*\* **Kucchal**—Business Law—Vikas Publishing House, New Delhi.
- \*\* **Avatar Singh**—Mercantile Law--EBC—New Delhi.

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## **CP – 206: COMPUTER APPLICATIONS IN MANAGEMENT**

Objective: The objective of this course is to provide an insight into basic features of Computer Systems and their Applications in Managerial Decision Making.

Unit-I: Introduction to Computer Concepts – Elements of computer – Characteristics of a Computer – Classification of Computers – Basic Computer Architecture – Input-output Devices

Unit-II Software Concepts: Types of software – Software: its nature and qualities — Windows Operating System Functions -

Unit-III: MS Office- Applications of MS Word in Business Correspondence: letters, tables, mail merge, labels

Applications of MS Excel: Graphs and Charts – Calculation of various financial functions - Ms Access: Tables and Queries

Unit-IV: MS Power Point: Introduction – Toolbar, their Icons and Commands – Navigating in Power point - Creation of slides, animation, and templates - Designing Presentations – Slide show controls – Making notes on Pages and Handouts – Printing Presentations – Customizing Presentations - Auto content Wizard.

Unit-V: Computer Networks: Overview of a Network – Communication processors – Communications Media – Types of Network – Network Topologies- Network protocols – Network Architecture.

Exercises in the above areas is a must

### ***Suggested Books:***

1. Sanjay Saxena and Prathpreet Chopra, Computer Applications in Management, Vikas, New Delhi
2. Aksoy, Introduction to Information Technology, Cengage, ND
3. Parameswaran: Computer Application in Business – S Chand, New Delhi.
4. Management Information Systems by Mahadeo Jaiswal, Monika Mittal, Oxford University Press.
5. PS Gill, Database Management Systems, IK Int Pub House, New Delhi
6. Management Information Systems by D.P. Goyal, MacMillan Publishers.
7. The Compact guide to Microsoft office, Mansfield Rom, BPB Publications, Delhi.
7. Sudalaimuthu & Anthony Raj, Computer Applications in Business, Himalaya, Mumbai

## **CP - 207: RESEARCH METHODOLOGY FOR MANAGEMENT**

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

Unit – I: Meaning and Importance of Research – Research Process – Types of Research – Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

Unit – II: Research Design – Exploratory Research – Descriptive Research – Casual Research – Sampling and Sampling Design – Sampling Methods – Simple Random Sampling – Stratified Sampling – Systematic Sampling – Cluster Sampling – Multistage Sampling, Non-Probability Sampling – Convenience Sampling – Judgement Sampling – Quota Sampling.

Unit – III: Data Collection – Primary and Secondary Data – Designing of Questionnaire – Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

Unit – IV: Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report.

Unit – V: Non Parametric Tests – Kolmogorov – Smirnov Test – Runs Test for Randomness – Sign Test – Median Test – Multivariate Analysis – Multiple Regression Analysis – Concepts and Application of Discriminate Analysis and Factor Analysis.

### **Suggested Books:**

1. Mark Saunders, Philip Lewis, Adrian Thornbill, Research Methods for Business Students, Pearson,ND
2. Churchill, Iacobucci & Israel, Marketing Research: A South Asian Perspective, Cengage, New Delhi
3. C.R. Kothari, Research Methodology, New Age International.
4. Carver & Nash, Data Analysis with SPSS, Cengage, New Delhi
5. Alan Bryman & Emma Bell, Business Research Methods, Oxford University Press.
6. Donald R. Cooper & Pamela S. Schindler, Business Research Methods 8<sup>th</sup> Edition, Tata McGraw Hill.
7. K.V.S. Sarma, Statistics made simple, do it yourself on PC, Prentice Hall.
8. V P Michael, Research Methodology in Management, Himalaya, Mumbai

### III SEMESTER

#### 301: BUSINESS POLICY AND STRATEGIC MANAGEMENT

**Objective:** to enlighten the students with the Concepts and Practical applications of Business Policy and the Process of the Strategic Management

Unit-1: Overview of Strategic Management of Strategic Management – Business Policy and Strategic Management - Strategic Management Model – Business Ethics and Strategic Management.

Unit-II: Business Vision, Mission, Objectives – Characteristics of Mission Statement Types of Strategies – Integration strategies – Intensive strategies – Diversification strategies- Diversification strategies- Michael Porter Generic Strategies

Unit-III: Strategic formulation: Environmental Analysis – External and industry analysis – Internal analysis –Strategic analysis and choice – Input stage –Matching stage – decision stage – Cultural aspects of strategy choice.

Unit-IV: Strategic Implementation: The nature of strategic implementation resource allocation – Strategy and structure – Creating – Supportive culture – Implementing strategies in functional areas.

Unit – V: Strategy Evaluation: The nature of strategy evaluation –Review and Control – Characteristics of effective evaluation systems – Criteria for strategy control –Mechanism for strategic control.

(Case Study is compulsory in all Units)

#### Suggested Books

1. Hill & Jones, An Integrated Approach to Strategic Management, Cengage, ND
2. Glueck, William F. Strategic Management and Business Policy, New York McGraw Hill.
3. Sukul Lamesh, Business Policy and Strategic Management, Vikas, ND
4. Hugh McMillan- Strategic Management, Oxford University Press.
5. Budhiraja, S.B. and Athereya, MB.Cases in Strategic Management, Tata McGraw-Hill,ND
6. Hax A.C and Majluf, N.S. Strategic Management, Englewood Cliffs, New Jersey , Prentice Hall of India.
7. Mathur U.C. Strategic Management, Macmillan.
8. Gupta, Strategic Management, Prentice Hall of India.
9. PS Rao, Business Policy & Strategic Management, Himalaya, Mumbai

## CP 302: OPERATIONS RESEARCH

Objective: to make the students familiar with principles and techniques of Operations Research and their applications in decision-making.

Unit – I: Importance and Scope of Operations Research – Linear Programming – Graphic Method – Simplex Method – Big-M Method – Dual L.P. and Its Applications.

Unit – II: Transportation Problem – Assignment Problem – queuing Theory – M/M/I and M/M/C Models.

Unit – III: Dynamic Programming – Applications of D.P. (Capital Budgeting, Production Planning, Solving Linear Programming Problem) – Integer Programming – Branch and Bound Method.

Unit – IV : Game Theory – Two Person Zero sum Games – Pure Strategies – Mixed Strategies – Dominance Principle – Graphic and Algebraic Method – Linear Programming Approach – Simulation – Simulation Inventory and Waiting Lines.

Unit – V: Project Management – PERT and CPM – Crash Time – Crash Cost Trade Off – Resource Leveling and Resource Allocation – Non-Linear Programming Model Formulation – Graphic Method of Solving Simple Problems.

(Case Studies are compulsory in all units)

### Suggested Books:

1. Winston, Operations Research, Cengage, ND
2. Anand Sharma, Operations Research, Himalaya Publishing House,
3. Kalavarthy, S. Operations Research, Vikas Publishers House Pvt Ltd.,
4. Mcleavey & Mojena, Principles of Operations Research for Management, AITBS publishers,
5. V.K.Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons,
6. Richard Bronson & Govindasami Naadimuthu, SCHAUM'S OUTLINE OF THEORY & PROBLEMS OF Operations Research, 2<sup>nd</sup> Ed., Tata Mc Graw-Hill Edition,
8. JK Sharma Operation Research – Theory and Applications, MacMillan

## **CP – 303: INTERNATIONAL BUSINESS**

Objective: The objective of this course is to acquaint the students to emerging global trends to business environment.

Unit – I: International Business: Significance, Free Trade Vs. Protection. Emerging Trends, Trade Barriers Trade Strategies.

Unit – II: Balance of Payments: Concept, Disequilibrium in BOP, Structural Cyclical and Monetary Disequilibrium, Methods of Correction; 1990 BOP Crisis.

Unit – III: Foreign Exchange Markets: Foreign Exchange Market Mechanism; Exchange Rate Determination, Convertibility of Rupee and its Implications.

Unit – IV: Globalisation: Role of Multinational Corporations – Impact on India – Role of GDRs, FIIs – Export Promotion Zones – Special Economic Zones.

Unit – V: International Liquidity: Problems of Liquidity; Role of IMF and IBRD in Managing International Liquidity Problems.

### **Suggested Books:**

1. Crinkota, Ronkainen and Moffett, International Business, Cengage, New Delhi
2. Andrew Harrison – International Business, Oxford University Press.
3. E. Bhattacharya: International Business, Excel Publications.
4. Francis Cherunilam, International Business: Text and Cases, Prentice Hall of India.
5. Sundaram & Black, International Business Environment – The Text and Cases, Prentice Hall of India.
6. Taggart and Medmott, The Essence of International Business, Prentice Hall of India.
7. Bhalla, V.K., & S. Sivaramu, International Business Environment and Business, Annual Publications.
8. Daniel John D and Redebough, Lee. H., International Business, Addison Wesley India.



## SEMESTER – IV

### CP 401: ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Objective: The objective of this course is to expose the students to the subject of entrepreneurship and small business management, so as to prepare them to establish and a new enterprise and effectively manage the same.

Unit – I: Entrepreneurship: Importance, Characteristics and Qualities of Entrepreneurship; Entrepreneurial; Role of Entrepreneurship, Ethics and Social Responsibilities.

Unit – II: Role of Government; Role of IDBI, NIESBUD, SISI, DIC Financial Institutions Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions Offering Entrepreneurial Development Programme.

Unit – III: Training: Designing Appropriate Training Programme to Inculcate Entrepreneurial Spirit, Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees.

Unit – IV: Women Entrepreneurship – Role & Importance, Profile Women Entrepreneur, Problems of Women Entrepreneurs, Women Entrepreneurship Development in India.

Unit – V: Creativity and Entrepreneurship Sources and Methods of Ideas Planning and Development of Programmes E-Business Ventures; New Venture Management.

(Case Studies are Compulsory)

#### Suggested Books:

1. NVR Naidu and T.Krishna Rao, Management and Entrepreneurship, IK Int Pub House, New Delhi
2. S Anil Kumar, Small Business and Entrepreneurship, IK Int Pub House, New Delhi
3. Balraj Singh, Entrepreneurship Development, Wisdom, Delhi
4. Timmons and Spinelli, New Venture Creation:Entrepreneurship for 21<sup>st</sup> Century, TMH, ND
5. Tabarrok – Entrepreneurial Economics, Oxford University Press.
6. C.V. Bakshi, Entrepreneurship Development, Excel Publications.
7. Jain, Hand Book of Entrepreneurs, Oxford University Press.
8. Vasant Desai, Small Business in Entrepreneurship, Himalaya Publishing House.

# SPECIALIZATION PAPERS

## FINANCIAL MANAGEMENT

### FM 304: FINANCIAL MARKETS AND SERVICES

**Objective:** to enlighten the students with the Concepts and Practical dynamics of Financial Markets and Financial Services

UNIT – I : Structure of Financial System – role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

UNIT – II : Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

UNIT – III : Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.

UNIT – IV : Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context;

UNIT – V : Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Mangement, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitisation – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

(Case Studies are Compulsory)

Suggested Books:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
4. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, ND
5. Edminister R.D., Financial Institution, Markets and Management:6.
7. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
8. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai
9. Meir Khan – Financial Institutions and Markets, Oxford Press.
10. Madura, Financial Markets & Institutions, Cengage, ND

## FM 305: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

**Objective:** to enlighten the students with the Concepts and Practical applications of Security Analysis and Portfolio Management

Unit-1: Concept of Investment, Investment Vs Speculation, and Security Investment Vs Non-security Forms of Investment-Investment Environment in India. Investment Process - Sources of Investment Information, Security Markets – Primary and Secondary – Types of securities in Indian Capital Market, Market Indices. Calculation of SENSEX and NIFTY

Unit-II: Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk. Measurement of Total Risk - Intrinsic Value Approach to Valuation of Bonds - Preference Shares and Equity Shares.

Unit-III: Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Concept and Tools and Techniques Analysis – Technical Analysis Vs Fundamental Analysis - Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

Unit-IV: Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit-V: Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund.

(Case Studies are Compulsory)

Suggested Books:

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
2. Ambika Prasad Dash, Security Analysis and Portfolio Management, IK Int Pub House, New Delhi
3. Hirt and Block, Fundamentals of Investment Management, TataMcGrawHill, New Delhi
4. Reily Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi
5. Bodie, Kane, Marcus and Mohanty, Investments, TataMcGraw Hill, New Delhi
6. Peter Lynch, One Up on Wall Street, Simon & Schuster Paperbacks, New York
7. Sharpe W, Alexander, GJ., & Baily JV., Investments, TMH, New Delhi
8. Avadhani, VA, SAPM, Himalaya Publishers.
9. Bhalla, VK Investment Management, S.Chand., New Delhi
10. Preeti Singh, Investment Management, Himalaya Publishers.
11. Timothy Vick, How to Pick Stocks like Warren Buffett, TMH, New Delhi

## FM 402: FINANCIAL DERIVATIVES

**Objective:** to enlighten the students with the Concepts and Practical applications of derivatives in the Security markets

Unit – I : Introduction to Financial Derivatives – Meaning and Need – Growth of Financial Derivatives in India – Derivative Markets – Participants – Functions – Types of Derivatives – Forwards – Futures – Options – Swaps – The Regulatory Framework of Derivatives Trading in India.

Unit – II : Features of Futures – Differences Between Forwards and Futures – Financial Futures – Trading – Currency Future – Interest Rate Futures – Pricing of Future Contracts – Value At Risk (VAR) – Hedging Strategies – Hedging with Stock Index Futures – Types of Members and Margining System in India – Futures Trading on BSE & NSE.

Unit – III : Options Market – Meaning & Need – Options Vs futures – Types of Options Contracts – Call Options – Put Options – Trading Strategies Involving Options – Basic Option Positions – Margins – Options on stock Indices – Option Markets in India on NSE and BSE.

Unit – IV : Option Pricing – Intrinsic Value and Time Value - Pricing at Expiration – Factors Affecting Options pricing – Put-Call Parity Pricing Relationship – Pricing Models – Introduction to Binominal Option Pricing Model – Black Scholes Option Pricing Model.

Unit – V: Swaps – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role – Equity Swaps – Economic Functions of Swap Transactions – FRAs and Swaps. (Case Studies are Compulsory)

### Suggested Books:

1. Rene M Stulz, Risk Management and Derivatives, Cengage, New Delhi
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives Valuation and Risk Management, Oxford University, Indian Edition.
3. N.D.Vohra & B.R.Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options” Prentice Hall of India.
5. David A. Dubofsky, Thomas W.Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
6. Sunil K.Parameswaran, “Futures Markets: Theory and Practice” Tata-McGraw-Hill Publishing Company Ltd.
7. D.C.Parwari, Financial Futures and Options, Jaico Publishing House
8. T.V.Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.
9. NSE manual of Indian Futures & Options & www.Sebi.com

## **FM 403: STRATEGIC FINANCIAL MANAGEMENT**

**Objective:** to enlighten the students with the Concepts and Practical applications of Strategic Financial Management., with particular reference to the financial strategy and value of the enterprise.

Unit-1: Financial Goals and Strategy – Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation.

Unit-II: Financial Strategy for Capital Structure: Leverage Effect and Shareholders’ Risk – Capital Structure Planning and Policy – Financial Options and Value of the Firm – Dividend Policy and Value of the Firm.

Unit-III: Investment Strategy – Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision.

Unit-IV: Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control.

Unit-V: Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts.

(Case Studies are Compulsory)

### **Suggested Books:**

1. Van Horn, JC, Financial Management and Policy, Prentice Hall, New Delhi
2. PG Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas, New Delhi
3. Weaver, Strategic Corporate Finance, Cengage, ND
4. Weston JF, Chung KS & Heag SE., Mergers, Restructuring & Corporate Control, Prentice Hall.
5. GP Jakarthyia, Strategic Financial Management, Vikas, New Delhi
6. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
7. Robichek, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc.
8. James T. Gleason, RiskL The New Management Imperative in Finance, A Jaico Book.

## FM 404: INTERNATIONAL FINANCIAL MANAGEMENT

**Objective:** to enlighten the students with the Concepts and Practical applications of International Financial Management.

Unit I : International Monetary and Financial System: Evolution; Breton Woods Conference and Other Exchange Rate Regimes; European Monetary System, South East Asia Crisis and Current Trends.

Unit II : Foreign Exchange Risk: Transaction Exposure; Accounting Exposure and Operating Exposure – Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets: Forex Derivatives – Swaps, futures and Options and Forward Contracts (Cases).

Unit III : Features of Different International Markets: Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds and Process of Issue of GDRs and ADRs.

Unit IV : Foreign Investment Decisions : Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment.

Unit V : International Accounting and Reporting; Foreign Currency Transactions, Multinational Transfer Pricing and Performance Measurement; Consolidated Financial Reporting.

(Case Studies are Compulsory)

### **Suggested Books:**

1. Buckley Adrin, Multinational Finance, 3<sup>rd</sup> Edition, Engle Wood Cliffs, Prentice Hall of India.
2. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India, New Delhi.
3. Clark, International Financial Management, Cengage, ND
4. V.Sharan, International Financial Management, 3<sup>rd</sup> Edition, Prentice Hall of India.
5. A.K.Seth, International Financial Management, Galgothia Publishing Company.
6. P.G.Apte, International Financial Management, Tata McGrw Hill, 3<sup>rd</sup> Edition.
7. Bhalla, V.K., International Financial Management, 2<sup>nd</sup> Edition, New Delhi, Anmol, 2001.
8. V.A.Avadhani, International Financial Management, Himalaya Publishing House.
9. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.

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## MARKETING MANAGEMENT (SPECIALIZATION PAPERS)

### MM 304 – CONSUMER BEHAVIOUR AND CUSTOMER RELATIONSHIP MANAGEMENT

**Objective:** to enlighten the students with the Concepts and Practical applications of Consumer Behaviour and CRM

Unit-I : Introduction to the study of Consumer Behaviour – Consumer and Marketing Strategy – Determinants of Consumer Behaviour – Profile of the Indian Consumer.

Unit – II : Perception – Nature – Perception and Marketing Strategy, Motivation – Motivation Theories and Marketing Strategy – Personality.

Unit – III : Attitude Measurement and Change – Self Concept and Life Style Marketing, Influence of Social and Cultural factors on Consumer Behaviour – Family, Reference groups, Cross Cultural Variations in Consumer Behaviour.

Unit – IV : Consumer Decision Process – Problem Recognition – Information Search – Evaluation of alternatives and selection – Post Purchase Behaviour – Organizational buyer Behaviour – Diffusion of Innovation.

Unit – V : Customer Relationship Management : Facets and Elements of CRF – CRM Process – Importance of CRM – Planning and Managing CRM Programme – Concept of Customer Loyalty – Customer Value Assessment – Customer Retention Strategies – CRM in services.

(Case Study is compulsory in all Units)

Suggested Books:

1. Hawkins, Best, Coney: Consumer Behaviour Building Marketing Strategy, Tata McGraw Hill.
2. Lindquist & Sirgy, Consumer Behaviour, Cengage, New Delhi
3. N Gautam & K Jain, Consumer Behaviour, Wisdom, Delhi
4. Kazmi : Consumer Behaviour, Excel Publishers.
5. H.Peer Mohammed: Customer Relationship Management, Vikas, ND
6. Panwar, J.S. Beyond Consumer Marketing, Sage Response Books, New Delhi.
7. Mukesh Chaturvedi and Abhivan Chaturvedi : Customer Relationship Management An Indian Perspective. Excel Books.
8. Deon – Buyer Behaviour, Oxford University Press.
9. Henry Assael: Consumer Behaviour, Willey India, New Delhi.

## **MM 305: SALES AND DISTRIBUTION MANAGEMENT**

**Objective:** to enlighten the students with the Concepts and Practical applications of Sales and Distribution Management.

Unit I: Modern Trends in Sales Management – Inter Departmental Relations – Organization of Sales Department – Different Types of Sales Organizations.

Unit II : Analysis of Market Potential – Sales Potential – Sales Volume – Forecasting Sales – Different Techniques of Forecasting Sales – Sales Budgets – time and Territory Management – Sales Quotas.

Unit III : Recruitment – Selection and Training of Salesmen – Salesmen’s Compensation Plans – Evaluation of Salesmen’s Performance – Sales Control Research.

Unit IV: Marketing Channels – Structure and Functions – Channel Design – Selecting Channel Members – Motivating Channel Members.

Unit V: Channel Conflicts – Reasons – Managing Channel Conflicts Evaluating Channel Member Performance – Supply Chain Management – Managing Logistics.

(Case Studies are Compulsory)

### **Suggested Books:**

1. Pingali Venugopal, Sales and Distribution Management: An Indian Perspective, Response Books, New Delhi.
2. Aftab Alam Sales and Distribution Management, Wisdom Publication
3. Richard R.Stire, Edward W.Candiff and Norman, A.P.Gavani, Sales Management Decisions, Policies and Cases – Prentice Hall.
4. Arun Mittal, Advertising & Sales Promotion, Wisdom, Delhi
5. Eugene. M.Johnson, David L.Kurty and Enirhard. E.Scheuing – Sales Management, Concepts, Practices and Cases by McGraw Hill International.
6. S.L.Gupta, Sales and Distribution Management: Text and Cases, Excel Publishers.
7. Berg Rosenbloom – Marketing Channels – a Management View – by the Dryden Press, Hinsdale, Illinois.
8. Aune T.Coughlan, Stern E.Ansary – Marketing Channels, Prentice Hall of India.
9. Panda – Sales & Distribution Management, Oxford University Press.
10. Matin Khan: Sales and Distribution Management, Excel Publishers.



## **MM 402: SERVICES MARKETING**

**Objective:** to enlighten the students with the Concepts and Practical applications of Services Marketing.

Unit – I: Introduction to Services Marketing: Importance and characteristics of Services: Growth of Services Sector; Services in the Indian Economy; Services Strategy.

Unit – II: Consumer Behaviour in Services; Market Segmentation and Services Positioning; Service Demand Management Designing and Managing Service Product.

Unit – III: Service quality Management: Service Quality Audit – GAP Model of Service Quality – Total quality Services Marketing – Service Excellence, Pricing of Services – Pricing Strategies Linked to Value Perceptions.

Unit – IV: Service Distribution – Managing Physical Evidence – Internal Marketing.

Unit – V: External Marketing: Word of Mouth Communication. Interactive Marketing: Management of Moments of Truth - Service Deficiencies - consumer Grievance Recovery Strategies.

(Case Studies are Compulsory)

### **Suggested Books:**

1. K.Rama Mohana Rao: Services Marketing, Pearson Education, New Delhi.
2. Valeri Zeithmal and Mary Jo Bunter: Services Marketing, Tata McGraw Hill, New Delhi.
3. Apte – Services Marketing, Oxford University Press.
4. Bhattacharya: Services Marketing, Excel Publishers.
5. Christopher Lovelock: Services Marketing, Pearson Education, Delhi.
6. Ravi Shanker: Services Marketing: Indian Perspectives, Excel Publishers.
7. Christian Gronrose: Services Management and Marketing, Maxwell Macmillan.
8. Kenneth E.Clow & David L.Kurtz, Services Marketing, Wiley India, New Delhi.
9. S.L.Gupta, Marketing of Services, Wisdom Publication.

## MM – 403: ADVERTISING AND BRAND MANAGEMENT

**Objective:** to enlighten the students with the Concepts and Practical applications of advertising and brand management.

Unit I: Role of Advertising in Promotional Mix – Introduction to Advertising – Advertising and Communication – Integrated Marketing (IMC) – Challenges and Opportunities in Advertising – Economic, Social and Ethical Aspects of Advertising.

Unit II : Audience Analysis in Advertising – Media Planning – Media Mix Decisions – Developing Media Strategy – Creative Strategy and Copy Writing – Different Types of Appeals – Layout Design.

Unit III: Advertising Budgets – Methods of Formulating Advertising Budgets – Evaluating of Advertising Effectiveness – Advertising Agencies.

Unit IV: Direct Response Advertising – Home Shopping – Direct Mail – Catalogs – Telemarketing – Internet Advertising – International Advertising – Impact of Culture – Customs – Law and Regulations.

Unit V: Brand Management: Brand Building and Positioning – Measuring Brand Performance – Designing Brand Marketing Programmes – Evaluating Brand Performance – Branding in Retail Business – Role of Own Label – Emerging trends in Brand Management.

(Case Studies are Compulsory)

### Suggested Books:

1. William Wills, John Burnett and Sandra Mriarty – Advertising Principles and Practice – Pearson,ND
2. YLR Murthy, Brand Management: Indian Cases . Vikas, ND
3. John. S. Wright Wills. L.Winter, Jr. and Sherliyer K.Leigler, Advertising – Tata McGraw Hill.
4. Manendra Mohan – Advertising Management Concepts and Cases – Tata McGraw Hill.
5. Percy & Elliot – Strategic Advertising Management, Oxford University Press.
6. AK.S.A.Chunnawala and K.C.Sethia – Foundations of Advertising Theory and Practice – Himalaya
7. George E.Belch and Michael A.Belch – Advertising and Promotion and Integrated Marketing Communication Perspective – Tata McGraw Hill.
8. Chunnawala, S.A., Compendium of Brand Management, Himalaya Publications House, 2004.
9. Mathur, U.G. Brand Management – Text and Cases, Macmillan India Ltd. 2006.

## **MM 404: GLOBAL MARKETING**

**Objective:** to enlighten the students with the Concepts and Strategies of Global Marketing.

Unit – I : Globalization: Scope and Objectives – Major Decisions in Global Business - Environmental Factors Effecting global Business; Economic Environment – Cultural Environment – Political Environment – Legal Environment – Regional Integration and Global Trade Protectionism.

Unit – II: Perspective of Global Markets: Global Marketing Research and Information – Information Requirements of Global Markets – Organization for Global Market Research – Global Marketing Information System - Segmenting the Global Market – Segmentation Basis and Process – Global Markets and Criteria for Grouping Countries.

Unit – III: Global Marketing Decisions: Product Policy and Planning – Global Pricing Strategies – Global Channels of Distribution.

Unit – IV: Global Advertising – Multinational Sales Management and Foreign Sales Promotion – Export Procedure & Documentation – Special Economic Zones.

Unit – V: Planning and Control of Global Marketing Operations: Organization and Control in global Marketing – Marketing Planning and Strategy for Global Business.

(Case Studies are Compulsory)

### **Suggested Books:**

1. Wareen J.Keegan : Global Marketing Management
2. Keifer Lee, Steve Carter, Global Marketing Management, Oxford University Press.
3. Gillispe, International Marketing, Cengage, ND
4. Jean-Pierre Jennet & H. David Hennessey, Global Marketing Strategies, Wiley India, Delhi.
5. Vasudeva: International Marketing, Excel Publications.
6. Dana-Nicoleta Lascu, International Marketing, Wiley India, New Delhi.
7. Varshney R.L. & Bhattacharya : International Marketing Management
8. Subhash C.Jain : International Marketing Management
9. Saravanael. P : International Marketing.

## **HUMAN RESOURCE MANAGEMENT (SPECIALIZATION PAPERS)**

### **HRM 304: INDUSTRIAL RELATIONS**

**Objective:** to enlighten the students with the Concepts and Practical applications of Industrial Relations.

Unit – I: Industrial Relations: Scope and Significance – Causes and Consequences of Industrial Disputes – Recent Trends in Industrial Relations

Unit—II : Trade Unions: Trade Union Structure and Movement in India – Changing Role in the Context of Liberalisation

Unit – III: Promotion of Harmonious Relations – Machinery for Prevention and Settlement of Industrial Disputes – Conciliation – Arbitration and Adjudication – Code of Discipline.

Unit-IV: Grievances and Discipline: Grievances Redressal Machinery – Discipline in Industry \_ Measures for dealing with Indiscipline.

Unit – V: Collective Bargaining (CB) – CB Practices in India – Participative Management Forms and Levels – Schemes of Workers’ Participation in Management in India.

(Case Studies are Compulsory)

#### **Suggested Books:**

1. Venkat Ratnam, C.S. – Industrial Relations, Oxford University Press.
2. SC Srivathava, Industrial Relations and Labour Laws, Vikas, ND.
3. M.Arora: Industrial Relations, Excel Publications.
4. P.R.N.Sinha, Indu Bala Sinha and Seema Priyadarshini Shekar, “Industrial Relations, Trade Unions and Labour Legislation”, Pearson Education, New Delhi.
5. Ramaswamy E.A. – The Strategic Management of Industrial Relations, Oxford University Press.
6. Cowling and James, The Essence of Personnel Management and Industrial Relations, Prentice Hall of India.
7. Ratna Sen, “Industrial Relations in India”, Macmillan India Ltd. New Delhi.
8. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.

## **HRM 305: COMPENSATION AND WELFARE MANAGEMENT**

**Objective:** to enlighten the students with the Concepts and Strategies of Compensation and Welfare Management.

Unit – I : Employee Compensation – Factors Influencing Compensation Plan and Policies – Principles of Wage and Salary Administration – Wage as a Motivator – Methods of Wage Fixation – Factors Influencing Wage and Salary Determination.

Unit – II: Job Evaluation – Methods – Performance and Reward Systems – Methods of Wage Payment – Incentive Plans – Wage Differentials – Minimum Wages Act, 1948.

Unit – III : Employee Welfare – Concept, Scope and Significance – Welfare Policy and Five Year Plans – Role of Employee Welfare Agencies – State, Employers, Trade Unions and Voluntary Agencies.

Unit – IV: Employee Welfare Programmes – Statutory and Non-Statutory – Intra Moral, Extra Moral – Social Security – Social Assistance and Social Insurance.

Unit – V: Labour Welfare Administration – Plant Level, State and Central Levels – Labour Welfare Officer – Role, Status and Functions.

(Case Studies are Compulsory)

### **Suggested Books:**

1. Barry Gerhart and Sara L. Rynes, Compensation, Sage Response Books.
2. Thomson, R and Mabey, C. Developing Human Resources, Oxford, Butterworth Heinemann.
3. Hendorson, Richard I. Compensation Management: Rewording Performance, Englewood Cliffs, Prentice Hall of India.
4. Michael Aqrmstrong, Employee Reward, Universities Press (India) Ltd.

## HRM 402: PERFORMANCE MANAGEMENT AND COUNSELLING

**Objective:** to enlighten the students with the Concepts and strategies of Performance Management and Counselling

Unit – I: Introduction: Definition and Dimensions of Performance Management; Clarity of Roles and Functions; Performance Targets;

Unit – II: Performance Analysis; Objectives, Factors Influencing Performance Analysis; Methods of Appraisal Systems.

Unit – III: Performance Review Counselling (PRC); Objectives; Process; Conditions for Effective PRC.

Unit – IV: HRM and Performance Management – Need Identification for Training and Development; Rewards and Recognition; Team Performance.

Unit – V: Performance Management Practices; 360-Degree Appraisal; Assessment Centre; Potential Appraisal.

(Case Studies are Compulsory)

### Suggested Books:

1. TV Rao, Performance Management and Appraisal Systems, Sage Response Books.
2. G.K.Suri: Performance Measurement and Management, Excel Publications.
3. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.
4. Cynthia D. Fisher, Lyle F. Schoenfeldt and James B.Shaw, “Human Resource Management”, Biztantra, New Delhi.
5. D.K.Srivastava: Strategies for Performance Management, Excel Publications.
6. R.K. Sahu: Performance Management System, Excel Publications.
7. Chadha-Performance Management, MacMillan.
8. Kanishka Bedi – Quality Management, Oxord.

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### **403: STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Objective:** to enlighten the students with the Concepts and systems of Strategic Human Resource Management.

Unit-I : The Human Resource Environment – Technology and Organization Structure – Management of Diversity – HR Outsourcing – Global Competition – Global Sourcing of Labour.

Unit – II : Strategic Perspective of HRM – HR for Competitive Advantage – Business Strategy and HR Strategy – HR and Business Policy Linkages – Organizational Performance.

Unit – III : Strategic Responses of Organizations – Strategic Role of HR Planning – Selection of Employees – Career Paths for Technical Professionals – Strategically Oriented Performance Measurement Systems.

Unit – IV: Compensation Systems –Strategic Requirements – High Performance Practices Rewarding Individual and Team Contribution and Organization Performance.

Unit – V: Strategic Approach to Industrial Relations – Social Dialogue, Negotiation Skills, Dealing with Unions for Working towards Harmonious Relations.

(Case Studies are Compulsory)

#### **Suggested Books:**

1. Anuradha Sharma, Strategic Human Resource Management: An Indian perspective, Sage Response Books.
2. Nadler – competing by Design, Oxford University Press.
3. Mello, Strategic HR Management, Cengage, ND
4. Ramaswamy – Managing Human Resources – A Contemporary, Oxford University Press.
5. Charles R.Greer, “Strategic Human Resource Management”, Pearson Education, New Delhi.
6. Srinivas R.Kandula, “Strategic Human Resource Development”, Prentice Hall of India, New Delhi.
7. Freed R.David, Strategic Management, Prentice Hall of India.
8. Kandula Srinivas, Strategic Human Resource Development, Prentice Hall of India.
9. Agarwal – Strategic Human Resource Management, Oxford Press.
10. Prasad – Strategic Human Resource Management. MacMillan.

## **HRM 404: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Objective:** to enlighten the students with the Concepts and strategies of International Human Resource Management.

Unit – I : Introduction to International HRM – Concept, HRM at International Perspective – Distinction between Domestic and International HRM – HR Challenges at International Level.

Unit – II: Cross Cultural Theories – International Recruitment and Selection Process, Culture and Values.

Unit – III: Expatriate Training – Developing Global Managers – Negotiations.

Unit – IV: Compensation Management: International Compensation – Objectives, Components – Approaches of Compensation in Global Assignments – Culture and Compensation.

Unit – V: Industrial Relations at Global Level: IR Scenario in Global Organizations – Trade Unions at International Level – Unions and International Industrial Relations.

(Case Studies are Compulsory)

### **Suggested Books:**

1. Anne-Wil Harzing & Joris Van Ruyoss eveltdt (eds.), International Human Resource Management – Sage Publications, New Delhi.
2. Dowling, International HR Management, Cengage, ND
3. SPS Bedi, & M.Kishore, Global HRM, Widom, Delhi
4. Peter J.Dowling: Intrnational Human Resource Management, Excel Publications.
5. Tayeb – International HRM, Oxford University Press
6. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Sage, New Delhi.
7. PS Rao, International HRM, Himalaya, Mumbai
8. Lawrence Kleiman, Human Resource Management, Wiley India, New Delhi.

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## **INTERNATIONAL BUSINESS (SPECIALISATION PAPERS)**

### **IB 304: INTERNATIONAL MARKETING MANAGEMENT**

**Objective:** to enlighten the students with the Concepts and strategies of International Marketing Management.

Unit – I : International Marketing Concept : Framework of International Marketing, World Market Trends and Future Predictions, International Market Segmentation, International Market targeting, Selection Criteria for International Market Selection.

Unit – II : Modes of Entry into Foreign Markets, Evolution of Entry Mode Decisions, Selection of Appropriate Entry Mode, International Product concept, Product Adoption Vs Product Standardization, International Product Life Cycle, Product Positioning, Product Strategies, Building International Brands.

Unit – III: Concept of Export Pricing, Methods of Export Pricing, Role of Non-Price Factors in International Marketing, Price Issues for Developing Countries, Counter Trade, Strategies for Managing Competitive Export Pricing.

Unit – IV: International Promotional Mix-Advertising, Personal Selling and Sales Promotion, Strategies for International Markets, International Trade Fairs & Exhibitions, Internet as a Marketing Tool in International Markets.

Unit – V: Structure of International Distribution Systems, Determination of Distribution Channel, Developing an International Distribution Strategy.

(Case Studies are Compulsory)

#### **Suggested Books:**

1. Philip R.Cateora and John L.Graham: International Marketing, Tata McGraw Hill.
2. U.C. Mathur, International Marketing Management: Text and Cases, Sage Response Books.
3. Rajagopalan, International Marketing Management, Vikas, ND
4. Sak on K visit and John J. Shaw: International Marketing – Analysis and Strategy: Prentice Hall of India.
5. Rakesh Mohn Joshi, International Marketing, Oxford University Press.
6. Varshney R.L. and B.Bhattacharya: International Marketing Management – An Indian Perspective, Sultan Chand & Sons.
7. B.Bhattacharya, Going International, Response Strategies of the Indian Corporate Sector, Wheeler Publishing.
8. United Nations: International Trade Statistics.
9. Jean-Pierre Jeannet, Global Marketing Strategies, Wiley India

## **IB 305: EXPORT – IMPORT MANAGEMENT & DOCUMENTATION**

**Objective:** to enlighten the students with the Concepts and Procedures of export-import management.

Unit – I : World Trade : Direction and Composition of World Trade, Direction and Composition of India's Foreign Trade – Role of Banks and Other Institutions in India's Foreign Trade.

Unit – II : EXIM Policy – Objectives – Facilities & Restrictions; Significance of Exports & Imports to Nations Progress; Export Potential of Services – Export Potential of Select Commodities; Textiles, Agricultural Products, Marine Products, Floriculture, Readymade Garments, Engineering Goods, Leather Products, Gems & Jewelry; Export Prospects in Various Countries.

Unit – III : Export Management: Export Finance and Credit; EOUs, EPZ/SEZ/FTZ – Role and Significance – Export Trading Houses – Star & super Star Trading Houses; Export Incentives, Export Potential of Services.

Unit – IV : Import Planning: Methods of Import Procurement – Global Tendering, Limited Tendering, Negotiated Procurement, Long-term Contracting; Foreign Exchange Regulations Relating to Import; Import finance – Instruments of financing, Related Procedures, Customs Clearance.

Unit – V : Risk Management: Identification and Analysis of Risk in Import Operations, Management of Risk – Transit Risk, Exchange Risk - Risk in Export Operations, Credit Risk, Bank Guarantees and Quality control.

(Case Studies are Compulsory)

### **Suggested Books:**

1. Acharya & Jain, Export-Export Procedures and Documentation, Himalaya Pub. House.
2. Asin Kumar: Export – Import Management, Excel Publications. New Delhi
3. D.C. Kapoor, Export Management, Vikas Publishing House Pvt. Ltd., New Delhi.
4. Francis Cherunilam, International Trade and Export Management, Himalaya Pub. House.
5. Export-Import Policy: Ministry of Commerce, Govt. of India, New Delhi
6. Handbook of Export-Import procedures: Ministry of Commerce, Govt. of India.

## **IB 402: INTERNATIONAL BUSINESS LAWS**

**Objective:** to enlighten the students with the Concepts and environment of international business legal framework.

Unit – 1 : Role of Contracts in International Commerce, Issues Effecting International Contracts, Trading Environment of International Business Laws like UNCTAD, United Nations Commission for International Trade Law (UNCITRAL).

Unit – II: UNICTRAL Convention on International Sale of Goods, Formation, Performance and Frustration of Contract. Rights of the Buyer and Seller, Product Liability EC Directives, The Consumer Protection Act 1986.

Unit – III: Intellectual Property Rights: Introduction of IPRS, International Regime of IPRS and Role of WIPO, Contemporary Issues Relating to Patents and Trade Marks, Geographical Indications.

Unit – IV: International Commercial Dispute Resolution: Extra Judicial and Judicial Proceedings, Arbitration: International Arbitration – UNCITRAL Model Law, I.CK.CK., International Centre for Settlement of Investment Disputes, Dispute Settlement under W.T.O.

Unit – V: Agency Agreements: The nature of Contract of Agency, Rights and Obligations of Principal and Agent, Types of Agents, Exclusive Trading Rights.

(Case Studies are Compulsory)

### **Suggested Books:**

1. Rachna Singh Puri, and ARvind Viswanathan, Practical Approach to Intellectual Property Rights, IK Int Pub House, New Delhi
2. Pamella Selman – Law of International Trade Text Book, Karla Shippey, International Contracts: Drafting the International Sales Contracts, World Trade Press.
3. Schmitthoff's: Law and Practice of International Trade, Sweet and Maxwell Publications.
4. Jayashree Watel – Intellectual Property Rights, W.T.O. and Developing Countries, Oxford Publications.
5. Schmitthoff's – The Law and Practice of International Trade, Sweet and Maxwell Publications.
6. P.C.Roy and William Sheffiele alternate dispute resolution, Universal law publishing Company.
7. Rahmatullah Khan, Law of International Transactions, N.M.Tripathi Publications.
8. P.K.Goel, Business Law for Managers, Wiley India, New Delhi.

## **IB 403: INTERNATIONAL TRADE LOGISTICS**

**Objective:** to enlighten the students with the Concepts and Practical applications of International trade logistics.

Unit – I : Marketing Logistics: Concept, Significance and Objectives, Relevance of Logistics in International Business; System Elements; Key Logistics Functions, Supply Chain Management: Principles of SCM; Difference between SCM and Logistics; SCM for Improved Customer Service and Enhanced global Competitiveness.

Unit – II : International Transportation: International Transport System, Choice of Mode – Rail, Road, Air and Sea – Evolution and Perspectives of Indian Shipping Industry; Problems UN Convention on Shipping, Freight Structure and Practices; Linear Operations; Tramp Operations Chartering Principles and Practices – Air Transportation Advantages; Carrier-consignee Liabilities, Total Cost Concept.

Unit – III : Ware Housing: Inventory Management – Concepts and Application; Significance and Types of Ware Housing Facilities; Total Cost Approach – Containerization: CPS and Inland Container Depots, Dry Ports, Multi Model Transportation and CONCOR; Problems and Prospects.

Unit – IV : Role of Ports: Port Organization and Management Responsibilities of Port Trust, Growth and Status of Ports in India, Carriage of Goods – Legal Aspects; Port Services Pricing.

Unit – V : Role of Intermediaries: Shipping Agents; C & F Agents, Ship Owner and Shipper Consultation Arrangements; Stevedores and Long Shore man – Freight Forwarders; Cargo Booking Centers; Terminal Operators.

(Case Studies are Compulsory)

Suggested Books:

1. Douglas M.Lambert, James R.Stock, Strategic Logistics Management, McGraw Hills, 1999.
2. Coyle, Bardi, Langley Jr. West, The Management of Business Logistics: West Publishing Co. 1996.
3. B.S.Sahay, Supply Chain Management in the Twenty First Century, Macmillan, 2000.
4. B.S.Sahay, SCM for global Competitiveness, Macmillan.
5. M.S.Ram, Shipping, Asia Publishing House.
6. J.Bes Baker & Howard Ltd., Chartering and Shipping Terms: Volume I.
7. Dr.H.B.Desi, Indian Shipping Perspectives, Anupama Publications.
8. Use of Maritime Transport Volume one: ESCAP, UN.
9. G.Raghuram et.al. Shipping Management: Cases and Concepts.
10. Alan M.Rugman – Oxford Handbook of International Business, Oxford University Press

## **IB 404 : W.T.O. AND INDIA**

**Objective:** to enlighten the students with the provisions of Gatt while exposing to the mechanism of WTO with reference to the Indian environment of International trade.

Unit - I: Evolution of GATT, GATT – Provisions – Its Working; GATT 1994 – Uruguay Round-Protocol to the GATT 1994.

Unit – II: W.T.O. Establishment of W.T.O. – Organization Structure – Functions of W.T.O. – Principles of W.T.O. Dispute Settlement Body and Trade Policy Review Body.

Unit – III: W.T.O. Agreements, Trade Related Intellectual Property Rights (TRIPS), Trade Related Investment Measures (TRIMS) Multi Lateral Agreements on Investments.

Unit – IV : Agreement on Trade in Services, Issues relating to E-Commerce, Removal of Quantitative Restrictions, Agreement on Textiles and Clothing, Effect on Agriculture, Effect on Pharmaceutical Industry, Effect on Other Products like Leather Products, Gems and Jewelry etc.

Unit – V : W.T.O. Dispute Settlement Mechanism – Council for Trade in Goods, Council for Trade in Services, Council for Trade Related Aspects, W.T.O. and Anti-Dumping Measures – Types of Dumping - Objectives, Effects of Dumping on Importing and Exporting Countries, Various Anti-Dumping Measures.

(Case Studies are Compulsory)

### **Suggested Books:**

1. P.Krishna Rao: W.T.O. Text and Cases, Excel Publications.
2. M.B.Rao, W.T.O. and International Trade, Vikas, New Delhi.
3. Yarbrough, The World Economy, Cengage, New Delhi
4. Francis Cherunilam, International Business, Himalaya Publications.
5. P.Subba Rao, International Business Text and Cases, Himalaya Publications.