

MBA Semester – I

Title : Managerial Economics
Course No. 101

Total Marks : 100 Marks
Internal 30 Marks
External 70 Marks

Objective

The objective of this foundation course is to impart basic knowledge of the concepts and tools of economic analysis and their application to business decisions to acquaint participants with the main features of aggregate economic system.

Unit I

Introduction to managerial economics; Demand and Theory Analysis; Demand Estimation; Business and Economic Forecasting; Elasticity of Demand.

Unit II

Production Theory and Analysis- The Production Function; Economies of scale and Scope; Estimating the Production Function; Cost Theory and Analysis- The Economic Concept; Production and Cost; Short-run and long-run Cost Functions; Estimating Cost Functions.

Unit III

Market structure- Perfect Competition and Monopoly; Relevance of Perfect Competition and Monopoly; Monopolistic Competition, Oligopoly, Market structure and Barriers to entry.

Unit IV

Pricing of Goods and Services; Pricing of Multiple Products; Price Discrimination; Product Bundling; Peak-load Pricing; Cost-plus or Mark-up Pricing; Cyclical Pricing; Other Pricing Practices; Pricing and Employment of Inputs; Correspondence between output and input decisions.

Unit V

Macro economics: Business Cycles; Monetary and Fiscal Policies; Consumption Function; National Income; Inflation

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidates shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

NOTE:

A minimum of two cases or articles or reports or projects or a combination of these shall be introduced to the students in the paper.

Suggested Readings:

- Dean, Joel : Managerial Economics
- Cohen, Gerald, J : The Nature of Management
- Duncan, McDougall : Macro Economics
- Varshney and Maheshwari : Managerial Economics
- Brigham, Eugene, Pappas, James : Managerial Economics
- Dwivedi, D.N : Managerial Economics
- Peterson, Craig, Lewis Cris : Managerial Economics
- Chopra, P.N : Business Economics

Title : Fundamentals of Marketing
Course No. 102

Total Marks : 100 Marks
Internal 30 Marks

External 70 Marks

Objective

The objective of the course is to make the students understand the basic concepts of marketing. The fundamentals of Marketing shall be discussed in detail in this course.

Unit 1

Fundamentals of Marketing

Marketing – Concept, Importance, Scope, Markets - Key Markets, Orientations of Marketing, Holistic Marketing, Shifts in Marketing, Marketing Management Tasks, Marketing Plan, Marketing Organization.

Unit 2

Connecting with Customers

Marketing and Customer Value, Value Chain, Value delivery Process, Marketing orientation and Customer Value, Strategic Planning, Corporate and Division Strategic Planning, Business Unit Planning, Strategy Formulation and Implementation

Unit 3

Identifying with Customers

Identifying Market segments and Targets, Levels of Market Segmentation, Segmentation of Consumer Markets, Bases of Segmentation, Market Targeting
Building Customer Value, Satisfaction and Loyalty, Customer Lifetime Value, Customer Relationship Management

Unit 4

Capturing Marketing Insights

MIS – Components, Analysis of Macro Environment
Market Research Process, Measuring Marketing Productivity, Marketing Metrics, Marketing Plan Performance, Profitability Analysis
Forecasting and Demand Management, Measures of Market Demand, Estimating Current Demand

Unit 5

Analyzing the Demand

Consumer Behavior, Factors Influencing Consumer Behaviour, Buying Decision Process, Theories of Consumer Decision Making, Key psychological Processes.
Organizational Buying, Participants in buying Process, Stages in Buying Process.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidates shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Books Recommended:

Marketing Management	Kotler, Koshy, Keller and Jha published by Pearson Education (Indian Edition)
Marketing Management (Global perspective Indian Context)	V.S Ramaswamy and S. Namakumari published by Macmillan Publishers
Marketing Management Edition)	Philip Kotler published by Pearson Education (Indian Edition)

Title : Legal Aspects of Business
Course No. 103

Total Marks : 100 Marks
Internal 30 Marks
External 70 Marks

Objective

The purpose of this course is to develop an awareness of the legal aspects of the business and to briefly introduce different business laws in India significant for the managers.

Unit-I

Nature of Business; Introduction to Law, Indian Legal System: Kinds of Law, civil, criminal; courts of Law; Definition, scope and sources of Business Law

Unit-II

Company—Types, Stages in the formation of a company; Contents of Memorandum of Association; Article of Association; Prospectus.

Unit-III

Shares—Meaning and Kinds, Procedure for the issue and Allotment, Transfer and Transmission of Shares; Issue of Shares at Premium and at Discount, Forfeiture of Shares.

Debentures—Meaning and Types, Difference between Shares and Debentures.

Unit-IV

Contract Act: Nature and classification of Contracts; The Sale of Goods Act; Essentials of Contract of sale; Types of Negotiable instruments: by statute and by custom or usage.

Unit-V

Law and Taxation in India; Central Excise Tax; Value Added Tax; Service Tax. Consumer Protection Act: Scope and provisions; Foreign Exchange Management Act (FEMA), 1999.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidates shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Note

At least one Internal Assessment must be based on presentation/case study. A minimum of two cases or articles or a combination of these shall also be introduced to the students for imparting practical knowledge about the course.

Books Recommended:

Modern Business and Corporate Laws	Jain J.N., Singh P.P.; Regal Publications, New Delhi.
Legal Aspects of Business	Pathak, Akhileshwar;; Tata Mc Graw Hill, New Delhi.
Company Law	Garg K.C., Gupta, Vijay, Gupta, Poonam, Chawla , R.C.;; Kalyani Publishers, New Delhi.
Business Law	Kuchhal, M.C.; Vikas Publication House (Pvt.) Ltd., New Delhi.
Business and Corporate Laws	Gulshan , S.S. and Kapoor G.K.; New Age International (Pvt.) Ltd. Publishers, New Delhi.
Corporate Law and secretarial practice	Kapoor, N.D; Sultan Chand & Sons, New Delhi.
Company Law	Bagrial Ashok; Vikas Publication House (Pvt.) Ltd., New Delhi.
Company Law	Singh , Avtar; Eastern Book Company, Lucknow
Corporate Laws	Jain, N.K.; Deep and Deep Publications (Pvt.) Ltd., New Delhi.
Business Law	Gulshan, S.S. Excel Books, New Delhi.
Business Law for Managers	Bulchandani, K.R.; Himalayan Publishing House.

Title : Management Process and Organizational Behaviour

Course No. 104

Total Marks : 100 Marks

External 70 Marks

Internal 30 Marks

Objective

The objective of the Course is to familiarize with the processes and current issues in Management, as also analyze the dynamics of behaviour at Individual, interpersonal, group and organisational level/s. At the end of the course the participants should be able to understand appropriate interventions in directing employees' behaviour toward organisational goals.

Unit-I

Management process and nature of Managerial work; Historical Development of Management and Organisation Behaviour; Contemporary challenge in Management of Organisations and Behaviour; Professionalization of Management in India. Decision Making; Processes and Models;

Unit-II

Nature, purposes and frameworks of Planning, types of Plans and Planning premises; Organising ; approaches in organisation design and structuring, span of Management, Authority and Responsibility relationships, Delegation and decentralization; Direction as management function; Behavioural implications of Management Control.

Unit-III

Conceptual framework for understanding human behaviour in organizations; Individual Differences; Personality; Perception; Attitudes; Interpersonal effectiveness and self growth; The Johari Window; Transactional Analysis.

Unit-IV

Group Processes and Behaviour; Individual and the group; Teams; Nature and effectiveness, Team Building; Group conflict and resolution strategies; Work Stress; Concept, nature, causes and coping strategies.

Unit-V

Leadership: approaches and styles; leader effectiveness; Work motivation; Cross Cultural Management; International Careers; Organisation Change and Development.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidates shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Note

A Minimum of two cases or articles or a combination of these shall also be introduced to the students for imparting practical knowledge about the course.

Suggested Readings

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|---|---|--|
| Koontz o Donnel | : | Essentials of Management |
| G.R.Terry | : | Principles of Management |
| Robbins, Stephen P, Prantice Hall of India, New Delhi | : | Organizational Behaviour |
| Robbins, P.Stephens and Sanghi, Seema: Pearson Education Publicaiton | : | Organisational Behaviour |
| Aswathapa, K, Himalaya Publishing House | : | Text Cases and Games |
| Luthans, Fred Tata Mc Graw Hill, New Delhi | : | Organisational Behaviour |
| Kast and Rosenzweig | : | Organisation and Management – A system and Contingency Approach |
| Hearsay and Blanchard Prentice Hall of India, New Delhi | : | Management of Organisation Behaviour - Utilizing Human Resources |
| Ivacevic and Matteson Business Publications Inc Plano Texas | : | Organisation Behaviour and Management |
| Newstorm and Keith Davis Tata Mc Graw Hill, New Delhi | : | Organisation Behaviour – Human Behaviour at work |
| Tyagi, Archana Himalaya Publishing House, Mumbai | : | Organisation Behaviour – Text, Cases, Games |
| Nelson, Debra L and Quick And James Camp Bel Thomson : South Western College Publishing | : | Organisational Behaviour : Foundation, Realities and challenges |
| Slocum, John W. Jr. and Hellriegel, Don : Thomson : South Western College Publishing | : | Fundamentals of Organisational Behaviour |

Objective

The basic objective of this course is to enable the management students to update their knowledge of accounting concepts and techniques and also to enhance skills in utilizing the accounting and financial information in the process of managerial decision-making.

Unit-1

Introduction

Financial accounting – Concept, importance and scope. Accounting as an information system. Accounting concepts, conventions and Generally Accepted Accounting Principles (GAAP). Preparation of Journal, Ledger and Trial Balance.

Unit-2

Final Accounts

Concepts and methods of Depreciation including Straight line method, Diminishing balance method, Insurance policy method and Depreciation fund method.
Preparation of Final Accounts – Manufacturing Account, Trading & Profit and loss A/C and Balance sheet. Adjustments in final accounts.

Unit – 3

Management Accounting and Financial Analysis

Management Accounting – Concept, need, importance and scope.
Financial Analysis - Ratio Analysis and Du-Pont Analysis, Preparation of Funds flow statement and Cash flow statement.

Unit-4

Cost Accounting and Budgetary Control

Cost Accounting – Concept, need, importance and scope. Preparation of Cost Sheet with element-wise classification of various costs.
Budget and Budgetary control including Performance Budgeting and Zero Based Budgeting.

Unit-5

Marginal & Standard Costing

Marginal costing and Absorption costing – their difference. Concept & utility of CVP analysis in business decision making.
Standard costing and Variance analysis- Material Variance and Labour Variance.

Note for paper setting

The question paper shall comprise of two questions from each unit (Total ten questions) and the candidates shall be required to answer one question from each unit (total questions to be attempted shall be five i.e. there shall be internal choice within each unit

Books Recommended

J.S. Accounting Principles	Anthony R.N. and Reece, 6 th ed., Homewood, Illinois, Richard D. Irwin, 1995.
Accounting for Management Text and Cases	Bhattacharya, S.K. and Dearden J., New delhi, Vikas, 1996.
Financial Accounting	Heitger, L.E. and Matulich, Serge, , New York, Mc-Graw Hill, 1990.
Management Accounting	Hingorani, N.L. and Ramanathan, A.R., , 5 th ed., New Delhi, Sultan Chand, 1992.
Principles of Financial and Management Accounting	Horngren, Charles, etc., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
Financial and Managerial Accounting	Needles, Belverd, etc., , Boston, Houghton Mifflin Company, 1994.
Financial and Management Accounting.	Vij, Madhu, , New Delhi, Anmol Publications, 1997

The list of cases and specific references including recent articles will be announced in the class during the conduct of the course.

Title : Computer Applications in Management

Total Marks : 100 Marks

Internal 30 Marks

Course No. 106

External 70 Marks

Objective

The objective of course is to familiarize the students with the basic concepts of Computer Systems and Information Technology

Unit 1

Evolution of Information Technology, Indian Computing Environment, computer applications in Business, IT enabled Services, current and Emerging Trends in IT, IT and Innovation, Process Modelling and digital convergence

Unit 2

Generations of programming languages, operating systems, Types of Software, Operating System, memory and storage, Input and output Devices and their mechanisms, flowcharts and system Modelling, phases of Information System, Traditional System Life Cycle, Prototypes , Application Packages, End User Involvement

Unit 3

Approaches to computing in organisations, Telecommunications in Business, types of networks, Functions and components, protocols, IP Addresses, Bounded and unbounded medium Technologies, ISP, Web Server, Domain Names, Mail Server, SMTP, POP3 and IMAP4

UNIT 4

Microsoft EXCEL, Introduction to Spread Sheet software, creation of spreadsheet, Applications using worksheets and workbooks, formatting, editing, functions, Graphics, what-if analysis. MS Power Point 2007 features and applications for customised shows and settings

UNIT 5

Data Base Concepts, Relational models, entities, Types of attributes , Microsoft ACCESS , creating Databases, Data Types, Primary and Secondary Keys, Forms Queries Reports, modules, MS EXCEL and MS ACCESS Connection, Exercises in MS ACCESS

Note for paper setting

The question paper shall comprise of two questions from each unit (Total ten questions) and the candidates shall be required to answer one question from each unit (total questions to be attempted shall be five i.e. there shall be internal choice within each unit)

Books Recommended

Information Systems- The Foundation of
E- Business

Steven Alter,
Pearson Education

Information Systems for Managers

Ashok Arora & Akshay Bhatia,
Excel Books

Introduction to Information Technology

ITL Education Solutions, Pearson

Objective

- To bring out applications of business research methods and its usefulness in managerial decision making
- To expose the students with the various research techniques and the process of applying these techniques

Unit 1

Measures of Central Tendency; Arithmetic Mean – for Individual Observations, Discrete Series and Continuous Series; Weighted Arithmetic Mean, Geometric Mean; Positional Measures – Median, Quartiles and Mode; Relationship between Mean, Median and Mode; Measures of Dispersion – Range, Interquartile Range, Mean Deviation, Standard Deviation; Coefficient of Variation; Skewness and Kurtosis

Unit 2

Correlation – Meaning, Significance and Types; Karl Pearson coefficient of correlation; Spearman's rank correlation method; Regression Analysis – Introduction, Uses and Types; Simple Linear Regression Model; Regression Coefficients; Regression Equations; Standard Error of Estimate; Coefficient of determination

Unit 3

Concepts of Probability; Rules of Probability – Additive, Multiplicative; Discrete Probability Distribution – Binomial Distribution and Poisson Distribution; Continuous Probability Distribution – Normal Distribution, Characteristics, Area under the normal curve.

Unit 4

Hypothesis – Introduction, Format and Types; Procedure of Hypothesis Testing; Errors in Hypothesis; Two-tail and One-tail test of hypothesis; Tests for significance for Attributes; Tests of Significance for Variables; Tests of Significance for Small Samples; t-distribution and its application

Unit 5

Non-parametric tests; Chi-Square Distribution; Chi-Square Distribution Statistic; Goodness of Fit; Analysis of Variance (ANOVA), One Way and Two Way Classifications; F-Test

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidates shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Books Recommended:

Statistical Methods

S P Gupta

Sultan Chand Publication, Edition 2009

Business Statistics

J K Sharma

Pearson Education, 2nd Edition

Business Research Methods

Zikmund, William G. (2007)

Thomson / South Western

MBA

MBA Semester – II

Course Title : Business Ethics and Environment

Max. Marks : 100 Marks

Course No. MBA-201

Internal Assessment : 30 Marks

Contact Hours : 45

Semester Examination : 70

Marks

Duration of Examination : 3 hours

(For the Examinations to be held in May 2011, 2012, 2013)

Objective

The purpose of this course is to develop an awareness of the ethical issues related to business and to give the participants the basic understanding of the important ethical and environmental aspects of business

Unit-I

Business Ethics: Definition, nature; Characteristics of ethical problems in management; Ethical Theories; Causes of unethical behaviour; Ethical abuses; Work Ethics.

Unit -II

Management of Ethics. Ethics in Practice- Professional Ethics for Functional Managers, Code of ethics, Ethics in Global Business, Corporate Codes, Guidelines for Global Companies. Ethical Dilemma

Unit-III

Introduction and definition of Business and its Emergence in the 21st Century. The Concept of Environment, Components of Environment: Economic, Political, Legal, Social, Technological and International. Need to scan the business environment and techniques of scanning the business environment

Unit-IV

Politico Legal Environment, Rationale and extent of State Intervention, Public Sector in India, Privatization. Prominent features of MRTP, FEMA, EXIM in the light of Liberalization. SEBI Guidelines relating to Capital Issues; Socio cultural Environment and its impact on business operations; The impact of technology on Business, Import of technology.

Unit-V

Economic Environment, New Economic Policies; Main features of Economic Planning with respect to business; Industrial Policy in light of liberalization. Emergence of globalization, Implications for India; Social Responsibility of Business. Business and Environmental Issues in Indian Context.

Note

A minimum of two cases or articles or a combination of these shall also be introduced to

the students for imparting practical knowledge about the Course.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidates shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested Readings

The Ethics of Management
Ethics in Management

Larue Tonbe Hosmer, Richard D. Irwin Inc.
S. A. Sherlekar, Himalaya Publishing House

Business Ethics

Murthy, C.V, Himalaya Publishing House

Essentials of Business Environment

Aswathapa, Himalaya Publishing House

MBA Semester – II

Course Title : Marketing Management

Course No. MBA-202

Contact Hours : 45

Marks

Duration of Examination : 3 hours

Max. Marks : 100 Marks

Internal Assessment : 30 Marks

Semester Examination : 70

(For the Examinations to be held in May 2011, 2012, 2013)

Objective

- To educate the students about the aspects of marketing management
- To highlight the issues related to the marketing mix elements
- To discuss emerging issues related to marketing in emerging economies.

Unit-I

Identifying Competitors; Analyzing Competitors; Competitive Strategies – Market Leader, Market Challenger, Market Follower, Market-Nicher; Product Life Cycle Marketing Strategies; Marketing Mix

Unit-II

Product Characteristics and Classifications; Product Differentiation; Product Line Analysis; Packaging; New Product Development; Managing the Development Process; Consumer Adaptation Process

Role and Scope of Branding; Brand Equity – Definition, Models, Measurement; Brand Elements; Brand Revitalization, Branding Strategy, Brand Positioning

Unit-III

Pricing – Concept and Setting of Price; Price Adaptation; Marketing Channels – Importance, Role; Channel Design; Channel Management; Channel Conflict; Retailing

Unit-IV

Marketing Communication, Communication Process Models; Designing Marketing Communication; Marketing Communication Mix; Integrated Marketing Communication Process; Managing Advertising Program; Advertising Effectiveness; Direct Marketing, Designing the Sales Force

Unit-V

Nature of Services, Marketing Strategies for Services Firms; Managing Service Quality; Managing Service Brands

Competing on Global Basis; Trends in Marketing Practices; Non-Profit Marketing; Rural Marketing; Green Marketing; Marketing Audit

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidates shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested Readings

Marketing Management	South Asian Perspective, Philip Kotler, Kevin L Keller, Abraham Koshy, Mithileshwar Jha, 13/e (New Edition), Pearson Education
Marketing Management	S H H Kazmi, Excel Books (2008)
Marketing Management–Indian Context	Tapan K Panda, Excel Books (2008)

MBA Semester – II

Course Title : Management Science in Decision Making Max. Marks : 100 Marks
Course No. MBA- 203 Internal Assessment : 30 Marks
Contact Hours : 45 Semester Examination : 70
Marks
Duration of Examination : 3 hours

(For the Examinations to be held in May 2011, 2012, 2013)

Objective

The objective of this course is to equip the participants with the relevant tools and techniques for applications in solving Managerial Problems. The Focus of this course will be on applications of quantitative methods in business situations.

Unit I

Introduction to Management Science; Opportunities and Shortcoming of Management Science Approach, Simple decision problems under certainty risk and uncertainty, Criteria for decision under certainty, Decision trees, Decision with cost pay- off, expected value of perfect information, Expected value of sample information, Efficiency of sample information

Unit II

Linear programming; Formulation of problems, Graphical method, Simplex, Duality in linear programming, Sensitivity Analysis

Unit III

Transportation model; N-W Corner Method, Least Cost Method, VAM, Stepping Stone method, MODI; Application of transportation Model, Assignment Models, Transshipment Problems

Unit IV

PERT /CPM, Network Construction and Analysis, Critical Path, Time – Cost trade- off , Crash activity analysis, Planning and scheduling, Project costs; controlling project costs

Unit V

Game theory- Two person Zero Sum Game, Minimax, Maximin Strategies, Saddle point and Mixed Strategies, Simulation for Business; Monte Carlo Method; Application of Simulation in Business Situations

Note for Paper Setting:

The question paper shall contain two questions from each unit (total ten questions) and the candidates shall be required to answer one question from each unit (total no. of questions be attempted shall be five i.e. there should be internal choice within each unit.)

Suggested Readings:

Quantitative Techniques in Management

Operation Research (Quantitative
Techniques in Management
Operations Research An Introduction

Introduction to Operations Research

The Management Scientist

Vohra , N D, McGraw Hill
Publishing House , 3rd Edition

Kapoor, V.K. , Sultan
Chand Publications , 8th Edition

Taha, Hamdy , Pearson
Publications, 8th Edition

Hillier, Frederick & Gerald
Lieberman Tata McGraw Hill

Publications, 8th Edition

Anderson, David R. , Dennis J.

Sweeney, & Thomas A. Williams

Cengage publishers, 2nd Edition

MBA Semester – II

Course Title : Human Resource Management

Max. Marks : 100 Marks

Course No. MBA-204

Internal Assessment : 30 Marks

Contact Hours : 45

Semester Examination : 70

Marks

Duration of Examination : 3 hours

(For the Examinations to be held in May 2011, 2012, 2013)

Objective

In a complex world of Industry and Business, Organizational efficiency is largely dependent on the constitution made by the members of the organization. The objective of this course is to sensitize the students to the various facets of managing people and to create an understanding of the various policies and practices of Human Resource Management

Unit-I

INTRODUCTION : Human Resource Management: Nature, Concept and significance of People Management in a Organization. Organization and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment in the present context.

Unit-II

HR PLANNING AND SELECTION: Manpower Planning, Job Analysis, Recruitment and Selection Process, Induction - Performance and Potential Appraisal; Coaching and Mentoring; HRM issues and practices in the context of Outsourcing as a strategy.

Unit-III

PERSONNEL DEVELOPMENT AND RETIREMENT: Training and Development - Methods, Design & Evaluation of Training & Development Programmes; Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and other Separation Processes.

Unit-IV

FINANCIAL COMPENSATION, PRODUCTIVITY AND MORALE : Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation; Stress Management and Quality of Work Life. Human Resource Information System (HRIS), Personnel Research and Audit.

Unit-V

BUILDING RELATIONSHIPS & FACILITATING LEGISLATIVE FRAMEWORK: Trade Unions , Employers' Association- Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers and Managerial Decision Making - Concept, Mechanics and Experience.

Note

A minimum of two cases or articles or a combination of these shall also be introduced to the students for imparting practical knowledge about the Course.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidates shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested Readings

Personnel Management in Indian Organisations

Pramod Verma, Oxford &
IBM Publishing Co. Ltd.

Personnel Management and Human Resources

Venkata Ratnam C.S. &
Srivastava B.K.
Tata Mc-Graw Hill

Managing Human Resources

Bholander, Snell,
Sherman (Thomson-South
Western)

MBA Semester – II

Course Title : Financial Management

Course No. MBA-205

Contact Hours : 45

Marks

Duration of Examination : 3 hours

Max. Marks : 100 Marks

Internal Assessment : 30 Marks

Semester Examination : 70

(For the Examinations to be held in May 2011, 2012, 2013)

Objective

The objective of this course is to acquaint MBA students to the basics of financial management. This course will help them in developing an understanding about the various aspects of financial decisions and their impact on other functional areas of management. This course has been revised for session 2010-11, 2011-12 and 2012-13.

Unit-I

Introduction

Concept, scope, classification and organization of finance function. Objectives of Financial Management – Profit maximisation vs. Wealth maximization.

Time value of money. Cost of capital: Cost of Equity, Preference Shares, Debt and weighted average cost of capital.

Unit-II

Investment decision

Capital Budgeting: Nature and concept of Capital Budgeting. Techniques of Capital Budgeting – Traditional and Discounted Cash Flow (DFC).

Working Capital Management: Concept of working capital, Factors affecting working capital requirement. Computation of average working capital requirements

Unit-III

Sources of Finance

Financing Fixed Assets- (Long Term Sources) Shares, Debentures / Bonds, Financial Services: Leasing, Hire purchase, Venture Capital

Financing Current Assets- (Short-term Sources): Public Deposits, Financing through Bank (CC limit / OD, LOC and Commercial Papers), and Factoring

Unit-IV

Financing Decision

Leverage: Financial Leverage (Financial Risk), Operating Leverage (Business Risk), Degree of Operating, Financial and Combined leverage.

Capital Structure - Determinants of capital structure. Approaches to establish Appropriate Capital Structure – EBIT-EPS Approach (Indifference point in Capital Structure), Cost of Capital & Valuation Approach, and Cash Flow Approach.

Capital Structure Theories – Net Income Approach, Net Operating Income Approach & Modigliani-Miller Hypothesis.

Unit-V

Management of Earnings and Financial Modeling

Types of Dividend, Dividend Payment - retention decision: Factors influencing dividend Decision.

Dividend Theories - Dividend Theories of Relevance – Walters Model, & Gordon's Model, Dividend Theories of Irrelevance – Modigliani-Miller Hypothesis.

Financial Modeling- Concept, Scope and Limitations.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidates shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested Readings

Financial Management	I.M.Pandey,Vikas Publishing House Pvt. Ltd.
Financial Management, Text, Problems and Cases	M Y Khan & P K Jain,Tata McGraw Hill
Financial Management and Policy	V.K.Bhalla,Anmol Publications Pvt. Ltd.
Financial Management and Policy	Van Horne , Prentice Hall India
Financial Management Theory and Practice	Parsana Chandra :, Tata McGraw Hill
Corporate Finance	Vishwanath

MBA Semester – II

Course Title : Operations and Material Management

Max. Marks : 100

Marks

Course No. MBA- 206

Internal Assessment : 30 Marks

Contact Hours : 45

Semester Examination : 70

Marks

Duration of Examination : 3 hours

(For the Examinations to be held in May 2011, 2012, 2013)

Objective

To familiarize the students with basic Management Decisions with respect to Operations and Materials in manufacturing and service organizations

UNIT I

Nature & Scope of Operations Management, Types of production/operation systems. Facility Location, Facility Layout, Line Balancing. Capacity planning decisions.

UNIT II

Production planning, schedule and control in mass and intermittent production systems, Aggregate planning, Scheduling, Loading & Sequencing. Productivity, Work Study- Method Study and Work Measurement.

UNIT III

New concept in operations management- Supply Chain Management, Benchmarking, Quality systems- ISO, TQM, Quality circles.

UNIT IV

Purchase system and procedure- functions, inputs, restraints and factors, purchasing decisions, purchasing forms, Vendor evaluation and computerization of purchasing system. Inventory Management- concept, functions, classification ABC, VED and FSN, EOQ.

Unit V

Stores Management- functions, systems and procedures, stores accounting and verification systems, stores locations and layout. Standardization codification and variety reduction- classification of material, codifications, variety reduction

Note

A minimum of two cases are required to be discussed in the course. Also live project including factory visit essential for the course.

Note for paper setter:

The question paper will contain two questions from each unit (total ten questions) and the candidates will be required to attempt one question from each unit (total questions to be attempted will be five) that is there will be internal choice within each unit.

Suggested Readings

Production management
Operations management

Adam, E. & Ebert R.J
Schroedor

MBA Semester – II

Course Title :Management Information and Decision Support Systems

Max. Marks : 100 Marks

Course No. MBA- 207

Internal Assessment : 30 Marks

Contact Hours : 45

Semester Examination : 70

Marks

Duration of Examination : 3 hours

(For the Examinations to be held in May 2011, 2012, 2013)

Objective

The objective of this course is to introduce to the students the management issues related to Information Systems and help them identify and evaluate various options in this regard.

Unit I

Meaning and role of Information Systems. Types of Information Systems. Operations Support systems. Expert Systems, Knowledge Management Information Systems. Information Systems for strategic management. Competitive Strategy concepts and objectives. Strategic role of Information Systems. Integrating Information Systems with Business Strategy.

Unit II

Planning for Information Systems: Identification of applications- Structured and unstructured approach: Business planning system and critical success factors: Method of identifying applications. Evaluation of applications and value chain analysis. Risks in information systems

Unit III

Resource requirements for information systems: Hardware and capacity planning. Software needs, procurement options-make or buy decision, outsourcing as an option in information systems.

Unit IV

Systems Development life cycle: Critical success factors in customized software, traditional sequential method for systems development. Case tools and modern process of systems development. CASE tools and modern process of Systems development. Flexibility Integrity and control issues in software.

Unit V

Decision Support Systems- An overview: Role of Decision Support Systems in organizations. Modeling in Decision Support. Group Decision Support Systems. Expert systems: Executive Information systems and their applications.

Note for paper setter

The question paper will contain two questions from each unit (total ten questions) and the candidates will be required to attempt one question from each unit (total questions to be attempted will be five) that is there will be internal choice within each unit.

Suggested Readings

MIS- A contemporary perspective
Management Information Systems
Business Information Systems

Laudon Kenneth and Laudon Jane,
Prentice Hall, New York, 1998
O' Brien James A., Tata McGraw Hill
Edition, New Delhi, 1999
Kumar Muneesh., Vikas Publishing House,
New Delhi, 1999

MBA Semester – II

Course Title : Advanced Research Methodology Total Marks : 50 Marks

Course No. MBA- 208

Contact Hours : 27

(For the Examinations to be held in May 2011, 2012, 2013)

Objective

The objective of the course is to equip the students with the practical skills needed to carry out research. The course aims at providing an understanding of the research methodology used in practice and their rationales. Particular attention is dedicated for the applications of multivariate data analysis techniques for conducting analysis and interpretation of the data and writing research reports.

UNIT-I

Conceptual Framework : Concept, meaning, nature and scope of Research, Significance of Research, Types of Research- Exploratory Research, Descriptive Research, Causal Research, Research Process, Ethics in Research. Emerging trends in Research.

UNIT-II

Research Design : Classification and Formulation, Measurement & Scaling, Scaling techniques, Scale evaluation, Sampling, Questionnaire Design Process, Analytical Models, Formulation of Research Questions and Hypothesis. Developing Research Problems.

UNIT-III

Research Methods for Data Analysis : Conceptual framework and applications of multivariate data analysis techniques – Multiple regression analysis, Discriminate analysis, Cluster analysis, Factor analysis, Perceptual mapping, Conjoint analysis. Communicating Research Results : Research Report Preparation & Presentation- Format, writing and referencing Style.

Suggested Readings

Business Research Methods

William G. Zikmund-oklahoma, Cengage Learning, New Delhi, 2010

Applied Multivariate Research

Lawrence S. Meyers,

Design and Interpretation

Glenn Gamst, A.J. Guarino, SAGE, 2006.

Marketing Research: An Applied Orientation

[Naresh K Malhotra](#), Pearson.

(6th Edition)

Contemporary Marketing Research

Mc Daniel & Roger Gates, South Western College Publishing.1999

MBA Semester – II

Course Title : Personal Growth Lab and Interpersonal Effectiveness **Max. Marks : 50 Marks**

Course No. MBA-209

Contact Hours : 27

(For the Examinations to be held in May 2011, 2012, 2013)

Objective

1. To facilitate students to identify strengths and weakness as an individual and a member of group using personality profiling techniques.
2. To explore behavioral patterns and alterations using NLP techniques.
3. Enable students to understand corporate culture and basic business etiquettes.

Unit 1

Purpose of Personal Growth Lab; Understanding Self: Self Image, Self Worth, Self Esteem; Self Analysis using appropriate techniques; Self Confrontation and Self Acceptance – An experiential process of growth; Developing Positive Attitude; Emotional Intelligence; Managing self dialogue

Unit 2

Introduction to NLP; Presuppositions of NLP; Building Assertiveness and Persuasion through NLP; Anchoring a resourceful stage for oneself to manage conflicts; Rapport Building through Mirroring.

Unit 3

Understanding Corporate Culture; Professional Ethics; Business Protocol; Business Etiquettes & Professionalism

Suggested Readings:

1. Hurlock., Elizabeth B. – Personality Development (Tata McGraw Hill, 1st Edition)
2. Uday Pareekh – Understanding Organizational Behaviour (Oxford 2nd Edition)
3. Sahu R.K. – Training for Development (Excel Books – 1st Edition)
4. Romila Reddy – NLP for Dummies
5. Joseph O' Connor – NLP Workbook : A practical guide to achieving results you want
6. P.E. Merlevede – 7 Steps to Emotional Intelligence

MBA Semester – III

Course Title : Strategic Management

Course No. MBA-301

Contact Hours : 45

Marks

Duration of Examination : 3 hours

(For the Examination to be held in November 2011, 2012 and 2013)

Max. Marks : 100 Marks

Internal Assessment : 30 Marks

Semester Examination : 70

Objective

The objective of this course is to present the students with the concepts and framework of strategic management. The students shall learn how to analyze a company's business environment, select a strategy, and construct the organization necessary to put into action.

Unit I

Overview of Strategic Management; Concept of Strategy; process of strategic management; strategic decision making; Strategic Intent; Vision, Mission, Goals and Objectives; Environmental appraisal; Environmental Scanning; Organizational appraisal; Methods for Organizational Appraisal

Unit II

Corporate Level Strategies; Business Level Strategies; Strategic Analysis & Choice; Process of Strategic Choice; Subjective factors in Strategic Choice; Aspects of Strategic implementation; Issues in strategy implementation; Procedural Implementation; Structural Implementation; Behavioural Implementation; Operational Implementation

Unit III

Strategic Evaluation; Strategic Control; Concept of Core Competence; Contemporary Issues in Strategic Management - Blue Ocean Strategy, Balanced Score Card

Unit IV & V

Case Study

One case study as a question with 40 percent weightage.

Note for Paper Setting

The question paper will contain two questions each from first three units and the candidates will be required to answer one question from each unit i.e. there will be internal choice within each unit. In addition to these questions, there shall be a case study from Unit 4 and 5 i.e. of 28 marks. The case study shall be followed by 2 – 3 questions.

Reference Books

- Strategic Management and Business Policy, Azhar Kazmi, Tata Mc Graw Hill
- Business Policy and Strategic Management: Concepts and Applications, Vipin Gupta, Kamala Gollakota, R. Srinivasan, Prentice Hall India
- Strategic Management: The Indian Context, R Srinivasan, Prentice Hall India
- Strategic Management Theory: An Integrated Approach, Charles Hill, Gareth Jones, Cengage Learning

- Strategic management: competitiveness and globalization : concepts & cases Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, Cengage Learning
- Exploring Corporate Strategy: Text & Cases, Johnson, Pearson Education India
- Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant, W. Chan Kim, Renée Mauborgne, Harvard Business School Press
- The balanced scorecard : translating strategy into action, Robert S Kaplan, David P Norton, Harvard Business Press
- The strategy-focused organization: how balanced scorecard companies thrive in the new business environment, Robert S. Kaplan, David P. Norton, Harvard Business Press
- Readings In Strategic Management, Arthur Thompson, Jr., A. J. Strickland III, Tracy Kramer, McGraw Hill
- Strategy Safari: A Guided Tour Through The Wilds of Strategic Management, Henry Mintzberg, Bruce Ahlstrand, Joseph Lampel, Simon and Schuster

MBA Semester – III

Course Title : Consumer Behaviour
Course No. MBA-311
Contact Hours : 45
Marks
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The objective of the course is to help the students to understand and apply the concepts of consumer behavior in the business organizations while performing diverse managerial roles.

Unit I

Consumer Behaviour : Overview of Consumer Behaviour, Relationship between Consumer Behaviour and Marketing, Consumer Behaviour Models, Cultural Social and Economic factors affecting Consumer behaviour. Consumer Research Process, Emerging trends in Consumer Behaviour

Unit II

Consumer Decision Making : Consumer Influence and the Diffusion of Innovations, Opinion Leadership, Consumer Decision Process, Brand Evaluation, Pre-purchase and Post-purchase Evaluation.

Unit III

Intrinsic Influences and their Applications on Consumer Behaviour : Consumer Motivation, Personality and Consumer Behaviour, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change, Communication and Consumer Behaviour, Life Style Marketing.

Unit IV

Extrinsic Influences and their Applications on Consumer Behaviour : Environment and Situational Influences, Societal Influences on Consumer Behaviour, Group Influences, Households and Families, Social Class, Reference Groups, Influence of Culture on Consumer Behaviour.

Unit V

Consumer Behaviour and Strategic Applications – Consumers Segmentation and Targeting Strategies, Customer Satisfaction, Product and Service quality, Evaluation of consumer loyalty, Purchase Intentions and Switching Behaviour.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested readings

- Leon G. Schiffman and Leslie Lazar Kannuk, Consumer Behaviour, Pearson Prantice Hall.
- Blackwell, Roger and Miniad Paul, Consumer Behaviour, Cengage Learning.
- David L. Loudon and Albert J. Della Bitta, Consumer Behaviour, Tata Mc Gra Hill, New Delhi
- Henry Assael Consumer Behaviour and Marketing Actions, Thomson Learning, Asian Book Pvt. Ltd.

MBA

MBA Semester – III

Course Title : Services Marketing
Course No. MBA-312
Contact Hours : 45
Marks
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The objective of the course is to make the students aware about the distinctive aspects of services marketing and the various decisions relating to their management.

Unit I

Services: Concept, Reasons for Services marketing, Characteristics of Services, Services Marketing Mix, Segmentation and Targeting in Services, Framework of Services marketing, Gaps Model of Services Quality.

Unit II

Consumer Behaviour in Services, Consumers' Expectations from Services, Consumers' Perceptions of Services, Listening to Customers, Building Customer Relationships

Unit III

Service Development and Design, Customer Defined Service Standards, Physical Evidence of Service, Service Recovery

Unit IV

Employees' Role in Service Delivery, Customers' Role in Service Delivery, Delivery through Intermediaries, Managing Demand and Capacity

Unit V

Integrated Marketing Communication, Pricing of Services, Financial and Economic Impact of Services, Customer Relationship Management and Strategy.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested readings

- V. Zeithaml, D. Gremler, M. bitner & Ajay Pandit - Services Marketing
- Nimit Chowdhary & Monika Chowdhary – Marketing of Services
- R. Rust, A.J. Zahorik & T. Kenningham – Service Marketing
- Adrian Payne – Essence of Service Marketing
- Ravi Shankar – Services Marketing the Indian Perspective
- Hoffmann – Services Marketing

MBA Semester – III

Course Title : Integrated Marketing Communication **Max. Marks : 100 Marks**
Course No. MBA-313 **Internal Assessment : 30 Marks**
Contact Hours : 45 **Semester Examination : 70**
Marks
Duration of Examination : 3 hours

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The course is designed to provide the students with an understanding of the Emotional Strategy and Management of the Marketing Communication Process by providing a theoretical basis and strategic analysis of how to build and manage the marketing communications that impact customer relationships and brands.

Unit I

Introduction to Integrated Marketing Communication; Developmental view of IMC; Conditions leading way to IMC; Approaches to planning IMC; Model of the Marketing Communication Decision-making Process; Macro and Societal issues in Marketing Communications; Social, Ethical and Regulatory Aspects of Advertising.

Unit II

Advertising as a Communication Process; Advertising as a Business Process; Creating Effective Advertising; Advertising Plans and Strategy; Alternative Styles of Creating Advertising- Unique Selling Proposition Creative Style, Brand Image Creative Style, Resonance Creative Style, Emotional Creative Style, Generic Creative Style, Preemptive Creative Style; Influence of Source message on Communication.

Unit III

Concepts of STP (Segmentation, Targeting and Positioning); Identification of the Target Audience; Establishment of Marketing Communication Objectives; Setting Marketing Communication Budget; Organizing for Marketing Communications- Role of Ad Agencies; Measuring Advertising Effectiveness.

Unit IV

Advertising Creativity- Creativity Process, Creative Strategy and Implementation of Creative Message Strategies; Message Strategy- Essential Message Objectives and Strategies; Copy Writing- copy writing and creative plan, copy writing for print ads, copy writing for cyber space, copy writing for broadcast advertisements, the copy approval process; Media Issues-Print Media, Broadcast Media, Internet and Interactive Media, Media Planning Process and Strategy-Media Plan, Media Objectives, Media Choices and on-going challenges in the media Environment.

Unit V

Consumer-Oriented Sales promotion: sampling, couponing, free-with-purchase premiums, price-offs, bonus packs, games, rebates and refunds, sweepstakes and contests, overlay and tie-in promotions, continuity promotions and retailer promotions ; Direct and Interactive Marketing- media applications in direct marketing; Public Relations and Corporate Advertising; Digital Marketing; Mobile Advertising, Advertising on the Internet; Sponsorship and Event Marketing, Branded Entertainment.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested readings

- Advertising and Promotion, George E Belch, Michael Belch and Purani, Tata McGraw Hill.2009
- Advertising and Integrated Brand Promotion, O'Guinn, Allen Semnik, Thompson Publishing
- Advertising Management, Rajeev Batra, John G Myers, David A Aaker, PHI, 2001
- Advertising Communications and Promotion Management, Rosssister and Percy, McGraw Hill, 1998.
- Advertising Management, 5th ed., Aaker, David et.al. Prentice Hall, India.
- Adverting Communications and Promotion Management, Rossiter and Percy, Tata McGraw Hill.
- Advertising and Promotion Management, 2nd ed., Rossiter, Percy and Larry, McGraw Hill
- Strategic Marketing Communications: New Ways to build and Integrate Communications, Duncan and Tom , Tata McGraw Hill.
- Planning for Power advertising, Halve, Anand, Sage Publications.
- Way we Buy: The Science of Shopping, Underhill, Paco.

MBA Semester – III

Course Title : Brand Management
Course No. MBA-314
Hours : 45
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks **Contact**
Semester Examination : 70 Marks

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The primary objective of this course is to introduce “Brand Management” to students of management by explaining concepts with appropriate global examples. In this course students are taught how concepts are useful in situations when a number of brands are vying with one another on a narrow differentiation plane.

UNIT I

Brand –Introduction, Brand vs. Product, Importance of brands for consumers and firms, Historical origin of branding, Brand Positioning, consumer segmentation, Perceptual mapping and Brand Benefits and attributes, Brand Personality, Advertising and Positioning

UNIT II

Marketing Mix elements in Brand Building, Symbolic Branding, and The power of Brand Imagery, Critical Aspects of Brand Repositioning, Mass Markets and Brand Building, Types of Brands, Service Brands, Experiential Brands, Brand Failures.

UNIT III

Brand Loyalty, Brand Life Cycle, Brand Feelings, Brand resonance, Brand experience, Brand aesthetics, Brand Positioning-The Pitfalls, Branding strategies in changing marketing environment-the Indian context.

UNIT IV

Brand Extension-Concepts, rules & risks of brand extension, licensing & franchising. Brand Equity, Integrated Branding, Blue print for creating organization drivers and principle & their role.

UNIT V

Web Branding-Traffic and Brand building, Battle for web traffic, elements of web traffic plan, traffic builders, domain names, portal presence, publicity and word of mouth and banners & button, the importance of brand online.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested readings

- Keller, K. L (2007), “Building, Measuring and Managing Brand Equity”, Prentice hall, edition 3 , ISBN No – 0131888595
- Subroto Sengupta (2008) Brand Positioning: Strategies for Competitive Advantage McGraw-Hill Education
- David A. Aaker (2008), Managing Brand Equity, Free Press
- David A. Aaker (2009), Building Strong Brands, Free Press
- Jean-Noel Kapferer (1997) Strategic Brand Management: Creating and Sustaining Brand Equity Long Term, Kogan Page Publishers

MBA Semester – III

Course Title : Security Analysis and Portfolio Management

Max. Marks : 100 Marks

Course No. MBA-321

Internal Assessment : 30 Marks

Contact Hours : 45

Semester Examination : 70

Marks

Duration of Examination : 3 hours

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The objective of this course is to impart knowledge to students regarding the theory and practice of security analysis and portfolio management

UNIT I

Introduction: Nature and scope of investment decisions, investment process and categories, components of investment risk, systematic and unsystematic risk.

UNIT II

Market for Securities; Financial Market – Primary and Secondary Market, Capital and Money Market, Regulations of securities market, SEBI function, guidelines for disclosures and investors' protection.

UNIT III

Fundamental Analysis: Influence of the Economy, Economy vs. Industry and company. Economic and Industry Factors. Industry Analysis – sources of information and Analysis, Importance of Government Policy. Company Analysis: Sources of data, elements of financial analysis.

UNIT IV

Technical Analysis : Importance of Timing, Basic tenets of Technical Analysis, Tools of Technical Analysis, Dow Theory. Efficient Market Theory: Random walk hypothesis, Efficient market theorem, Test of Random walk theory.

UNIT V

Portfolio Theory: Portfolio analysis, Markowitz risk – return optimization, portfolio selection, Capital market theory, Capital Asset pricing model and portfolio revision.

Note for Paper Setting

The question paper will contain two questions from each unit (total ten questions) and the candidate will be required to answer one question from each unit (total questions to be attempted, will be five) i.e there will be internal choice within each unit.

Books Recommended

- Fisher, Donald E and, Jordan Ronald J. Security Analysis and Portfolio Management.
- Preety Singh Investment Management.
- V A Avadhani Security Analysis and Portfolio Management.
- V Gangadhar Security Analysis and Portfolio Management.
- V Gangadhar & Ramesh Babu Investment Management

MBA Semester – III

Course Title : Management of Financial Services
Course No. MBA-322
Contact Hours : 45
Marks
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The main objective of this course is to develop an insight into the dynamic and complex field of financial services and to equip the students to understand and manage the ever evolving role of these services in the overall financial system.

Unit I

Financial Services – An Overview; Financial System- its components, financial institutions, financial markets, participants and instruments. Innovations in the financial services industry and its regulatory framework.

Unit II

Financial markets: typology, primary and secondary financial market activities. Stock market operations- trading mechanism in stock exchanges, functional specialization of members, stock market indices and their implications.

Unit III

Investor protection and investment management services. Credit rating- concept, mechanism and significance in investment decision making. Role of credit rating agencies- CRISIL, ICRA, ONICRA, CARE, etc. Collective Investment Vehicles- Mutual funds management, role of mutual funds in retail investment.

Unit IV

Merchant Banking Services- Initial public offering, issue management, pre-issue and post issue services. Strategic Financial Decisions & Corporate Restructuring services- mergers, amalgamations, acquisitions and takeovers.

Unit V

Contemporary financial services- Housing finance, Cash management services, Debt securitization, Forfaiting and Credit cards

Note for Paper Setting

The question paper will contain two questions from each unit (total ten questions) and the candidate will be required to answer one question from each unit (total questions to be attempted, will be five) i.e there will be internal choice within each unit.

Books Recommended

- V.K. Bhalla Management of Financial Services
- M.Y. Khan Financial Services
- G.S.Batra & R.C. Dangwal Financial Services – New Innovations
- G.S.Batra Financial Services and Markets
- Renu Sobti Banking and Financial Services in India

MBA

MBA Semester – III

Course Title : Risk Management and Insurance
Course No. MBA-323
Contact Hours : 45
Marks
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The objective of this course is to acquaint MBA students to the basics of Insurance and Risk Management. This course will help them in developing an understanding about the various aspects of Insurance and Risk Management and their impact on the business. This course has been devised for session 2011-12, 2012-13 and 2013-14.

Unit-I

Risk- Basic categories of risk, Burden of Risk on Society, Methods of handling risk, Risk Management-Objectives of risk management, evaluating potential loss, selecting the appropriate technique for loss exposures-Risk Control-avoidance, loss prevention, and loss reduction, Risk financing- retention, non-insurance transfers, commercial insurance,

Unit-II

Changing scope of risk management- financial risk management-Enterprise risk management, Loss Forecasting- probability analysis, regression analysis, forecasting based on loss distributions, Financial analysis in risk management decision making- time value of money, financial analysis applications, Implementing and administering risk management program.

Unit-III

Basic characteristics of insurance, requirements of insurable risk, types of insurance, Basic legal principles, requirements and parts of insurance contract.

Basic components of a life insurance contract, contractual provisions of life insurance, types of life insurance policies, types of life insurance claims and their settlement and claim amount.

Unit-IV

Insurance intermediaries and their functioning, risk management in insurance companies, risk Management elements, risks in providing Insurance services, Reinsurance- nature of reinsurance risks, role of the reinsurers and techniques of reinsurance.

Unit-V

Insurance in India, Insurance sector reforms – Malhotra Committee 1993, IRDA Bill, Insurance players in India, Major Provisions of Insurance Act, 1938, Insurance Regulatory and Development Authority Act, 1999 – Duties, Powers and Functions of Authority.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested readings

1. Principles of Risk Management and Insurance Rejda, George, Pearson Education
2. Risk Management and Insurance. Trieschman, Sommer and Hoyt, Cengage Learning
3. Insurance and Risk Management P.K.Gupta, Himalaya Publishing House
4. Life and Health Insurance Black, Jr.Kenneth and Horold Skipper, Pearson Education
5. Insurance Principles and Practice M. N. Mishra and S.B. Mishra, S.Chand & Co Ltd.

MBA Semester – III

Course Title : Strategic Human Resource Management Max. Marks : 100 Marks
Course No. MBA-331 Internal Assessment : 30 Marks
Contact Hours : 45 Semester Examination : 70
Marks
Duration of Examination : 3 hours

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

Main objective of the course is to provide an understanding of the concepts frameworks and strategic issues in Human Resource Management

UNIT I

Strategic Human Resource Management: Concept, Need, Importance, Process, Issues and Challenges; Implications of Strategic Human Resource Management; Evolutionary stages of Strategic Human Resource Management; Models and theories of Strategic Human Resource Management; Integrated HR and Corporate Strategy and Systems.

UNIT II

Global Human Resource Environment; Technology and Structure; Work force Diversity; Demographic Changes; Temporary Contract Labour; Outsourcing; WTO and Labour Standards.

UNIT III

Strategic Planning; SBU Planning, HR Strategy and HR Planning; Strategic Recruitment and Selection; Reward and Compensation Strategies; Training and Development Strategies.

UNIT IV

Performance Management Strategies; Retention Strategies; Retrenchment Strategies; HR Strategies in multinational, global and transnational companies; Mergers and Acquisitions; Competitive Advantage

UNIT V

Strategic Human Resource Audit; Evaluating and benchmarking HR functions; Balanced Scorecard; Competency Mapping; HR Process Restructuring; Virtual Organisations; Emotional Intelligence.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Books Recommended

- Sharma, A. and Khandekar A., 'Strategic Human Resource Management', Response Books, Sage Publications
- Dhar, R. L., 'Strategic Human Resource Management', Excel Books
- Jeffery R. Mello, Strategic Human Resource Management, Thomson Southern Western publication.
- Huselid, M., Becker, B.E., Beatty, W.R. and Ulrich, D. 'The Workforce Scorecard: Managing Human Capital to Execute Strategy'. Boston: Harvard Business School Press
- Ulrich, D and Brockbank, W. 'The HR Value Proposition', Boston: Harvard Business School Press,2005
- Paauwe, J. 'HRM and performance: Achieving long-term Viability', Oxford: Oxford University Press,2004
- Boxall, P. and Purcell, J. 'Strategy and Human Resource Management', Houndmills: Palgrave,2003
- Armstrong, M. 'Strategic Human Resource Management', Kogan Page Publishers,2000.

MBA Semester – III

Course Title : Performance and Compensation Management

Max. Marks : 100 Marks

Course No. MBA-332

Internal Assessment : 30 Marks

Contact Hours : 45

Semester Examination : 70

Marks

Duration of Examination : 3 hours

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

Main objective of the course is to provide an understanding of the concepts, frameworks and issues and careers in Performance and Compensation Management

UNIT I

Performance Management: Concept, nature and process; Performance Management Techniques; Issues and challenges in performance management; Performance Appraisal; Concept, process and techniques including 360⁰ and 720⁰ Appraisal; Performance Appraisal and Performance Management: Assessment Centres.

UNIT II

Introduction to Compensation Management: Nature and Scope, Job Evaluation ; Wage and Salary Administration: Wage concepts, wage determination process, theories of wage, types of wages: time rate, piece rate, debt method; Wage differentials: Factors influencing wage and salary administration, Wage fixation machinery.

UNIT III

Wage Policy; Determination of inter and intra industry compensation differentials; Internal and external equity in compensation systems. Productivity and Wages: Measuring productivity, Appraising team performance; Designing career paths; Job hopping: Issues and challenges; Individual-Group Variable Compensation, Employee Stock Ownership, Retirement Plans.

UNIT IV

Incentives: Definition, types of Incentives, Individual Incentives: Organization Wide Incentives: Scanlon Plan, Kaiser Plan, Profit Sharing, Non- financial incentives; Fringe Benefits: Definition, objectives and types.

UNIT V

Wage Legislation: Laws relating to Workmen's Compensation; Payment of Wages Act (1936), The Minimum Wages Act (1948), The Payment of Bonus Act (1965), The Equal Remuneration Act (1976), Employee's State Insurance, Provident Fund, Gratuity and Maternity Relief benefits.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Books Recommended

- Sharma, A. and Khandekar A., "Strategic Human resource Management", Response Books, Sage Publications: New Delhi,2006.
- Dhar, R. L., "Strategic Human Resource Management", Excel Books: New Delhi, 2008
- Jeffery R. Mello, "Strategic Human Resource Management", Thomson Southern Western Publication,2007
- Sarma, A., "Understanding Wage and Compensation System", Himalaya Publishing House,2010
- Armstrong, M.'Performance Management', Kogan Page Publication,2000.
- Rao, Venkateshwara, T., Performance Management and Appraisal System, Sage Publication,2004.
- Angela Baron, Armstrong, M., Managing Performance, CIPD Publishing, 2005.
- Armstrong, M., A Handbook of HRM Practice, Kogan Page Publication,2003.
- Taylor, S., Human Resource Management, Derek Torrington, Laura Hall Publication, 2005.

MBA Semester – III

Course Title :Organisational Change and Intervention Strategies

Max. Marks : 100 Marks

Course No. MBA-333

Internal Assessment : 30 Marks

Contact Hours : 45

Semester Examination : 70

Marks

Duration of Examination : 3 hours

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

To acquaint the students with issues relating to the processes of organizational change and development.

To prepare the students as organizational change facilitators using the knowledge and techniques of behavioural science.

Unit I

Understanding Change; Nature, Forces, types and importance; Change Management Challenges; Organising for Change; Change Levers; Key roles of organizational change; Building a culture of change; Steps in change management; Manager as a change agent.

Unit-II

Models of Organisational Change; Perspectives on change; Managing resistance to change; Change and transition Management; Value-based change; Nurturing organisational change; Culture and change.

Unit-III

Organisation Development: Concept and Nature, Underlying assumptions and values in Organisation Development, Foundations of Organisation Development, Issues in Consultant – client relationship; Management Development vs. Organisation Development, Success of an Organisation Development Programme.

Unit-IV

Action Research and Organisation Development; Organisational Diagnosis tools; OD Interventions: Factors affecting choice of OD intervention; Team Interventions: Process Consultation, Gestalt approach, Group team building meeting, Role Analysis Technique, Role Negotiating Technique, Force –field analysis, Responsibility Charting, Organisation mirror interventions; Third party peace-making.

Unit-V

Comprehensive interventions: Confrontation meeting, Grid OD, Survey feedback; Structural interventions: Self-managed teams, work-redesign, Re-engineering, Quality Circles, Total Quality Management; Fundamental strengths of OD; Future of OD.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested readings

- Carnall, C., Managing Change in Organisations, Englewood Cliffs, New Jersey, Prentice Hall International, 1995.
- French, W.E. and Bell, C.H., Organisation Development, New Delhi: Prentice Hall of India, 1999.
- Bennis, W.G., Organisation Development: Nature, Origins and Prospects.
- Backhard, Richard, Organisation Development: Strategies and Models.
- Schein, Edgar H., Process Consultation – Its role in OD.
- Lawrence, Paul and Lorsch, Developing Organisation Diagnosis and Actions.
- Liz Clark, The Essence of Change, Prentice Hall Serves, 1997.
- Carr, Hard and Trahan, Managing and Change Process, Mc Graw Hill, 1996.
- Robert A. Paton, James Mc Calman, Change Management, New Delhi: Sage, 2000.
- Nilakant, V and Ramnarayan, S., Managing Organisational Change; New Delhi: Response Books, 1998.
- Dijer, William G., Strategies for Managing Change, Addison-Wesley Publishing Co. Inc., 1984.
- Harigopal, K, Management of Organisational Change – Leveraging Transformation, Response Books, 2001.
- Virmani, B. R, 'Managing People in Organisations, Sage: Response Books, 2000.
- Varma, Madhurendra K., 'Nurturing Change through Your Human Assets', Response Books, 2000.
- Chandra, Ashok and Shilpa Kabra, 'Human Resource Strategy, - Architecture for change', Response Books, 2000.

MBA Semester – III

Course Title : Organizational Psychology
Course No. MBA-334
Contact Hours : 45
Marks
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

Main objective of the course is to provide an understanding of the concepts, frameworks and issues in Organisational Psychology

Unit I

Organizational Psychology: Nature and Scope; Organisational Psychology and its relation with management; Industrial Psychology with special reference to Personnel Management, Individual Differences and their evaluation Role of heredity and environment, Types of individual differences; Human needs and their implications for work organizations; Future of Industrial/ Organizational Psychology.

Unit II

Concept of Human Factor Engineering and nature of man machine system; Psychological principles of machine design control devices; Scientific Management; Motion and Time study; Hawthorne Studies and their implications; Psychological testing: Utility, Reliability and Validity.

Unit III

Personnel selection and importance of testing techniques; Psychological and projective tests; Employees' and Training development, Job Satisfaction and its measurement; Creativity: Nature and concept, creativity in leadership and decision making.

UNIT IV

Attitudes: Meaning, characteristics, methods of measuring attitudes, Implications for the organizations; Industrial Morale: meaning, characteristics, factors that influence morale, measures of improving morale; Motivation: Meaning, types, applications; Job Redesign, work on incentives

UNIT V

Organizational Role Stress, Managing Stress; Burnout: Causes, effect and coping, Gender in Indian Organizations: Women as a minority, Boredom and Monotony, Fatigue and Telecommuting. Characteristics of the Workplace: Organizational Culture and climate; Strategies for reinforcement of culture.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested readings

- H.L.Kalia, Industrial Psychology, The Associated Publishers, I Edition, 2006
- Cary, L. Cooper and Edwin, A. Locke, Industrial and Organizational Psychology, Blackwell Publishing, 2000
- Joseph Tiffin, Ernest J. Mc Cormick, and Daniel, R. Ilgen, industrial Psychology, Prentice Hall of India Pvt. Ltd. New Delhi
- Blum, M.L. and Naylor, J. C., industrial Psychology, CBS Publishers & Distributors.
- Miner, B. John, Industrial- Organisational Psychology, Mc Graw Hill International Editions, Psychological Series.
- Michael. G. Aamodt, Industrial/ Organisational psychology, Cengage Learning, 2008

MBA Semester – III

Course Title : Business Process Re-engineering
Course No. MBA-341
Contact Hours : 45
Marks
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70

Objective

The primary objective of this course is to provide basic knowledge regarding the concept of Business Process Reengineering and impart necessary skills for reengineering the critical business processes

Unit I

Introduction to Business Processes, Dimensions of Business Processes, Business Process Redesign, Business Process improvement, History and basics of BPR, Emergence and need of Business Process Reengineering.

Unit II

Information technology and business process reengineering; Criticality of IT in Business Processes, IT tools to support BPR, Future role of IT in Reengineering, BPR and relevant technologies

Unit III

BPR implementation Methodology ; Necessary attributes of BPR methodology, BPR Models, BPR methodology selection guidelines, Performance measures of BPR, Reengineering recommendations

Unit IV

Software Reengineering; General model of software reengineering, S/W development levels of abstraction, forward and reverse engineering, Reengineering approaches; Reengineering phases and tasks and hybrid reengineering

Unit V

Virtual Manufacturing; Virtual lab for product creation, Non linear finite element analysis, Non linear FEA analysis procedure, FEA application, Need for virtual manufacturing, e- manufacturing

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested readings

- R. Radhakrishnan, S. Balasubramanian; Business Process Reengineering Text and Cases; PHI, 2008.
- Jayaraman, M.S. Natarajan, Ganesh Angaramanujan, A.V; Business Process Reengineering, McGraw Hill, 2007
- Sethi Vikram, William King; Organizational Transformation Through Business Process Reengineering: Applying Lessons Learned, Pearson Education, 2008

MBA

MBA Semester – III

Course Title : Supply Chain Management
Course No. MBA-342
Contact Hours : 45
Marks
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The primary objective of this course is to provide basic knowledge regarding the concept and structure of Supply Chain Management and impart necessary skills for handling Supply chain issues of an enterprise.

UNIT I

Introduction to supply chain management (SCM); Evolution of SCM, Functional integration of logistics and operations, Coordination of material, financial and information flows; Supply chain management linkages

UNIT II

Performance Measures for SCM; The Beer Game and Analysis, Issues in marketing and customer service, Efficient customer response; Planning for Uncertainty, Product Costing for uncertainty

UNIT III

Forecasting Issues in Supply Chain Management; Product and Process Design for SCM, Order Processing and inventory Control for SCM, Warehousing and materials control.

UNIT IV

Transportation and Procurement management, Strategic Sourcing and Vendor Management, Outsourcing Strategy for logistic Services

UNIT V

Supply Chain Management in the Indian Environment, Contemporary Issues in supply Chain; Demand Value Chain, Green Supply Chain Management

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested readings

- D Simchi-Levi, P Kaminsky and E Simchi-Levi; Designing & Managing the Supply Chain; McGraw-Hill/Irwin, 2002.
- Chopra, S. and Meindl, P, Supply Chain Management: Strategy, Planning and Operation, Pearson Education Asia, 2001.
- Shapiro, J. S., Modeling the Supply Chain, Duxbury Press, 2001.
- Magee, J.F., Copacino, W.C. and Rosenfield, D.B., Modern Logistics Management, Wiley, New York, 1995.
- Dornier, P., Ernst, R., Fender M. and Kouvelis, P., Global Operations and Logistics: Text and Cases, Wiley, New York, 1998.
- Tayur, S., Ganeshan, R. and Magazine, M., Quantitative Models for Supply Chain Management, Kluwer Academic Publishers, 1999.
- Mentzer.T.John , Supply Chain Management, Response Books, Sage Publications, Eleventh Printing, 2009.

MBA Semester – III

Course Title : Enterprise Resource Planning
Course No. MBA-343
Contact Hours : 45
Marks
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The primary objective of this course is to provide basic knowledge regarding the concept and structure of ERP systems and impart necessary skills for its implementation in a business enterprise.

Unit I

An Enterprise perspective : Production, finance, personnel disciplines and their relationships, transiting environment. MIS Integration for disciplines. Information Workflow. Network Structure. Client Server Integrator Systems. Virtual Enterprise .

Unit II

Resource Management Perspective of ERP systems. Function and process of Enterprise Resource Management. Basic modules of ERP & ERM systems – HRD. Personnel Management. Training and Development. Skill Inventory. Material Planning and control.

Unit III

Inventory, forecasting. Manufacturing. Production Planning. Production scheduling, production control, sales and distribution, finance. Resource management in global scenario. Dynamic Data Management in complex global scenario.

Unit IV

Information system perspective of ERP system. Evolution of application Software, Technology Management, MIS, DBMS, DSS, OLAP. KBS, BPR, SCM, CRM. Information Communication Technology ,E- Business.

Unit V

Managerial issues in ERP/ERM systems: concept selling. IT infrastructure. Implications of ERP systems on Business Organization. Critical success factors in ERP systems. ERP culture. Implementation issues. Resistance to change. Public service and Organizations (PSO) Project. ERP selection Issues. Return on Investment PRE and Post Implementation Issues . Role of Consultants. Key consultants in India.

Note for paper setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested readings

- Garg V.K and Venket Krishna N.K. “ ERP Concepts and Practices ”. PHI Publication, 1997.
- Champy. J. Harper. “ Re- engineering management ”. Harper Collins, 1995.
- J Kanter Management with information . Prentice Hall(I), 1996 New Delhi.
- V Rajaraman Analysis and Design Of Information System. Prentice Hall(I), 1996 New Delhi

MBA Semester – III

Course Title : Management of Technology and Innovation

Max. Marks : 100 Marks

Course No. MBA-344

Internal Assessment : 30 Marks

Contact Hours : 45

Semester Examination : 70

Marks

Duration of Examination : 3 hours

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The primary objective of this course is to provide necessary skills for handling technological changes. Also to train the students for the innovation process management.

Unit I

Technology as the driving force of global industrial competition, The axes and atlas of technology, Strategic management of technology, Business Strategy and technology management, Competitive position analysis for technology management

Unit II

Productivity and Incremental Innovation, Organizational determinants and forms of productivity and innovation, Technology absorption; Contents of technology acquisition, Basic issues, Technology intelligence capability

Unit III

Crucial issues in flexible technology, Strategic evaluation of technological investments, Competitive advantage framework, Framework for strategic financial analysis, The strategic cost management framework

Unit IV

Management of technological innovation, Inception of technovation, Search procedure, selection of projects, Dynamics of tecnovation process, facilitating factors for technovation, common themes for innovative companies, fostering innovation in bureaucratic companies

Unit V

Technology fusion and the new R&D, Technology management and new opportunities, Structural imperatives of technology management

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

References

- Rastogi,P.N., Management of Technology and Innovation: Competing through Technological Excellence, 2009, Sage Publications
- Robert Burgelman, Clayton Christensen , Steven Wheelwright, Strategic Management of Technology and Innovation, Mc Graw hills higher education, 2007
- Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future. HBS Press.

MBA

MBA Semester - IV

Compulsory Subjects

<u>Course No.</u>	<u>Title</u>
MBA-401	Project Management
MBA -402	Seminar
MBA-403	Viva- Voce

Optional Subjects

<u>Course No.</u>	<u>Title</u>
MBA-411	Human Resource Development: Systems and Strategies
MBA-412	Cross- Cultural Management
MBA-413	Industrial Relations and Labour Laws
MBA-414	Expatriate Management
MBA-422	Entrepreneurship Development and Enterprise Management
MBA-423	Tourism and Hospitality Management
MBA-431	International Marketing
MBA-432	Distribution and Sales Management
MBA-433	Retail Management
MBA-434	Strategic Marketing
MBA-441	International Financial Management
MBA-442	Financial Derivatives
MBA-443	Strategic Financial Management
MBA-444	Merges and Acquisitions
MBA-451	Electronic Commerce: Strategies and Applications
MBA-452	Customer Relationship Management and Business Intelligence
MBA-453	Knowledge Management and strategic System
MBA-454	Global Logistics and Supply Chain Operation

- Students are required to opt any four subjects from the options above.

MBA (Semester-IV)

Course Title: Project Management

Course No. MBA-401

Contact Hours: 45

Duration of Examination: 3 Hrs

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

Semester Examination: 70 Marks

Objective

This course aims at apprising the students with the concepts and techniques used in the process of project conception, feasibility study, evaluation, implementation and control and there by develop necessary skill for project planning and management.

UNIT I

Need for project management, project characteristic project constraints, attributes of good project manager. Project Environments- project and program management in government. Different types of needs leading to different types of projects under BOMRED (balancing, modernization, replacement, expansion, diversification), considerations involved in decisions under each of these types.

UNIT-II

Project identifications: Generation of Ideas, Monitoring the environment, corporate appraisal, Scouting for project ideas, preliminary screening, proje3ct rating index sources of positive net present value, on being an entrepreneur.

Project Formulation: Market and Demand Analysis, Technical Analysis, Economic Analysis.

UNIT-III

Financial Analysis: cost of project means of financing, estimates of sales& production, cost of production , working capital requirements & its financing , estimates of working results breakeven point, projected cash flow statement , projected balance sheet.

Financial Institutions, Tax considerations in project finances, foreign collaboration.

UNIT-IV

Project Control: Purposes of project control, approaches to project control, project control process.

Project Organization structure and Integration formal organization structure requirements of project organizations, pure project organizations, matrix organization, selecting a project form, project office, informal organization, integration in large scale projects.

UNIT-V

Rationale of SCBA, Project failure, project Management causes of project failure. Project success , project Managemet causes of project success.

Human Aspects of Project Management.

Note for paper Setting

The question paper shall contain two questions from each unit(total 10 questions) and the candidate shall required to answer one question from each unit (total questions to be attempted is five) i.e. there will be internal choice within each unit.

Books Recommended

- Projects
 - Project Management
 - Guidelines for project evaluation
 - Project Feasibility analysis
 - Project Management
 - Project Management
- P. Chandra
S. Chaudhary
Dasgupta & Marglin
Chpton & fyfee
Bhavesh M Patel
Ramaraju Thirumalai

MBA

Course Title: Human Resource Development- Systems and Strategies

Course No. MBA-411

Max. Marks: 100

Marks

Contact Hours: 45

Internal Assessment: 30

Marks

Duration of Examination: 3 Hrs

Semester Examination: 70

Marks

Objectives:

The purpose of this course is to facilitated and understanding of the concepts, methods and strategies for human resource development in the Organizational Context.

UNIT-I

Human Resource Systems(HRs): The Concept; Development as the underlying concepts of HRs: Development dimensions and linkages in HRS; Functions of HRs; personal function vs. HRS analysis; Designing Human Resource systems; Contexts, issues and Principles.

UNIT-II

Human Resource Development(HRD);Concepts, goals and challenges; Need for HRD; HRD sub systems and interventions HRD Model, HRD strategies, HRD processes, outcomes and organizational effectiveness, Development climate Motivational aspects of HRD.

UNIT-III

Developing the person in the role: Performance appraisal techniques, Assumptions underlying open appraisal systems, performance appraisal components, Performance Review and Counseling: Objectives, sequential process and making counseling effective, Potential appraisal: Steps and considerations while introducing potential appraisal system; Linkages with other sub systems.

UNIT-IV

Training as a tool of HRD: Aims and contexts, Transformative role of training; Training strategy; Strategic issues and modalities; Action research by trainers; Training evaluation. Career planning and development: Benefits, elements of career planning programmes; Facilitating career planning and development; Current status.

UNIT-V

Human Resource Information Systems (HRIS): Concept, benefit and aims, HRIS Model, HRIS Database. HRD for workers; HRD processes and the role of HRD manager; HRD and line Managers expectations. HRD/OD approach to Industrial Relations; HRD in Indian Organizations- some case studies.

Note for Paper Setting

The question paper will contain two questions from each unit (Total 10 questions) and the candidate will be required to answer one question from each unit (total questions to be attempted will be five).i.e. there will be internal choice within each unit.

SUGGESTED READINGS

- Pareek, Udai and T.V Rao
Oxford and
Designing and Managing Human Resource Systems, IBH, 1992(Second edition).
- Lynton, Rolf P and Udai Pareek
Vistar
Training for Development; publications, 1998
- Rao, T.V.
Human Resource Development Experiences Strategies'
- Silveria, D.M
Interventions, Sage, 1996
Human Resource Development- The Indian Experience; New Delhi, 1991.
- Rohmetra, Neelu
India, Ashgate
Human Resource Development in Commerical Banks in UK,1998.
- Dayal, Ishwar and others
organizations;
Sucessful applications of HRD- case Studies of Indian New Concepts, 1996
- Rao, T.V
"HRD Audit" Response Book,1999
- Nair, MRR and T.VRao(eds)
Hill, 1995.
Excellence through Human Resource Development, Tata Mc Graw
- Rao T.V Silverira, D.M and others
Environement , Tata Mc
Graw Hill, 1995.
- Lynton, Rolf P, and Udai Pareek
tansformation
HRD in the New Economic (Part I and II)
sage Publications.2000
- Rao, T.V
Managerial
Appraising and Developing Performance ,
Excel Books, 1999

Course Title: Cross- Cultural Management

Course No. MBA-412

Max. Marks: 100

Marks

Contact Hours: 45

Internal Assessment: 30

Marks

Duration of Examination: 3 Hrs

Semester Examination: 70

Marks

Objectives:

1. To expose the students to the international dimension of people's behavior in organizations.
2. To develop a diagnostic and conceptual understanding of the cultural and related behavior variables in the management of global organizations.

UNIT-I

Cross-Cultural Management, The meaning and concept; cultural orientations; Cross Cultural differences and managerial implications. The Cross- cultural puzzle of global human resource management: Global strategy and culture.

UNIT-II

Work behaviour across cultures; National culture and Organizational culture; Hofsted's Cultural / value dimensions; Coping with cultural differences understanding socialization, Implications of organizational cultures for international Management.

UNIT-III

Cultural Diversity – Meaning and Nature, The importance of valuing diversity, the challenge of work-force diversity , managing workforce diversity as competitive advantage, the impact of diversity on groups / teams, types of diversity in groups , A Model for a high performance diverse team, Managing diversity in organizations : success model , strategies and guidelines , developing a multi-cultural organization.

UNIT-IV

Managing people in international context: India , China , Cross- Cultural communication: communication misperception, communication misevaluation, communication misinterpretation, communication break down across cultures, Cross-cultural partnership; European, Japanese and US leadership approaches; Leadership approaches in developing countries, Factors contributing to effective leadership across cultures.

UNIT-V

Cross- Cultural Motivation: Are motivation theories university applicable across cultures? Motivational difference across cultures , Negotiating internationally; Cross-Cultural perspective . Negotiation process, Qualities of a good negotiator , Cross-cultural transitions; Expatriate employee-cross-cultural entry, Home country re-entry careers in internationally management.

Note for paper setting

The question paper shall contain two questions from each unit(total 10 questions) and the candidate shall required to answer one question from each unit (total question to be attempted is five) i.e there will be internal choice within each unit.

SUGGESTED READINGS

- Alder , Nancy J' International Dimensions of Organizational Behaviour, PNS Kent, 1991.
- Peter, J. Bowling , Denjee H. Hule and Nandakll S. shuler , International Human Resource Management- Managing People in Multinational Context, South College Publication, 1999.
- Hofstede, Geert, Culture's Consequences, Strategies' Sage, 1999.
- Pucik Viadinia , Nodel M. Tichy and Carole K. Barnett (eds.) –Globalising Management, John Wiley ,1992.
- Hodgeits, Richard M. and Fred Luthans, International Management, Mc Graw Hill, 1994.
- Luthans , Fred, Organizational Behaviour , Mc Graw Hill, 1995.
- Harris, Anthony w. and Myers, salma G.. tools of valuing diversity, Wheeler Publishing , 1998.
- Myers, Salma G. Team Building for diverse work Groups , Wheeler Publishing, 1998.
- Kluchkhohn and Stroodtbeck, Variations in value orientation, New York; Row Peterson, 1961.
- Mead, R. International Management: cross Cultural dimensions, Oxford: Blackwell, 1994.
- Ansari, K. H and Jackson, J. Managing Cultural Diversity at work , New Delhi: Kogan.

Course Title: Industrial Relations and Labour Laws

Course No. MBA-413

Max. Marks: 100

Marks

Contact Hours: 45

Internal Assessment: 30

Marks

Duration of Examination: 3 Hrs

Semester Examination: 70

Marks

Objective

Main objective of the course is to provide an understanding of the conceptual framework and operational aspects of issues relating to industrial relations.

UNIT-I

Understanding Industrial Relations(IR): Meaning, objective, scope and determinants; Dimensions of IR, Interaction among principle parties within social, economic political contexts, Theories and evolution of IR in India; Framework for successful Industrial Relations programme.

UNIT-II

Approaches to the study of IR; Industry Conflicts; Nature causes and the effect of industrial disputes; Industrial Disputes Act 1947; Machinery to resolve industrial dispute in India(conciliation, Arbitration, Adjudication); alternative dispute resolution.

UNIT-III

Trade Unions: Objective Structure and Strategies; Problems and prospects of trade Unions; Role of Indian Labour Organisation in Trade Union Movement; Recognition of Trade Unions, Trade Union Act, 1926(Amendment Act, 2001) Factories Act 1948.

UNIT-IV

Collective Bargaining; Meaning, objective, approaches, strategies and process; Impact of collective bargaining on management of industrial Relations; workers participation and IR; workers education and training; Employer's Associations: Function, role and importance; Steering groups and quality Circles.

UNIT-V

Unfair labour practices; Judicial delineation of unfair labour practices, code of discipline in industry; Contract Labour Act, 1970, Child Labour Prohibition and Regulation Act 1986; Organisational safety and welfare in India; Future of Industrial Relations in India.

Note for paper setting

The question paper shall be contain two questions from each unit(total 10 question and the candidate shall required to answer one question from each unit(total question to be attempted is five) i.e there will be internal choice within each unit,.

Books Recommended

- **Edwin B. Flippo – Personnel Management – MCGraw Hill International Edition, 1984.**
- **David Lewin – Contemporary issues in Employment Relations, Amazon Publications.**
- **C.B Matoria, S. Matoria S.V Gankar- Dynamics of Industrial Relations- Himalaya Publication House, 2010.**
- **P. N . Singh, Neeraj Kumar- Employee Relations Management, Pearson, 2011-11-14.**
- **B.P singh- Personnel Management and Industrial Relations, Dhanpat Rai and Co.**
- **Dale Yoder- Personnel Management and Industrial Relations Prentice Hall of India.**
- **Biswajeet Patnayak – Human Resource Management, Prentice Hall of India, 2006.**

Course Title: Expatriate Management

Course No. MBA-414

Max. Marks: 100

Marks

Contact Hours: 45

Internal Assessment: 30

Marks

Duration of Examination: 3 Hrs

Semester Examination: 70

Marks

Objective

1. To develop a diagnostic and conceptual understanding of issues related to Expatriate Management.
2. To expose the students to various dimensions of global assignments.

UNIT-I

Expatriation: Definition importance international careers, the Expatriate's global career cycle, considering an international assignment ; Experiencing culture shock; Designing an efficient expatriate management programme; Link to international human resource management.

UNIT-II

Single career couples: The traditional expatriate's Wife, Moving Abroad: Pre-made Decisions, Cross- Cultural Transitions, Situations faced by the spouse, frustration, foreign language illiteracy, loneliness, boredom and meaninglessness, Separation& lack of support , creating a meaningful portable life & Recommendations for single Career Couples, Dual- career couples: Individual and organizational implications, commitment to and role changes in dual- career families, acknowledging the challenges of accompanying partners, Work –Life Balance.

UNIT-III

Expatriate selection for Global assignments: Process, Managerial implications of expatriate selection model: recommended decision-making procedure; Training of Expatriates: Four-Phase training Model: Self-awareness of cultural differences, Specific Knowledge acquisition and Specific skills training, the Beitler and Frady Model of Expatriate Manager Assessment and Development.

UNIT-IV

Expatriate Remuneration: Rising to the Challenges of Global Payroll, Changing face of expatriate premium, home country-based compensation, modified home country compensation, head quarter –based systems, host country-based compensation regional compensation, development assignment compensation; assignment Incentives: International premiums, Hardship premiums, Danger pay; Pre assignment Expatriate Programms: Medical expense reimbursement , Assistance with passports, visas and work permits, Accommodation search assistance , cultural orientation, Language training, Legal, Financial and tax assistance.

UNIT-V

Repatriation : Coming Home-Re-entering one's own culture, Professional Re-entry, effectiveness , Xenophobic Response Skills Learned by Managers abroad, Transition strategies- Resocialized Returnees, Alienated Returnees, Pro-active Returnees; Managing Re-entry, Underutilized Global Managers, Coaching Women for Global Managerial Success and Expatriate Failure.

Note for paper setting

The question paper shall be contain two questions from each unit(total 10 question) and the candidate shall required to answer one question from each unit(total question to be attempted is five) i.e there will be internal choice within each unit,.

Books Recommended

- Adler, N.J and Gundersen, A. 2007 International Organisation Behaviour New. Delhi: Cengage Learning.
- Hodgetts, R; Luthans F. and Doh, J, 2006. International Management: Culture, Strategy and Behaviour. New York, NY: Mc Graw-Hill Irwin.
- Stroh, L .K., J.S.Black, M.E.Mendenshall and H.b. Gregresen(2005). Interantional Assignments : an Integration of strategy, research, and practice, Mahwah, NJ:Lawrence Erlbaum Associates
- Selmer, J . 1995 Expatriate Management New Ideas for International Business. Westport, CT, Quorum Books.

Course Title: Expatriate Management**Course No. MBA-414****Max. Marks: 100****Marks****Contact Hours: 45****Internal Assessment: 30****Marks****Duration of Examination: 3 Hrs****Semester Examination: 70****Marks****Objective**

The purpose of this paper is to offer a platform to the students to view Entrepreneurship as a desirable and feasible career option. In particular the paper seeks to build the necessary competencies and motivations for a career in Entrepreneurship.

UNIT-I

Entrepreneur and Entrepreneurship: Nature, Meaning and concept of entrepreneurship ; Theories of entrepreneurs; Entrepreneurship in different context; Competencies and characteristics of a successful entrepreneur, Motivational issues in entrepreneurship; seeking entrepreneurial opportunities ; Entrepreneurial decision process.

UNIT-II

Entrepreneurship development: Role of Government of India and Government of J & K in promoting entrepreneurship; Incentives, subsidies and grants – Fiscal and Non-fiscal incentives available; Role and contribution of various development and financial institutions for entrepreneurship development.

UNIT-III

Micro, small and Medium Enterprise(MSME): MSME sector in India, concept and definitions of MSME ; Growth and performance of MSME sector its role and significance in Indian economy; MSMED Act 2006; Government policy and implications on MSMEs ; Issues concerning MSMEs sickness-criteria, causes and remedial measures.

UNIT-IV

Creating Entrepreneurial venture: Staring the business- business idea & innovation, opportunity recognition planning and development process; Establishing intrapreneurship in the organization; Legal issues for the entrepreneur; Project preparation and appraisal; Feasibility and evaluation; Business Plan- Format and writing of business plan.

UNIT-V

Management of Enterprises: Human resource, Marketing and Financial management related issues of Enterprises; Growth and social Responsibilities; Case studies on entrepreneurial issues.

Suggested Readings:

- Small-Scale Industries and Entrepreneurship, Vasant Desai, Himalaya Publishing, New Delhi, 2010.
- Dynamic of Entrepreneurial Development and Management, Vasant Desai Himalaya Publishing , 2009.
- Entrepreneurship, Cynthis L. Greene, Cengage Learning, New Delhi, 2009.
- Entrepreneurship, Madhurima Lal and Shikha Sahai, Excell Books, New Delhi, 2008.
- Entrepreneurship, Rajeev Roy, Oxford University Press, 2008.
- J & K Industrial state Policy 2002-2015 by A.K. Dewani, Jammu.

Course Title: Tourism and Hospitality Management

Course No. MBA-423

Max. Marks: 100

Marks

Contact Hours: 45

Internal Assessment: 30

Marks

Duration of Examination: 3 Hrs

Semester Examination: 70

Marks

Objective

The objective of the course is to help the students to develop the core management skills and its application in the tourism and hospitality industry.

UNIT-I

Tourism Conceptual framework- Typologies of tourism, motivations for tourism, factors affecting the growth of tourism, Tourism systems, elements of tourism; Tourism Impacts- economic, social, cultural and environment, Sustainable tourism and carrying capacity.

UNIT-II

Tourism product development and distribution- Tourism product design and development tour packaging, elements of tourism product, tourism product distribution, Travel agency and tour operators management ; Hotel Management and catering technology; Airline ticketing and reservations; IT in tourism as GDS and CRS.

UNIT-III

Management of Tourism and Hospitality Services: Tourism and hospitality services, tourism destination planning and management; Emerging tourism paradigms; MICE and event management; Tourism and hospitality marketing.

UNIT-IV

Tourism in India: Tourism infrastructure and tourism resources of India; Indian tourism and hospitality organizations- ITDC, IATO, TAAI, HCI; Major Hotel chains; Taj Hotels, Resorts and Palaces; ITC welcome Hotels; Oberoi Hotels and Resorts; Aviation industry in India.

UNIT-V

International Tourism: Pattern of international tourism at the global level- America Europe, Africa East, Asia, East Asia/Pacific; International tourism organizations- UNWTO, IATA, ICAO and PATA; Tourism and economy- international perspective.

Suggested Readings:

- Tourism Concepts and Practices, John Waker, JosielynWalker, Pearson.
- The Business of Tourism, Chriss Holloway, R Davidson, Claire Humphreys, Pearson.
- Service Operations Management, 3rd Editions, Robert Johnston, Graham Clark Pearson.
- Basics of Tourism, K K Kamra & Mohinder Chand, Kanishka Publishers, New Delhi.

Course Title: International Marketing

Course No. MBA-431

Max. Marks: 100

Marks

Contact Hours: 45

Internal Assessment: 30

Marks

Duration of Examination: 3 Hrs

Semester Examination: 70

Marks

Objective

The objective of this course is to expose the students with the challenges and issues related to international marketing. The distinctive aspects of international marketing have been deliberated upon in this course.

UNIT-I

International Marketing: Process of International Marketing; Domestic, International vs. Global Marketing, Management Orientation- Ethnocentric, Polycentric, and Geocentric, Process of Internationalization, Benefits of International Marketing.

UNIT-II

Trade Theories- Comparative Advantages, Relative advantage, Factor Endowment , Product Life Cycle Theory world Trade Organization (WTO); economic Cooperation, Marketing Barriers- Tariff and Non Tariff.

UNIT-III

World Marketing Environment- Economic, Political, Social and cultural, Foreign Market Entry Strategies- Exporting, Licensing Joint Ventures, Manufacturing, Assembly Operations, Management Contract, Acquisition , Strategic alliances; free Trade Zones; Export Processing Zones.

UNIT-IV

International Product Life Cycle ; Product Adoption; Branding Decisions; International advertising and Promotion Strategies International Channels of Distribution; Channel Decisions; Global Pricing Strategy.

UNIT-V

Multicultural Marketing; Segmentation in Cross cultural Marketing; Cross –cultural Marketing Research; Cross-cultural communication and promotion, Marketing Services Across cultures.

Books Recommended

- International Marketing- Analysis and Strategy by Sak Onkvisit and John J Shaw, Prentice Hall Publication(Indian Edition.)
- Global Marketing Management by Warren J Keegan, Prentice Hall Publication (Indian Edition.)
- International Marketing Management, by Subash C Jain, South-Western Publication.
- Cross-cultural Marketing, Robert Rugimbana abd sonny Nwankwo, Thomson Learning.

Course Title: Distribution and Sales Management

Course No. MBA-432

Max. Marks: 100

Marks

Contact Hours: 45

Internal Assessment: 30

Marks

Duration of Examination: 3 Hrs

Semester Examination: 70

Marks

Objective

The objective of the paper is to aware the students for various decisions undertaken while managing channels and sales function in an organization.

UNIT-I

Marketing Channels: Concepts , Importance of Marketing Channels, Channel and Management Strategy Flows in Channels structure, Channel Participants: Producers, Intermediaries and facilitating agencies, Behavioural process in marketing Channels; Conflict, Power and Communication in Marketing Channels.

UNIT-II

Developing the Channel: Strategy in Marketing Channels, Designing the Channels, Selecting the channels, Target market and Channel Strategy.

UNIT-III

Managing the Channel: Motivating the Channel Members; Product Issues in Channel Management . Pricing Issues in Channel Management; Promotion through Channel members. Logistics and Channel Management.

UNIT-IV

Sales Management in 21st century, Environmental facts affecting Success in Selling, Process of Selling and Buying, Linking Sales to CRM, Organizing Sales Effort, Role of Information in Sales Management.

UNIT-V

Implementing Sales Program: Sales Performance- Behaviour, Role, Perfection & Satisfaction. Motivating Sales Force; Criteria for Selecting Sales Force, Recruitment and Selection of Sales Force. Sales Training; Development of Training Program, Training topics and evaluating the program. Compensation and Incentives of sales force.

Note for Paper Setting

The question paper shall contain two question from each unit(total 10 questions) and the candidate shall required to answer one question from each unit (total question to be attempted is five)i.e. there will be internal choice within each unit.

Books Recommended

Bert Rosenbloom:	Marketing Channels
Stern, El Ansary:	Marketing Channels
Johnston & Marshall	Sales Force Management
Ingram, Laforge, Avila	Sales Management
Schweper Jr. & Williams	

MBA

Course Title: Retail Management

Course No. MBA-433

Max. Marks: 100

Marks

Contact Hours: 45

Internal Assessment: 30

Marks

Duration of Examination: 3 Hrs

Semester Examination: 70

Marks

Objective

To introduce the basic framework and principles of Retail Management (both domestic and international) to students in preparation for more advanced retailing decisions and processes.

UNIT-I

Retailing and Retailer, Retailing's role in the Marketing System, Evolution of retailing and Economy, Types of retail Institutions, Merchandise Blend, Trends in Retailing.

UNIT-II

Retail Market Opportunities and Franchising, Store Location and Site Evaluation, Store Design and Layout, Organization and Supervision, Operating a Retail Business.

UNIT-III

Pricing Introduction, Factors Influencing Pricing Decisions, Setting Prices, Cost Oriented Pricing, Demand-oriented pricing , Competition-oriented pricing, The multistage pricing , Price adjustments.

UNIT-IV

Retail Communication, Retail Communication Mix, advertising in Retailing, Personal Selling, The progress of the sale , sales promotion, supplier originated sales promotions, Retailer-originated sales promotion, Public Relations.

UNIT-V

Retail Management Information system, Retail Audits, E- Retailing, Global Retailing Local Retailing, Legal and Ethical issues in Retailing.

Note for Paper Setting

The question paper shall contain two question from each unit(total 10 questions) and the candidate shall required to answer one question from each unit (total question to be attempted is five)i.e. there will be internal choice within each unit.

Books Recommended

1. Retail Management by Levy \$ Weitz
2. Retail Management by Berry Berman and Joel R Evans
3. Retailing by Lewison and Delozier.

Course Title: Strategic Marketing

Course No. MBA-434	Max. Marks:	100
Marks		
Contact Hours: 45	Internal Assessment:	30
Marks		
Duration of Examination: 3 Hrs	Semester Examination:	70
Marks		

Objective

The Objective of this course is to build strategic orientation among the marketing students. This course brings latest and emerging concepts of marketing and integrates it with their existing knowledge and understanding of marketing. At the end of the course, the students shall be able to comment on new strategic direction in the domain of marketing.

UNIT-I

Concept of marketing strategy ; Strategy content and process perspective; Marketing strategy- performance relationships; Sustainable competitive advantage; competitive marketing behaviour ; comparative advantage theory of competition.

UNIT-II

Market Driven Organizations, Market Orientation- concept and its linkages with performance , First Mover Advantage- merits and demerits ; customer relationship Strategy, Metrics for Customer Relationships Marketing.

UNIT-III

Return on Marketing: Customer Equity; Customer Lifetime value(CLV)= models to measure CLV' Customer Profitability Analysis; Marketing Analytics.

UNIT-IV

Service dominant logic of marketing; Co-creating Customer Competence; concept of service , convergence marketing; viral marketing ; Social media marketing , Interactive marketing.

UNIT-V

Emerging markets strategies , Rural Marketing as a strategy, Concept of Bottom of the pyramid marketing , 86% solution; cause Related Marketing; Green Marketing Strategy, ambush Marketing.

Note for Paper Setting

The question paper shall contain two question from each unit(total 10 questions) and the candidate shall required to answer one question from each unit (total question to be attempted is five)i.e. there will be internal choice within each unit.

Books Recommended

- The 86 Percent Solution: How to Succeed in the Biggest Market Opportunity of the next 50 years, Vijay Mahajan, Kamini Banga, Pearson Prentice Hall, 2005.
- Convergence marketing: combining brand and direct for unprecedented profits, Richard Rosen, Richard G. Rosen, Jane Rosen, John Wiley and Sons, 2009
- Convergence marketing: Strategies for reaching the new hybrid consumer, Yoram Wind, Vijay Mahajan, Robert E. Gunther, Financial Times Prentice Hall, 2002.
- Principles and Practice of Social Marketing : An international perspective, Rob Donovan, Nadine Henley, Cambridge University Press, 2010.
- Service Science, Mark S. Daskin John Wiley and Sons, 2010.
- Customer Relationships Management, Peelen Ed, Pearson Education India, 2008.
- Customer Relationship Management Getting It Right! Kincaid, Pearson Education India, 2003.
- Varadarajan, P, Rajan and Satish Jayachandran(1999), " Marketing Strategy: An Assessment of the state of the field and Outlook," *Journal of the Academy of Marketing Science*, 27 (Spring).120-143.
- Varadarajan, P, Rajan(1999), " strategy Content and Process Perspectives Revisited," *Journal of the Academy of Marketing Science*, 27(winter), 88-100.
- Cavusgil, S. Tamer and Shaoming Zou (1994), "Marketing Strategy-Performance Relationships: An Investigation of the Empirical Link in Export Market Ventures," *Journal of Marketing*, 58 (January), 1-21.
- Day, George S. and Robin Wensley(1988), " assessing Advantage: a framework for
- Diagnosing Competitive superiority , " *Journal of Marketing*, 52(April), 1-20.
- Bharadwaj, Sundar G., Varadarajan, P.Rajan and John Fahey(1993), " Sustainable Competitive Advantage in Service Industries: a Conceptual Model and Research Propositions, " *Journal of Marketing* ", 57 (October), 83-99.

Course Title: Strategic Marketing

Course No. MBA-434	Max. Marks:	100
Marks		
Contact Hours: 45	Internal Assessment:	30
Marks		
Duration of Examination: 3 Hrs	Semester Examination:	70
Marks		

Objective

The main objective of this course is to give students an over all understanding of the international financial system and also create awareness about the functioning and operations of a Multinational corporation.

UNIT-I

Introduction to Globalization, Risks and opportunities of Going Global, Imperatives of Global Market and Multinational Corporation, International financial system, International Monetary Institutions and organizations.

UNIT-II

Theoretical Developments in International Financial Management, theories of International Trade-Mercantilists View, Absolute Advantage theory, Comparative advantages Theory, H-O-S model and strategic Trade Theories, International Trade Patterns and Balance of Payments framework.

UNIT-III

Foreign Direct Investment Introduction, Types of Foreign Direct Investment Patterns and strategies of Foreign Direct Investment, Theories of International Investment. International Capital Budgeting: Acceptance Criteria in Foreign Investments International Portfolio Investment.

UNIT-IV

Management of Economic and Political risk
Foreign Exchange Exposure, Nature and Measurement of Foreign Exposure, Management of Exposure Exchange Rate Forecasting Techniques.

UNIT-V

International Working Capital Management, working Capital Policy, Financing of foreign Trade, Methods and Investments of Trade financing.

Note for Paper Setting

The question paper shall contain two question from each unit(total 10 questions) and the candidate shall required to answer one question from each unit (total question to be attempted is five)i.e. there will be internal choice within each unit.

Books Recommended

- Sharan, Vyuptakesh (2009) International Financial management, (5th ed) Prentice hall India.
- Joshi , Rakesh Mohan(2009) International Business(1st ed), Oxford University Press.
- Chary, S N (2009) Elements of International Business , Wiley India Edition.
- Bhalla V.K. International Financial Management, (2nd ed), Anmol Publications.
- Buckley, Adrian (1996) Multinational Finance , Newyork, PHI

MBA

Course Title: Financial Derivatives

Course No. MBA-442

Contact Hours: 45

Marks

Duration of Examination: 3 Hrs

Marks

Max. Marks: 100 Marks

Internal Assessment: 30

Semester Examination: 70

Objective

The objective of this course to acquaint MBA students to the basics of financial Derivatives and their Management. This course will help them in developing an understanding about the various aspects of Financial Derivatives and their impact on the Business Risk Management. This course has been devised for session 2011-2012, 2012-13 and 2013-14.

UNIT-I

Introduction –Definition, features and types of financial derivatives , Basic financial derivatives and their utility. Types of traders, Critiques of the derivatives , Financial Derivatives Markets in India.

UNIT-II

Forwards and Futures-Financial Futures Contracts and its types, Functions of futures market, Specifications of the Futures Contract, Clearing House, Concept and types of margin, settlement/ closing a Futures Position. Forward contracts and Forward trading mechanism, Gain on Long and Short Position Contract, Pay off from forward contract, forward prices versus futures , Main distinction between futures and forward contracts.

UNIT-III

Financial Swaps and Options- Concept and features of swaps, Major types of swaps- Concept, features, types and valuation of Interest Rate swaps and currency swaps, Debt-Equity Swaps Concept and types of Options , Option Valuation, Option Positions, Underlying assets in exchange traded options.

UNIT-IV

Trading with options- Trading with options- Strategies involving a single option and stock , Spreads(trading Strategy)- Vertical Spreads, Butterfly Spreads, Horizontal Spread, Diagonal Spreads; Combinations, Determinants of Option Prices, The Black- Scholes Option Pricing Model, Binomial Option Pricing Model.

UNIT-V

Hedging Strategy-Hedging Concepts, basic long and short hedges, cross hedging, The perfect Hedging Model, basic risk and hedging, basic risk versus price risk, devising a hedging strategy, hedge ratio, Management of the hedge. Concept of Fixed Hedge, Zero Cost Option Strategy, Delta Hedging, Theta, Gamma , Vega, Rho and Phi.

Note for Paper Setting

The question paper shall contain two question from each unit(total 10 questions) and the candidate shall required to answer one question from each unit (total question to be attempted is five)i.e. there will be internal choice within each unit.

Books Recommended

- | | |
|---|---|
| 1. Financial Derivatives Theory
Concepts and Problems
Private | S.L.Gupta Prentice Hall of India
Limited, New Delhi |
| 2. Options , Futures and other Derivates
India | John c Hull Prentice- Hall of
Private Limited, Dew Delhi |
| 3. Derivatives Valuation and Risk Management
W.Miller,
Press. | David A Dubofsky & Thomas
Jr Oxford University |
| 4. Derivates Risk Management Basics
Limited, | Cengage Learning India Private
New Delhi |
| 5. Security analysis and Portfolio Management | S. Kevin
Prentice-Hall of India Private Limited,
New Delhi |
| 6. Securities Valuation
Application of Financial Modeling | Thomas S Y Ho, Sang Bin Lee
Oxford University Press, New Delhi |

Course Title: Strategic Financial Management

Course No. MBA-443	Max. Marks:	100
Marks		
Contact Hours: 45	Internal Assessment:	30
Marks		
Duration of Examination: 3 Hrs	Semester Examination:	70
Marks		

Objective

The objective of this course is to help student in familiarizing with various aspects of strategic Financial Management. This Course has been devised for session 2011-12, 2012-13, 2013-14.

UNIT-I

Introduction – Strategic handling of cost-benefit analysis, Nine References (Nine S Model) for Strategic Financial Management, Strategic Investigation of Growth, Value Chain Analysis, Value Chain and Investment.

UNIT-II

Innovative Approach to Internal Cost-Profit Analysis-Strategic cost analysis, Parallel approaches to product and activity costing , Micro level Cost analysis, Cost-Profit-Sales Analysis using a product/ project as profit centre. Multi –product / Multi-project cost-profit appraisal.

UNIT-III

Innovative Accounting and Financial Engineering-Life Cycle Costing, Activity Based Costing(ABC) and Objective Based Costing, Economic Value Added (EVA), Owners Value Added. Holistic Approach to Innovative Financial Engineering, Benchmarking of Earning Expectations, Components of Benchmarked ROI.

UNIT-IV

Corporate Restructuring – The Restructuring Plan, Financial Aspects of Various Restructuring Exercises- Cost Restructuring , Business Downsizing , Downsizing, Restructuring of Existing Products and Value Chains, Organizational Restructuring for Better Performance, Restructuring or Ownership, Control and Empowerment, Restructuring a Sick Organization , Restructuring through Privatization.

UNIT-V

Innovative Fund Raising Instruments and Approaches , Project Finance Instrument, Versatile Bond, Brand Finance, Vendor Finance, Cooperative Federation, Venture Finance, Futuristic Securitization, Employee Finance, Dealer Finance, Structured Finance, Special Purpose Vehicle(SPV) Fund-deployment Strategies, Monitoring and Assessment system, Programs and Policies to Reward various stake holders

Note for Paper Setting

The question paper shall contain two question from each unit(total 10 questions) and the candidate shall required to answer one question from each unit (total question to be attempted is five)i.e. there will be internal choice within each unit.

Books Recommended

1. Strategic Financial Management
G P Jakhotia
Vikas Publishing House Pvt Ltd, New Delhi
ISBN 81-259-1419-6
2. Strategic Corporate Finance
Samuel C Weaver & J Fred Weston
South-Western Cengage
New Delhi
3. Strategic Management Concepts & Cases
Fred R David Pearson Education PTe Ltd
,New Delhi
4. Concepts in strategic
Learning,
Management and Business Policy
Thomas L Wheelen & J David Hunger
Pearson Education Pte Ltd, New Delhi
5. Business Policy and strategic Management
Azhar Kazmi
Tata McGraw-Hill Publishing Company Ltd,
New Delhi
6. Strategic Planning
Formulation of Corporate Strategy
Text & Cases: The Indian Context
VS Ramaswamy & s Namakumari
Macmilian India Ltd, New Delhi
7. Strategic Management Concepts & Cases
S C Bhattacharya Wheeler Pblishing,
New Delhi
8. Strategic Management
Competitiveness and Golbalisation
Michael a Hitt, R Duane Ireland &
Robert E Hoskisson South-western
Thomson Asia Pte, Ltd Singapore
9. Mergers Acquisitions and Takeovers
H R Machiraju New Age International
(P) Limited, New Delhi.
10. Takeovers, Restructuring and Corporate Governance
J Fred Weston, Mark L Mitchell, J.
Harold Mulherin, Pearson Education Pte
Ltd, New Delhi
11. Corporate Growth through
Mergers and Acquisitions
S Shiva Ramu Response Books, New
Delhi

Course Title: Mergers and Acquisitions

Course No. MBA-444	Max. Marks:	100
Marks		
Contact Hours: 45	Internal Assessment:	30
Marks		
Duration of Examination: 3 Hrs	Semester Examination:	70
Marks		

Objective

The Objective of this course is to help student in familiarizing with various aspects of mergers and acquisitions, including their valuation.

UNIT-I

Introduction-Mergers, acquisitions, amalgamations and takeover, Types of merger-horizontal, vertical and conglomerate mergers, Theories of merger, Requirements of successful merger- Due Diligence, Integration, Post – Merger Integration Organization, Communication and Culture, Mergers and Competition Policy in India.

UNIT-II

Merger Process-Merger Agreement, Legal Procedure for Merger- Formulation of Scheme, Intimation to SEBI, Stock Exchange and Notification, Shareholders' Approval, Application to Court, Meeting Ordered by Court, Petition for Confirmation of Amalgamation, Evaluation of Procedure , Basis for Exchange Ratio, Follow-Up on Benefits.

UNIT-III

Valuation-Valuation Approaches-Income or Cash Flow Method- Net Present Value Method, Estimating Cost of Capital with CAPM, Market based or Relative Value Method – Profit Earning Capacity Value(PECV). Profit Earning (PE) Ratio Method, Asset Oriented Method, Weighted Average Method, Fair Value.

UNIT-IV

Takeover- Takeovers and types of takeover tactics, Takeover defenses- Pre –Bid and Post-Bid, Salient features of SEBI Takeover Regulations 1997- Purpose, Objective, Public Announcement, Letter of Offer, and Minimum Offer Price.

UNIT-V

Accounting and Taxation- Methods of Accounting for merger and amalgamation- Pooling of Interest Method, Purchase Method, Accounting procedure laid down under Accounting Standard(AS14) for merger and Amalgamation . Special Provisions for computation of cost of acquisition in certain cases(under Section 43C), finance Act 2000, Conditions for availing Loss and Depreciation, Tax Neutrality.

Note for Paper Setting

The question paper shall contain two question from each unit(total 10 questions) and the candidate shall required to answer one question from each unit (total question to be attempted is five)i.e. there will be internal choice within each unit.

References:

1. Mergers Acquisitions and Takeovers H. R. Machirjau
New Age International (P) Limited,
New Delhi
2. Takeovers, Restructuring and Corporate Governance J Fred Weston, Mark L. Mitchell
J Harold Mulherin
3. Corporate Growth Through Mergers and Acquisitions S Shiva Ramu
Response Books, New Delhi
4. Merger Acquisitions & Corporate Restructuring Chandrasshekhara Krishnamurti,
S.R Vishwanath
Sage Publication, New Delhi
ISBN:978-0-761-93586-5
5. Creating Value from Mergers and Acquisitions Sudi Sudarasanam
Pearson Education, New Delhi
ISBN: 978-8-177-58870-5
6. Corporate Finance theory and Practice Aswath Danodaran
Wiley, New Delhi
ISBN:978-0-471-28332-4
7. Valuation for Mergers , Buyouts, And Restructuring Enrique R. Arzac
Wiley India (P) Ltd
ISBN 19:978-8-126-524179

Course Title: Electronic Commerce: Strategies and Applications

Course No. MBA-451	Max. Marks:	100
Marks		
Contact Hours: 45	Internal Assessment:	30
Marks		
Duration of Examination: 3 Hrs	Semester Examination:	70
Marks		

Objective

The objective of this course is to help students to understand E-Commerce issues for providing a secure and effective method of conducting a business and the use of E-Commerce in competing markets.

UNIT-I

Introduction to E- Commerce: Definition, Forces Fueling E-Commerce, Industry framework types, Internet service providers, Internet Access providers, Internet Vs Online service, www; concepts and technology.

UNIT-II

Intranets, Extranets and their applications, Electronic Commerce and Retailing, Supply Chain management, Intranets and Customer Relationship Management Technology and business strategy.

UNIT-III

Intranets and manufacturing-integrated logistics, agile manufacturing, Intranets and finance- Meaning, Software modules.

UNIT-IV

Electronic Payment system- Electronic Payment Technology- Digital Cash Electronic Cheque –Online Credit card, Electronic commerce and Banking: changing dynamics in the banking industry- Home banking implementation approaches, Open Vs Closed models, Management issues in online banking.

UNIT-V

Security Implications- Introduction, Risk analysis, Security Policy, Types of EDI and security, EDI security concepts , message integrity , non-reputation services, Auditability, Confidentiality, Security mechanisms, Advantages and disadvantages, Internet security, Network firewall, Proxy server.

Note for Paper Setting

The question paper shall contain two question from each unit(total 10 questions) and the candidate shall required to answer one question from each unit (total question to be attempted is five)i.e. there will be internal choice within each unit.

Books Recommended

- **Fundamentals of E-Commerce:** Ravi Kalakota and whinstone
Addison Wesley
- **Frontiers of E-Commerce** Ravi Kalakota and whinstone Addison
Wesley
- **The Internet:** Cady G H and part Megregor BPB Pub,
Delhi
- **E-Commerce** The Cutting Edge of Business Kamlesh
Nag. Bajaj Debjani

Course Title: Customer Relationship Management and Business Intelligence

Course No. MBA-452	Max. Marks: 100
Marks	
Contact Hours: 45	Internal Assessment: 30
Marks	
Duration of Examination: 3 Hrs	Semester Examination: 70
Marks	

Objective

The objective of the course is to understand the fundamentals of CRM, which include understanding the benefits of an difficulties in developing and implementing CRM Strategies, Also, the course aims at making the students aware of CRM's role in managing customers as critical assets, with business intelligence and knowledge management.

UNIT-I

CRM Theory and Development: Principles of Customer relationship Marketing, History and development of CRM, Relationship Marketing & Customer Relationship Management, Organization & CRM.

UNIT-II

Data, Information, and Knowledge Management; CRM and Data Management, Technology and Data Platforms, Database and Customer Data Development.

UNIT-III

CRM: Impact on Sales and Marketing Strategy ; Sales Strategy& CRM, CRM Technology and sales, Marketing Strategy and CRM, CRM, Marketing Automation, & Communication.

UNIT-IV

e-CRM Evaluation and its Applications; CRM Programm Measurement & Tools, CRM in Banking and Insurance, CRM in Manufacturing , E- CRM: Corporate role of e-CRM, e-CRM update, e-CRM- A tool for retaining customers, CRM in Service Sector.

UNIT-V

Privacy, Ethics, And Global Considerations; Latest Developments in Customer Relationship Management, Privacy Considerations & Issues, CRM New Horizons, Future of CRM.

Note for Paper Setting

The question paper shall contain two question from each unit(total 10 questions) and the candidate shall required to answer one question from each unit (total question to be attempted is five)i.e. there will be internal choice within each unit.

References: S Shanmugasundaram (PHI)

- **Customer Relationship Management: Galka** Roger J Baran, Robert J. Daniel. P. Struck (Cengage Learning Press)
- **Customer Relationship Management Modern Trends and Prespective** S Shanmugasundaram (PHI)
- **Customer Relationship Management Concepts and Cases** Alok Kumar Rai(PHI)
- **Customer Relationship Management A strategic Approach to Marketing** Kaushik Mukherjee(PHI)
- **Business Intelligence : Luckevich** Elizabeth Vitt, Michael
- **Customer Relationship Management & Sons** Stacia Minser(PHI) Stanley A Brown, John Wiley Canada, Ltd.

Course Title: Knowledge Management and Strategic Systems

Course No. MBA-453	Max. Marks:	100
Marks		
Contact Hours: 45	Internal Assessment:	30
Marks		
Duration of Examination: 3 Hrs	Semester Examination:	70
Marks		

Objective

The objective of the course is to make the students aware of the concepts and applications of knowledge management and role of strategic systems for the efficient knowledge management. The course also aims at making the students aware of the explicit knowledge concept and how it differs from data and information, strategic use, technologies, knowledge transfer, and implementation.

UNIT-I

The knowledge Economy; Leveraging Knowledge, Data Information- Knowledge- Wisdom relationship, organizations knowledge, characteristics and Components of organizational knowledge, Drivers of knowledge Management, Creating the Knowledge Edge, Knowledge Management, Creating the Knowledge Edge, Knowledge Management Road Map and Leveraging existing Infrastructure.

UNIT-II

The Knowledge Society: Building knowledge societies, Indian Knowledge root, the Beginning of Knowledge and the Grey Revolution. The knowledge vision and the organizational strategy for strategic systems.

UNIT-III

The knowledge process: Universal appeal, Stages of KM Process, Knowledge, Capital Vs. Physical Capital, Implementation of Knowledge Management: Roadblocks to success, 10 –step KM Road Map, Business Intelligence and Internet platforms, web Portals, Information Architecture: A three way Balancing Act, KM, the Indian experience.

UNIT-IV

Strategic Systems and Information Technology: Role of Information Technology in Knowledge Management systems, Knowledge Management tools, creating effective Knowledge Management Systems through Information Technology, ERP and BPR.

UNIT-V

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

Note for Paper Setting

The question paper shall contain two question from each unit(total 10 questions) and the candidate shall required to answer one question from each unit (total question to be attempted is five)i.e. there will be internal choice within each unit.

References

- Barnes, Knowledge Management systems, 1/e, Cengage Learning, 2006.
- Thothathri Raman, Knowledge Management, First Edition, Excel Books, New Delhi, 2004.
- Awad, Knowledge Management, Pearson Education, 2007.
- Mattison, Web Warehousing & Knowledge Management, Tata Mc Graw-Hill, 2007
- Tiwana, The Knowledge Management tool kit; Practical techniques for building a knowledge Management systems, 2/e, Pearson Education, 2006.
- Harish Chandra Chaudhary, Knowledge Management for competitive advantage, first edition, Excel Books, New Delhi, 2005.
- Sislop, Knowledge Management, Oxford University Press, New Delhi, 2007.

Course Title: Global Logistics & Supply Chain Operations

Course No. MBA-454	Max. Marks:	100
Marks		
Contact Hours: 45	Internal Assessment:	30
Marks		
Duration of Examination: 3 Hrs	Semester Examination:	70
Marks		

Objective

The objective of the course is to develop and understanding of the complexities and process involved in global logistics and supply chain operations and the strategic implications of this area for an organization. The course aims to demonstrations how operations performance can shape and influence the sales and profit ambition of a business.

UNIT-I

International Logistics and supply Chain Management; meaning and objectives, importance in global economy, Characteristics of global supply chains; supply chain relationship to business performance, Key tasks of logistics and supply chain managers, Role of Government in controlling international trade and its impact on Logistics and Supply chain.

UNIT-II

Supply chain as a Competitive advantage , Global supply Chain strategy, Structuring supply chain capabilities, Business matching supply chain design with business strategy.

UNIT-III

Planning global supply chain, Network design for global supply chain management, Risk Management in the global context, Measuring logistics cost and performance. Benchmarking the supply chain, Performance measurement and evaluation in global supply chains.

UNIT-IV

Importance of coordination in Supply Chain, Bullwhip effect, Effect of lack of coordination on performance, Obstacles to Coordination, Strategies to achieve coordination, Building Strategic Partnership and Trust in Supply Chain.

UNIT-V

Role and importance of IT in Supply Chain Management, IT Solutions for Supply Chain Management, Supply Chain Information Technology in Practice.

Note for Paper Setting

The question paper shall contain two question from each unit(total 10 questions) and the candidate shall required to answer one question from each unit (total question to be attempted is five)i.e. there will be internal choice within each unit.

Books Recommended

- Douglas Long International Logistics: Global Supply Chain Management Springer-Verlag New York, LLC;2004
- Philippe-Pierre dornier, Panos Kouveils, Michel Fender Global Operations and Logistics: Text and Cases wiley, John & sons, Incorporated 1998.
- Alan Branch Global Supply Chain Management in International Logistics Routledge 2007.
- Kent N. Gourdin Global Logistics Management: Acompetitive Advantage for the New Millennium Blackwell Publishing 2006.
- Sridhar R. Tayur(Editor), Michael J. Magazine(Editor), RAM Ganeshan (Editor) Quantitative Models for Supply Chain Management Kluwer Academic Publishers 1998.