

**Course Structure and Syllabus**  
**of**  
**Master of Business Administration**

**With effect from 2016 – 17 Academic Year**



**Department of Management Studies**  
**MAHATMA GANDHI UNIVERSITY**  
**NALGONDA – 508 254**  
**[www.mguniversity.ac.in](http://www.mguniversity.ac.in)**  
**[www.mgucbm.in](http://www.mgucbm.in)**

## **RULES AND REGULATIONS**

### **M.B.A.(General)PROGRAMME-2016**

The Master of Business Administration (M.B.A.) is a Post-Graduate course offered as: Two-years i.e., four semester Full time MBA (General) programme

#### **1. ELIGIBILITY CONDITIONS**

##### **1.1 M.B.A. (General)**

Candidate seeking admission into Full Time M.B.A. (Day) programme must be:

1. Bachelor degree holder of Mahatma Gandhi University or a degree recognized by the university as equivalent thereto and / (or) as per the rules laid down by the University;
2. The candidate seeking admission must qualify in the Entrance Examination I-CET, conducted by the appropriate authority in the year of admission as per the norms prescribed by the University.
3. The admission of Non-resident Indians and candidates admitted in lieu of them will be as per the University Rules in force on the date of the admission.
4. Foreign candidates' admission is based on the Screening Process of the University currently in vogue.

##### **2. Instruction Schedule:**

Instruction will be provided as per the workload indicated in the structure, Rules and regulations of M.B.A. Program for all Theory, Practical and Project Work course requirements. The almanac will be as follows for all semesters.

Duration of instruction : 14 – 16 Weeks

Preparation Holidays : 7-10 Days

##### **3. Rules of Attendance:**

Students must attend 75% of the total classes conducted for all the courses put together in a semester. Relaxation of 10% of attendance might be given to a student on medical grounds on the basis of a valid medical certificate and payment of condonation fee prescribed by the university.

##### **4. Promotion Rules**

A student will be promoted subject to the following rules:

###### **4.1 I Semester to II Semester:**

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) for both General and TTM programs and should be registered for the University exam for the I semester.

###### **4.2 II Semester to III Semester**

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) for both day and evening programs and should have passed at least 50% of Theory courses of I & II Semesters put together.

###### **4.3 III Semester to IV Semester:**

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) for both programs General and TTM and having registered for the University Examination.

###### **Cancellation of Admission**

The admission of a candidate admitted to the MBA Course stands cancelled if:

He / She does not put in at least 40% of attendance in Semester-I. (Or)

He / She puts in at least 40% of attendance in Semester – I, but failed to register for 1<sup>st</sup> Semester Examinations (Or)

He / She fails to fulfill all the requirements for the award of the degree as specified, within 4 academic years from the time of admission in case of full time 2 year MBA program.

##### **5. Project Work:**

The students should undertake the Project internship during the summer vacation (For 6 weeks of duration) intervening between II & III Semesters of MBA Programme. Project Report Work should be carried out in the Final Year of MBA Programme i.e., III & IV Semesters for Day Programme.

The students are required to do project work in any area of Management under the active guidance of Internal Faculty Member assigned to the student.

The Project work usually consists of selecting a Topic / Problem / Theme in any area of management, gather relevant

data, analyze and interpret the same in a systematic and scientific manner.

The Project Work should be undertaken under the supervision of the Faculty Member assigned for the purpose. The Project Report should be submitted to the University 30 days (one month) before commencement of Final Semester Examinations.

#### **6. Award of Grades For Project Report and Viva Voce:**

Project Report and Viva Voce will be evaluated and awarded grades as per the following percentages of Marks obtained.

Grade A - 70% and above Marks

Grade B - 60% and above but below 70% Marks. Grade C - 50% and above but below 60% Marks. Grade D - 40% and above but below 50% Marks.

Grade E (Fail) - Below 40% Marks (Fail)

#### **7. Instructional Work Load For Theory, Practical Courses and 'Mentoring & Project Work':**

Each of the Theory Courses of the MBA Programme shall have instructional workload of 4 periods of 60 Minutes duration per week in addition to mentoring and project work. The Instructional workload for each of the Practical and Lab Courses shall be 2 Periods of 60 Minutes duration per week.

#### **8. Evaluation System:**

1. All courses of MBA Program will carry a Maximum of 100 Marks each.
2. Duration of the university examination for all the courses is three hours each.
3. All the courses will have 80% marks for university examination and 20% marks for internal examination.
4. In case of courses where practical/lab component is involved, of the total 100 marks, 60% marks are for university examination, 20% marks are for internal evaluation and 20% marks are for practical/lab examination.
5. The Guidelines, Rules and Regulations framed by the University in this regard will be applicable to the MBA (General and TTM) Programme.

#### **9. Conduct Of Examinations:**

At the end of Odd numbered semesters viz., I, III and V, examinations for these Semesters and IV will be conducted. The

students appearing for regular, backlog and improvement can get registered for the above examinations as per the norms of the University.

At the end of even numbered semester's viz., II, IV examinations will be conducted for all Semesters i.e., (I to IV Semesters). The students appearing for regular, backlog and improvement can get registered for the above examinations as per the norms of the University.

#### **10. Rule for Offering Electives:**

The Minimum number of Students required for offering an Elective / Specialization shall be 20% of students on rolls of the college for Final Year subject to a Minimum of 10 students.

#### **11. Award of Degree And Division:**

Candidates will be awarded MBA Degree on successful completion of all Theory Courses, Practical Courses, Viva Voce and Project Report. The Division / Class will be awarded based on the following percentage of marks obtained by the candidate.

1st Division with Distinction - 70% and above of aggregate marks.

1st Division - 60% and above but below 70% of aggregate marks.

2nd Division - 50% and above but below 60% of aggregate marks.

Pass Division - 40% and above but below 50% of aggregate marks.

Candidates who have passed all the examinations in the first attempt along with the batch in which they were admitted are eligible for getting Distinction Rank Certificates / Gold Medals / Prizes.

#### **12. Readmission for Pursuing Additional Elective Courses:**

A student can be given readmission for pursuing additional electives after completion of MBA programme subject to payment of requisite fee prescribed by the college / Department. Such candidates have to satisfy all the rules including attendance rule in vogue on par with regular students.

- a. The additional elective must be pursued in the same college in which the student studied and completed the MBA Programme.

b. The admission must be done within four weeks of the commencement of the III / V Semester.

**13. Total number of credits to be completed to be eligible for the award of MBA degree:**

(a) Total number of credits at the end of fourth semester (MBA) = 26 + 26 + 24 + 28 = 104

**14. Electives/Specialisations**

MBA Programme offers Electives (Finance, HR and Marketing Specialization). In each specialization two compulsory papers in 3<sup>rd</sup> and 4<sup>th</sup> semesters. For example; In Finance Investment Management and International finance for the third semester and Financial Risk management and financial services and systems in 4<sup>th</sup> semester.

**15. Awarding Cumulative Grade Point Average (CGPA):**

Following is the criteria to award CGPA:

- a. CGPA ranges from 0 to 10 point grade
- b. Grade point Table

**Grade Point Division to be awarded**

- 0.00 to 3.99 Fail division
- 4.00 to 4.99 Pass Division
- 5.00 to 5.99 Second Division
- 6.00 to 6.99 First Division
- 7.00 to 10.00 First with Distinction

**Note:** First with distinction will be awarded only when candidate completes the course within the stipulated period (2 years in case of day programme and single attempt without any backlog and improvement.

**16. Example of calculating CGPA:**

The following example may be considered for calculating CGPA.

Example-1: Assume that student has secured 1900 out of 2600. Then the CGPA of the student will be %  $(1900/2600) = 73.07\%$  (or) 7.3 CGPA, which falls under First Division with distinction.

Example-2: Assume that student has secured 1700 out of 2600. Then the CGPA

of the student will be %  $(1700/ 2600) = 65.38\%$  (or) 6.5 CGPA, Which falls under First Division.

Example-3: Assume that student has secured 1500 out of 2600. Then the CGPA of the student will be %  $(1500/ 2600) = 57.69\%$  (or) 5.7 CGPA, Which falls under Second Division.

Example-4: Assume that student has secured 1200 out of 2600. Then the CGPA of the student will be %  $(1200/ 2600) = 46.15\%$  (or) 4.6 CGPA, Which falls under Pass Division.

Example-5: Assume that student has secured 900 out of 2600. Then the CGPA of the student will be %  $(900/ 2600) = 34.61\%$  (or) 3.4 CGPA, Which falls under Fail Division.

**Important Note:** It is important to be noted while awarding CGPA that rounding option should not be exercised. For instance, a student has secured 1817. Then the percentage of marks will be %  $(1817/2600) = 69.88\%$  and CGPA will be 6.9, which falls under first class. It should be noted that 69.88 should not be rounded to 70.00% and the CGPA should not be 7.0.

**17.Choice Based Credit System (CBCS):**

Under CBCS Entrepreneurial development will be offered as subject for the other departments students in Mahatma Gandhi University.

**18.General Clause:**

It may be noted that beside the above specified rules and regulations all the other rules and regulations in force and applicable to semester system in Post-Graduate courses in Mahatma Gandhi University will be applicable as amended from time to time by the University. The students shall abide by all such Rules and Regulations.

**MBA General Syllabus Structure As Per CBCS Guidelines Effective From 2016-2017**  
**Year-I Semester –I**

Course Code	Course Title	Nature	Credits	HPW	Max Marks (IA+UE)
MB101	Management & Organizational Behaviour	Core	5	5	20+80
MB102	Financial Accounting & Analysis	Core	5	5	20+80
MB103	Marketing Management	Core	5	5	20+80
MB104	<b><u>Elective-I</u></b> 1. Business Law & Environment 2. Managerial Economics	GE/ID	5	5	20+80
MB105	<b><u>Elective –II</u></b> 1. IT Applications for Management 2. Managerial Communication	GE/ID	5	5	20+80
MB106	Computer Lab Practicals (MS- Excel Lab)	Practical	1	2	50
	<b>Semester</b>	<b>Credits</b>	<b>26</b>	<b>27</b>	<b>550</b>

**Year-I Semester –II**

Course Code	Course Title	Nature	Credits	HPW	Max Marks (IA+UE)
MB201	Human Resources Management	Core	5	5	20+80
MB202	Financial Management	Core	5	5	20+80
MB203	Statistics for Management	Core	5	5	20+80
MB204	<b><u>Elective-III</u></b> 1. Operations Management 2. Customer Relationship Management.	GE/ID	5	5	20+80
MB205	<b><u>Elective-III</u></b> 1. Operations Research 2. Financial Institutions & Markets	GE/ID	5	5	20+80
MB206	Statistical tools using Excel - Lab	<b>Practicals</b>	1	2	50
<b>Semester Credits</b>			<b>26</b>	<b>27</b>	<b>550</b>
<b>Yearly Credits</b>			<b>52</b>	<b>54</b>	<b>1100</b>

Department of Management Studies  
**MBA Syllabus Structure As Per CBCS Guidelines**  
**Year-II –Semester-III**

Course Code	Course Title	Nature	Credits	HPW	Max Marks (IA+UE)
MB301	Business Research Methods	Core	5	5	20+80
MB302	Total Quality Management	Core	5	5	20+80
MB303	International Business	Core	5	5	20+80
MB304	<b><u>DSElective- I</u></b> 1.Investment Management(F) 2.Product & Brand Management (M) 3.Compensation Management (HR) 4. Enterprise Resource Planning (SYS)	DSE	5	5	20+80
MB305	<b><u>DSElective – II</u></b> 1. International Finance(F) 2.Promotion & Distribution Management (M) 3.Organization Development(HR) 4. Database Systems(SYS) <b>Laboratory</b> 4.1 Practicals in Database Environment	DSE	5 5 5 4 1	5 5 5 4 2	20+80 20+80 20+80 20+60 20
<b>Semester Credits</b>			<b>25</b>	<b>25</b>	<b>500</b>

**Year-II –Semester IV**

Course Code	Course Title	Nature	Credits	HPW	Max Marks (IA+UE)
MB401	Strategic Management	Core	5	5	20+80
MB402	Supply Chain Management	Core	5	5	20+80
MB403	Entrepreneurship Development	Core	5	5	20+80
MB404	<b><u>DSElective- III</u></b> 1. Financial Risk Management(F) 2. Consumer Behaviour (M) 3. Performance Management (HR) 4. E-Commerce (SYS)	DSE	5	5	20+80
MB405	<b><u>DSElective- IV</u></b> 1.Financial Services & Systems (F) 2..Services Marketing(M) 3. Labour Laws & Employee Relations (HR) 4. Advanced Excel (SYS) + LAB	DSE	5	5	20+80
MB406	Project Work		1	2	GRADE
<b>Semester Credits</b>			<b>26</b>	<b>27</b>	<b>500</b>
<b>Yearly Credits</b>			<b>51</b>	<b>54</b>	<b>2100</b>
<b>Total Credits for the course</b>			<b>103</b>	<b>108</b>	

**GE/ID- Generic Elective ID- Interdisciplinary**

**DSE- Discipline Specific Elective**

**F- Finance; M- Marketing; HR- Human Resources; SYS- Systems;**

**SEMESTER – I****MB 101 Management and Organizational Behavior**

Subject code: 1.1

No.of Credits: 5

Objective: The objective of the course is to impart the fundamental concepts of Management theories and practice. This course will form a foundation to study other functional areas of Management; also provides an insight into behavioral issues pertaining to Organizations.

Unit – I: Evolution of Management: Meaning, Mintzberg Managerial roles, Process of Management, Administration vs. Management, Theories of Management - Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory.

Unit – II: Planning and Organizing: Planning: Nature of planning, Steps in planning, Types of planning, Levels of planning. Decision Making: The process and techniques of decision making.

Nature of organizing, organization levels and span of management – Factors determining span - Organizational designs and structures –departmentation, line and staff concepts, delegation, decentralization and recentralization of authority.

Unit – III: Introduction to Organizational Behavior: Definition - Nature and levels of Organizational Behavior. Personality: The Big 5 Model of Personality – Organizationally relevant Personality traits. Attitudes: Nature and Dimension of Attitudes. Perception: Nature of Perception – Characteristics of the perceiver, target and situation – perceptual problems. Attribution, Johari Window and Transactional Analysis.

Unit – IV: Motivation and Leading: Theories of Motivation. Leading: Leading vs. Managing – Leadership Theories- Leadership styles –Transactional leaders and transformational leaders. Communication: Meaning, Types of communication – barriers to effective communication in Organizations.

Unit – V: Group Dynamics& Controlling: Groups and group development – turning groups into effective teams. Power and sources of power. Conflict: Causes and consequences –conflict resolution strategies.

Controlling: Basic control process- Requirements for effective control – Control techniques.

**Suggested Books:**

1. Jon L Pierce and Donald G. Gardner, “Management and Organizational Behavior”, Cengage Learning India (P) Limited.
2. LaurieJMullins, “Management & Organizational Behavior”, 7ed.,2006, Pearson.
3. Harold Koontz and Heinz Wehrich, Essentials of Management, TMH, 2007.
4. Richard L. Daft, “The New Era of Management”, Cengage Learning India (P) Limited.
5. Michael A. Hitt, J. Stewart Black, and Lyman W. Porter, “Management”, 2006 Pearson.
6. Richard Pettinger, “Organizational Behavior”, 2010 Routledge.
7. John M. Ivancevich: OrganizationalBehavior& Management, TMH, 2009
8. Jennifer George and Gareth Jones “Understanding and Managing Organizational Behavior”, Published by Pearson Education Inc.
9. Certo and Certo: Modern Management,10/e,PHI,2009
10. Stephen P. Robbins, Jennifer George and Gareth Jones, “Management and Organizational Behavior”, Pearson Education Inc.
11. K. Aswathappa, “Organizational Behavior”, Himalaya Publishing House.

## MB 102 Financial Accounting and Analysis

Subject code: 1.2

No. of Credits: 5

**Objective:** The objective of this course is to familiarize the students with the mechanics of preparing and Presentation of financial statements of an organization. Students are expected to analyze and interpret financial statements in this course.

**Unit – I:**

Meaning & Definition of financial accounting–Scope of accounting science–Accounting as a Business information system; Accounting concepts and conventions, their implications on Accounting system; Double entry system–recording business transactions–Classification of Accounts– Accounting process–Accounting cycle– Primary entry (Journal proper)–Ledger posting preparation of trial balance, suspense account; accounting equation–Static and Dynamic view.

**Unit – II:**

Preparation and presentation of financial statements–Distinction between capital and revenue expenditure–Measurement of business Income, profit and loss account–Preparation of balance sheet; provisions of the Indian companies Act.

**Unit – III:**

Depreciation concept–Methods of depreciation–their impact on measurement of business income– Accounting standard 6–Inventory valuation methods–AS2.

**Unit – IV:**

Financial Statement Analysis–Ratio analysis–Rationale and utility of ratio analysis–Classification of ratios–Calculation and interpretation of ratios–Liquidity ratios–Activity / turn over ratios–Profitability ratios–leverage and structural ratios– common size statement analysis.

**Unit –V:**

Funds flow analysis–Concept of funds flow–Statement of changes in working capital–Funds from business operations–Statement of sources and uses of funds–Advantages of funds flow analysis– Cash flow statement–Accounting standard 3 (AS3).

### **Suggested Books:**

1. Earl K. Stice and James. D. Stice, “Financial Accounting – Reporting and Analysis”, 2009, 7th Ed. south western, Cengage Learning.
2. Carl S. Warren, James. M. Reeve, Jonathan. E. Duchac, “Financial Accounting, Concepts, Methods and Applications”, 2009, Cengage Learning
3. Alic C Lee, John C Lee, “Financial Analysis, Planning & Forecasting”, 2009, 2nd Ed. Cambridge.
4. Grewal T.S., “Introduction to Accounting”, 2009, S. Chand Publishers.
5. N. Ramachandran, Ramkumar Kakani, “Financial Accounting for Management”, 2009, 2nd Ed. Tata McGraw Hill Publishing Pvt. Ltd.,
6. Dr. Jawaharlal, “Accounting for Management”, 2010, 5th Ed. Himalaya Publishing House
7. Sudhindra Bhat, “Management Accounting”, 2009, 1st Ed, Excel Books.
8. Ashish K. Bhattacharyya, “Essentials of Financial Accounting”, 2009, 5th Ed. PHI Learnings.



## MB 103 Marketing Management

Subject code: 1.3

No.of Credits : 5

**Objective:** The objective of this course is to make familiar the students with basic marketing concepts and Planning, analysis and implementation and control of marketing Programmes.

**Unit – I: Introduction:**

Introduction to Marketing, Marketing Philosophies, Marketing Mix-expanded Marketing Mix, Marketing Environment - Company's Micro and Macro Environment and their impact on Marketing decisions, Interface other functional areas.

**Unit II: Managing Markets: Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, Market Targeting - Evaluating Market Segments, Selecting Market Segments – Differentiation, Product Positioning, Positioning Strategies.**

**Unit – III: Marketing Decisions:**

Decisions Involved in Product, Branding, Packaging, Product Line and Product Mix Decisions. New Product development, Product Life Cycle.

**Unit – IV: Marketing Strategies:**

Demand Measurement and Sales Forecasting Methods, Estimating current and future Demand. Competitive strategies, pricing strategies, Distribution strategies and Promotional strategies.

**Unit-V : Marketing Planning**

Consumer Behavior, Seven Os Structure, Adoption Process, Services Markets- Characteristics, and Strategies. Marketing Organization and Control- Types of Marketing Organization Structures and Marketing Organization control- types.

**Suggested Books:**

1. Kotler Philip, Garyarmstrong, Prafullay. Agnihotri, EU Haque, “Principles of Marketing”, 2010, 13th Ed, Pearson Education Prentice Hall of India.
2. Paul Baines, Chris fill, Kelly page, “Marketing Management”, 2009, 1st Ed. Oxford University Press.
3. Roger j. best, “Market- Based Management”, 2009, 1st Ed. PHI Learning Pvt. Ltd.
4. Kurtz & Boone, “Principles of Marketing”, 2010, 12th Ed. Cengage Publications.
5. Tapan k panda, “Marketing Management”. 2010, 1st Ed. Excel books.
6. Ramaswamy V.S. Namakumari S, “Marketing Management”, 2009, The Global perspective- Indian Context Macmillan India Ltd.
7. Rajan Saxena, “Marketing Management”, 2009, 4th Ed. Tata McGraw Hill.

## Elective –I MB 104 Business Law and Environment

Subject code: 1.4

No. of Credits: 5

### Objective:

The objective of this course is to create Legal Awareness and give exposure to various laws and acts which have impact on business and Industry

### Unit - I: Law of Contract:

Definition of Contract and Agreement – Classification of Contracts, Essential elements of a valid Contract – Offer - Acceptance - Consideration - Capacity to Contract - Free consent, void contracts – Legality of Object - Performance of Contract – Remedies for breach of Contract - Quasi Contracts.

### Unit - II: Laws relating to Special Contract:

Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee. Sale of Goods Act – Distinction between Sale and agreement to sell - Conditions and Warranties.

Unit- III Negotiable Instruments Act,1881 – Negotiable Instrument- Meaning, Characteristics, Types, Negotiable Instrument – Definitions, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of crossing ,Negotiation and Types of Endorsement, Dishonour of Negotiable Instruments.

### Unit - IV: Companies Act:

Definition of company – Characteristics - Classification of Companies- Formation of Company - Memorandum and Articles of Association – Prospectus - Share holders meetings - Board meetings - Law relating to meetings and proceedings- Company - Management - Qualifications, Appointment, Powers, and legal position of Directors - Board - M.D and Chairman - Their powers.

### Unit - V: Consumer Protection Law:

Introduction to consumer protection law in India - Consumer councils - Redressal machinery - Rights of consumers - Consumer awareness. Pollution Control Law - Air, water, and environment pollution control, Role of public awareness. Laws relating to Intellectual Property Rights.

### Suggested Books:

1. N.D. Kapoor, “Elements of Mercantile Law”, 2007, Sultan Chand & Co.
2. Akhileshwar Pathak, “Legal Aspects of Business”, 2007, 3rd Ed. Tata McGraw Hill.
3. K.R. Bulchandani, “Business Law for Management”, 2009, HPH.
4. Paul Wetherly and Dorron Otter, “The Business Environment – Themes and Issues”, 2010, Oxford University Press.
5. Richard Schaffer, Agusti & Earle.
6. K. Aswathappa, “Essentials of Business Environment”, 2009, HPH.
7. V. Ramakrishna Raju, “Business Laws and Economic Legislations”, 2005, HPH.
8. S.S Gulshan, Business laws, 2010, Excel Books.
9. Ravindra Kumar, “Legal Aspects of Business”, 2nd Ed. Cengage Learning.

## Elective –I MB104 1.2: Managerial Economics

Subject code: 1.4

No.of Credits : 5

Objective: The course is to familiarize the students with basic concepts and techniques of micro economic analysis and its applications to managerial decision making.

Unit – I: Nature & Scope of Managerial Economics:

Meaning, Nature and Scope, Managerial Economics with other Disciplines, Fundamental Economics Concepts: Opportunity Cost, Discounting principle, Time perspective, Incremental reasoning, Equi-marginal concept.

Unit – II: Demand & Supply Analysis:

Basis for demand and supply. Market demand and supply functions and curves. Market equilibrium. Consumer behavior and rational choice. Demand Sensitivity Analysis: Price, Income & cross elasticity's of demand. Managerial applications of elasticity arc of demand.

Unit – III: Production and Cost Analysis:

Production Function; Laws of diminishing returns to a factor. Returns to scale. Productivity Measurement Output elasticity. Economies & Diseconomies of scale. Economies of scope. Learning curve. Estimation of production function: Cobb Douglas and CES Production functions.

Unit – IV: Cost analysis: Economic & Accounting Costs. Role of time in cost analysis. Minimum of Efficient scale Firm size & plant size. Cost-volume Profit Analysis.

Unit –V: Market Structure and Modern Pricing Practices:

Price determination under perfect competition. Monopoly, oligopoly & Monopolistic competition. Sophisticated market pricing: pricing discrimination–using coupons & rebates for price discrimination. Peak load pricing and two-part tariffs. Transfer pricing: A perfectly competitive market for upstream product. The global use of transfer pricing.

Suggested Books:

1. Allen, Wegelt, Doherty & Mansfield, “Managerial Economics - Theory, Application & Cases”, 2010, 7th Ed. Viva-Norton Student Ed.
2. Mark Hirschey, Log “Managerial Economics – An Integrative Approach”, Cengage Learning.
3. Dominik Salvatore, “Managerial Economics”, 2008, 6th Ed. Oxford University Press.
4. Geethika, Piyoli Ghosh, and P.R. Chaudhary “Managerial Economics”, 2008, Tata McGraw Hills, Delhi.
5. Robert Wasahik “Managerial Economics: A Strategic Approach”, 2010, 2nd Ed. Routledge Publications.
6. D.M. Mithani, “Managerial Economics” 2008, Himalayan Publishing House.
7. D. N. Dwivedi, “Managerial Economics”, 7th Ed Vikas Publishing.
8. Trunett & Trunett, “Managerial Economics”, 2009, 8th Ed Weiley India.
9. Samuelson & Nordhaus, “Economics” 2010, 19th Ed., Tata McGraw Hills.
10. Atmanand, “Managerial Economics”, 2009, Excel Publishing.
11. Sumitra Paul, “Managerial Economics”, 2008, Macmillan.
12. Josph G. Nellis & David Parter “Principles of Business Economics”, 2009, 2nd Ed. Pearson Ed.,

## Elective –II MB 105 IT APPLICATIONS FOR MANAGEMENT

Subject code: 1.5

No.of Credits: 5

**Objective:** The learning outcome is that the students should be able to comprehend the fundamentals of Information Technology and its' application for Management.

**Unit – I: Information Systems for Business: Need for Information Systems – Business in the Information age, Information systems Concepts, Computer Based Information Systems – Categories of Information Systems- Operational Support Systems- Management Support Systems- Strategic Information Systems. Functional Information Systems – IS support to Business Functions – Accounting & Finance, Marketing & Sales, Production & Logistics, and Human Resources Management Systems.**

**Unit – II: Information Technology Infrastructure: Computer Hardware-I/O Devices, Memory Devices, Processor -Software-Application & Systems Software- Multimedia – Definition, Characteristics, Elements of Multimedia, Multimedia Applications. Data Communication & Computer Network – Definition, Types –Network Topologies Network Devices, Wireless Networking. The Internet, Intranet.**

**Unit – III: Information Systems Planning and Development: Systems Planning - Traditional system development lifecycle (SDLC) - alternate methods for system development-dataflow analysis- system development outside the system- Data Base Concepts- Definition-Advantages, Disadvantages – Normalization – Types of Data Bases – Definition of Distributed Databases.**

**Unit – IV: Information Systems Application: Inter organizational- Global information systems, Electronic Data Interchange (EDI), Electronic Funds Transfer (EFT) –Extranets, E-Commerce Overview- E-commerce Applications, M-Commerce Services & Applications, E-Governance- Emerging Trends in Computing – Cloud Computing, Grid Computing (Definitions only).**

**Unit – V: Computer Security: Need For Security - Security Threat & Attack- Malicious Software, Hacking, Security Services, Security Mechanisms - Cryptography, Digital Signature, Firewall- Types of Firewall-Identification& Authentication–Biometric Techniques–Other Security Measures- Security Policy. Suggested**

### **Suggested Books:**

1. Turban, Rainer and Potter, "Introduction to Information Technology", John & Wiley Sons.
2. Anita Goel, "Computer Fundamentals", Pearson.
3. Ralph M. Stair& George W. Reynolds, "Principles of Information Systems, Thomson Course Technology".
4. Ramesh Behl, "Information Technology for Management", McGraw-Hill Companies.
5. Ken Laudon, Jane Laudon &RajnishDass, "Management Information System", 11nd Ed. Pearson.
6. B. Muthukumaran, "Information Technology for Management", 2010, Oxford.
7. Alex Leon & Mathew Leon, "Fundamentals of Information Technologies", 2009, Leon Vikas, 2nd Ed.
8. S. Sudalaimuthu& S. Anthony Raj, "Computer Applications of Business", 2010, HPH.
9. Arpita Gopal &Chandrani Singh, "E - World- Emerging Trends in Information Technology", Excel Books.

## Elective –II MB 105 MANAGERIAL COMMUNICATIONS

Subject code: 1.5

No.of Credits: 5

### Unit – I:

The role of and process of communication. Barriers to communication Surmounting barriers to communication, Types of communication; listening process – Elements of good listening-Improving listening competence. Importance of feedback – Principles of feedback

### Unit – II:

Characteristics of non verbal communication – Types and functions of non verbal communication-Interpreting non verbal communication; Negotiations-Approaches to negotiations - Preparing for and conducting negotiations

### Unit – III:

Making Presentations-Choosing a method of speaking-Analyzing the audience-Nonverbal dimensions of presentation-Speeches for commemorative occasions-Effective presentation strategies. Persuasive speaking

### Unit – IV:

Report writing-Types of reports-Structure of reports-Individual and committee reports-Essentials of good report writing. Business letters-Drafting letters relating to enquiries and replies; orders and replies; complaints and claims. Effective business correspondence drafting a resume

### Unit – V:

Media relations- Building better relations with media. Investor relations- Framework for managing investor relations. Managing government relations - ways and means of managing governing power. Crisis communication – Do's and don'ts in the wake of a crisis.

### Suggested Books:

1. Penrose, Rasberry and Myers, "Business Communication for Managers", Cengage Learning.
2. Kathleen Fearn-Banks, "Crisis Communications, A Casebook Approach", Routledge.
3. Mary Munter, "Guide to Managerial Communication" 6<sup>th</sup> Ed Pearson Education.
4. Lesikar, R.V. and M.E. Flatley, "Basic Business Communication", 2008 11<sup>th</sup> Ed. New York, McGraw-Hill.
5. Disanza, "Business and Professional communication", Pearson Education.
6. CSG Krishnamacharyalu and L.Ramakrishnan, "Business Communications", 2009, Himalaya Publishing House.
7. Paul A Argenti, "Strategic Corporate Communications", Tata McGraw Hill
8. Krizan, Merrier, Logan and Williams, "Effective Business Communications", 2008 Cengage Learning.
9. Paul R.Timm, "Straight Talk: Written Communication for career success", Routledge Publication.
10. David Irwin, "Effective Business Communications", 2009, Viva Books.
11. Kelly Quintanilla and Shawn T Wahl, "Business and Professional Communication", Sage Publications.
12. U S Rai & S M Rai, "Business Communication", Himalaya Publishing House.

## MB 106 Information Technology – LAB - I

Subject code: 1.6

No. of Credits: 2

Objective: The objective of this course is to provide basics of I.T and it's applications through MS Word, MS PowerPoint and MS Excel.

### Unit I: Working with MS Word:

Getting started with Word, Opening & Saving documents  
Working with Texts, Paragraphs and Tables, Lists, Page numbers  
Inserting Graphs, Pictures, Watermarks, Endnotes, Footnotes, Citations, Table of Contents  
Protecting Documents  
Creating Mailing List and Mail Merge.

### Unit II: Working with MS Power Point:

Getting Started with Power Point, Opening & Saving Power Point,  
Terminology and elements of Presentations,  
Using themes, styles and backgrounds,  
Creating, formatting and making use of charts, graphs and tables  
Inserting, formatting and editing Smart Art, pictures and clipart  
Incorporating sound, video and animation into a presentation  
Creating macro enabled presentations

### Unit III: Getting started with MS Excel - I

Opening a blank or new workbook, general organization.  
Highlights and main functions: Home, Insert, page layout, formulas.  
Highlights and main functions: Data, review, view, add-ins.  
Using the Excel help function.

### Unit IV: Getting started with MS Excel - II

Entering, Editing, Copy, Cut, Paste, Paste Special.  
Formatting Data and Using the Right Mouse Click.  
Saving, Page Setup, and Printing.  
Using Headers and Footers.

### Unit V: Working with Data in MS EXCEL

Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.  
Data from External Sources.  
Using and Formatting Tables.  
Basic Formulas and Use of Functions.  
Data Analysis Using Charts and Graphs.  
Managing, Inserting, and Copying Worksheets.  
Securing the Excel Document  
Simple Formulas and Functions.

### Suggested Books:

1. David Whigham, "Business Data Analysis Using Excel", Oxford University Press, Indian Edition.
2. Paul Cornell, "Accessing & Analyzing DATA with MS-EXCEL".
3. Sanjay Saxena, "A First Course in Computers – Based on Windows Office XP", Second Edition – Vikas Publishing House.
4. P. Sudharsan & J. Jeyabalan, "Computers Systems & Applications", Jaico Student Edition- Jaico Publishing House.

## SEMESTER - II

## MB 201 Human Resource Management

**Subject code: 2.1**

**No. of Credits: 5**

**Objective:** The objective of this course is to give students basic concepts of Human Resource management, its functions, methods and applications.

**Unit – I:**

Definition, Evolution, objectives, scope and functions of HRM. Systems approach. Line vs. Staff - The changing environment and role of HRM. Competitive challenges influencing HRM – HRIS: Three levels comparison – Competency Framework for HR professionals.

**Unit – II:**

Job analysis – Systems exchange model. Analysis and mapping of workflow. Job characteristics model. Job Design - Job evaluation -Remuneration– Towers Perrin Model of Total Reward.

**Unit – III:**

HR Planning – Gallagher HR Estimator – Cohort Analysis – Recruitment- Yield – ratio Analysis - Process of selection, placement and orientation. Training -Methods, Evaluation– Kirkpatrick and Pecuniary Utility Models of Training – MDP. Performance Appraisal – Methods.

**Unit – IV:**

Dunlop's IR Model – Organogram – QWL – QC - Grievance management – Labour Turnover and stability indices – Worker's Participation in Management – Bate's brand wheel for employer brand – employee Engagement Index – Absence Management – Brad factor. Knowledge Management Process, Talent Management Strategies.

**Unit – V:**

HR outsourcing - HR issues in mergers and acquisitions – HR six – sigma process – Emotional intelligence and competencies at work - Work life Balance – Diversity Management Strategies – Introduction to International HRM, Strategic HRM – HR Score card.

### **Suggested Books:**

1. Michael Armstrong, "Human Resource Management", 2010, Kogan Page.
2. Mathis & Jackson, "Human Resource Management", 2009, Cengage.
3. David Lepak, Mary Gower, "Human Resource Management", 2009, Pearson.
4. Paul Banfield, Rebecca Kay, "Human Resource Management", 2009, Oxford.
5. Decenzo, "Human Resource Management", 2008, Wiley.
6. P.Subba Rao, "Essentials of Human Resource Management and Industrial Relations", 2014, HPH
7. Madhurima Lal, S.Qzaidi, "Human Resource Management", 2009, Excel books.
8. Wayne & Caseia, Ranjeet Nambudri, "Managing Human Resource", 2010, TMH.
9. Gomez Mejia et.al, "Managing Human Resource", 2010, PHI.
10. Steve Fleetwood & Anthony Hesketh, Explain the performance of HRM, 2010, Cambridge.
11. V.K. Sharma, "Human Resource Management", 2010, Viva Books.
12. David G. Collings, "Human Resource Management", 2009, Routledge.

## MB 202. Financial Management

**Subject code: 2.2**

**No. of Credits: 5**

**Objective:** The objective of this course is to acquaint the students with the broad framework of financial decision making in a business.

**Unit – I: The Finance function:**

Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value.

**Unit – II: The Investment Decision:**

Investment decision process- Project generation, project evaluation, project selection and project implementation. Developing Cash Flow; Data for New Projects; Using Evaluation Techniques – Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty; Measurement of Risk – Risk adjusted Discount Rate, Certainty Equivalents and Beta Coefficient, Probability tree approach, Sensitivity analysis.

**Unit – III: The Financing Decision:**

Sources of finance – a brief survey of financial instruments; Capital Structure Theories, Concept and financial effects of leverage; The capital structure decision in practice: EBIT – EPS analysis. Cost of Capital: The concept – Average vs. Marginal Cost of Capital; Measurement of Cost of Capital – Component Costs and Weighted Average Cost of Capital

**Unit – IV: Current Assets Management and Dividend Decision:**

Concept of current assets, characteristics of working capital. Factors determining working capital. Estimating working capital requirements. Working capital policy. Management of current assets: Cash Management, Receivables Management and Inventory Management.

**Unit – V: The Dividend Decision:** Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of Gordon, Walter, and Lintner. A brief discussion on dividend policies of Indian companies.

### **Suggested Books:**

1. Jonathan Berk, Peter DeMarzo, Ashok Thampy, “Financial Management”, 2010, Pearson.
2. Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, 2006, 10th Ed. Thomson South-Western.
3. Ross Westerfield Jaffe, “Corporate Finance”, 7th Ed, TMH Publishers
4. Vishwanath S. R., “Corporate Finance: Theory and Practice”, 2007, 2nd Ed. Response books, Sage Publications.
5. Prasanna Chandra, “Financial Management Theory and Practice”, 7th Ed. Tata McGraw Hill,
6. I. M. Pandey, “Financial Management”, 2010, 10th Ed. Vikas Publishing House.
7. Sudershana Reddy, “Financial Management”, 2010, HPH.
8. Rajiv Srivastava and Anil Misra, “Financial Management”, 2009, 4th Ed. Oxford Higher Education.



## MB 203 Statistics for Management

**Subject code: 2.3**

**No. of Credits: 5**

**Objective:** The objective of this course is to make familiar the students with basic concepts statistics and its application in business.

**Unit – I:**

Introduction to Statistics –concepts, Definitions, Managerial Applications of statistics, Introduction to Probability-Concepts and Definitions of Probability–addition, marginal, conditional, multiplication and Baye’s theorem - its applications.

**Unit – II:**

Probability Distribution-Random Variable (RV), Expectation and Variance of a RV. Probability distribution function, Continuous and Discrete Probability distribution functions. Binomial Distribution, Properties and applications; Poisson distribution-applications. Normal Distribution, standard Normal Distribution- Properties, Applications and importance of normal distribution.

**Unit – III:**

Sampling Theory-The basics of sampling-steps and methods of sampling. Hypothesis Testing-Steps.

Large Sample tests-Test for one and two proportions, Test for one and two means, Test for two S.D.’s.

**Unit – IV:**

Small Sample Tests- t-Distribution-properties and applications, testing for one and two means, paired t-test.

Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

**Unit -V:**

Correlation Analysis : Scatter diagram , positive and negative correlation , limits for coefficient of correlation , Karl Pearson’s coefficient of correlation , Spearman ‘s rank correlation , concepts of multiple and partial correlation. Regression Analysis – Concepts, least square fit of line regression, two lines of regression, Time series Analysis.

### **Suggested Books:**

1. Levin R.I., Rubin S. David, “Statistics for Management”, 2000, 7th Ed. Pearson.
2. Gupta S.C, “Fundamentals of Statistics”, 2010, 6th Ed. HPH.
3. Keller, G, “Statistics for Management”, 2009, 1st Ed, Cengage Learning.
4. Amir D. Aczel and Jayavel Sounderpandian, “Complete Business Statistics”, TMH,
5. John C Lee, “Business and Financial Statistics Using MS-Excel”, First edition, 2009, Cambridge.
6. J. K Sharma, “Business Statistics”, 2010, 2nd Ed. Pearson.
7. Arora PN & others, “Complete Statistical Methods”, 2010, 3rd Ed. S. Chand.
8. Beri, GC, “Business Statistics”, 2010, 3rd Ed. TMH.
9. Black Ken, “Business Statistics for Contemporary Decision Making”, 2006, 4th Ed. Wiley.
10. Levine, David M and others, “Statistics for Managers using MS. Excel”, 2009, 5th Ed. PHI.
11. Davis, G & Pecar, B, “Business Statistics using Excel”, 2010, Oxford.
12. Kanji K. Gopal, 2006, “100 Statistical Tests”, Sage Publications

### **ELECTIVE –III MB 204 Operations Management**

**Subject code: 2.4**

**No. of Credits: 5**

**Objective:** The objective of this course is to provide the knowledge of production department and its operations in business.

**Unit - I: Introduction to Operations Management:**

Introduction to Operations Management - Systems concept of production, Production Cycle - process technologies.- Project, Job Shop, Assembly, batch and Continuous. Interface between the operation systems and systems of other functional areas.

**Unit – II: Production Management:**

Production Planning, Production control, scheduling, Product sequencing- Sequencing of products with simple problems. Plant Capacity, Plant layout, plant Location. Maintenance Management: Objectives – Failure Concept, Reliability, Preventive and Breakdown maintenance.

**Unit - III: Quality Management:**

Standards and specifications, Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and S.D., Control charts for Attributes- fraction defective and number of defects.

**Unit - IV: Productivity Improvement:** Acceptance Samplings, Work Study, Methods Study, Work measurement, computation of allowance and allowed time.

**Unit -V: Inventory Management:**

Stores Management – Requirements for efficient. Management of Stores – safety stock, Economic order quantity .Inventory analysis methods - ABC, VED and FNSD analyses. Value Analysis.

**Suggested Books:**

1. Mahadevan. B, “Operations Management”, 2010, Pearson Education.
2. Stevenson J. William, “Operations Management”, 2009, 9th Ed. Tata McGraw-Hill.
3. James R Evans, David A. Collier, “Operations Management”, 2007, Cengage Learning.
4. Aswathappa K. and Sridhara Bhat, “Production and Operations Management”, 2010, HPH.
5. Danny Samson and Prakash J.Singh, “Operations Management-An integrated approach”, 2009, 1st Ed. Cambridge press.
6. Ray Wild, “Operations Management, 2003, Thomson Learning.
7. Kanishka Bedi, “Production and Operations Management”, 2007, 2nd Ed. Oxford University Press.
8. Everett. Adam, Jr. and Ronald J. Elbert, “Production and Operations Management Concepts, Models and Behaviour”, 2003, Prentice Hall of India, 5th Ed.
9. Donald Waters, “Operations Management”, 2010, Kogan page India.
10. Upendra Kachru, “Production and Operations Management”, 2010, Excel Books.

### **ELECTIVE –III MB 204 Customer Relationship Management**

**Subject code: 2.4**

**No. of Credits: 5**

Objective: The objective of this course is to understand the role, value and prospects of CRM and to provide managerial insights into the process of forming, managing and enhancing customer relationships.

Unit – I: Evolution of Customer Relationship:

CRM- Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM , CRM and Cost-Benefit Analysis, CRM and Relationship Marketing.

Unit – II: CRM Concepts:

Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.

Unit – III: Planning for CRM:

Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.

Unit – IV: CRM and Marketing Strategy:

CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector.

Unit – V: Components of ECRM Solutions: Data Ware Housing, Data Mining of CRM, Evaluation of Technical solution for CRM. Role of contact centre in Building Relationship.

Suggested Books:

1. Francis Buttle, “CRM: Concepts and Technologies”, Elsevier, 2009, a division of Reed Elsevier India Pvt. Ltd., 2nd Ed.
2. Jagdish N.Sheth, Atul Parvatiyar & G.Shainesh, “Customer Relationship Management”, “Emerging Concepts, Tools and Application”, 2009, TMH.
3. Dilip Soman & Sara N-Marandi,” Managing Customer Value” 1st edition, 2009, Cambridge.
4. Alok Kumar Rai, “Customer Relationship Management: Concepts and Cases”, 2008, PHI.
5. Ken Burnett, the Handbook of Key “Customer Relationship Management”, 2005, Pearson Education.

**ELECTIVE –IV MB 205 Operations Research****Subject code: 2.5****No. of Credits: 5**

**Objective:** The objective of this course is to acquaint the student with the applications of Operations Research to business and industry and help them to grasp the significance of analytical techniques in decision making. Students will be tested on the application of Operations Research to business related problems.

**UNIT – I Introduction to OR:** Origin, Nature, definitions, Managerial applications and limitations of OR. Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by the Graph, Exceptional cases, Solution to LPP Simplex Method.

**UNIT – II Transportation Problem (TP):** Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method(LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications. Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, Travelling salesman problem, Managerial applications of AP and TSP.

**UNIT – III Network Analysis:** Network fundamentals- scheduling the activities - Fulkerson's Rule –CPM- earliest and latest times -determination of ES and EF in the Forward Pass-LS and LF in backward pass determination of Critical Path, Crashing, time cost trade off. PERT-Beta Distribution, probabilistic models, Calculation of CP, resource analysis and allocation. Network flow problems, Maximum flow- Minimum cut theorem.

**UNIT – IV Queuing Theory:** Concepts of Queue/Waiting Line - General structure of a Queuing system-Operating characteristics of Queues, deterministic Queuing models - Probabilistic Queuing Model –Cost Analysis - Single Channel Queuing model - Poisson arrival and exponential service times with infinite population.

**UNIT- V Game Theory:** concepts, saddle point, Dominance, Zero-sum game, two, three and more persons games, analytical method of solving two person zero sum games, graphical solutions for  $(m \times 2)$  and  $(2 \times n)$  games. Applications of Simulation.

**Suggested Books:**

1. N.D. Vohra, "Quantitative Techniques in Management", 2010, 4th Ed. TMH.
2. J.K. Sharma, "Operations Research Theory and Applications 2009, 4th Ed. Macmillan.
3. Kasana, HS & Kumar, KD, "Introductory Operations Research theory and applications", 2008, Springer.
4. Chakravarty, P, "Quantitative Methods for Management and Economics", 2009, 1st Ed. HPH.
5. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, "Quantitative analysis for Management", 2007, 9th Ed. Pearson.
6. Pannerselvam, R, "Operations Research", 2006, 3rd Ed. PHI.
7. Selvaraj, R, "Management Science Decision Modeling Approach", 2010, 1st Ed. Excel.
8. Ravindren, A, Don T. Phillips and James J. Solberg, 2000, "Operations Research Principles and Practice", 2nd Ed. John Wiley and Sons.
9. Hillier, Frederick S. & Lieberman, "Introduction to Operations Research Concepts and Cases", 2010, 8th Ed. TMH.
10. Prem Kumar Gupta & others, "Operations Research", 2010, S. Chand.
11. K.K. Chawla, vijay gupta, Operations Research, Kalyani Publications, 2008

## ELECTIVE –IV MB 205 Financial Institutions & Markets

Subject code: 2.5

No. of Credits: 5

Objectives -: To acquaint the students with Financial Markets and its various segments.

To give the students an understanding of the operations and developments in financial markets In India.

### Unit -1

INDIAN FINANCIAL SYSTEM- Structure of the Indian Financial system Changes in the Structure of the Indian Financial System after 1991 . Financial Institutions-Regulatory, Intermediaries, Non Intermediaries, Financial Markets-Primary and secondary markets, Financial instruments, Financial Services, Indicators of Financial developments Role of Financial system in economic development.

### Unit-II

INDIAN MONEY MARKET- Nature and scope of Indian Money Market, Structure and Characteristics of Indian Money Market, Segments of Indian Money Market ,Institutions of Indian Money Market, Drawbacks of Indian Money Market ,RBI and Indian Money Market

### Unit-III

INDIAN CAPITAL MARKET - Structure of Indian Capital Market ,Characteristics of Indian Capital Market ,National Stock Exchange - Working of NSE, Bombay Stock Exchange - Working of BSE Calculation of sensex and derivatives ,Over the Counter Exchange of India – Advantages, objectives and working of OTCEI .

### Unit-IV

#### NON BANKING FINANCIAL INTERMEDIARIES

Definitions, its structure and characteristics, Distinctions between bank and NBFCs, Working and progress of the following: Lease Financing, Mutual Funds, Factoring, Housing Finance, Venture Capital Finance, Merchant Banking.

### Unit-V

DEVELOPMENT BANKS IN INDIA - Working and progress of the following: Industrial Finance Corporation of India, Industrial Investment Bank of India, Small Industries Development Bank of India, State Finance Corporations, State Industrial Development Corporations. INVESTMENT INSTITUTIONS IN INDIA Working and progress of the following: Unit Trust of India, Life Insurance Corporation of India , General Insurance Corporation of India ,Post Office Small Saving Schemes ,Provident Funds .

### Suggested Books:

1. Financial Institution and Market -: L.M. Bhole
2. Financial Markets and institutions in India -:Dr. G.V. Kayandepatil
3. Financial market and institutions in India -: Dr. Mukund Mahajan
4. Business finance and Financial Services -: Dr. Mukund Kohok
5. Indian Financial System -: Dr. M.Y.Khan
6. Investment and Securities Markets in India -: V.A. Avadhani
7. Economic Reforms and Capital Markets in India -: Anand Mittal
8. Financial Markets and Institutions -: Dr. G.V. Kayandepatil, Dr. B.R. Sangale, Dr.G.T. Sangle, Prof. N .C. Pawar .

## 206 Statistical tools using Excel-Lab

**Subject code: 2.6**

**No. of Credits: 2**

Unit I: Using Excel for Data Analysis Getting started with Primary Data – Entering Data into Excel.

Unit II: Working with Charts & Graphs Data Analysis Using Charts and Graphs. Bar diagram, Multiple Bar diagram, Pie diagram

Unit III: Descriptive Statistics- Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines.

Unit IV: Inferential Statistics 1

t-Test, F -test, ANOVA one way classification, chi square test, Independence of attributes.

Unit V: Inferential Statistics 2

Time series: forecasting Method of least squares, moving average method. Inference and discussion of results.

### REFERENCES

1. Michael Alexander , Jared Decker & Bernard Wehbe, “Microsoft Business Intelligence Tools for Excel Analysts” 1st Edition, Wiley
2. Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2012
3. D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
4. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
5. Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
6. Shelly, MS Office, 2007, Cengage, 2009.
7. Ajai.S.Gaur, Sanjaya S.Gaur, Statistical Methods for Practice and Research, Response, 2009.

**SEMESTER – III**  
**Subject code: 3.1**

**MB 301 Business Research Methods**

**No. of Credits: 5**

**Objective:** The objective of this course is to give students a complete exposure to all aspects of conducting research, analysing and interpreting the data with tools.

**Unit – I: Meaning and importance of marketing research:**

Marketing Research, marketing information system -Marketing decision support system. Research design Introduction to design of experiments -Exploratory, causative, conclusive and experimental designs.

**Unit – II: Marketing research process:**

Sources and methods of gathering marketing information - Respondents, Experiments, Simulation (as a source of Data Generations) and Panels. Sampling design and Sample size determination. Measurement and scaling - Concept of measurement and scaling – Types of Scales – Nominal, Ordinal, Interval and Ratio Scales - Attitude scales Thurstone's, Likert's, Guttman's, Semantic differential, Reliability and validity of a scales. Design of questionnaire.

**Unit – III: Decision Making Tools:**

Decision Theory-Decision making under certainty, Risk, uncertainty, Criteria of Decision making-Pessimism, Realism, Optimism, Regret, Equiprobable, EMV, EOL, Cost and value of information, Determination of EVPI utility as a concept of decision making. Decision tree analysis – Decision Tree- Sequential decision making.

**Unit – IV: Non-Parametric Statistics in Research, Multi-Variate analysis** McNemar, Sign Test –One and Two samples, Run test, Wilcoxon Matched pairs test, Mann-Whitney test, Kolmogorov – Simronov D test, Kruskal –Wallis tests.

**Unit –V: Structural and Functional methods**-Factor analysis, Cluster analysis, Discriminate analysis, Conjoint analysis, Multi Dimensional Scaling. Multiple Regression (Numerical with two independent variables).

Research report - preparation - and presentation - Oral and written presentation.

**Suggested Books:**

1. Green E. Paul, Tull S.Donald & Albaum, Gerald: “Research for Marketing Decisions”, 2006, 6th Ed, PHI.
2. Tull and Hawckins, “Marketing Research”, 2000, 4th Ed. Tata McGraw Hill.
3. Luck and Rubbin, “Marketing Research”, 2004, 4th Ed. PHI.
4. Zikmund, “Essentials of Marketing Research”, 2009, CENGAGE Publishers.
5. Martin callingam, “Market intelligence”, 2009, Kogan Page Publishers.
6. G.C. Beri, “Marketing Research”, 2008, 8th Ed, Tata McGraw Hill.
7. Malhotra, K. Naresh, “Marketing Research- And applied orientation”, 2005, 4th Edition.
8. Alan Bryman and Emma Bell, “Business Research Methods”, 2009, 2nd Ed. Oxford Press.
9. O.R. Krishna Swamy “Methodology of Research in Social Sciences”, 2008, HPH.
10. S L Gupta, “Marketing Research”, 2009, Excel Books, New Delhi.

## MB 302 Total Quality Management

**Subject code: 3.2**

**No. of Credits: 5**

**Objective:** The objective of this course is to provide the knowledge of Quality dimensions, tools and techniques relevance in the business.

**Unit-I: TQM- History and Evolution:**

Connotations of Quality, Quality Dimensions – Product and Service. The concept of TQM, Evolution of TQM – Inspection, SQC, QA and TQM. Conventional quality management versus TQM. Customer supplier focus in TQM. Benefits and Costs of TQM. Historical perspectives of TQM. Quality System Awards and Guidelines – ISO.

**Unit – II: Tools Techniques of TQM:**

Measurement Tools: Check Sheets, Run Charts, Cause and Effect Diagrams, Pareto's Chart, Process Capability Measurement. Analytical Tools: Process Mapping, Regression Analysis, Resource Utilization and Customer Service Analysis, The Five Why's. Improvement Tools and techniques: Kaizen, JIT, Quality Circles, Forced field Analysis. Control Tools: Gantt Chart, Network Diagram, The PDCA cycle.

**Unit – III: Quantitative techniques:** Failure Mode Effect Analysis (FMEA), Statistical Process Control (SPC), Quality Function Deployment (QFD), Design of Experiments (DOE), Quality by Design and Monte Carlo Technique (MCT). **Qualitative techniques:** Benchmarking, The Balanced Scorecard, Sales and Operations Planning, Kanban and Activity Based Costing (ABC). **Taguchi methods:** Quality loss function.

**Unit – IV: Six Sigma:**

The concept of Six Sigma, Objectives of Six Sigma, The frame-work of Six Sigma programme, Six Sigma Organization : roles and responsibilities, Six Sigma problem solving approach: The DMAIC model, Benefits and costs of Six Sigma.

**Unit –V: TQM in the Service Sectors:**

Implementation of TQM in service organization: Framework for improving service quality, Model to measure service quality programs. TQM in Health-care services, Hotels and financial services – Banks, Investment Company and Mutual Funds.

**Suggested Books:**

1. John L. W. Beckford, –Quality: A Critical Introduction, 3rd Ed. Routledge – Taylor and Frances Group, New York and London.
2. Dale H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfield-sacre, –Total Quality Management, 2006, 3rd Ed. PHI.
3. Ron Basu, –Implementing Quality: A Practical Guide to Tools and Techniques, 2006, THOMPSON.
4. Greg Brue, –Six Sigma for Managers, 2002, TMH.
5. R. P. Mohanty & R. R. Lakhe, –TQM in the Service Sector, Jaico Books.
6. Kanishka Bedi, –Quality Management, Oxford University Press.
7. Howard S Gitlow, Alan J Oppenheim, Rosa Oppenheim and David M Levine, –Quality Management, Tata McGraw-Hill, 3rd Ed.
8. Sunil Sharma, –Total Engineering Quality Management, 2003, Macmillan India Ltd.
9. Poornima M Charantimath, –Total Quality Management, 2003, Pearson.
10. Mukherjee, P N, –Total Quality Management, 2007, PHI.
11. –The Six Sigma Instructor Guide||, Green belt Training made easy, 2008, 2nd Ed. Macmillan
12. Kanji K. Gopal & Asher Mike, –100 methods for TQM', Response.



## MB 303 International Business

Subject code: 3.3

No. of Credits: 5

Objective: The objective of this course is to provide inputs of global business, managing business internationally.

Unit - I: Global Imperative:

An overview–International Business: A global perspective–Emergence of Globalization–Drivers of Globalization–Internationalization Process–Stages in International Business–Approaches to International Business; International Trade Theories; Environment of International Business–Cultural Environment and Political Environment.

Unit - II: Global Business & National Regulation:

Rationale for Government Intervention–Forms of Trade Regulation at National Level–Tariff and Non- Tariff Barriers. Regional Economic Integration: Levels of Economic Integration–Benefits & Costs of Economic Integration–Major Trading Blocks: EU, NAFTA, ASEAN and SAARC. Multilateral Regulation of Trade and Investment–Basic Principles of Multilateral Trade Negotiations–GATT and its early Rounds–World Trade Organization–Structure and functions–TRIPs & TRIMs–WTO & India–UNCTAD.

Unit – III: Global Business and Entry Strategies:

Global Market Entry Strategies–Exporting, Licensing, Franchising, Contract Manufacturing, Assembly and Integrated Local manufacturing. Strategic Alliance–Cost and Benefit Analysis of Entry Strategies.

Unit - IV: Managing Global Business:

Strategy and Global Organization -Global Strategic Planning–Going Global and Implementing Strategies–Intercultural Communications–Intercultural Human Resources Management in Global Context.

Unit -V: Global operation of Supply Chain Management , International trade Procedures and Documentation , Global – business.

### Suggested Books:

1. Charles W.K Hill, and Arun K. K. Jain, —International Business, - Competing in the Global Market Place, 2010, 6th Ed. Tata McGraw Hill.
2. Michael R. Czinkota, LLk. A. Ronkainen and Michael H. Moffett, —International Business, 2009, 7th Ed, Cengage Learning, New Delhi.
3. Alain Verbeke, —International Business Strategies 1st edition, 2009, Cambridge
4. Rakesh Mohanh Joshi, —International Business, 2009, Oxford University Press.
5. David H. Holt and Karen W. Wigginton, —International Management, 2007, Thomson.
6. Jeanett and Hennessey, —Global Marketing Strategies, 2005, Jaico, New Delhi.
7. Subba Rao, 2007, —International Business, 2010, Himalaya Publications, New Delhi.
8. John D. Daniels & Lee H. Radebaugh, —International Business, 2006, Pearson Education.
9. Hodgetts, Luthans and Doh, —International Management Culture, Strategy and Behaviour, 2006, Tata McGraw-Hills, New Delhi.
10. Anan t. K. Sundaram and J. Stewart Black, —The International Business Environment, 2009, Test and Cases, PHI Learning, New Delhi.
11. Aswathappa, K, —International Business, 2010, Tata McGraw Hill, New Delhi.
12. Francis Cherunilium, International Business

### 304.1. (F): Investment Management

**Subject code: 3.5.1**

**No. of Credits: 5**

**Objective:** The objective of this course is to enhance the knowledge of types of investments with risk and returns. Various models and techniques for effective investment decisions

**Unit – I: Investments: Concepts; Real vs. Financial assets; Investment decision process; Sources of investment information; Investment vs. Speculation; Factors to be considered in investment decision-Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return-realized and expected return. Ex-ante and ex-post returns. The concept of risk. Sources and types of risk.**

**Unit – II: Measurement of risk-Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis-Fundamental Analysis; Technical Analysis; Efficient Market Hypothesis.**

**Unit – III: Fixed Income Securities - Analysis, Valuation and Management:** Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYTM and YTC. Bond valuation: Capitalization of income method, Bond-price theorems, Bond duration, Macaulay's duration and modified Macaulay's duration. Bond convexity.

**Unit – IV: Portfolio Theory: Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem. Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and under-priced securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.**

**Unit – V: Portfolio Evaluation: Performance measures-Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns.**

#### **Suggested Books:**

1. Alexander. G.J, Sharpe. W.F and Bailey. J.V, —Fundamentals of Investments, PHI, 3rd Ed.
2. Zvi Bodie, Alex Kane, Marcus.A.J, Pitabas Mohanty, —Investments, TMH, 8th Ed.
3. Prasanna Chandra, —Investment Analysis and Portfolio Management, TMH, 3rd Ed.
4. Charles.P.Jones, —Investments: Analysis and Management, John Wiley & Sons, Inc. 9th Ed
5. Francis. J.C. & Taylor, R.W., — Theory and Problems of Investments. Schaum's Outline Series, McGraw Hill
6. Herbert. B. Mayo, —Investments: an Introduction, Thomson – South Western. 9th Ed.
7. Dhanesh Khatri, — Security Analysis and Portfolio Management, 2010, Macmillan Publishers.
8. Sudhindra Bhat, — Security Analysis and Portfolio Management, 2009, Excel Books.
9. Preeti Singh, Investment Management, 2010, HPH, 17th Revised Edition.
10. S. Chand —Investment Management: Security Analysis & Portfolio Management.
11. S. Kevin, —Analysis and Portfolio Management, PHI.

**MB 304.2 (M): Product and Brand Management**

**Subject code: 3.4.2**

**No. of Credits: 5**

**Objective:** The objective of the course is to make the learners' adept in concepts of Product, New Product Development and Testing; also it provides an insight into fundamentals of branding.

**Unit - I:**

Product, Product Levels, Product Hierarchy, and Product Classification, Product Mix, Product line, Product Modification and Deletion. Product Strategy and Planning

**Unit - II:**

New Product Development : Introduction, Growth Strategies, Intensive, Interactive, Diversification strategies. Product Portfolio analysis BCG, GE, Ad little. Risk-return analysis. Idea generating device. Role of R & D. Product Maps, Market Maps and Joint Space Maps. Idea- Screening. Product Concept generation, concept selection, and Concept Testing, Product architecture, Design for manufacturing, Prototype Product.

**Unit - III:**

Market Structure Analysis: Preference Segmentation, Business Analysis-Cost Behaviour-learning curve analysis. Innovation diffusion and adoption process-First Purchase and repeat purchase, trial and repeat models. Product Launching, Test marketing.

**Unit - IV:**

Understanding Brands: Meaning, Definition, Evolution of Brands, Different Types of Brands, Creation of Brands, significance of Branding to consumers and firms, selecting the Brand names.

**Unit -V:**

Brand Equity, Brand Extension, Co-branding Strategies, Brand Repositioning, Brand Rejuvenation and Re-launch – Brand Development through Acquisition, Takes over and Merger – Brand Licensing and Franchising –Brand Loyalty Programs – Building Global Brand.

**Suggested Books:**

1. Ulrich K T, AnithaGoyal, —Product Design and Development, 2010, McGraw Hill.
2. Pessemier Edgar, —Product Management,1982, John Wiley & Sons.
3. Kavin Keller, —Strategic Brand Management, 2008, Pearson Ed 3rd Edition.
4. Richard Elliott, —Strategic Brand management, 2007, Oxford press.
5. Sridhar J Murthy and Gary L Lilien, —Marketing Models, 2006, PHI.
6. Helen Edwards, —Creating Passion brands, 2009, Kogan Page Publishers.
7. Chunnawala, —Compendium of Brand Management, 2008, HPH.
8. U C Mathur, —Product and Brand management, 2009, Excel Books New Delhi.
9. Wind Yoram, —Product Policy, 1982, Addison and Wesley.
10. Bently, Davis & Ginsbury, —Trade Markets and Brands, 2008, Cambridge University Press

### **MB 304.3 (HR): Compensation Management**

**Subject code: 3.4.3**

**No. of Credits: 5**

**Objective:** The objective of this course is to impart the knowledge to students in the areas of compensation and employee behavior, compensation system, Compensation Benefits and compensation challenges.

**Unit – I :** Introduction to Strategic Compensation Management: Concept of compensation-Exploring and defining the compensation context–System of compensating–compensation dimensions-concept of reward–Role of compensation in Organization- Non-financial compensation system–Concept of total reward system-New trends in compensation management–The 3-P compensation concept.

**Unit – II :** Compensation and Employee Behavior: Bases For Traditional Pay System and Modern Pay System–Establishing Pay Plans–Aligning Compensation Strategy with HR Strategy and Business Strategy-Seniority and Longevity pay- Linking Merit Pay with Competitive Strategy-Incentive Pay-Person focus to Pay–Team Based Pay.

**Unit – III :** Designing Compensation System: Building internally consistent Compensation System-Creating Internal Equity through Job Analysis and Job Valuation-Building Market Competitive Compensation System-Compensation Surveys– Integrating Internal Job Structure with External Market Pay Rates-Building Pay Structures that Recognize Individual Contributions-Constructing a Pay Structure-Designing Pay for Knowledge Program.

**Unit – IV :** Employee Benefits Management: Components-Legally required Benefits–Benefits Administration–Employee Benefits and Employee Services–Funding Benefits through VEBA–Costing the Benefits–Components of Discretionary Core Fringe Compensation-Designing and Planning Benefit Program–Totally Integrated Employee Benefit Program.

**Unit – V :** Contemporary Strategic Compensation Challenges: International Compensation and Competitive Strategies-Executive Compensation Packages–Compensating Executives-Compensating the Flexible Workforce-Contingent Employees and Flexible Work Schedules–Compensation for Expatriates and Repatriates–Strategic Issues and Choices in Using Contingent and Flexible Workers.

#### **Suggested Readings:**

1. Handerson, "Compensation Management in a Knowledge Based World", 2007, Pearson Ed.9th Ed.
2. Joseph J.Martocchio, "Strategic Compensation", 2006, Pearson Ed Richard I 3rd Ed.
3. Milkovich & Newman, "Compensation", 2005, Tata McGraw –Hill, New Delhi.
4. Dr. Kanchan Bhatia, "Compensation Management", 2009, Himalaya Publishing House.
5. Tapomoy Deb, "Compensation Management", 2009, Excel Books, New Delhi.
6. Deepak Kumar Bhattacharyya, "Compensation Management", 2009, Oxford University Press.

## MB 304 ENTERPRISE RESOURCE PLANNING

Subject code: 3.4.4

No. of Credits: 5

### Unit-I

Introduction to ERP- Foundation for Understanding ERP systems-Business benefits of ERP-The challenges of implementing ERP system-ERP modules and Historical Development.

### Unit-II

ERP system options & Selection methods-Measurement of project Impact-Information Technology Selection- ERP proposal evaluation- Project Evaluation Technique.

### Unit-III

ERP system Installation Options- IS/IT Management results-Risk Identification analysis-System Projects- Demonstration of the system-Failure method-system Architecture & ERP

### Unit-IV

ERP- sales and Marketing- Management control process in sales and marketing-ERP customer relationship Management-ERP systems- Accounting & Finance control processes. Financial modules in ERP systems.

### Unit-V

ERP- Production and Material Management-Control process on production and manufacturing-Production module in ERP- supply chain Management & e-market place-e-businesses & ERP-e supply chain & ERP- Future directions for ERP.

### Reference:

- Mary Sumner “Enterprise Resource Planning” Pearson, 2012.
- David L.Olson “ Managerial Issues in ERP systems” TMH 2012.
- Ellen Monk “Enterprise Resource Planning” Cengage, 2012.
- Alexis Leon “Enterprise Resource Planning” 2e, TMH ,2012
- Goyal “Enterprise Resource Planning” TMH, 2012
- Jagan Nathan Vaman “ERP Strategies for Steering Organizational competence and competitive Advantage” TMH, 2012.
- Rajesh Ray “Enterprise Resource Planning” TMH, 2012
- Jyotindra Zaveri, Enterprise Resource Planning, HPH, 2012.

**DS ELECTIVE- II**  
**MB 305 INTERNATIONAL FINANCE (F)**

**Subject code: 3.5.1**

**No. of Credits: 5**

**Objective:** The course objective is to understand the international financial system, various theories and models for foreign direct investments.

**Unit - I: International Financial System:**

Evolution of international financial system–Importance –Scope and Nature of International Finance. Globalization and Multinational firm- Reasons- Privatization- Multinational Corporations growth. Multinational Financial management.

International Financial System- A Brief review of the International Monetary System- Gold standard, Gold standard, Bretton woods system-collapse of Bretton woods system, Smithsonian Agreement, European Monetary system, Jamaica Accord, Plaza Accord, Louvre Accord. Current exchange rate regimes.

**Unit - II: Foreign Exchange Market and International Parity Relationships:**

Participants in foreign exchange market, structure of foreign exchange market in India; quotes in spot market and forward market, Cross Rates , Currency Arbitrage, triangular arbitrage; Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory.

**Unit - III: Modern Theories of Exchange rate determination:**

Long Run Theories, Short Run Theories. International Flow of Funds Balance of Payments. Foreign Exchange Exposure- Managing Foreign Exchange Exposure. Foreign investment decision-Foreign direct investment (FDI)–motives, FDI theories-theory of comparative advantage.

**Unit - IV: Multinational Cash Management:**

Cash Management in MNC-Objectives, techniques to optimize Cash Flows, Investing Excess Cash, and Political Risk- types-evaluation.

**Unit - V: Cost of Capital of Multinational Companies: Introduction- Determinants- Cost of Debt- Cost of Preference Shares- Cost of Equity Capital-International Trade Banking System.**

**Suggested Books:**

1. Eun C.S., Resnick B.G., —International Financial Management, 2010, Tata McGraw Hill Education Pvt. Ltd., 4th Ed. Special Indian Edition.
2. Levi M., —International Finance, 2009, 5th Ed. Routledge, Taylor & Francis Group.
3. Shailaja G., —International Finance, 2010, 2nd Ed. Orient Black'swan.
4. Hendrik Van den Berg, —International Finance and Open Economy Macro Economics, 2009, 1st Ed. Cambridge.
5. Sharan V., —International Financial Management, 2009, 5th Ed. PHI, EEE.
6. Madura J., —International Financial Management, 2010, 4th Ed. Cengage Learning.
7. Apte P.G., —International Finance, 2008, 2nd Ed. McGraw Hill.
8. Risk Management, 2006 Indian Institute of Banking & Finance, Macmillan.
9. Madhu Vij, —International Financial Management, 2010, 3rd Ed. Excel Books.

**DS ELECTIVE- II**  
**MB 305 PROMOTION AND DISTRIBUTION MANAGEMENT(M)**

**Subject code: 3.5.2**

**No. of Credits: 5**

**Objective:** The objective of the course is to make the learners' adept the concepts of Promotion and distribution with various types of media, personal selling and promotion.

**Unit-I: Marketing Communications, Developing Integrated Marketing Communications:** The nature of marketing communications. Integrated marketing communication planning process. Model of marketing communications decision process. Establishing objectives and budgeting for the promotional programme. Creative strategy development. Process of execution of creative strategy: Appeals, execution styles and creative tactics. Media planning & Strategy: Developing Media Plans & Strategies and Implementation with IMC perspective.

**Unit – II: Personal Selling:** Role of personal selling in IMC programme. Integration of personal selling with other promotional tools. Personal selling process and approaches. Evaluating, motivating and controlling sales force effort.

**Unit – III: Sales Promotion and Support media:** Sales Promotion - objectives, consumer and trade oriented sales promotion. Developing and operating sales promotion for consumers & trade: Sales promotion tools: off - shelf offers, price promotions, premium promotions, prize promotions. Coordinating Sales promotions and advertisement. Support media – Elements of Support media and their role. Direct marketing, the internet & Interactive Marketing, publicity and public relations. Monitoring, evaluating & controlling promotion programme.

**Unit – IV: Distribution Management:** Role and functions of channels of distribution. Distribution Systems. Distribution cost, control and customer service. Channel design, and selection of channels, selecting suitable channel partners. Motivation and control of channel members.

**Unit – V: Distribution of Services, market logistics & supply chain management. Retailing and Wholesaling- Types Decision –trends.**

**Suggested Books:**

1. Shimp —Advertising and Promotion, 2007, Cengage Learning.
2. George E Belch, Micheal A Belch & Keyoor Purani —Advertising and Promotion, 2010, Tata McGraw Hills, 7th Ed.
3. Shah & D'souza —Advertising & Promotion, 2010, Tata McGraw Hills.
4. Iane, King & Russel —Advertising Procedure 6/c Pearson Publishers.
5. S.A. Chunnawalla, K.C.Sethia —Advertising, 2010, HPH.
6. SHH Kazmi & Satish Batra —Advertising & Sales Promotion, 2009, Excel Publishers.
7. Dr. S. Gupta —Sales & Distribution Management, 2010, Excel Books, 2nd Ed.
8. Krishna K. Havaladar and Vasant M. Cavale —Sales & Distribution Management 2009, Tata McGraw Hills.
9. Roddy Mullion —Sales Promotion, 2010, Kogan Parge Publishers.
10. Panda & Sahadev —Sales & Distribution Management, 2008, Oxford University Press, U.P.
11. Ogvinn, Allen & Semenik —Advertising Management, 2010, Cengage Learning.
12. Tony Carter —Sales Force Management, 2008, Jaico Publishers.
13. Rositer & Percy, —Ad-Management & Integrated Marketing Communication, 2006, Tata McGraw Hills.

**DS ELECTIVE- II**  
**MB 305 ORGANIZATION DEVELOPMENT (HR)**

**Subject code: 3.5.3**

**No. of Credits: 5**

Objective: The objective of this course is to impart knowledge about OD interventions for individual, team and organizational development.

Unit – I: General Introduction and Foundations of OD :

Overview of the field of OD-Definitions of OD-A short history of OD and its evolution- Growth and relevance of OD-Characteristics of OD-Values, assumptions, and beliefs in OD.

Unit – II: Foundations of OD:

Models and Theories of Planned Change-(a) Lewin's Change Model (b) Burke-Litwin Model (c) General Model of Planned Change-Systems theory-Participation and Empowerment-Teams and Team work-Parallel learning structures-A 'normative-reductive' strategy of changing-Applied behavioral Science-Action Research as a process and as an approach.

Unit—III: Managing the OD Process:

Diagnosis - The six-box Model-The action component-OD interventions and their nature-An overview of classification of OD interventions-Planning choosing, and implementing of an intervention strategy-Evaluating and institutionalizing OD interventions-The program management component-Conditions for optimal success of OD-Issues in Consultant-Client Relationship.

Unit—IV: Human Process Interventions:

Human Process approaches: T-Groups-Process-consultation-Third party intervention-Team interventions-Techniques and exercises used in Team interventions: Role Analysis Technique-Role Negotiation Technique-Responsibility Charting-Force Field Analysis-Broad Team Building interventions. Organizational process approaches: Organization Confrontation-Inter-group Relations interventions- Grid OD.

Unit—V: Techno-Structural and Strategic Interventions:

Techno-structural interventions: Structural Design-(i) Restructuring organization-Downsizing-Reengineering (ii) Employee involvement: Quality Circles-Total Quality Management (iii) Work Design: Engineering approach-System Approach. Strategic Interventions: Organizational Transformation and its Characteristics-Culture Change – Self – designing organizations-Organizational Learning.

**Suggested Books:**

1. Thomas G. Cummings, Christopher G Worley, —Organization Development and Change, 2007, Thomson, 8th Ed.
2. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, —Organization Development, 2006, Pearson Education.
3. Wendell French, Cicil, H. Bell, Jr. (6e) —Organization Development, Prentice Hall of India.
4. Reider Dale, —Organization & Development — Strategies, Structures, and Process, 2006, Sage Publications, New Delhi.
5. Kavitha Singh, —Organization Change & Development, 2005, Excel Books.
6. R. Sullivan, Gary Mclean, Jossey Bass. Brown, —Practicing Organization Development', 2006, Pearson Education.
7. S. Ramanarayan, T.V. Rao, Kuldeep Singh, —Organization Development-Intervention and Strategies, 2006, Response Books.



**DS ELECTIVE- II**  
**MB 305 DATABASE SYSTEMS (SYS)**

**Subject code: 3.5. 4**

**No. of Credits: 5**

Unit– I: Database Concepts and Modeling:

Introduction& overview – Client/Server Technology: 3 Tier architecture, data modeling, hierarchical, network, object oriented, Introduction to distributed databases. Relational Data structure: tuple, attributes, set; relational algebra operators, entity relationship diagrams, design of E-R Schema, E-R Schema to tables.

Unit– II: Relational Languages and Relational Database:

Functional dependence: normal forms, integrity constraints, domain, referential integrity, Codd’s rules. Elementary operations, set operations, aggregate functions, null values, nested sub queries, derived relations, views, joined relations, DDL, embedded SQL, QBE, QUEL.

Unit– III: Transaction Processing:

Transaction concepts, states, atomicity, durability, Serializability, isolation, transaction definition in SQL, concurrency control, locking, deadlock, handling, recovery systems, log based shadow paging.

Unit– IV: Distributed and Special Database:

Distributed data storage, network transparency, distributed query processing, commit protocols, concurrency controls, deadlock handling. Data analysis, data mining, data warehousing, spatial and geographical, multimedia database, mobility and personal database, distributed information system. World Wide Web.

Unit– V: ORACLE:

Introduction: SQL-SQL commands for data definition & data manipulation, views-procedures - indexing, PL/SQL, forms design process, triggers, SQL report writer, SQL menus.

**Suggested Books:**

- 1.Lee Chao, “Database Development and Management”, 2010,Special Indian Ed. Auerbach Publications.
- 2.Abraham Shivershatz, Henry F. Korth & S Sudershan- “DataBase System Concepts”, McGraw Hill.
- 3.Rob & Coronel, “Database Systems”, Thomson.
- 4.Page, Jr. Special edition Using Oracle 8/8i, Prentice Hall-
- 5.Narayan S. Umanath & Richard W. Scamwell, “Data Modelingand Data Base Design”, Thomson – India Edition.
- 6.Lemme & Colby, “Implementing and Managing Oracle Databases”, Prentice Hall.
- 7.Hansen & Hansen, “Database Management & Design”, Prentice Hall.

**DS ELECTIVE- II**  
**MB 305 TUTORIALS Practicals in Database Environment (SYS)**

**Subject code: 4.1**

**No. of Credits: 5**

1. Creating Tables & Applying All Constraints
2. Inserting Data into Tables
3. Updating Tables
4. Alias Table
5. Deleting Data From Table
6. Drop Table
7. Working with All SQL Queries using functions (Number, string functions etc.)
8. Working with sub queries
9. Working with Joins
10. Creating Views
11. Creating Objects (i.e. Cluster, Synonyms, Indexes etc.)
12. Writing PL/SQL programs
13. Creation of Cursors
14. Creation of Functions.
15. Creation of Procedures.
16. Creation of Triggers
17. Generation of SQL report
18. Creating forms and working with different objects.
19. Graphics
20. Reports.



**SEMESTER - IV**  
**Subject code: 4.1**

**MB 401 STRATEGIC MANAGEMENT**

**No. of Credits: 5**

**Objective:** The objective of the course is to enable the learners to comprehend with different business strategies and also to enable them with strategic orientation required in conducting the business.

**Unit I:**

Strategic Management: Definition, Strategic Management Process, Developing a strategic Vision, Mission, Objectives, Factors that shape a company's strategy. A model of elements of Strategic Management. The Strategic position-Strategic Choices- Strategies in action.

**Unit II:**

Strategic Position: Evaluating a company's External Environment- Relevant components of External Environment- Porter's Five Forces Model- Porter's Diamond Model-Industry Analysis-Strategic groups- SWOT Analysis –Internal Environment-Strategic Capability-Evaluating a company's resources and competitive capabilities- Sustaining competitive advantage- Porter's Value Chain Analysis.

**Unit III:**

Strategy Formulation: Business level strategy –Strategy and Competitive Advantage – Strategic Choices – Bases of Competitive Advantage. Sustaining Competitive advantage– BCG Matrix, Generic Strategies. Industry Life Cycle Stages. Strategic Implications: Tailoring strategy to fit specific industry and company situations - Strategies for competing in Emerging industries, Turbulent and high velocity markets, Maturing Industries, Stagnant industries, and Fragmented industries. Strategies for Industry leaders, Runner-up firms, weak and crisis ridden Business.

**Unit IV:**

Strategic Alternatives: Turnaround strategy. Diversification Strategy: Related Diversification – Vertical integration strategies, unrelated diversification, Unbundling and Outsourcing strategies, using offensive and defensive strategies. Outsourcing, Various activities for outsourcing, Benefits of outsourcing, growth and drivers of outsourcing. Cooperative Strategies. Product & Market Diversification: Merger and Acquisition strategies, Strategic Alliances.

**Unit V:**

Strategic Implementation: Strategic Control–Responding Effectively to Environmental Change-Attaining Behavioral Control: Instilling a Corporate Culture that promotes Good Strategy Execution–Leading the Strategy Execution Process. Corporate Social Responsibility & Corporate governance.

### **Suggested Books:**

1. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, "Crafting and Executing Strategy, - The Quest for Competitive Advantage - Concepts and Cases", TataMcGraw Hill Education Private Limited, New Delhi.
2. Thomas L. Wheelen and J. David Hunger, "Strategic Management and Business Policy", 2001, Pearson Ed.
3. Azhar Kazmi, "Strategic Management and Business Policy", 2011, Tata McGraw Hill Education Private Limited, New Delhi, 3rd Ed.
4. Gregory G. Dess, G. T. Lumpkin, Alan B. Eisner, "Strategic Management – test and cases", 2009, Tata McGraw Hill Education Private Limited, New Delhi.
5. Fred R. David, "Strategic Management – Concepts and Cases", 2010, PHI Learning, NewDelhi.
6. Subba Rao, P, "Business Policy and Strategic Management (Text and Cases)", 2010,Himalaya Publishing House, Hyderabad.
7. V.S.P. Rao and V., Hari Krishna, "Strategic Management", 2010, Text and Cases, Excel Books,New Delhi.
8. UPendraKchru, "Strategic Management, Concepts and Cases", 2010, Excel Book,s New Delhi.
9. Mintzberg H, Bruce Ahlstrand, Joseph Lampel, "Strategy Safari", 2009, Pearson education, U.K.
10. Gerry Johnson, Kevan Scholes, Richard Whittington, "Exploring Corporate Strategy", 2009, Pearson Ed Ltd, United Kingdom, 2ndEd.

## MB 402 SUPPLY CHAIN MANAGEMENT

**Subject code: 4.2**

**No. of Credits: 5**

**Objective:** The objective of the course is to enable the learners to comprehend with basics of supply chain management, logistics, and networks in any business.

**Unit - I:**

- i. Introduction to Supply Chain Management-Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy- collaboration, demand flow, Customer Service, Technology integration, Problems of complexity confronting SCs.
- ii. Demand Planning, Forecasting, Aggregate planning, Managing Predictable Variability, Bullwhip effect.
- iii. Global Supply Chain Management, Reverse Supply Chain, Value chain and value delivery systems for SCM, The role of Modelling.

**Unit - II:**

- i. Logistics Management, Inbound and Outbound Logistics in SCM, development of integrated logistics strategy, Logistics in Maximizing profitability and cash flow, 3PL, 4PL, International Logistics, Reverse Logistics.
- ii. Sourcing of material, Global sourcing—issues and Problems. e-Procurement, Group Purchasing, Reverse Auctions.
- iii. Inventory Management in Supply chain-Role and importance of inventory in SC, Inventory policies, inventory as an element of customer service, JIT, VMI, Outsourcing, Factors influencing the decision making process of outsourcer.

**Unit - III:**

- i. Transportation in SC, Modes of Transportation, Fleet Management, multi model transport, Containerisation, Vehicle Scheduling and routing, Milk run and cross docking.
- ii. Warehousing- types of warehouses, warehousing operations, Warehouse automation, Warehouse management systems. Third party and value added warehousing, Role and importance of Handling systems, Selection of Handling systems. Equipment Warehousing, Strategic relationships in—logistics, Handling systems, PPP environment,

**Unit - IV:**

SC Network Design, Distribution network in SC, Channel design, factors influence design, options in distribution network, Role and importance of Distributors in SCM, SC integration- Internal and external, Role and importance and selection of Handling systems in SC integration.

**Unit - V:**

Role of Human Resources in SCM. Issues in Workforce Management and Relationship Management with suppliers and Customers and employees. Retail SCM- Problems and issues in Transportation, inventory, Packaging and Repackaging. Customer led business, Customer focus in SC, Complaint Handling, Developing customer service strategy, RFID, bar coding.

### **Suggested Books:**

1. Shah, J, "Supply Chain Management", 2009, 1st Ed. Pearson.
2. Crandall, Richard E & others, "Principles of Supply Chain Management", 2010, CRC Press.
3. Chandrasekaran. N, "Supply Chain Management process, system and practice", 2010, Oxford, 1st Ed.
4. Altekar, V. Rahul, "Supply Chain Management", 2005, PHI.
5. Leenders, Michiel R and others, "Purchasing and Supply Chain Management", 2010, TMH.
6. Coyle, J.J., Bardi E.J. Etc., "A Logistics Approach to Supply Chain Management", 2009 Cengage, 1st Ed.
7. Stapenhrust, T, "The Benchmarking Book: A how-to-guide to best practice for Managers and Practitioners", 2009, Elsevier.
8. Ling Li, "Supply Chain Management: Concepts, Techniques and Practices", 1st ed, 2009, Cambridge.
10. Gustafsson K & others, "Retailing Logistics & Fresh food Packaging Managing change in the supply chain", 2008, Kogan page
11. Mentzer, Joha, T, "Supply Chain Management", 2005 Response.

**MB 403 ENTREPRENEURSHIP DEVELOPMENT****Subject code: 4.3****No. of Credits: 5**

Objective: The objective of this course is to provide knowledge of becoming entrepreneur through entrepreneurship concept, types, programs and institutions.

**Unit – I: Entrepreneur and Entrepreneurship:**

Evolution of the Concept of Entrepreneur–Characteristics of an Entrepreneur–Distinction Between an Entrepreneur and a Manager–Functions of an Entrepreneur–Theories of Entrepreneurship– Concept of Entrepreneurship–Growth of Entrepreneurship in India–Role of Entrepreneurship in Economic Development–Concept of Entrepreneurship–Functions, growth, Problems, Development, Recent Trends of Women Entrepreneurship–Meaning of and-Need for Rural Entrepreneurship– Problems and Development of Rural Entrepreneurship.

**Unit – II: Factors Affecting Entrepreneurial Growth:**

Economic and Non-Economic Factors- Government Actions; Entrepreneurial Motivation; Entrepreneurial Competencies; Entrepreneurial Mobility; and Entrepreneurship Development Programmes (EDPs)-Need for, Objectives, Course contents and curriculum, phases, evaluation of EDPs.

**Unit – III: Small Enterprises:**

Definition– Characteristics– Relationship with large units–Rationale–Objectives–Scope of Small Enterprises–Opportunities for an Entrepreneurial career– Role of Small Enterprises in Economic Development-Their problems–Project Identification and Selection–Project Formulation–Project Appraisal–Financing–ownership Structures, MSME act.

**Unit – IV: Institutional Finance to Entrepreneurs:**

Commercial Banks–Other Major Financial Institutions such as IDBI, IFCI, IIBI, LIC, UTI, NABARD, SFCs, SIDCs, SIDBI, and EXIM Bank; Need for Institutional support to Entrepreneurs–Role of NSIC, SSIB, SSICs, MSMEDI, DICs, Industrial Estates, Specialized Institutions, and TCOs, Microfinance institutions.

**Unit – V: Venture Capital:**

Venture Capital Financing Concept and features, Need, relevance and development of venture capital funds. Structure and regulatory framework of venture capital financing in India. Investment process and evaluation – Conventional valuation method, the first Chicago method, Revenue multiplier method. Structuring venture capital financing. Investments nurturing methodologies – valuation of venture capital portfolio. Performance of TDICI and other Venture Capital Firms in India. Exit Strategies of venture capital financing. Policy imperatives of VCF development in India. Role of private equity.

**Suggested Books:**

1. Vijay Sathe, “Corporate Entrepreneurship” 1st edition, 2009, Cambridge
2. S.S. Khanka, “Entrepreneurial Development”, 2007, S. Chand & Co. Ltd.
3. Vasanth Desai, “Dynamics of Entrepreneurial Development and Management”, 2007, HPH, Millenium Edition.
4. Dr. Vasant Desai, “Small Scale Industries and Entrepreneurship”, 2006, HPH.
5. P. Narayana Reddy, “Entrepreneurship – Text and Cases”, 2010, 1st Ed. Cengage Learning.
6. S. R. Bhowmik and M. Bhowmik, “Entrepreneurship”, 2007, New Age International.
7. David H. Hott, “Entrepreneurship New Venture Creation”, 2004, PHI.
8. A. Sahay and A. Nirjar, “Entrepreneurship”, 2006, Excel Books.
9. Poornima. M Charantimath, “Entrepreneurial Development and Small Business Enterprises”, 2006, PE.
10. Morse.E.A., Mitchell.R.K., “Cases in Entrepreneurship”, 2006, Sage Publications.
11. Donald G. Kuratko and Richard M. Hodgetts, “Entrepreneurship”, 2006, Thomson.
12. Raj Agrawal, “Business Environment”, 2005, Excel Books.

**DS ELECTIVE-III- MB 404 FINANCIAL RISK MANAGEMENT(F)**

**Subject code: 4.4.1**

**No. of Credits: 5**

**Objective:** The objective of this course is to provide knowledge of types of risk, measurement of risk and techniques for investment decision making.

**Unit – I: Introduction to Risk Management:**

The concept of Risk, Nature, Need and scope of risk. Source, measurement, identification and evaluation of Risk. Types of risk–Product market risk and capital market risk. Possible Risk events, Risk Indicators, Risk comprehensive view of Risk in Financial Institutions. Risk reporting process–internal and external.

**Unit – II: Measurement and Management of Risk:**

Value at risk (VaR): The concept, computation, stresses testing, back testing. Cash flow at risk (CaR): VaR and CaR to make investment decisions. Managing risk when risk is measured by VaR or CaR Non-Insurance methods of Risk Management-Risk Avoidance, Loss Control, Risk Retention and Risk Transfer. Asset-Liability Management (ALM), Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

**Unit – III: Techniques and Tools of Risk Management:** Forward contracts and Futures contracts. The concept of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market.

**Unit – IV: Forward contracts:** Definition, features and pay-off profile of Forward contract. Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk. Limitations of Forward contract.

**Futures contracts:** Definition. Clearing house, margin requirements, marking to the market. Basis and convergence of future price to spot price. Valuation of Futures contract. Differences between forward contracts and futures contracts. Risk management with Futures contracts–the hedge ratio and the portfolio approach to a risk–minimizing hedge.

**Unit – V: Techniques and Tools of Risk Management: SWAPS**

Definition, types of swaps. Interest rate swaps, Currency swaps.

Interest rate Swaps: Mechanics of Interest rate swaps .Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination. Currency Swaps: Types of Currency Swaps. Valuation of currency swaps.

**Suggested Books:**

1. Dun and Bradstreet, “Financial Risk Management”, 2007, TMH, Delhi.
2. Paul Hopkins, Kogan Page, “Fundamentals of Risk Management”, 2010, Institute of Risk Management.
3. David. A. Dubofsky & Thomas. W. Miller, Jr., “Derivatives Valuation and Risk Management”, 2003, Oxford University Press.
4. Jean-Philippe Bouchaud and Mark Potters, “Theory of Financial Risk and Derivative Pricing”,2009, 2nd Ed. Cambridge press
5. John C. Hull & Sankarshan Basu, “Options, Futures and Other Derivatives”, 7th Ed, Pearson Education.
6. “Theory and Practice of Treasury and Risk Management in Banks”, Indian Institute of Banking and Finance, March 2006, Taxmann.
7. Rene. M. Stulz, “Risk Management & Derivatives”, 2003, Thomson Southwestern.
8. Jayanth Rama Varma, “Derivatives and Risk Management”, TMH.
9. M. A. H. Dempster, “Risk Management: Value at Risk and Beyond”, 2002, Cambridge press.

**DS ELECTIVE-III- MB 404 CONSUMER BEHAVIOUR (M)**

**Subject code: 4.4.2**

**No. of Credits: 5**

The course objective is to Impart the skills in Students for understanding the consumer behavior in business decisions.

Unit – I:

Contemporary Dimensions of Consumer Behaviour, CB research process. Concepts and theories of motivation and personality and their Marketing implications. The concept of perception and its impact on Marketing Strategies.

Unit – II:

Learning principles and their marketing implications: Concepts of conditioning, important aspects of information processing theory; encoding and information Retention, Retrieval of information, Splitbrain Theory.

Unit – III:

Social and cultural settings: Culture, Sub-culture and Cross culture and Cross cultural marketing practices. Family Life Cycle-1, 2, 3 and reference groups – Personality, Life Style Influences.

Unit – IV:

Consumer decision making and models: Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behaviour, Customer action and disposal of products.

Unit – V:

Models of Consumer Behaviour: Traditional Models, Contemporary Models. Generic Model of Consumer Behavior, Howard Sheth Model, Engel, Blackwell and Rao –Lilien model.

**Suggested Books:**

1. Black-well, R. Miniard PW and Engel, “Consumer Behavior”, 2005, Thomson Learning.
2. Loudon and Della Bitta, “Consumer Behavior”, 2004, TMH.
3. Schiffman and Kannik, “Consumer Behavior”, 2004, Pearson Education / PHI.
4. Gary Lilien, “Marketing Models”, 2000, PHI.
5. Suja R. Nair, “Consumer Behaviour in Indian perspective”, 2010, HPH.
6. Sheth and Mittal, “Consumer Behavior”, 2004, Thomson Learning.
7. Deon, “Buyer Behavior”, 2005, Oxford University Press.
8. Satish Batra, “Consumer Behavior”, 2009, Excel Books New Delhi.

**DS ELECTIVE-III- MB 404 PERFORMANCE MANAGEMENT**

**Subject code: 4.4.3**

**No. of Credits: 5**

**Objective:** The objective of this course is to explain the intricacies of performance management, various tools and models for HR decisions.

**Unit – I: Introduction:**

Definition, concerns and scope of PM. Performance Appraisals. Determinants of job performance. Mapping, process, sequence and cycle of PM. Performance planning and Role clarity. KPAs- Performance Targets. Trait, Behavior and Results approaches to measuring performance. The impact of HRM practices on performance.

**Unit – II: Performance Appraisal:**

Assessment center-psychometric tests. Role Play–Self-appraisal-360 Degree appraisals-Rating-less appraisals for the future of PMS. Critical incidents worksheet, Combining behavior and outcomes, Attribution theory-Causal matrix. Diagnosis and Performance improvement. Performance review, Performance analysis.

**Unit – III: Performance Bench marking,**

Human information processing and performance loop, performance shaping factors–Yerkes– Dodson’s Law-Corporate performance management-EFQM Excellence model–Diagnostic and Process bench marking. PM Audit, PM pathway analysis. The impact of Performance Management on Line managers and Employees.

**Unit – IV: Competency mapping and Pay Plans:**

Competency Mapping–Mercer’s Human Capital Wheel–Human Asset worth estimator and Accession rate-CIPD Human Capital framework, Performance, Competence and Contribution related pay models. Cafeteria benefits plan, call back pay. The McBer Generic managerial competency model- Competency causal flow model-Competency gap–Competency Assessment-Balanced Score Card framework.

**Unit – V: Performance Metrics and Models:**

Performance measures pyramid. Steps for designing metrics, Wang Lab, Smart pyramid, Conceptual, DHL, RCN Models of PM, Gilbert’s performance matrix and Behavior Engineering model. Direction of trouble shooting with Behavior model–Mager and Pipes trouble shooting model – ATI performance improvement model, Spangenberg’s Integrated model of PM, Sears model for organizational performance.

**Suggested Books:**

1. Michael Armstrong, —Performance Management, 2010, Kogan Page.
2. Robert L Cardy, —Performance Management, 2008, PHI.
3. A.S. Kohli & T. Deb, —Performance Management,2009, Oxford.
4. H. Aguinis, —Performance Management, 2009, Pearson.
5. T.V. Rao, —Performance Management & Appraisal System, 2008, Sage.
6. A.M. Sarma, —Performance Management systems, 2010, HPH.
7. B.D. Singh, —Performance Management systems, 2010, Excel books.
8. S. N. Bagchi, —Performance Management, 2010, Cengage.
9. M Armstrong, —Performance Management & Development, 2010, Jaico.
10. Prem Chadha, —Performance Management, 2009, Macmillan.
11. Joe Willmore, —Performance Basics, 2004, ASTD Press.



**DS ELECTIVE-III- MB 404 E- COMMERCE (SYS)**

**Subject code: 4.4.4**

**No. of Credits: 5**

**Unit– I: E-Commerce Overview:**

Traditional Commerce Vs E-Commerce- E-commerce and E-Business- Categories of E-Commerce– Development and Growth of E-Commerce-Advantages and Disadvantages of e-commerce– International Nature of E-commerce.

**Unit– II: E-Commerce Infrastructure:**

E-Commerce architectural framework-The Internet and WWW-Internet Protocols–Internet, Intranet and Extranets–Internet connection options–Security Issues in E-Commerce environment-Encryption Techniques–Payment systems–Types of Payments–Legal, Ethical and Tax Issues in Ecommerce.

**Unit– III: Online Marketing and Supply Chain Management:**

Online Marketing–Business Models of E-Marketing–Online Advertisement-Advertisement Methods & strategies–Online retailing–E-Auctions.

Supply Chain Management-Procurement Process and the Supply Chain–Types of Procurement- Multi tier Supply Chains-Trends in Supply Chain Management.

**Unit– IV: Online Services:**

Online Financial Services- Online Banking & Brokerage, Online Insurance Services- Online Real Estate services-Online Travel Services-Online Hospitality Services-Online Recruitment Services- Online Publishing Services–Online Entertainment–E-Learning.

**Unit– V: Mobile Commerce:**

Definition of Mobile Commerce–Mobile Commerce Framework–Growth of Mobile Commerce-Benefits & Limitations of Mobile Commerce-Mobile Network Infrastructure-Information Distribution for Mobile Networks–Multimedia Content Publishing–Mobile Payment Models-Mobile Commerce Applications

**References:**

- 1.Gary P. Schneider, “Ecommerce-Strategy, Technology and Implementation”, Cengage Learning, India Edition.
- 2.Kenneth C. Laudon, Carol Guercio Traver, “E-commerce–Business, Technology, Society”, Pearson, Low Price Edition.
- 3.Bharat Bhasker, “Electronic Commerce–Framework, Technologies and Applications”, 3<sup>rd</sup>Edition. Tata McGraw, Hill,
- 4.Efraim Turban, Tae Lee, David King & H. Micheal Chung, “Electronic Commerce–A Managerial Perspective”, Pearson Education Asia.
- 5.CSV Murthy, “E-commerce-Concepts, Models & Strategies”, HPH.
- 6.J. Christopher Westland & Theodore H K Clark, “Global Electronic Commerce – Theory and Case Studies”, Oxford Universities Press.
- 7.Martin Bichler, “The Future of e-Markets”, Cambridge press

**DS ELECTIVE-IV- MB 405 FINANCIAL SYSTEMS AND SERVICES (F)**

**Subject code: 4.5.1**

**No. of Credits: 5**

**Objective:** The objective of this course is to provide information about various financial services and systems.

**Unit – I:**

Financial Services concept and meaning–Financial system–Growing importance of financial services in financial system–Classification–Traditional and Modern view–Fund based and non fund based services–Financial engineering–Need for innovation–New financial products and services–An overview of Indian financial services sector scenario.

**Unit – II:**

Concept of leasing–Classification–Rationale, advantages of leasing–Legal aspects–Lease documentation and contract–Tax and accounting aspects of leasing–Financial evaluation of leasing– NPV and IRR approaches–Break even lease rental- Lease v/s buy decisions. Hire purchase concept and features–Legal and tax frame work–Financial evaluation of hire Purchase–H.P. mathematics–Flat and effective interest rates.

**Unit – III:**

Factoring concept and features–Classification–Functions of factor–Legal aspects–Financial evaluation of factoring–Decision analysis for factoring–Factoring scenario in India–Kalyan Sundaram Committee – RBI guidelines.

Bill discounting–Concept and characteristics–Process of bill discounting–Legal aspects–Parties involved and their legal obligations–Financial aspects–Calculation of discount charges and effective interest rates.

**Unit – IV:**

Merchant Banking concept and evolution–Functions of M.B. eligibility norms–Lead manager–Underwriter–Brokers and Bankers to issue–Registrar–portfolio managers–New issue management process and stages involved–pricing of public issues–Book building process–Green shoe option– Initial public offering–Promoter’s contribution–Preferential issues–SEBI guidelines relating to new issues of securities.

**Unit – V:**

Credit rating concept and advantages of ratings–Types of ratings–Symbols of ratings and grades- Dimensions of credit rating methodology and process–Credit rating agencies in India and their rationale.

**Suggested Books:**

1. Meir Kohn, “Financial Institutions and Markets”, 2009 2nd Ed. Oxford University Press.
2. Khan. M.Y., “Financial Services”, 2010, 5th Ed. Tata McGraw-Hill, Pvt. Ltd., New Delhi.
3. Gordon and Natarajan, “Financial Markets and Services”, 2009, HPH, 7th Ed. Mumbai.
4. Bharti Pathak, “Indian Financial System”, 2010, 3rd Ed. Pearson Education.
5. Avadhani. V.A., “Financial Services in India”, 2009, 1st Ed. HPH.
6. Dr. Gurusamy. S., “Financial Services”, Tata McGraw-Hill, Education Pvt. Ltd. 2nd Ed., New Delhi.
7. Vasant Desai, “Financial Markets and Financial Services”, 2009, HPH, 1st Ed., Mumbai.
8. Punithavathy Pandian, “Financial Services and Markets”, 2009 Vikas Publishing House.

**DS ELECTIVE-IV- MB 405 SERVICES MARKETING (M)**

**Subject code: 4.5.2**

**No. of Credits: 5**

**Objective:** The objective of this course is to give student a complete exposure to all aspects of service, design, standards, delivering and performing service.

**Unit – I: Service:**

Concepts, Scope of Services. Goods-Services continuum. 4Is of Services Goods and Services. Categorization. Industrial Services. Segmentation target Marketing and positioning. Customer expectations and perceptions of services.

**Unit – II: Service marketing Mix:**

Product, Pricing, Place, Promotion, People, Physical evidence and process. Service Quality- Dimensions of quality. Understanding Quality Management. Measuring service Quality.

**Unit – III: Strategies for Marketing:**

Overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention strategies.

**Unit – IV: Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing.**

**Unit – V: Introduction to Global Marketing**

Importance of Global Markets–Consumer Markets–The Environment of Global Marketing– Cultural Environment–Economic Environment–Demographic Environment–Political and Government Environment–Technological Environment. Global Product Planning–Product Objectives–New Products in Global Marketing.

**Suggested Books:**

1. C. Bhattacharjee, “Services Marketing, Concepts and Planning”, 2010, Excel Books, New Delhi.
2. S.M.JHA, “Services Marketing”, 2009, HPH, Mumbai.
3. Francis Cherunilam, “International Marketing”, 2008, HPH, Mumbai, 11th Ed.
4. P. K. Vasudeva “International Marketing”, 4th Ed Excel Books, New Delhi.
5. Rampal M. K and Gupta S. L, “Services Marketing Concepts, Applications and Cases, 2000, Galgotia Publishing Company – New Delhi.
6. Lovelock, Chatterjee, “Services Marketing People, Technology Strategy”, 2006, 5th Ed, Pearson Ed.
7. Vinnie Jauhari, Kirti Dutta, “Services”, Oxford University Press, New Delhi.
8. Philip R Careora, John L Graham, Prashant Salwan, “International Marketing”, Tata McGraw Hill Pvt. Ltd. New Delhi.
9. Dr. Gajendra Sharma, “International Marketing, Test and Cases”, Excel Books, New Delhi.
10. Kate, Jean Pierre, H. David, “International Marketing, 2008, Cengage Learning, India Pvt. Ltd. New Delhi.
11. Svend Hollensen & Madhumita Banergee, “Global Marketing”, 2010, 4th Ed. Pearson Publications.
12. Onkavisit, “International Marketing”, 2008, 5th Ed. Routledge Publications

## DS ELECTIVE-IV- MB 405 LABOUR LAWS AND EMPLOYEE RELATIONS (HR)

Subject code: 4.5.3

No. of Credits: 5

Objective: The objective of this course is to provide information about labour laws, various acts and industrial relations; it's relevance in HR decisions.

Unit – I:

Labour Legislation Administration: The classification of labour laws–The scheme for the structured study of the Acts–Labour Administration–Evolution of labour administration in India–labour policy in India–Judiciary and the child labour–Right to education and child labour–Public Interest litigation and child labour– labour administrative machinery of the government the role of ILO In labour administration–Recommendations of the Second National Commissioner on Labour–2002.

Unit – II:

Employee Benefits–Defining and exploring employee benefits–The ESI Act–1948–the maternity benefit act–1961–the workmen's compensation act–1923–the payment of gratuity act- 1972–Employee provident funds and miscellaneous provisions act–1952. Retirement, health and life insurance.

Unit – III:

Wage Legislation and Administration: The need for wage legislation–payment of wages act–1936–the minimum wages act–1948–the payment of bonus act–1965–equal remuneration act–1976–the context and concepts of wage–wage administration in India–Components and determinants of wage–wage structure towards a wage policy.

Unit – IV:

The Trade Unions Act 1926–the trade union leadership and linkage of trade union–with potential parties–problems of trade union recognition and government policy–trade and collective bargaining–problems and issues involved in collective bargaining–extent of success of collective bargaining process–collective bargaining in promoting industrial amity and peace–Industrial Employment (Standing Orders) Act–1946.

Unit – V:

Industrial Relations–basic concept and philosophy of industrial relations–evolution and growth of industrial relation in India–factor influencing industrial relations in India–Industrial relations to Employee Relations–differences in perspectives–employee relations at work place–culture and employee relations–future of employee relations industrial conflict–types and causes of industrial disputes–machinery for the prevention and settlement of industrial disputes.

### Suggested Books:

1. P.N. Singh and Neeraj Kumar, "Employee Relations Management", 2010, Pearson Education, New Delhi.
2. Joseph J. Mortocchio, "Employee Benefits", 2010, Tata McGraw Hill, New Delhi.
3. P. K. Padhi, "Labour and Industrial Laws", 2009, PHI Learning Pvt. Ltd.
4. S.C. Srivatsava, "Industrial Relations and Labour Laws", 2008, Vikas Publishing House, New Delhi.
5. C.S. Venkat Rathnam, "Industrial Relations", 2009, Oxford University Press – New Delhi.
6. B. D. Singh, "Labour Laws for Managers", 2009, Excel Books.
7. R. Sivarathna Mohan, "Industrial Relation and Labour Welfare", 2010 PHI Learning Pvt. Ltd.

**DS ELECTIVE-IV- MB 405 ADVANCED EXCEL (SYS) & LAB**

**Subject code: 4.5.4**

**No. of Credits: 5**

Unit I: Introduction to MS Excel and Understanding Basic Working with it:

- Introduction to MS Excel, Quick Review on MS Excel Options, Ribbon, Worksheets and Toolbar
- Difference Between Excel 2003, 2007, 2010 and 2013
- Saving Excel File as CSV, Macro Enable Sheet, PDF and Older Versions
- Using Excel Shortcuts
- Copy, Cut, Paste, Hide, Unhide, Delete and Link the Data in Rows, Columns and Sheets
- Using Paste Special Options
- Formatting Cells, Rows, Columns and Sheets
- Protecting & Unprotecting Cells, Rows, Columns and Sheets with or without Password
- Page Layout, Themes, Background and Printer Properties
- Inserting Pictures, Hyperlinks, Header/Footers, Shapes and Other Objects in Worksheets

Unit II: Working with Formulas/Functions 1

- Lookup and Reference Functions: VLOOKUP, HLOOKUP, INDEX, ADDRESS, MATCH, OFFSET, TRANSPOSE etc
- Logical Function: IF / ELSE, AND, OR, NOT, TRUE, NESTED IF/ELSE etc
- Database Functions: DGET, DMAX, DMIN, DPRODUCT, DSTDEV, DSTDEVP, DSUM, DVAR, DVARP
- Date and Time Functions: DATE, DATEVALUE, DAY, DAY360, SECOND, MINUTES, HOURS, NOW, TODAY, MONTH, YEAR, YEARFRAC, TIME, WEEKDAY, WORKDAY etc

Unit III: Working with Formulas/Functions 2

- Information Functions: CELL, ERROR.TYPE, INFO, ISBLANK, ISERR, ISERROR, ISEVEN, ISLOGICAL, ISNA, ISNONTEXT, ISNUMBER, ISREF, ISTEXT, TYPE etc
- Math and Trigonometry Functions: RAND, ROUND, CEILING, FLOOR, INT, LCM, MOD, EVEN, SUMIF, SUMIFS etc
- Statistical Functions: AVEDEV, AVERAGE, AVERAGEA, AVERAGEIF, COUNT, COUNTA, COUNTBLANK, COUNTIF, FORECAST, MAX, MAXA, MIN, MINA, STDEVA etc
- Text Functions: LEFT, RIGHT, TEXT, TRIM, MID, LOWER, UPPER, PROPER, REPLACE, REPT, FIND, SEARCH, SUBSTITUTE, TRIM, TRUNC, CONVERT, CONCATENATE, DOLLAR etc

Unit IV:

Conditional Formatting

- Using Conditional Formatting
- Using Conditional Formatting with Multiple Cell Rules
- Using Color Scales and Icon Sets in Conditional Formatting
- Creating New Rules and Managing Existing Rules

Data Sorting and Filtering

- Sorting Data by Values, Colors, etc
- Using Filters to Sort Data
- Advance Filtering Options

Unit V:

PivotTables

- Creating Pivot Tables
- Using Pivot Table Options
- Changing and Updating Data Range
- Formatting Pivot Table and Making Dynamic Pivot Tables

Pivot Charts

- Creating Pivot Charts
- Types of Pivot Charts and Their Usage
- Formatting Pivot Charts and Making Dynamic Pivot Charts

VBA Macro

- Introduction to VBA Macro
- Recording Macro & Understanding Code Behind
- Editing, Writing VBA Code and Saving as Macro or AddIn
- Adding AddIns in Excel

**Suggested Books:**

1. John Walkenbach, "Excel 2013 Formulas" 1/e, Wiley
2. Michael Alexander & Richard Kusleika, "Excel 2016 Formulas (Mr. Spreadsheet's Bookshelf)" 1/e, Wiley
3. Koneman, "Advanced Projects for Microsoft Excel 2000 - Working Papers", Prentice Hall
4. David Whigham, "Business Data Analysis Using Excel", Oxford University Press, Indian Edition.
5. Paul Cornell, "Accessing & Analyzing DATA with MS-EXCEL".
6. Sanjay Saxena, "A First Course in Computers – Based on Windows Office XP", Second Edition – Vikas Publishing House.
7. P. Sudharsan & J. Jeyabalan, "Computers Systems & Applications", Jaico Student Edition- Jaico Publishing House.

## Advanced Excel Lab

1. Exercises on Lookup and Reference Functions, Logical Function, Database Functions, Date and Time Functions
2. Exercises on Information Functions, Math and Trigonometry Functions, Statistical Functions, Text Functions.
3. Exercises on Conditional Formatting
4. Exercises on Data Sorting and Filtering
5. Exercises on Pivot Tables
6. Exercises on Pivot Charts
7. Exercises on VBA Macro

### Suggested Books:

1. John Walkenbach, “ Excel 2013 Formulas” 1/e, Wiley
2. Michael Alexander & Richard Kusleika, “Excel 2016 Formulas (Mr. Spreadsheet's Bookshelf)” 1/e, Wiley
3. Koneman, “Advanced Projects for Microsoft Excel 2000 - Working Papers”, Prentice Hall
4. David Whigham, “Business Data Analysis Using Excel”, Oxford University Press, Indian Edition.
5. Paul Cornell, “Accessing & Analyzing DATA with MS-EXCEL”.
6. Sanjay Saxena, “A First Course in Computers – Based on Windows Office XP”, Second Edition – Vikas Publishing House.
7. P. Sudharsan & J. Jeyabalan, “Computers Systems & Applications”, Jaico Student Edition- Jaico Publishing House.

