

**MAHATHMA GANDHI UNIVERSITY
NALGONDA – 508 254**

Department of Management Studies

COURSE STRUCTURE AND SYLLABUS

OF

**MASTER OF BUSINESS MANAGEMENT
FIVE YEAR INTEGRATED PROGRAMME**

2016

**COURSE STRUCTURE AND EXAMINATION PATTERN OF
MBA FIVE YEARS INTEGRATED PROGRAMME**

YEAR I - SEMESTER – I

Sl. No	CODE NO	Title Of The Course	Periods per Week	Marks			Total
				Credits	Internal	External	
1	1.1	English	5	5	10	40	50
2	1.2	Second Language	5	5	10	40	50
3	1.3	Business Organization	4	4	10	40	50
4	1.4	Business Accounting	4	4	10	40	50
5	1.5	Basic Statistics	4	4	10	40	50
6	1.6	Indian Heritage and Culture(NC)	2	-	-	50	50
7	1.7	Seminar Presentation	2	1		25	25
		Total	26	23	50	225	275

Note: IHC is a Non-Credit paper

YEAR I - SEMESTER – II

Sl. No	CODE NO	Title Of The Course	Periods per Week	Marks			Total
				Credits	Internal	External	
1	2.1	English	5	5	10	40	50
2	2.2	Second Language	5	5	10	40	50
3	2.3	Principles of Management	4	4	10	40	50
4	2.4	Business Economics	4	4	10	40	50
5	2.5	Business Communication	4	4	10	40	50
6	2.6	Environmental Studies(NC)	2	-	-	50	50
7	2.7	Business Best Practices & Success stories of Emerging Leaders- SEMINAR	2	1		25	25
		Total	26	23	50	225	275

Note: Environmental Examiners is a Non-Credit Paper

**COURSE STRUCTURE AND EXAMINATION PATTERN OF
MBA FIVE YEARS INTEGRATED PROGRAMME**

YEAR II - SEMESTER – III

Sl. No .	CODE NO	Title Of The Course	Periods per Week	Credits	Marks		Total
					Internal	External	
1	3.1	English	5	5	10	40	50
2	3.2	Second Language	5	5	10	40	50
3	3.3	Legal Aspects of Business	4	4	10	40	50
4	3.4	Business Environment	4	4	10	40	50
5	3.5	Cost Accounting	4	4	10	40	50
6	3.6	Information Technology for Managers	4	4	10	40	50
7	3.7	MS Office, MS Word, PPTS & DOS Commands- Lab	2	1	-	25	25
		Total	28	27	60	265	325

YEAR II - SEMESTER – IV

Sl. No .	CO DE NO	Title Of The Course	Periods per Week	Credits	Marks		Total
					Internal	External	
1	4.1	English	5	5	10	40	50
2	4.2	Second Language	5	5	10	40	50
3	4.3	Management Accounting	4	4	10	40	50
4	4.4	Business Ethics & Corporate Governance	4	4	10	40	50
5	4.5	Production Management	4	4	10	40	50
6	4.6	Fundamentals of Income Tax	4	4	10	40	50
7	4.7	Fundamentals of IT lab- MS Excel & MS Access	2	1		25	25
		Total	28	27	60	265	325

**COURSE STRUCTURE AND EXAMINATION PATTERN OF
MBA FIVE YEARS INTEGRATED PROGRAMME
YEAR III - SEMESTER – V**

Sl. No.	CODE NO	Title Of The Course	Periods per Week	Marks			Total
				Credits	Internal	External	
1	5.1	Principles of Marketing Management	4	4	10	40	50
2	5.2	Principles of Financial Management	4	4	10	40	50
3	5.3	Principles of Human Resource Management	4	4	10	40	50
4	5.4	Business Process Reengineering	4	4	10	40	50
5	5.5	Banking & Insurance Management	4	4	10	40	50
6	5.6	Decision Support System	4	4	10	40	50
		TOTAL	24	24	60	240	300

YEAR III - SEMESTER – VI

Sl. No.	CODE NO	Title Of The Course	Periods per Week	Marks			Total
				Credits	Internal	External	
1	6.1	Advertising and Sales Promotion	4	4	10	40	50
2	6.2	Training and Development	4	4	10	40	50
3	6.3	Project Management	4	4	10	40	50
4	6.4	Business Taxation	4	4	10	40	50
5	6.5	Corporate Law & Governance	4	4	10	40	50
6	6.6	Project Work & Viva-Voce	2	1	-	-	Grade
		Total	22	21	50	200	250

Semester –VII

Course Code	Course Title	Nature	Credits	HPW	Max Marks (IA+UE)
701	Management & Organizational Behaviour	Core	4	4	10+40
702	Financial Accounting & Analysis	Core	4	4	10+40
703	Marketing Management	Core	4	4	10+40
704	<u>Elective-I</u> 1. Business Law & Environment 2. Managerial Economics	GE/ID	4	4	10+40
705	<u>Elective –II</u> 1. IT Applications for Management 2. Managerial Communication	GE/ID	4	4	10+40
706	Computer Lab Practicals(MS-Excel lab)	Practical	1	2	25
	Semester	Credits	21	22	275

Semester –VIII

Course Code	Course Title	Nature	Credits	HPW	Max Marks (IA+UE)
801	Human Resources Management	Core	4	4	10+40
802	Financial Management	Core	4	4	10+40
803	Statistics for Management	Core	4	4	10+40
804	<u>Elective-III</u> 1. Operations Management 2. Customer Relationship Management.	GE/ID	4	4	10+40
805	<u>Elective-III</u> 1. Operations Research 2. Financial Institutions & Markets	GE/ID	4	4	10+40
806	<u>Tutorials</u> Statistical tools using Excel - Lab	Practicals	1	2	25
Semester Credits			21	22	275
Yearly Credits			52	54	550

Semester-IX

Course Code	Course Title	Nature	Credits	HPW	Max Marks (IA+UE)
901	Business Research Methods	Core	4	4	10+40
902	Total Quality Management	Core	4	4	10+40
903	International Business	Core	4	4	10+40
904	<u>DSElective- I</u> 1.Investment Management(F) 2.Product & Brand Management (M) 3.Compensation Management (HR) 4. Enterprise Resource Planning (SYS)	DSE	4	4	10+40
905	<u>DSElective – II</u> 1. International Finance(F) 2.Promotion & Distribution Management (M) 3.Organization Development(HR) 4. Database Systems(SYS) Lab: 4.1 Practicals in Database Environment	DSE	4 (3) 1	4 3 1	10+40 10+30+ 10
Semester Credits			21	22	275

Semester X

Course Code	Course Title	Nature	Credits	HPW	Max Marks (IA+UE)
1001	Strategic Management	Core	4	4	10+40
1002	Supply Chain Management	Core	4	4	10+40
1003	Entrepreneurship Development	Core	4	4	10+40
1004	<u>DSElective- III</u> 1. Financial Risk Management(F) 2. Consumer Behaviour (M) 3. Performance Management (HR) 4. E-Commerce (SYS)	DSE	4	4	10+40
1005	<u>DSElective- IV</u> 1.Financial Services & Systems (F) 2 Services Marketing(M) 3. Labour Laws & Employee Relations (HR) 4. Advanced Excel (SYS)	DSE	4	4	10+40
1006	Project Work		1	2	GRADE
Semester Credits			21	22	250
Total Credits for the course			228		2800

GE/ID- Generic Elective ID- Interdisciplinary

DSE- Discipline Specific Elective

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

ENGLISH

LESSON 1(SHORT FICTION) –TEXT- The Eyes are not Here - by Ruskin Bond

Pronunciation - Consonant Sounds

Grammar - Nouns

Vocabulary - Roots

Spelling- Pick out the words which are wrongly spelt and correct them.

Punctuation - Capitalization

Conversation + Role Play

Introducing yourself in a formal or social context to the strangers

Reading Passage- Historical place: Chayasomeshwaralayam (Nalgonda)

Writing - Guided writing/expansion

Soft Skills - Motivation and goal setting

Value Orientation- Well begun is half done

LESSON TWO (PROSE) - Text - “Work Brings Solace” -Wings Of Fire - A.P.J. Abdul Kalam

Pronunciation Vowel : Monophthongs

Grammar- Pronoun

Vocabulary - Prefix and suffix

Spelling- Use ‘Un’ or ‘dis’ to complete the antonyms

Punctuation - Capitalization

Conversation + Role play - Starting a conversation/controlling a conversation

Reading Passage-An important event of Telangana history: Telangana Formation Day

Writing Sequencing .

Soft skills- Self confidence

Value Orientation- Doubt is the beginning of wisdom.

LESSON THREE (POETRY) Text Bangle Sellers – Sarojini Naidu

Pronunciation -Vowel Diphthongs

Grammar- Helping verbs

Vocabulary- Homophones, homonyms, homographs

Spelling- Complete the words using ‘tion’ on ‘sion’

Punctuation -Comma and full stop

Conversation + role play Describing your college and course of study

Reading passage -A popular Telangana festival: Bathukamma Festival

Writing -Paragraph/descriptive writing

Soft skills -Body language/nonverbal communication

Value orientation -Actions speak louder than words.

LESSON FOUR-(DRAMA) Text Merchant of Venice Act IV Scene –I William Shakespeare

Pronunciation -Varied pronunciation of some letters of the Alphabet

Grammar -Main verbs and tenses

Vocabulary -Collocation

Spelling -Complete the following spellings using ‘tion’ or ‘ment’

Punctuation- Question mark and exclamation mark

Conversation + Role play- Leaving a message on the answering machine/ making an appointment on telephone

Reading Passage -A famous tourist attraction in Nalgonda :Nagarjunsagar, Nalgonda

Writing- Dialogue

Soft skills- Inter personal skills

Value Orientation -Faith will move mountains

LESSON FIVE (LAB) – Language & Soft skills Lab: Pronunciation , Conversation, Reading, Soft Skills and Values.



C.B.C.S Pattern of B.A, B.Sc & B.Com
Syllabus and Examination Method

TELUGU (SECOND LANGUAGE)

1st Semester

ప్రాచీన పద్యభాగం.

1. శకుంతల పాఖ్యానము
2. గోడగూచి
3. త్యాగనిరతి

ఆధునిక కవిత్వం

1. కాసులు
2. రాజు - కవి
3. గంగిరెడ్డు.
4. జయభేరి

1. ఉపవాచకం

భాషా విభాగం

రుద్రమదేవి (నవల)

భాషా భాగాలు, సాదుశబ్దాల గుర్తింపు

పర్యాయపదాలు, నానార్థాలు.

పాఠ్యగ్రంథం: తెలుగుఅకాడమీ ప్రచురించిన సాహితీమంజీర. దీనిలోని రెండు పాఠాలు (సంవరణుని తపస్సు, శ్రీరంగక్షేత్ర మహిమ) ఉస్మానియావిశ్వవిద్యాలయ పరిధిలోని డిగ్రీ ద్వితీయభాష(తెలుగు), విద్యార్థులకు తోలగించి, వాటిని మాడర్న్ లాంగ్వేజ్ (తెలుగు)విద్యార్థులకు నిర్దేశించవలెంది.

Semester I

Course No.1.3

BUSINESS ORGANIZATION

The objective of this course is to enable the student to know about various forms of business organizations.

Unit – I: Introduction to Business

Concepts: Business, Profession, Employment - Features and Nature of business - Objectives of business – Economic, Human, Social, and National objectives - Essentials of a successful business Components of business.

Meaning of Commerce, Trade, Aids to Trade - Distinction between Trade, Commerce and Industry - Qualities of successful businessman.

Unit – II: Forms of Business Organization – Sole Proprietorship

Characteristics of business organization- Forms of undertakings – Factors influencing choice and suitability for organization.

Introduction to Sole trading – definition – characteristics – legal position – advantages and disadvantages of sole proprietorship.

Unit – III: Partnership Firm

Partnership – Definition - Characteristics-Kinds of partners - Registration of partnership – An ideal partnership - Distinction between partnership and co-ownership - Advantages and disadvantages of partnership. Meaning of co-operative organization –principles of co-operation – types of co-operative societies - advantages and disadvantages of co-operative societies-

Unit – IV: Company Organization

Introduction to company organization – definition – characteristics - Kinds of companies-Distinction between Public and Private Companies - Merits and demerits of company form of organization Distinction between company and partnership. Promoters, Formation of a company - Stages involved in company formation - Memorandum and Articles of Association, Prospectus and statement in lieu of Prospectus.

Suggested Readings:

1. **Business organization & Management , Y.K.Bhushan Sultan Chand & Sons.**
2. **Management of Business Org. Saha, Excel.**
3. **Business Organization and Management by Jallo, Tata- Mc Grawhill.**
4. **Business organization & Management , M.C.Shukla, S.Chand & Company.**
5. **Industrial Organization and Management by R. K. Sharma and Shashi k. Gupta, Kalyani Publishers.**
6. **Industrial Organization and Management, Aryasri, Tata-Mcgrawhill.**

Semester I

Course No.1.4

BUSINESS ACCOUNTING

The objective of this course is to provide basic knowledge of accounting.

Unit – I: Introduction to Accounting

Meaning of Accounting – Accounting and Accountancy -Financial Accounting – Definition – scope, objectives of financial Accounting - Accounting Vs. Book Keeping - Terminology of Accounting - Users of Accounting information - Advantages of Financial Accounting- Limitations of financial Accounting- Branches of Accounting.

Unit – II: Recording of Transactions

Accounting Principles, Concepts and Conventions, Accounting cycle, Double Entry System and Rules of Debit and Credit - Journal entries – Ledger - Subsidiary books - Cash book- Types of cash books -Bank Reconciliation Statement - Trial Balance. IFRS (International Financial Reporting Standards).

Unit – III: Depreciation Account

Depreciation – Meaning, need and importance of Depreciation, Causes of Depreciation- Methods of calculating Depreciation.

Unit – IV: Preparation of Final Accounts Introduction, Meaning,-Objectives and Characteristics of Final Accounts ,Preparation of Trading Account, Profit & Loss Account and Balance sheet , Treatment of Adjustments, Practical problems.

Suggested Readings:

- Financial Accounting – Shukla & Grewal, Sultan Chand Publications.
- Financial Accounting – S.N. Maheshwari, Sultan Chand Publications.
- Financial Accounting – R.L. Gupta & Radha Swamy, Sultan Chand Publications.
- Financial Accounting –Jain & Narang , Kalyani Publishers, Ludhiana
- Financial Accounting Fundamentals 2007 – John Wild Tmt
- CPT fundamental of Accounting – Makkar Amrit Mohan Singh – Kalyani Publishers.
- Financial Accounting – Prof K. Rajeshwar Rao - Himalaya Publishing House.

Semester I

Course No.1.5

BASIC STATISTICS

The objective of course is to make the students to learn the basic statistical tools useful for Business.

Unit – I: Introduction to Statistics

Meaning – Definition, importance, scope and limitations of statistics – Data collection: Primary and secondary data – Methods of Primary data and secondary data collection
Precautions to be taken while using secondary data.

Unit – II: Presentation of Data

Meaning of classification – Objectives – Types of classification – Frequency distribution - Tabulation – Parts of Table – Types of tables -Diagrammatic Presentation – Types of diagrams - Graphic Presentation – Graphs of Frequency distribution.

Unit – III: Measures of Central Tendency

Definition – Characteristics – Types of Averages and their calculation – Arithmetic Mean, Median, Positional Averages, Mode - Advantages and Disadvantages – Properties of averages and their applications.

Unit –IV: Permutations and Combinations

Permutations of 'n' dissimilar objects taken 'r' at a time (with or without repetition).

${}^n C_r = n!/(n-r)!$ (without proof). Combinations of 'r' objects taken from 'n' objects.

${}^n C_r = n!/(n-r)!$ (without proof) problems ,Applications

Unit –V: Probability- concepts and definitions of probability- classical, Relative frequency, subjective and Axiomatic; Additional, marginal, conditional theorem, multiplication theorem

Suggested Readings:

1. **Statistics – Murray R.Spiegel and Harry, J,Stephens, M.C Graw Hill International Edition**
2. **Business Statistics – JK Sharma, Pearson Publishers**
3. **Statistics for Management – Levin RI, Rubin S David Pearson/PHI**
4. **Statistical Method: SP Gupta , Sultan Chand & Sons**
5. **Statistical Methods – Digambara Patri Kalyani Publishers**
6. **Fundamentals of Statistics – Gupta S.C, Himalaya Publishing**
7. **Business Mathematics by V.K Kapoor – sultan chand &sons, delhi**

Semester I

Course No 1.6

INDIAN HERITAGE & CULTURE (IHC)

PART A

1. Introduction
2. Harappan and Vedic Culture
3. Evolution of Caste System
4. Jainism and Buddhism
5. Achievements under Mauryas
6. Achievement under Guptas
7. The Satavahanas
8. Contribution of Pallavas and Cholas
9. Influence of Islam on Indian Culture
10. Achievements of Vijayanaga Rulers
11. Akbar the Great
12. Cultural Development under Mughals
13. Rise of Indian Nationalism
14. Nature and Meaning of Culture
15. Culture in Ramayana and Mahabharatha

Semester I

SEMINAR PRESENTATION

Course No 1.7

Semester II

Course No 2.1

ENGLISH

LESSON Six (FICTION AND SHORT FICTION)

Text The Open Window – H.H.Munro (saki)

Pronunciation -Plosives

Grammar - Nonfinite verbs

Vocabulary- Simile and metaphor

Spelling - Complete the following using 'ei' or 'ie'

Punctuation- Semi colon

Conversation + Role play- Asking for advice/ asking for information

Reading Passage -Yagagirigutta: famous pilgrim place in Nalgonda

Writing- Note Taking and Note Making

Soft skills- Time Management

Value Orientation- Time and tide wait for no one

LESSON Seven (PROSE)

Text- The voice of Humanity – Rabindranath Tagore

Pronunciation- Fricatives

Grammar- Adjectives

Vocabulary- Oxymoron and Hyperbole

Spelling- Complete the following with 'able' or 'ible'

Punctuation- Colon and Long dash

Conversation + Role play- Making a request/ accepting or refusing the request

Reading Passage- Rural Telangana: Devarakonda Fort history

Writing- Informal letter

Soft skills- Leadership skills

Value Orientation- 'The pen is mightier than the sword'

LESSON Eight -POETRY Text- If - by Rudyard Kipling

Pronunciation Affricates and Nasals

Grammar- Articles

Vocabulary- Portmanteau words and loan words

Spelling- Complete the following spellings using one of the following suffixes: '-ic', '-ive', '-ity', '-al', '-ance', '-ence'

Punctuation- Hyphen and Long dash

Conversation + Role play - Conducting a meeting/seeking opinion of the team members

Reading Passage - Cultural Identity of Telangana: Telangana ballads

Writing- Formal letter

Soft skills - Stress management

Value Orientation -Practice makes one perfect

LESSON Nine (DRAMA)- Text Riders to the Sea by J.M.Synge

Pronunciation -Lateral, frictionless continuants, semi vowels

Grammar- Adverbs

Vocabulary- palindromes

Spelling-Complete the spellings in the following table

Noun Verb Adjective Adverb

Punctuation - Inverted commas

Conversation + Role play - Appearing for a job interview/conducting a job interview

Reading Passage- Handicrafts of Telangana : Pochampally

Writing- Business letter

Soft skills Etiquette and Grooming

Value Orientation - Necessarily is the Mother of invention

Lesson TEN (LAB) - Language & soft skills lab: Pronunciation , conversation , reading



Mahatma Gandhi University, Nalgonda
C.B.C.S Pattern of B.A, B.Sc & B.Com
Syllabus and Examination Method

TELUGU (SECOND LANGUAGE)

2nd Semester

ప్రాచీన పద్యభాగం.

1. గజేంద్ర మోక్షము
2. హనుమత్సందేశము
3. సుభాషితములు

ఆధునిక కవిత్వం

1. అంతర్నాదము
2. ప్రపంచ పదులు
3. రోడ్డురోల్
4. అల్విదా

వచన విభాగం

1. యుగాంతం
2. ఎంకన్న
3. మామిడి పండు
4. మా ఊరు పోయింది.
5. ఇదీ ఒక కళే - పేరులు దారులు గుర్తుంచుకోవడం.

భాషా విభాగం

సంధులు, సమాసాలు

Semester II**Course No.2.3****PRINCIPLES OF MANAGEMENT**

The objective of this course is to enable students to understand the basics of management principles

Unit – I: Introduction to management

Concept of Management – Meaning and Definition of Management - Nature of Management: as an art or science, as profession - Business Administration and Management.

Levels of Management - importance of Management - Elements of Management, General Principles of Management - Functions of Management.

Unit – II: Planning

Meaning, definition of Planning - nature of Planning - purpose of Managerial Planning - Importance of Planning - Features of a good plan - Classification of Planning - Advantages of Planning - Limitations of Planning - Types of Plans - Planning process - Concept of Management by Objectives.

Unit – III: Organizing

Meaning, definition, characteristics, nature of Organizing - formal and informal organization - Objectives of Organization - steps involved in Organization - importance of Organization - Principles of Organization - types of Organization: Line organization, functional organization -Line and staff organization - Line and staff conflict.

Delegation of Authority – meaning - Elements – Principles – Types – Difficulties in Delegation.

Unit – IV: Supervision & Controlling

Meaning and definition, characteristics of Supervision - Distinction between Direction and Supervision - Need and importance of Supervision - .Meaning of Control - Characteristics of Control - Controlling and human element - Pre-requisites for Control System - Importance of Control - Limitations of Control - Techniques of Controlling -

Suggested Books:

1. Management Text & Cases by V.S.P. Rao, Excel publishers
2. Management by Peter Drucker
3. Principles of Management by Koontz, ODonnel
4. Principles & Practice of Management – Parampal Singh, Harpreet singh, Kalyani Publishers
5. Principles and Practice of Management – L.M. Prasad, Sultan Chand Publishers.
6. Principles of Management – T. Ramaswamy – Himalaya Publishing House.

BUSINESS ECONOMICS

Objectives of this course are: The Objectives of this course is to facilitate the students to learn the concepts of economics and apply them in real life situations.

Unit – I Introduction

Economic and Non Economic Activities – Nature and scope of Business Economics micro and macro economics – Utility – cardinal and ordinal utility – Law of diminishing marginal utility – Law of Equi Marginal Utility.

Unit – II Analysis of Demand

Demand – Meaning – Law of Demand – Properties of Demand Curve – exceptions to the Law of Demand – Individual Demand and Market Demand – Elasticity of Demand – Types of Elasticity.

Unit – III Production and Costs

Production function – Distinction between short-run and long-run – Production with one variable & Two variables – Law of variable proportions – Iso-quants – Iso-Costs – techniques of maximization of output, minimization of cost and maximization of profit – Scale of production – Cost – Marginal Cost, Average Cost – Revenue – Marginal Revenue, Average Revenue.

Unit – IV Market Structure

Market Structure – Characteristics – Perfect Competition – characteristics – equilibrium price – profit maximizing output in the short and long run – Monopoly – characteristics – profit maximizing output in the short and long run – defects of Monopoly – Monopolistic competition – characteristics – oligopoly – characteristics. National Income – Definition – Measurement – GDP – meaning – Fiscal deficit – Trade cycles – Meaning Phases – Consequences – Remedies.

Suggested Readings

1. **Managerial Economics – PL Mehta – Sultan Chand & Sons**
2. **Managerial Economics – DN Dwivedi – Vikas Publishers**
3. **Business Economics – Prof. Ranganadha Chary – Kalyani Publishers**
4. **Business Economics – V.A Avadhani – Himalaya Publishing House**
5. **Business Economics – Misra & Puri – Himalaya Publishing House**

BUSINESS COMMUNICATION**Objectives**

To understand the concept, process and importance of communication

1. To gain knowledge of media of communication
2. To develop skills of effective communication-both written and oral
3. To help students to acquaint with application of communication skills in the business world.

Unit - I : Introduction to Communication

Meaning and Definition – Process – Functions – Objectives – Importance – Essentials of good communication – Communication Media - Communication barriers – Overcoming Communication barriers.

Unit - II: Types of Communication

Written – Oral – Face-to-face – Silence – Merits and limitations of each type – Mastering the art of delivery – Speaking skills – writing skills – Listening skills – observation skills

Unit - III: Business Letters

Need and functions of business letters – Planning & lay out of business letter – Kinds of business letters – Essentials of effective correspondence-Enquires and replies – Placing and fulfilling orders – Complaints and follow-up – Sales letters –Circular letters – Application for employment and resume – Report writing – Notices, Agenda and Minutes of the Meetings – Memos

Unit - IV: Oral communication

Meaning nature and scope – Principles of effective oral communication – Techniques of effective speech – Media of oral communication .Group Decision Making – Conflict and Negotiations – Presentation and Interviews – Speeches – Customer Care/Customer Relations – Public Relations (Concept, Principles, Do's and Don'ts etc. to be studied for each type).

Topics Prescribed for Workshop/lab

- a. Mock Interview
- b. Interview
- c. Public Speech
- d. Conflict Situation
- e. Decision-making in a group
- f. Written Communication
- g. Group Discussion

Suggested Readings:

1. Business Communication – K.K. Sinha – Galgotia Publishing Company, New Delhi
2. Media and Communication Management – C.S Rayudu – Himalaya Publishing House, Bombay
3. Essential of Business Communication – Rajendra Pal and J.S Korlhalli – Sultan Chand&Sons, New Delhi
4. Business Communication – Virendra Kumar – Kalyani Publishers
5. Business Communication (Principles, Methods, and techniques) Nirmal Singh – Deep &Deep Publications Pvt.Ltd, New Delhi
6. Business Communication – Dr.S.V KAdvekar, Prin.Dr.C.N.Rawal and Prof. Ravindra Kothavade – Diamond Publications, Pune
7. Business Correspondence & Report writing – Varinder Kumar & B.Raj Kumar, Kalyani Publishers
8. Business Correspondence and Report writing – R.C, Sharma, Krishan Mohan – Tata McGrawhill Publishing Company Limited, New Delhi
9. Communication to Win – Richard Denny – Kolgan Page India Private Limited, New Delhi
10. Modern Business Correspondence – L.Gartside – The English Language Book Society and Macdonald and Evans Ltd
11. Business Communication – M.Balasubrahmanyam – Vani Eduactional Books
12. Creating a successful CV- Siman Howard – Dorling Kindersley

Environmental Studies

CONTENTS:

- 1) Environmental Studies – Introduction
- 2) Ecosystems
- 3) Environmental Valuation
- 4) Bio-Diversity and its Conservation
- 5) Environmental Valuation
- 6) Environmental Economics
- 7) Environmental Pollution
- 8) Regional and Sectoral Issues
- 9) Environment and Development
- 10) Environmental problems in India
- 11) Human population and the Environment
- 12) Social Issues and the Environment
- 13) Sustainable Resource Management
- 14) Design of Environmental Policy
- 15) Environment and Sustainable Development.

Business Best Practices & Success stories of Emerging Leaders- SEMINAR**Objectives**

To enable students to understand the best practices followed by the organizations. By understanding the best practices through internet and interaction with the company executives, the students should be able to understand the best practices. The student may select the following corporate practices or any other practices and study with reference to any company:

1. Balanced Score Card.
2. Benchmarking.
3. Career Planning
4. Competency Mapping
5. Capability Maturity Model
6. People Capability Maturity Model
7. Performance Management System
8. Six Sigma
9. Talent Management
10. Any other functional systems, policies, practices may also be considered for studying.

Report

A report of the best practice must be prepared with the help of the information available in the open source (example websites, newspapers, business magazines). Formal or informal interaction with the managers of the organization may also be attempted to have better clarity.

References**Journals :**

Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision,

Semester III**Course No 3.1****ENGLISH****Unit- I**

Reading: SATYA NADELLA
 Writing: Report Writing
 Pronunciation: Syllables
 Listening: Hygiene
 Soft skills: Styles of Communication
 Speaking: Activity
 Grammar: Noun Phrases
 Vocabulary: Plurals

UNIT- 2

Reading: LARRY PAGE AND SERGEY BRIN
 Writing: Feasibility Reports
 Pronunciation: Consonant Clusters
 Listening: Pottery
 Soft skills: Persuasion Techniques
 Speaking: Activity
 Grammar: Adjective Phrases
 Vocabulary: Greek and Latin Root Words

UNIT 3

Reading: MARTIN LUTHER KING
 Writing: Progress Reports
 Pronunciation: Word Stress: Functional Stress
 Listening: Silk Production
 Soft skills: Conflict Management
 Speaking: Activity
 Grammar: Adverbial Phrases
 Vocabulary: Loanwords

UNIT 4

Reading: A.P.J. ABDUL KALAM
 Writing: Book Reviews
 Pronunciation: Word Stress: Prefixes
 Listening: Eco-balance
 Soft skills: Logical Fallacies
 Speaking: Activity
 Grammar: Noun Clauses
 Vocabulary: Abbreviations

UNIT 5

Reading: SOFT SKILLS
 Writing: Advertisements
 Pronunciation: Word Stress: Suffixes
 Listening: The Hazards of Radiation
 Soft skills: Leadership Skills
 Speaking: Activity
 Grammar: Adjective Clauses
 Vocabulary: Collocations

Textbook Prescribed:

Advanced Skills in English . Eds. E. Suresh Kumar, A. Karunaker, A.V. Suresh Kumar. Orient Blackswan, 2014.

Mahatma Gandhi University, Nalgonda
CBCS SEMESTER - 3 (2017-18) TELUGU SYLLABUS
B.A., /B.Com., / B.Sc., / B.B.A., (ద్వితీయ భాష) తెలుగు - మూడవ సెమిస్టర్
సిలబస్ (మార్గదర్శి)

ప్రాచీన పద్యభాగం

1. ధర్మరాజు వాక్ చాతుర్యం తిక్కన
2. విభీషణ శరణాగతి గోన బుద్ధారెడ్డి
3. గుణనిధి కథ శ్రీనాథుడు

ఆధునిక పద్యభాగం

1. రైతు ప్రశస్తి ... వానమామలై జగన్నాథాచార్యులు
2. గురు దక్షిణ ... అంబటి లక్ష్మీనరసింహ రాజు
3. గుడిసెలు కాలిపోతున్నై ... బోయి భీమన్న

వచన విభాగం (నాటకం)

చలి చీమలు నాటకం ... పి.వి. రమణ

అలంకారాలు

శబ్దాలంకారాలు : వృత్త్యనుప్రాస, ఛేకానుప్రాస, లాటానుప్రాస, అంత్యానుప్రాస,
యమకం, ముక్తపదగ్రస్తాలంకారాలు.

అర్థాలంకారాలు : ఉపమ, ఉత్పేక్ష, రూపక, స్వభావోక్తి, ఉల్లేఖ, అర్థాంతరన్యాస, శ్లేష, దృష్టాంతాలంకారాలు.

Translation

Semester III

Course No.3.3

LEGAL ASPECTS OF BUSINESS

The objective of this course is to create awareness of the various laws pertaining to the business.

Unit – I: Introduction to Contract

Meaning of Contract, Distinction between Contract and Agreement- Kinds of Contracts - Features of Contract - Essentials of a Contract – Offer and Acceptance – Free Consent – Capacity of the parties.

Unit – II: Special Contracts

Concept of Indemnity Contract - Meaning and definitions of Indemnity Contract - Guarantee Contract – Contract of Bailment and Pledge - Quasi Contract

Unit – III: Sale of Goods Act and Contract of Agency

Concept of Sale – Sale and Agreement to Sale - Conditions and Warranties – Transfer of Property – Rights of Unpaid Seller- Law of Agency - Kinds of Agents – Creation of Agency- Rights and Duties of Agent and Principal – Termination of Agency.

Unit – IV: Consumer Protection Act and Information Technology Act

Consumerism – History of Consumerism –Definitions of Consumer, Complainant, Goods, Service -Rights of Consumers Consumer Disputes Redressal Agencies
The Information Technology Act, 2000, -Digital Signature - Digital Signature Certificate
Electronic Governance,- Electronic Records,- Certifying Authorities, - Penalty & Adjudication .

Suggested Books:

1. Business and corporate Laws by N.D. Kapoor, sultan chand
2. Business law and Regulations by S.S. Gulshan and Ravi Akula, Excel publishers.
3. Mercantile law – Garg KC, Sareen Vk, Kalyani Publishers
4. Business Law – Balachandran, Tata Mc Graw Hill
5. Business & corporate Laws – G L Bansal – Excel Books
6. Business law – KC Garf, VK Sareen, Rcchawla
7. Business Law – Tulsian – Tata M.C Graw Hills

The objective of this course is to create awareness of the various laws pertaining to the business.

Semester III

Course No. 3.4

BUSINESS ENVIRONMENT

The objective of the course is to create the awareness of framework of business environment.

Unit – I: Business Environment and Analysis

Nature, Composition and scope of Business Environment - Analysis of Indian Economy - National Income Analysis - Structure and Trends in India's GDP in the post Independence period - Sectoral Contribution to National Income, during the last four decades.

Unit – II: Types of Business Environment

Economic Environment – Political and Government Environment – Natural and Technological Environment – Demographic Environment – Societal Environment and Social Responsibility of Business.

Unit – III: Industrial policies and Regulations

Industrial policy upto 1991, New industrial policy – evaluation, Industries development and Regulation Act (IDRA), Industrial Licensing.

Unit-IV:

Theory of Income and Employment determination

Composition, Saving, Investment Functions - Income multiplier - Effective Demand - Approach to full Employment - Inflation - Causes, types - Wholesale Price Index - Consumer Price Index.

Unit-V:

Indian Financial System

Evolution and current structure - Elements of Financial System – Markets, Institutions and environment - R.B.I - Banking and Non-Banking Institutions - their functions and role in the Money Market - Components of Capital market - Primary, Secondary, debt and equity market Concept of LPG - Adopted process of LPG in India - Structural reforms - Emerging trends and issues of LPG in Indian Economy

Suggested Books:

1. Shaik Saleem, Business Environment, Pearson.
2. Dutta & Sundaram, 2006, Indian Economy, S.Chand & Co. New Delhi.
3. Misra. S.K., & Puri V.K., 2006, Indian Economy, Himalaya publishing House, Mumbai.
4. Meir Kohn, 2007, Financial Institutions and Markets, 2nd Edition, Oxford University Press, New Delhi.
5. Suresh Bedi, 2004, Business Environment, Excel Books, 1st Edition, New Delhi.
6. D.N.Dwivedi: Macro Economics, TMH
7. Joshi Rosy, Kapoor sangam – Business Environment – Kalyani Publishers
8. Aswathappa – Business Environment – Himalaya Publications.
9. Francis Cherunilam – Business Environment, Himalaya Publicaions.

Semester III

Course No.3.5

COST ACCOUNTING

The objective of this course is to make the students to learn the basics of cost accounting system.

Unit – I : Introduction

Nature and scope of Accounting – Branches of Accounting – Costing Vs Cost Accounts – Concepts - Limitations of Financial Accounting – Origin and Objectives of Cost Accounting – Advantages – Limitations – Financial Accounting Vs Cost Accounting – Elements of Cost Material Cost Control – Objectives of Material Cost Control – Purchase routine – Stock levels- Pricing the material issues – Labour Cost Control – Labour turnover .

Unit – II: Unit and job costing

Unit or Output costing – Preparing Cost Sheet – Preparing quotations – Job costing – Nature of Job Costing – Preparing Job Cost Sheet and Ledger – Recording Costs on Jobs – Recording Completed Jobs.

Unit – III: Contract costing

Meaning – Terms used in Contract Costing - Preparing Contract and Contractee Accounts – Value and Profit of Contract – Work-in-Progress – Profit on Incomplete Contract – Cost plus Contracts – Transfer of profit to P& L a/c – Balance sheet.

Unit – IV: Process Costing

Meaning, Nature of Process Costing – Process Costing and Job Costing – Costing Procedures under Process Costing – Preparation of Process Account – Normal, Abnormal loss/gain – Joint and By products.

Suggested Books:

1. Cost accounting – Jain & Narang, Kalyani Publishers
2. Cost accounting – Whedon
3. Cost accounting – SP Iyenger, Sultan Chand Publishers
4. Cost accounting-Principles and Practice – MN Arora Vikas Publishers
5. Cost accounting – PK Gosh
6. Cost accounting – NK Prasad
7. Cost accounting – Dk Mittal & Luv Mittal
8. Cost Accounting – Jawaharlal, Tata Mcgraw Hill

Semester III

Course No.3.6

INFORMATION TECHNOLOGY FOR MANAGERS

The Objective of this course is to make the students to learn the use of computers and their application.

Unit – I Introduction to Computer Concepts:

History – Classifications – Block diagram of a computer, Input-Output devices, Software, hardware, Software categories, Low level, Middle level, high level Languages – Types of memory – Central Processor – Concepts and components.

Unit – II : Systems Software : Need for Operating System:

Types of Operating system(Batch Processing), On-line, Multi Programming, Multi Processing & Time sharing systems) – Compilers, Assembler & Interpreter. Introduction to PC's Operating System(Ms-DOS) File system concepts , GUI (Windows).

Unit – III: Computers & Communication:

Need for communication – Goals/Uses of Computer Network – Type of Communication (Analog, Digital), Physical Communication media – Classification of Networks (LAN,WAN,MAN) – Features of topologies.

Unit – IV: Internet Concepts:

Internet features, Browsing documents, Search engines, internet connections and Problems – sending E-mail – Transferring files – Business of Internet. Problem analysis – Algorithms (Simple Algorithms). Flow charting, Decision Tables- Structures Pseudo code.

Suggested Readings:

1. C.S French : Computer studies, Galgotia Book Source
2. V.Rajaram: Fundamentals of Computers, PHI
3. Donald H.Sanders: Computer Today, McGraw Hill
4. Guy Hart & Davis : ABC's of Microsoft Office 97, bpb

Semester III

INFORMATION TECHNOLOGY – LAB

Course No.3.7

MS OFFICE, MS WORD, PPTS & DOS COMMANDS

Semester IV**Course No 4.1****ENGLISH****UNIT 6**

Reading: CIVIC SENSE

Writing: Articles

Pronunciation: Word Stress: Stress Shift

Listening: Fast Food and Health Issues

Soft skills: Negotiation

Speaking: Activity

Grammar: Adverbial Clauses

Vocabulary: Oxymorons

UNIT 7

Reading: THE HAZARDS OF FOOD COLOURING

Writing: Letters to the Editor

Pronunciation: Contractions

Listening: A Balanced Diet

Soft skills: Decision-making

Speaking: Activity

Grammar: Types of Sentences - I

Vocabulary: Words Related to Personality

UNIT 8

Reading: ALTERNATIVE CAREERS: THE MAKING OF SHORT FILMS

Writing: Blogs Pronunciation:

Elision Listening: Family Bonding

Soft skills: Influencing People

Speaking: Activity

Grammar: Types of Sentences - II

Vocabulary: Words Related to Film-making

UNIT 9

Reading: THE OPEN WINDOW: SAKI

Writing: Autobiographies

Pronunciation: Weak Verbs

Listening: Organic Farming

Soft skills: Motivation

Speaking: Activity

Grammar: Degrees of Comparison

Vocabulary : Words Related to Farming

UNIT 10

Reading: UNCLE PODGER HANGS A PICTURE: JEROME K. JEROME

Writing: Creative Non-fiction

Pronunciation: Rising Intonation

Listening: The Value of Friendship

Soft skills: Confidence Building

Speaking: Activity

Grammar: Genitive and Possessive Adjectives

Vocabulary: Words Related to Jobs and Work

UNIT 11

Reading: FATHER WILLIAM: LEWIS CAROLL

Writing: Scientific Papers

Pronunciation: Falling Intonation

Listening: Paper Manufacturing

Soft skills: Change Management

Speaking: Activity
Grammar: Phrasal Verbs
Vocabulary: Words Related to the Environment

UNIT 12

Reading: THE TABLE AND THE CHAIR: EDWARD LEAR

Writing: Short Stories

Pronunciation: Rhythm

Listening: Moral Values

Soft skills: Table Manners

Speaking: Activity

Grammar: Direct and Indirect Speech

Vocabulary: Interesting and Uncommon Words

Textbook Prescribed:

Advanced Skills in English . Eds. E. Suresh Kumar, A. Karunaker, A.V. Suresh Kumar. Orient Blackswan, 2014.

Mahatma Gandhi University, Nalgonda
CBCS SEMESTER - 4 (2017-18) TELUGU SYLLABUS
B.A., /B.Com.,/ B.Sc., / B.B.A., (ద్వితీయ భాష) తెలుగు - నాల్గవ సెమిస్టర్
సిలబస్ (మార్గదర్శి)

ప్రాచీన పద్యభాగం

1. నారద గాన మాతృర్యం పింగళి సూరన
2. వాగ్దాన భంగం ఆసూరి మరింగంటి వేంకట నరసింహాచార్యులు
3. నారసింహ శతకం ... ధర్మపురి శేషప్ప

ఆధునిక పద్యభాగం

1. నరుడా నేను నరుడా నేను కాళోజీ
2. ఆర్ధగీతం ... తిలక్
3. దేవరకొండ దుర్గం ... డా॥ ముకురాల రామారెడ్డి

వచన విభాగం

1. అర్ధరాత్రి అరుణోదయం ... దాశరథి
2. సి.పి.బ్రౌన్ సాహిత్య సేవ ... జానుమద్ది హనుమచ్ఛాస్త్రి
3. మన గ్రామనామాలు ... డా॥ కపిలవాయి లింగమూర్తి
4. నివురు తొలగిన నిప్పు ... పోల్కంపల్లి శాంతాదేవి
5. కొండ మల్లెలు ... ఇల్లందల సరస్వతీ దేవి

ఛందస్సు

పాఠ్య గ్రంథము లోనివి.
సామాజిక వ్యాసం.

Semester – IV

Course No 4.3.

MANAGEMENT ACCOUNTING

The Objective of this course is to impart the knowledge of Management Accounting tools for decision making.

Unit – I Introduction to Management Accounting

Definition and scope of management Accounting – Objectives, Advantages and disadvantages – management Accounting Vs Financial Accounting and Cost accounting – employment of Managements Accounting – Definition and scope – Role of management Accountant – Controller functions – Management services – Management Information System.

Unit II- Financial Statement Analysis

Meaning- Advantages & Limitations – Objectives of Financial Statement Analysis – different types of Financial Statements – Preparation and presentation of Financial Statements, Comparative and common size statements and Trend a analysis (Including Problems).

Unit – III – Ratio Analysis

Meaning of ratio analysis – Classification of ratios – Advantages and Limitations of Ratio Analysis – Computation and Interpretation of different accenting Ratios – Liquidity, Profitability, Turnover ratios and Solvency ratios (Including Problem)

Unit – IV – Funds Flow and Cash Flow Analysis

Funds flow analysis – Meaning – Preparation of funds flow Statement – Difference between Funds Flow Statement and Balance Sheet – Cash Flow Analysis _ Meaning – Preparation of cash Flow statement as per Accounting Standard No.3 (Including Problems). Cost Concepts for Decision Making – Marginal Costing and Decision Making – Pricing Decisions – Product Decisions – Profit Planning, Level of activity, Dropping a Product line, introducing a new product line, Product/Sales mix decisions – Make or Buy Decisions Key/Limiting factors(Including Problems/)

Suggested Readings

1. Management accounting (Principles and Practices) – Gupta Shashik, Sharma RK
2. Management Accounting – Anthon Robert N, Kalyani Publishers
3. Fundamental s of Management Accounting – Ghosh, PK & Guptas S,National Publishing House
4. Management Accounting –Hingorani Ramanadhan &Grewal- Sultan Chand & Sons
5. Management Accounting – Murphy, Mary E
6. Management Accounting – Kaplan & Atkinson , Pearson Publishers
7. Fundamental s of Management Accounting – Rustagi, Galgotia Publication.

Semester – IV

Course No 4.4

BUSINESS ETHICS & CORPORATE GOVERNANCE

The objective is to be able to understand ethical and psychological dimensions to contain cybercrimes and also will be able to grasp the important issues related to corporate governance.

Unit I

Business Ethics The Changing Environment : Business Ethics - why does it matter?; levels of Business Ethics. Five Myths about Business Ethics - Can Business Ethics be Taught and Trained?; stages of Moral development, Kohlberg's study - Carol Gilligan's Theory - Principles of Ethics.

Unit II

Professional Ethics. Introduction to Professional Ethics - Ethics in Production and Product Management - Ethics of Marketing Professionals - Ethics in HRM - Ethics of Finance and Accounting Professionals - Ethics of Advertisement - Ethics of Media Reporting - Ethics of Healthcare Services. Ethical Dilemma. Introduction, Dilemma and Ethical Dilemma - Mounting Scandals - Ethical Issues - Preparatory Ethics: Proactive steps - The software challenge.

Unit III

Cyber crimes and cyber Terrorism - social, Political, ethical and psychological , dimensional , Intellectual property in the cyberspace, Ethical dimensions of cyber crimes - the psychology, mindset & Master of Business Administration .

Unit IV

Corporate Governance I: Does Good Governance Really matter to Corporations?- Importance of corporate Governance – Corporate Governance in India - Board Structures Processes and Evaluation - Director Independence – Board committees, Indian model of Corporate Governance.

References

1. Brief Readings on Vital Topics, Routledge, 2013. A.C.Fernando: Corporate Governance, Principles, Policies and Practices, Pearson, 2012.
2. C.S.V.Murthy: Business Ethics, Himalaya Publishing House, 2012.
3. N.Balasubramanian : Corporate Governance and Stewardship, TMH,2012.
4. Nina Godbole & Sunit Belapure “ Cyber Security” wiley india 2012.
5. Joseph W.Weiss : Business Ethics, Thomson,

Semester IV

Course No: 4.5

PRODUCTION MANAGEMENT

The objective of this course is provide the knowledge of operations management i.e scheduling of production operations, quality control, materials and stores management.

Unit - I: Introduction to Production Management

Definition of Production Management, objectives of Production Management, scope of Production Management, Importance of technology in Production, systems concept of production.- Role of Production Management in total management System.

Unit – II : Production Planning and Control: Basic functions of Production Planning and Control, types of production systems – project ,Job Shop, Assembly, batch and Continuous .Product life cycle vs Process Life cycle.

Unit – III: Scheduling and control of production operations

Scheduling Control procedures and devices. Product sequencing: Sequencing of products in multi- product multi-stage situations - Plant Capacity and Line Balancing. Plant layout - different types of layouts. Plant Location and the factors influencing location

Unit – IV: Maintenance Management: Objectives – Failure Concept, Reliability, Preventive and Breakdown maintenance, Replacement policies.

Suggested Readings:

1. Stevenson J. William, 2007, Operations Management, 9th Edition, TMH.
2. Hanna, D.Mark & Rocky Newman, W, 2001, Integrated Operations Management- Adding value for Customers,PHI,
3. Aswathappa K. and Sridhara Bhat, 2003, Production and Operations Management, Himalaya Pub. House.
4. Lee J. krajewski and Larry P.Ritzman, 2007, Operations Management strategy and analysis, 9th Edition, Pearson Eduction / Prentice Hall of India.
5. Everett.Adam, Jr. and Ronald J. Elbert, 2003, Production and Operations Management Concepts, Models and Behaviour, 5th Edition, PHI.

Fundamentals of Income Tax

The Objective of the course is to provide the candidates with sound knowledge of the important provisions of the Income Tax law and their applications.

Unit I:

General Perspectives, Historical background of Taxation Laws in India , Fundamental Principles of Income Tax and concepts , Union Budget and Finance Act and Powers of the Parliament/State Legislatures, Government Financial Policies regarding Taxation.

Unit II:

Income Tax rate Structure and its Role in Indian Economy, Residential Status, Non Resident persons & Non Ordinary Resident, Previous year and Assessment year Tax: Fees and cess, Capital Expenditure and Capital Income. Revenue Expenditure and Revenue Income, Tax Evasion and Tax. Avoidance, Direct and Indirect Taxes.

Unit III:

Heads and Sources of Income: Salary and Fringe Benefit Tax , Income from House Property Income from Business; Profession or Vocation , Capital Gains , Income from other sources.

Unit IV:

Exemptions Deductions under the I.T. Act, Income exempt u/s 10 of the I.T. Act, Permissible deductions under Chapter VI of I.T. Act, Relief, and Double Taxation Relief.

References

1. Dr H C Mehrotra and Dr S P Goyal – Income Tax Law &Accounts: Sahitya Bhavan Publications.
2. Direct Taxes & Practice :Dr. V K Singhania, Taxman Publications.
3. Gour and Narang - Income Tax Law and Practice, Kalyani Publication
4. Taxation: H.Prem raja - Sri Hamsrala publications
5. Practicals in Taxation: H.Prem raja - Sri Hamsrala publications.
6. Income Tax: B.B. Lal, Pearson Education
7. Taxation: R.G. Saha, Himalaya Publishing House Pvt. Ltd
8. Income Tax: Johar, McGraw Hill Education
9. Taxation Law and Practice: Balachandran &Thothadri

Semester IV

Course No.4.7

Fundamentals of IT Lab-MS Excel & MS ACCESS

Semester V

Course No.5.1

PRINCIPLES OF MARKETING MANAGEMENT

Objective: This paper is intended to familiarize the students with the Concepts of Marketing.

Unit-I: Introduction

Meaning and Definition of Marketing - Scope of Marketing - Evolution of Marketing Concepts - Production Concept - Product Concept - Marketing Myopia - Selling Concept - Marketing Concept Societal Marketing Concept - Objectives of Marketing - Role of Marketing in Economic Development Rural Marketing - Rural Markets Vs Urban Markets - Marketing Management Tasks - Marketing Mix-Direct Marketing - Online Marketing - Marketing in the New Millennium.

Unit-II: Marketing and Its Environment

Micro Environment (Company-Suppliers-Marketing Intermediaries- Customers- Connectors- Publics) Macro Environment (Demographic-Economic-Natural- Technological-Political-Legal and Regulatory Cultural-Social) -International Marketing (Global Markets-GA AT and WTO).

Unit-III: Marketing Strategy and Planning

Corporate Strategic Planning (Vision-Mission.- Objectives) - Business Strategic Planning (SWOT Analysis - Goal Formulation-Strategy Formulation-Program Formulation - implementation-Feedback and Control) -The Marketing Process-The Nature and Contents of a Marketing Plan.

Unit-IV: Market Segmentation

Concept of Target Market - Diffused Market - Concentrated Market - Clustered Market - Market Segmentation (Concept-Types-Patterns-Bases-Benefits-Requirements for Effective Segmentation) –Market Segmentation Analysis for given Products - Product Positioning (Types of Positioning).

Suggested Readings:

1. Philip Kotler: Marketing Management 12e, PHI
2. Lamb: Introduction to Marketing, 8e, Thomson, 2007
3. Stanton WJ: Fundamentals of Marketing, 1996
4. Jain: Marketing Planning and Strategy, 7e,
5. Czinkota & Kotabe: Marketing Management, 2005
6. Ramaswamy &. Namakumari: Marketing Management

Semester V

Course No.5.2

PRINCIPLES OF FINANCIAL MANAGEMENT

The objective of this course is to impart the basic knowledge of Principles of Financial Management.

Unit – I: Introduction to Finance

Introduction – Finance – Financial Management - Meaning – Scope - Importance - Finance and Related Disciplines – Finance and Economics – Finance and Accounting – Finance and other related disciplines – Finance functions – Financial procedures and systems – Financial Managers role in the global scenario – Organization of Finance Function.

Unit – II: Basic Financial Concepts

Introduction – Time value of money – Practical Application of compound, annuity and present value techniques Risk and Return – Meaning – Risk, Certainty and Uncertainty – Return - Types – Risk and Return of a single Asset – Risk and Return of Portfolio – Capital Asset Pricing Model (CAPM) - Arbitrage pricing theory – Risk-Return Trade off – Profitability Vs Liquidity.

Unit – III: Basics of Project Management

Introduction – Meaning of Project Management – History of Project Management – Steps in Project Management – Estimation of Cash Flows – Methods of Appraisal under Certainty – Traditional and Discounted Cash Flow Techniques – Project Appraisal under Risk and Uncertainty – Project Financing.

Unit –IV: Long Term Sources of Finance and Capital Structure Planning

Introduction – Financial Assets – Financial Intermediaries – Financial Markets – Primary and Secondary – Relationship between them – Functions of Primary Market – Sources of long term Finance – Internal and External Sources – Shares – Debentures/Bonds/Term loans – other sources – Short term sources of Finance Capital structure planning – Introduction - determinants of the capital structure.

Suggested Readings:

1. James c Vanhorne : Fundamentals of Financial Management (PHI)
2. I.M.Pandey : Financial Management (VikasPublishers, New Delhi)
3. Prassanna Chandra : Fundamentals of Financial Management (TMH)
4. M.Y Khan and P.K Jain : Financial Management: Text and Problems (TMH)
5. S.N.Maheshwari: Financial management: Principles and Practice , Sultan Chand
6. John J.Hamton: Financial decision Making (PHI)
7. Lawrence J.Gitman : Principle of Mangerial Finance, Pearson Education.
8. Sudhiudra Bhat : Financial Maanagement, Excel Publications.
9. Westpm & Brigham – Managerial Finance – PHI

Semester V

Course No. 5.3

PRINCIPLES OF HUMAN RESOURCE MANAGEMENT

The objective of this course is to impart the knowledge of Responsibilities and Objectives of HRM, Recruitment of selection, Need for Man power Training, Methods of compensation, Managing careers and Basic Principles and guidelines for effective handling of Industrial disputes and Industrial relations to the students.

Unit-I: Human Resource Management in Action

Responsibilities and objectives of HRM – Key issues involved in HRM. - The concept and Functions of Human Resource Management - HRM Vs Personnel Management - Structuring Human Resource Management – Human Resource Management Vs Human Resource Development – Role of HR Manager.

Unit – II: Human Resource Planning

Human Resource Planning – Definition – Significance of Human Resource Planning – HR Planning Process . Career Development Versus Employee development – Meaning – Importance – Nature - Career Development –Value for the organization and individual – Career Stages-Career Choices and Preferences- Holland Vocational Preferences Model

Unit-III: Recruitment and Selection

Definition and Objectives of Recruitment –Recruitment Policy – Centralized and Decentralized Recruitment – Searching for prospective Employees/Sources of recruitment – Traditional sources and Modern sources to Stimulate the candidates to apply for a job – Traditional Techniques – Modern techniques – Factors affecting recruitment. Selection – Meaning and Definition – Essentials of Selection procedure - Placement – Problems – Making Selection Effective - Induction – objectives – Advantages.

Unit - IV: Training and Compensation

Introduction – Need for Manpower Training – Classification of Training programmes – Steps for designing the Training Programme – Training policy – General Information – Training methods – Training Bench marks matrices – Training strategy. Concept of Compensation – System of compensating – Intrinsic Vs Extrinsic Rewards – Compensation Dimensions – Macro Economic Compensation Concepts – Micro Economic Compensation Concepts.

Suggested Readings:

- a) P.Subba Rao – personnel and Human Resource Management - HPH
- b) Deepak Kumar Bhattacharya – Human resource Management zled- Excel
- c) Richrl. Henderson – Compensation management in knowledge based world – loled Pearson
- d) Decenzo Robbins – fundamentals of human Resource Management sled – wiley.
- e) Apannaiah Reddy & Anitha – Personnel and Human Resources Management, Himalaya Publishing House.

BUSINESS PROCESS REENGINEERING

Objectives:

This course has been designed to develop an appreciation of process view of business and redesign thereof. The participants would be able to develop an understanding of the use of information technology for process redesign.

UNIT- I

Historical background: Nature, significance and rationale of business process reengineering (BPR), Fundamentals of BPR. BPR and continuous improvement: Co-ordination and complementary efforts, IT capabilities and their organizational impacts

UNIT- II

Major issues in process redesign: Business vision and process objectives, Processes to be redesigned, measuring existing processes, Role of information technology (IT) and identifying IT levels.

UNIT- III

Designing and building a prototype of the new process: BPR phases, Relationship between BPR phases. Implementation of BPR, Stages of implementation and critical aspects.

UNIT- IV

Typical BPR activities within phases: Change management, Performance management, and programme management. Man Management for BPR Implementation; Re-organizaing People and Managing Change.

Suggested Readings:

1. Carr. D K and Johansson, H. J. Best Practice in Re-engineering. New York, McGraw Hill, 1995
2. Champy, James Re-Engineering Management; The mandate for New Leadership London, Harper Collins 1995
3. Coulson-Thomas. C. Business Process Re-engineering: Myth and Reality. London, Kogan Page, 1994
4. Davenport, T.H. Process Innovation: Re-engineering Work Through Information Technology. Boston, Harvard Business school Press, 1993
5. Hammer, Michael, Re-engineering the Corporation: a Menifesto for Business Revolution. London, Nicholas Brealey, 1993
6. Jayaraman, M S. etc. Business Process Re-engineering. New delhi, Tata McGraw Hill, 1994
7. Pepppard, J and Rowland P. the Essence of Business Process Reengineering. New York, Prentice Hall Inc., 1995

Semester V

Course No.5.5

BANKING AND INSURANCE MANAGEMENT

The objective of this course is to make the students to learn the concepts of banking and insurance and to gain an insight on financial services.

Unit-I: Banking System

Branch Banking – Unit Banking – Correspondent banking – Group banking – Deposit banking – Mixed banking – Investment Banking – Banking sector reforms.

Unit-II: Negotiable Instruments

Promissory Note, Bills of exchange and Cheque- Types of crossing the cheques – Payment of cheques – collection of cheques – Responsibility and liability of paying and collecting bankers – Statutory protection.

Unit-III: Loans and Advances

Types of loans and advances – Principles of sound lending – credit appraisal – Modes of creating charges – Types of charges.

Unit-IV: Insurance

Meaning – Definition of Insurance and Reinsurance – Objectives – Advantages of Insurance - Principles – Kinds of Insurance – Globalization of Insurance – Insurance Sector Reforms in India – Regulation of Insurance In India. Characteristics of Life Insurance – Advantages of Life Insurance – Procedure for issuing Life Insurance Policy – Issue of Duplicate Policy – Revival of policy – Meaning and Definition of Non Life Insurance – Types of Non life Insurance Products.

Suggested Books:

- Financial services – Banking and Insurance – Prof. R.Saibaba & Prof AV Ranganadha chary, Kalyani Publishers
- Principles & practice of Insurance – GS Panda, Kalyani Publishers
- Insurance & Risk Management – PK Gupta, Himalaya Publishing House
- Banking Law & Practice – SN Maheswari, SK Maheshwari, Kalyani Publishers
- Banking Theory Law And Practice – Mithani & Gordon, Himalaya Publications.
- Banking and Financial System – Aryasri, TataMcgraw Hill

Semester V

Course No. 5.6

DECISION SUPPORT SYSTEM**Unit – I Introduction**

Managers and computerized systems – Managerial Decision Making and Management Information Systems – A Frame work for Decision support – Decision Support systems – Experts systems – The Evolution of computerized Decision Aids – Some differences between MIS & DSS – The Decision Support – Expert Systems Connection.

Unit – II Decision Making Systems, Modeling and support

Definition – Systems – Models – The Modeling Process – a Preview – The Intelligence Phase- The Design Phase – The Choice – Search Phase – Evaluation Multiple Goals, Sensitivity Analysis and Goal seeking – Critical Success Factors – Implementation – How Decisions are being supported – Human Cognition and Decision and Decision Style – Group Decision making.

Unit – III – Decision Support System: An Overview

Introduction – What is DSS? Characteristics and Capabilities of DSS – Components of DSS – The Data Management subsystem – The model management subsystem – The User – DSS Hardware and Software – Classifications of DSS and their Support – Group DSS .

Unit – IV Constructing a Decision Support System:

Introduction – The system Development Life Cycle (SDLC) – The DSS Development Process – Technology levels – The Participants – Approaches to DSS Construction – The Development Process: Iterative and Adaptive – Team developed Vs User developed DSS – team developed DSS - End User Computing and User developed DSS.

Suggested Readings

1. **Decision Support and Expert Systems – Managerial Perspectives – Efraim Turban
Macmillan Publications**
2. **Managerial Information Systems – Jermino Canter PHI.**

Semester VI

Course No: 6.1

ADVERTISING MANAGEMENT**Objective:**

The objective of this course is to familiarize the students with the basic concepts, tools and techniques of advertising used in marketing.

Unit -I

Communication process - basic and elements; Marketing Communication - response hierarchy, models and alternatives; Advertising - meaning, nature and importance of advertising, types and objectives. Audience selection; Setting of advertising budget: determinants and major methods.

Unit-II

Media Decisions- Major media types - their merits and demerits; Advertising through internet and interactive media - Issues and considerations; Factors influencing media choice; media selection, media scheduling.

Unit- III

Message Development, Advertising creativity; Advertising appeals; Advertising copy and elements of print advertisement creativity; Tactics for print advertisement.

Unit-IV

Measuring Advertising Effectiveness - Arguments for and against measuring effectiveness; Advertising testing process. Evaluating communication and sales effects; Pre- and Post - testing techniques.

Suggested Readings:

1. Belch and Belch, Advertising and Promotion , Tata McGraw Hill Co.
2. Sharma, Kavita, Advertising: Planning and Decision Making, Taxmann Publication Pvt.Ltd.
3. Mahajan, J.P., and Ramki, Advertising and Brand Management Ane Books Pvt Ltd, New Delhi.
4. Burnett, Wells, and Moriatty, Advertising: Principles and Practice, Pearson Education
5. Terence A. Shimp, Advertising and Promotion: An IMC Approach , South Western,Cengage Learning.

Semester VI

Course No: 6.2

TRAINING AND DEVELOPMENT

Objective:

To train the students to understand the learning environment of a firm. The knowledge so obtained will make them capable of providing training to Human Resource of a business firm.

Unit I

Training and Learning :- Concept of training and learning, the learning process, learning curve, principles of learning, training guidelines, experience versus training, kinds of training, system approach to training, programmed instruction, transfer of training.

Unit II

Training Needs Assessment and Curriculum Development :- Identification of Training and Development needs, training needs assessment - various approaches (the job and the Individual), Advantages and disadvantages of basic needs assessment techniques, Assessing curriculum needs, curriculum standards, matching organizational training needs, Developing training materials.

Unit III

Training Methods:-Three Stages of training (Preparatory, implementation and follow up stage), On the job and off - the job methods,, experiential versus non-experiential methods.

Unit IV

Evaluation of Training and Development, and Emerging Pattern Reasons of evaluating training, Criteria for evaluation, problems of evaluation, steps involved in evaluation, methods for training evaluation, analysis and costing of training. Emerging Pattern of Training and development in India.

Suggested Readings:

1. Prior John, Handbook of Training and Development Jaico, Publishing House, Bombay.
2. Donald F. Michalak and Edwin G. Yager, Making the Training Process Work , Harper and Row, New York.
3. Jack J. Phillips, Handbook of Training Evaluation and Measurement Methods , Houston, Gulf Publishing Co.
4. Lynton R, Pareek, U, Training for Development, New Delhi, Vistaar .

Semester VI

Course No. 6.3

PROJECT MANAGEMENT

Objective: The objective of the course is to enable the learners to comprehend with different project management concepts, measurement and control for business.

Unit I-

Project Management Concepts: Concept and characteristics of a project, importance of project management, types of project, project organizational structure, project life cycle, Statement of Work, Work Breakdown Structure. Project Planning: Project

Unit II-

Planning and Scheduling techniques: developing the project network USING CPM/PERT, constructing network diagram, AON basics, Forward Pass and backward pass, Limitations of CPM/PERT, Precedence Diagramming Method, constructing diagram and computations using precedence diagramming method, PERT/CPM simulation, reducing project duration.

Unit III-

Resource Scheduling: Resource allocation method, splitting and multitasking, Multi project resources scheduling. Critical Chain Scheduling: Concept of critical chain scheduling; critical chain scheduling method, application of Critical chain scheduling and limitations.

Unit IV-

Project performance Measurement and Control: Monitor and assess project performance, schedule, and cost. Earned value Management, performance measurement. methods to monitor, evaluate, and control planned cost and schedule performance. Project closure/ termination, project audit process, termination steps, final closure. Managing Project Teams: Team development process, team building process, stages in developing a high performance project team, project team pitfalls.

Suggested Books:

1. Clifford F Gray, Erik W Larson, —Project Management-The Managerial Process|| Tata Mcgraw-Hill Publishing Co Ltd
2. Jack Meredith, Samuel J. Mantel Jr. —Project Management- A Managerial Approach|| John Wiley and Sons
3. John M Nicholas —Project Management For Business And Technology|| Prentice Hall Of India Pvt Ltd
4. James P Lewis —Project Planning, Scheduling And Control|| Tata Mcgraw-Hill Publishing Co Ltd

Semester VI

Course No. 6.4

BUSINESS TAXATION**Objective:**

To provide basic knowledge of business tax procedures and management under different provisions of the Income tax.

Unit I

Advance payment of tax -Tax deduction /collection at source, documentation, returns, Certificates Interest payable by Assessee /Government Collection and recovery of tax.

Unit II

Assessment, re-assessment, rectification of mistakes Appeals and revisions - Preparation and filing of appeals with appellate authorities. Drafting of appeal, statement of facts and statement of law.

Unit III

Penalties and prosecutions, Settlement Commission, Search, seizure and survey .

Unit IV

Transactions with persons located in notified jurisdictional area, General anti-avoidance rule Tax clearance certificate Securities transaction tax. Information Technology and Tax administration.TAN (Tax Deduction and Collection Account Number), TIN (Tax Information Network).

Suggested Readings:

- 1.Singhania, Vinod K. and Monica Singhania. Corporate Tax Planning and Business Tax Procedures. Taxmann Publications Pvt. Ltd., New Delhi.
- 2.Ahuja, Girish. and Ravi Gupta. Corporate Tax Planning and Management. Bharat Law House, Delhi.
- 3.Bajpai, Om Shanker. Search, Seizure and Survey.Taxmann Publications Pvt. Ltd., New Delhi.
- 4.Ahuja, Girish. and Gupta, Ravi Systematic Approach to Income Tax. Bharat Law House, Delhi.

CORPORATE LAW AND GOVERNANCE

The objective of this course is to impart the knowledge of company management, legal provisions of company meetings, borrowings and investment of companies, winding up formalities and Corporate Governance importance.

Unit - I: Company Management

Managerial Personnel – Directors – appointment – legal position of Directors – Managing Director – Appointment of MD – Qualifications and Disqualifications of MD – Whole time Director – Distinction between Managing Director and Whole Time Director – Independent Directors – Appointment – Auditors – Statutory And Independent Directors - Manager – Distinction between MD and Manger – Meetings of Directors.

Unit – II: Company Meetings

Meaning and Definition – Need for meetings – Types of meetings – Statutory meeting – Annual General meeting – Typical issues in respect of AGM – Extraordinary meeting – class meetings – Matters relating to General meetings.

Unit – III: Borrowing and Investments of the company

Loans of companies – restrictions on aggregate loans – Register of loans – Default in payment – penalty – exceptions - Debentures- Debenture Trust Deed – Deposits – acceptance of deposits from small depositors – Creation of charge – Types of charge – Types of loans. Liquidators in compulsory winding up – Liquidators in Voluntary winding up – Dissolution of companies – Dissolution Vs winding up.

Unit – IV: Corporate Governance

Meaning – Reasons for growing demand for corporate governance – importance of corporate governance – pre-requisites regulatory and voluntary actions – recommendations of Birla committee.

Suggested Readings:

1. Business Law and Regulation : SS.Gulshan, Ravi Akula
2. Business Law – K.R Bulchandani, Himalaya Publishers
3. Business Environemt – Francis Cheruluilam – Himalaya Publishers
4. Corporate Law – KC Garg, Kalyani Publishers
5. Business law – KC Garg & R.Saibaba, kalyani Publishers
6. Company Law – Garg & Chawla
7. Company Law – ND Kapoor
8. Elements of Corporate Law – Maheshwari, Himalaya Publishing House.

SEMESTER VII**MB 701 Management and Organizational Behavior**

Subject code: 7.1

No. of Credits: 4

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, Mintz berg 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.

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 702 Financial Accounting and Analysis

Subject code: 7.2

No. of Credits: 4

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.

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 703 Marketing Management

Subject code: 7.3

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. 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 704 Business Law and Environment

Subject code: 7.4 .1

No. of Credits: 4

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. 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 Leanings.

Elective –I MB704: Managerial Economics**Subject code: 7.4.2****No.of Credits : 4**

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. 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, New 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. Josphe G. Nellis & David Parter “Principles of Business Economics”, 2009, 2nd Ed. Pearson Ed.

Elective –II MB 705 IT APPLICATIONS FOR MANAGEMENT

Subject code: 7.5.1

No.of Credits: 4

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). 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 705 MANAGERIAL COMMUNICATIONS**Subject code: 7.5.2****No. of Credits: 4**

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. 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" 6th Ed Pearson Education.
4. Lesikar, R.V. and M.E. Flatley, "Basic Business Communication", 2008 11th 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.

B 706 Information Technology – LAB - I

Subject code: 7.6

No. of Credits: 2

Objective: The objective of this course is to provide basics of I.T and its 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 PowerPoint:

Getting Started with PowerPoint, Opening & Saving PowerPoint,
 Terminology and elements of Presentations, Using themes, styles and backgrounds,
 Creating, formatting and making use of charts, graphs and tables Inserting, or matting 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.
 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 VII**MB 801 Human Resource Management****Subject code: 8.1****No. of Credits: 4**

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.

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 802. Financial Management**Subject code: 8.2****No. of Credits: 4**

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. 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 803 Statistics for Management

Subject code: 8.3

No. of Credits: 4

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.

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 804 Operations Management**Subject code: 8.4.1****No. of Credits: 4**

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.

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 804 Customer Relationship Management

Subject code: 8.4.2

No. of Credits: 4

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.

Components of ECRM Solutions: Data Warehousing, 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.
6. Mukesh Chaturvedi, Abinav Chaturvedi, “Customer Relationship Management- An Indian Perspective”, 2008, Excel Books, 2nd edition.

ELECTIVE –IV MB 805 Operations Research**Subject code: 8.5.1****No. of Credits: 4**

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.

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.

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 805 Financial Institutions & Markets

Subject code: 8.5.2

No. of Credits: 4

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. **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 .

806 Statistical tools using Excel-Lab**Subject code: 8.6****No. of Credits: 1**

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.

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 - IX**MB 901 Business Research Methods**

Subject code: 9.1

No. of Credits: 4

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.
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 902 Total Quality Management**Subject code: 9.2****No. of Credits: 4**

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 Guidel, Green belt Training made easy, 2008, 2nd Ed. Macmillan
12. Kanji K. Gopal & Asher Mike, —100 methods for TQM, Response.

MB 903 International Business**Subject code: 9.3****No. of Credits: 4**

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. 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

904.1. (F): Investment Management**Subject code: 9.4.1****No. of Credits: 4**

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. 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 904.2 (M): Product and Brand Management

Subject code: 9.4.2

No. of Credits: 4

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. 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, Anitha Goyal, –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 904.3 (HR): Compensation Management

Subject code: 9.4.3

No. of Credits: 4

MB 904 ENTERPRISE RESOURCE PLANNING**Subject code: 9.4.4****No. of Credits: 4****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. 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 905 INTERNATIONAL FINANCE (F)

Subject code: 9.5.1

No. of Credits: 4

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.

Unit- II: 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. 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 905 PROMOTION AND DISTRIBUTION MANAGEMENT(M)

Subject code: 9.5.2

No. of Credits: 4

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. Distribution of Services, market logistics & supply chain management. Retailing and Whole selling- Types of 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. Ogvin, 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 905 ORGANIZATION DEVELOPMENT (HR)

Subject code: 9.5.3

No. of Credits: 4

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. 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 905 DATABASE SYSTEMS (SYS)

Subject code: 9.5. 4

No. of Credits: 3

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. 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 Modeling and 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 905 TUTORIALS Practicals in Database Environment (SYS)

Subject code: 9.5. 4.1

No. of Credits: 2

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-X
Subject code: 10.1

MB 1001 STRATEGIC MANAGEMENT

No. of Credits: 4

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. 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, New Delhi.
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. U.PendraKchru, "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 1002 SUPPLY CHAIN MANAGEMENT**Subject code: 10.2****No. of Credits: 4**

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. 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. Stapenhurst, 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, 1st Ed.
11. Mentzer, Joha, T, “Supply Chain Management”, 2005 Response.

MB 1003 ENTREPRENEURSHIP DEVELOPMENT

Subject code: 10.3

No. of Credits: 4

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. 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, Pearson Education.
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 1004 FINANCIAL RISK MANAGEMENT(F)**Subject code: 10.4.1****No. of Credits: 4**

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 1004 CONSUMER BEHAVIOUR (M)

Subject code: 10.4.2

No. of Credits: 4

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. 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 1004 PERFORMANCE MANAGEMENT

Subject code: 10.4.3

No. of Credits: 4

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 1004 E- COMMERCE (SYS)**Subject code: 10.4.4****No. of Credits: 4****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- Multitier 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. 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 andImplementation”, 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”, 3rdEdition. 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, “GlobalElectronic Commerce – Theory and Case Studies”, OxfordUniversities Press.
- 7.Martin Bichler, “The Future of e-Markets”, Cambridgepress

DS ELECTIVE-IV- MB 1005 FINANCIAL SYSTEMS AND SERVICES (F)

Subject code: 10.5.1

No. of Credits: 4

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. 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 1005 SERVICES MARKETING (M)

Subject code: 10.5.2

No. of Credits: 4

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. Service

Unit – IV: Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing. 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 Banerjee, “Global Marketing”, 2010, 4th Ed. Pearson Publications.
12. Onkavisit, “International Marketing”, 2008, 5th Ed. Routledge Publications

DS ELECTIVE-IV- MB 1005 LABOUR LAWS AND EMPLOYEE RELATIONS (HR)

Subject code: 10.5.3

No. of Credits:4

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.

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 1005 ADVANCED EXCEL (SYS) & LAB**Subject code: 10.5.4****No. of Credits: 4****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 etc
- 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

PivotTables

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

PivotCharts

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

VBAMacro

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

SuggestedBooks:

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

SuggestedBooks:

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.